

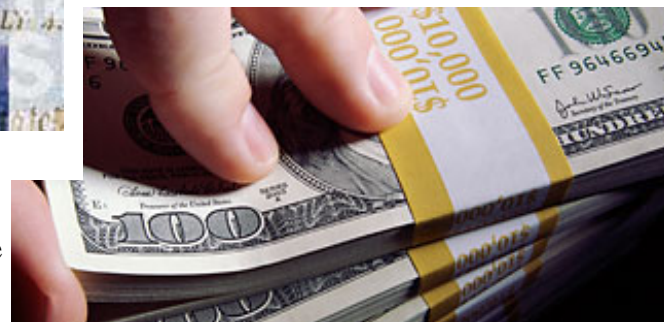
Improvement Initiatives

"Go on, Take the Money and Run ... Go on, Take the Money and Run ..." – lyrics from Steve Miller Band
FREE NEWSLETTER

March 2011

Show Me da Money!

by Jay Watson



Driving Business Improvement - isn't that what lean is all about? Getting the best from your people is vital if you are to make the best progress in your business or organization.

Lean Thinking is the systematic Management approach to bring efficiency and quality to manufacturing processes and their requisite extensions. As the name implies, it is meant to eliminate waste and wasteful practices throughout the entire organization. But – is it worth it??

Tangible savings from a recent review of case studies indicate:

- Aerospace Foundry: \$2 million
- Printing: \$3 million
- Automotive Parts / OEM: \$1 million
- Medical Equipment: \$1.7 M in inventory reduction
- Tin Plating: \$5 million
- Consumer Goods: \$7 million
- Equipment Manufacturer: \$30,000

Intangible benefits include:

- Enhanced Safety
- Improved Quality
- Increased Morale
- Recognition from Customers
- Teamwork

Personally, I believe every organization incurs the cost of waste and wasteful management practices. It usually accounts for around 15% of annual sales. It is money on the table.

Now I don't care what you call it - Lean, Six Sigma, Operational Excellence, Continuous Improvement, et al ... Go and Get It!

The technical definition of Lean manufacturing is “A systematic approach to identifying and eliminating waste (non-value-added activities) through continuous improvement by flowing the product at the pull of the customer in pursuit of perfection.”

Non-value-added activities are activities that do NOT change the form, fit, or function of the part and activities the customer does not want to pay for.

Value-added activities are activities that change the form, fit, or function of the part and the customer is willing to pay for them.

Identify the Waste:

- **D**efects
- **O**verproduction
- **W**aiting
- **N**on-utilized People Skills
- **T**ransportation
- **I**nventory
- **M**otion
- **E**xtra processing

Eliminate the Waste

Learning the LEAN concepts and application methods are the start of a life-long journey. Organizations embracing LEAN can expect dramatic reductions in waste and improvements in productivity. LEAN is applicable to companies ranging from the small job shop to large manufacturing enterprises. It teaches a systematic approach to eliminating wastes and creating flow.

Take a MINUTE for SPAM ?!

Check your deleted file once in awhile for legitimate stray e-mails.



PROCESS MAPPING:

10 Tips for Success

- 1) Involve employees who actually do the work in the process, and one who doesn't
- 2) Identify process start and end activities
- 3) Identify process objective and inputs and outputs
- 4) Identify Customer and Supplier requirements
- 5) Identify a Process Owner for each process
- 6) Manage the level of detail
- 7) Use standardized mapping conventions
- 8) Get agreement on the process
- 9) Document the process
- 10) Convey management commitment and train your teams

Read more:

<http://www.articlesbase.com/management-articles/process-mapping-ten-tips-for-success-752382.html#ixzz14z5KtsUK>

20 Highest Paying Jobs – from CNN Money 11/09/2010

#16. Management Consultant Best Jobs rank: **3** Median pay: \$117,000 Top pay: \$209,000

Companies hire management consultants to become more profitable and efficient, trusting them to find unseen solutions to their problems. High salaries help compensate for long hours spent at work and on the road.

"Management consulting is a 'full contact sport' requiring focus, commitment, hard work, constant learning and practice and the highest degree of quality. It's a tough job and sometimes travel can be tiring," says Toni Langlinais, managing director at Accenture Management Consulting.

Interested in this job? "Figure out if you're good at problem-solving," she says. "Are you really good with people? Are you hungry and do you have an entrepreneurial bent? These are good indicators of a fit."

Top US Consulting Firms

www.mckinsey.com
www.bcq.com
www.bain.com
www.deloitte.com
www.booz.com

[McKinsey Recruiting](#)
[BCG Recruiting](#)
[Bain Recruiting](#)
[Deloitte Recruiting](#)
[Booz Recruiting](#)

For more information: <http://careers-in-business.com/consulting/topfirms.htm>

Selecting a Lean Consultant ... Introducing Jeff Hajek

When searching for a Lean consulting company to help you improve your bottom line, it comes down to one thing, and one thing only.

