



# Leanovations, LLC

## Lean Newsletter

### April 2015 Issue

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## Leanovations Awarded Contract to Support Energize CT for Connecticut Manufacturers

In This Issue

[Leanovations Awarded Contract to Support Energize CT](#)

[Leanovations Embarking on 10th Year](#)

[Leanovations Announces May 2015 LLC Class](#)

[Don't Let Your Lean Fail](#)

[Just Do It Fun Story](#)

Quick Links

[Register Now For An Upcoming Workshop](#)

[Click Here to Learn More About Us](#)

[Click Here For Leanovations Blog on Lean Articles](#)

Leanovations is honored to announce that our company was selected and awarded a three year contract in support of the Energize Connecticut's Business Sustainability Challenge (BSC), Lean Manufacturing (PRIME), and Energy Usage Assessments (EUA), administered by Eversource Energy (previously known as CL&P) and United Illuminating (UIL). Energize CT is a program funded through the



Empowering you to make smart energy choices

Connecticut Energy Efficiency Fund (CEEF) with programs that support manufacturing customers of UIL and Eversource promoting both energy-efficiency and renewal energy programs empowering businesses to make smart

production, energy and sustainability choices, now and in the future.

**Implementing Lean Manufacturing, Business Sustainability and understanding your Energy Usage is the easiest, most cost-effective way to collectively establish a competitive advantage**, through freeing up capacity with PRIME (Lean), creating job security through economic, environmental and social awareness through BSC, and enjoying advanced energy cost savings and efficiencies with employee involvement through EUA.

**Below is a summary of the three programs that support Energize CT administered by Eversource and United Illuminating (UIL).** If you are an Eversource or United Illuminating manufacturing customer, you may qualify for funding for all three programs, with potential savings in the 50-75% range for services.

### **BSC: Business Sustainability Challenge**

The BSC program offers customers tools and strategies to become more sustainable and competitive through coordinating the energy efficiency programs and reducing environmental wastes. Through the Business Sustainability Challenge, sustainability and strategic energy management become integral parts of your practices and culture, having a positive impact on three important P's: Profits, Planet and People. With support from the Energy Efficiency Fund (CEEF), your company may be eligible for funding if it is interested in becoming more competitive by incorporating strategic energy management (SEM) into a comprehensive business sustainability strategy.

### **LEAN/PRIME: Process Reengineering for Increased Manufacturing Efficiency**

If you are an Eversource (CL&P) or U.I.L. manufacturing customer, you may be eligible for funding for up to four (4) Lean Kaizen Team events. Manufacturers looking for a competitive edge need to take a systematic approach, evaluating and identifying inefficiencies and waste in their operations. The PRIME program provides businesses with training in "Lean Manufacturing" techniques in order to streamline product flow, eliminate



or reduce waste, improve production efficiency, minimize environmental impact, and reduce electrical energy consumption.

### EUA: Energy Usage Assessment

Energize CT's EUA Program (Energy Usage Assessment) has been created as an economic development initiative for the manufacturing sector. The EUA Program helps manufacturers build a culture by engaging their employees in identifying energy wastes, utilizing the Kaizen Team approach, where the team will qualify their specific energy usage and identify specific energy efficient measures to reduce kWh and CCF consumption. This Kaizen Team assessment by the employees includes an overview of the following areas; Motor Systems, Air Compressors, HVAC Systems, Process Equipment, Lighting, and other significant energy consuming areas. Leanovations partners with Traver IDC in conducting a full EUA to determine how much, where, and when the company uses energy. A completed study with EUA analysis and recommendations is provided. The Utility Company (Eversource or UIL) and their manufacturing customer split 50/50 of cost of the EUA event, where the customer can enjoy up to a full reimbursement for their 50% if they implement Energy Opportunity improvements.



