

## Auckland Workshop fires up Delegates!!!

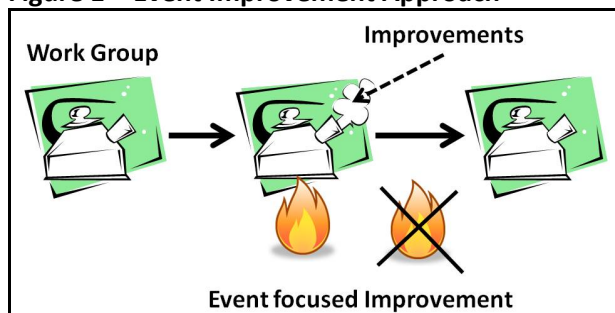
The public 2-day Getting TPM & Lean to Work workshop in Auckland on 6 & 7 March 2012 saw delegates from 5 sites spread across New Zealand's North Island.

What caught everyone by surprise was reference to the **2<sup>nd</sup> Law of Thermodynamics** by Jeffrey K Liker in his recent book *The Toyota Way for Continuous Improvement*.

We have known for many years that just running Kaizen or Lean events does not sustain improvement over the longer term. We have often feared that many of these 'events' were created by consultants to make it easy for them to deliver impact projects – travel once to the site, stay for a week, have a highly visual impact then depart off to another event at another site. Often we find the follow-up is minimal, the enthusiasm and attention to detail wanes, and a lot of the initial gains are gradually lost.

Liker puts this down to the well proven 2<sup>nd</sup> Law of Thermodynamic which basically says, ***without the input of energy, things will naturally decay to disorder.***

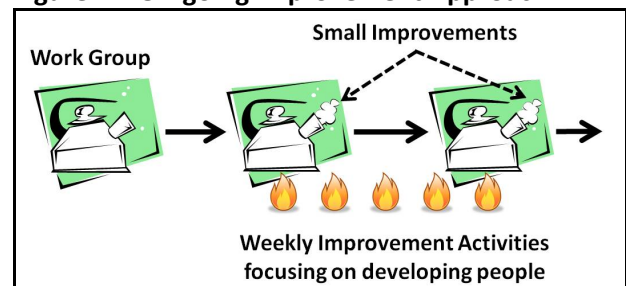
**Figure 1 – Event Improvement Approach**



Boiling a kettle is a great example – take the heat away and the kettle will naturally cool down. With improvement, the same thing happens, take away the focus of on-going

improvement activities and you will decay back to the old ways (as seen in Figures 1 & 2).

**Figure 2 – On-going Improvement Approach**



**People & Leadership Development** was another area of great interest for the delegates. The workshop saw the introduction of a new People & Leadership Development Innocence to Excellence Matrix covering Talent Development and People Support Systems. Also launched was a new paper titled 'Developing Competent and Engaged Production Team Leaders'.

We have found a lot of sites often overlook the development of their Production Team Leaders (Leading Hands) resulting in Production Area Based Team improvement activities stalling or in some cases struggling from the very start. This has often lead to the situation where ***'if your Team Leaders aren't effective, everyone else in the Leadership Chain at the site tend to manage down a level'*** resulting in high frustrations for all.

We would like to thank all delegates for their attendance and wish them well on their Improvement Journey.

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