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Leanovations, LLC

Lean Newsletter

November 2011 Issue

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Conducting Kaizen Team Events is Key to Keeping Employees Engaged and Motivated

In This Issue

[Conducting Kaizen Events is Key to Motivation](#)

[CT Governor Turns to Lean for State Agencies](#)

[Leanovations Announces 2012 Lean Leadership Certification Classes](#)

[India Plans to Increase Manufacturing Capabilities](#)

[Leanovations Announces Workshops](#)

Quick Links

[Register Now For An Upcoming Workshop](#)

Kaizen (Continuous Improvement) Team Events are a great device for getting results. Having a Kaizen team of cross-functional individuals, to focus on a real business problem, is a great opportunity to teach fundamental lessons about improvement, sustainability and the incredible effectiveness of working with a team to solve problems.

During uncertain economic times, many employees experience more anxiety about their future, more stress and declining attitudes. If you want to enhance their creativity, increase their productivity and personal engagement allow them to participate in Kaizen Team Events where Lean Learning occurs; follow these 4 "Lean Learning" tips to lead your employees through hard times.



1. Get them involved through Kaizen Team Events.

A kaizen (Japanese word for continuous improvement) team event, usually in 5 days, is a cross function team that will work on a project with significant business impact. Kaizen events are very important as it allows the lines of communication to stay open and involves employees in developing goals and action steps. The team uses their own skills and knowledge for problem solving, having strategy sessions and developing creative solutions are the basis of Kaizen event. Honest and consistent communication during the Kaizen event with employees will result in a stronger feeling of connection and increased personal engagement. It will also create a stronger sense of belonging and significance, and minimize their feelings of powerlessness.

2. Kaizen Events give employees a chance to learn, and focus on personal/career development.

All people have the innate desire to grow and learn. Give your employees the opportunity to take advantage of career training and personal development opportunities through Kaizen Team Events. Providing them opportunities to learn the difference between "Value Added" versus "Non-Value Added" processes; working on teamwork skills; and focusing "on the business" during the event - "not in the business" are all are great learning experiences that can enhance everyone's personal/career development.

3. Establish a realistic E.A.R.:

Establish "Expectations" that motivate them, hold them "Accountable" to meet them, and this will provide "Results" along with increased morale. Establishing a solid Kaizen Team Charter with realistic goals and objectives is critical for teams to enjoy success, which will create an appetite for more success. Concise and consistent communication in setting expectations of the Kaizen

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team will promote an atmosphere of commitment to succeed. Holding the Kaizen team and individual members of the team accountable to hit the goals helps establish ownership and teamwork. When expectations are realistic and clear, employees can take full ownership of their personal achievement and become responsible for their own success.

4. Reward and recognize.

In today's work environment, praise and recognition are rare. A recent poll reported that 65% of Americans feel they receive no recognition for their work. On the flip side, studies clearly indicate that when people receive recognition on a regular basis, they increase their productivity, they increase their personal engagement and they are more likely to stay with their organization. Recognition is most appreciated and effective when it is individualized, specific and well deserved. Providing individuals an opportunity to participate in a Kaizen Team Event, where they have the ability to be recognized for their individual efforts on the team is very important. Being a part of a successful Kaizen team builds pride, ownership and motivation to do more.

Changing the way most businesses run means working with people, focused on developing a culture of engaged employees in continuous improvement (Kaizen) and the long term success of the business. Experts estimate that 80-90 percent of becoming a customer-focused business or "Lean Learning" enterprise is culture-related, which means it is only 10-20% about the tools. **The way employees work, their attitudes toward work and change, their relationships with each other and management - it all has an impact on how well (or poorly) change is adopted and sustained.**



At Leanovations we offer specific solutions focused on the "people" issues involved in business transformation. It's critical to ensure that the time, effort and money you put into your change efforts isn't wasted. If you want to learn more about how Leanovations may assist you in developing a Lean Learning culture for your organization, please contact us at: info@leanovations.com or call us at: (860) 479-0293.

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In This Tough Job Market Connecticut Governor Malloy Turns to Lean

In these incredibly tough budget times and high unemployment, it is absolutely encouraging that some state governments are adopting Lean to create a better business environment to support job growth. **Connecticut's Governor Dannel Malloy recently announced "Reinventing Connecticut" with an agenda for action in the special sessions on jobs**, to make Connecticut more competitive. In his presentation he stated one of the initiatives was "Streamlining and Expediting the Permit Process" which included hiring a Lean consultant to provide analysis at various State Agencies, to focus on systematic changes to permitting process, creating specific time frames for critical processes. **By Governor Malloy asking state agencies to adopt Lean techniques and to rethink the way they do things**, in order to increase their capacity to provide value to those they serve, is a move that will create a more efficient government and enhance business growth once the Lean culture becomes a "way of life" for state agencies.

