
Publications to Help Develop, Train, and Manage a Lean Workforce

Maura May, Publisher
Productivity Press / CRC Press
Taylor & Francis Group

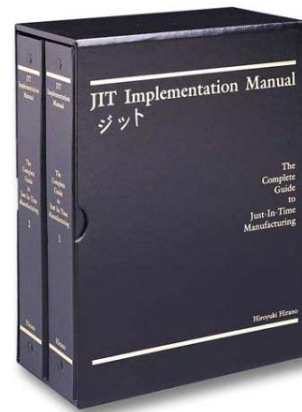
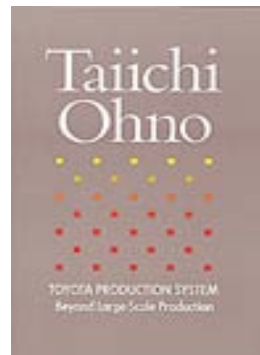
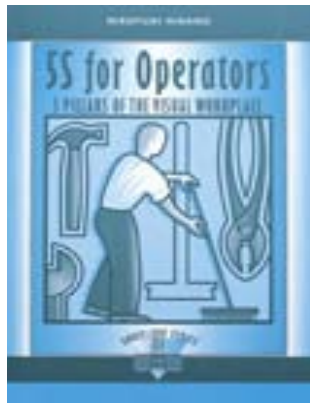
What's my perspective?

- Editing, producing, publishing books on business improvement 20+ years
 - Role of publisher – not just packaging and printing books
 - View of the field
 - Manufacturing exposure
-

What experience have I had?



- In-depth publications on lean enterprise and Toyota Production System 25+ years
- Translations of seminal works in the field
- Classics, professional books, shopfloor series and learning packages



What are the macro trends?

- Statistical Quality / QC >> TQM & TPM >> ISO 9000 >> Deming Prize & Baldrige Award >> Six Sigma >> TPS/lean
 - Automotive/electronics >> all manufacturing >> service departments and industries >> healthcare, education and government
 - Common emphases: problem-solving, systems thinking, employee involvement
 - “It’s NOT a Program”
-

Why train and educate employees?

- One-fourth of manufacturers surveyed report labor turnover of 15% or higher, yet training levels static in US and Canada *
- But ... training hours up = turnover down *
- Best companies: 40 impvts / person / year (3000x North American average)
- Is cutting training budgets forward-thinking?

- Industry Week Manufacturing Performance Institute 2007 Census of Manufacturers
-

How can we use books to develop, manage, and retain a lean workforce?

- Starting point – people learn by doing
 - Professional development / individual learning
 - Background reading / resource as part of larger training initiative (in-house or other)
 - Direct training / group learning
 - Critical factor – JIT follow-thru and application
-

What makes for a good practical book?

- Practitioner authors
 - Ability to communicate an approach that can translate to action
 - Developed from need, often as workshop or in-house training/consulting approach
-

What are recent trends in lean?

- Culture Change

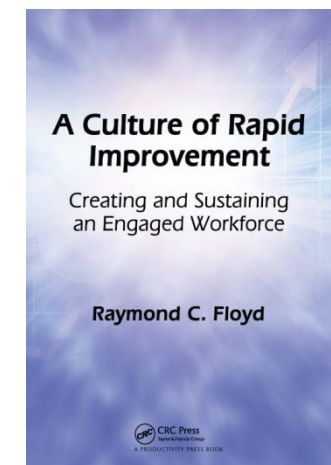
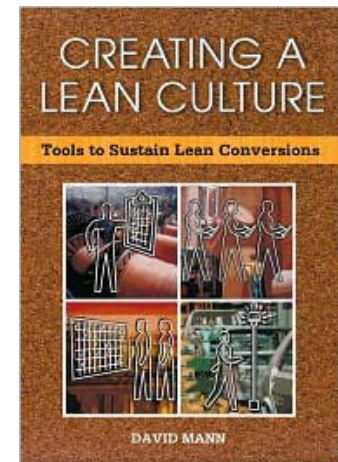
- moving away from “just tools”
- applying enterprise-wide

- Green / Sustainability

- not just marketing, not just compliance
 - competitive advantage and long-term success
-

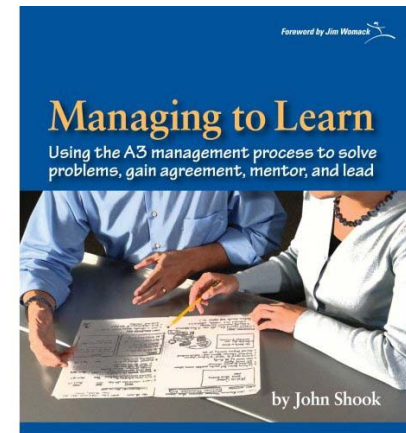
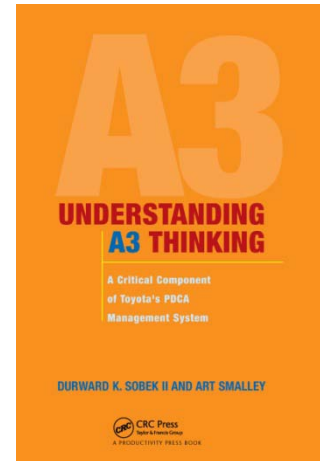
Culture I – Leadership as Transformation

- Manager/leader involvement critical in sustaining
- Shopfloor improvement activities/events not enough
- ***Creating a Lean Culture* (2005)**
 - David Mann – industrial psychologist, Steelcase
 - Making “culture change” operational via leader standard work
- ***A Culture of Rapid Improvement* (2008)**
 - Ray Floyd – high-level exec, ExxonMobil
 - Specific elements to engage employees at all levels, communicating,



