

# BONZA NEWS

**Bonza**  
TRAINING SOLUTIONS

ISSUE 22

JUNE 2010

## Does this Org Chart Make my Department Look Fat?

*Like a crash diet, getting too lean doesn't work.*

By Jon Padfield

On the evening of April 14, I boarded a plane to London, where I was scheduled to teach a series of continuous improvement classes. The following morning, as my flight neared the United Kingdom, the pilot announced that our flight was being diverted to Brussels due to a cloud of volcanic ash blowing in from Iceland. Thus began my unplanned, four-day stay in Belgium.

Don't get me wrong; I greatly prefer landing safely anywhere to crashing at my intended destination. However, my four-day experience in overcrowded Belgian airports, hotels, and train stations made me start thinking about the trade off between the efficiency benefits of being lean vs. the risk of not having enough reserve capacity to handle unplanned events. Granted, this was an extreme example. I really wouldn't expect the European rail system to have the capacity to handle its normal load plus that of the entire air transportation system that was shut down for nearly a week. However, this experience highlighted the fact that having some reserve capacity comes in handy during a disruption of the status quo.

Lean practitioners know that excess inventory and excess capacity are forms of waste, but it is difficult to define exactly what "excess" means. The more I thought about the concept of being "too lean," the more I started to wonder where the line was between lean and anorexic.

Although this question may sound blasphemous to some, I am not a lean Six Sigma heretic; I am a true believer. I have witnessed the advantages what this methodology, when properly applied, can bring to any business, government agency, or nonprofit organization. During the past nine years, I have seen millions of dollars in savings through quality and productivity improvements achieved by myself and the students I have mentored. Lean is a good practice, but contrary to the popular country song, "too much of a good thing" isn't always a good thing.

The Centers for Disease Control tells us that one key to maintaining optimal health lies in keeping our body mass index (BMI) in a range between 18 and 25. A person with too little body fat is just as much at risk of serious, possibly life-threatening, medical conditions as a person with too much body fat. People with too little body fat are at higher risk of infertility, osteoporosis (fragile bones), anemia, fatigue, irregular hormone regulation, and a compromised immune system. In other words, the human body requires a certain level of body fat just to survive, and even a little more to thrive.



### QUOTE

"No problem can withstand the assault of sustained thinking."

– Voltaire, (1694-1778)

**French Author, Essayist  
and Philosopher**

### GOOD NEWS

#### **Governments Prosper from Solar Power Manufacturing**

By Michael Ones  
May 21, 2010

Canadian and provincial governments could spend \$2.4 billion to build a large scale solar photovoltaic manufacturing plant and then give it away for free and still earn a profit in the long run, according to a financial analysis conducted by the Queen's University Applied Sustainability Research Group in Kingston, Canada. The revenues for the governments of nearly \$500 million a year, were determined from taxation (personal, corporate and sales), sales of panels, and saved health, environmental and economic costs associated with offsetting coal-fired electricity.

Source: [Renewable Energy World](#)

## BONZA TRAINING SOLUTIONS

Po Box 21007  
Stratford, ON  
Canada N5A 7V4  
Toll - free: 877-508-5525

Phone: 519-508-5525  
Fax: 519-508-5526  
Email: [info@bonzatraining.com](mailto:info@bonzatraining.com)  
Website:  
[www.bonzatraining.com](http://www.bonzatraining.com)

*Core Knowledge.  
Flexible Thinking.  
Global Outlook.*

We're on the web!

[www.bonzatraining.com](http://www.bonzatraining.com)

I believe the same is true for organizations. There is an optimal range on the lean continuum below which getting leaner is counterproductive to the organization's long-term health. In this regard, a number of legitimate analogies can be drawn between anorexia and companies that implement lean concepts to irrational and unhealthy extremes. For instance, a manufacturing company I once worked for took single-piece flow to the extreme of asking a supplier to individually package and sell five-amp fuses to them. This change didn't improve anything because the company was using about 50 fuses per day and the supplier nearly quadrupled the piece price of the fuses due to the extra work and packaging required on their end.

