

Extract from CME October Newsletter

Canadian Consortia

A quick check: ATJ was reminded this past week that we shouldn't assume all new readers are aware of what constitutes a LEAN Consortium. The word Consortium describes a single association of several businesses (of any size or composure). The plural of consortium is consortia, hence, with individual Consortia spread all across North America — the plural term for them is Consortia. Putting the word LEAN in front of them simply indicates they use LEAN as their philosophy and language of learning whether the member companies are in manufacturing, healthcare or government. To keep LEAN in its simplest terms Consortia define LEAN as: **The elimination of waste everywhere while continuously adding value for the customer.**

While consortia have evolved different structures since their birth circa 1990, a typical Consortium may consist of 6–15 non-competing companies of any size within easy driving distance of each other. They all believe in a LEAN problem-solving culture based on respect, trust and integrity — with always a focus on **value!** They are self-directed, run their own show, hold a passion for exchanging know-how and continuously learn from each other. It is understood that their own businesses are paramount, and they control the pace of consortium activity to ensure the consortium never becomes a burden.

Add to that an excitement for innovating initiatives together to achieve what they cannot do alone. Considering all this, you can see why The Sloan Management Review (SMR), after auditing a long-time LEAN Consortium, pointed out that to refer to that type of organization as a consortium was incorrect. The proper definition, according to SMR, is a Leveraged Learning Network. To this day, since consortia members are in control, they have stayed with Consortium in North America and Australia.

The common language among members since the early '90's has been LEAN because of its simplicity, power and the huge quantities of proven support available (like the tools and practices you read about in the ATJ). If you are interested, ATJ will provide contacts you can talk with.

What are some of the things happening in Saskatchewan?

ATJ knows of no other state, province or public jurisdiction more committed to LEAN than Saskatchewan and its lead top-down. Dan Florizone, whom you met at the June conference, initiated LEAN in Healthcare in 2008. Since then, the Saskatchewan government led the way in implementing LEAN in both education and government. Now, 15 US state governments are investigating LEAN thinking with Washington State appearing to be in the lead (see ATJ Vol. 2, Issue 14).

The Saskatchewan Manufacturing Council (SMC): ATJ began commenting in 2013 on the exciting and unique industry-led Saskatchewan Manufacturing Council when it was launched with a very refreshing approach. This Council consisted of more than 40 chief manufacturing executives and senior industry influencers. A quick scan of the members seems to show they are the Who's Who of manufacturers in the province.

It's chaired by Gavin Semple, the chairman of the Brandt Group of companies, a leading, innovative, eight-division, 80-year-old company that's headquartered in Regina. The vice chair is Brad Nelson, GM of Honeybee Manufacturing Limited, whose purpose statement reads: To provide innovative, high performance equipment and solutions for the Ag industry. They are long-time implementers of LEAN Thinking, and a World Class provider to world markets from their Frontier Saskatchewan plant. ATJ Readers will know them for their leadership and involvement in AME and CME LEAN conferences in the US and Canada.

Derek Lothian is SMC's Saskatchewan-born Executive Director who is also CME's Provincial Vice President. The Council's mandate is to find common ground on priority issues impacting Saskatchewan manufacturers and exporters. And a year after their launch in November 2014, the Council now has a Manufacturing Centre of Excellence (MCOE) that is mandated to support the

growth of the province's manufacturing sector through training, thought leadership and the sharing of best practices; it address Productivity Improvement, Workforce & Skill Development and Innovation.

A major new initiative: (and there are more!) **Manufacturing 2025** is a new CME and Saskatchewan Manufacturing Council initiative. Its mandate is to develop the roadmap, policy framework and action plan necessary to grow manufacturing sales to \$25B over the next decade. And to prepare for it, a massive survey has just been completed to detect the needs for LEAN training, technology adoption and more. Derek has a hunch that the survey will show a large need for LEAN education, Management and LEAN skills training over the next three years to build the starting platform. Similar indications are being sensed from the experience of Ontario, the Maritimes and Manitoba practitioners.

