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April 2009

Institute for Lean Systems Newsletter

April 2009 Issue

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Please pardon us while we are working on a new web site. For information on any of the events listed, click the link provided and send an email to David!

Applying Lean Across the Supply Chain Workshop, February 23 - 27, 2009, Penn State University, State College, PA.
[Register](#)

Lean Executive Course March 4 - 8, 2009, Hilton Garden Inn, Georgetown, Kentucky. [For more info click here](#)

ILS Lean Leaders Advanced Certification Series runs from May through September. [For details send David an email. Just click here.](#)

ILS Lean Systems Certification Series, Begins June 2009 [For details send David an email. Just click here.](#)

For more information about any of these programs, [click here.](#)

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Dear David,

We seem to have a lot going on at the Institute for Lean Systems. First, we're growing, with five additions to our U.S. staff. This expansion will greatly increase our capacity to serve our current clients as well as our growing list of new clients. For more details, see **ILS announces U.S. expansion.**

We're also pleased to announce new partnerships with the Kentucky World Trade Center and with the Kentucky Association of Manufacturers.

As part of our KWTC partnership, ILS is offering a half-day seminar on **"Thinking Lean in a Challenging Economy."** The seminar will run from 8:30 a.m. to 12:30 p.m., Thursday, **May 7**, at the Hilton Garden Inn, 110 Grandstand Drive, Georgetown, KY. Guest speakers include Brad Denning, CEO of Skier's Choice; John Poff, Director of Operations, Compass Automotive Group; John Stewart, Operations Partner, Monomoy Capital Partners; and Brad Thompson, CEO of Columbia Forest Products. Lunch will be provided and will be followed by an optional tour of Toyota's Georgetown facility. Cost is \$95 for KWTC members and \$125 for nonmembers. For more info, contact Marie Davis at 859-258-3139 or marie.davis@kwtc.org.

The Kentucky World Trade Center is a nonprofit membership organization helping Kentucky companies import, export and establish overseas operations. With offices in Lexington and Louisville, KWTC offers counseling, market research services, translation assistance, trade education seminars, international events and programs, cross-cultural training, trade missions, and referrals to local international service providers.

Our other new partner, the Kentucky Association of Manufacturers, is the only Kentucky trade association focused exclusively on the manufacturing sector. KAM's mission is to enable profitable growth for existing Kentucky manufacturers and the industries that support them, and to attract new manufacturers to Kentucky, so that the prosperity of all Kentuckians will be enhanced.

I'm also pleased to announce that I will be a keynote speaker at the **2009 Training Within Industry Summit.** The event is at the Great Wolf Lodge in Mason, Ohio, (a northeast suburb of Cincinnati) on **May 12 - 13.** My talk is on the 13th and will center on creating a sustainable skill base and succession strategy. For the event website, [click here.](#)

We're also launching a new program we're calling the **Community Action Partnership.** This Partnership brings together four to seven companies for an intense transformational learning experience. After three week-long events, with 4 to 6 weeks in between each, graduates earn the Lean Systems Certificate. More importantly, they will have the skills, confidence, and a plan to lead their company's transformation. We're very excited about this. The first one is scheduled for Louisville, Kentucky and begins on June 1. [Contact me for more information.](#) I'll send you our A3 describing the Partnership.

Finally, in our last newsletter, we talked about how people resist change - even when their lives depend on it, and I promised to tell you about some techniques you can use in the workplace to overcome this resistance. Here's my follow-up report: **The 3 keys to implementing change.**

ILS announces U.S. expansion

ILS is pleased to announce the addition of five top-notch professionals to our U.S. staff, including three new project managers, plus a business development manager and a public relations manager.



Howard Artrip serves as lean transformation project leader. His experience involves over 20 years at Toyota Motor Manufacturing U.S.A. His background includes Pre- Production Model Change Planning, as well as Production Management by utilizing the Lean tools of the Toyota Production System. His work at Toyota also included Continuous Improvement of Manufacturing and Logistics Systems, by developing management tools to support operations stabilization.

David Stewart brings 18 years of manufacturing experience to our transformation mission. With a strong background in Quality and Production Management, he is skilled at helping clients focus on flow and process kaizen to create an effective lean work environment. Beyond rapid transformation, David also provides those clients with the management tools required for building a culture of continuous improvement and the utilization TPS principles.

