



Welcome,

W. Edwards Deming once said, "Any manager can do well in an expanding market." I think we can all agree that we do not have that luxury today. To be competitive and to grow our businesses, we must seriously apply continuous-improvement principles such as those defined in Lean Manufacturing. In this issue, you will read how Lean is having a positive impact well beyond manufacturing, with examples from health care to state government operations.

Give me a call or send me an e-mail to discuss ways that you can collaborate with Georgia Tech and make your enterprise more productive.

Best regards,

Chris

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Rapid Process Improvement Events: A Conversation with Tara Barrett

Tara Barrett, project manager at Georgia Tech's Enterprise Innovation Institute, works with Georgia companies and state government agencies in implementing lean solutions, coaching and training on lean methods, and facilitating kaizen and rapid process improvement events. We asked Tara to tell us about one of the tools in her lean toolbox.



Why are RPI events successful?

Rapid Process Improvement (RPI) is successful because it creates an environment for success. It isn't a haphazard stab at improvement, but rather a "RPI Recipe" that works to minimize risk while improving a process. Here are the ingredients for a successful RPI event:

Evaluate the process (with a tool such as value stream mapping) to identify opportunities to reduce or eliminate waste in the system. RPI can then be applied to those specific opportunities.

Get the right team of front-line employees who actually deliver the product or service.

Get the right tools into the hands of the team through training.

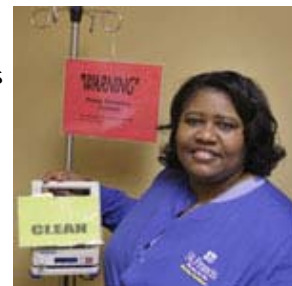
Get the right support to make change with management's backing and involvement.

Work on a specific, focused area; don't take a bite you can't chew.

[Click here](#) to read the rest of the interview with Tara Barrett.

A Prescription for Better Care

Many hospitals are discovering that tools and techniques used to ensure quality and reduce costs in manufacturing translate very well to their needs. Nurses and patient-care technicians often spend too much time on tasks unrelated to direct patient care. Redesigning processes to eliminate wasted time allows hospital staff to do more of what they want to do--treat patients. It also has a positive impact on reducing workloads and overtime, which makes management happy. Read how St. Francis Hospital in Columbus, Georgia launched its "Having the Right Equipment in the Right Place and at the Right Time" initiative. [Click here](#).



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State Agency Maps Out a Road to Improvement

Instead of taking the shotgun approach to tackle problems, staff at the Georgia Department of Family and Children Services (DFCS) used a lean manufacturing technique called value stream mapping to develop guidelines for improvement. This process helped DFCS to identify the biggest challenges and helped the agency to prioritize the order in which they should be tackled. Without value stream mapping, it would have been difficult for DFCS to get its lean efforts started on the right track. [Click here](#).



Process Improvement Depends on Professional Development

Four staff members of the Enterprise Innovation Institute are now certified Training Within Industry (TWI) trainers. One of them, Paul Todd, says, "TWI is a proven method of developing people in the skills of job training, process improvement, and leadership."



TWI is not new, but it is enjoying a renewed popularity. Says Todd, "These techniques formed the basis of U.S. industrial success in World War II, and were equally successful in postwar Japan where they became a fundamental part of what we now call lean." To learn more about TWI and how it can be implemented in your facility, contact Tim Israel (tim.israel@innovate.gatech.edu or (404) 894-2272).

Getting Leaner and Greener

Profitability and sustainability go hand in hand with Georgia Tech's Lean and Green program. Value stream mapping has long been an essential part of lean manufacturing. As sustainability becomes more important--to consumers and manufacturers--the map is changing to reflect the environmental waste and energy use of each step. Start your lean journey with a review of opportunities to save time and money. Contact Tim Israel for more information (tim.israel@innovate.gatech.edu or (404) 894-2272).



Improve Before You Move

Georgia Tech's David Apple recently received a call from a local company. "Business is growing," management said. "We're moving to a larger facility and we need to make sure we lay it out right."

He immediately saw this as an opportunity to train the firm's management on improvement techniques and set up a new facility with lean principles in mind. Here he offers a few points to consider when you prepare to move:

- Evaluate your current processes. Don't take your bad practices to your new facility.
- Solicit input from your employees on what they would like to see changed and improved in the new location.
- Don't wait until you move into your new building -- start making improvements now.
- If you haven't already done so, start your 5S workplace organization.

Don't move your clutter or junk.

It's easy to say you will turn over a new leaf in the new facility, but it is human nature to retain bad practices. Use the move as a motivation to clean up. Start the culture change now.

Read the whole story of how Economy Cabinets in White, Georgia evaluated its processes and set up the new facility. [Click here](#).

To sign up for Lean Boot Camp, check our Atlanta class schedule [here](#) or contact Tim Israel to schedule on-site training customized to your needs (tim.israel@innovate.gatech.edu or (404) 894-2272).

Classes for Professionals

Georgia Tech offers many courses for professionals, including classes that help manufacturers make better business decisions. Visit our [Web site](#) to see our current class offerings in ISO 14001 and Environmental Compliance.

- [Jump-Starting Your Lean Effort: An Overview and Live Simulation of Lean Manufacturing](#) -- November 4-5, 2008
Gain a competitive edge by transforming your business into a lean enterprise. Eliminate overproduction from traditional scheduling systems and produce on customer demand. Utilize value stream mapping as a tool to guide implementation efforts.
- [Lean Boot Camp: Training a Lean Champion](#) -- December 9-12, 2008
Discover how lean impacts profit, lead time, inventory, quality, and customer service. Understand and develop a strategy for successfully applying lean enterprise principles. Learn the most common lean tools and techniques (VSM, 5S, Set-up Reduction, TPM, etc.) through our interactive simulations and how to apply them using rapid process improvement events.
- [ISO 14001:2004 EMS Lead Auditor Training RABQSA-TPECS](#) -- November 10-14, 2008
This intensive workshop provides a rigorous curriculum covering key aspects of leading an audit team, whether the audit is for your firm, another firm, or vendors.
- [ISO 9001:2000 Lead Auditor Training RABQSA-TPECS](#) -- December 8-12, 2008
Learn to approach ISO 9001:2000 registration from the professional auditor's point of view and focus on skills that enhance auditing capability. This intensive workshop covers key aspects of leading an audit team.

Recent Events

In early September, Georgia Tech's Growth Services Group welcomed nationally recognized growth expert Doug Hall of the Eureka Ranch, who spoke to more than 50 Georgia manufacturers on "Winning Ways for Business Growth." His dynamic speech detailed the need for manufacturers to focus not only on process improvement and cost savings but also on top-line profitable growth, and he spelled out how small and mid-size manufacturers can achieve it. For more information on implementing this exciting process for growth, please contact Don Pital (don.pital@innovate.gatech.edu).

