

# The Lean Gazette

## Director's Chair

### "Strength in Numbers" - a Case in Point



by **Bob Golitz**,  
Executive Director, JLC

I recently read Jerry Bussell's "Strength in Numbers" address to the 2007 AME Conference. Known as the "father of the Jacksonville Lean Consortium (JLC)" and VP of Global Operations at Medtronic ENT/NT, Jerry highlighted the origin and successes of the JLC and described the synergism which resulted from organizations *working together* and achieving very impressive results in their businesses and organizations by implementing Lean. During his speech, he also pointed out that one of the primary objectives of the organization is to provide *training and education* to members of the consortium, thereby enabling them to effectively implement Lean practices. Jerry added that another objective is for members to *work together* to assist members in achieving world-class results through Lean implementations. I reference excerpts from Jerry's presentation because it represents a case in point whereby "*strength in numbers*", *working together* and *training and education* are currently inter-twined.

As mentioned in the July Director's Chair, the consortium staff and several of its members have been spending the summer months *working together* to address the topic of *training and education*. Identified as one of the top priorities for improvement by the JLC membership, this is one of the first major initiatives being tackled by the Consortium.

I would now like to provide an update on our initiative to enhance JLC's training programs:

Given the broad scope of this topic and the variety of suggestions offered, a case in point for *strength in numbers* clearly existed and therefore I thought it would be appropriate to form a steering committee to aid the consortium in developing and executing an action plan to resolve those issues and implement those suggestions offered which are in the best interest of our members. Invitations were extended to several members who either have training subject matter expertise and/or a passion to help the JLC strengthen its training capabilities. The committee held a kickoff meeting on July 7<sup>th</sup> and has had five meetings since with a 6<sup>th</sup> scheduled for September 2<sup>nd</sup>.

After formulating a Problem Statement indicating that the "JLC is not providing adequate training for current and new members", the committee decided to take a "green field" or fresh approach and review all aspects of our existing training products, including but not limited to content, facilitators, and delivery. The committee, now known as the JLC Training Enhancement Committee (TEC), elected Todd Valentini, Blue Cross Blue Shield of Florida, Inc. as Chairperson and started the process of seeking ways for JLC to enhance its training and education offerings to both current and new members.

TEC's goals and objectives are to:

1. Obtain member guidance and counsel in developing and executing an action plan to address the issues associated with JLC's cur-



Bob Golitz,  
Executive Director

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The Maryland World Class Consortia helps organizations reach World Class performance. But what does "World Class" mean? In this free online webinar, Jeff Fuchs, Director of the MWCC and a member of the Shingo Prize Board of Examiners, will describe the recently updated Shingo Prize Model and how businesses of all types can use the model to assess their current state and target improvements. Session: Tue, 17 August, 1:00 p.m. - 2:00 p.m.

#### Agenda:

- The MWCC and World Class Assessment
- Background of The Shingo Prize
- The Shingo Prize Model and Model Dimensions
- Conducting a Self-Assessment

#### Register at:

<http://themarylandworldclassconsortia.roundtablelive.org>  
Click Training & Events Calendar, then MWCC Training & Events

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## Director's Chair: "Strength in Numbers" - a Case in Point (cont.)



- rent training offerings for both current and new members.
2. "Standardize" programs so all students and all member organizations benefit.
3. Improve current programs, e.g., content, facilitators, delivery.
4. Insure sustainability and "state of the art" training.
5. Train the trainers

Currently the committee is "Leaning Out" Intro to CI and will have this foundational course very close to finished on September 2nd. Throughout the months of September and October the TEC team will be "Leaning Out" JLC's training programs on a class-by-class basis. Prior to year-end, a 2011 JLC Training Catalogue, outlining course description and content for JLC training at the Foundational, Intermediate and Advanced levels will be prepared and published. Also included will be a training calendar for 2011. (Specific milestones, dates, champions and status are available upon request.)

In closing, I feel the committee is making excellent progress and I am encouraged not only by the level of attendance, but also by the enthusiasm, active participation, and a "how may I help" attitude exhibited by the members of the JLC TEC. If other members of the consortium wish to participate, "Come in, the water's fine." Just drop me an email and we will be glad to add you to the team.

As highlighted above, progress to date has shown that the JLC is not only a group of organizations *working together* to become more efficient among themselves, but also it is a group of members, through shared learning, shared experiences and a support network practices, that is *working together* to aid the consortium in its attempt to provide *training and education* to its members.

As so aptly described in Jerry's 2007 speech, the concept of *strength in numbers* is as applicable today as it was then.

