



Leanovations, LLC

Lean Newsletter

September 2015 Issue

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In This Issue

[Kaizen Project Teams](#)

[Gavin Watson - Look at What We do as a Game](#)

[ISO 9001:2015 Revision - What You Need to Know](#)

[In Unstable Global Times Be an Opportunist](#)

[October LLC Sold Out](#)

Quick Links

[Register Now For An Upcoming Workshop](#)

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Kaizen Project Teams Increase Mastery, Autonomy, and Purpose

To transform a company we must change hearts and minds of the people, establishing a culture of teamwork. If you want to get more out of people, help your people get more out of work, this is a critical step in changing minds. To change their hearts you must find a way to have them love what they do. Finding out what an employee is passionate about and giving them time to pursue it will increase empowerment. Establishing a culture of teamwork starts with changing the minds and hearts of the people

Motivation is not easy. You can't just put up a few posters on the walls and hand out some logo-pins. No speech or book by itself is going to create an energized and engaged work-force. We must recognize that motivation comes from within. While we strive to create environments where mastery, autonomy and purpose exist, our best course of action is simply to remove the things that get in the way of self-motivation.

KAIZEN

One of the best ways to increase mastery, autonomy, and purpose is through Kaizen project teams. Empower a small group of people (autonomy) with the challenge to fix a broken process (mastery) in order to help the organization and the customers it serves (purpose).

- **Recruit good people** - give them a reason for getting involved - mastery, autonomy and purpose.
- **Give them interesting things to do**, new skills to grow, and a strong sense of purpose
- **Develop a stronger team by motivating** the ones you have
- **Hold everyone accountable**; where accountability is ultimately to the other co-workers
- **KPI Measurements should help** us ask why, not who



Any Lean approach followed with discipline and accountability can lead to transformation. Any approach that is not fully invested in, or only sort of understood and haphazardly applied will lead to failure, wasted effort, and cynicism. Remember, anything you do that does not add value to the customer is a waste of your time.

Embrace a Lean cultural transformation, practice it and master it. Do not let a slow pace of "bottom line" results derail a transformation. Discipline is required to "stay the course", as once a culture of teamwork is accomplished the results will come.

Treat people like the volunteers they really are and remove the parts of the workplace that de-motivates them. **Find more ways to allow their intrinsic motivation to flourish through:**

- **Mastery**
- **Autonomy**
- **Purpose**

Developing a Lean culture is about compassion. When people in the system - alongside those affected by the system - work together to improve the system, true greatness emerges. To learn how Leanovations can assist your company contact us at info@leanovations.com or call (860) 479-0293.



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Gavin Watson Says..... "Look at Everything We Do As a Game"

Gavin Watson, one of the family owners of Watson Inc. recently sent an e-mail out to his team on the importance of making the work they do more fun and interesting. I was lucky enough to be CC'ed on it and was so impressed I asked Gavin permission to share some of his e-mail, as an article in our Leanovations Newsletter, and he agreed.

Watson Inc. is one of the highest quality suppliers of products and services geared towards enhancing human health and nutrition around the world. They are a leader in developing quality products and ingredient systems for the food and supplement industries through unique formulations and products using Watson manufactured value-added ingredients.



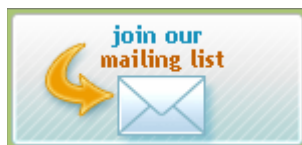
I took the liberty to shorten the e-mail into this article, but wanted to keep the original intent of Gavin's message. Here is Gavin's shortened message to his team (Thank You Gavin for allowing me to use it as an article in our Newsletter):

Gavin's E-mail (In BLUE):

People are really driven by the opportunity to chart their own course and create something new and decide what to do and how to do it on their own. People want to learn something new and master it and they are driven by the desire to contribute to a higher purpose. They are driven by the desire to help the people that care about them and that they care about succeed.

Things that are fun are learned much faster and better. There has recently been some research on the benefit of looking at everything we do as a "game". The video game industry has been focused on what makes people happy and engaged for quite a while now and they have learned a lot, which we can use to make work more engaging at Watson. In short, however "Good Games" have the same important qualities.

