



Could the Insights program be one of the best \$90 you can spend on your business? Learn to see 'what' other companies are doing and 'how' they are doing it, to seek opportunities for improvement and innovative ideas for your business.

HANSEI - REFLECTIONS

i2e hosted 50 delegates from 24 organisations at the first two Insights events for 2009...a great start to the year. Innovation Insights to Davey Water Products, 2008 Premiers Sustainability Award recipient and Autoliv Australia - awarded best TPS (Toyota Production System) Toyota Presidents Award in 2008, were both a great success. Feedback from delegates included "Great tour, lots to take in" (**Shaun, Fosters Group**), "It's been great to see this company and I've learnt so much and how I can implement to practice in our company." (**Kiky, Unibic Australia**)

Davey Water Products are an exemplar lean and green business, integrating sustainable products with 'green' practices in place and working. After more than 5 years, every work area continues to complete monthly Lean improvements. Key learning's and take-aways included the Davey visual manpower planning boards, and the success of the green teams – reinvigorating a lean enterprise.

Autoliv Australia's Toyota Presidents Award recognises 15 years of implementing and improving TPS at Autoliv and is a credit to everyone. Key learning's and take-aways included visual meeting centres, Maintenance Planning Boards and visual systems. Heijunka boards, standardised work, poke-yoke and 'runner' material handling systems were also clearly on display.

Even after 15 years "Autoliv's suggestion system has an average of one suggestion per employee per month."

UPCOMING INSIGHTS

March - Futuris Automotive

Futuris Automotive are co-located close to the Ford assembly plant where they manufacture seating systems for FORD featuring In-line Vehicle Sequencing (ILVS). Receiving a signal to produce a set of seats as the car body enters the paint shop, Futuris has less than 1 hour to make and deliver the seats to the assembly line in the correct sequence. Processes at Futuris include manufacturing of seat bases, featuring robotic bending, welding, forming and painting within a lean system pulled by Ford. Learn about lean tools and techniques in an automotive environment where you can "feel the takt!".

April - Holden

The Holden V6 assembly plant in Port Melbourne is an exemplar automotive lean organisation. They have successfully implemented many lean tools and techniques including best in class visual workplace practices, quality management systems, one-piece flow, poke-yoke, kanban and 5S. They pride themselves in their karaoke room, audible andon, forklift separation and their stunning oil store.

Logistics Insights

The Insights team are in advanced discussion with several prominent supply chain organisations, we will populate the website with these site visit details during March. A learning matrix outlining a range of themes within the supply chain will ensure a great program that showcases themes ranging from retail 4PL distribution and 'to-door' (Last Mile) logistics to After Sales Distribution and Support, and Standardising Supply Chains in Health.

EXCELLENCE CALENDAR

Lean Enterprise Australia "Creating and Sustaining Lean Processes"

Australian Summit – March 18th & 19th 2009

Key note speakers will be David Meier, co-author of 'The Toyota Way Fieldbook', Barry Budge, Toyota Motor Corporation Australia. Learn about Toyota's lean transformation efforts and development of key suppliers, the successes and challenges encountered, and the effects of lean leadership and lean transformation. Other speakers include Professor David Ben-Tovim of Flinders Medical Centre, Gary Stewart, General Manager of Aisin, National Australia Bank team and our own Lean and Green i2e Director, Ian Young.

For further information, <http://www.lean.org.au/>

Lean Six Sigma Division of the Australia Organisation for Quality (Queensland Inc)

Strategic Insights in Lean and Six Sigma April 23rd & 24th 2009

4th annual Round Table/Workshop on "Strategic Insights in Lean and Six Sigma". There will be practitioners speaking from the perspectives within Banking and Government and academics speaking on the aspects in small and medium sized businesses. This year the focus is on leadership and differences in deployment across industry sectors and size of company.

For further information, please visit, <http://www.aoq.org.au/sixsigma2009.htm> or contact sixsigm strategies@aapt.net.au

BOOK REVIEW

Managing to Learn

By John Shook

Managing to Learn by Toyota veteran John Shook, reveals the thinking underlying the vital A3 management process at the heart of lean management and lean leadership. Constructed as a dialogue between a manager and his boss, the book explains how "A3 thinking" helps managers and executives identify, frame, and then act on problems and challenges. Shook calls this approach, which is captured in the simple structure of an A3 report, "the key to Toyota's entire system of developing talent and continually deepening its knowledge and capabilities.

For further information, please visit

<http://www.lean.org.au/Text/1223001905656-2539/pC/1100501958156-5232/>

'Beyond Lean Towards Green'

Ian Young's latest lean and green article can be viewed at the Manufacturer's Monthly website at <http://www.manmonthly.com.au/Article/Beyond-Lean-towards-Green/468900.aspx>

FINAL THOUGHTS

How do the best of the best survive and grow through a crisis like this one?

Most leadership teams are battling with this question as organisations around them are forced to close their doors due to the global financial crisis. We can't rest, we can't stop and most of all we can't give up. It is vital for companies to become more productive and efficient in their workplaces and learn how to accelerate the elimination of wasteful activities. It is all about doing more with less.

Good luck in your pursuit of excellence

Ian Young + Archie Cowan + Hugh O'Donnell

Insights to Excellence

A banner for i2e insights to excellence. The background is a blue water ripple effect. On the left, the text "Contact Us" is in a large, white, sans-serif font. Below it, the email "insights@i2e.org.au", website "www.i2e.org.au", phone "1800 007 730", mobile "0417 919 143", and fax "03 9391 5450" are listed in a smaller white font. On the right, the i2e logo is displayed in a large, stylized font, with "i2e" in blue and "insights to excellence" in white text below it. At the bottom left, there is a small white text box with a disclaimer: "You are in receipt of this email because you have participated at Insight or a community of best practice event. If you no longer wish to receive this email bulletin please send an email to insights@i2e.org.au with Unsubscribe in the subject line."