Other state governments enjoying Lean successes are Iowa, Maine and Georgia; in addition many other states are now getting involved with Lean. 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.**



Under Governor Malloy, Connecticut continues to join other states in recognizing the importance of state government adopting lean principles. On January 31, 2010 then Connecticut Governor M. Jodi Rell announced that in her continuing effort to reduce the size and cost of state government, state agencies are effectively changing the way they do business by adopting "Lean" principals. In the January 31st announcement by Governor Rell, examples were stated with the DEP (Department of Environmental Protection) for their efforts and results, which is still ongoing today under the expanded agency of DEEP (Department of Energy and Environmental Protection). Using a team approach to identify and remedy inefficiencies and duplicative steps, the agency has drastically streamlined many business administration processes in areas including permitting, inspection, and enforcement programs; along with many other areas including trout stocking practices, boating safety certification, requests for wildlife species review, and forest management planning.

For over 3 years Leanovations has enjoyed a "Lean Partnership for Success" with CT DEP, now called DEEP (Department of Energy and Environmental Protection) coaching and teaching the organization Lean concepts and principles. CT DEEP Lean results are nationally recognized and have become a model for other state agencies. Leanovations approach

with DEEP was to engage all levels of the organization, and teach them to reach for breakthrough objectives, by identifying and eliminating wastes in their processes to increase productivity and create new capacities, in order to meet increased demands in customer requirements (such as expediting the permitting process). Our focus was on developing a Lean enterprise culture through basic Lean Leadership training, utilizing Kaizen team events, and developing a culture of engaged/empowered employees to create positive results in meeting the strategic transformational plans for the organization. If you want to witness for yourself how the staff at DEEP have become engaged and empowered with Lean, please watch the Lean Video they developed and placed on their Lean website by going to www.ct.gov/dep/lean and clicking on the DEP Green and Lean Video tab.



Having Connecticut State agencies embrace Lean has real promise and a chance to radically reshape government and the business community, where they are working together for a common cause of "Reinventing Connecticut" with an agenda for action in the special sessions on jobs, to make Connecticut more competitive. The Connecticut Lean Government process must succeed so other state agencies and municipalities embrace

Lean too, as we all know success breeds success. We desperately need "Lean thinking" in government. Good for you Governor Malloy for recognizing there is a competitive advantage Connecticut can enjoy by adopting Lean in state agencies. Hopefully all that embark on the transformation will enjoy similar results CT DEEP has enjoyed over the last 3 years.

Having a Lean Government in Connecticut is a must, if we are to make Connecticut more competitive for jobs. **A Lean Government simply means implementing methods to improve processes based upon "what the customer values", seeking to optimize value delivered to the public. Lean Government involves engaging and empowering state employees, the regulated community and the public** in continual improvements and solutions that emphasizes rapid implementation rather than lengthy planning. Lean and Innovations (Leanovations) seeks to reduce the complexity of the process, using metrics, visual controls and benchmarking to improve decision making, along with properly utilizing technology innovations to take Connecticut to a "Lean Plus" Level, as Commissioner Estey of DEEP likes to refer to "Lean and Innovations" when applied together.



If you are interested in discussing how Leanovations can assist you in your own Lean success story, please do not hesitate to contact us at (860) 479-0293 or e-mail at: info@leanovations.com.

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Leanovations Announces 2012 Lean Leadership Certification Classes

Lean Leadership is Key to America's Manufacturing Success

In today's faced paced world everything changes all the time. Ask any successful Lean Leader, and they will tell you being a Lean Leader is not merely a job - it is a lifestyle choice. We believe a key part of Leanovations mission is teaching and coaching companies how to effectively address issues they will face in the future, we call this "Transforming Tomorrow Today"!!! Addressing change and improving the current state to a future state is an ongoing process, and having a Lean Leader focused on a structured engagement of the organization's employees at all levels is key to any successful Lean transformation.

Just consider the daunting responsibility of a Lean Leader/Sensei (Teacher in Japanese) - you are responsible for driving the development of a Lean culture, knowing it is not just about the tools - it is about the people, and having all employees, at all levels, becoming engaged in Lean, something many will struggle to do. **A Lean Leader must understand to become a good teacher you first must be a great student. You must become a sponge looking to soak up/absorb new wisdoms, techniques and experiences from others that you will be able to draw upon as you lead and teach.** Lean Leaders / Sensei's must appreciate there is always something you can learn, through networking and benchmarking, therefore be able to share and pass on to others.

Leanovations conducts a 4 Day Lean Leadership Certification program three times per year. Our 2012 classes will be held on:

- January 10th - 13th, 2012 (Tuesday - Friday)
- May 21st - 24th, 2012 (Monday - Thursday)
- October 9th - 12th , 2012 (Tuesday - Friday)



Mark Your Calendars for the Upcoming Leanovations Workshops

In 2011 we had a very diverse group of attendees. We had 97 individuals graduate from the class representing 34 different companies, from 12 different states, and two European countries. All members participated in a fast-paced intense workshop program. The workshop included visiting a Lean manufacturing company each day to hear from top management about the Lean journey they are on and touring the factories to see first-hand what it takes to become Lean.

