

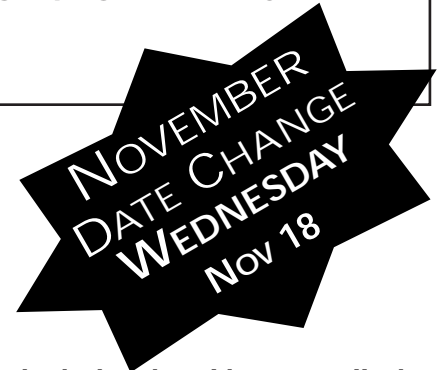


MONTHLY MEETING: NOVEMBER 18, 1998



LEAN MANUFACTURING SUCCESS STORY & LEAN MANAGEMENT SYSTEM

SEE PAGE 4 FOR DETAILS



FROM
THE
CHAIR

Our Members have spoken! Our September dinner meeting had the highest attendance we have had for many months. Many of you that attended the Lean Manufacturing session that night indicated that you wanted more information on Lean Manufacturing and that your company had a strong interest in pursuing Lean Manufacturing.

Those that attended **Brad Wyrick's** session learned that Lean Manufacturing is not just one thing that you do, and magically your company is faster to deliver while also reducing inventory. Rather, Lean Manufacturing is an integrated collection of tools concepts. You also learned that in an hour, all you can do is just scratch the surface of Lean Manufacturing.

In the coming months we will be presenting more dinner meetings on some of the specific tools of Lean Manufacturing and how to use them.

Don't forget, **this month's meeting date has been changed.** We will not be having

on the third Thursday, like we usually do. When we changed to the Pomona Valley Mining Company many months ago, the third Thursday in November was not available.

Last item for this month, don't forget the Annual Quality Congress in Anaheim, the end of May 1999. The AQC is in southern California only once every 10-12 years. Plan on attending. Watch Quality Progress magazine for more details on attending.

Thanks for your support.

Roger Olson

AUGUST MEETING RECAP CORRECTION

The presenter for AS9000 should have read:

W.D. Birkland.

Our apologies for the error.

The Editor

MONTHLY MEETING RESERVATIONS

- Dinner with Reservations \$25.00
- At the Door, No Reservation \$30.00
- Full Time Student w/valid ID \$10.00
- Program Only: No Charge

MAKE RESERVATIONS NO LATER THAN
NOVEMBER 14, 1998

SPELL YOUR NAME AND LEAVE YOUR PHONE NUMBER. IF YOU FIND YOU CANNOT ATTEND, CALL TO CANCEL YOUR RESERVATION. NO SHOWS MAY BE BILLED.

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Call ASQ, Section 702 at
800-317-4147**

EDITORIAL:

GUERRILLA QUALITY

Let me start out by saying that this editorial has nothing to do with Jane Goodall or primates! I've simply abstracted the *guerrilla* metaphor from a marketing phrase coined in the late 1970's: "guerrilla marketing." The marketing concept behind this methodology (incorporating low-cost, customer-focused marketing and selling techniques) seemed to make the substitution of quality for marketing a manageable transition: incorporating low cost, customer-focused quality and production techniques.

Thinking creatively, utilizing resources and making incremental yet substantive process improvements are progressive, preferable

and profitable. There are four rather aggressive components which independently or collectively will not impact your organizational budget: ¹take control of all quality functions, ²become highly organized, ³be customer-focused and ⁴concentrate on your objective. None of these require a dime's worth of investment, but they *do demand discipline*. And as we all know, self-discipline is *only* achieved at a personal cost.

The *power-point* behind all this is the perception that we shouldn't settle for some redefined level of quality simply because we can't afford to make those much needed improvements that we identified as

critical in our last budget proposal. The glass is half-full . . . not half-empty. Make it all work for you and against you and you just might surprise yourself . . . and everybody else.

In the continued interest of quality . . .

Ron Rudolph
Editor



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GABRIEL'S HORN PUBLICATION

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DEADLINE: THE 25TH OF THE PRECEDING MONTH (OR 35 DAYS IN ADVANCE).

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To list openings, call John Schulz @ 909-987-4673 ext. 443 or FAX: 909-466-4177.