## New Member: Triumph Industries, a Division of The Arc Jacksonville

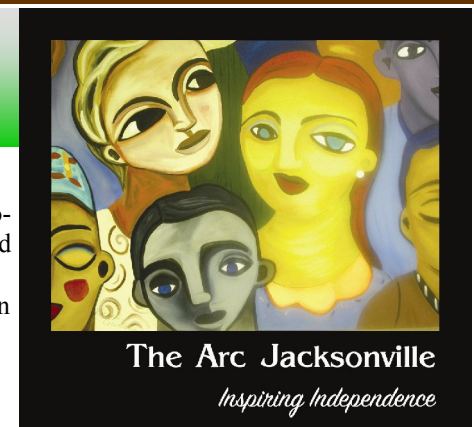
The JLC would like to recognize its newest member: The Arc Jacksonville. The mission of The Arc Jacksonville is to provide advocacy and quality services that enable people with developmental disabilities to achieve their full potential, enhance their quality of life and be active participants in their communities.

The Arc Jacksonville was begun 45 years ago by parents seeking opportunities for their children with mental retardation. Originally, the agency provided educational opportunities as public schools were not available to persons with mental retardation. As public education became available to all people, the agency changed and expanded its current services to the following programs:

Residential Services, Community Employment, Facility Based Employment, Seniors, Dually Diagnosed, Medically Fragile, and the ASK Program (Advocacy, Support, and Knowledge).



The agency's primary financial support comes from the State of Florida through the Medicaid Waiver program. Additional funding is received from Vocational Rehabilitation, the City of Jacksonville Public Services Grant program and Community Development Block Grant Program and the United Way. Support is also found through grants as well as private contributions. The largest private source of support is the agency's annual event called "Dinner with Bill," which honors businesses in North Florida who employ persons with disabilities.



## September Lean Leader Meetings

**September 14th at Rex Corp:** *This meeting has been cancelled.*

**September 15th at New Heights, 1:00 PM:**

New Heights is a non-profit organization assisting those with disabilities. This will be the first time we have had the opportunity to visit their facilities. Space is limited so sign up fast!

**September 16th at PSS World Medical, 12:00 PM:**

PSS World, a distributor of medical supplies has exhibited a strong commitment to Lean. Applications of Lean in an office setting will be covered as well as a warehouse/distribution setting. Even veterans in Lean have been energized by the impressive advances implemented in this warehouse facility.



# Innovative Incentive Program: Major *Lean* Baseball



by Kimberly Chemente, PSS World Medical

The Sourcing department at PSS World Medical recently began a program/competition called "Major Lean Baseball" (MLB). The focus of the competition is Lean idea submission and implementation. This program has been a huge success. Since April 28th the department of 115 employees has:

- Submitted over 800 Lean ideas
- Implemented over 275 of submitted ideas
- Participated in several VSM sessions, 5S projects, and Gemba observations

## Teams

The department was separated into 17 random MLB teams of 5 to 6 employees. These teams have several different Sourcing function groups represented. They meet on a weekly basis to help support their players in their Lean idea submissions and implementation.

## Prizes

The team with the most combined points will receive an afternoon at a Suns game and lunch or dinner. The top individual will be named MVP and receive a gift valued at \$1,500. Anyone receiving 10 or more points will be considered an All-Star and be invited to the All-Star lunch and receive a plaque.

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## Points

How do they receive points? Players receive a hit and a single for the following:

- Submitting a Lean idea
  - Participation in a VSM
  - Participation in a 5S project
  - Completion of a Gemba Observation
- Players receive a hit and a double for participation in the implementation of someone else's Lean idea.

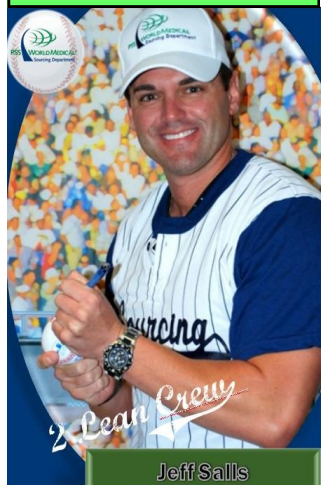
Players receive a hit and a triple for becoming the Lean idea leader and assuring the implementation of Lean idea.

Players receive a hit and a homerun for any Lean idea they (Lean idea leaders) complete that generates substantial money or time savings for the department.

