

**Fred Shamburg**

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**From:** Fred Shamburg, Leanovations, LLC [info@leanovations.com]  
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## Leanovations, LLC Lean Newsletter March 2010 Issue

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**APICS Provides Lean Benchmarking Tour on  
March 11<sup>th</sup>, 2010 at One of Connecticut's  
Best Lean to Green Companies**

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Lean benchmarking is a way companies can improve their own business processes and Lean Leadership skills through the exchange of ideas and data gathered by networking at tours, workshops and conferences.



APICS Hartford Lean plant tours feature leading companies from across the Connecticut region and provide the opportunity to learn by seeing how theory is put into practice. The tours also provide benchmarking opportunities and foster the sharing of best practices and professional networking. Hartford APICS announces a tour of one of Connecticut's premier "Lean to Green" companies, Specialty Printing in East Windsor CT, on March 11<sup>th</sup>, 2010. If you want to learn more about Specialty Printing or participate in this benchmarking tour please visit:

**[Please Click Here For APICS Website and Sign Up For The Tour](#)**

Specialty Printing, LLC has been in business for more than thirty years and today is recognized as one of the country's leading manufacturers of high quality, pressure sensitive labels. Specialty

## [Workshop](#)

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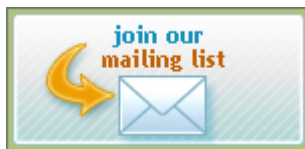
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has been recognized within their industry as a leader in Lean to Green initiatives. Join the Hartford APICS Chapter on March 11<sup>th</sup>, to learn more about their Lean to Green journey and how they increased On Time Delivery from Low 80% to over 96% consistently, increased Inventory Turns by 67%, reduced Set-Up times by 54%, increased Productivity by 34%, reduced Material Waste by 31%, reduced Cost of Poor Quality by 60%, all since they started on their lean journey in 2007 after developing a "Lean Partnership" with Leanovations, LLC.

Companies, such as Specialty Printing, that have achieved operational excellence through the deployment of a Lean strategy share these key characteristics:

- Lean is a "Growth Strategy" and the leadership team is dedicated to growing the business profitably while providing employment stability. Lean principles are reflected in the companies Strategic Plan, and the deployment of the plan is being accomplished at all levels in the organization.
- A culture exists that pursues ongoing continuous improvements through Kaizen Teams, striving to offer a product or service which is exactly what the customer wants.
- Creating a Lean Learning culture through respecting the employee's ideas, engaging and empowering them to help create business success.
- Lean techniques have been established throughout the enterprise which supports the VOC (voice of the customer), VOB (voice of the business), VOE (voice of the employee) and VOP (voice of the process).



If you are interested in learning more about Specialty Printing or want to know how Leanovations, LLC can assist you in your Lean journey, please e-mail us at [info@leanovations.com](mailto:info@leanovations.com) or call us at (860) 479- 0293.

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## **In Tough Budget Times Connecticut Governor Turns to Lean**

In these incredibly tough budget times, it is absolutely encouraging that some state governments are using Lean. Connecticut's Governor Rell recently announced the state of Connecticut was using Lean with some agencies to rethink the way they do things, in order to increase their capacity to provide value to those they serve. Other state governments enjoying Lean successes are Iowa, Maine and Georgia, in addition other states are getting involved with Lean as we write this article, which as a



taxpayer is very encouraging.

Lean recognizes that inefficiency resides in all systems and processes in the way we have designed work to be completed. Lean has a measurable impact on time, capacity and customer satisfaction. Through cross functional Kaizen teams Lean projects produce amazing results, and builds a culture of engaged and empowered employees creating new break through successes.

On January 31, 2010 the State of Connecticut Governor, announced the State was Trimming Bureaucracy With "Lean" Practices and Policies and that her continuing effort to reduce the size and cost of state government, agencies are effectively changing the way they do business by adopting "Lean" principals. Governor Rell said "Lean" methods used by state Departments of Environmental Protection (DEP) and Labor (DOL) have resulted in substantial efficiencies and cost-saving measures. Those same principals are now being expanded to five more agencies.

"Our taxpayers deserve a government that delivers services in the most efficient, cost-saving way while being responsive to the people they serve," Governor Rell said. "Many agencies are already seeing substantial results. Less red tape gives staff more time to carry out the responsibilities to our citizens."

In the January 31<sup>st</sup> announcement by Governor Rell, examples were stated, such as: The DEP (Department of Environmental Services) began its efforts 18 months ago, and they are still ongoing. Using a team approach to identify and remedy inefficiencies and duplicative steps, the agency has streamlined a review for seven types of inland water permits that previously used seven separate processes to one consistent process. Dock permits, which had been issued an average of 550 days after application, are now down to about 100 days. The DEP has also been able to reduce by 62 percent (294 days to 113 days) the time needed to process applications for loans for municipal wastewater treatment projects under state's Clean Water Fund. "We would never have imagined the magnitude of success that we now see," DEP Commissioner Amey Marrella said. "The improvements are resulting in better services for the public and those whom we regulate," Commissioner Marrella said. "As a result of *Lean*, DEP is freeing up staff resources to address backlogs and provide more timely and high quality service."

"We are doing more with less. We have to," Governor Rell said. "Agencies in my Administration clearly understand that serving the public in a more-efficient, less-expensive way is paramount. A bigger and costlier government has never been the answer."

