



TouchStone

DAVID HUTCHINS INTERNATIONAL e-MAGAZINE



The opening session of the conference with more than 1000 people from around the world.

ICQ'05 Tokyo – Quality Circles are back!

This was one of many important messages from the International Conference entitled: 'Quality Evolution - Way to Sustainable Growth' and held at the Keio Plaza Hotel Tokyo in September 2005.

Both Toyota and Honda separately announced that during the past two years they have both made it a corporate policy objective to achieve 100% membership of Quality Circles globally in the

next two to three years. The more than 1000 conference participants from all parts of the world learned that already, both organisations have substantial Quality Circles programmes in all plants on all continents which must be a surprise for most given the high profile western managers are giving to both Six Sigma and to lean Manufacture these days.

This was the first time that the conference has been held in Japan for nine years and is a reflection of the growing confidence in the sustained recovery of their economy. Normally, the conference alternates each year from Japan to the USA to Europe on a three year cycle. The European events are hosted by member countries of the European Society for Quality which comprises the nationally recognised professional Quality Society from each country. The last time that the event was hosted in the UK was 2002 when it was held in Harrogate.

Special Issue Contents:

- P1. Quality Circles are back!
- P2. ICQ'05
- P3. We are moving
- P4. More from ICQ'05
- P5. DHi Events that are different
- P6/7. Training Solutions
- P8. Honda Plant tour ICQ '05
- P9/10/11. Norman Towe – Tools and Techniques
- P12. The Lean Revolution – DHI Conference.
- P12. Who is who at DHI?
- P13. Registration form

For the first time in a number of years the numbers attending the conference topped the 1000 mark making it a near record and strongly indicating an international revival in the importance of Quality. Speaker after speaker referred to the vital role of Quality for business survival in a global economy. Perhaps what was most encouraging in this conference compared with previous years was a marked shift in the use of tenses. Typically, in the past, speakers spoke about what they were going to do but at this year's event, significantly more were talking about their experiences, failures and achievements and a high proportion of the questions indicated a much higher level of understanding by probing differences in approach rather than 'what is it?' and 'how does it work?'

There was no doubt that the cross fertilisation obtained from this sharing of real experience was one of the highlights of the event and justified all the time and money spent in travelling to that part of the world.

In the following pages we hope to bring out some of the highlights of the event. Due to the fact that there were multiple streams and that our representative, David Hutchins was both a presenter and a session chair, and therefore only able to be in one place at a time, it is not possible to give a totally balanced view but we have extracted some materials from what we think are the most relevant papers across the event.

Continued on page 2

ICQ'05 Tokyo

'Quality Evolution - Way to Sustainable Growth'

More than 1000 delegates representing 51 countries and regions ensured that this was an almost unique opportunity to share state of the art knowledge and experience in the ever expanding field of quality. The event got down to business straight away in the opening session with welcoming addresses from Matabee Kenji Maeda Chairman of the Executive Committee and Honorary Chairman of the Maeda Corporation and followed by Mr Hiroshi Okuda Chairman of the Toyota Motor Corporation and Mr Nariaki Nakayama Minister, Ministry of Education, Culture, Sports, Science and Technology. There followed Special lectures by Mr Shoichiro Toyoda Honorary Chairman of the Toyota Motor Corporation followed by Yoon Woo Lee Chairman of the Samsung Electronics Co. Ltd. Mr Lee was voted Chairman of the year last year and it was not difficult to see why when listening to his presentation. He explained that after he took over the company, since 1993 he turned it from a low marginal return quantity oriented company with no strong product brands into a quality oriented global leader in the highly competitive mobile phone market. His secret was to focus everything on R&D. Through this ruthless approach, Semiconductors, Cellular phones and LCDs are cash cows for Samsung Electronics.

Dr Feigenbaum, as the last remaining internationally active quality leader from the 1950s gave his optimistic prophecy for the future of quality and its impact on the Global economy.

The final speaker in the session was Dr Noriaki Kano Professor of the Tokyo University of Science and famous for the 'Kano Model' for the identification of Customer Needs. This model will be explained in a future edition of Touchstone. His paper discussed how to set quality targets, how to



promote quality management in corporations, how to develop quality related social systems driven by quality related organisations and associations, the media, research institutions or the Government, the framework of international activities, and the points that concern us as quality professionals. Referring to some of the staggering claims made by certain international companies

regarding savings made by the introduction of Six Sigma, he commented 'it is easy to wring water from a wet towel. The real challenge for global leaders is how to extract water from a dry towel. That is more difficult!'



