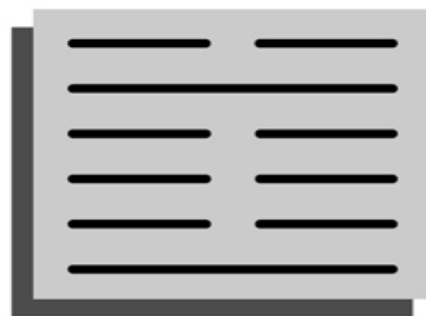


Change Management Associates



January 2011

Featured Topic



"Lean and Green" - Expanding our Eyes for Waste

Dear Drew,

For several years I had realized that I needed to develop my knowledge of "Green" concepts. In my work with companies in various industries, I would be remiss if I could not provide even basic guidance on this subject, the importance of which is growing each year. Sure, I understood that efficient lighting technologies existed, and that individuals and companies should recycle whenever possible. But I always knew that there was so much more. In 2010, I decided to tackle this new subject (at least new for me). First, I requested the assistance of my colleague Mike Rothmeier, an associate of CMA who does business as Simple Solutions Consulting. Every lean thinker recognizes the "gaps" in knowledge that exist, and then seeks out assistance to fill those gaps. And Mike has many years of experience in the subject.

We began with the wastes - an entire set of wastes of which I was unaware, or at least unattentive to. There were "input" related wastes; Energy, Water, and Materials, including Packaging. There were "output" related wastes: Solid, Landfill, Emission, and Discharge. Finally, there was Imbalance, the one that I found most fascinating. It involves the impact of the facility and its location on the surrounding environment. One example of imbalance is the nice landscaping that many companies have around their facilities. Landscaping that has to be maintained with periodic mowing and grooming using gas powered devices, and the periodic application of chemical treatments. A few other examples of imbalance include pest management in and around the facility, and

Upcoming Events



CMA and our network affiliates have the following events scheduled:

"Lean Manufacturing Overview" Workshop
January 28, 2011
Hosted by MWCC
www.mwcmc.org

Lean Enterprise Institute (LEI) Workshops
San Francisco CA
February 1-3, 2011
"Optimizing Flow in Office & Services", "Office VSM", "Policy Deployment" and more
www.lean.org

Shingo Conference
Cincinnati OH
March 28-31, 2011
Lean Office, Leader Standard Work, and more
www.shingoprize.org

the materials used during janitorial services. At one point I grew a bit sad at the fact that for so many years I have been in fact "blind" to these wastes - these opportunities for improvement.

I felt somewhat vindicated as I realized that many of the operational excellence concepts that I have been teaching for nearly 25 years did in fact reduce "green" waste. Reducing overproduction and inventory wastes surely has a positive impact on material and energy wastes. The productivity improvements realized certainly reduced the kilowatt-hour consumed per unit sold - an effective measure that helps companies focus on energy waste. Reductions in change over time, including the "trial processing and adjusting" time when scrap and/or rework is generated, would reduce material, energy and several other wastes. Improving the operation of equipment through Total Productive Maintenance (TPM) reduces energy and material waste as well. Reusable containers that were implemented as part of a supplier pull system reduced material, solid and landfill wastes.

Nonetheless, I know that the benefits realized in the past could have been maximized further, if I had been more knowledgeable of these wastes. In fact, several practitioners have used the powerful Value Stream Mapping tool to highlight not only the waste of time, but also solid, energy and discharge wastes. Instead of one "step function" at the bottom of the map, there can be up to four. Each highlighting a particular waste, estimating the magnitude of the opportunity, and even pointing to the possible root causes for them.

Finally there are many helpful information resources out there. There is the Leadership in Energy and Environmental Design (LEED) standard with three defined levels of achievement (bronze, silver, gold - what else would they be). And you do not have to build a new building in order to meet many aspects of the standard. The Environmental Protection Agency (EPA) has numerous whitepapers on the subject. [Click here](#) for a link to them. And of course, you can check out my colleague Mike's website. He has great information available on the subject. [Click here](#) for a link.

To all my fellow lean, operational excellence and continuous improvement practitioners, if you have not already done so, please build your knowledge of the subject and expand your eyes for waste.

Best Regards
Drew Locher

Managing Director, Change Management Associates

Upcoming AME Mid Atlantic Regional Event!
February 17, 2011, Disc Makers, Pennsauken, NJ

Webinar:

**Lean Office & Service
Simplified**
March 1, 2011
1:00-2:30 PM (EST)
[Click here](#) for info

AME Regional Events:

"Lean Leadership"
Host: MarquipWardUnited
Hunt Valley MD
March 10, 2011
www.ame.org

"Lean Product Development"
Host: Northrop Grumman
Linthicum MD
April 13-14, 2011
www.ame.org

Be sure to check out our publications!

"The Complete Lean
Enterprise" (winner of a
2005 Shingo Prize)

"Value Stream Mapping for
Lean Development"
(recently reviewed in the 2nd
Issue 2010 of AME's Target
magazine)

"Lean Office & Services
Simplified"
(available now!)

Books are available at
www.productivitypress.com

Recent Articles!

"ABCs of A3s"
Assembly Magazine

AME returns to the site of a well attended, highly rated 2010 event. See how lean concepts are applied to non-production and production areas in a custom order "job shop". The focus of this year's event will be "Creating Cellular Flow in the Office". Learn how Takt Time, Standard Work, Balancing and Visual Management all apply to office and services. For more information, go to the [AME website](#).

"Lean Office & Service Simplified" - now available!

Our next book has entire chapters dedicated to Standard Work, Value Stream Management, Flow, Level Pull, Visual Management, and Leadership. Detailed methodologies are provided for each, as well as examples throughout. It will prove to be the definitive reference on the subject. [Click here](#) for instructions on how to get a 20% discount on your order.

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