- The players opt in, it is voluntary. (The Game is not mandatory)
- There is a clearly defined goal
- There are clear rules
- There is a way to quickly and easily measure progress towards the goal



The best games by the way actually get more complex and more interesting as the player gets better, just like a business that grows, it becomes more complex and more interesting. The very best games set up conditions that push the player to a higher level of mastery than they have attained before. Struggling in a game can actually increase the desire to give it another go "just one more time" because inside we "know" we can master it and succeed. If you think about it, people can only risk failure if they feel safe. If I feel that I am not permitted to fail then I cannot take the risks I need to take to achieve mastery. If

failure is not an option then neither is success. Which reminds me of the story about Thomas Edison who supposedly failed more than 1,000 times when trying to create the light bulb. When asked about it, Edison allegedly said, "I have not failed 1,000 times. I have successfully discovered 1,000 ways NOT to make a light bulb."

So now we have set the stage for success. We have created a "good game" at Watson and we have developed good leaders who have created all of the right conditions for the team to feel safe and therefore they are ready to perform.

What is the driving force that now pushes our team forward?

What we do here each day at Watson does not need to be "work" anything that we do can be rewarding on its own. I will go a bit further and say that what we do here should not feel like "work". If it does feel like "work" something is wrong and there is a lot of opportunity for improvement. A lot of how we feel about what we do is related to what we bring to it. (Our sense of purpose) The story below really demonstrates this.

During a visit to the NASA space center in 1962, President Kennedy noticed a janitor carrying a broom. He interrupted his tour, walked over to the man and said, "Hi, I'm Jack Kennedy. What are you doing?"

The janitor responded, "I'm helping put a man on the moon, Mr. President."

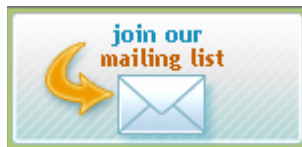
This person really has a sense of purpose. It is not about the job he is doing it is the overarching purpose that is driving him.

People are much more driven by the desire to contribute to a higher purpose than their own monetary reward. They are driven by the desire to help the people that care about them and that they care about succeed. We just need to set the conditions (feeling safe and cared for) and the game up right (4 qualities of a good game) and then get out of the way!

I hope this is helpful and sparks some good conversations!

Thanks
Gavin

Watson Inc. and Leanovations enjoy a "Partnership for Success" and as an organization **they have embraced a Lean to Green culture faster than any other organization we have worked with.** Of course it all starts with the family's values and principles and their support for engaging and empowering their employees. To learn more about Watson Inc. and their lean transformation click on the links below:



New Haven Register May 3, 2015, Article on Lean at Watson Inc.:

<http://www.nhregister.com/business/20150502/business-news-in-brief-week-of-may-3-2015>

Or Click on their website to learn more about their expertise in microencapsulation, agglomeration, micronizing, spray drying, and film technology allowing them to develop unique formulations and products using Watson manufactured value-added ingredients.

Watson Inc. (<http://www.watson-inc.com/>)

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ISO 9001:2015 Revision and What You Need to Know!

ISO standards are good things for businesses and have been for a long time. However, when changes occur to the standards, or revisions are made, it can leave some businesses feeling a little uncertain about what the future holds and

what the changes mean for the way they operate their businesses. These are the things you need to know today about the ISO 9001:2015 Revision.

Expected Publication Date - September 2015.

Before hitting the panic button for your business organization, it's important to realize that businesses who are currently registered to ISO 9001:2008 have three years to transition to the revised standard.

Why Fix What Wasn't Broken?

It's true that ISO 9001 isn't exactly broken. The fact remains that all ISO standards are reviewed on a five year basis to determine if revisions are necessary. This vigilance when it comes to monitoring standards helps them remain relevant in a world that is constantly changing. The revision process is a six-step process.



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- 1 Proposal Stage from May to June of 2012
- 2 Preparatory Stage from June to October of 2012
- 3 Committee Stage from June through September of 2013
- 4 Enquiry Stage from May to October of 2014
- 5 Approval Stage in July 2015
- 6 Publication (anticipated in September 2015)

It doesn't have to be broken in order to need attention. The revision process is designed to bring about improvements rather than to require businesses to make arbitrary upgrades or changes.

How many Organizations do the Revisions Effect?

The 2015 upgrade will impact well over one million organizations spread across 160 countries worldwide. The purpose is to help these organizations improve the efficiency of their processes, organize their processes, and find new ways to make consistent improvements.

While businesses and organizations officially have three years to make the organization, most organizations are encouraged to make the transition as quickly as possible.

What does it mean for Your Organization?

If you're like many business owners, you may not be risk averse, but big changes are almost always met with more than a little reluctance. This is what many organizations might consider a monumental change.



Since it is the new standard and will be fairly universal within a three year span of time, it is best to find a way to help this medicine go down quickly and without leaving a bitter taste in your mouth.