David Hutchins enjoying the fun with Dr Feigenbaum (right) and his brother Don at the closing banquet



Dr Lennart Sandholm a long standing friend of DHI posed the interesting question 'is there a role for a Quality Manager in the company of the future? Clearly, there are and always will be, quality related tasks but who should have the

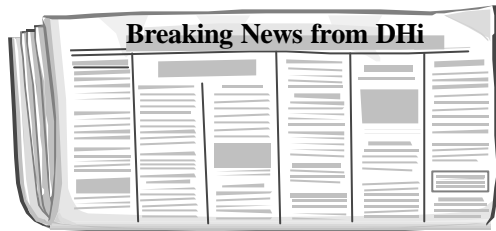
responsibility for them? Dr Sandholm answered the question with another one. Is there a role for the Finance Manager? By comparing the need for Financial Improvement with the need for Quality Improvement, Financial Control with Quality Control and Financial Planning with Quality Planning he concluded that nobody questions the fact that financial management is a profession. The job of Finance Manager is not given to a person without an education in economics and accounting. Do we make equivalent demands when appointing a Quality Manager? In many cases not but this is to risk the choice of wrong strategies and methods, incorrect ranking of priorities and missed opportunities. Can we afford to carry on like this in the competitive global economies of today and the future?

If you are concerned about the performance of your suppliers then don't miss our next Supply chain workshop-

"Quality of Supplies and Suppliers"

16 - 20 January 2006 DHI HQ Ruscombe Berkshire

Contact margaret@hutchins.co.uk for more information.



Important DHi News

We are moving!

Or rather expanding – we will still keep our other address at 60 Robin Lane, Sandhurst Berks as a back office



Part of our new HQ at Ruscombe

In October DHI will be moving its headquarters to Unit 5, Castle End, Ruscombe, Berkshire RG10 9XQ. We have actually had a small facility there for some time as a back office but now we are moving our main activities there into the beautiful Berkshire countryside.

Apart from the offices, we have access to very light and attractive seminar rooms that will easily take up to 20 persons for training courses on site. We have also recruited Alistair Redgrave as our Head of Training and Alistair also takes up his appointment in mid October. One of Alistair's early tasks will be to try to contact all of our clients and friends to determine their training needs so hopefully it will not be too long before you have the opportunity to make his acquaintance.

Quote attributed to Winston Churchill:

'You can always rely on the Americans to do the right thing – after they have tried everything else first!'

Our comment:

Do not let that apply to your company's drive towards excellence, if you have tried the rest, then try the best why not book on one of our public courses just to see what we can do. How about Hoshin Kanri for starters?

Hoshin Kanri

Supercharge your business improvement programme.

If you have Six Sigma, Lean Manufacture or Total Quality but do not have Hoshin Kanri or similar then you may have a ship without a rudder. Our approach predates concepts such as Balanced Score cards and Policy Deployment by more than a decade and is proven far more effective.

This 2 day course, packed with group work will be all that you will need to turn your Business Management System into a world beater.

Fee £560 includes all documentation plus VAT (why not send your entire management team attractive discounted special rates apply)

DHI Headquarters – Ruscombe Nr Reading Berks
15 – 16 November 2005

More from ICQ'05 Tokyo!



Early 1980s participants in DHI Study Tours to Japan will recognise Mr Noriharu Kaneko as being the Managing Director of the Kansanji Hotel in Hammamatsu when he acquainted them with his almost unique approach to service quality and how to maximise the creativity of a largely uneducated workforce using orienteering and other novel methods to train them in the use of problem solving methods. Since then Noriharu has moved on and is now an executive of his brother's huge contract cleaning business. Still using his novel methods, Mr Kaneko demonstrated how they have been used in a restaurant environment using visual methods to improve service flow. He showed how they had created the 'one best way' visual manual for each service workplace, how this can be converted into a slide show. There were so many useful ideas shown in Noriharu's presentation that we are presently seeking his permission to publish the whole of his paper in a future edition of Touchstone.