Leanovations, LLC enjoys a "Lean Partnership" with CT DEP and has been working with them over the last two years. As of February 2010, DEP has undertaken 19 Lean projects under the guidance of Leanovations LLC, to address environmental quality, conservation and business administration processes in areas including permitting, inspection, and enforcement in air, waste, and water pollution control

programs, trout stocking practices, boating safety certification, requisition and purchasing, health and safety, radiation registration, requests for wildlife species review, and forest management planning. To learn more about Lean at DEP, visit their website where you will be able to visit additional links such as; an excellent Video on DEP Lean and Green showing engagement and enthusiasm throughout the organization, along with other educational links.



[Please Click Here for The "DEP LEAN WEBSITE"](#)

Having Connecticut state agencies embrace Lean has real promise and a chance to radically reshape government. The Connecticut Lean Government process must succeed so other state agencies and municipalities embrace Lean too, as we all know success breeds success. The key understanding and principles of Lean are too important for this approach not to succeed, if they fail it would then relegate this approach to adopt Lean a mere fad. We desperately need "Lean thinking" in government. Good for you Governor Rell for recognizing the results at CT DEP and for encouraging other State agencies to embrace Lean. You have Leanovations admiration and support with your Lean Journey!



## Lean Leadership Needed to Take America Out of Recession

A Chinese proverb states, "If we do not change our direction we are likely to end up where we are headed...." American manufacturing is indeed in a position where there is a Lean Leadership deficit. A true Lean Leader creates dramatic, useful change, providing opportunities to improve their organization to compete globally.



A Lean Leader needs to be visible as a positive role model, in order to demonstrate his/her breadth of Lean knowledge, understanding of the business environment and the organizational cultural challenges. In addition, he/she must display an aptitude for logic and a desire to challenge the status quo in order to facilitate free flowing decision-making through engaging employees with Kaizen Events. Finally, a Lean Leader must possess the ability to be an agent (facilitator/coach) with a wide array of knowledge and information coupled with an unquestionable trust, professionalism, and an open invitation for dissent.

Good Lean Leaders motivate people in a variety of ways, five of which are the basis to the "*LEANOVATIONS*" approach.

1. First, Lean Leaders must help define the organization's vision in a way that highlights the values of their group and that of the customers.
2. Lean Leaders must support people's efforts to achieve the shared vision through coaching, feedback, and role modeling.
3. Lean Leaders must understand that the tools support the people, not the people supporting the tools.
4. Lean Leaders must build on wins; stay focused building a strong Lean Learning Culture that recognizes and rewards success.
5. Finally, a good Lean Leader refuses to be a victim and will live the motto "If it is meant to be, it is up to me", providing new profitable growth opportunities for the organization.

For organizations to nurture and develop effective Lean Leaders there must be a Lean Learning Culture conducive to creating challenging opportunities that engages all employees. Lean Leaders need to possess the skills and characteristics of a teacher who can motivate and pass on a high commitment level from the team and ownership of the issues and solutions adopted.

Since none of these traits discussed above is magically possessed, Lean Leadership Certification programs are offered through a variety of ways, many in sterile University classrooms with no interaction with the "real world". Leanovations conducts a Lean Leadership Certification program at a different Lean factory each day providing "real world" experiences. The participants will hear from top management about their Lean journey, then tour the facilities and then more importantly hear from the workers about how the Lean transformation has affected them in a positive way. Leanovations graduated 24 individuals from 9 different companies, and 4 states in January 2010, some as far away as Kansas and Arizona. Leanovations Lean Leadership program is recognized by Connecticut's Center for Advanced Technologies, Inc, (CCAT), and many graduates have been recognized by the State as an "Internal Lean Expert" after graduating and working with Leanovations on Kaizen Team events.



**Mark Your  
Calendars for the  
Upcoming  
Leanovations  
Workshops**

Leanovations offers the Lean Leadership Certification program two times per year, in January and again in June. The next class is all set for June 22<sup>nd</sup> - 25<sup>th</sup>, a four day intense workshop with simulation exercises in which to practice the lean tools, plus tours of the facilities to see Lean in the "Real World". If you wish to participate in a future Leanovations Lean Leadership Certification Workshop please go to [www.leanovations.com](http://www.leanovations.com) or send an e-mail to [info@leanovations.com](mailto:info@leanovations.com).

Leanovations would like to thank the following "Clients/Lean Partners" for hosting Leanovations 2010 Winter Lean Leadership Certification Workshop. All are well on their way in their Lean journey and becoming well known in Connecticut as a Leader in Lean and Green Manufacturing:

Precision Punch - Berlin CT

Zygo Corporation - Middlefield CT  
GKN Aerospace - Cromwell CT  
Specialty Printing - East Windsor CT



## **UPCOMING LEANOVARIONS EVENTS**

**Go to [www.leanovations.com](http://www.leanovations.com) to register for a workshop or to learn more about workshops by Fred Shamburg, President Leanovations, a National Shingo Prize Examiner and other members of the Leanovations team.**

### **June 22nd - 25th, 2010 Lean Leadership Certification**

This Leanovations Lean Leaders Certification program is for professionals leading Lean initiatives for their organizations, who want to equip themselves with the skills necessary to be an effective change agent and Lean implementer. The 4-Day program consists of hands-on, simulation-based exercises that presents Lean concepts, principles, tools and techniques. All four days of the class will be at clients of Leanovations and companies recognized as Lean Leaders in Connecticut. Many graduates of this certification program become recognized and awarded an internal Lean Leader Certification by Connecticut's Center for Advanced Technology.

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