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**Dear Colleague,**

Is your organization fostering a lean culture?

The idea of a lean company culture has grown from the philosophy and process developed at Toyota Production Systems and famously espoused by Taiichi Ohno.

The principle itself is simple – cut waste to create value – but the practice itself in manufacturing is highly disciplined with various categories of waste identified, and added value measured continually as the process delivers products that grow closer and closer to perfection.

The term “lean manufacturing” took hold around the 1990s, and the core principles of lean are as valid and vital now as they have ever been. Many companies have begun applying the philosophy and tools of lean in office and service settings as well as manufacturing, giving “continuous improvement” a prominent place in organizational culture.



"All we are doing is looking at the time line, from the moment the customer gives us an order to the point where we collect the cash. And we are reducing the time line by reducing the non-value adding wastes."

The principles of lean management and insights into creating and sustaining a lean culture are examined in our [Operations Forum](#).

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**2017 KICKS OFF WITH A GREAT LINEUP OF FORUMS**

- The [Operations Forum](#) will meet February 13-15. In addition to lean manufacturing, participants analyze all aspects of operations, including processes, supply chain, and quality management. The forum is designed

**Upcoming Events**

Visit [anderson-center.org](http://anderson-center.org) to learn more and register for upcoming forums.

**Operations Forum**

February 13-15 – Courtyard Marriott, St. Cloud

**Leadership Forum**

March 20-22 – River's Edge, St. Cloud

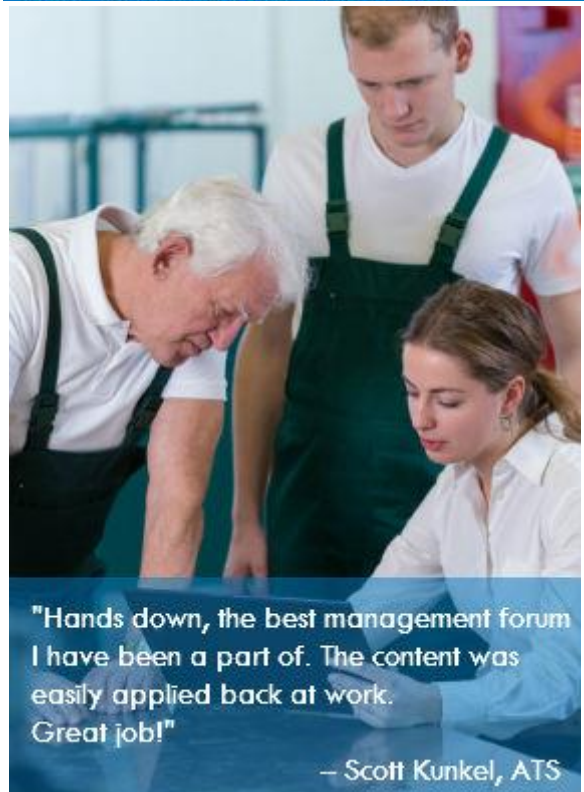
**Supervisors Forum**

April 12, 19, 26 & May 3 – River's Edge, St. Cloud

**Leading Change Forum**

May 15-17 – River's Edge, St. Cloud

**SUPERVISORS FORUM**



"Hands down, the best management forum I have been a part of. The content was easily applied back at work. Great job!"

– Scott Kunkel, ATS

to equip each participant with decision-making tools that can be shared across their organization.

- The [Leadership Forum](#), which meets at the end of March, helps participants discover how to inspire trust and build credibility, define a clear and compelling purpose, create and align systems, and unleash the talents and energy of a winning team.
- The new [Supervisors Forum](#) will meet for four full-day sessions weekly, beginning on April 12. Each session includes instruction alongside role play and activities that encourage interactive learning.
- The [Leading Change Forum](#), in mid-May, is a comprehensive program for leaders at any level who are responsible for organizational structure, internal alignment or change management.

We would love to have you join us! Please feel free to call me at 320.251.5420 or [email](#) me with any questions.

I look forward to hearing from you!

Sincerely,

**Pam Marthaler**  
**Client Coordinator**

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## IN THE NEWS

In the *Gallup Business Journal*, a December 16 article asks, "Can Bad Managers Be Saved?"

The article highlights worldwide employee engagement **at an uninspiring 13%**. Reasons for poor management included:

- Lack of knowledge ("I don't know how")
- Lack of belief ("I don't believe in engagement")
- Lack of talent ("I just cannot work with people")
- System barriers ("It's outside of my control")

[Read the article](#) and find related survey research on employee engagement.



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