QC Circle Activities at the Toyota Motor Corporation

Presented by Mr Shousaka Masahide and Mr Shimizu Yasufumi

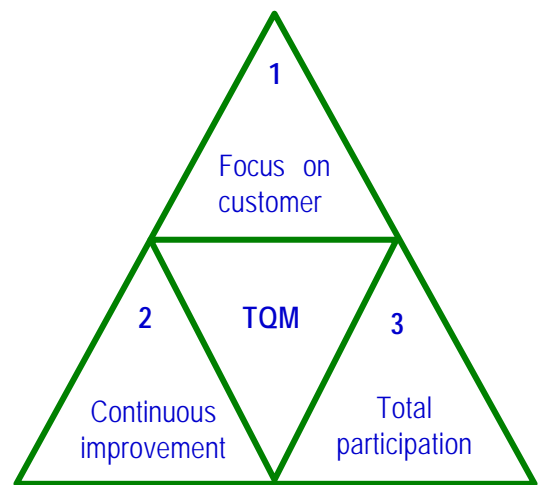
Toyota Motor Corporation introduced total quality control or TQC in 1961. Four years later, the company was awarded the Deming Application Prize for their efforts. TMC began Quality Circles activities in 1964 in pursuit of the Deming Prize and has continued to sustain them for more than 40 years since then. In 1993 the company deployed its New QC Circle Activities. Global QC Circle activities were implemented in 2004. By the end of 2004 Toyota Motor Corporation, focusing on its skilled workplaces (Operations Group) boasted a domestic QC Circle participation of approximately 40,000 members in nearly 4,400 circles.

TQM's primary aims at Toyota are improving the quality of work and enlivening the organisation and people that make up the company. Three core principles are employed towards these aims: putting the customer first, continuous kaizen (improvement), and 100% participation. QC Circles are considered an important TQM activity in addition to the other representative tools of TQM employed in efforts such as Hoshin Kanri (policy management) and daily management. Toyota Motor Corporation carries out their QC activities with three aims in mind.

The first is to develop the abilities of individuals in the workforce and empower them to self fulfilment.

The second to develop an attitude of mutual respect among members and create a motivating environment.

Third, to contribute to corporate development by fostering continuous improvement of the workplace.

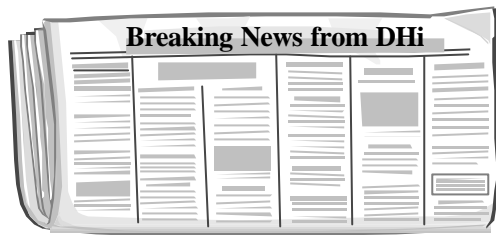


Core principles of Toyota's TQM

DHI will be conducting special one day courses on Quality Circles starting in the New Year. The UK's first attempts to introduce Quality Circles in the late 1970s and early 1980s got off to a good start but was quickly ruined by incompetent advice from seemingly authoritative sources. This must not be allowed to happen again.

China now has an estimated more than 20 million Quality Circles and our industry is paying the price for that. How much longer will we remain blind to what clearly Toyota and Honda know as a fact. Quality Circles are essential if the full power and creativity of our workforce is to be realised.

Contact us now for more information: alistair.redgrave@hutchins.co.uk



DHi Events that are Different

A clutch of courses to help you steal a march on the rest!

Lean Manufacture

If lean manufacture is not the secret ingredient that separates Toyota from its rivals it is certainly part of it. Anyone who has taken the trouble to read either 'The machine that Changed the World' or 'The Toyota Way' will know that lean is something to be taken seriously in the competitive world of today. This one day course is designed to wet the appetite and give an appreciation of the breadth and depth of the subject. We would advise that you contact DHI to discuss the implications of 'In House' training if you want more.

Six Sigma

The success stories related to Six Sigma are well known but what about the failures? Nobody wants to talk about them but they are happening all the time. This must be true because the number of Black Belts that have been trained to date would have changed the world by now if they had all managed to emulate the claims of General Electric. The truth is that Six Sigma can achieve the claimed results but just with any other management tool, only if the training has been well conducted and the environment is right.

To help you to be successful, we have designed this one day appreciation event to make sure that you are aware of both the potential benefits and the pitfalls. If as a consequence, you are convinced both regarding the concept and our ability to help you, we can conduct bespoke courses for Yellow Belt, Green Belt, Brown Belt and Black Belt. David Hutchins and Dr Norman Towe who jointly manage these courses are both qualified Master Black Belts with considerable experience of the successful application of this important concept. When combined with Lean manufacture, then you are getting close to the power of Toyota. Add some Hoshin and you could be right there!