The participants of Leanovations Lean Leadership Certification program learn that Good Lean Leaders motivate people in a variety of ways, four of which are the basis of the "LEANOVIATIONS" approach.



A Recent 2011 Graduating Class from Leanovations Lean Leadership Certification

- 1. Lean Leaders must help define the organization's vision** in a way that highlights the values of their organization and that of the customers.
- 2. Lean Leaders must support people's efforts** to achieve the shared vision through coaching, feedback, and being a role model.
- 3. Lean Leaders must understand that it is about the tools supporting the people**, not the people supporting the tools.
- 4. Lean Leaders must recognize and reward success**, building on wins; staying focused and developing a strong Lean Learning Culture along with getting results that will provide new profitable growth opportunities for the organization.

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 or "alleged wisdom" in order to facilitate free flowing decision-making through engaging employees with Kaizen Team Events. Finally, a Lean Leader must possess the ability to be a facilitator/coach, with a wide array of knowledge and information coupled with an unquestionable trust, professionalism, and an open invitation for dissent.

True Lean Leaders are those who can detach themselves from the team to allow empowerment to flourish. Lean Leaders delegate responsibilities and coach others in ways that nurture their growth, bring out their best and inspire support for the goals. Lean is about changing principles and attacking waste in your value streams to become competitive. Repeatedly, Lean demonstrates it works, as many companies that embrace Lean can gain 15% year after year in sales.

If you are interesting in attending or having members of your organization attend Leanovations Lean Leadership Certification Program, please contact us at: info@leanovations.com or call us at: (860) 479-0293.

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 **India Plans to Increase Manufacturing Capabilities by 100 Million Workers - Time is now for the U.S. to act!!!**

The Indian government is putting the final touches on a new strategy to increase manufacturing employment in the country by 100 million workers by 2025. Through simplified business procedures and approval systems, third-party certification and technology development to shape a robust manufacturing sector in India. The government's National Manufacturing Policy has been cleared for release by the Group of Ministers and has received approval by the Prime Minister. Think about the magnitude of what India is planning to accomplish in less than 15 years, to create an increase in manufacturing jobs of 100 million, which is equal to 30% of the current U.S. population. Today the U.S. has only 11.7 Million people working in manufacturing, while China has 112.6 million.



India Plans to Add 100 Million Manufacturing Jobs


The goal of the Indian program is to increase manufacturing's percentage of GDP from its current level of 15 percent to 25 to 30 percent over the next 15 years. The plan aims to put the manufacturing sector into a high-growth trajectory, making India a favored destination for manufacturing. At 15 percent (compared to 11 percent in the United States), India's manufacturing sector contributes the lowest to the national GDP compared to other countries in the region such as China at 34 percent, Thailand at 40 percent and South Korea, Poland, Turkey and Malaysia contributing approximately 26 percent to 30 percent to their national GDP.

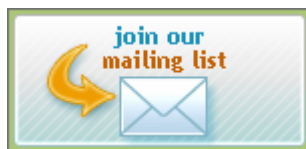


Mark Your Calendars for the Upcoming Leanovations Workshops

No major country in the world has become economically prosperous or wealthy without going through long periods of manufacturing dominance. This was and is true for U.S., Western Europe, Japan and now China. India plans to create their economic prosperity through growing manufacturing jobs. Today the United States has only 10% of the workforce in manufacturing, while it is already at 12 percent of India's workforce, along with 28 percent in China, 22 percent in Germany, and between 17-19 percent in Russia and Brazil.

If India is successful with increasing their share of manufacturing to a GDP of 25-30% it would only mean more U.S. jobs lost. The U.S. federal government must see this new threat and act now and develop initiatives to increase manufacturing employment. Lean manufacturing is a strategy if supported by the U.S. government can provide U.S. manufacturing a competitive advantage to compete worldwide, creating millions of new jobs.

 [Forward to a Friend](#)



Leanovations Announces Upcoming Workshops

- **4-Day Leanovations Lean Leadership Certification (LLC)**
 - January 10-13, 2012 (Tuesday - Friday)
- **2-Day Root Cause Corrective Action (RCCA) Workshop**
 - January 18-19, 2012 (Wednesday & Thursday)
- **2-Day Going Lean to Green (L2G) Workshop**
 - February 21-22, 2012 (Tuesday & Wednesday)
- **2-Day Root Cause Corrective Action (RCCA) Workshop**
 - March 14-15, 2012 (Wednesday & Thursday)
- **2-Day Lean Leadership for Top Managers/Executives Only**
 - April 4-5, 2012 (Wednesday & Thursday)
- **4-Day Leanovations Lean Leadership Certification (LLC)**
 - May 21-24, 2012 (Monday-Thursday)