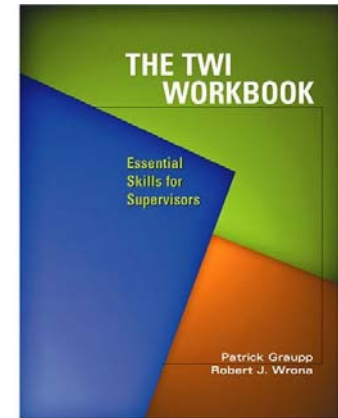
Culture II – Problem-Solving as Transformation

- A3 – a process, not just a paper size
 - Employee involvement and accountability
 - Managerial effectiveness
 - Better decision-making
- ***Understanding A3 Thinking* (2008)**
 - Durward Sobek and Art Smalley
 - Straightforward and authoritative
 - 3 types of A3 applications – problems, proposals, status reports
- ***Managing to Learn* (2008) - LEI**
 - John Shook
 - Manager / employee interaction
 - Model for learning; and for morphing from “command & control” to dispersed responsibility



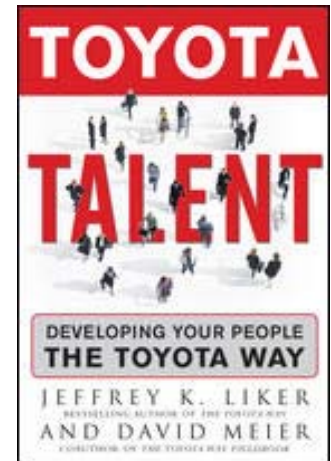
Culture III – Training as Transformation

- Training Within Industry (TWI)
 - WWII methodology for fast, reliable cross-training and standardized problem-solving
 - Job instruction, Job relations, Job methods
 - Not just training – transforming role of supervisor



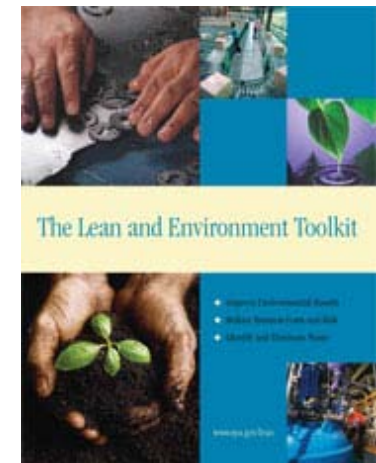
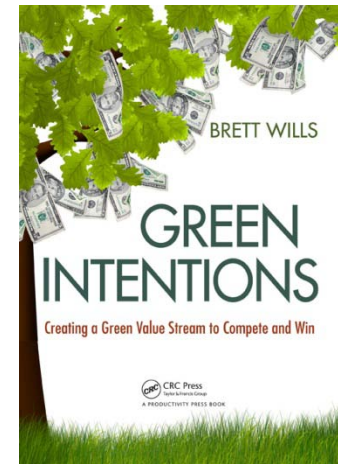
- ***The TWI Workbook*** (2006)
 - Patrick Graupp & Bob Wrona
 - How-to detail, action-oriented
- ***Toyota Talent*** (2007 McGraw Hill)
 - Jeff Liker and David Meier
 - Strongly focused on TWI

- Training Within Industry Service
 - www.TrainingWithinIndustry.net



Lean & Green

- Importance to younger workers
- Long-term competitive positioning, moving beyond compliance
- Opportunity for systemic change and continuous improvement
- Tying in Value Stream Mapping methodology
- ***Green Intentions*** (2009)
 - Brett Wills
 - Bringing lean methodologies to green
- Lean and the Environment - EPA
 - www.epa.gov/lean
 - Bringing green methodologies to lean



Top 10 Workplace Trends

1. Continuing high cost of health care in United States
2. Large numbers of baby boomers (1945–1964) retiring
3. Threat of increased health care/medical costs on the economic competitiveness of the United States
4. Aging population
5. Growing need to develop retention strategies for current and future workforce
6. Federal health care legislation
7. Preparing organizations for an older workforce and the next wave of retirement
8. Threat of recession in United States or globally
9. Labor shortages at all skill levels
10. Demographic shifts leading to a shortage of high-skilled workers

■ Source: SHRM Workplace Forecast (2008)

Top 10 Responses to Trends

1. Offering tuition reimbursement
 2. Investing more in training and development to boost skill levels of employees
 3. Implementing an employee data privacy policy
 4. Implementing policies and procedures aimed at protecting employee and customer data from identity theft
 5. Nondisclosure/noncompete agreements for intellectual property
 6. Investing in technology and services designed to protect company data in the event of disaster or cyber attack
 7. Increasing the use of technology to perform transactional HR functions
 8. Increasing technology training
 9. Increasing training in specialized skills
 10. Implementing preventive health programs
-

What's on the horizon?

- More on TWI
 - More on lean & green, reverse supply chains
 - Information Technology
 - Developments in lean accounting
 - Innovation and product development
 - Human resources
 - Higher education
 - Healthcare, healthcare, healthcare
 - How do people want information delivered?
-

Resources dedicated to lean

Productivity Press

- www.ProductivityPress.com

Lean Enterprise Institute

- www.lean.org
-

Contact Info

Maura May, Publisher
Productivity Press / CRC Press /
Taylor & Francis

Maura.May@taylorandfrancis.com

212-216-7866
