

BONZA NEWS

Lean Management: The Missing Piece in the Lean Puzzle By Bruce Craig

Lean has taken elements of the Toyota manufacturing system and applied them to improving the efficiency and effectiveness of organizations around the world. Methods such as Value Stream Mapping (VSM), 5S, Kaizen, Pull Systems, visual controls, standardized work, TPM have become common place in many manufacturing operations in North America.

Lean Leadership Gap

At the same time, the stories of companies that have struggled to sustain their "Lean programs" seem to be more and more common place. The puzzling question is why? Why haven't Lean methods led to larger, longer-term changes in how companies do their work and service their customers?

In their book "Toyota Culture: The Heart and Soul of the Toyota Way", the authors talk about respect for people and continuous improvement as key elements of the Toyota Way. They focus on the ability of leaders to engage employees in building Lean into the day-to-day work habits of the organization.

Lean Management System

Lean Management provides organizations with a structure and accountability system for building Lean thinking, "seeing", problem solving and continuous improvement into the daily work activities of managers, supervisors and employees. In his book, "Creating a Lean Culture", David Mann refers to Lean Management as the missing link in the Lean journey.

Lean Management provides a standardized, consistent approach to engaging employees in the identification and implementation of Lean improvements. Lean Management uses process measures, visual communications, continuous improvement tools and management accountability methods to transform the daily work environment into a Lean work culture.

Lean Management promotes a style of leadership based on collaboration, teamwork and shared responsibility. Blaming and finger pointing are seen as non-productive as people use a positive, proactive communication model to focus on opportunities for improvement. Leadership has shifted to an approach that is based on partnering and engaging everyone as part of the "bigger team".

Some Case Examples

Lean Management has been successfully implemented in companies like Tremco Canada and Voith Hydro. Employee buy-in happens when people see their ideas



QUOTE

"A man is not idle because he is absorbed in thought. There is a visible labour and there is an invisible labour."
– Victor Hugo

GOOD NEWS

Province of Ontario Press
Release
January 21, 2010

WALLACEBURG - Local MPP Maria Van Bommel was in town today to announce that Ontario is supporting the opening of a new manufacturing facility Wallaceburg, which will create 64 new jobs in the area when the facility opens in summer 2010.

Precismeca Ltd., a recognized leader in providing conveyor systems for the mining industry, is investing nearly \$3 million to equip the new plant, including an \$894,000 loan from Ontario's Advanced Manufacturing Investment Strategy (AMIS). They are relocating from Alberta.

Congratulations to Chatham-Kent!

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
Website:
www.bonzatraining.com

*Core Knowledge.
Flexible Thinking.
Global Outlook.*

We're on the web!

www.bonzatraining.com

for improvements being implemented, and not collecting dust in the suggestion box. Supervisors are impressed with the immediate improvements they see both in the operations and in the attitudes and morale of staff.

About the Author:

Bruce Craig, Participative Designs Inc. has been helping organizations to implement programs to engage employees, improve quality and build team cultures for the past 25 years. He conducts leadership training workshops, facilitates team building off-sites and facilitates Lean Management programs. His clients include: Wrigley Canada, Tremco Canada, Voith, Canadian General Tower, International Wallcoverings, Copperweld Canada, Johnson Matthey, and Shell Canada.

New! Lean Management Workshop with Bruce Craig

Workshop Overview

The Lean Management workshop will provide you with a detailed understanding of the core elements and management tools that drive continuous improvement on the shop floor. You will see what looks like in other plants, and have a "hands-on" experience of setting up a Lean Management system in the classroom. Change issues will be discussed with suggestions on how to introduce and launch a program back in your plant or department.

Course Date: March 31, 2010.

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

Location: Cambridge, ON

Course Fee: \$275

Registration Deadline: March 17, 2010.

This course is available for on-site delivery. Ask about our Group Discount.



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
Website:
www.bonzatraining.com

*Core Knowledge.
Flexible Thinking.
Global Outlook.*

We're on the web!
www.bonzatraining.com

Environmental Compliance in Ontario

By Andrea Clemencio, P.Eng., CEA
& Lianne L Sinclair, P. Eng., MBA

We're talking to a Certified Environmental Auditor, or CEA, to get some practical insight on compliance in Ontario for manufacturing, utility, government, food and other sectors...

