



# Leanovations, LLC

## Lean Newsletter

### October 2019



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## Change Is in The Air

As we transition from the hot summer months into the colors of autumn, it is a reminder that change is constant.

Change is a fact of life, and today's rapid rate of change it is not always easy to deal with. **It is said that every individual will experience dramatic change in their lives every 5-10 years**, be it in health, financial, work, relationship, or being exposed to a natural and environmental disaster which all effect the way a person deals with future experiences or their own individual way of thinking.

**Companies, too experience dramatic change just like individuals**, and they may not be able to control all change, such as the economic downturn and changes in regulations that most companies experience, but they can control their response to change. At Leanovations we train companies to look at change as opportunities in a situation, and having a choice on how they react to it. **The choice really boils down to this...either companies manage change or it will manage them.**



**To become stronger and better prepared for what the future may bring, companies must decide to manage and enjoy the challenge of change, and find a way to get the employees on board with change.** Leanovations teaches the Kaizen Team approach where companies embrace change through engaging and empowering employees to help create business success.

Quite simply, change is an emotional process. We are all creatures of habit who usually resist it and welcome routine or sameness. Uncharted waters are scary! In the long run, however, doing the same thing and expecting different results is the definition of insanity, and it will either create a company of mediocre results or even worse, a declining ability to compete.

**Companies must break away from their current state and develop a plan to a future state with new emerging opportunities. The challenge is for companies to convince their team of employees that the new future state vision is better than the current state.** It is not easy, it takes planning, commitment, patience and courage to change, and this is where Leanovations excels in assisting companies.

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**The truth, of course, is that change can be wonderful. In fact, it is the key that unlocks the doors to growth and excitement in any organization.** And, most importantly, without it...your competition will pass you by. A big part of success, for any company, is the ability to inspire your team to get out of their comfort zones; to assure them that even though they are on a new path, it's the right path, for the right reasons, and the Kaizen Team approach is a perfect way to establish a culture for change creating success.

If you are interested in learning more contact Leanovations at (860) 479-0293, or e-mail us at [info@leanovations.com](mailto:info@leanovations.com) or visit our website at [www.leanovations.com](http://www.leanovations.com)



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## Utilizing the 3-T's to Meet the Rapidly Changing Business World

**The business environment is changing faster now than at any time in history**, and smart organizations know that their company's competitive advantage today and, in the future, will come by transforming their business through Lean plus, Innovations (Leanovations) **from beginning to end**. Only by understanding what the customer values, will an organization survive in tomorrow's business world. **Organizations must have the foresight and vision to plan for the future, while quickly adapting to customer needs and utilizing employees with what we call the 3-T's of: Teamwork, Training and Technology to achieve operational excellence to succeed in this ever-changing world.**

**Lean Leaders around the world are rethinking how they get their products to market, add value to customers, and produce their products and/or services.**



**Just think how different today is from just 15 short years ago. Think about how the world has changed for consumers to buy products or services (Amazon Prime debut was 2005), share photos and videos with family and friends (Instagram introduced in 2010), buy a book (Kindle introduced in 2007),**

**watch a movie (Netflix started Streaming in 2007), take a Taxi (Uber introduced in 2009) or even buy groceries (Blue Apron began in 2012), research something (Amazon Alexa introduced 2014) . These types of products or service Innovations are making leaders across the globe rethink, reshape and adjust the role of continuous improvement in preparation for this rapidly changing future.**

**Lean Leaders understand that World Class Operational Excellence is a must to achieve top-line growth**, and that incremental process improvements may no longer create business sustainability, value creation and long lasting positive customer experience. Unfortunately, for many organizations Operational Excellence is non-existing or at best stagnating. **Organizations need to put more emphasis on the 3-T's (Teamwork, Training & Technology) to harness the true power of World Class Operational Excellence by developing:**

- a strategic plan with breakthrough objectives (BTOs) only achieved through teamwork
- employees by providing training that engages and empowers them
- technology that enhances value creation and customer experience



**Mark Your  
Calendars for the  
Upcoming  
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Workshops**

Leanovations 3-T approach has helped many organizations (manufacturing, government, healthcare and service organizations) develop a new path that transformed the business, building a competitive advantage having a significant impact on the top-line, and essentially allowing organizations to move faster than competitors.

