

# MAG

THE MAGAZINE

TECHNOLOGY • SOLUTIONS • RESOURCES



## WHAT'S INSIDE?

### CONFESSIONS OF AN ASPIRING COACH

CHERYL JEKIEL  
*(page 2)*

### WASTE REDUCTION INFOGRAPHIC

*(page 6)*

MEMBER SPOTLIGHT  
**IC GROUP:**  
PEOPLE, TECHNOLOGY,  
SOLUTIONS  
*(page 10)*

**MARCH 2019 | VOLUME 11, ISSUE 2 | \$15**





SafetyShield  
2019



## Best Workplaces in the Americas Awards Ceremony

March 4, 2019 | Phoenix, AZ

### Best Workplace in the Americas Winners

Boutwell, Owens & Co., Inc.	Fitchburg, MA	Phototype	Cincinnati, OH
CJK Group		Ripon Printers	Ripon, WI
Bang Printing	Brainerd, MN	Royle Printing	Sun Prairie, WI
Hess Print Solutions	Brimfield, OH	Runbeck Election Services, Inc.	Phoenix, AZ
Pubfactory	Boston, MA	Smyth Companies, LLC	Phoenix, AZ
Sentinel Printing	St. Cloud, MN		Wilmington, MA
Sinclair Printing Company	Palmdale, CA		Austin, MN
Sinclair Printing Company	Los Angeles, CA		Minneapolis, MN
Sheridan Michigan	Chelsea, MI		Rochester, MN
Sheridan Pennsylvania	Hanover, PA		St. Paul, MN (HQ)
Sheridan New Hampshire	Hanover, NH		Syracuse, NY
Sheridan Journal Services	Waterbury, VT		Egg Harbor, NJ
Webcrafters, Inc.	Madison, WI		Bedford, VA
Corporate Communications Group	Upper Marlboro, MD	Syracuse Label & Surround Printing	Green Bay, WI
Digital Print Solutions	Richfield, OH	Steinhauser Incorporated	Syracuse, NY
Disc Graphics, Inc.	Hauppauge, NY	Tailored Label Products	Newport, KY
GPA	McCook, IL	The John Roberts Company	Menomonee Falls, WI
Graphic Visual Solutions	Greensboro, NC	TC Transcontinental Robbie, Inc.	Minneapolis, MN
Hammer Packaging	Rochester, NY	Vox Printing	Lenexa, KS
Inland	La Crosse, WI	Weldon, Williams & Lick, Inc.	Oklahoma City, OK
Kendall Packaging Corp.	Jefferson, WI	Worzalla	Fort Smith, AR
MBI, Inc.	Deland, FL		Stevens Point, WI

### Best of the Best Workplace in the Americas Winners

American Packaging Corporation	Rochester, NY
Communicorp, Inc.	Columbus, GA
Hopkins Printing	Columbus, OH
Midland Information Resources	Davenport, IA
MOSAIC	Cheverly, MD
SeaChange Print Innovations	Plymouth, MN
Suttle-Straus	Waunakee, WI
Vista Print	Windsor, ON

SafetyShield Designation Awarded



## TABLE OF CONTENTS

<b>02</b>	CONFESSIONS OF AN ASPIRING COACH Cheryl Jekiel Lean Leadership Resource Center	<b>16</b>	A LITTLE 'BOUT FLOW Jamie V. Parker Process + Results Leadership Coaching
<b>04</b>	LEAN IS NOT A TOOLBOX Sammy Obara Honsha.org	<b>20</b>	CHANGE FATIGUE, PSYCHOLOGICAL SAFETY, AND THE LEADERSHIP VOID Mike Orzen Mike Orzen & Associates, Inc.
<b>08</b>	HOW FAST ARE YOU IMPROVING? John Compton Compton & Associates	<b>22</b>	7 WORDS YOU SHOULD NEVER SAY IN LEAN SIX SIGMA Russ Aikman Lean Six Sigma
<b>10</b>	MEMBER SPOTLIGHT THE IC GROUP Sarah Sudar Printing Industries of America		

March 2019 | Volume 11, Issue 2

The Magazine—ISSN: 1947-4164

Editor: Ellen Lewis / Assistant Editor: Sam Shea  
Design: Dan Mauro / Publisher: Jenn Strang

Printing Industries of America Staff  
President and CEO - Michael Makin

Printing Industries of America Board of Directors

Chairman - Bryan T. Hall, Graphic Visual Solutions

First Vice Chairman - Paul Cousineau, Dow Jones & Company, Inc.

Second Vice Chairman - Michael M. Marcian, Corporate Communications Group

Secretary - Roger Chamberlain, Manager of Printing, The Cincinnati Insurance Company

Treasurer - John E. LeCloux, WS Packaging Group

Printing Industries of America: The Magazine is published by Printing Industries of America, a member-supported, nonprofit, scientific, technical, and educational organization dedicated to the advancement of the graphic communications industries worldwide. A subscription to the magazine is included with every affiliate membership. Nonmember subscriptions are \$200 per year for subscribers in the U.S. and \$300 for those outside the U.S. Single copies are \$15 except for the Forecast issues, which are \$99 for members and \$199 for nonmembers. To subscribe, order single copies, or order the Forecast, call 800-910-4283, fax 412-741-2311, or visit [www.printing.org/store](http://www.printing.org/store). For complete membership information, please email [membership@printing.org](mailto:membership@printing.org).

The contents of the The Magazine are copyrighted and the property of the foundation; they are not to be quoted or reproduced without prior written consent. Mention of commercial products does not constitute endorsement. Bylined articles represent the opinions of the authors and are not necessarily those of Printing Industries of America.

Please send news and articles for potential publication to [magazine@printing.org](mailto:magazine@printing.org).





## Confessions of an Aspiring Coach

Cheryl Jekiel · CEO,  
Lean Leadership Resource Center



If I were to tell you that it's important to ask your team questions versus telling them the answers, you'd likely respond, "I know that!" We all know that people only learn to the degree that they find solutions for themselves. It's not that many of us don't know it's important to ask questions, it's that we're struggling to actually do it.

**Why?** We'd have to stop being the problem solvers for those around us.

Many of us have been used to seeing our roles as leaders as the ones who fix things for people. So where do we draw the line between removing barriers for our teams and solving issues they need to solve for themselves?

