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# LEAN MANAGEMENT JOURNAL

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## THE BIG ISSUES

Questions, answers and discussion on the important matters affecting the world of lean right now.

Organisations and interviews in this issue include representatives from: Industry Forum, Suiko, Cranfield University, Colombia University and the University of Strathclyde.

### IN THIS ISSUE:

How Communication Cells can Change an Organisation:  
how a daily chat can make massive changes.

Visual Management/Visual Workplace- What's the difference?:  
the difference between the two and what they do.

Three Ingredients to Transform your Business Operation:  
how to change your business for the better with these three simple tricks.





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Dear reader,

Welcome to the December/January issue of the Lean Management Journal. It is hard to believe that 2015 is about to be consigned to the history books, the year has flown by.

I would like to take this opportunity to thank all our readers and subscribers and say thank you for your continuing support of the LMJ. Our annual conference was a massive success and we have received some wonderful feedback from attendees. On a personal note the welcome I have received has been lovely, from the editorial board and readers alike so my thanks for that as well.

Now to the matter at hand and that is the content in this month's issue, which focuses on the big questions in the world of lean. Our contributors this month have written about the issues that are the biggest, or crop up the most often in the world of lean.

Gwendolyn Galsworth has written a piece about visual management vs. the visual workplace, what the difference is and why it is so important to differentiate between the two.

We have a chapter of Andy Marsh, Dr Bob Lillis and Professor Marek Szwajczewski, of Suiko and Cranfield University respectively, all about how to approach change process while keeping pace and remaining sustainable.

Industry Forum's, Malcolm Jones dissects Japanese manufacturing strategy and the mind frame and approaches necessary to make strides in lean production.

Jonathan Hogg, of the University of Strathclyde, has written an article about the rewards of a daily communication cell, the impact and results and improvements it has had at the university.

The LMJ has a chat with Joanne Molesky and Barry O'Reilly, authors of *Lean Enterprise: How High Performance Organizations Innovate at Scale* about start ups and the dangers relying too heavily on technology can have on an organisation.

Andy Sheppard has written a piece about the three ingredients that every organisation needs in order to transform, drawing on his fifteen plus years of lean expertise and experience.

Lean is an ever changing and evolving thing, as technologies, consumer patterns and supply chains change, so do the issues facing lean. That was the main reason behind this issue, because the big issues are constantly changing.

I.T alone is a lean landscape that has changed almost every six months due to new technology, software updates and different needs from the end user. In the world of consumer goods lean is now more important than ever. Amazon can now offer delivery within an hour, which takes an incredibly lean system to be in place, this subsequently changes consumer expectations and soon more and more organisations will have to adapt and embrace change in order to keep pace.

Who knows what the big issues facing lean will be next year, but as we wrap up this one I hope you enjoy the articles in this issue.

Happy reading,

*Fred Tongue, Commissioning Editor.*



### CATALYST CONSULTING LAUNCHES MARKET LEADING LEAN AND LEAN SIX SIGMA TRAINING IN BIRMINGHAM

From January 2016 Catalyst Consulting will be running lean and six sigma training courses in Birmingham.

The certification will be provided by the British Quality Foundation (BQF) and the courses will range from green belt foundation courses all the way up to black belt level training.

Catalyst, which recently celebrated its 20th anniversary, already provides courses in the UK based out of London and Edinburgh with delegates able to mix and match when and where they can attend.

John Morgan, Director of Catalyst and co-author of, 'Lean Six Sigma for Dummies' comments:

"Birmingham is clearly becoming even more of a hot-spot for business activity and running our courses close to New Street Station enables a wider community of interest across the private and public sector in the surrounding area to benefit. We look forward to welcoming delegates on these courses."

### WWF PRAISES PAPER AND PULP MANUFACTURER FOR ENVIRONMENTAL PERFORMANCE

UPM, a Finnish pulp, paper and timber manufacturer, has improved environmental performance according to the Environmental Paper Company Index (EPCI) published by the World Wide Fund for Nature (WWF).

The EPCI is published biannually and promotes transparency and continuous improvement of environmental performance. Some of the ways that the company has improved is by using more recycled paper and FSC certified wood in fibre sourcing and reduced waste to landfill in graphic paper production.

"In global business, all players should be evaluated against fair and balanced criteria," said Päivi Rissanen, Director, Environment and Responsibility.

"We participate in the WWF's EPCI every time, which is a good example of our transparency, and we are glad that our way of operating has received positive recognition. The index is a good addition to our already wide range of transparent reporting processes. We disclose mill-specific environmental information in the EMAS statements for our pulp and paper mills in Europe, China and Uruguay. On top of that, we give specific information about our products in our Paper and Pulp Profiles, available on UPM Certificate Finder," Rissanen continued.