



R&R Newsletter

Reducing Risk/Removing Waste

ISO Support Group

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LEAN JOURNEY...

Strategy 1:

- Isolate the Value Stream

Strategy 2:

- Specifying Value

Strategy 3:

- Mapping the Value Stream

Strategy 4:

- Making the Stream Flow

Strategy 5:

- Letting Customers Pull Value

Strategy 6:

- Seeking Perfection

CAN LEAN HELP?

Want to know if Lean applies to your business?

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Removing Waste:

In this Issue under the heading *Removing Waste* I'll be covering the topic of **Lean Operations – Example: Toyota - Georgetown, KY**

The following is a brief overview of a Lean implementation story:

Toyota – Georgetown, KY... It's the story of Toyota's genius: an insatiable competitiveness that would seem un-American were it not for all the Americans making it happen. Toyota's competitiveness is quiet, internal, self-critical. It is an institutional obsession with improvement that Toyota manages to instill in each one of its workers, a pervasive lack of complacency with whatever was accomplished yesterday.

The result is a startling contrast to the car business. At a time when the traditional Big Three are struggling, Toyota is thriving. In 2006, Ford and GM terminated 46,000 North American employees. Together, they have announced the closing of 26 North American factories over the next five years. Toyota has never closed a North American factory; it will open a new one in Texas and another in Ontario in 2008. Detroit isn't being bested by imports: 60% of the cars Toyota sells in North America are made here.

Improvement activities aren't "projects" or "initiatives." They are the work, the work of every employee, every day, every week. That's one of the subtle but distinctive characteristics of a Toyota factory. The supervisors and managers aren't "bosses" in any traditional American sense. Their job is to find ways to do the work better: more efficiently, more effectively.

Without fanfare, in fact, Toyota is confounding conventional wisdom about U.S. manufacturing. Toyota isn't outsourcing; it's creating jobs in the United States. It isn't having trouble manufacturing complicated products here--it's opening factories as quickly as its systems and quality standards allow. It's offering union wages and good health insurance (to avoid being unionized), and selling the products its American workers make to Americans, profitably and more inexpensively than its U.S. competitors.

Continuous improvement is not some add-on to the real work, it isn't some special project that has to be done on top of routine responsibilities, nor is it a guy who parachutes into the assembly line from an engineering building somewhere else. It is what employees come to work every day thinking about. It isn't exhausting, it's exhilarating. It's almost as if Toyota people see the world with special four-dimensional glasses... while the rest of us are stuck in 2-D. Toyota is doing it in every single department, every single day. They're doing it on their own, and they're doing it regularly, not just once.

To view more information on this example (and others)... you can visit our Newsletter page at our website to view the complete article:

www.isosupport.com/newsletters/newsletters.htm

PS: Don't forget to look at the Q&A section of this Newsletter for some final thoughts on this Lean implementation example.

PUBLICATIONS

Click [HERE](#) to learn more about the manuals & books that we've recently published:

- ISO 14001:2004 Environmental Manuals
- "The 3 Biggest Mistakes People Make with ISO 9001"
- "ISO 14001: Learn what's driving its double digit growth!"

TRAINING:

- Process/Value Stream Mapping
- Lean Essentials/Kaizen
- Business Modeling and Performance Measure'ts
- Root Cause Analysis and Corrective Action
- Mistake Proofing
- Continual Process Improvement
- Strategic/Business Planning
- Malcolm Baldrige Training
- Privacy Program Training (PIPEDA)

****View [agendas](#) at our website****

Email Tim.. [HERE](#)

For more information on training provided by ISG on Process Improvement/Lean (Manufacturing/Office), please visit our website at www.isosupport.com. Once there, you will also find information about the following:

"Process Improvement/Lean Assessment: Can Lean help you?"

If you want to find out if Lean applies to your business, visit our website and read about our Lean Assessment Service by going to:

http://www.isosupport.com/services/lean/srvcs_pi_lean.htm

"The 3 Biggest Mistakes People Make with ISO 9001"; ISO

9001:2000 Tips, Tools and Techniques

Click here: <http://www.isosupport.com/books/books.htm>

If you enjoyed reading our previous ISO Newsletters you'll find that this book contains many of the practical approaches and advice that I've discussed in these Newsletters over the past 5 years.

Q: What are the "lessons learned" from this example?

A: Here they are...

- The Georgetown factory only looks like a car factory. It's really a big brain--a laboratory focused on a single mission: not how to make cars, but how to make cars better. It's not just the product, it's the process.
- Lean manufacturing and continuous improvement have been around for more than a quarter-century... but the incessant, almost mindless repetition of those phrases camouflages the real power behind the ideas. Continuous improvement is tectonic. By constantly questioning how you do things, by constantly tweaking, you don't outflank your competition in the next quarter. You outflank them for the next decade.
- Job simplification efforts started three years ago... they found 23 workstations that required between 7 and 11 decisions. Any jobs requiring 7 to 11 decisions in 55 seconds were going to cause problems. So small changes were made to dozens of jobs. Now, 85 line jobs require just 1 or 2 decisions. Not a single job requires 7 or more decisions. The work is easier and the results are better.

Until next time...

Tim Renaud

Helping Business Professionals Reduce Risk and Remove Waste!

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Tim Renaud, P.Eng., B.A.Sc., is a senior trainer and consultant with the ISO Support Group. His business experience covers over twenty-two years with both small and large organizations within various industries. He began consulting in 1992 and achieved ISO 9001 Registration for ISO Support Group in Oct/1998. Specific areas of expertise include training and consulting on installing ISO Management Systems, as well as implementing Process Improvement Strategies, always with a focus on reducing risk and removing waste (becoming Lean). Association memberships include the American Society for Quality (ASQ) and the Professional Engineers Ontario (PEO).