### Energy Opportunities

Energy Opportunities is a fourth CEEF program not part of the Leanovations contract discussed above, but is just as important to share. Energy Opportunities is about investing in energy-efficient equipment to reduce operating costs and improve productivity, ease-of-use, comfort and even aesthetics. Financial incentives and low-interest financing to offset your upfront costs are available. The CEEF Energy Opportunities programs use financial incentive strategies to help manufacturers offset the cost of purchasing and installing energy-efficient equipment and implementing advanced operation and maintenance practices. Leanovations partner Traver IDC is a certified contractor for CEEF Energy Opportunities and will work with you to identify energy-saving equipment opportunities that make sense for your business.

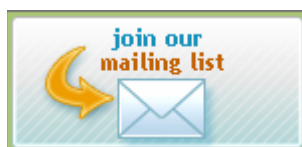
If you want to learn more about how Leanovations can assist your company in becoming sustainable and competitive from a business strategy perspective to achieve continuous improvement, please e-mail us at [info@leanovations.com](mailto:info@leanovations.com) or call (860) 479-0293 or visit our website at [www.leanovations.com](http://www.leanovations.com). At Leanovations we will develop a "Partnership for Success" with a company who wants to improve their competitiveness through increased productivity, product enhancements, employee engagement, energy-saving operations and reduced costs.



## Leanovations is Embarking on it's 10<sup>th</sup> Year in Business

**Leanovations will begin its 10<sup>th</sup> year in business this April.** Fred Shamburg the Owner/President of Leanovations started Leanovations after enjoying a career with over 20 years of experience in Manufacturing and Operational excellence, with extensive international experience while holding executive and senior level positions with large international corporations.

**Fred was introduced to the Kaizen philosophy and Lean principles from one of the originators (Nakoa-san) of the "Toyota Production System", who worked directly for Mr. Ohno in Toyota's Kaizen Promotion Office (KPO).** Fred's Kaizen and Lean training began at United Technologies when he



was the Industrial Engineering Manager for Pratt & Whitney's two assembly floors (military in East Hartford and commercial in Middletown) in the late 1980's. With a MS in Operations Management from Rensselaer Polytechnic Institute (RPI) and a BS in Industrial Technology from Southern Illinois University (SIU), Fred was selected to be one of three individuals to be the first P&W Kaizen "Team Leader" with Nakoa-san. **Fred's training with Nakoa-san continued into the 1990's where he quickly developed a passion for teaching and applying Kaizen philosophy and Lean principles to the total business enterprise.**

Leanovations success began right away, with 2007 being a break out year with being awarded contracts with Central Connecticut State University, Connecticut Light and Power and United Illuminating, to provide Lean Consulting Services and recognized as a "Qualified Lean Expert Service Provider" for Connecticut's Center for Advance Technology. **In 2007 Fred Shamburg was selected by the National Shingo Board of Governors as a "National Shingo Prize Examiner", being recognized for his performance in leading Lean transformations in diverse industries that included; aerospace, paper, automotive, and medical, refrigeration, metal cutting, and the military.**

**Since Leanovations beginning, our team has worked with well over 100 manufacturing companies from all regions of the United States along with international work.** From very large multinational corporations with thousands of employees to small family businesses of less than 50 employees. Many companies we work with are in Connecticut, since that is where our main offices are, and have been recognized for specific achievements through a Lean transformation with us to include:

- 6 companies recognized as Connecticut's Family Business of the Year
- 3 companies recognized as Best Places to work in CT
- 3 as CT Business Champions
- 2 as Top CT Companies in Growth
- 6 as CT DEEP Green Circle Award Winner
- 4 as CT Quality Improvement Award Partnership
  - 2 being from Manufacturing and 2 from CT State Government Agency

**In 2008, Leanovations expanded beyond manufacturing into the government working first with Connecticut Department of Environmental Protection with then Commissioner Gina McCarthy, who is now the Federal EPA Administrator.** Leanovations has enjoyed working with CT DEEP (DEP is now DEEP; Dept. of Energy & Environmental Protection) for over seven years. Since that first Government opportunity with CT DEP, Leanovations has enjoyed multiple state wide contracts with Connecticut, which has included working with 18 different agencies, and a current contract that runs through July 2019. Leanovations also enjoys consulting contracts with the State of Vermont and Rhode Island. In 2013 Leanovations began working again with Gina McCarthy's team at the Federal EPA, where she is now the Administrator. The Federal EPA work has included not only Washington D.C. but in some of the regional offices also.