Some refer to this as coaching. This is the evolving role of leaders in today's organization.

However, for as many years as I've been trying to build my coaching skills, it's been inordinately difficult to practice a coaching style of leadership. The longer I've tried, the clearer it has become how difficult it is to actually do. And I've got plenty of company. Leaders working in the field often comment on how hard it is to coach versus solving people's problems.

Being able to allow your teams to do things differently than you would do them takes courage. Letting go of control of how people learn and the mistakes they're inevitably going to make takes patience and restraint.

I like to tell people that being aware of the difficulty is half the battle. But honestly, it often doesn't always feel like it.

### 3 tips on how to get over your habit of solving people's problems:

- Embrace the fact that letting go of control is difficult and a natural part of the work.
- Be kind to yourself as you develop the habit of coaching versus solving people's problems.
- Seek the support of others around you while you build this habit. You'll be surprised how many people around you are having the same struggle.

I find the time and effort it takes to become a better coach to be continually humbling. That's why it's important to keep the faith. Each time I ask a coaching question and then fill the silence with the answer, I realize that it was an opportunity I could have better served by allowing for a longer silence. But I'll get another opportunity within hours to try it again.

I often tell people that being aware of coaching opportunities is a clear indicator that improvement is underway (and need to remind myself of the same). So, what are your challenges with becoming a better coach?

### ABOUT THE AUTHOR

Cheryl M. Jekiel is the CEO of the Lean Leadership Resource Center (LLRC) which helps CEOs of innovative companies and organizations who view their people as a competitive advantage to weave Lean principles into the fabric of their company culture. Ms. Jekiel served as Vice President of Human Resources at Flying Food Group, LLC and Chief Operating Officer at Parco Foods, LLC. As the author of *Lean Human Resources: Redesigning HR Practices for a Culture of Continuous Improvement*, Ms. Jekiel brings a tremendous passion for continuous improvement and is committed to building HR for Lean Enterprises as a recognized field of work.



## LEARN HOW WE CAN HELP YOUR BUSINESS STAY SUCCESSFUL.

Printing Industries of America's consulting experts provide opportunities for you to improve your business. We have consistent success in helping business owners resolve problems, better their processes, adopt new technologies, and boost performance and efficiency.

Printing Industries of America  
**Center for Technology and Research CONSULTING SERVICES**  
*Efficiency. Experience. Expertise.*

### Our services include:

- Business and production operations
- Plant layout
- Quality services
- Environmental, health, and safety
- Color management
- Evaluating and purchasing equipment
- And many more customized solutions to meet your needs!

We've helped hundreds of printers and manufacturers improve their businesses.

### ▶ ARE YOU NEXT?

Contact us today to increase productivity, cut costs, and expand revenue sources.

consultinggroup@printing.org  
www.printing.org/consulting | 412-259-1710



# Lean Is Not a Toolbox

This piece originally appeared in the Honsha.ORG newsletter

**Sammy Obara**  
Managing Director  
Honsha.ORG

Are you happy when you take a medicine you don't have to?

So, why are you satisfied with your Kanban\*?

**\*Kanban: Method that uses visual cards (kanban, in Japanese) to manage an inventory in order to connect processes.**

Nick just had his wisdom teeth removed and was in a lot of pain, until he took the miraculous medicine Tooth On. Johnny, his smart classmate, did some research and soon learned positive things about Tooth On. His research included the internet, pharmaceutical articles, doctor's endorsements, and so on. All he learned was good. Tooth On really made a fast difference in the users. It was easy to get and to take. Several patients were taking and liking it. Soon, Johnny was convinced that he too should take Tooth On. Its endless proven benefits allied to the abundant information on that medicine facilitated his decision to take it. He only forgot to ask the fundamental question: Do I have the same problem Nick has?

That night, Johnny tried a dose of Tooth On. Before going to bed, Johnny had a huge headache. He couldn't figure out if that was due to his late salad dinner or the stress from the finals at college. The medicine he took was never in question: "Of course not, it worked for Nick," he thought. Johnny then decided to stop eating salad at dinner. As the wise man once said, "The problems of today are solutions from the past." Can the corollary be that "The solutions of today will be the problems of the future?"

Over the years, the mutation in Lean has been interesting. What took Toyota decades to perfect is being studied today by other companies, so it can be perfected even further. Why is it that so many companies fail in copying Toyota? There is an abundance of material written on the Toyota Production System (TPS):

- Dictionaries for those who want to know what each tool is
- Articles explaining the benefits of using each tool
- Books showing step by step how to implement each tool

The fallacy of the TPS tools is that while they are proven to be great for Toyota, they are more often than not misused by companies that just copy them. A common mistake is the use of Kanban itself. Unfortunately, most Lean implementers have associated Lean with Kanban implementation. Many books made people believe that using Kanban was similar to being Lean.

Meanwhile at Toyota operations, the pursuit of Kanban elimination takes place daily. For Toyota veterans, Kanban is like a plague that must be kept from proliferating. Other senior Toyota senseis would equate Kanbans to medicine: you only take them when you really need them. Kanbans are still perceived as a statement of failure to connect processes, which is essential to creating flow.

**“IT WAS A VERY DEFINITIVE DECISION THAT CANON WAS THE RIGHT GROUP TO WORK WITH, not just because of the equipment and what it can do, but really the people and the organization itself.”**

—Adam LeFebvre, President, Specialty Print Communications

#INKJETMINDSET



Océ ProStream™ series



CANON SOLUTIONS AMERICA

SEE HOW SPECIALTY PRINT COMMUNICATIONS IS EXCELLING WITH THE OCÉ PROSTREAM SERIES: [PPS.CSA.CANON.COM/EXCEL](https://pps.csa.canon.com/excel)

Canon is a registered trademark of Canon Inc. in the United States and elsewhere. Océ is a registered trademark of Océ-Technologies B.V. in the United States and elsewhere. Océ ProStream is a trademark of Océ-Technologies B.V. in the United States and elsewhere. All other referenced product names and marks are trademarks of their respective owners and are hereby acknowledged. ©2019 Canon Solutions America, Inc. All rights reserved.