- Q: What are some environmental compliance areas that most companies often aren't aware of?
- A: Certificates of Approval, or Cs of A, are often overlooked. These are approvals from the Ministry of the Environment (MOE) for things like air emissions (that can include heating units, fume hoods, chemical area vents, and welding machines, emergency generator and cooling towers, as well as the more obvious direct process vents). The MOE also requires any industrial site to have approval for site runoff or any process water going to the storm sewer, or directly to a creek or ditch. These are called Certificates of Approval for sewage works, although it's not 'sewage' the way we usually know it.
- Q: Anything else?
- A: Waste audits, National Pollutant Release Inventory reporting, fire code requirements for flammables, properly classifying (and keeping records for that) and documenting transportation of hazardous wastes...these are all commonly missed.
- Q: What is a waste audit and how do I know if I have to do one?
- A: Ontario Regulation 102/94 identifies the requirement for Manufacturers, Office Buildings, Shopping Complexes, Construction Projects, Restaurants, Hotels, Hospitals and Education Facilities to complete a waste audit and a waste reduction action plan. A waste audit needs to identify the amount of and type of waste produced, how it was produced and managed. You can do this by reviewing records from waste haulers, physically collecting, sorting, weighing and identifying waste on site. Then, a Waste Reduction Action Plan uses the information obtained from the waste audit to create a plan to determine how to reduce your waste production and increase the amount of waste diverted from landfill. The WRAP also asks you to consider the recycled content of the material you are using.
- Q: Tell me more about the Certificates of Approval?
- A: Any facility that releases emissions to the atmosphere, discharges contaminants to ground or surface water, provides potable water supplies, or stores, transports or disposes of waste must have a Certificate of Approval before it can operate lawfully. It is the responsibility of owners and operators of these facilities to apply for and obtain Certificates of Approval BEFORE operations are constructed or used.

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
Website:
www.bonzatraining.com

*Core Knowledge.
Flexible Thinking.
Global Outlook.*

We're on the web!

www.bonzatraining.com

- Q: What is NPRI, and how does it affect me?
- A: NPRI is the National Pollutant Registry Inventory; it is a Federal requirement for companies to report the usage and potential release of chemicals to land, air and water, as well as disposals and recycling material if specific reporting criteria are met. The list of substances is reviewed and potentially modified every year; for the 2009 reporting year it includes 367 substances.
- Q: Hazardous wastes – do companies know what they're doing?
- A: This is a really important liability to most companies, that is often overlooked. There is enforcement of trucks on roads, enforcement of wastes at waste treatment companies, so many accidents occur – this is not an area a company should take for granted. Companies are charged often – this is a well enforced area in environmental legislation.
- Q: If I wanted to find out information about environmental legislation in Ontario where would I look?
- A: The Ministry of the Environment (Ontario) has a lot of information on their website, <http://www.ene.gov.on.ca/en/index.php> There is legislation, application forms, guidance documents to assist you in filling out these forms, upcoming changes to legislation and the Environmental Registry. Environment Canada and your city website will also have information on federal and municipal legislation that may affect you.

About the Authors:

Andrea L. Clemencio, P.Eng., CEA, is a Senior Engineer and Auditor with WESA Inc.
Lianne L Sinclair, P. Eng., MBA is a Senior Management Systems Consultant with WESA Inc.

Bonza Training Solutions & WESA Inc. are pleased to present:

Environmental Compliance in Ontario

This course provides an overview of key legislation that regulates hazardous waste, air emissions, sewer discharges, storage, transport, disposal of hazardous materials, substance reporting (NPRI, O.Reg. 127), PCB management, designated substances, the 3 R's, and emergency response. (2 day course)

Course Dates: April 20 & 27, 2010.

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

Location: Waterloo, ON

Course Fee: \$895

Trainer: Lianne L. Sinclair, WESA Inc.

Registration Deadline: April 6, 2010.

Please call for a full course outline.

This course is available for on-site delivery.

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

Website:

www.bonzatraining.com

*Core Knowledge.
Flexible Thinking.
Global Outlook.*

We're on the web!

www.bonzatraining.com



Introducing

CIS—Continuous Improvement Software

CIS, Continuous Improvement Software is an SaaS Cross-Platform Business (X-Engineering) Solution for managing (without paper) all elements of an organization, including ISO 9001:2008, AS9100, NADCAP and FAA requirements. It is simple to use, simple to start and most of all, simple to maintain. It has proven itself in hundreds of companies.

CIS is used in manufacturing and service industries. It was created to provide companies with simple yet powerful and affordable tools to manage their business, their quality system and to ensure customer satisfaction.