We also see similarities when we look at root cause. Although it has many physical effects, anorexia is considered a mental disorder and is co-morbid (i.e., clinically correlated) with obsessive compulsive disorder (OCD). Anorexia frequently manifests itself in individuals who are obsessed with their appearance and how others perceive them. This could be due to a sense of insecurity ("I'll never find a spouse if I don't lose another 10 pounds"), peer pressure ("All my friends are thinner than me"), or a distorted view of reality or drive to meet some arbitrary goal ("I'll be happy if I can just drop another six pounds").

All of these root causes have parallels in organizations. Insecure directors may worry that a new CEO will think his department is fat ("I'll never make it to vice presidency if I don't lose another 10 headcount"). Likewise, leaders of profitable companies may obsess about how they compare to other companies in their industry; or they may read the newest, best-selling management book and get a distorted view of reality. They may even set an arbitrary goal of being "the leanest" company in their industry, which is a great way to boost the bottom line... for a while.

The problem is that trying to get and stay too lean comes at a steep price. Professional body builders, who may drop up to 4-percent body fat prior to a contest, have to take special supplements to prevent their bodies from literally cannibalizing their existing muscle mass. They also only maintain those low body-fat percentages during the relatively short competition season. During the off-season, they consume many more calories to intentionally "bulk up," because it is impossible to add or even keep their hard-earned muscle mass while living on a 1,200-calorie per day diet as they do during the competition season.

The dangers of organizations being too lean are just as real and include:

**Lack of focus in the work force due to fear of losing jobs.** Ironically, I once heard a human resource manager in one company use the term "purge" when referring to a recent downsizing. The eighth point of "Deming's 14 Points of Quality" is to drive fear out of the organization, but sadly, some companies still seem to view fear as a motivational tool.

**Burnout.** The phrase "You're lucky to have a job" is thrown around all too often today by business leaders trying to squeeze more productivity (usually longer hours) out of fewer employees. In many cases, management's attitudes are planting seeds of resentment that may yield a record harvest of voluntary turnover when the economy recovers and the company's best employees sud-

## BONZA TRAINING SOLUTIONS

Po Box 21007  
Stratford, ON  
Canada N5A 7V4  
Toll - free: 877-508-5525

Phone: 519-508-5525  
Fax: 519-508-5526  
Email: [info@bonzatraining.com](mailto:info@bonzatraining.com)  
Website:  
[www.bonzatraining.com](http://www.bonzatraining.com)

*Core Knowledge.  
Flexible Thinking.  
Global Outlook.*

We're on the web!  
[www.bonzatraining.com](http://www.bonzatraining.com)

denly have more attractive career options.

**No time for training or making improvements.** When you downsize a department by 25 percent without removing any of the work, the rest of department's workload goes up by 33 percent, which in turn deprives employees of the time needed to participate in training or work on improvement activities in their area.

**Lack of reserve capacity.** Unplanned work and disruptions are known killers of productivity, and their sources must be tracked down and eliminated wherever practical. However, relatively few companies have been successful in doing this. In the companies I have worked for, it is still a common practice for employees to spend a substantial amount of their week performing "drop in" work. When a person's time is loaded to 100 percent (or more), there is no way they can get everything done that must be done and assist with the unplanned things that also have to get done.

We should never let the risk of abusing a tool prevent us from using it properly. Many, if not most, companies in the United States still have a long way to go before they have to worry about getting too lean. However, in any company it is likely that some departments are already leaner than others. Companies in this situation need to be especially careful of "10 percent across the board headcount reductions" because that may be overly aggressive in some areas and possibly not aggressive enough in others.

