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ILS Newsletter

**Strategic
Transformation**
March 2012

Dear David,

Just a short newsletter this month. Our focus last month was on problem solving and how important it is to understand the impact of the problems we're claiming to have in our workplaces. This month, we're going to focus on our mix of hands-on transformation action and detailed learning we call the Strategic Transformation Partnership.

Even if you don't have money for consulting or for training in your budget right now, we can still help you achieve some savings that will build. 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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Strategic Transformation Partnership



The best time to begin a lean transformation is now. Any circumstance should promote your need to begin building a new culture that focuses on and highly values problem solving and improvement. That said, it often works better when things are stable enough for you to take your time and really learn how and why a lean philosophy works.

When a company has time, we can be very deliberate in showing people step by step better ways to get their employees involved in change, create work systems that flow, structure pull systems that really work (often after considerable experimentation), create truly effective standardized work, teach people with job instruction methods, and show people how 5S is less about housekeeping and more about a learning system for the company.

Because we're able to take more time up front and be more deliberate, and because we can take time to let team members discover solutions (rather than applying someone else's), client's become self-sufficient much more quickly, relatively speaking, and can drive future change on their own in all areas of their organization.

Our Strategic Transformation Partnership is three full weeks of education, training, and implementation conducted over three months for groups of 24 to 28 people on site. Depending on the size of the client's company,

Compression & ILS



We've built a close partnership with the Compression Institute whose mission is to create and support Action Learning Groups to transform work organizations and communities using Compression Thinking.

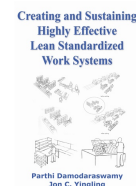
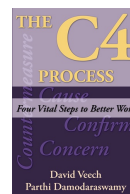
We've established one of these learning groups in Kentucky. This group will be meeting monthly to define what Compression Thinking means for the participants and how companies can grow their bottom line while compressing their use of resources.

Send an email to david.veech@theleanway.com if you are interested in participating. Meetings are scheduled for March 9, April 13, May 4, and June 8.

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we recommend multiple cohorts to complete this series. We stay engaged with your teams during the full series, coaching through homework projects and helping define future projects and systems. We've proven consistently that this approach works effectively.

If you'd like to consider this as an option to either start a lean transformation or recharge a stalled effort, please contact us and schedule a site visit. For more information, visit our website at www.theleanway.com.

An Old Toyota Tidbit



I found an old copy of a little book apparently written by Fujio Cho, the first president of Toyota Motor Manufacturing, Kentucky that outlines his understanding of the Toyota Production System. It's entitled "Open the window. It's a big world out there!" The title, he says, was inspired by Toyoda Sakichi, the founder of Toyoda Automatic Loom Works, and known in Japan as the "King of Inventors."

Works, and known in Japan as the "King of Inventors."

At the back of this little book, he lists the five Guiding Principles at Toyota, sort of a precursor to the principles of the Toyota Way, which Dr. Cho released to Toyota in 2001.

"On October 30, 1935, the employees assembled before a bust of the late Toyoda Sakichi, sculpted by his wife Asako, and heard the Five Main Principles of Toyoda read for the first time.

- Always be faithful to your duties, thereby contributing to the Company and to the overall good.
- Always be studious and creative, striving to be ahead of the times.
- Always be practical and avoid frivolousness.
- Always strive to build a homelike atmosphere at work that is warm and friendly.
- Always be respectful to the Buddha and the gods and remember to be grateful at all times."

Each of these has very deep, penetrating complexity beyond the simple statement, but the simplicity resonates. If any organization simply focused on a small set of deep values, developing the behaviors consistent with those values in its people and especially in its leaders, what a wonderful workplace we might create.

DSV

Things We're Cooking Up



We've got a few things on the schedule or in the mix:

Week 2 of the Graduate Certificate in Competitive Enterprise series is set for March 26 in Melbourne, Australia. Week three is set for May 14. Contact [Daniel Anderson](mailto:daniel.anderson@theleanway.com) for details and registration (no, it's not too late! You can take the courses out of

sequence).

ILS Australia is working on a USA Study Mission for this summer to promote trade between Australia and the US (focusing on Kentucky), and to showcase some of the world's best lean operations. They've partnered with the International Fibre Centre and TexSkill Ltd to provide some additional funding to increase opportunities for Australian firms. Contact

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!



We are very excited to be asked to teach in two programs at the Ohio State University. We're using our StrikeFighter System simulation in the Masters in Business Operational Excellence, and teaching a lean systems overview in the MBA program using our Card Simulation.

[Ray Littlefield](#) for more information.

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.

There's a lot going on here. 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 the help you need 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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