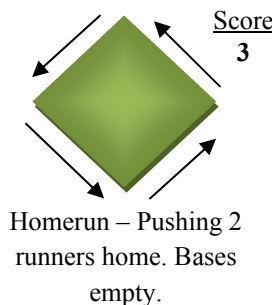
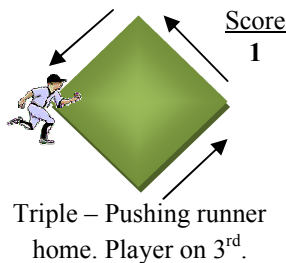
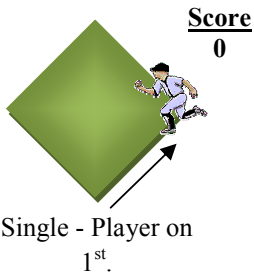
For example: John submits a Lean idea, he becomes the Lean idea leader and implements the idea, which saves a substantial amount of time for the department. John receives 3 hits and 3 runs batted in.



Scorecards are placed in each players cube.



Each player has a baseball card.



Every employee has a baseball diamond posted in their cube which shows their status in the competition. This allows for their team or their department leaders to see their success.

## Committee

All submitted Lean ideas are submitted to the Lean committee. A committee made up of 7 peers who discuss Lean ideas to ensure no negative impact on customers or other employees and available resource for Lean idea implementation. The Lean committee is also responsible for deciding which Lean ideas are worthy of a Homerun

## Bonus

25% of all employee bonuses are connected

to this competition. To receive the 25% employees must achieve the following:

- 4 hits per quarter (assures participation throughout the year)
- 5 points (runs batted in)

Some unexpected benefits to the competition have been:

- Training for the entire department on VSM, 5S, and Project Management
- Opportunity for all employees to become the Leader of a project
- Finding out that Lean can be fun!

\*Note: Several other departments at PSS have different variations of this competition. (i.e. Lean Football Lean Olympics, etc.)

## Upcoming Events

Oct 5

Supply Chain Workshop  
UNF University Center  
8AM - 4PM

Fee: \$20 members/\$40 non-members  
CEUs: 7.00

Oct 21

Dream Team Workshop  
UNF University Center  
8AM - 4PM

Fee: \$110.00 members / \$150.00 non-members

# Emotional Intelligence...The Hidden Component of a Great Organization

by: William "Billy" Wilkerson, JSO

Daniel Goleman, Author of Emotional Intelligence wrote, "The range of what we think and do is limited by what we fail to notice. And because we fail to notice that we fail to notice there is little we can do to change until we notice how failing to notice shapes our thoughts and deeds."

After my brain quit hurting from reading this, I started to understand what he meant. So, I decided to take the quote and break it down into a leadership perspective. Here goes:

1) "The range of what we think and do is limited by what we fail to notice" - I was in a meeting not long ago with some very high ranking individuals. In the blink of an eye, a well thought out decision made by a process improvement team was overturned. The high ranking individuals gave little reason. Basically, they limited their thinking to what they "failed to notice." That a team of highly skilled people already came up with a good solution, which addressed the same concerns that they were citing. I have to wonder, how engaged will this team be once they go back

to their normal work environments? How much extended damage did these, "leaders" just do by "failing to notice" someone else's hard work? Certainly, decisions need careful review by leadership. But, careful review and servant leadership models show that dialogue between leadership and the people who do the job should take place before overturning and disempowering a team. Only then will they believe that you care, and trust you as a leader.

2) "And because we fail to notice that we fail to notice there is little we can do to change until we notice how failing to notice shapes our thoughts and deeds." - The "leaders" in part one are not bad people. Nor do I consider them to be poor leaders necessarily. Having worked with them, I have come to understand the constraints on their time. I also understand that law enforcement, by its very nature, is a system known for quick decision making. In several instances, this can be a very good thing, as hesitation can get someone killed.

As the second sentence reads, they simply failed to notice what they failed to notice. Leaders sometimes do not recognize the impact of their decisions on the people

that do the work, until long after they have made their decision, if ever. This equates to the beginning of, "What were they thinking," by line personnel. After that, the shut down starts. Line personnel and middle managers

quit offering ideas because they believe, "leadership" doesn't care about what I say anyway. Leadership then starts to believe people need constant guidance since they never offer solutions. Line personnel then start feeling micromanaged and disengage...it goes on and on and on, until you have a culture of followers. This happens until one day, a leader realizes that he "failed to notice" an important factor in his decision...input from the people that do the job. From then on, he becomes the people's advocate.