### **About the Author**



*Jon Padfield is a Six Sigma Master Black Belt with 22 years experience in the automotive, security products and medical device industries. He is an instructor at [Purdue University](http://Purdue University) where he teaches graduate courses in Statistics, Project Management, and Quality & Productivity. He can be contacted at [jpadfiel@purdue.edu](mailto:jpadfiel@purdue.edu).*

## Root Cause Analysis with Focus on 8D

**June 16, 2010**

**8:30 a.m. to 4:30 p.m.**

**Best Western St. Jacobs Country Inn**

**50 Benjamin Road**

**Waterloo, ON**

**Course Fee: \$495 + GST**

**Final Registration Deadline: June 9, 2010.**

**Please call or email for more information or to register.**

## BONZA TRAINING SOLUTIONS

Po Box 21007  
Stratford, ON  
Canada N5A 7V4  
Toll - free: 877-508-5525

Phone: 519-508-5525  
Fax: 519-508-5526  
Email: [info@bonzatraining.com](mailto:info@bonzatraining.com)

Website:  
[www.bonzatraining.com](http://www.bonzatraining.com)

*Core Knowledge.  
Flexible Thinking.  
Global Outlook.*

We're on the web!

[www.bonzatraining.com](http://www.bonzatraining.com)

## Eight Discipline Problem Solving

By Julia Opie

**Eight Discipline Problem Solving** is a problem management tool popularly used in responding to customer returns or issues, and is typically employed by quality engineers or other professionals. Its effectiveness stems from the fact that it incorporates all the important aspects of problem management, i.e., containment of the problem, root cause analysis, problem correction, and problem prevention.

Folks have been using structured problem solving methodologies since the Dark Ages. No single source can claim to be the fountain of modern problem solving techniques. Ford developed their method, while the military also developed and quantified their own process during World War II. Both of these methods revolve around the Eight Disciplines.

Many disciplines are typically involved in the "8D" process, all of which can be found in various textbooks and reference materials used by Quality Assurance professionals. For example, an "Is/Is Not" worksheet is a common tool employed at D2, and a "Fishbone Diagram" or "5 Why Analysis" are common tools employed at step D4.

In the late 1990s, Ford developed a revised version of the 8D process, that they call "Global 8D" (G8D). This is the current global standard for Ford and many other companies in the automotive supply chain.

Recently, the 8D process has been employed significantly outside the auto industry. As part of Lean initiatives and Continuous Improvement Processes it is employed extensively within Food Manufacturing, High Tech and Health Care industries.

### The 8D Process:

1. Develop & identify the team
2. Define the problem
3. Determine & implement containment actions
4. Determine root cause(s)
5. Detail corrective action(s) implemented
6. Detail verification activities
7. Determine Corrective action to prevent root cause recurrence
8. Do – Congratulate Your Team

If your company is contemplating the use of the 8D process for problem solving, and could use some help in understanding this process and its benefits, and/or how to implement 8D, we offer both public and on-site courses for your convenience. Please call or email for more information.

### Sources:

[http://en.wikipedia.org/wiki/Eight\\_Disciplines\\_Problem\\_Solving](http://en.wikipedia.org/wiki/Eight_Disciplines_Problem_Solving)

<http://www.siliconfareast.com/8D.htm>

Basics of Root Cause Analysis with Focus on 8D course – by Keith Thomas

COMING SOON!

## BONZA TRAINING SOLUTIONS

Po Box 21007  
Stratford, ON  
Canada N5A 7V4  
Toll - free: 877-508-5525

Phone: 519-508-5525  
Fax: 519-508-5526  
Email: [info@bonzatraining.com](mailto:info@bonzatraining.com)  
Website:  
[www.bonzatraining.com](http://www.bonzatraining.com)

*Core Knowledge.  
Flexible Thinking.  
Global Outlook.*

We're on the web!

[www.bonzatraining.com](http://www.bonzatraining.com)

## Online Occupational Health & Safety Training

Bonza Training Solutions is pleased to announce that we will soon be offering online occupational health and safety training programs to individuals and corporations.

