



## Improvement Initiatives

A publication of  
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### About Our Approach ...

This lean site provides free project management information, speeches, seminars, newsletters, training materials, articles, data collection forms, audit checklists, and web-based courses for uncovering process waste, reducing non-value adding activity, enhancing safety, improving quality, and increasing productivity.

## The Back Page Story — by Albert J. Perotti, III

### Start a 3P Project Book.

Although a bit “old fashioned”, and certainly non-electronic, I keep pertinent documentation on projects I manage (usually excluding financials) within a large 3” three-ring notebook...

The book is a handy resource to take to meetings and provides quick review of pertinent schedules, procedures and records.

All team members working on the project have access to the book and it is tabbed on the front with a table of contents to find information more easily.

Sample of topics in my current book include:

- Project Contact Listing
- Staffing and Skills Training Plan
- Program review presentations
- Production Schedule(s)
- Rail(s)
- Manufacturing Plan
- Inspection Plan
- Tooling Plan
- PFMEA
- Procedures and Work Instructions
- Bill-of-Materials

An advantage of such a book is to keep the Project Manager focused on the tasks at hand. If there is more than one project to be managed, action items (and problem resolutions) can stay separated.

Also, it can become a mini-benchmarking device—as new projects may have similar approaches/ tasks and forms, formats required that can be easily generated from existing documentation.

A disadvantage of this type of book is that it is a lot of paper.

However, it is useful to perform a “post-mortem” on the project when it is over as everything is in one place.



**Project Manager:  
Cultivating Chaos?  
or  
Orchestrating Excellence ...**



# Improvement Initiatives

Change — for the better!

## Start “anew” with 3P ...

**3P** seeks to meet customer requirements by starting with a clean product development slate to rapidly create and test potential product and process designs that require the least time, material, and capital resources.

This method typically involves a diverse group of individuals in a multi-day creative process to

### A New Year, A New Look! - by Jay Watson

As a continuous improvement leader — I try to practice what I preach.

To that end — you are reading a simpler, much improved Newsletter.

It has a brand new format, look and feel.

Benefits include a simplified layout and shorter story lines. A time saver — in today’s fast-paced, text (txt) messaging centered world.



*Production Preparation Process*

identify several alternative ways to meet the customer's needs using different product or process designs.

Published quarterly, I will focus on ideas, tips and tools for productivity improvement and innovation!

This time around - a technique called “3P” — a structured rapid improvement event for integrated product / process development (IPD) concerns.

**Results (deliverables),** from one such 3P event I recently led, included:

3P typically results in products that are less complex, easier to manufacture (often referred to as “design for manufacturability”), and easier to use and maintain. 3P can also design production processes that eliminate multiple process steps and that utilize homemade, right-sized equipment that better meet production needs.

comprehensive manufacturing planning steps, process flow definition, work instructions with call-outs for tooling and fixtures, material handling and mfg. aids, mistake proofing devices, inspection needs, equipment qualification and safety measures. We even devised a standard form and format!

**In 2 days** the IPD team accomplished what otherwise would have taken weeks.

“Without the cost of waste ...”

**DECEMBER 2011**

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“Quote\_Unquote”

“Even though worker capacity and motivation are destroyed when leaders choose power over productivity, it appears that bosses would rather be in control than have the organization work well.”

**Margaret J. Wheatley**

Read more: <http://www.brainyquote.com/quotes/keywords/productivity.html#ixzz1jCSjsw94>



**Pack Bud Light or Bud, Pack Light?**

A study performed in September of 2011, by USA Today confirms that travelers are paying high prices in fees for overweight luggage when traveling abroad.

For an overweight bag weighing 71-100 pounds, Continental Airlines is charging \$400 on most international flights, American Airlines, for its flights to Asia, is charging \$450, and United Airlines is charging \$400 for flights to another continent.



**DID YOU KNOW?**

The waters of the lagoon rise and flood the city on a regular basis, complicating efforts to preserve its architecture, which includes Italian, Arabic, Byzantine, and Renaissance forms.

There are some 450 palaces and homes of major historic importance in Venice.

Read more: <http://www.answers.com/topic/>

**The Greening of America**

<http://www.delish.com/food/recalls-reviews/sustainable-green-practices-mcdonalds>

The golden arches are turning a shade of green.

On October 14, 2011 McDonald's franchise in Riverside, California became the fourth McDonald's in the U.S., and the only one west of the Mississippi, to seek official LEED® Gold certification (Leadership in Energy and Environmental Design).

The restaurant, located at 2242 University Ave., has been in existence since 1964.

In order to bring the building to environmental standards they had to make a series of structural changes. The counters? Eighty-three percent recycled glass from baby food jars, clear bottles, traffic lights and dinnerware. The solar panels on the roof supply the electricity to run the restaurant and installation of low-volume fryers reduces oil consumption by forty percent.