Note: ASQ's Personnel Listing Service (PLS) is a monthly nationwide newsletter dedicated to bringing you the latest employment openings in the quality field. It is free to ASQ members. To order, call 800-248-1946.

PHOTOGRAPHS FROM SEPTEMBER



Speaker
Brad Wyrick
and
Anthony
Iacobacci



Speaker
Steve
Kuramoto
and
Anthony
Iacobacci

San Gabriel Valley Section 0702 SEPTEMBER MONTHLY MEETING RECAP

By Azza Elattar, Ph.D

Two remarkable speakers delivered two fulfilling presentations:

1. **Brad Wyrick**, Director for Training and Development at Cre8tive Training Solutions; his topic was "Lean Manufacturing".
2. **Steve Kuramoto**, Product Safety Engineer at Walt Disney Company; his topic was "Quality Assurance Program at Disney".

Meeting room was full with attendees, large group from Adams Rite Aerospace Inc. and The Lean Manufacturing/World Class Company. Brad Wyrick's presentation was inclusive and very valuable. He covered broad topics, including,

- The Lean Manufacturing Principles:
 - Tools & strategies.
 - Foundation of Kaizen Events: the rapid continuous improvement.
 - Total quality control, cellular manufacturing concepts.
 - Visual control, TAKT time, cycle time reduction, customer satisfaction.
 - Standard work, JIT, value streams, value added activities.
 - Motion/time studies, waste reduction, SPC/DOE, TQM.
 - Kanban systems, Poka-Yoke, Self directed work teams.
- The profitability opportunities of becoming a zero waste organization.
- The awareness opportunities of desire for and commitment to a Lean Management system.
- The benefits of "5S'ing" your organization to decrease waste, increase safety.
- Setting the foundation for implementing your Lean Manufacturing strategies.

Mr. Wyrick stated, "Lean organization can make twice as much product with twice the quality in half the time and space, at half the cost, with a fraction of normal work-in-process inventory."

Steve Kuramoto gave historical look at Walt Disney Company. Mr. Kuramoto presented many colorful and lovely Disney animation slides.

The essential goal of Disney is exceeding customer expectations, every where all the time with the highest Product Safety and Reliability. Always make the visitors special and keep the Park spotless, so they can come back, again and again. Each Park has underground tunnels/facilities to serve and maintain the Park in a safe way. There are 19,000 rose bushes, 600 different species of trees, and extraordinary landscaping over each Park. Walt Disney Company has 200 hotels, Disney Cruise Lines, Disney rest-stop stations, and is continuously expanding the creativity.

MONTHLY MEETING: NOVEMBER 18, 1998

(WEDNESDAY)

**LEAN MANUFACTURING SUCCESS STORY &
LEAN MANAGEMENT SYSTEM**

Call 800-317-4147 for reservations

Lean manufacturing principles represent a radical departure from traditional plant techniques. The employees roles, skill-sets, process-requirements, and rules have changed. Team members must operate like an independent business with total responsibility for the quality, manufacturing and delivery of the product to their customers. Every team member needs to be empowered with current information, dedicated resources, and established boundaries to accomplish their mission.

Lean Manufacturing is both a philosophy and a set of guiding principles that represent the foundation of a continuously improving organization.

Lean Strategies are the application of quantitative methods and human resources to improve the material and services supplied to an organization, all the processes within an organization, and the degree to which the needs of the customer are met, now and in the future.

It integrates fundamental management techniques, existing improvement efforts, and technical tools under a disciplined approach focused on Kaizen-Continuous Improvement. Lean manufacturing has turned motion reduction into a science and an art.

Our first speaker, from RAH Industries, will be sharing an extremely great event that has taken place at RAH Industries in regards to Lean Manufacturing implementation. Is there a doctor in the building? After noticing a huge bottle-neck that occurred in their weld department they decided that action must be taken. They spent one week observing the weld process and noticed the 4 major contributors to the bottle-neck. He will go into detail on these observations during his presentation.

This observation added up to approximately 2,000 feet traveled per job per day

MEETING STARTS AT 6:00 PM.

