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# Leanovations, LLC

## Lean Newsletter

### September 2009 Issue

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## Change Is In The Air

As we transition from the hot summer months into the colors of autumn, it is a reminder that change is constant and there will always be change.

Change is a fact of life, and in today's rapid rate of change it is not always easy to deal with. It is said that every individual will experience dramatic change in their lives every 5-10 years, be it in health, financial, work, relationship, or being exposed to a natural and environmental disaster which all effect, the way a person deals with future experiences or their own individual way of thinking.



Companies, too experience change just like individuals, and may not be able to control all change, such as the economic downturn most companies have recently experienced, but they can control their response to change. At Leanovations we train companies to look at change as opportunities in a situation, and having a choice on how they react to it. The choice really boils down to this...either companies manage change or it will manage them.

To become stronger and better prepared for what the future may bring, companies must decide to manage and enjoy the challenge of change, and find a way to get the employees on board with change. Leanovations teaches the Kaizen Team process where companies embrace change through engaging and empowering employees to help create business success.

Getting employees on board with change is difficult. Why is that? Quite simply, change is an emotional process. We are all creatures of habit who usually resist it and welcome routine or sameness. Uncharted waters are scary! In the long run, however, doing the same thing and expecting different results is the definition of insanity, and it will either create a company of mediocre results or even worse a declining ability to compete.

Companies must break away from their current state and develop a plan to a future state with new emerging opportunities. The challenge is for companies to convince their team of employees that the new future state vision is better than the current state. It is not

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easy, it takes planning, commitment, patience and courage to change, and this is where Leanovations excels in assisting companies.

The truth, of course, is that change can be wonderful. In fact, it is the key that unlocks the doors to growth and excitement in any organization. And, most importantly, without it...your competition will pass you by. A big part of success, for any company, is the ability to inspire your team to get out of their comfort zones; to assure them that even though they are on a new path, it's the right path, for the right reasons, and the Kaizen Team process is a perfect way to create success.

If you are interested in learning more contact Leanovations at (860) 479-0293, or e-mail us at [info@leanovations.com](mailto:info@leanovations.com) or visit our website at [www.leanovations.com](http://www.leanovations.com)

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## **Lean Supply Chain Partnerships Are Critical to Meet the Challenges Ahead**

Many companies we visit ask us what is a "Lean Supply Chain Partnership" and how does it really work? Simply put; a Lean Supply Chain Partnership is focused on continuous improvement of the total value stream to create a competitive advantage that allows all those in the value stream/partnership to benefit. It means working together to address today's issues, but also working on those issues the future will bring. At Leanovations we call this "Transforming Tomorrow Today".

Over the next ten years, the U.S. business world will experience strong forces of change including globalization with new low cost countries emerging, advanced technologies and innovations not even thought of today, additional natural resource constraints, heightened environmental concerns, shifting consumption patterns, additional regulations and taxes, and possibly a high-impact disruptive event like a major war, or a natural disaster.

Business structures and strategies will have to change to focus outwardly beyond their own four walls to engage and create "Lean Supply Chain Partnerships", as they pursue new revenue streams, lean-out their total value stream, asset base, costs, and reshape their capital approach to meet the opportunities and threats that lie ahead.

Companies will ask Lean Supply Chain Partners to take on a broader, more strategic mission, to embrace a more comprehensive set of goals, and to deliver a higher level of performance. Lean Supply Chain Partners will be expected to deliver more innovation, contribute more broadly to revenue generation, anticipate and monitor risk to ensure business continuity and sustainability, and expand the breadth and impact of cost efforts.

Leanovations specializes in assisting companies in developing a strong Lean supply chain partnership with key suppliers. Investing in the supply chain is as critical as the investment companies put towards building their customer relationships/base. Developing a



Lean Supply Chain is critical to becoming recognized as a world class Lean organization. Below are 7 steps we teach at Leanovations to develop a successful Lean Supply Chain Partnership.

## **Companies develop a Lean Supply Chain Partnership Through:**

- 1. Evaluating the total cost and value of the supply chain partnership**
  - Without a thorough understanding of all costs, from raw materials through the end product and Lean service provided, a supplier relationship cannot be properly evaluated.
- 2. Performing a two way Partnership with Lean Strategies**
  - Lean Supplier Partnerships develop strategies which go both ways. A true partnership leverages the total production cost to both parties' advantage creating a win-win environment.
- 3. Sharing critical information constantly**
  - Information sharing makes a supply chain partnership work. Waiting to share critical volume and timing information with suppliers can create lost business or excess inventory creating added costs for suppliers. Sharing information is critical for successfully managing a Lean Supply Chain Partnership.
- 4. Creating Customer-Supplier accountability**
  - Providing acceptable lead times without multiple changes is a key to a successful partnership. If every order requires expediting or multiple design changes, the relationship will never work.
- 5. Developing a Lean Score Card that focuses on incentives/penalties**
  - Having clearly established metrics to help keep the focus on continuous improvement of the partnership is critical. Tracking on-time delivery, cost of quality, total cost of the product, technical services the supplier provides, and Lean engagement all should be part of the score card.
- 6. Conducting Kaizen events together**
  - Working together on Kaizen team events to create extra value in production, asset utilization, product design and supply chain processes are the basis of improving the value proposition for both parties.
- 7. Investing time in the Supply Chain relationship and graduating it into a meaningful "Alliance with Lean Partners"**
  - Partnership meetings should focus on critical issues, areas for supplier and buyer improvements and discussions on how both organizations can improve the relationship to become an "Alliance". Successful Supply Chain Alliances have annual conferences, where everyone in the Supply Chain Partnership hears the same message and individual quarterly meetings to keep the relationship strong are encouraged.