## ABOUT THE AUTHOR

Sammy learned and implemented the Toyota Production System (TPS) at Toyota facilities in Japan, Brazil, Venezuela, and in the United States. He has taught Lean to a multitude of consulting firms, educational organizations such as Harvard and Stanford, and even in humanitarian missions thru Asia and Africa. With a Master's Degree in Technology Management, he also is a faculty member with the Lean Institute and an instructor of Global Strategy Management for the California Community College system. He is a guest lecturer on Lean for post-graduate classes at Stanford University and San Diego State University and has been a speaker at conferences sponsored by the American Production and Inventory Control Society, the Association for Productivity and Quality (APQ), and the American Society for Quality (ASQ). He currently aids companies implementing Lean through Honsha.ORG.

Whenever you have an artificial method to connect processes, you are creating a flow impediment. Conceded, there are cases where connecting processes is not yet possible: cases such as processes that are shared as opposed to exclusive, or when cycle times are not flexible, or when there are physical limitations due to the nature of processes.

What makes such a tool so appealing? Maybe it is the avalanche of new books that keep popping up with shiny covers or Lean workshops being announced under catchy names. And in the heat of the moment, the Kanban fever makes us all believe we are getting closer to excellence.

As for Johnny, he is now taking a double dose of Tooth On and since the headache doesn't get any better, he eliminated salad from his diet.

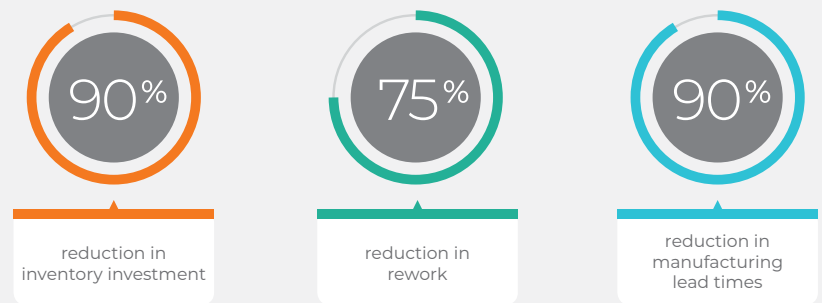
May the abundance of cure never make us forget what caused the disease. May the abundance of tools never make us forget what caused the problem.

## WHAT IS LEAN?

LEAN is a management system that evolved from the Toyota Production System. The related concepts and tools focus on providing customer defined value while eliminating all waste activities associated with production and administration activities.

## LEAN IN THE PRINT INDUSTRY

LEAN approaches and tools are used in the printing industry to reduce lead-time, improve efficiency, reduce quality errors, boost customer satisfaction, and create a culture that engages the hearts and minds of employees. Research finds that some small printing firms employing LEAN enjoyed up to:



## FOUR-STEP MODEL FOR CONTINUOUS IMPROVEMENT

- Plan:** Recognize an opportunity and plan a change.
- Do:** Test the change. Carry out a small-scale study.
- Check:** Review the test, analyze the results and identify what you've learned.
- Act:** Take action based on what you learned in the study step.



## 8 TYPES OF WASTE

- Inventory
- Waiting
- Motion
- Over-Production
- Defects
- Transportation
- Over-Processing
- Unutilized Talents

## STEPS TO REDUCE WASTE USING 5S WORKPLACE ORGANIZATION

- Sort**  
tidy workspace of clutter
- Straighten**  
reorganize workspace
- Shine**  
clean equipment
- Standardize**  
establish methods of sorting
- Sustain**  
empower employees

Less human effort, less inventory, less time to develop products

More employee empowerment, more flexibility, more productivity, more customer satisfaction

# COMBINING THE ECONOMY OF INKJET WITH THE FLEXIBILITY OF CUT-SHEET.

**Xerox® Brenva® HD Production Inkjet Press**

The best innovations often come from combinations. Discover the productivity of inkjet paired with the extreme versatility of cut-sheet — for a price that combines nicely with your budget.

[xerox.com/brenva](http://xerox.com/brenva)

### REFERENCES

[1] Curcio, Tony. (2016). How to turn your commercial print shop into a lean, mean printing machine! Graphic Arts. <https://graphicartsmag.com/profits-costs/2016/01/how-to-turn-your-commercial-print-shop-into-a-lean-mean-printing-machine/>  
 [2] Clinkbroomer, Jeanette. (2008). Kaizen Culture-making your shop a lean printing machine. Graphic Arts. <https://graphicartsmag.com/articles/2008/06/kaizen-culture-making-your-shop-a-lean-printing-machine/>  
 [3] Ettkin, Lawrence P.; Raiszadeh, Farhad M. E.; Hunt Jr., Harold R. (1990). Just-In-Time: A timely opportunity for small manufacturers. Industrial Management. <http://connection.ebscohost.com/c/articles/4983362/just-in-time-timely-opportunity-small-manufacturers>

[4] 7 Wastes of Lean: How to Optimize Resources. Kabanize. <https://kanbanize.com/lean-management/value-waste/7-wastes-of-lean/>  
 [5] J., George. (2003). Thinking Lean in Manufacturing Processes Involving Digital Printing. WhatTheyThink. <http://whattheythink.com/articles/19716-thinking-lean-manufacturing-processes-involving-digital/>  
 [6] Rothenburg, Sandra. (2004). Lean Manufacturing in Small- and Medium- Sized Printers. Rochester Institute of Technology. <https://scholarworks.rit.edu/cgi/viewcontent.cgi?referer=https://www.google.com/&httpsredir=1&article=1014&context=books>



# How Fast Are You Improving?

**John Compton**  
Principal · Compton & Associates

Lean manufacturing, Six Sigma, ISO9000, best practices benchmarking ... the list is long and growing. What do all of these methods have in common? The answer is they are all aimed at helping to improve processes.

When bringing new methods of improvement to an organization, the desire to stick with what is already known and to resist the new approaches is often rooted in the sense that improvement is already happening. In my experience, most companies in our industry are improving if for no other reason than the advances in technology that have impacted our operations. Moreover, the improved quality of our raw materials has brought improvement with it as well. Coupled with the application of a basic qual-

ity system, processes do improve. Thus, the quality being produced by most printing companies is better today than it was five years ago, and it was better five years ago than it was ten years ago. With quality modestly improving, companies get satisfied with their improvement efforts. Many see no need to accelerate their rate of improvement.