Hoshin Kanri (popularly, but also erroneously, known as Policy Deployment)

Could this be the secret ingredient? Yes, it can provided that the business executive team have the right attitude and that is not in our control. Commitment is not enough to get the benefit from Hoshin Kanri. It requires considerable involvement and as Dr Deming said: constancy of purpose. This three day course works best if you send your whole management team but better still if it is run 'in house'.

There are three key elements to Hoshin Kanri: Policy and Strategy Development, Performance Improvement and Performance Management. If both Lean and Six Sigma are included together with Benchmarking we know of no more powerful business system in the world. Please check with us for the dates of our public courses or contact us for details of consultancy and support.

Lead Auditor training.

Ever since our course was approved shortly after the publication of the standard, it has been very well received by our clients who have frequently asked us to conduct repeat courses on an 'in house' basis. The course is highly participative and includes a rigorous live audit which includes the auditing of top management. Those who pass the final examination will if they satisfy the other requirements of IRCA be able to obtain the status of qualified Lead Auditor which is an internationally recognised qualification.

7 - 13 September 2005 Fees £1140 Residential. Plus VAT.

Internal Auditor training course.

This popular course which is based on the audit requirements in our Lead Auditor course is extremely effective when conducted on an 'in house' basis. Participants will conduct a real in house audit under the guidance of the course tutor.

Please contact our office for fees and availability

If you need any help with the implementation of ISO 9000:2000 please bear in mind that whilst the eight management principles may be new to many, implementing these and other TQ concepts has represented the core of our business for many years and we are good at it! This is just one of our specialties and we can help you to get the most out of this potentially powerful standard.

Training Solutions

Benchmarking

During this event, managers will learn how and when to use Benchmarking techniques to bring their Strategic Business Plan into focus. Through group work and case study material, participants will learn the steps involved, addressing why, what, when, where and how to Benchmark. Using Hoshin Management Principles participants will understand how to Deploy strategy and policy throughout the Organisation.

**2 days £470 Non residential
£520 Residential**

Just in Time

Just in Time provides a philosophy that if applied properly is revolutionising industry. The concept - making nothing until needed and then producing to the highest level of quality - sounds simple, but it can cut a company costs by up to 60% of sales revenue.

The presenter draws on his experience of those organisations already working Just in Time, particularly in Japan.

JITs can only be achieved by company wide dedication to improve the predictability of processes and to achieve dramatic cycle time reduction.

1 day £240

Touchstone is back. After an absence of 3 years, and by popular demand we have decided to use this our 25th anniversary to re-launch Touchstone. For the time being the format will be the same as before with a mixture of feature articles, explanation of tools and techniques, advertisements for our courses and we can feature your successes if you provide us with the information.

As the sponsor of the e-magazine, we unashamedly carry advertisements for our courses and services but hopefully you will feel that this is kept in balance with topics that are useful in their own right.

Our main objective which includes the objective of DHI itself is to help fill a hole that we believe exists in Western Communities that puts us at a disadvantage against our oriental neighbours. For example, in Japan they have JUSE (Japanese Union of Scientists and Engineers), this is not the Japanese equivalent to the IQA in the UK or the EFQM (European Foundation for Quality Management - BQF in the UK). The IQA largely promotes Quality Assurance and its Japanese equivalent is the Japanese Society for Quality Control and the BQF or EFQM exists to promote its own product.

The primary role of JUSE is to create a means of cross fertilisation between companies so that they can learn from each other and also to add state of the art knowledge to avoid descending into mass mediocrity. It may be a drop in the ocean but we hope that both DHI and Touchstone can provide such a service to its clients and friends.

Policy Deployment

In an age where both customers and competitor knowledge and information is freely available, even small differences in approach can make big differences to business performance.

One technique being used by leading organisations is Policy Deployment. This is particularly the case with those organisations apply Six Sigma management and developing knowledge Based Management Systems.

Today, it is vital to be able to deploy clear goals down through the organisation in quantifiable form. All too frequently in the past, these non financial measures have been deployed in qualitative rather than quantitative form.

This approach provides an effective solution to this problem by providing managers at all levels through to front line supervision with clear quantified non financial goals for each of the relevant parameters.

1 day £240

ISO 9001:2000

Management Awareness seminar

The changes to ISI 9000 are far more profound than many of the certification bodies would have you believe. Because of that, you could be missing most of the benefits.

This one day Management awareness seminar is designed to make sure that you are under no illusions as what ISO 9000 can do for you as a value added concept.

1 day £240

Internal Auditor training

Internal auditing can be the essence of a well designed Business management System so why leave it to untrained enthusiasts who may be bright but who lack knowledge of process based auditing or modern management systems in general.