AGENDA

Registration & Networking	5:00 pm
Performance Excellence	6:00 pm
Dinner	7:00 pm
Success Story	8:00 pm
Adjourn	9:00 pm

MONTHLY MEETING BUFFET MENU

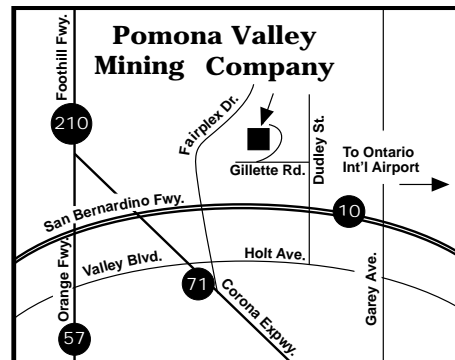
- Choice of 3 salads & fresh fruit
- Choice of 3 Entrees
- Oven Brownd Potatoes
- Fresh seasonal vegetables
- Sourdough rolls & butter
- Assorted desserts, coffee & tea

by each welder. That equals non-value added time spent. It was time to take action. RAH Industries formed a lean team to review the weld process. This team included employees from all departments not just welders, in fact there was only one welder selected for the team. RAH Industries set ground rules for the team and they were to be followed. The bottom line is as follows:

- The team accomplished a 5S program.
- The non-value added foot travel was dropped to zero.

Bob has a degree in Quality Engineering and is currently the Quality Assurance Manager at RAH Industries in Valencia. He has 21 years in Quality. During his 10 years at RAH, he has held numerous positions including Production Control Manager, Shop Foreman, TQM, ISO & Lean Manufacturing Focal Points. Bob also is a Certified ISO Lead Auditor.

After dinner, we have our speaker from September, **Brad Wyrick**, back to get a bit into more details. Tonight, his objectives



Dudley Ramp off the San Bernardino Fwy (10)
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are:

- DEFINE The Lean Management System Required For Lean Production.
- EXPLAIN The Profitability Opportunities Of Becoming A Zero-Waste Organization.
- ESTABLISH an Awareness of, Desire For, and Commitment To A Lean Management System.
- SHOW The Benefits Of "5S'ing" Your Organization To Decrease Waste, Increase Safety, And Set The Foundation For Implementing Your Lean Manufacturing Strategies.
- INTRODUCE Lean Manufacturing Principles, Tools, and Strategies.

Brad Wyrick is Director, Training and Development at Cre8tive Training Solutions. He has 20 years of experience in training and development: Rockwell, 10 years, 8 years Customer Logistics, 2 years Trainer. For the past four years, he has been a trainer for Cre8tive Training Solutions in Team Problem Solving, Lean Manufacturing, TQM, Leadership Skills, and Facilitation Skills. **Brad** is a member of ASQ, ASTD and AME.

COMING EVENTS

MONTHLY SECTION MEETINGS

Nov 18	Lean Manufacturing Success Story
Dec	No Meeting
Jan 21, '99	Gage R&R (a two hour hands-on session)

SPECIAL DOOR PRIZE

Buffet for two at The Pomona Valley Mining Company

CERTIFICATION/EXAMINATION	Refresher Course	Application Date	Exam Date
CQE / CQA	CQA Oct 3, 10, 17	Oct 9	Dec 5
CRE / CQT / CMI / CSQC / CQ Mgr	--	Jan 8, '99	Mar 6, '99
CQA / CQE / CSQE		Apr 9, '99	Jun 5, '99

COURSES / CONFERENCES & SEMINARS

Jan '99	<u>Lean Manufacturing Tools & Techniques</u> Presented by ASQ, San Gabriel Valley Section Instructors: Sam Samadi and Akhilesh Gulati (Will teach the same 12 week course they taught at UCLA Ext.)
---------	--

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and Information for the
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For other Refresher Course information contact: San Gabriel Valley Section - Bea Ng at 626-285-3620
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If you are not currently an ASQ member of Section 0702, a subscription to *Gabriel's Horn* is available for \$14 per year.