That's where we come into the picture. As a Lean-ISO consulting firm, we can help take the bitter out of this transition by preparing your organization well ahead of time through ISO consulting, internal audits, gap analysis, process improvements, training, and more. Let us help you navigate the road to compliance for a seamless ISO 9001:2015 revision transition.

Coming December 15, 2015 - ISO 9001:2015 Leanovations Workshop to be held at **Hubbard-Hall Inc. in Waterbury CT**, one of our "Partners for Success". Please contact us at info@leanovations.com or call **(860) -479-0293** if you are interested in attending.



→ In These Extremely Unstable Global Times Be an Opportunist



No question about it, today's Global economy is extremely unstable and very unsettling. As business leaders or owners, consider taking the opportunity to make a move that will give you a competitive advantage over your competition by taking steps that are counterintuitive to most.

Be good to your employees: The most important asset in any company is its people. Taking steps to show your employees that you recognize this will improve productivity and loyalty. **Leaders with a good business sense realize people are the knowledge base and true asset of any company and that Kaizen events are a process of investing in your people.** Imagine getting through these unsettling times without the enthusiasm and commitment of this important asset.

Focus on solving your customer's problems: Show your customers that you are in this for the long haul, and that you and your team are ready, able and willing to support them through the tough economic times.



Successful organizations are adept in three intertwined areas: climate, thinking and action.

Climate is about how to understand the challenges that exist in the global environment. Thinking is about how to generate new ideas that can help solve your customer's needs. Action is about transforming those ideas into committed action plans.

Invest in the people to grow profitably: To grow profitably companies need to invest in the most important asset, their people. **Providing opportunities to participate in a Kaizen Team event will allow individuals to gain tremendous experiences. Developing the people is the first step in a lean transformation,** moving ideas from intriguing possibilities to committed action plans, **providing companies a competitive advantage and ultimately profitable growth.**

Rationalize your products for growth: Product rationalization, although a difficult and sometimes emotional process, can lead to rapid, profitable growth, employee satisfaction and better customer service. **The good old "80/20 rule" suggests that 80% of your resources focus on 20% of your revenue. Rationalizing this 20% of product complexity will free up resources to better serve the customers and grow the products that make up 80% of your business.** Not only are you positioning yourself to better serve your customers, you are also positioning yourself and your team to be nimble enough to grow within your real core competency.

While your competition is playing the role of **VICTIM** by reducing staff and spending, consider being the **OPPORTUNIST** by engaging your people in Lean training and activities, focusing more on your customer's problems, investing money in the right things, and thriving on your core competencies creates profitable growth.

To learn how Leanovations can assist your company in these tough Global Times through Lean and/or Product Rationalizations contact us at info@leanovations.com or call us at (860) 479-0293

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→ October Lean Leadership Class Sold Out Next Class January 11-14, 2016

Leanovations conducts a 4 Day Lean Leadership Certification (LLC) class for manufacturers three times per year, to support the individual growth of Lean Leaders allowing them an opportunity to learn new Lean techniques and



tools, network and benchmark with other leaders and companies. **Our October calls is sold out, with next class scheduled to be held on January 11-14, 2016 (Monday-Thursday).**

A Lean Leader is responsible for teaching 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 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 that 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 January 11-14, 2016 (Monday-Thursday), and learn how to become a Lean Leader who is driven to solve problems and identify them as opportunities to improve. **Since 2008, when we started offering our Lean Leadership Certification (LLC) Workshops, we have had over 750 individuals, from manufacturing and government agencies, attend and graduate from our LLC workshops.**

We have enjoyed a diverse group of attendees from all levels of an organization, from Business Owners/CEOs to Machinist, Assemblers, and Material Handlers. **Graduates have come from over 50 manufacturing organizations, from 18 different states and 3 European countries.**

All graduates participated in a fast-paced intense 4-day workshop program. The workshop includes visiting Lean manufacturing companies each afternoon to hear from top management and the employees about the Lean journey they are on and touring the factories to see first-hand what it takes to become Lean. **The organizations we plan on visiting during our October LLC class are:**

- * **Watson Inc. (<http://www.watson-inc.com/>)**
- * **Blue Q (<http://www.blueq.com/>)**
- * **Rowley Spring and Stamping (<http://rowleyspring.com/>)**
- * **Specialty Printing (<http://www.specialtyprinting.net/>)**

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** or visit our website at **www.leanovations.com**



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