- The course is a mixture of lecture and group work culminating in a live audit .

- Auditors who wish to eventually upgrade to 2nd Party Supplier Auditing will find this to be an excellent introduction to the work.

- This course is only available as a 2 day in house programme.

Please contact DHI for fees and costs.

Training Solutions

Lean Manufacture

•What is known today as the Toyota Production System (TPS) dates its origin to 1950 following visit by Toyota engineers to Ford In Detroit. Their comment was 'the Ford system is superior to ours but we can see how we can improve on it. Improve they did and in fact have never stopped improving – relentlessly, year by year. The nature of this system was little understood by most in the West until the arrival of the book 'The Machine that Changed the World' which introduced the term 'Lean Manufacture'. Since then there has been a growing realisation that the principles of what are now called 'lean' are applicable to any business in any industry. This one day management appreciation will give you everything that you need to know to convince you whether or not this approach is for you. If you do choose to implement this concept DHI can provide all the training and consultancy that you will need.

1 day £240 Non residential

IRCA approved Lead Auditor course (Reg. No. A17122)

With the DHI solid background in quality related business Improvement, this course must be amongst the best available if you wish to develop 'value added auditing'. It will prove useful whether you have ISO 9001:2000 or not because the principles apply to the audit of all business management systems.

A key feature of the course is the live audit around which the course is structured

5 days £1210 Residential

Quality Related Costs

Most companies are completely unaware of the high cost of poor quality because these costs are hidden in the processes. Accountancy procedures do not identify them either. The reality is that in general these costs are more than 20% sales revenue and in many cases nearer to 35-40%. These statistics are hard to believe but true. What is more sensational is the fact that they can be reduced by at least 50% in less than 3 years if the right methods are used. If you attend this course it might well be the most beneficial event you have ever attended.

2 days £470 Non residential

Quality Function Deployment and it's Metatools

Quality Function Deployment (QFD) had long been used in design and development to ensure that Customer's requirements are paramount, understood and pursued throughout the design process.

When QFD is used with it's "metatools", it becomes a major technique for all aspects of Business Performance Improvement and Planning.

The "metatools" used are adaptations of:
Design of Experiments
Mistake proofing
Value analysis
FMEA (Failure modes and effects analysis)

This course is designed to give delegates practical guidance and training to enable them to apply this technique in their workplace.

1 day £240

Facilitator Training

All business improvement programmes require facilitation but not too many realise the skills that are required, who facilitators report to, how much time it takes up, what are the qualities of a facilitator etc. In this 4 day course, individuals are trained to deal with all aspects of this important topic whether they will be involved in:

EFQM/BQF

Kaizen

Six Sigma/Lean manufacture

Root cause analysis etc.

4 days £1040 Residential

Strategy Deployment & Development (Hoshin Management)

The importance of Business Strategy to the success of Quality initiatives led David Hutchins International to develop a powerful and effective structure through which organisations can identify best-in-class across the spectrum of key factors, and then use these to put and sustain their own position at the front.

The programme is aimed at business executives at Board level who are normally concerned with long-range planning, visioning and strategy development.

1 day £240

Other courses?

DHI has developed many other courses which are not shown here. Please let us know your requirements, we may well be able to assist.

"IRCA Approved Auditor/Lead Auditor course (IRCA Reg. No A17122)

Designed for Business managers and Quality professionals who wish to maximise their organisations ability to audit both its own and its suppliers quality systems to the requirements of ISO 9001:2000

10 – 14 October 2005 St Giles Hotel, Nr Heathrow Book now, mention Touchstone for 10% discount on the course fee

Contact margaret@hutchins.co.uk for more information and course details and booking form

Even more information on our web site at www.hutchins.co.uk 7

Plant Tour – Saitama factory of the Honda Motor Corporation

The Honda story begins in 1948 when they began by producing an auxiliary engine equipped bicycle. From those humble beginnings Honda has grown to become one of the worlds automotive giants rivalled only by Toyota in terms of global profitability. David Hutchins visited the plant as part of a group from ICQ'05 to see if he could discover the secret of their success. A tall order it must be admitted but having already had experience of the management approaches of Ford, Toyota (many visits to plants in Japan and also the derby Plant UK), Nissan in both Japan and the UK and with his roots in the Automotive Component Supply industry before working in consultancy, it was the differences in approach that might be interesting.

