



Leanovations, LLC Lean Newsletter January 2017



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Let LEAN Put the "HAPPY" in your NEW YEAR!!!

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Repeatedly, Lean demonstrates it works to makes customers, employee and companies "Happy". The companies who have fully embraced Lean as a "Partnership for Success" with Leanovations have enjoyed profitable growth of well over 15% year after year, while the US GDP increases have only been at a rate of around 3% per year. **The basic principles of Lean are about simplification, but the journey is very complex. Lean done right, is very rewarding and will simply make customers happy, employees happy and therefore companies happy with sustainable results!**



Lean is about changing an organization's culture that focuses on identifying value through the customer's eyes, and attacking waste in the value streams to provide a product or service. Implementing a Lean culture usually means totally changing the way an organization looks at things. **Once a company learns how to identify and eliminate waste, it can become more competitive by providing additional value to the customers.**

For a company to be successful year after year, it must have the ability to stay relevant through a willingness to reinvent itself continuously. **To realize and to enjoy sustain growth, you must make the necessary Lean cultural changes and investments starting by properly applying the 3-T's of success; Training, Teamwork and Technology.** By applying the fundamental growth principles of the 3-T's and modeling the right attitude and behavior organizations can enjoy a successful growth transformation.



When it comes to putting Lean principles into practice, even the most well-intentioned companies can run up against some roadblocks. By hiring a consultant, you get a third-party set of eyes, one that has numerous experiences to draw upon and provide feedback to introduce new concepts to enjoy a successful Lean journey. **Hiring the right consultant brings more to the company than simply helping organizations conduct Kaizen (Japanese word for continuous improvement) events or create value-stream maps. The right Sensei will develop a "Partnership for Success" with the company and help management and leadership adopt a new cultural change embracing Lean learning. In a Lean culture, the employees are engaged and empowered to make positive change within the**

the grants and/or funding may equal up to 50% of total training costs, empowering businesses to make smart production, energy, and sustainability choices?

Did you know the Energize Connecticut energy efficiency solutions called PRIME, BSC or EUA may provide funding for Lean-ISO training and other energy efficient opportunities?



Did you know Leanovations is contracted with and authorized by Eversource and The United Illuminating Holdings Company (UIL) to provide a variety of Energize Connecticut energy efficiency solutions that have funding support?

Did you know the State of Connecticut General Assembly established Regional Workforce Investment Boards (WIBs) through CTWorks, to assess training needs and priorities, coordinating programs that address those needs which may provide funding up to 50% of total training costs? Did you know



Leanovations is an authorized service provider with Connecticut Department of Labor and CTWorks assisting employers in the potential dollar for dollar match for the Lean-ISO training?

Did you know the New England Trade Adjustment Assistance Center Inc. (NETAAC) is a government funded non-profit corporation, which offers cost shared assistance for import-injured manufacturers through a grant from the U.S. Department of Commerce? Did you know Leanovations is an authorized service provider with NETAAC for a variety of business training needs such as Leadership and Lean-ISO training designed to help manufacturers improve its competitive position?



Did you know Leanovations has worked with over 300 manufacturing teams who have benefitted from grants and/or funding support from Energize Connecticut, CTWorks/DOL and/or NETAAC?

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Did you know Fred Shamburg, President of Leanovations was recognized as a "National Shingo Prize Board Examiner" by the board of governors in 2007? Did you know Leanovations is a Certified Small Business Entity in CT and a Veteran Owned Company?

Manufacturers looking for a competitive edge in 2017 should take advantage of a Lean-ISO systematic approach to evaluate and identify inefficiencies and waste in their operations. These funding programs; Energize Connecticut, CT Workforce Investment Boards and NETAAC, provide businesses with training and consulting services from Leanovations to streamline product flow, eliminate or reduce waste, improve production efficiency, minimize environmental impact, and reduce energy consumption, by developing leaders through engaging and empowering the employees.