**As Leanovations embarks on our 10<sup>th</sup> year in business, the future is bright, as in 2012 we also expanded our capabilities to include ISO Quality Management support.** Leanovations is working closely with a number of companies to provide ISO consulting and training services that enhance



what we call a Lean-ISO Integration, where Lean and ISO work hand in hand to provide a competitive advantage. Lastly, **this year (2015), Leanovations was selected and awarded a three year contract in support of the Energize Connecticut's Business Sustainability Challenge (BSC), Lean Manufacturing (PRIME), and Energy Usage Assessments (EUA), administered by Eversource Energy (previously known as CL&P) and United Illuminating (UIL).** These three programs from Energize CT is funded through the Connecticut Energy Efficiency Fund (CEEF) to support CT manufacturing promoting energy-

efficiency and empowering businesses to make smart production, energy and sustainability choices, now and in the future.

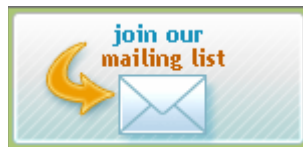
If you want to learn more about the Leanovations team please visit our website at [www.leanovations.com](http://www.leanovations.com) or e-mail us at [info@leanovations.com](mailto:info@leanovations.com), or call (860) 479-0293.



## Leanovations Announces Lean Leadership Certification (LLC) Class - May 18-21, 2015



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Leanovations conducts a 4 Day Lean Leadership Certification (LLC) program for manufacturers three times per year, to support the individual growth of Lean Leaders to allow them the opportunity to become a student, network and benchmark with other leaders and companies. **Our next class will be held on May 18-21, 2015 (Monday - Thursday).**



Previous LLC Graduating Class

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 face today and 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.

**A Lean Leader is responsible for teaching (Sensei = Teacher in Japanese) and leading the organization in developing 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 learning.** A Lean Leader understands to become a good Sensei (teacher/leader); you first must be a great student. You must become a sponge looking to soak up/absorb new wisdoms, techniques and experiences from others which you will be able to draw upon as you lead, teach and mentor. **Lean Leaders must appreciate there is always something you can learn, through networking and benchmarking, therefore be able to share and pass on to others.**



**Attend our LLC workshop on May 18-21, and learn how to become a Lean Leader who is driven to solve problems and identify them as opportunities to improve.**

The manufacturing LLC workshop includes visiting Lean manufacturing companies 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 and sustain. **Since 2008, when we started offering our Lean Leadership Certification (LLC) Workshops, we have had over 700 individuals, from manufacturing and the government, attend and graduate from our LLC workshops.** We have enjoyed a very diverse group of attendees, from CEOs, CFOs, COOs to Machinists, Assemblers and Material Handlers. Graduates have come from over 50 manufacturing organizations and over 20 government agencies, from 18 different states and 3 European

countries. All graduates (manufacturing and government) participated in a fast-paced intense workshop program.

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](mailto:info@leanovations.com) or call us at: **(860) 479-0293** or visit our website at [www.leanovations.com](http://www.leanovations.com).

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## Don't Let Your Lean Transformation Fail

Leanovations has successfully worked with many organizations (manufacturing, government and service organizations) after they have struggled or failed multiple times with their lean journey. Leanovations is internationally recognized for implementing a culture adopting a Lean transformation with experience in over 20 countries and 30 states. Hiring the right coach is an important part of a successful Lean journey. We teach Lean as a "Growth Strategy" not only for the company but for their employees too.