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## New Member of Leanovations Focuses on Developing Lean Supply Chain Networks

Roger O'Hanlon has joined the Leanovations team with a focus on helping companies improve their procurement capabilities by developing and a Global Lean Supply Chain network. Roger's experience and business career expands over 40 years with leading US corporations such as Parker Hannifin, Honeywell, Dresser Industries, Textron, and United Technologies. Roger has taught and mentored companies around the world, with the last 10 years being active in assessing, selecting, and developing procurement teams and implementing Lean Global Supplier Networks.



Performing in executive level positions, Roger has an extensive background in developing a world class Lean thinking procurement organization focused on the implementation of Global Lean Supply Chain, and creating partnerships that focuses on continuous improvement of the total value stream.

Roger spent his early years on the other side of the negotiating table holding Management positions in Sales and Marketing. Having experience on both sides of the negotiations table provides Roger with invaluable insight and lessons learned to share and teach to others. Rogers' knowledge surrounds the Aerospace, Automotive, Medical and Industrial Processing industries.



Roger is a graduate of The University of Hartford with a degree in Bachelor of Science in Business Administration. In addition, Roger completed Executive education programs with Dresser Industries Corporation, Textron Corporation and Honeywell Corporation. Roger served as a Reserve Commissioned Officer, Infantry and Armor, in the US Army.

If you are interested in discussing your procurement process in your organization or interested in having Leanovations assist you in developing a Global Lean Supply Chain Network please call us at: (860) 479-0293 or e-mail at [info@leanovations.com](mailto:info@leanovations.com) and we can schedule a visit.

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## Kaizen Learning - Team Members Gain Tremendous Experiences

Individuals learn so much from the experience of being a member on a Kaizen team. At Leanovations, we have developed 10 key learning opportunities for those who participate on a Kaizen team. If you have not participated on a Kaizen Team, please volunteer and gain these 10 experiences.

1. **Paying Attention To The Small Things** Good Kaizen teams begin to notice the small things and if they seem abnormal they have an urge to improve them.



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2. **Having a Vision** for success and conducting a Kaizen event gives a team an idea of what is possible, an image of the ideal (what good looks like), enabling long-term thinking instead of a focus on daily firefighting.
3. **Providing Insight** into the business processes is developed through reflection on problems, their root causes and how to see these problems as opportunities to improve and how to develop solutions to solve them.
4. **Experiencing Teamwork** is part and parcel that is strengthened by effectively participating in the Kaizen event and turning their ideas into reality through the PDCA process (Plan-Do-Check-Act).
5. **Advancing Careers** is part of a team member's opportunities as they showcase their teamwork approach; creative and innovative thinking process and leadership capabilities, which become recognized by others in the organization.
6. **Linking Business Goals** to the impact of many small, practical improvements requires becoming more familiar in the business and financial language/metrics in order to link Kaizen actions to the top level business goals.
7. **Developing a Clarity of the Mind** is created through observation during Kaizen activity, resulting in a high awareness of the 7 wastes and what adds value, providing the ability to focus on eliminating waste, variation and overburden systematically.
8. **Creating Respect** for people, time, resources, and differences in viewpoint, all qualities of an effective Kaizen event and is required to create positive change.
9. **Implementing Objectivity** is the ability to face and manage current state situations as the Kaizen team develops counter measures, by checking one's assumptions and testing them through experimentation, and turning to the PDCA process.
10. **Building Connections** between team members, internal customer-supplier relationships, making stronger personal relationships as well as a stronger organization through Kaizen.

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### **UPCOMING LEANOVATIONS EVENTS**

Go to [www.leanovations.com](http://www.leanovations.com) to register for a workshop or to learn more information on workshops by **Fred Shamburg, President Leanovations, a National Shingo Prize Examiner and other members of the Leanovations team.** The workshops will be at CCSU-ITBD in New Britain

- **October 19 and 20th, 2-Day Workshop "Developing a Lean Supply Chain Partnership to Compete Globally"** The participants will have the opportunity to learn the fundamentals of how developing a Lean Supply Chain is important for Procurement and Purchasing Departments to compete globally.
- **October 26th, 2009 - 1-Day Lean Enterprise Overview Workshop-** This workshop is designed to provide an overview of Lean enterprise and the four basics of a successful Lean transformation. The participants will apply what is learned in the morning session through a Nerf Ball Simulation Exercise.
- **November 23rd and 24th, 2009 - 2-Day Lean Executive Training -** This workshop is designed for Top Management to Learn "What It Takes to implement and sustain Lean". Participants will learn what it takes to lead an organization

through a Lean Transition and actually see it first hand by visiting and touring a different facility each day and will hear from Top Management at these facilities about their journey.

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