The concern is not whether you are improving. The concern that companies must face is the rate of improvement being achieved. Given the greatly accelerating rate of increase in customer expectations, a company's historical rate of improvement can easily be overtaken by customer demands as well as the improvement rate of competitors. And when the gap opens up between what the customer expects

and what the company can produce, it is very difficult to compete.

But it is in this "quality gap" that many companies find themselves today. The demand for significantly shorter lead times, greater flexibility, higher levels of service, and defect-free product at declining prices is making life very difficult even for those companies that have been improving.

What's needed? Faster equipment? Better raw materials? I believe the answer is no. In my experience, the quality of the equipment and materials in most companies is more than adequate to meet the new competitive demands. What's needed is smarter and wider application of the methods of process improvement.



**DELIVERY GRIPPER BARS FOR USE IN KBA PRINTERS & MORE**

[WWW.CONWAYMACHINE.COM](http://WWW.CONWAYMACHINE.COM)

CALL TODAY: 1-888-697-4747

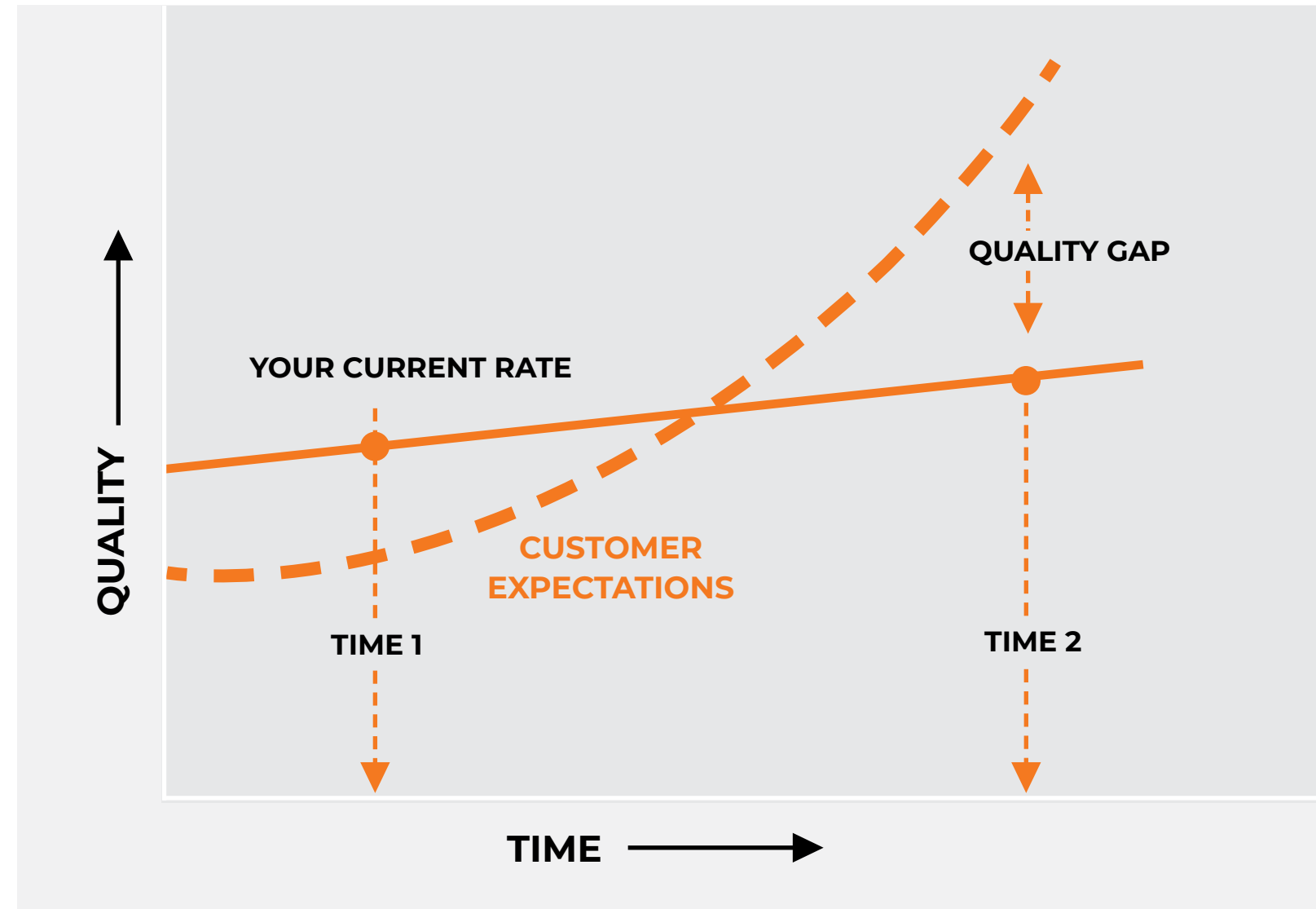
"The concern is not whether you are improving. The concern that companies must face is the rate of improvement being achieved."

## ABOUT THE AUTHOR

The companies that have avoided getting caught in the quality gap have done so not through better technology or special raw materials, but through a better execution of improvement strategies and methods. They have been willing to embrace new methods of process improvement even when the ones currently being used are getting results. The outcome is that these companies have been able to capture a better, higher rate of improvement than they did in the past. They are getting better faster.

Join us at the **Continuous Improvement Conference in Dallas April 14-17** and discover how you can help your company get better faster.

John Compton is owner and principal of Compton & Associates, a consulting company dedicated to improving the people, processes, and profits of its clients. He is professor emeritus of the Rochester Institute of Technology, where he taught quality systems and process improvement while serving as director of the Center for Quality and Productivity in the Graphic Arts. John has authored and co-authored several books dealing with quality and productivity in the printing and imaging industry. He is a Master Lean/Six Sigma Black Belt and a senior member of the American Society for Quality.



# Member Spotlight:

## IC Group

**Sarah Sudar**

Copywriter · Printing Industries of America

When asked about how IC Group has implemented Lean and continuous improvement, Dave Macfarlane, President, and David Loach, Chief Marketing and Business Development Officer of IC Group are quick to praise PIA's annual Continuous Improvement Conference and the book *2 Second Lean* by Paul Akers. The book has been so helpful that they have given it to all employees and have paid them to read it off the job. Since implementing Lean and continuous improvement initiatives about five years ago, they have learned a lot, especially about the importance of sustaining improvement efforts.