So, if you are interested in some financial/funding support to rejuvenate your manufacturing Lean-ISO capabilities or incorporate energy efficiency and environmental responsibility into your business, please contact Leanovations to see if your company qualifies for any of these grants and funding opportunities. Call us at (860) 479-0293, e-mail us at info@leanovations.com or visit www.leanovations.com for more information. We look forward to discussing how Leanovations may help you in developing a culture to compete worldwide creating profitable growth.

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Make 2017 the Year to Develop a Strategic Plan to Create Long Term Success

A quote by Yankee great **Yogi Berra** is appropriate for the New Year "**You've got to be very careful if you don't know where you are going, because you might not get there**".

It is important to identify critical business issues facing an organization and select objectives, goals and to establish priorities to overcome those issues.

Developing a Strategic Deployment Plan with

3-5-year breakthrough objectives, at the beginning of a new year is the best way for an organization to obtain desired results and ensure that all employees understand the long-range direction. It is a way to create linkage throughout the organization to make the vision a reality. It helps the organization think about where it is headed and the best way to get there. People perform best when they have a purpose. When they understand not just what to do - but why it's important.



At this time of year, Leanovations works with many organizations to develop and deploy their Strategic Plans with Breakthrough Objectives (BTOs). **Leanovations Strategic Planning process follows the Toyota method of "Hoshin Kanri", which is a method for ensuring that the strategic goals of a company drive progress and action at every level within that company.** It achieves this by aligning the goals of the company (Strategy) with the deployment plans (Tactics) and the work performed by all employees (Operations).



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A Strategic Plan serves as a framework for decisions at all levels. **As a company moves down the path of empowering its people to take responsibility and control of each part of the business, it is critical that all decisions support the company's strategic plan in a meaningful (and preferably measurable) way.** Extensive

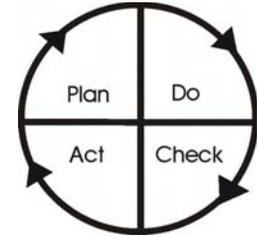
cooperation within and between departments and process owners are vital to establishing success of the overall Strategic Plan. The plan needs to be communicated and explained in such a fashion that anyone who is a stakeholder is informed, motivated, and involved. **The power of a plan comes from people understanding it and being able to support it.**

The Hoshin Kanri - Strategic Planning and Deployment process strives to get every employee pulling in the same direction at the same time to eliminate the waste that comes from inconsistent direction and poor communication. **One of the benefits of Hoshin Kanri format is that it can help to create that purpose; providing focus and drive towards a shared vision of the strategic plan and important goals.** Make sure all employees are given an opportunity to understand why the strategic goals are important and how the tactics and operational details support those goals.

To implement the Strategic Plan, a company must develop detailed Annual Improvement Priorities (AIPs), with significant breakthrough objectives at all levels of the organization. AIPs provide guidance and

linkage as well as drive the implementation plans. Assigning clear responsibilities for each item in the AIP implementation plan is how to ensure real change occurs. **Significant breakthrough objectives usually require cooperation between a cross-departmental and cross-functional Kaizen team, focused on continuous improvement utilizing the Plan-Do-Check-Act (PDCA) process.**

A Strategic Plan must develop fundamental process measures, called Key Performance Indicators (KPIs). KPIs must be monitored to assure the continuous improvement of the organization's key business processes. In essence, ensuring everyone is heading in the correct direction and with a sense of control.



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For each strategy, use the PDCA process to measure the progress against the goal set at the beginning of the year. Periodic reviews need to be initiated by the process owner at the lowest level, and the information/results are presented and reviewed with the Leadership team to develop actions for success.

- Using the PDCA cycle in Strategy Planning ensures that:
- Plans are developed more systematically.
- Progress on plans is carefully monitored.
- Changes to plans are made where necessary.
- Breakthrough objectives are attained.
- Organizational learning occurs at all levels
- The planning process itself is standardized and continuously improved.