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Consortia activity: Saskatoon and Regina are the homes of two growing CME-facilitated Consortia, with the newest in Regina. Non-competing Consortium members come together to learn from each other, and with the help of their facilitator, have fashioned a strategy to achieve their own vision. Access to this professional training is also open to all manufacturers in the province. From ATJ's experience, as manufacturers begin to appreciate the value and cost-effectiveness of learning from other practitioners, the Consortium model becomes more interesting — and valuable. And things are moving along! Already the LEAN green belt and black belt training is oversubscribed which means the CME LEAN leaders and facilitators will be working to develop the resources required.

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What are some of the things happening in Manitoba?

LEAN Emphasis: Manitoba has been a leader in Consortia Activity and it is proudly home to five active Consortia, with more in development. CME's Brett Hiscock, a LEAN Black Belt Facilitator and TWI Coach, and Carrie Schroeder, CME's Centre of Excellence's LEAN Coordinator, are both available to all five Consortia — as are the other LEAN Coaches who can be found at the central office in Winnipeg. "This year, our primary focus is on providing support for building a LEAN management infrastructure which drives our system" Brett said. And to do this the Manitoba CME team will be providing various events based on the three core pillars you will find in David Mann's new top-selling book, *Creating a LEAN Culture: Tools to Sustain LEAN Conversions*, 3rd Edition 2015. The three pillars include 1) Visual Controls 2) Standard Accountability Process and 3) Leader Standard Work. Many individual companies, as well as Consortia around North America, have adopted it because of the practical and proven results it gets that only comes from an industrial psychologist whose spent more than 20 years improving the shop floors of Steelcase. He is no stranger to the Oil Sands, healthcare and manufacturing of all kinds. Because of his hands-on approach, he is regularly tapped by consortia across Canada as a coach. (Ref: ATJ Vol 2, Issue Vol 1, Issue 9)

Events: Work is underway for the coming Kaizen Conference on February 20, 2016, which will feature some 8–10 best practices, a recognized keynote speaker and more. ATJ will share the updates with you.

Expanding the message beyond Manufacturing: ATJ saw firsthand the excitement of both government and healthcare professionals who attended the outstanding 2015 AME/CME LEAN Conference in Winnipeg last June 1–4. As a result, an exploratory meeting was held in August between Carrie Schroeder and government representatives about setting up a Consortium in the government. Now that a second meeting is coming up, Carrie is excited by the prospects, and feels a start in September could be in the offing.

Consortia Expansion and Tuning: Brett points to the expansion of their Western Consortium in the Brandon, MB area where seven companies have signaled interest in getting started with a possible 12 joining by the end of the year. “The interest is spreading”, he adds. Each Consortium holds its December strategic planning session to capture what has been learned throughout the year — and to detail plans for the coming year. This session sets the targets for the coming year. All five Consortium chairs meet twice a year in order to bring what they have all learned to each individual consortium for their planning sessions.

Every December becomes Strategic Planning Month for each consortium. In preparation, each of the consortium compiles data from their experience under three categories: 1) What is going well? — that we can learn from? 2) What is not going so well, and what improvements or decisions are needed? and, 3) What should the priorities be for the coming year and what new things should we invest in?

Some of the recurring items he expects will be discussed because of the widespread interest shown in strengthening Consortium leadership and management training. ATJ confirms the appropriateness of investigating this item, as it is in active discussion throughout the US and Canadian Consortia.

Here are some of the meaty items under discussion:

- Hoshin Planning is being discussed after a colleague attended a two-day Hoshin Planning workshop at the LEAN Enterprise Institute. Note: Hoshin is extensively deployed throughout the Saskatchewan healthcare transformation initiative and interest in it is rising, as the spirit of Hoshin is about policy deployment to get the right things done.
- The New Innovation Engineering program is under development and raising excitement
- Dates for the Share Showcase are in planning, led by Carrie Schroeder, where members share their Best Practices with each other
- Green Belt and Black Belt programs are oversubscribed
- Government leaders have been welcomed to participate in the fall and winter programs (ATJ Note: This is great!)
- Safety Association activity is in the works

Winkler will be hosting the Southern Manitoba Manufacturing Summit — which is under development with plans for a tradeshow, Best Practice presentations, and on-site tours included.

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