"Many companies start and stop and can't sustain," says Macfarlane. "It's a daily task to push it forward."

The company was founded in 1982 as IC Security Inc. by Dave's father, Jim Macfarlane, who was an executive at a bank printing company that printed checks and bank documents. When that company was sold, the company wanted him to move to Denver. Instead, he decided to start his own venture. What began with four employees has grown into a business with over 150 employees, with several acquisitions of printing and promotional companies over the years. Macfarlane and Loach are proud of the fact that several of the employees have been around since the 1980s and their average employee tenure is eight years.

**"Our vision statement is people, technology, and solutions, and we believe that if we hire the best people, train them, and buy the best technology that we can afford, we can provide the best solutions to our clients," says Macfarlane.**

Leading the way in Lean and continuous improvement for IC Group is Mike Neuteboom, a full-time Continuous Improvement Manager. Macfarlane says that hiring someone full-time to work in this area has been



crucial. Macfarlane and a few other employees dabbled in continuous improvement in the 1990s, but they really didn't have the necessary expertise. After recognizing the need to dedicate a full-time employee to drive their continuous improvement and Lean efforts (and that they had to educate all employees and build a program to do so) everyone in the company got on board and results followed.

"We are now a company driven by its people and have come together because of continuous improvement," says Loach. "Every employee contributes to the success of the company and they feel as though they are an important part of the company."

And with the successful Lean and continuous improvement process has come the ability to retain clients with little to no loss, add clients, and diversify services, something the company has been doing since its inception.

In 1987, the company offered business check printing, along with one-day turnaround time, a 30-percent lower price than competitors, money back guarantees, and customization. Over the past decade, the company experienced constant metamorphosis while still keeping print at the heart of the business. They offer marketing services, web-to-print portals, an automated marketing platform, custom dashboards, and fulfillment and direct mail. They also offer services that set them apart due to the nature of the clients, such as security and HIPAA compliance.



“We are and have been printers, but we are print-centric, providing other services around print,” says Macfarlane. “In my mind, we are not just quoting a job and delivering, but we’re wrapping other services around clients’ needs.”

Loach adds that a key strength is the ability to secure a diverse range of services from one source and that they have the correct mix of technology and people in place to handle significant and highly complex pieces of business.

Despite the ever-changing climate of the printing industry, IC Group is working hard with business development and marketing outreach, including account-based marketing to onboard new customers. When new clients tour the 60,000-square-foot facility, Macfarlane says they really get the vibe of what the company is doing; they can see that the company is focused on quality as well as providing solutions and listening to their problems. IC Group also works with clients who have their own continuous improvement programs in place and brainstorms ways they can collaborate.

Implementing Lean and continuous improvement is definitely hard work, but it drives quality and performance and ensures clients’ tight SLAs can be met. It also adds to the bottom line and profitability, which in turn can be reinvested into new technology and processes to drive more efficiency into the operation, making it a perpetual process.

“We definitely are moving forward, expanding, diversifying, and investing in technology and people,” says Loach. “There are no fears about the future of the industry from our perspective.”

For more information on IC Group, visit <https://ic-group.net>



# 40

YEARS OF INNOVATION

THE RICOH INKJET STORY

Take command with the new **RICOH Pro VC70000** Continuous Feed Inkjet Printer.

High-speed graphic communications on offset coated stocks without priming or post-treatment.

Learn more at:  
[TakeaLookatRicohProduction.com/AmazingTechnology](https://www.TakeaLookatRicohProduction.com/AmazingTechnology)





# PIA's New *Performance Ratios*: Key Metrics for Printing Business Management



**David Wilaj, MA**

Economist, Center for Print Economics and Management Printing Industries of America

For nearly 100 years, Printing Industries of America's *Ratios* program has been a staple of the organization and a valuable resource for those who have participated. It is integral that the program adapts to our dynamic industry in a way that will make it easier for companies to engage while still retaining all of the benefits of the old. Throughout the years, the program has aged in such a way that some of the metrics used may have lost relevance to those in our industry. This prompted a major change to rejuvenate one of the most storied programs in printing history, and we believe that we have

accomplished that goal. With that being said, PIA, in conjunction with Profectus, is excited to roll out the new *Performance Ratios* program during 2019.

The new *Performance Ratios* program aims to increase participation by becoming more modern and more efficient in just about every facet. The first major change comes with the incorporation of a user friendly, web-based dashboard. This dashboard will not only provide a place for users to update their own metrics, but it will also give them the capability to benchmark themselves with other firms in the industry. The easy-to-use interface will allow companies to compare their own metrics with profit leaders and with those that may be similar in size, processes, location, segmentation, and more. The dashboard will be able to instantly provide charts that are easy to read and understand.

The program also hopes to eliminate some of the metrics that may not have previously garnered a second look by many. We believe that this is a case of "less is more," as participation will not require as much work as it previously has. The survey that participants will be required to complete will have few-

er questions and will be streamlined to have more of a management focus. By focusing on operational and sales metrics, we believe that companies will find the information considerably more beneficial when trying to reduce inefficiencies and improve their bottom line.

2019 looks to be an exciting year for PIA's Center for Print Economics and Management as we plan on rolling out the *Performance Ratios* program within the first half of the year, so keep an eye out for more information on how to participate! We are also pleased to announce that we are rolling out another program this year: PIA will be offering a Profit Booster for printers. Formerly known as a Financial Performance Assessment, the new program will provide a practical financial and operational assessment for your company.

For more information on the new *Performance Ratios* program or to schedule a Profit Booster, please contact me at [dwilaj@printing.org](mailto:dwilaj@printing.org) or Dr. Ron Davis at [rdavis@printing.org](mailto:rdavis@printing.org). For more information you can also visit —

<https://www.printing.org/programs/print-economics-management>

# FEEL COLOR

**This is print reimaged.**

Visit [AccurioAnswers.com](http://AccurioAnswers.com) to learn more about our production print solutions and how they can grow your business



Experience perfect, infinite color, every print,  
with the AccurioPress C6100 with IQ-501





# A Little 'Bout Flow

**Jamie V. Parker**  
Process + Results Leadership Coaching

Alan Jackson sang an ode to a southern river attributing lessons in swimming, livin', and a little 'bout love to its muddy waters. I know that same river, but my lessons were a bit different.