How much do your leaders, "fail to notice?" What is your organization doing to realign and prevent this from happening in the future? Do you have the courage to tell leaders that they are "failing to notice?"



Police Sergeant Billy Wilkerson  
Jacksonville Sheriff's Office

## Upcoming Workshop:

### Building a Dream Team Culture: People Empowered Lean

This workshop will show how to effect a cultural change that will sustain a LEAN journey. It will provide steps to maximize engagement and organizational/team stability through goal alignment, leader development, team engagement, overhead reduction and improved employee performance. It will cover methodologies for analyzing return on investment for human capital management programs and assessing internal cost drivers associated with implementation. These methodologies will be shown through case studies and discussions on how to synchronize and integrate people improvement programs into and in direct support of every LEAN initiative.

Perfect sequel to last month's Director's Chair!  
Teaching C-Level Mojo!

The date of this event is:

December 21st

At:  
UNF University  
12000 Alumni Dr  
Jacksonville, FL

Beginning at:  
7:30 AM  
Ending at:  
3:00 PM



Breakfast & Lunch are included



Joe Barto  
Founder and President of  
Training Modernization Group

#### Admission:

JLC Members -  
\$110.00  
Non-Members -  
\$135.00

Register now as seating is very limited and registration will be closed on  
**October 6th.**

"No shows" will be billed; no refunds for cancellations less than 72 hours prior to event.

**"MOST PEOPLE  
SPEND MORE  
TIME AND ENERGY  
GOING AROUND  
PROBLEMS THAN  
IN TRYING  
TO SOLVE THEM"**  
HENRY FORD

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# September 2010



Mon	Tue	Wed	Thu	Fri
		1	2	3
6 Happy Labor Day!	7	8 Intro to CI @ FSCJ 8:00-4:00	9	10 Intro to 5S @ JLC 8:00-12:30
13	14	15 LLM @ New Heights 1:00-3:30	16 LLM @ PSS World 12:00-3:00	17
20	21	22	23	24
27 Kaizen Facilitator @ JLC 8:00-4:00	28	29 Kaizen Facilitator @ JLC 8:00-4:00	30 5S Facilitator @ JLC 8:00-4:00	1 Kaizen Facilitator @ JLC 8:00-4:00

## Don't Forget... Habijax ReStore

Cleaning up the office or warehouse? Have you thought about the ReStore lately? This is a local partner of the Consortium and the organization is committed to recycling and keeping products out of the landfill - and therefore, help with your "green" efforts. When your company or organization is streamlining, consider calling Habijax Resore, to help you with your cleanup.

The Habijax ReStore will pick up for *free* and will offer a *tax write-off* to boot. When you have a removal project going on, please remember to contact Rod Borom, General Manager of the Habijax ReStore. His location is at 5800 Beach Blvd., and he can be reached at rborom@habijax.org or at 904-994-4946.

# Our Members

Bacardi Co-Pack	Florida DEP	Mobro Marine	Taylor, Day, Currie, Boyd & Johnson
Bahri Dental Group	Golder Associates	New Heights (501C3)	Triumph Industries, a Division of The ARC Jacksonville
Biomet Microfixation	Goodrich Corporation	Paramount Performance Marketing	UNF Continuing Ed.
Blue Cross Blue Shield	Harbinger Signs (formerly Quality Sign)	Pilot Pen Corporation	Unison Industries
Cardinal Straws	Jacksonville Sheriff's Office	Pratt & Whitney	VAC-CON
City of Jacksonville	JEA	PSS World	Waste Management Re- cycle America
Colomer USA	JTA (Transportation Authority)	Rex Corporation	Wells & Drew
CSX Technology	Kaman Aerospace	Richard L. Oreair & Company	WhiteWave Foods
Danis Construction	King & Prince Seafood	Ronco Group, The	WorkSource Florida
Edgepark Medical Supply	Mayo Clinic	Safariland	
Fleet Readiness Center SE	Medtronic ENT/NT	Swisher International	
Flightstar			

## Who We Are

The Jacksonville Lean Consortium is a group of companies and government agencies, working together to become more efficient, more profitable, and therefore, more competitive in the global market place, through shared learning and networking in Continuous Improvement efforts based on Lean principles.



<http://leanjax.org>  
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## Vision

To provide educational opportunities for members of the organization to effectively implement Lean practices and to work together to assist members in achieving world class results through Lean Implementations.

## Mission

To collaborate to improve the performance of businesses and organizations on the First Coast and to promote economic growth through the implementation of Lean Thinking and tools.



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