Computer -based training (CBT) offers individuals and corporations an alternative to classroom or instructor-led training. CBT provides access to courses that may otherwise be inaccessible. For the individual, successful completion of an online course can bolster the resume and increase the appeal of the job-seeker. For the Human Resource and Health & Safety professionals working within small businesses and large corporations, CBT offers a number of convenient advantages along with achieving legal compliance where needed.

Accessible, convenient, accelerated learning at a cost-effective price; CBT has both economic and logistic advantages. CBT is ideal for larger corporations that are spread out geographically. Quite often, in this case, instructor travel expenses and scheduling becomes an obstacle to the delivery of effective training. On the other hand, CBT can be accessed by the user anywhere there is an Internet connection. The company account administrator can monitor individual progress in real time.

### **Benefits to the Administrator:**

- Track employees individually
- Automatic scoring
- Generate reports
- Print certificates
- Access history; and
- Stay up-to-date on all training

The program administrator is well-informed and in complete control over access, reporting and management of the training function.

OH&S training is a legal requirement of all companies across Canada. It is in a constant state of flux with new legislated requirements being introduced yearly, and re-training is often required at intervals from one to every three years.

Available online courses include:

### **WHMIS**

**Transportation of Dangerous Goods**

**Office Ergonomics**

**Lockout**

**Fire Safety**

**Fall Protection**

**Confined Space**

**Lift Truck\***

**Manager/Supervisor Due Diligence**

**Aerial Lift\***

**Ladder Safety**

\*Requires a practical skills evaluation performed by a competent person, in most cases a supervisor or manager who is a certified operator of the equipment, with years of experience.

## BONZA TRAINING SOLUTIONS

Po Box 21007  
Stratford, ON  
Canada N5A 7V4  
Toll - free: 877-508-5525

Phone: 519-508-5525  
Fax: 519-508-5526  
Email: [info@bonzatraining.com](mailto:info@bonzatraining.com)  
Website:  
[www.bonzatraining.com](http://www.bonzatraining.com)

*Core Knowledge.  
Flexible Thinking.  
Global Outlook.*

**We're on the web!**

[www.bonzatraining.com](http://www.bonzatraining.com)

New online courses are being developed and will be available on a regular basis, so please check the website regularly.

### **New Online Course Coming Soon - *Manual Material Handling***

#### **Occupational Health & Safety Courses - New Offerings**

The following public, instructor-led courses are now available on a regular basis. Please refer to our Public Course Schedule for dates and pricing. These OH&S courses are held at Fanshawe College in London, ON. Other public courses may be arranged in alternate locations based on demand and volume of participants.

- AERIAL PLATFORM and FALL PROTECTION SAFETY WITH RESCUE AWARENESS
- CONFINED SPACE ENTRY and RESCUE AWARENESS
- FALL PROTECTION SAFETY
- INDUSTRIAL CRANE and HOIST SAFETY
- MOBILE CRANE and HOIST SAFETY
- OCCUPATIONAL HEALTH and SAFETY CERTIFICATE: - SUPERVISOR
- SAFE OPERATION OF LIFT TRUCK
- TRANSPORTATION OF DANGEROUS GOODS
- WORKPLACE HAZARDOUS MATERIALS INFORMATION SYSTEMS (WHMIS)

\*\*\*\*\*

Furthermore, we have added an extensive selection Occupational Health & Safety Training Courses to our offerings, which are available for on-site delivery. We are currently updating our website to include these courses. In the meantime, please call or email if there is a particular OH&S course that you require.

#### **Some of the new offerings are:**

Asbestos Hazard Awareness  
Emergency Response  
Fire Protection  
Machine Guarding  
Noise Awareness  
Safe Operation of a Skid Steer  
Safe Operation of a Telehandler  
Safe Operation of an Electric Pallet Truck  
Safe Operation of Car Hoists  
Safe Scaffold Use  
Supervisor Safety Motivational  
Waste Manifest - Regulation 347  
Welding Safety  
Workplace Harassment and Violence - Bill 168  
Young and New Worker Awareness