**Leanovations takes pride in helping organizations to stay relevant in the rapidly changing landscape, through Lean and Innovation (Leanovations). Mapping out, and executing a Strategic Plan with Break Through Objectives (BTOs), which ensures the organization is innovative, agile, and providing superior customer experience.**

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### **Kaizen Learning - Team Members Gain Tremendous Experiences**

At Leanovations we promote Lean as a growth strategy not only for the company but also for their employees. Individuals learn so much from the experience of being a member on a Lean Kaizen team. At Leanovations, we have developed 10 key learning opportunities for those who participate on a Kaizen team.

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1. **Paying Attention to The Small Things** Good Kaizen teams begin to notice the small things and if they seem abnormal, they have an urge to improve them.
2. **Having a Vision for success** and conducting a Kaizen event gives a team an idea of what is possible, an image of the ideal (what good looks like), enabling long-term thinking instead of a focus on daily firefighting.
3. **Providing Insight** into the business processes is developed through reflection on problems, their root causes and how to see these problems as opportunities to improve and how to develop solutions to solve them.
4. **Experiencing Teamwork** is part and parcel that is strengthened by effectively participating in the Kaizen event and turning their ideas into reality through the PDCA process (Plan-Do-Check-Act).
5. **Advancing Careers** is part of a team member's opportunities as they showcase their teamwork approach; creative and innovative thinking process and leadership capabilities, which become recognized by others in the organization.
6. **Linking Business Goals** to the impact of many small, practical improvements requires becoming more familiar in the business and financial language/metrics in order to link Kaizen actions to the top-level business goals.
7. **Developing a Clarity of the Mind** is created through observation during Kaizen activity, resulting in a high awareness of the 7 wastes and what adds value, providing the ability to focus on eliminating waste, variation and overburden systematically.
8. **Creating Respect** for people, time, resources, and differences in viewpoint, all qualities of an effective Kaizen event and is required to create positive change.
9. **Implementing Objectivity** is the ability to face and manage current state situations as the Kaizen team develops counter measures, by checking one's



assumptions and testing them through experimentation, and turning to the PDCA process.

10. **Building Connections** between team members, internal customer-supplier relationships, making stronger personal relationships as well as a stronger organization through Kaizen.

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## What Type of Lean Teacher Fits Your Organizational needs?

**In the world of Lean consultants, there are three basic styles:** The **Expert style**, the **Doctor-Patient style** and the **Process Sensei style**. Sensei is a Japanese word for Teacher. When companies decide to begin Lean; it is highly recommended to bring in outside help using consultants that specialize as **Process Sensei Consultants** who utilize Kaizen team approach. Kaizen is the Japanese word for continuous improvement.

In the **Expert style**, the client diagnoses the issue and the consultant resolves it with little or no help from the client. With the expert style the consultant owns the "problem" and solution and leaves it up to the client to implement. The **Doctor-Patient style** is a bit more interactive wherein the client (patient) describes the problems/symptoms and then the consultant (doctor) diagnoses the issue and decides on the solution. Again, the consultant owns the solution and the client is responsible to implement. **The Process Sensei style starts with the development of an equal "Partnership" between the client and the Sensei/consultant** with the understanding that the client "owns" the problems and together they must develop and deploy the solutions. **Together, the client and Sensei/consultant form a "Lean Partnership" to diagnose the problem (opportunity) together through cross functional teams (Kaizen Teams),** develop and implement solutions, measure the results and build on the success.



**Mark Your Calendars for the**

**At Leanovations, we fully subscribe to the Process Sensei style, and model our teaching and coaching after the Toyota Production System (TPS). We believe that in order to help our "Lean Partners" to be successful, we must teach and coach the Lean tools/techniques providing examples of success that they can build upon.** Ultimately, we need to engage and empower the employees by asking the challenging questions designed to pull the teams together. Once companies begin successfully conquering the opportunities for improvement through Kaizen events, these **"successes" will fuel a culture necessary to sustain the gains.** After all, the companies that are truly successful with Lean are the companies that understand **Success is 90% culture and 10% the tools.**

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## Upcoming Leanovations Workshops

### → **Lean Just Got Easier - Cost Sharing Funding Is Available**

Leanovations is an industry leader helping manufacturing companies adopt a Strategic Plan and deploying the plan through coaching an organization in adopting Lean and ISO principles, which is what we call Lean-ISO Integration. **Leanovations is an approved consulting company with Eversource, NETAAC and CT DOL, where a potential cost sharing/funding 25%-100% for Leanovations consulting and training services.** Fred Shamburg, President of Leanovations was selected as a "National Shingo Prize Board Examiner" in 2007 and is a registered Lean Service Provider/Consulting Group with both Eversource, NETAAC (The New England Trade Adjustment Assistance Center Inc.) and CT Department of Labor. Below is a summary of potential funding for those who qualify.

