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Hi, just a reminder that you're receiving this email because you have expressed an interest in Institute for Lean Systems. Don't forget to add david.veech@theleanway.com to your address book so we'll be sure to land in your inbox!

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ILS Newsletter

Go and See
June 2012

Dear David,

Next week, we're bringing a group of Australian business people to Kentucky to see some of the best lean sites in the world - Toyota, JCI, Lantech, Zappo's, and other less well-known businesses. They'll be learning first-hand the principles driving these great companies, and discussing what they see and what they're learning in facilitated reflection sessions to make sure they can apply what they've learned in their own businesses.

This fall, we're going to offer our lean systems certification series of workshops to the general public. If you have a couple of people who need to learn the depths of lean thinking, send them to this series. If you want to reinvigorate your lean journey, send some people to this series. We promise to send them back to you fired up and armed to make a difference.

If you've made some progress but find it slowing or if you've managed to have competitors come in and threaten your market share, it's time for some more hands-on help. Call us. Even if you don't have money for consulting in your budget right now, we can still help you make some improvements that will make you more competitive and save you money. We'll defer our billing so you can use some of what you saved to pay for our service. Call us and schedule a site visit first, and we'll be able to tell you that day how we think we can help.

David Veech, Executive Director
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Go and See - Zappo's

I made it out to Zappo's Fulfillment Center in Shepherdsville, Kentucky yesterday. It was a little scouting trip prior to taking the Australian group there next week.

I've heard and read a lot about Zappo's, particularly about their culture. Lots of people in the throes of lean transformation talk about changing

Learn C4 Problem Solving!



We're offering on-site Problem Solving and Employee Engagement workshops for as many as 12 people per session for \$2,500 per day. We can run sessions from 1/2 day to 4 days. In a four day session, we'll identify and solve problems saving tens of thousands of dollars. But the real benefit is gaining employee trust and skills as you do it. [Contact me for more information!](#)

Compression & ILS



We've built a close partnership with the Compression Institute whose mission is to create and support Vigorous Learning Organizations to enable better performance and outcomes while consuming dramatically



the culture, but there's a big difference between talking about changing culture and actually changing the culture. At Zappo's the most fundamental piece of their culture is their core values. That's true of any organization, because the core values should drive behavior for everyone in the organization. Unlike most places I visit, at Zappo's the core values were in your face everywhere. I mean literally EVERYWHERE. They are constant reminders to everyone about what the company stands for. In most places, you see the values on one poster somewhere or only on the website.

So there's the difference. If you want to change your culture or want people to live by the values you profess, you should make sure everyone knows them and that you hold people accountable to them...especially leaders. At Zappo's, they settled on 10 core values:

1. Deliver WOW Through Service
2. Embrace and Drive Change
3. Create Fun and a Little Weirdness
4. Be Adventurous, Creative, and Open-Minded
5. Pursue Growth and Learning
6. Build Open and Honest Relationships with Communication
7. Build a Positive Team and Family Spirit
8. Do More with Less
9. Be Passionate and Determined
10. Be Humble

If these were just a list of things on a boardroom wall, I'd say they were pretty hokie. But they aren't. Like I said, they are everywhere; on shot glasses, in graffiti, on signs, in break rooms, on machines, on tee-shirts, on the floor...everywhere. But they also have the structure to support them. They aren't perfect, but who is. Go check them out yourself.

They offer free tours of their facilities, and offer extra time with managers for small fees. Go and See!

-David

Learning



After ruminating about this for a few months, and after hearing from a couple of folks, we've decided to offer our Lean Systems Certification Series in a public workshop starting in August.

The three week-long sessions will run from August 27-31, September 24-28, and October 22-26 (October dates may shift a week. We're double checking). For those of you who've been through our Certification Series, you know it's quite rigorous, and a full week is demanding on schedules. But after doing this for over 15 years, we've found that without the concentrated focus, and without immediate application in the days and weeks after a course, people tend to forget too much and fail to sustain transformation efforts.

So, we incorporate a variety of techniques in teaching the material (simulations, lectures, discussions, group activities, site visits) and require participants to do relevant projects when they return to work, and to complete those projects before the next course.

We always begin with a review of the basics, then take them deeper, and deeper, until participants really understand the wisdom behind the tools; the theory behind the principle. This is important because only this understanding will allow you to apply the principles and tools to the unique situation of your workplace.

The series of three sessions costs \$7,495 per person. We offer substantial discounts for small businesses, multiple attendees, and people looking for jobs. We also strongly believe that the homework

fewer resources.

We've established a community vigorous learning group in Kentucky. This group will be meeting monthly to define what Compression Thinking means for the participants and how companies can grow their bottom line while compressing their use of resources.

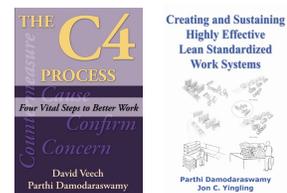
Send an email to david.veech@theleanway.com if you are interested in participating. Meetings are scheduled for June 15, July 13, August 10, and September 21.

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Summer Reading Time!



[Our books on sale now!](#)

See below for a special coupon offer!

Greening in Australia



ILS Australia has begun several green-focused programs for clients. They are rolling out diploma units in sustainability that include Green Value Stream Mapping and Carbon Accounting! For more information, contact Rina Sinha at rina.sinha@theleanway.com

News!

projects people will be doing between sessions should result in enough savings to cover these costs. We'll even help to make sure they do. Please contact us if you're interested in attending. We'll save your spot! For more information, visit our website at www.theleanway.com.



Things We're Cooking Up



A new Graduate Certificate in Competitive Enterprise series is underway in Australia. Contact [Daniel Anderson](#) for details and registration.

The [Compression Institute](#) is planning a Summer Institute in Boulder, Colorado, August 13 - 17. We're working on the program. It'll be two days as an

overview of Compression for everyone, then two days of focused work for people who want to facilitate Vigorous Learning Groups in their communities. Contact [Jason McVay](#) for more information.

We'll be at The Ohio State University June 27-28 to run a couple of simulations for the new MBA cohort getting started. How's your progress going? Get registered today!

Want to recharge your workforce to help you identify and solve problems? Want to get more from your PDCA or DMAIC? We've put together several **C4 workshops** that can help you keep problem solving on track and focus on developing people in addition to reaching a solution. These workshops can run anywhere from a 25 minute overview to a week-long group experience. Contact [David Veech](#) for more information.

We're also kicking around the idea of holding another [Executive Workshop](#) in December. If you think you'd like to participate and get your batteries recharged, send me a note and let me know!

If you need some help, send us a note! We're still offering our **Cost-Neutral financing** so even if you don't have coaching or consulting in your budget, we can work with you to realize a tremendous amount of savings and you can pay us after you've saved. Don't let a tight budget stop you from getting some help to stay competitive.

Thank you for letting us share this with you. If you liked it, please share it with some of your contacts. If you didn't, please let me know how we can improve it to serve you better.

Sincerely,

David Veech
Institute for Lean Systems

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