Of course, it would be dangerous to generalise from the experience of a visit lasting only an effective 3 hours after lunch time was discounted but nevertheless, there were some interesting points.

During our visit the two production lines were producing the luxury 'Legend' model on one track and the CR-V 4 wheel drive model on the other, but with less than 3 minutes change over time they could switch to the Odyssey, Step Wagon, Accord, Accord Wagon or the Inspire.

Interestingly there was no evidence of Jidoka which is so obvious at Toyota. We asked what happens if there is a stoppage at one of the production points and we were told that they do not stop the line. There are additional staff who will go to assist overcome the problem. The line produced a constant 1050 units per shift with a takt time of 49.5 seconds and a capability of 47 seconds. When asked about balance between customer demand and production volume, the answer was that they can then adjust the product mix not only within the plant but across plants. Generally whilst demand may vary from model to model on a short term basis, the overall demand does not fluctuate so much, so there is always an element of pull.

The body in white welding shop was particularly interesting partly because of its compactness and also the total robotisation of the assembly process. With virtually no space between operations and with 30 complex machines they can complete a total changeover in less than 3 minutes from one model to another.

The plant produces over 2 shifts and maintenance is carried out on the third.

The secret of Honda? It was clear that whilst they were aware of what other producers were doing, they relied very much on their own creativity both in terms of product and also process innovation. Their approach to Lean Manufacture was clearly tailored to suit their specific requirements and whilst it was clear that the principles of Kanban were evident in the balance of the work content of each operation it could not be visually detected specifically. Secondly, it was very clear that they also involved their workforce as a vital source of creativity and just as with Toyota, Quality Circles were given a high priority although with typical Honda independence they are called NH Circles (NH meaning - New Honda).



Quality Tools & Techniques by Norman Towe



Last edition - Watch this space.

True to our promise Norman Towe is back in this edition with more of his highly popular and humorous articles on the Tools and Techniques. However, with a busy summer behind him which included moving house. Norman tells us that he already has some good ideas as to what to include in the next edition but your suggestions or requests will also be helpful.





A note from Norm:

David has dragged me back to the keyboard, since he knows I (as usual) have a lot to say and I am very keen to say it. Keeping to the theme has been my most difficult trial because of my activities since I last wrote in 'Touchstone'. i.e. :

Working with my birds of prey for voluntary bodies.

Moving to a new build house.

Writing a book.

Lecturing & tutoring.

Each of these subjects and their relationship to the body of quality knowledge could fill 'touchstone' for many years, but such observations are the curse of the quality professional. We see that everything can be improved. This has led to certain voluntary bodies, builders, publishers, university faculties and even falcons suggesting that Norm should get back to helping those who want help.

I am not sure if David's readers want help, but I am easier to ignore in written format – so I'm back!

Not a lot of humour in this first subject, but short, with a lot of passion from me.

Simple tools in critical applications.

Brainstorming.

Quality, TOM, Lean, 6 Sigma, are examples of management methodologies that will improve productivity, customer satisfaction, employee satisfaction, and sales, *IN THE RIGHT ENVIRONMENT*.

Essential as such methodologies are to ensure survival, they cannot be considered without looking at the prevailing business environment.

A good business environment would be achieved by:

1. Willingness of all stakeholders to welcome continuous change.
2. Willingness of all stakeholders to invest long-term rather than seek short-term gains.
3. Willingness of Government to stop increasing the burdens of taxation, community responsibility, environmental responsibility, etc.

Unfortunately we cannot easily go back to this happy state; time has moved on, and even the first item (1.) is difficult to address because stakeholders change so rapidly, including staff, where turnaround of 40% per year is not unusual in some businesses.

Many shareholders now only look to year-end dividends; to tell them you have a 10 year plan would cause panic, and invite questions, such as:

how much of this years profit is to be invested in this long term plan".

Organisations still need long-term strategies, but tactical solutions to issues arising from the business environment are needed which are more than just steps of the strategy. These tactics have to tackle the issues of the environment but allow strategic growth to continue.

A note from Norm continued from previous page.....

Two important arms of 'tactics to survive competition' are to reduce time to market of products or services, and innovation. The two subjects are of paramount importance in the high technology fields where products are reliable and have long lives.

We replace modern gadgets because better ones become available, not because the old one fails. Industry is skilled in these two areas of time to market and innovation, but we can adapt these skills to address the changing business environment. These skills can now become 'tactics to address the changing environment'. One of the most important tools to focus these skills is called 'Brainstorming'.