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### **ENERGIZE CONNECTICUT - CT Energy Efficiency Fund PRIME Program (Administered through Eversource)**

If you are an Eversource manufacturing customer, classified with a SIC code between 2000-3999, you may be eligible for funding for up to four (4) Lean Kaizen events! The CEEF PRIME Program is administered by Eversource through EnergizeCT providing up to \$9,000 towards the cost of consulting services by Leanovations for Lean-ISO Manufacturing events. The PRIME Program allows manufacturing customers of Eversource who have not utilized PRIME funding in the previous two years for all four events, may qualify for.

- Events 1 & 2 of the PRIME Program is funded at \$9,000
- Events 3 & 4 of the PRIME Program is funded at \$4,500



### **NETAAC (New England Trade Adjustment Assistance Center Inc.)** Funding

The New England Trade Adjustment Assistance Center Inc. (NETAAC), is a government funded non-profit corporation. NETAAC offers cost shared assistance for import-injured manufacturers through a grant from the U.S. Department of Commerce. Companies that have experienced recent declines in sales and employment, due at least in part to increasing imports of competitive products, are eligible for participation in the program, in which the federal government pays 50% of the cost of consulting services such as Leanovations designed to help the client firm improve its competitive position. (The federal government may pay up to 75% if the firm requests \$30,000 or less of assistance.)



### **Connecticut's Workforce Investment Systems (CTWorks)**

The State of Connecticut Department of Labor (American Job Center - formerly CTWorks) collaborates with the five (5) regional Workforce Investment Boards that assess employment training needs and priorities, and coordinates programs that address those needs. The Manufacturing Incumbent Worker Training Program is a joint program of the Connecticut Department of Economic and Community Development and the Connecticut Department of Labor. The grants provide funds to promote world-class innovation, productivity, and competitiveness through industry cluster economic development with qualified consultant groups, such as Leanovations. The ultimate goal is to increase



the prosperity and standard of living of Connecticut's citizens, and finds ways to support it through various training, including lean manufacturing. Awards may range up to \$50,000. The grant requires that each employer contribute a dollar for dollar match and funding normally equals 50% of total training costs. Please contact Leanovations to find out if there is a DOL/IWT funding available in your region.

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### Learning Lean from a Bunch of Nerf Balls Leanovations Announces 2020 Schedule for Lean Leadership Certification (LLC) Class

**How would you like to learn Lean from a bunch of Nerf Balls?** Well here is your opportunity to do so. Leanovations conducts a 4 Day Lean Leadership Certification (LLC) program three times per year, to support the individual growth of Lean Leaders and allow them the opportunity to become a student of Lean, network and benchmark with other Lean leaders and companies.

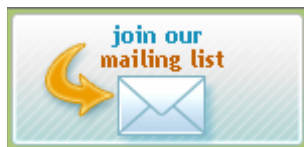


**Since 2008 we have had over 1,000 individuals graduate from manufacturing, government, healthcare and service industries from our LLC workshops.** We have enjoyed a diverse group of attendees from all levels to include; Business Owners/CEOs, CFOs and COOs to Machinists, Assemblers, Material Handlers and Office Support such as Sales, Human Resource and Procurement. **Graduates have come from over 100 organizations, 24 states and 3 European countries.**

**The workshop includes visiting Lean manufacturing companies 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.**

Our 2020 Lean Leadership Certification (LLC) classes are scheduled, so mark your calendars now as the classes sell out early. **The 2020 LLC dates are:**

- \* **January 13-16, 2020**
- \* **May 18-21, 2020**
- \* **October 5-8, 2020**



**In today's fast paced world everything changes all the time.** Addressing change and improving the current state to a future state, Good to Great, 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 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. We believe a key part of Leanovations mission is teaching and coaching organizations how to effectively address issues they currently are facing and will face in the future, we call this "Transforming Tomorrow Today"!!!



**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 and absorb new "Golden Nuggets" of wisdom, techniques and experiences from others that you will be able to draw upon as you lead, teach and mentor others.** Lean Leaders must appreciate there is always something you can learn, through networking and benchmarking.

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