For additional information or to place an ad, please contact:

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Remember . . . the San Dimas Library is located at 145 N. Walnut Avenue in San Dimas. For information call 909-599-6738 and for Reference/Circulation call 909-599-0060. Current library hours are as follows:

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If you are moving, changing your mailing address, or changing jobs, please contact the national office of ASQ @ 800-248-1946 and let them know. doing this as soon as possible is the only way to keep your mailing labels current for *Gabriel's Horn*. Your Newsletter Editor receives pre-printed labels and is unable to alter membership information.

LEAN MANUFACTURING TOOLS & TECHNIQUES

Presented by ASQ, San Gabriel Valley Section in January 1999
Instructors: Sam Samadi and Akhilesh Gulati
(Will teach the same 12 week course they taught at UCLA Ext.)

RADICAL THINKING?

TPS: 'Tis the Process . . . Simon!

A week or so ago, I heard some comments on the radio regarding the introduction of computers to children at all levels by the year 2000. The woman said that we should not introduce computers to school children until they are at least 10 years of age. By then they should have some deductive powers formed. It is true, she said, that we are impressed when we see young children navigating the internet so fast, clicking away, moving from one screen to the next, skipping between links, scanning and moving on. While they may be able to uncover a vast expanse of data from the internet search, it does not allow them to truly understand the nature of the data they have uncovered, how it got there, why is it important, etc. She said that, especially in those early formative years, it is important that they go through the learning process, instead of simply clicking on a button, exploring vast seas of data, without a clear understanding. It is very important for them to go through the process so that they can then create improved processes as they get to understand the fundamentals of learning and progress.

This thought struck home. Too often we have seen people seeking a result, without going through the process. They want an

answer; they are not interested in how one gets there. And as we have all discovered, whether through our focus on SPC, or through the mistakes we have made because of our past focus on the end result only (ship correct parts by weeding out the defective ones, for example), if we take care of the process by preventing defects, we can produce far superior products and services at lower costs and higher profits. Without a clear understanding of how to get there, we would not be able to repeat the performance!

Examine why TQM and reengineering did not succeed at many places. Companies were implementing TQM 'programs', not implementing it as a way of incorporating quality thinking throughout the organization.

Reengineering was seen as a panacea that would rid the organization of all its ailments. But when they saw the process they had to go through, the tremendous amount of work it required, they concluded reengineering would not work!

We see the same thing with ISO 9000. Most organizations see it as a cost of doing business, as an exam to be passed, as a certificate to be attained and hung on the wall.

Most miss the point that it is going through the process of creating a quality system and maintaining it that really adds value. It gets ingrained in the organization, improves communication and gives people an understanding of the processes - that is where the true benefits lie, not in the certificate alone.

Quality award programs do the same thing. Value is added by going through the process of preparing for the award - not just the attainment of the award.

You have heard the KISS principle: Keep It Simple, Simon. Here is a new one for you: *TPS - 'Tis the Process . . . Simon!*

**Akhilesh Gulati**

Past Chair and Senior Member of the American Society for Quality, San Gabriel Valley Section. Partner with PIVOT, a management consulting firm

specializing in implementing Total Quality Change Strategies and ISO 9000, building on a foundation of quality. Has taught courses in Manufacturing Excellence, Information Technology, and Benchmarking & Reengineering at UCLA Extension.

He may be reached at 909-985-9294. Web site: <http://www.pivotmc.com>

EXECUTIVE COMMITTEE AN OPEN INVITATION . . .

We extend an open invitation to all Section 0702 Members to get involved with your Section's Management. We all have something to contribute, no matter how busy our schedules. Your Executive Committee has several openings . . . and you just might be the perfect candidate for the following position: **Program and Speakers and Examining**.

And as always, attending a Board Meeting is not a commitment to becoming an active Board Member. We still meet on the first Monday of each month (except holidays) in which case we will meet on the second Monday. The meetings start at 6 pm and remember . . . dinner is on us! If you're interested or even the least bit curious, then please call **Roger Olson**, our Section Chair at **909-622-1655** or leave a message on our service at **800-317-4147**. So pick up the phone and give us a call . . . you'll be glad you did!

Next meeting is on Monday, November 2nd

Our Board meeting location is at **MARIE CALLENDAR'S**, 3117 East Garvey Avenue North, West Covina. Take Barranca exit north off the San Bernardino (10) Freeway . . . just look for "RESTAURANT ROW".



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