



DEPARTMENT OF THE ARMY  
HEADQUARTERS, U.S. ARMY MATERIEL COMMAND  
5001 EISENHOWER AVENUE, ALEXANDRIA, VA 22333-0001

REPLY TO  
ATTENTION OF

AMCPE-T

20 August 2002

MEMORANDUM FOR SEE DISRIBUTION

SUBJECT: Creating Lean--A Management Tool for the Future

1. Facing challenges is certainly not a new experience for the AMC work force and its leaders. But, I would be less than accurate if I did not characterize the current environment as an unprecedented challenge. The requirements of a future work force, the impact of high technology, the global war on international terrorism, and the evolving changes in our national culture all coalesce to present us with huge challenges. On the other hand, there is the potential for great progress.

2. New environments suggest new approaches and new ways of thinking about what we do. It could mean doing something entirely different from what we are now doing. I have taken a close look at the Creating Lean concept and I have participated in the workshop. I am convinced that AMC business processes can benefit from "Lean" thinking. In order to do that, we need to understand the concept, how it applies to what we do (whether manufacturing or non-manufacturing) and what is required to make it work for us. If we are to maximize our opportunity for success, we must do this in partnership with the labor organizations at our various installations and activities.

3. I have asked the G-1 and Command Counsel to lead an initiative to educate and train AMC's managers, union officials and the work force at large. The program will be managed by the G-3. Within the next few weeks you will hear more about this effort and how we plan to achieve our objective; i. e., a change in the AMC culture commensurate with the requirements of the 21<sup>st</sup> century Army. "Lean" thinking is not another do-more-with-less slogan. The techniques and processes have been successful in both industry and government. For those in our work force who might not be familiar with the "Lean" concept, an on-line tutorial, established by the Defense Acquisition University, should serve as a good primer:

[http://www.dsme.dau.mil/educdept/mm\\_dept\\_resources/navbar/lean/default.htm](http://www.dsme.dau.mil/educdept/mm_dept_resources/navbar/lean/default.htm)

4. As with any corporate endeavor, our collective leadership is an essential ingredient. The Headquarters team will keep us focused on our overall objective; however, I look to you the commanders and directors to ensure that we have the committed involvement of every manager, supervisor and individual member of the AMC work force--military and civilian. Without it, the system will not work and we cannot be successful. With it, we can achieve great things.

A handwritten signature in black ink, appearing to read "Paul J. Kern".

PAUL J. KERN  
General, USA  
Commanding

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