Darril Willburn has more than 17 years of leadership, process improvement and organizational development experience. He was a leader in the development and implementation of some of Toyota Motor Manufacturing's highest profile leadership development programs of the past 10 years. He led the Toyota Way (Toyota core principles) implementation at Toyota's largest manufacturing plant in North America. He also worked with The Toyota Institute in Japan.

Robert "Ned" Wood has an extensive background in sales, management development, and human resources. He was a Vice President of Human Resources for two Fortune 500 firms, held the highest certification in his field (SPHR), and spent 15 years as a management consultant focused on productivity improvement, workforce development, organizational transformation, and executive coaching. He holds an MBA in Management from FloridaStateUniversity and a BA in Marketing from the University of New Hampshire.

Mike Bosc helps ILS and its clients publicize their lean programs. He has more than 30 years of journalism and public relations experience, including 5 years as Chicago bureau chief for *U.S. News & World Report* magazine. Mike has generated story placements in such publications as *The Wall Street Journal*, *USA Today*, *Chicago Tribune*, *Christian Science Monitor*, and *Modern Healthcare*.

The 3 keys to implementing change

In his 2007 groundbreaking best seller, "Change or Die," author Alan Deutschman documented how difficult it is for people to change their behavior - from patients suffering from heart disease to repeat offenders in the criminal justice system to companies mired in labor problems. For instance, one medical study found that 90 percent of patients who undergo heart-bypass surgery did not change their lifestyles even after doctors told them that failure to change could result in premature death.

So why didn't they change? A large part of the problem, Deutschman concluded, is how we try to get people to change. Typically, he says, we rely on the 3 F's:

Facts - here are the logical reasons for change.

Fear - here are the consequences if you don't change.

Force - just do it because I said so.

These might be strong motivators in the short run, but they don't lead to long-term change. Facts aren't enough; fear eventually loses its impact; and force generates resistance.

So what does work? Deutschman suggests what he calls the 3 R's:

Relate- create a strong new relationship with an individual or a group that inspires hope and provides support.

Repeat -practice the new skills you need until they become automatic. A good teacher, coach or mentor can provide guidance, encouragement and direction.

Reframe - learn new ways to think about a situation. Eventually, you'll look at the world in a way that wouldn't have made any sense to you before you changed.

Deutschman offers a number of examples that demonstrate the effectiveness of this approach - from Alcoholics Anonymous to the Delancey Street Project, a model program for rehabilitating convicted felons.

One of his most dramatic examples was a study conducted by Dr. Dean Ornish at the University of California at San Francisco involving patients who suffered from severely clogged arteries. Instead of opting for bypass surgery or angioplasties covered by their insurance plans, 194 patients volunteered for a lifestyle-changing program. The patients got help to quit smoking and to switch to a healthful diet. They held group meetings twice a week, and they took classes in meditation, relaxation, yoga and aerobic exercise.

Although the program lasted for only a year, researchers found that three years later, 77 percent of the patients had stuck with these lifestyle changes - and avoided the need for heart surgery. How could Ornish get nearly 8 in 10 patients to make these lifestyle changes, where conventional medicine was able to change only 1 in 10?

"When you find the right relationship," Deutschman says, "anything is possible."

So why don't more organizations adopt the 3R approach? The main reason is that the 3R approach involves emotion - addressing people's feelings, not just their intellect. And most business leaders aren't comfortable dealing with emotion. Emotional persuasion doesn't come naturally to most people, and isn't taught in business schools.

Fortunately, the Institute for Lean Systems has a team of professionals who can show you how to successfully implement change strategies that will transform your organization - make it leaner, more efficient and more profitable. For more information, contact

David Veech
502-517-1845
david.veech@theleanway.com.

2009 Training Within Industry Summit

ILS Executive Director David Veech, will be a keynote speaker at the Training Within Industry Summit next month in Mason, Ohio. Veech's presentation will focus on how to create a sustainable skill base and succession strategy in an organization.

Training Within Industry was a program developed during World War II to quickly and consistently train replacements for workers sent to the armed forces. Introduced to Japan after the war, the program became an integral part of the Toyota production system.

The two-day summit is scheduled for May 12-13 at the Great Wolf Lodge. For more information or to register, click [here](#).

Thank you for being a subscribed member of this newsletter, and keeping up with the Insitute for Lean Systems. We hope to hear from you soon, and appreciate your support over the years.

Sincerely,

David Veech
Executive Director
Institute for Lean Systems

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