



“... If a picture is worth a thousand words, then an Insight is worth a thousand pictures ...”

This is the theme that has been foremost in our planning for the launch of the 2009 calendar of Insight events. The hosts that have been selected to kick-off this year's program are some of the best examples of visual workplaces that could be showcased anywhere in the world.

The 2009 **Innovation Insight** calendar continues to grow and the website is updated weekly as new hosts confirm their availability to host an Insight event.

HANSEI - REFLECTIONS

One of the difficulties people wrestle with is making the decision of which Insights event is 'the best one' to go to. There are times when visiting an organisation of similar processes, industry sector, and size is the best choice. However, there is also much value in spending time at organisations that have different processes, different approaches - almost totally opposite to your past experience. It is often said that big business needs to think small, and small business needs to act big.

This year **i2e** is planning for even greater diversity in our program to ensure interest and relevance to both novice and advanced process improvers. We sometimes hear "we've seen that one" - but there can often be much richer 'learning to see' outcomes to be had by revisiting an operation you have previously been to, taking note of what additional aspects of excellence you have seen second time around, and how the approach to excellence has developed and matured.

In future newsletters we will give an overview of what some of the participants key learnings and take-aways have been from recent Insight events, and also provide guidelines on who might attend the upcoming events.

UPCOMING INSIGHTS

This year's Innovation Insight program will commence with a visit to **Davey Water Products**. Davey have hosted an Insight every year for the past 6 years and one of the best features of a sustainable lean implementation is that it is 'alive' and developing further each time — and as a participant you witness how the journey towards excellence matures over time.

In the past, Davey has featured any number of diverse excellence themes ranging from lean flow lines, design for manufacture and a dynamic workplace 'Kaizen' culture. In 2008 Davey was awarded the Victorian Premier's Sustainability Business award - which recognises their outstanding achievements in integrating green thinking and practices with their lean workplace culture, including the formation of lean and green teams.

You will see a highly motivated and developed workplace culture, one we are all striving to develop - it is a must see operation for anyone with the responsibility of developing teams and keeping Lean 'alive' and adapting to new challenges.

The other Innovation Insight in February to get the 2009 calendar off to a great launch is **Autoliv** -an organisation that leads the development and manufacture of automotive occupant safety restraint systems - seatbelts and airbags. Autoliv also feature every year in the Insight calendar and as one of the very best automotive lean implementations will demonstrate 'lean with a pulse' .. several pulses actually, as each cell is aligned to the takt time of the customer, all three OE assemblers supported by one manufacturing operation.

Autoliv use all the Lean tools in a mature lean environment. In addition to standardised work cells and a superb

visual workplace, you will also see in action the logistic 'runner' system, and a visual Lean maintenance approach.

These visits are always oversubscribed, so we apologise in advance to anyone who may miss out on these events.

The **i2e** web-site is constantly being updated as new hosts are confirmed -go to www.i2e.org.au to see our calendar.

The details for the launch of the **Logistics Insights** and **Financial Insights** programs and the range of hosts for our inaugural series will be published later in February.

EXCELLENCE COMMUNITY CALENDAR

i2e has supported and been represented at most excellence events held in Victoria in the past 3 years. For the 5th year, the **Lean Enterprise Summit** will be presented in March, and with a theme of 'Lean thinking in Manufacturing and Services' is one of the best opportunities this year to learn from, and network with, some of our Lean thought leaders and exemplar Lean organisations.

Other events for you to include in your calendar for the first half of 2009 are listed on our web-site homepage

BOOK REVIEW

This month we feature '**Toyota Talent: Developing your People the Toyota Way**' by Jeffry Liker and David Meier.

A key learning from our Insight visits to Toyota in past 6 years is the comment "We build people first, then we make cars". This book explores the critical importance of People in the Toyota model and creating a learning and teaching culture in your organisation. David is a keynote speaker at the Lean Enterprise Australia Summit in March. He is also co-author of "**The Toyota Way Fieldbook**". In his foreword to that book John Shook, last year's LEA Summit keynote speaker, praises David's abilities developed by living the Toyota Way on the plant floor at Toyota's facility at Georgetown, Kentucky.

FINAL THOUGHTS

We hope your New Year is off to a flying start and you have had time to reflect on your achievements in 2008, and recharge yourselves for the challenges ahead in 2009 - now is not the time to 'drop the ball' and stop think about leading excellence in your organisation. We look forward to seeing you at an **i2e** event in 2009

Good luck in your pursuit of excellence

Ian Young + Archie Cowan + Hugh O'Donnell
Insights to Excellence



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