Trust.

Do you trust that you will get the best Lean consulting results?

Do you trust that your Lean consulting company has the right expertise to get you where you want to go?

Do you trust that you'll never be left to fend for yourself?

Do you trust that you are getting a great value?

Fortunately, we make it easy for you to try our Lean consulting services without a lot of risk. Start out with our remote consulting to make sure we deliver the results you expect. Then, as you get to know us better and see all we can do for you, use our other Lean consulting options to help your company leap forward.

For more information, email us at Info@Velaction.com, or call 1.800.670.5805.

CHECK OUT FREE CONSULTING !

Click this link to [contact us for a free Lean consultation](#) to see what we can do to help you meet your goals...and get a free hour of [remote Lean consulting](#) to get you started right away.

FIGHTING THE WAR ON WASTE EVERYDAY!

Check out my free lean site!

www.freeleansite.com

FREE leansite.com



> What They Say about Jay ...

“During my time as the Corporate Master Black Belt for Flowserve Jay Watson and I worked jointly training Green and Black Belts across Flowserve in Lean-Six Sigma. Jay was instrumental in streamlining the training process and tracking the Global CIP Metrics. Jay brought a great deal of energy and enthusiasm to the Continuous Improvement Program which paved the way for continued success of the program within Flowserve. Overall, Jay's vast knowledge and experience in executing Lean were valuable to the overall success of the program. I'd work with Jay again and solicit his talent and experience in Lean given the opportunity in the future.”

[J.Lee Powell, CORPORATE MBB, MBA](#), Global Quality Director & Corporate Master Black Belt, Flowserve worked directly with Jay at Flowserve Corporation

“Jay is an expert facilitator and coordinator, and an excellent resource for anyone that needs help with setting up and managing continuous improvement based on lean six sigma principles. He lives and breathes this stuff, and would be an excellent addition for anyone seeking to improve their business processes by focusing on value and quality.”

[Wally Younger](#), Mfg & Test QA Manager, Orbital Sciences Corporation worked with Jay at Orbital Sciences Corporation

“I have had the pleasure of working with Jay at General Electric and Honeywell. Jay is one of the most passionate Continuous Improvement professionals that you will find. He is always thinking of a better, faster, more efficient or more effective way to get things done. Jay was Instrumental in the development and delivery of a very professional training package for the GE Operations Services department. I highly recommend Jay as a value added team member.”

[Doug Burke](#), Master Black Belt, General Electric worked directly with Jay at GE and Honeywell

Improvement Initiatives LLC

Managing Editor, Jay Watson

(480) 820-0877



Find me on the web for more free stuff !

‘BING’ me using this 4-word phase: Jay Watson Free Lean

Off the Page...

Napping Gets a Nod at the Workplace

by Jascha Hoffman

provided by

**Bloomberg
Businessweek**

A growing number of companies are encouraging employees to snooze at work—and boost their productivity.

From Thomas Edison and Winston Churchill to Bill Clinton and George Costanza, the nap has had many famous champions. And with good reason. Ever since sleep scientist David Dinges helped found the modern science of napping in the early '80s at the University of Pennsylvania School of Medicine, short periods of sleep have been shown to improve alertness, memory, motor skills, decision-making, and mood. All while cutting down on stress, carelessness, and even heart disease.

With Americans averaging fewer than seven hours of sleep per night—and around 20 percent suffering from sleepiness during the day, according to a recent Stanford University study—many companies have turned to the humble nap in an attempt to stave off billions in lost productivity each year. Following the rise of workplace perks like lactation rooms, gyms, and child-care facilities, Nike workers now have access to nap-friendly "quiet rooms" that can also be used for meditation. Google, a forerunner in employee perks, has a number of futuristic napping pods scattered throughout its Mountain View (Calif.) campus.

Jawa, a small mobile technology company in Scottsdale, Ariz., has two resting rooms—one with a similar pod, the other with an old-fashioned couch—that are popular among programmers working long hours. Many airlines, including Continental and British Airways, allow pilots to sleep during long international flights while colleagues take over the controls. (The practice is prohibited for domestic flights by the Federal Aviation Administration.) Other companies, such as Ben & Jerry's, have no official policy but provide unofficial space for the practice and don't bat an eye when someone spends an extra half hour snoozing in the massage room. "If you have employees working 16-hour days, you want to give them an opportunity to take a power nap," says Melissa Gieringer, a spokeswoman for Jawa.

Other companies have opted to outsource their daytime sleeping solutions. Yelo, a napping spa in midtown Manhattan, has provided its services to Hearst, Newsweek, and Time Warner. It offers naps in a "cocoon-like" treatment room in which clients can adjust aromatherapy, sound, and lighting. A 20-minute nap goes for \$15. (A half-hour "Nap Plus"—including a 10-minute foot rub—costs \$40.)