The Hoshin Kanri planning process is a very effective Strategy Deployment planning process that follows the Plan-Do-Check-Act (PDCA) improvement cycle. **For Hoshin Kanri to succeed, the organization must undergo an effective analysis from both; a business fundamentals including a SWOT analysis (strengths, weaknesses, opportunities and threats), and strategic planning with breakthrough objectives.** These analyses provide input for the plan. In addition, recognize that breakthrough activities can only occur when the business fundamental activities are under reasonable control. This is fundamental to building a "Lean" learning organization, enabling an organization to collect and study performance information about itself from both short-term and long-term measures.

If you are interested in learning how Leanovations can assist your organization with developing and implementing a Strategic Plan please e-mail us at info@leanovations.com or call us at (860) 479-0293.

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Leanovations Announces Three Lean Leadership Certification (LLC) Classes in 2017 January 17-20, May 22-25 and October 2-5, 2017

Leanovations Lean Leadership Certification (LLC) Class provides the emotional and intellectual framework for understanding Lean and is an ideal introduction to becoming a Lean Leader. Fred Shamburg, the Founder and President of Leanovations, conducts the LLC training and presents the principles, concepts, elements, and techniques of Lean leadership and how



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they interact. **The class will explore leadership issues in the context of Lean Transformations and other situations where radical change in behavior and culture is necessary.**

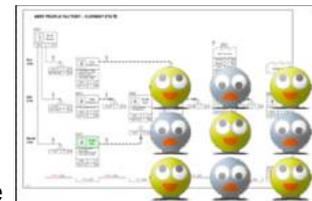


Past LLC Graduating Class

Leanovations offers the four-day Lean Leadership Certification training course three times per year in the months of January (17-20), May (22-25), and October (2-5). The mornings are spent on classroom material and simulations then each afternoon is spent touring a different "Partnership for Success" facility which has enjoyed a Lean transformation. The class teaches the Toyota Production System (TPS) principles where the employees get engaged and empowered to create success for the organization. TPS Lean is about the employees understanding it is a "Profitable Growth Strategy" and not a "Cost Reduction" program. Upon completion, the participants will understand:

- Why Lean is important and the fundamental concept of Lean
- How to Identify the 7 wastes + E and understand standard work process
- How to implement Plan-Do-Check-Act for success
- How to apply the basic Lean tools through the Kaizen Team approach

The students participate in a fast-paced intense 4-day workshop program and will operate simulated factories. **The participants will get a chance to redesign their factories through a kaizen team event with their newly learned Lean principles and run their improved factories to measure and experience their results.** The simulations are an ideal introduction to the Toyota Production System principles that can be applied in any enterprise. The participants will learn, among other things, the importance of eliminating wastes to create flow where possible and pull where flow is not possible, along with the value of a visual factory to support the individual growth of Lean Leaders.



The workshop includes visiting Lean manufacturing companies each afternoon to hear from top management and the employees about their Lean journey and touring the factories to see first-hand what it takes to become a Lean Leader. **Example of companies we visit are: Rowley Spring and Stamping, Specialty Printing, IMI Precision Engineering, Hubbard Hall Inc., Watson Inc., Blue Q, Precision Punch, Atlas Stamping and Manufacturing and many more.**

Since 2008, when we started offering our Lean Leadership Certification (LLC) Workshops, we have had over 1,000 individuals, from manufacturing, government, healthcare and service industries attend and graduate from our LLC workshops. We have enjoyed a diverse group of attendees from all levels to include; Business Owners/CEOs to Office Support, Machinist, Assemblers, Material Handlers and etc. Graduates have come from over 80 organizations, 21 different states and 3 European countries.

If you are interested in learning more about Leanovations and how we may be able to assist your company, please visit our website at www.leanovations.com or e-mail us at info@leanovations.com or call the office at (860) 479-0293.