Since it's first release, CIS has grown outside it's boundaries of compliance, and now offers solutions for job management, sales and marketing, and many other simple to use tools to manage your business.

CIS was developed by Mr. Peter Sanderson, the President and Founder of TQMS, a quality management training and consulting company. He has developed several quality training systems and is considered a leader and visionary in the field of quality control.

Peter Sanderson won the Quality Professional of the Year 2008 Award from Quality Magazine.

Bonza Training Solutions is pleased to announce that we are working with CIS as a Re-Seller of their software. If you would like more information about this product, and how it will streamline your business processes and save your company time and money, call us now: **877-508-5525**.



The executive overview videos on the CIS website are excellent in explaining all about this software. Click here to view them:

<http://cissoftware.com/ExecutiveOverview.aspx>

We are very excited to be able to offer this product to our clients, and are looking forward to working with CIS to help companies better manage their businesses.

Basics of Root Cause Analysis with 8D

This course is intended to improve the Corrective Action and, to some extent the Continual Improvement, requirements of Quality Management Systems (QMS), as well as those described in the ISO 9001:2008 standard. While participants will be provided with a basic understanding of a variety of concepts, this is a "hands-on" course using a group approach to developing an actual or an example 8-Discipline report (8D). Please call for the full Course Outline.

Scheduled Dates: April 21 - London, ON ; June 16 - Waterloo ON

Course Fee: \$495

Is Pleased to Present: Two Workshops with Mike Micklewright

May 17-18, 2010

8:30 a.m.—4:30 p.m.

Best Western—Brant Park
Inn
19 Holiday Drive
Brantford, ON
[Click here for map](#)

Core Knowledge.
Flexible Thinking.
Global Outlook.

**BONZA TRAINING
SOLUTIONS**

PO Box 21007
Stratford, ON N5A 7V4

Toll-free: 877-508-5525

Phone: 519-508-5525

Fax: 519-508-5526

Email: info@bonzatraining.com

www.bonzatraining.com

WORKSHOP 1: PUTTING YOUR INTERNAL AUDIT SYSTEM ON STEROIDS

Too many internal audit programs within companies are very weak and do not accomplish the very purpose for their existence – continual improvement of the effectiveness of the Quality Management System.

Understanding this weakness and understanding the spirit behind ISO 9001 and ISO 9004 are the first steps in strengthening your Internal Audit System. Toughening up your auditors and strengthening management's support of the Internal Audit System is the next part.

WORKSHOP 2: THE RELATIONSHIP BETWEEN ROOT CAUSE ANALYSIS AND LEAN

What are the root causes behind the success of the Toyota Production System (TPS)? Are they 5S, Value Stream Mapping, TPM, or Quick Changeovers? No, these are just the tools that were developed as a result of doing good Root Cause Analysis. The root causes of the success of the TPS lie in the fundamental principles upon which it is based. Primarily, it is imperative to determine the root causes of system problems controlled by management. This course will demonstrate that effective root cause analysis is needed prior to embarking on lean projects.

PLEASE CALL FOR FULL COURSE OUTLINES.

SINGLE WORKSHOP FEE: \$495 + GST
BOTH WORKSHOPS - MAY 17, 18: \$850 +GST
(Ask about our Group Discount)

REGISTRATION DEADLINE: MAY 3, 2010.

Register & Pay by April 17 for Early Bird Discount
(Group Discount does not apply):

Early Bird Single Workshop Fee: \$395 +GST
Early Bird Both Workshops Fee: \$750 +GST

(All fees include materials, refreshments & lunch)

[Click here to download the Registration Form](#)

Call toll-free: 1-877-508-5525



Mike Micklewright is president of Quality Quest Inc., a Chicago-based consulting, training, and facilitation company specializing in lean, ISO 9001, ISO/TS 16949, Six Sigma, and their integration. Micklewright is an ASQ-certified Six Sigma Black Belt, quality auditor, quality engineer, and quality manager. He holds a degree in general engineering from the University of Illinois and has worked in design, manufacturing, and quality engineering for the Saturn Corp. of General Motors and Seaquist Perfect Dispensing. Micklewright is a sought-after speaker and has had many articles published, with a regular column in Quality Digest. He performs stand-up comedy in which he makes fun of the world of continual improvement and has developed, produced, acted in, and sells video training programs. For more information about Mike and Quality Quest Inc., go to:

<http://www.mikemick.com>

Quality Quest, Inc.
Phone: 847-401-0442
mike@mikemick.com