According to Gwen Sheinfeld, director of corporate

sustainability at [Healthy Buildings](#), the process McDonald's must go through to become LEED certified is very rigorous. "There are a variety of categories for receiving credits: sustainable site, water efficiency, energy and atmosphere, materials and resources, indoor environmental quality, waste, and innovations in operations. McDonald's will be judged on everything from office operations to the [burger](#) wrappers and cardboard boxes that they use," says Sheinfeld.

**3P is Good for Goodrich**

Goodrich Aerostructures has increasingly focused lean thinking on the design of products and processes. Lean techniques, such as 3P, are being used to eliminate waste – including materials, time, and complexity – out of products from the beginning. In

some cases, Goodrich Aerostructures involves representatives from its customers or supply chain in these design events to ensure that diverse perspectives and needs are considered. Rethinking product and process design can produce significant environmental

benefits. For example, Goodrich found that they could meet customer specifications, increase bond strength, and reduce process flow time, while eliminating chrome from some of its anodizing process steps. Product and Process Design continues to be a significant focus for Aerostructures.

**Learn More on 3P, Perhaps?**

In this course, which was filmed in front of a live audience, Mike Wroblewski a senior consultant for the Kaizen Institute, discusses 3P (Production Preparation Process) as it relates to the design of a new healthcare facility such as a hospital.

Throughout the course Mike explains what the 3P process is and how to go about it including topics such as "moonshining" and how to construct "mock-ups" before breaking ground.

And while the focus of this course is healthcare the concepts taught can be easily applied to any industry or type of work.

For more information on this 3P course, contact: [www.gembaacademy.com](http://www.gembaacademy.com)

**Just Like Sit-up's — 3P drives Waste Reduction**

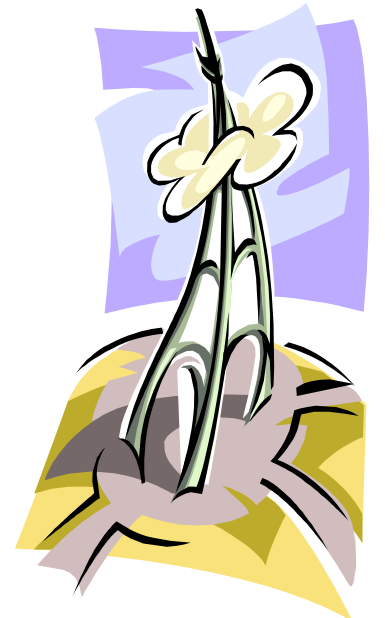
Most people do 3P to solve one or more of these pains with new product start up. Some do it to minimize equipment cost or to design processes to enable one-piece flow.

If you have these pains, you can make a rule to use Production Preparation Process whenever you see one of the top 5 reasons:

- New product development. Educate designers in Lean as early as possible.
- Capital expenditure approval. Don't sign a Cap Ex without doing 3P first. Period.
- Product design changes. Approve no changes without a 3P review.
- Significant changes in volume. You didn't design the process Lean, but here's your second chance. Also consider:
- Relocation of processes. (If you're going to pick it up and move it anyway, you might as well Lean it out first.)

**Alphabet soup: 7 steps to 3P ...**

- 1) Define Product or Process Design Objectives/Needs** The team seeks to understand the core customer needs that need to be met.
  - 2) Diagram It** A value stream map or other type of illustration is created to demonstrate the flow from raw material to finished product.
  - 3) Copy examples existing in Nature.** Project team tries to find examples of each process keyword in the natural world and how they may apply in Manufacturing.
  - 4) Sketch and evaluate the Process.** Sub-teams draw different ways to accomplish the process in question.
  - 5) Build, Present, and Evaluate Process Prototypes.** The team prototypes and then evaluates the chosen process spending days (if necessary) working with different variations of the mock-up to ensure it will meet criteria.
  - 6) Hold Design review.** Once a concept has been selected for additional refinement, it is presented to a larger group, (including original product designers) for feedback.
  - 7) Develop Project Implementation Plan.** If the project is selected to proceed, the team selects a project implementation leader who helps the schedule, process, resource requirements, and distribution of responsibilities for completion.
- Ultimately, 3P methods represent a dramatic shift from the continuous, incremental improvement of existing processes sought with kaizen events.
- Instead, 3P offers potential to make "quantum leap" design improvements that can improve performance and eliminate waste to a level beyond that which can be achieved through the continual improvement of existing processes.



*The Sky's NO limit on new Ideas!  
Encourage the team to  
Make a "Quantum Leap"  
(aka – To Think Outside the Box)  
for the exploration of new ideas!*

**Pondering a Big Decision ??**

*Sleep on it !  
If schedule permits, let ideas incubate until the next day ...  
Things look and feel entirely different in the dawn of a brand new morn.*



**DID YOU KNOW?**  
*The Taj Mahal is classified as one of the "7 wonders of the world"?*