Brainstorming, is based on the principle that

– If a solution to a problem exists it is likely that someone amongst a group of people has the key to that solution. Not a complete refined and documented solution but the seed from which a solution grows.

Most organisations try a form of brainstorming, then, it passes into disuse. Since this technique can be ideal amongst the tactical weapons to address the business environment, we should look at why we often see it fall into disuse.

Why Brainstorming may fail.

My opinion is that this simple technique requires very skilled facilitation, but is often managed by incompetent staff, which leads to intimidated and unmotivated participants. When I mention 'brainstorming' to organisations; often the immediate response is "we tried that, gained nothing, wasted time and lots of flip-chart paper".

Enquiries reveal such typical techniques as putting a two word problem description on a piece of paper and going round the room asking for ideas. A form of the idea is written down on the flip-chart, and when the room runs out of ideas the flip-chart is taken away 'for analysis' and none of the participants ever hear anything more. During the session the facilitator often intimidates by challenging participants or being patronisingly sarcastic.

It is not possible to describe a perfect brainstorming technique or even process, because it is an interactive process where the facilitator will be trained in many variations, and from this armoury can adapt, even more by using observation skills to continually motivate the group. Once a facilitator has gained the trust of the group they should be able to 'infect' the group with active listening skills to enable the ideas that are collected to be developed.

At DHi we promote an 'innovation forum process' which is designed to be run by highly trained facilitators (usually Six Sigma Black Belts if they are available). Such forums are an investment that demands time of participants and senior management, and a commitment to follow-through. The early stages of this process are via brainstorming which is the basis of all future work.

So far EVERY innovation forum run by DHi facilitators has led to breakthroughs in business performance which in turn has yielded bottom line gains. But, more importantly, every innovation forum used to tackle issues of the business environment has been successful.

In the 80's we were told "There are no such thing as a problems", they were 'challenges' or 'opportunities for improvement'. However, changing the name did not make them go away, and even the small isolated improvement teams only came up with small isolated solutions that were difficult to implement.

So why am I suggesting that 'brainstorming' might help? Because of the power of facilitation. The facilitator must be a skilled senior manager with responsibility, authority and accountability; one who understands the big picture and can communicate the essential interactions applicable to the problem and the potential solutions.

A note from Norm continued from previous page.....

Although I find it difficult to flow chart a 'typical' brainstorming groups activities, I can outline an actual session that I documented recently. (Subject details have been omitted and my comments *in italics* are my own marginal notes).

Session 1 – Introduction by me and their senior manager (the MD) and an informal discussion to ensure all participants know each other and their affiliations. Then held a simulated brainstorm. Senior manager outlined scope of problem.

Took all day. Finished on a high note but obvious concerns that they are being asked to solve something they think is the province of the board room.

Session 2 – Defined the problem. First brainstorm (two word solutions; verb & noun; written on post-its). Affinity diagram etc. 'Pink' post-it brainstorm using same problem (fun, non logical solutions, bizarre etc.) Added pink post-it's to affinity diagram.

Excellent session. The MD & I will need hours tonight to consider the implications of some solutions.

Session 3 – Gain & Pain session (Each potential solution considered on what it would achieve in terms of effectiveness – no consideration given to pain, costs etc., Exercise repeated for each potential solution considered on why we may not be able to do it – difficulty of implementation, cost, etc.) We moved straight on to a simple ease and effect diagram to identify 'quick solutions' and total solutions that may require high investment. Each of the total solutions defined 'what we have to do', then each one brainstormed as to 'how we do it'.

Another great session. The temptation to give two of the great ideas to a senior management project team is high, but we need to give the team continued ownership. Problem – one team member (dd) is becoming disruptive – in time she will resign but we may have to accelerate the process

Etc..

It is sessions like this that hone the facilitator's skill, who is then able to move from the identification and solution of problems to addressing the business environmental problems i.e.

Making all stakeholders welcome continuous change.

Getting all stakeholders to invest long-term rather than simply seeking short-term gains.

Getting Government to stop increasing the burdens of taxation, community responsibility, environmental responsibility, etc.

To tackle these areas we need brainstorming sessions that look at the big picture for stakeholders and government. We have possibly identified the three problems but what is the question to start the first brainstorming session?

This requires a tad of lateral thought, since the question may not be, for example, how we get all stakeholders to do something, but how do we get stakeholders onboard that already think our way! This is only one different way of considering and stimulating a brainstorming team. The key to brainstorming at the highest level is for the facilitator to avoid asking the question that leads to the type of answer he or she is expecting.

