

"the way"

Reduced cycle times . Improved productivity . Increased equipment capacity . Business growth and increased profitability



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Issue 3

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From the CEO

Recently I was discussing communication with a colleague of mine. He shared with me a story of his days in the Royal Australian Navy and that fine line between telling and listening. His story was interesting in that the culture he described was such that communication occurred usually in one direction, downward!

What does this have to do with today's business environment you may ask? Unfortunately more than

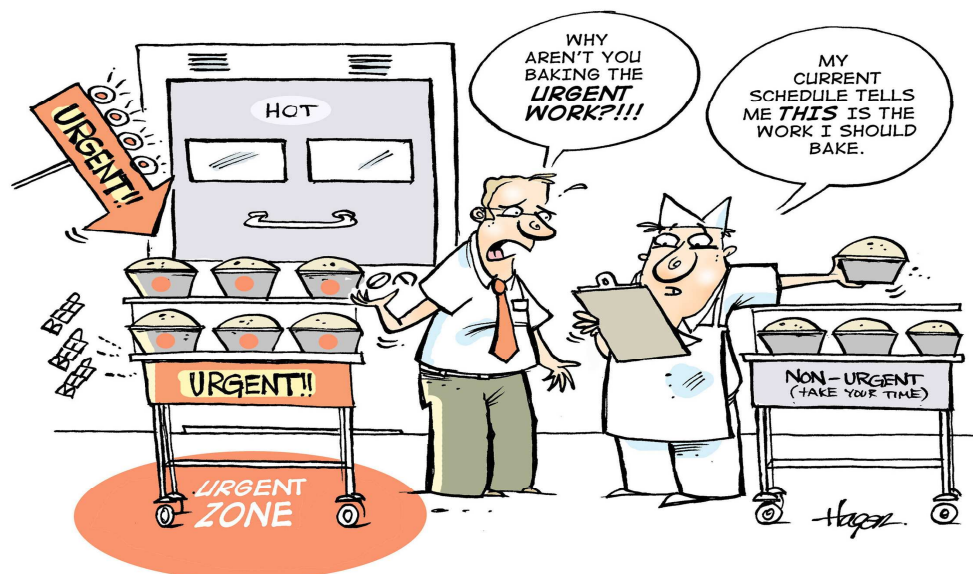
many may realise. Too often at Segla we still encounter management, in particular middle and line management who inadvertently fail to appreciate how the creation of an open communication environment not only creates a culture of goodwill, but also adds dollars to the bottom line.

Take our cartoon below as a case in point. A worker, doing as they have been trained, continues to bake bread in the order of the

production schedule. In this example, the creation of the red zone has not been effective.

So what failed? Often the sharing of information is what failed. Failure to adjust the Standard Operating Procedures or to undertake revision training is all that it takes. A far stretched example you might think? Sadly we find just such examples every day. Poor communication costs money and demotivates one and all.

Importance of Employee Involvement:

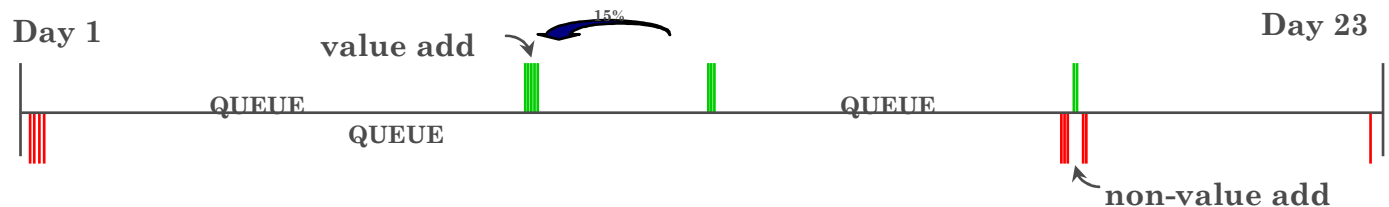


From The Tool Box – Time Value Maps

A time value map is a Lean Six Sigma tool used to track a work item through a process and to understand where it spends its value adding time, non-value adding time and queue/delay time.

A time line is drawn representing the process cycle time. Each step is then plotted along the time line in the order in which they occur. The width of each step plotted is proportional to its cycle time. All tasks regarded as value adding (something the customer is willing to pay for) are plotted above the line. All tasks regarded as non-value adding (in the eyes of the customer) are plotted below the line. Idle/queue time is represented by a blank space and sum of all VA, NVA and queue time is then represented graphically to illustrate where the work item spends most of its time.

This information is very useful in process improvement because in order to decrease waste and variation to achieve high quality and faster cycle times, we need to understand where the item spends its time. While many may be inclined to focus on VA tasks in their process improvement initiatives, our greatest opportunities really lie in focussing on the elimination of non-value adding tasks.



Online Bookstore - What's Hot!



Value Stream Management
Tom Luyster, Tom Shuker, Don Tapping

The Value Stream Management System simplifies the planning process for lean implementation, ensuring quick deployment and greater success. It links the metrics and reporting required by management with the lean tools needed on the manufacturing floor. The central feature of this illustrative and engaging book is the value stream management storyboard, a tool representing an eight-step process for lean implementation.

Value Stream Management is the creation of a complete, visual plan for lean transformation and the mastery of the skills required to implement that plan. Instead of just using Toyota Production System Tools, the authors encourage you to create your own lean production system. Value Stream Management will help you to complete your process and sustain it!

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Need help with your continuous improvement initiatives?

Segla International Pty Ltd is an Australian based training and consulting organisation dedicated to being the supplier of choice when it comes to delivering business efficiency solutions utilising Six Sigma, Lean and Process Improvement methodologies.

From developing complete training strategies, providing implementation assistance and support or through conducting specific assessments, we are able to help your business effectively identify and implement continuous improvement solutions.

We offer tailored training programs and supporting consulting services in the following areas:

**Green and Black Belt Certification, Lean Six Sigma for Champions, Lean Manufacturing, Value Stream Mapping (VSM), Kaizen Blitz & 5S, Statistical Process Control (SPC), Design of Experiments (DOE), Project Management Planning*

**Competitive Manufacturing Certificate III and IV*

Contact us should you wish to discuss how we may help you with your business improvement initiatives.