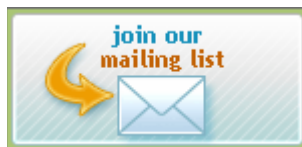
Companies that fail with their Lean transformation usually do not understand what Lean is and is not. First off, **Lean is NOT** about eliminating people, rather it is about involving all employees and empowering them in improving processes, product quality and customer satisfaction (internally and externally) so you can grow the organizations capabilities and services. **Lean IS** about

focusing on eliminating waste in all the enterprise processes, thereby expanding capacity to grow and reducing costs, creating new profitable growth opportunities for the company.

**So why does Lean fail?** The current company culture plays the biggest part in the successes or failures with a Lean Transformation. **There is no one magic "step by step" cookbook for Lean.** Although many consultants may want you to think there is.

Leanovations has found 10 major reasons why many companies fail at Lean.

1. There is **No Strategic Deployment Plan with Breakthrough objectives** for the company to focus on (It is like taking a trip with no map or plan)
2. There is no formal **Plan - Do - Check - Act** process in place
3. **Expectations, Accountability and Results (EAR)** are rarely shared/known
4. **People are not motivated because they do not understand the urgency** for change (no vision of what "great looks like")
5. **Managers do not enforce a structured process to Lean**, nor do they see their role as roadblock removers. Managers must start each day of a Lean journey by living "**If it is meant to be, it is up to me**"
6. **Companies truly do not involve and empower their employees**
7. **A standard process (standard work) for "how to complete a task" is not established**, therefore you cannot improve on a process that does not exist
8. **There are no "Internal" supplier/customer measurements** to see how one department's actions/performance is affecting another department
9. **Visuals are not used. Visuals will expose problems, or opportunities to improve** (In the office as well as the factory) Office functions need to use visuals to indicate the health of a process rather than use computer systems
10. **At the first sign of trouble (and there will be some) the tendency is to revert to the old way**, and then the blaming process begins. (re-read #5)



At Leanovations we understand each company has a specific culture, organizational structure and performance needs and we tailor our approach to establish a transformation process that will work for each client. Leanovations teaches the Toyota philosophy of using Kaizen Team events to ensure continuous improvement. The Toyota way of utilizing the **Kaizen team approach** is also about **respect for people**. The word Kaizen is often referred to as Toyota's basic approach of doing business. **The notion of 'respect for people' shows that Toyota truly does care about the individuals that work for them and their contributions they can give to the company.**



**KAIZEN**



**Along with continuous improvement, employees know that they are not only empowered to be involved, they are expected to continue learning and growing as individuals, which is part of the growth strategy discussed above.** This in turn not only helps employees have more satisfying careers, but also will help the company use each employees potential of contributing and making the company more successful and profitable through these continuous efforts. By providing an atmosphere such as this, it helps people embrace change, whereas traditionally people are resistant to change.

**If you are interesting in learning more about how the Leanovations team can support you in establishing Lean as "Growth Strategy", please contact us at: [info@leanovations.com](mailto:info@leanovations.com) or call us at: (860) 479-0293, visit our website at [www.leanovations.com](http://www.leanovations.com).**



### Thought For Today: Kaizen, teaches us to go to the GEMBA and "Just Do It" or "Trystorming" to find solutions

Here is a fun story that was shared with me well over 15 years ago that seems to happen frequently when working with organizations. Unfortunately I do not know the original author. I hope you enjoy it.



#### "JUST DO IT"

*This is a story about four people named; **Everybody, Somebody, Anybody** and **Nobody**. There was an important job to be done and **Everybody** was sure that **Somebody** would do it. **Anybody** could have done it, but **Nobody** did. **Somebody** got angry about this, because it was **Everybody's** job. **Everybody** thought **Anybody** could do it, but **Nobody** realized that **Everybody** wouldn't do it. It ended up that **Everybody** blamed **Somebody** when **Nobody** did what **Anybody** could have done!!!!!!!!!!!!*

**Author: UNKNOWN**



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