"Over the last few years, there's been a lot of focus on exercise and nutrition, but adequate sleep is arguably the most important element of productivity," says Christopher Lindholst, co-founder of MetroNaps, which markets a napping chair called the EnergyPod to such companies as Google, Procter & Gamble, and Cisco Systems. The EnergyPod, which looks like Pacman with a really long tongue, boasts ergonomic support and a built-in music system with a headphone jack to eliminate background noise. "The EnergyPod is designed to provide some privacy, but it's typically installed in a common area so you create an environment of awareness and acceptance," says Lindholst. MetroNaps rents its EnergyPod for \$795 per month.

"Tiny naps are much more refreshing than people tend to realize," said Jim Horne, director of the Sleep Research Centre at Loughborough University in England. "A short nap in the afternoon will get rid of sleepiness without interfering with nighttime sleep." That said, it's best not to depend on napping as a permanent replacement for lost sleep. "On occasion it will get you over the hump, but whether it gets you back to peak is an open question," says Dr. Roger Rosa, a senior scientist at the National Institute for Occupational Safety and Health. "If you've lost an hour of your previous night's sleep, a nap may be just the ticket. If you've been up all night, it may give you a hangover effect" known as "sleep inertia."

According to Dr. Sara Mednick, a professor of psychiatry at the University of California at San Diego, not all naps are created equal. Mednick believes that naps weighted toward different stages of the sleep cycle confer different benefits. "If you do physical labor, you need more Stage 2 sleep," says Mednick. "If you are doing memorization or verbal work, you need more slow-wave sleep. And if you do creative or visual work, you need more REM sleep."

Dr. Mednick has devised an "Optimized Napping Formula" so ambitious nappers can maximize the desired phase of sleep. Napping newbies can purchase a device called Zeo (\$199), which promises to track your sleep cycles for you via your brainwaves with a special headband. Those looking for a simpler contraption might prefer the Dream Helmet (\$29.95), which serves as mask, pillow, and earplugs all at once.

Some researchers are skeptical about efforts to cultivate a given phase of sleep. "On a practical level, all a person can choose is how long they sleep," says Dr. Rosa. "You can't change the pace of the sleep cycle without sleep deprivation, which would be counterproductive." A strict dozing regimen, such as the kind employed by sailboat racers, military pilots, and astronauts, can replace nocturnal sleep altogether for a limited time. Leonardo da Vinci experimented with erratic sleep schedules, but it wasn't until the early 1980s that Italian researcher Claudio Stampi invented "polyphasic ultrashort sleep," which breaks up the day into several equal sections, each of which ends with a brief nap. As long as these mini "days" are kept intact, one can then whittle the naps down to as little as two hours of sleep per 24 hours—at least according to research published in Stampi's 1992 book, *Why We Nap*.

Such daring sleep habits are not for everybody. "Going ultrashort is like running a marathon or climbing Mount Everest," writes Dr. Mednick in her book, *Take a Nap! Change Your Life*. "You need careful training and a generous period of recovery."

However, the simple "productivity nap" does hold an undeniable appeal for time-crunched workers. Most sleep experts welcome the consequent uptick in nap-friendliness at work, though some are leery of its unintended consequences. "It can get out of hand: If you start encouraging the workforce to sleep in the afternoon, you're encouraging them to have late nights," says Horne. "Our society is getting more used to napping in the workplace, but it is still seen as something that could get you fired."

Do's and Dont's of Dozing

Napping at work has become acceptable at some companies. Yet pulling off a "productivity nap" at the office isn't easy. Here are suggestions from sleep scientist Dr. Sara Mednick, author of *Take a Nap! Change Your Life*.

1. Make Time and Space

Twenty to 30 minutes is all you need to reap the rewards of midday slumber. The best time is the early afternoon when your body is tired—so consider reserving the second half of your lunch break for shut-eye. If your employer doesn't have a nap room, a yoga mat beats a bathroom stall, though the most comfortable option may be a parked car.

2. Set the Proper Conditions

In the dark our brains produce more of the sleep-inducing hormone melatonin, so close the blinds, turn off the lights, and consider using a sleeping mask. Keep the temperature on the warmer side. If you must nap sitting up, use a travel pillow to avoid the dreaded "nap nod." And don't forget to turn off your cell phone.

3. Careful With the Chemicals

Avoid caffeine for a few hours before a nap. The same goes for nicotine, diet pills, and antidepressants. Although alcohol makes it easier to nod off during the day, it interferes with sleep and should also be avoided. Refined sugars and carbs may keep you up, but meat, dairy, and some nuts have tryptophan, which our bodies break down into melatonin.