I'll be writing again soon

cheers Norm

Facilitator training – 4 day course

Suitable for all those involved in the facilitation of Teamwork whether it be Six Sigma, Lean Manufacture, Quality Circles, Gemba Kaizen or any other concept concerned with team based continuous improvement. The course is totally participative, hard work and fun. More important it can have the effect of making a very noticeable impact on your programme so why not turbo charge your teams and ramp up your move to world class excellence!

Call us now for dates and details. Debbie at 0118 934 6363 or margaret@hutchins.co.uk

DHI 25th anniversary convention

'The Lean Revolution'

Call for papers



Our celebratory conference is due to take place on 14 - 15 February in London so book the date in your diaries now.

Papers are requested from those who have real experience of either Lean Manufacture or Six Sigma and related topics. Priority will be given to papers in the past tense, on what has been and is being achieved. Of less interest will be papers on hopes and expectations.

For those who never attended one of our earlier events, these are the guidelines:

All presentations are conducted by clients to share their work with others.

There are no sales pitches for anyone other than a display area outside the conference hall

DHI will chair some of the sessions and open and close the event but nothing more. The intention is to give participants the opportunity to cross fertilise their experiences

In past events participants commented that there was significant value in being able to mingle with the speakers at lunch and break times and during the evening meal at the end of the first day.

If you are interested (and you do not have to commit at this stage), what are the topics that interest you the most (we may be able to multi stream or dual stream if there are topics that suit very different tastes.

Below we have listed our suggestions for papers but you may have thoughts of other topics.

Priority topics for papers:

Six Sigma:

- Overview of implementation by company
- Training given
- Benefits achieved
- Problems encountered
- Advice for those starting up
- Green Belt Projects
- Black Belt Projects

Lean Manufacture:

- Overview of implementation by company
- training given
- 5S/5C CANDO, TPM
- Waste reduction (MUDA)
- Kanban, Single unit production

Cycle time reduction

- Jidoka/SMED/ANDON

Hoshin Kanri:

- Overview of implementation by company
- Training given
- Benefits achieved
- Problems encountered
- Advice for those starting up

Workforce involvement:

- QC Circles, Gemba Kaizen etc.

General:

- Benchmarking - Planning and results
- EFQM/BQF – and related topics
- Quality Related Cost Reduction

Registration Form

Course Title:	<input type="text"/>
<input type="text"/>	
Title:	<input type="text"/>
Forename:	<input type="text"/>
Surname:	<input type="text"/>
Position:	<input type="text"/>
Company:	<input type="text"/>
Address:	<input type="text"/>
<input type="text"/>	
<input type="text"/>	
<input type="text"/>	
Tel:	<input type="text"/>
Fax:	<input type="text"/>
Email:	<input type="text"/>
VAT No:	<input type="text"/>
No of Delegates:	<input type="text"/>
Names:	<input type="text"/>
<input type="text"/>	
<input type="text"/>	
<input type="text"/>	
Course Price	£ <input type="text"/>
10% Group discount (3 or more people)	£ <input type="text"/>
VAT @ 17.5%	£ <input type="text"/>
Total	£ <input type="text"/>

Booking details

The course fees are plus VAT at 17.5%, which includes all documentation, refreshments and luncheon.

Group bookings

There will be a discount of 10% on bookings of 3 or more people from the same company. Payments must be made at the same time.

Payment

Payment may be made by Sterling Cheque (made payable to DAVID HUTCHINS INTERNATIONAL LTD) To ensure admission payment must be received prior to workshop.

How to Register

Please complete and return the attached booking form to: David Hutchins International Ltd, 60 Robin Lane, SANDHURST, GU47 9AU
Tel: + 44 (0) 1344 778857 Fax: + 44 (0) 1344 779507
email: quality@hutchins.co.uk

Cancellations

If you cannot attend, a substitute delegate may attend in your place but it is regretted that refunds, in respect of any cancellation, cannot be made unless notice is received in writing 10 working days before the date of the event. Cancellations prior to this will be refunded less an administrative charge of £50.

Enquiries

Enquiries, telephone bookings, and changes to delegate information should be made to: Margaret Jarvis or Tracey Warren. Tel: + 44 (0) 1344 778857

Special Meals

Special dietary requirements can normally be catered for but please inform us no later than 3 days prior to the event.

Quote Touchstone for a 10% discount