I grew up in the Georgia, and every summer my family drove to an idyllic little town called Helen at the southern edge of the Chattahoochee National Forest. We loved the days spent there making candles, eating fudge, and having a grand time. However, what my brother and I loved most of all was tubing down the Chattahoochee River.

Sometimes while tubing, the current slowed and we'd get stuck spinning in circles. The remedy to this was to reach over the tube to do a one-handed paddle without flipping over or dropping the drinks that were ever-present in our other hand. Other times the river level was low, and we'd have to deal with rocks which we'd try to push away from with our legs in hopes we didn't get stuck.

All these slow currents, low water levels, and rocks could hinder our floating journey. Sprawled across our tubes with drink in hand, we were seeking that smooth flow which would give us the most valuable, best experience. That goes for more than just tubing down the Chattahoochee. *It applies to our printing operations as well.*

## Improve Flow to Create More Value

Customer demands in the printing industry have been changing. Our customers are seeking more variable data. More customization. Smaller runs. Faster turn-around times. Lower prices. Printers are left trying to figure out how to meet those demands while growing revenue and protecting profitability.

To meet these customer demands, we need to flow through our print manufacturing processes without getting hung up on the obstacles. As with my tubing adventures when I didn't get stuck without a current or hung up on the rocks, this creates a more valuable experience.

**Critical Color VIEWING SYSTEMS**

- Conforms to ISO 3664:2009
- Closest fit to CIE D50 curve
- A wide range of products from desktop to floor stand to overhead models
- Low relamping cost from manufacturer
- Industry-best service and support

**gti** truelight truecolor

GTI Graphic Technology, Inc.  
845-562-7066 | sales@gtilite.com  
www.gtilite.com

## Enter Lean Manufacturing

Lean manufacturing is all about creating more value by improving flow. The best way to improve flow is to remove process waste. What are process wastes and how do they inhibit flow? I like things simple, so think of the eight process wastes using the mnemonic **DOWNTIME**:

- D Defects:** Defects result in rework. We know that when we have to rework a job, it clogs up the system, preventing other work from being produced.
- O Overproduction:** Making more than what is needed. It's that 10% automatic overage to account for losses downstream. When we reduce the amount of overage required, we free up valuable machine time. Overproduction can also result in making more than the downstream can handle. Look for overproduction by looking around for piles. Print more than the bindery can handle and end up with piles of stuff just sitting around. Piles are rocks.
- W Waiting:** When product is waiting to be worked on or when people are waiting for work to do, that's waiting waste. Waiting waste can be one of the biggest inhibitors of flow. Observe for an hour and record every time something or someone is waiting. You'll likely be surprised by how many of these slow flows you find.
- N Non-Utilized Talent:** Our people who do the work are most poised to help us improve the work. When we expect them to just put their heads down and get stuff done without engaging them for their ideas, that's the waste of non-utilized talent. It makes for unsatisfied people and slows the flow of our long-term improvement.

**T Transportation:** Transportation waste is excessively moving stuff or people from one place to another. Think about the transportation of materials across the plant. Whether we're using forklifts, pallet jacks, or our own two hands and feet, taking time out of production for transportation means less time for work to flow through the system. We've slowed our own current.

**I Inventory:** Inventory waste can be raw material inventory, work in progress, or finished goods. When we have large amounts of raw materials or finished goods staged around the plant, we have to spend a lot more energy and time managing it and moving it. We've all seen work in progress get stuck in our system when the downstream wasn't ready for it. More managing, more moving, and more risk of damaged product are required to handle these rocks we've created for ourselves.

**M Motion:** When we reach, bend down, turn, twist, or search for things we can't find, that's motion waste. So often it seems inconsequential—just seconds at a time. But those seconds often add up to hours over the course of a week. Look around again to find where you're losing seconds. Tiny rocks can add up to large problems.

**E Excess Processing:** This is using more steps than absolutely, minimally required. Those extra clicks on the computer screen, extra sign-offs, and extra steps to jury-rig machines. That's excess processing waste. More rocks.

The key to improving flow in our print operations is to find and remove the rocks that are getting in our way. When we see them, we improve the process to remove the rocks. When we can't see them, we use Lean tools to get just beneath the surface, expose them, and remove them.

### Integrate Lean Thinking into Culture

Lean manufacturing gives you more than just the tools to systematically improve flow; it also gives you the leadership beliefs and behaviors that make it part of your culture. Removing rocks to improve flow is a great first step. However, the key to making it last is that it requires leadership changes to transform the culture. It takes work, but it's worth it.

Desert Paper & Envelope Company has worked to integrate Lean thinking into their culture. CEO Ella Leeper describes the impact: "The culture shift we've had while on our Lean journey is immeasurable. Our team members are engaged in identifying constraints that could impact throughput and understand only they can improve the process at the work site. The increased knowledge and awareness regarding on-time delivery both internally and to the customer has helped us achieve a delivery KPI that is best in class."



### Take the Next Step

Whether you're just starting out with Lean manufacturing or you're looking to expand from tool implementation to cultural transformation, the PIA Continuous Improvement Conference is for you.

#### Consider these pre-conference workshops:

- If you're just starting out, be sure to join John Compton for Lean 101.
- If you're ready to tackle leadership behaviors and systems, consider the Leader Standard Work and Theory of Constraints workshop with Russ Aikman and Brandon Phoenix.
- If you're ready to get serious about culture transformation and want to move from being the primary problem solver to a problem-solving coach, check out my workshop: Developing and Coaching a Team of Frontline Problem Solvers.

### ABOUT THE AUTHOR

Jamie has served in operations management roles for 17 years, including six years practicing Lean and leadership development for FedEx Office. She knows firsthand the challenges, opportunities, and possibilities print organizations face. Today, Jamie helps organizations practicing Lean move from employee resistance, inconsistent performance, and improvement stagnation to highly engaged frontline teams solving problems and continuously improving toward organizational goals. Jamie has facilitated workshops for the Association for Manufacturing Excellence, American Society for Quality, and Fortune 500 executives, in addition to years of coaching and facilitating in her formal management roles. She authored a chapter in the book *Practicing Lean* and has facilitated webinars and podcasts in partnership with Gemba Academy. Jamie brings passion, fun, and purpose to her work in Lean and leadership. You may remember her from her keynote presentation at the 2017 PIA Continuous Improvement Conference.

Learn more about how Jamie can help your organization at [www.processplusresults.com](http://www.processplusresults.com)



## Printing Industries of America CENTER FOR PRINT ECONOMICS AND MANAGEMENT



Your premier source for accurate, up-to-date economic and market research information.

[economics@printing.org](mailto:economics@printing.org) / [www.printing.org/economics](http://www.printing.org/economics)

Contact us today to determine your needs and how we can help.



## FORESTS ARE THE ANSWER



[sfiprogram.org](http://sfiprogram.org)

At the Sustainable Forestry Initiative® (SFI), we believe that certified forests, together with responsibly sourced forest products, are the answer to a variety of societal needs including clean air and water, wildlife conservation, green jobs and quality products from a renewable resource.

Look and ask for the SFI label for all your paper and packaging projects. The actions we take today determine the future of our forests.



## Change Fatigue, Psychological Safety, and the Leadership Void: Why Most CI Initiatives Don't Last

**Mike Orzen**  
President  
Mike Orzen & Associates, Inc.

Continuous improvement has been around for decades, and yet there are few examples of organizations that have successfully created a lasting culture of problem solving, learning, and improvement. Many books, blogs, and workshops are available on these topics, and there is no shortage of resources on the tools and techniques of Lean process improvement. We understand the mechanics of improvement, but stumble when it comes to connecting with people so they engage and participate.

What are the factors that hold people back from investing themselves in a culture of continuous improvement? For many years, I have served as a coach, trainer, and consultant to numerous organizations across many industries and have consistently encountered three key barriers to creating a new normal, which includes daily problem solving, employee initiative, and higher levels of participation.

### I would suggest that everyone has two jobs:

1. Do the work.
2. Improve the way we work.

In a CI culture, improving the way we work is more important than doing the work! Most people spend their day doing their work and view improvement as an optional “when I have time” activity.

#### Change Fatigue

Over the years, multiple programs have been rolled out (e.g. Lean, Six Sigma, Operational Excellence, Agile, TPS, Total Quality, etc.) with promises of making work less chaotic, creating work-life balance, and making things better. While these initiatives are well-intentioned, over time people become exhausted with the new “flavor of the month” and no longer get excited about the envisioned benefits of process improvement.

#### Psychological Safety

People need to feel comfortable sharing their thoughts, expressing when things are not working, discussing problems, asking for help, making suggestions, and even disagreeing with the way work is done. It is not easy speaking up when one feels it is risky to disagree with their boss, question current policy, or simply ask why something is done a certain way. The freedom to ask “What if?” is not something most of us are comfortable doing when we are not certain where the conversation will lead.

Here's the key: it is precisely this level of safety we all require before we will step out and speak up. The

engagement and participation that is so crucial to a CI culture will only develop in an environment of psychological safety and nowhere else. Improvement requires learning, learning requires experimenting, and experiments seek to better understand cause and effect. The process starts by asking questions. But no one will ask questions or speak up if they feel it is unsafe.

#### Leadership Void

Leaders, managers, and supervisors set the tone of the workplace and must model the behaviors necessary for a CI culture to grow. Yet all too often, they unintentionally do the very opposite. *Leading with Respect* is a collection of specific leader behaviors that create an authentic connection with people to develop a background of mutual trust. Trust is the basis of all relationships. It is the glue that makes a team a team.

At the 2019 PIA Continuous Improvement Conference taking place April 15–17 in Dallas, I will be sharing the core behaviors of *Lead with Respect* and explaining how you can apply them to create a lasting culture of continuous improvement.

Building a great organization requires effective leadership. A key element that is often misunderstood is what it means to lead with respect. This involves awareness of a leader's focus and intention and how well the leader connects with people to create an environment of mutual trust and sustained high levels of performance. This is accomplished through the application of seven core practices. We'll explore why leading with respect is essential in a successful transformation, what respect looks like in practice, the seven core practices, and how they impact people to drive lasting change for the better.

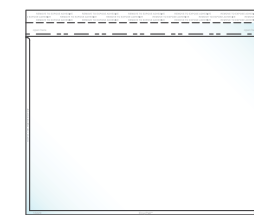
#### ABOUT THE AUTHOR

Mike Orzen helps clients build a healthy organizational culture that prioritizes respectfully engaging people, improving business process capability, and leveraging information technology to drive a culture of operational excellence. He is a consultant and coach, an award-winning author, a mindfulness practitioner, runner, and yoga teacher.

## Clearly a better envelope for protecting and mailing your catalog



- Heavy duty, USPS approved poly constructed envelope
- Available with full color interactive printing
- Custom sizes available
- Archival safe, recyclable 100% polypropylene
- Made in the USA
- Stock versions available



12588  
12" x 9"



13453  
9" x 12"



Call for Free Samples:  
877.835.3052 [www.envypak.com](http://www.envypak.com)



## 7 Words You Should Never Say in Lean Six Sigma

**Russ Aikman**  
Program Manager  
Lean Six Sigma

This article originally ran as part of TMAC's Lean Six Sigma Newsletter.

In the 1970s, the late comedian George Carlin perfected a routine in which he listed seven words that could not be used on broadcast television. Carlin was known for his acerbic wit and ability to skewer bureaucrats, politicians, and anyone else that he found to be arrogant, pompous, or just plain ignorant. He loved words and often found humor in how words were used.

Imagine a variation on this idea: Seven words that should not be used at a company implementing Lean Six Sigma (LSS). Perhaps this could even be expanded to an episode of the show *Undercover Boss* in which the CEO of a firm dresses as an ordinary employee to observe his company in everyday situations.

What words might cause a CEO to frown, cringe, or perhaps use one of Carlin's original seven words in anger? (Let's assume your CEO is highly knowledgeable in both Lean and Six Sigma. Yes, I know that may be a stretch. Work with me on this!)

Here are seven words or phrases that should cause concern for your CEO—and anyone else interested in a successful LSS program. With apologies to Mr. Carlin:

**Layoff**—When workers associate a continuous improvement program with layoffs, that program is doomed to fail. Think about it: Would you work to improve processes at your firm if your reward was a pink slip? It is critical to clarify to employees that this is not the policy. One best practice is for the CEO to announce at the beginning of a Lean Six Sigma Program that no one will be laid off as a result of the program. And then to honor that commitment.

**Tweaking**—Many business processes involve one or more steps in which employees spend time “tweaking things” in order to achieve some outcome. This may be seen as a positive trait but is really a form of tampering. Studies have shown that by eliminating tampering, the level of process variation can be reduced by up to 50%. In other words, just by getting rid of tampering you can make business processes more consistent. How to do this? Four Lean tools that are great for eliminating tampering are: mistake proofing, checklists, visual management, and standard work.

**Expediting**—Does your company offer expediting as a special service for customers? The problem with this approach is that when one customer order is expedited, then all of the other orders end up waiting. And what if



multiple customers want their orders expedited at the same time? Suddenly every job is a “hot job”! Expediting causes a lot of wasteful activity as different expeditors fight for resources. In an LSS environment, an overarching goal is to reduce process lead-time for all jobs.

**Pushing**—Have you ever heard a coworker say, “Let's push this job through”? In an LSS environment, a push occurs anytime one process step produces at a rate faster than the next step. This is true whether the next step is the paying customer or an internal operation. Pushing results in one of the eight wastes of Lean: overproduction. And it manifests itself in the form of another form of waste: inventory. As work-in-process inventory levels go up, process lead times also go up—as do quality problems (another form of waste!) and on-time delivery tends to go down. One key to overcoming a push mentality is to educate employees on systems thinking. Staff members must understand the goal is to optimize the system—as opposed to any one step in the system.

**Batching**—Batching often occurs due to a focus on operational efficiency. The traditional mindset is to keep the efficiency of a specific operation high by maintaining a load of work at that step. Again, this mentality is

often due to a management goal to optimize a single operation or area instead of the overall system. Sometimes batching is done as a matter of convenience. One of my customers liked to batch their incoming customer orders for 2–3 hours at a small call center before handing them off to the next step in the process. The ultimate goal in Lean is one-piece flow, and this is true whether the process is producing lawnmowers or purchase orders.

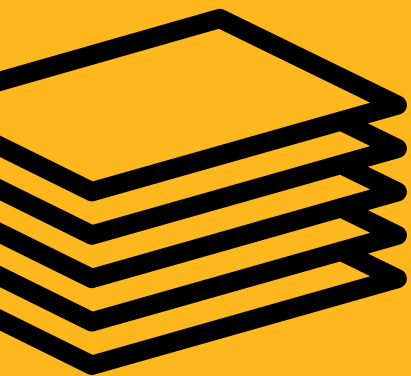
**Product Focus**—How could a product focus be bad? The problem here is that if firms only measure the product, then they are waiting too late to catch a problem. A fundamental tenet of both Lean and Six Sigma is that good processes will yield good products. In other words, a process focus is recommended. You must measure the process in addition to the product. In Six Sigma terms, measure the Xs (process measures) and not just the Ys (output measures). The challenge is to find good process measures. Such measures are leading indicators, which can be monitored to assess the health of the process. Put differently, a product focus means you are always monitoring lagging indicators. That's akin to driving a car while only checking the rearview mirror.

**End-of-Month Goal**— Sometimes seen as an end-of-week or end-of-quarter goal, this mentality is common in firms both large and small. It can result in the “hockey stick effect” where an artificially high amount of work occurs at the end of the month (or week or quarter) to achieve a goal established by management. One of my customers manufactured dog food and always experienced this in the form of quarterly sales goals. They pushed product out to the marketplace at the end of each quarter in order to achieve their quarterly sales goals. But do dogs really eat more food the last few weeks in a quarter? Of course not! Such goals cause organizations to manipulate their processes to satisfy internal goals—and not true customer needs. These manipulations often take the form of overproduction, expediting, rushing, pushing, and other non-Lean behavior.

For more information, contact  
[Russ.Aikman@tmac.org](mailto:Russ.Aikman@tmac.org)

**ABOUT THE AUTHOR**

Russ Aikman has more than 30 years of experience in Continuous Improvement. He has worked with both manufacturing and service companies, from smaller enterprises to Fortune 500 firms. His expertise is primarily in implementation of Lean Six Sigma, a structured methodology for Continuous Improvement. Russ is the Program Manager for Lean Six Sigma (LSS) at The University of Texas at Arlington. Prior to his focus on Lean Six Sigma, Russ worked with over a dozen different companies in the development of their ISO 9000 Quality Management System. He also worked with a variety of firms on Lean Enterprise projects including value stream mapping, setup reduction, cellular manufacturing, Kaizen events, and pull systems.



## The plate you've been waiting for

The new SONORA X Process Free Plates can print just about anything. Run lengths, imaging speeds, and handling capabilities are a match for processed plate rivals.

Leaner costs for you, greener for the environment.

80% of offset printers could be going process free with SONORA X Plates right now. Made in the U.S.A. in Kodak's Georgia facility, SONORA X Plates can help boost your performance and profits, whether you're printing packaging, heatset or coldset web, traditional or low-energy UV, or high-quality sheetfed applications.

See the full potential at [kodak.com/go/sonora](http://kodak.com/go/sonora)

**Let's take print further. Together.**

**SONORA!**  
**CAN PRINT THAT.**

2019

# PREMIER PRINT AWARDS

HONORING EXCELLENCE IN GRAPHIC COMMUNICATIONS

The Premier Print Awards competition recognizes the highest quality printed pieces in various categories from around the world. Each year, only the most worthy pieces receive Awards of Recognition, Certificates of Merit, and the highest honor--the Benny statue.



**EARLY-BIRD DEADLINE** .....04/26/19  
**ENTRY DEADLINE**.....05/31/19

Visit [www.printing.org/ppa](http://www.printing.org/ppa) for important dates and entry information.



Foundation  
PRINTING  
INDUSTRIES  
OF AMERICA | 301 Brush Creek Road, Warrendale, PA 15086

Nonprofit Org.  
U.S. Postage  
PAID  
Pittsburgh, PA  
Permit No. 361

# 2019

## CONTINUOUS IMPROVEMENT CONFERENCE

# STRIVING FOR PEAK PERFORMANCE



APRIL 14-17, 2019 • DALLAS, TX

   
[ci.printing.org](http://ci.printing.org)