



In This Issue

- 1 Events Calendar
- 2 Upcoming Events
- 4 Share the Good News About Manufacturing Career Opportunities
- 5 Gemba Walk
- 6 AME Manufacturing Excellence Awards
- 7 Five Benefits of Hosting a Regional Event | Benefits of Corporate Membership
- 8 AME International Conference
- 9 Southwest Region Board of Directors | Refer a Member

AME JACKSONVILLE 2014
SHARE • LEARN • GROWSM
NOVEMBER 10-14



November 10-14, 2014

Register at
www.amejacksonville.org

LEADERSHIP PRACTICES THAT BUILD SUSTAINABLE RESULTS

January 22-23, 2014 | Dallas, TX

HOST COMPANY: Orthofix is a global medical device company focused on developing and delivering innovative repair and regenerative solutions to the spine and orthopedic markets. Orthofix's enterprise-wide lean strategy is structured around 5 principles: leadership, change management, roles & responsibilities, goal alignment, and continuous improvement. Over the last several years, the company's continuous improvement programs have represented the primary engagement tool that has enabled them to drive the behaviors needed to build sustainable results. The company's philosophy is focused on building a "Culture of Winning" at all levels of the organization by ensuring the visualization, alignment and execution of the vital goals and objectives that employees work on day to day to achieve the Orthofix vision.

Sign Up Now! Call AME at 224.232.5980

Upcoming Events

Events	Dates	Location	Cost
Leadership Practices	January 22-23, 2014	Dallas, TX	\$695
Visual Workplace	February 21-22, 2014	Oklahoma City, OK	\$695
The O.C. Tanner Way	February 26-27, 2014	Salt Lake City, UT	\$695
Toyota Kata	March 6, 2014	Colorado Springs, CO	\$395
AME Innovation Summit	March 13-14, 2014	Irving, CA	\$895
AME International Conference	November 10-14, 2014	Jacksonville, FL	\$2,399

EARLY BIRD DISCOUNTS ARE AVAILABLE FOR THE SUMMIT, THE MEASURE UP FOR SUCCESS CONFERENCE AND THE INTERNATIONAL CONFERENCE. CALL AME AT 224-232-5980 FOR INFORMATION

To sign up for AME events, contact AME at 224-232-5980. To host an AME event in your area, contact a Southwest Region Director.

Leadership Practices that Build Sustainable Results

Practical Leadership Skills that Deploy Lean Practices Effectively

January 22 - 23, 2014 | Dallas, Texas



WORKSHOP DESCRIPTION

The major challenges that face all those deploying lean strategies is whether the implementation will be sustained. This is largely dependent on the way leaders perform. Our workshop deals with leadership at the behavioral level, giving participants the opportunity to practice behaviors that sustain lean practices, plus help them lead others to do the same. Leaders have to learn how to **manage data** which creates the drivers for change and improvement; **manage the process**, by ensuring that standards are maintained and improved; and finally **managing all the relationships** with others that ensure these things get done.

Over a day and a half our workshop will cover Leader Standard Work, the term to describe these and other behaviors that support the deployment of lean.... and participants will practice these well-established behavioral norms with realistic case studies.. as they **manage data, the process and relationships**.

A Senior Leadership Forum will follow after the workshop where corporate leaders will join the group to discuss their role as top leaders plus describe the AME Consortium.

This Forum is facilitated by the AME DFW Consortium, a group helping companies to collectively learn about leadership, share best practices, and support organizations in achieving practical results.

WORKSHOP AGENDA

Wednesday, January 22, 2014

8:30-9:00	Introductions and logistics
9:00-9:30	Leadership
9:45-12:00	Managing the Process Managing improvement projects and their metrics. Tools and techniques for managing improvement initiatives.
12:00-1:00	Lunch
1:00-2:30	Plant Tour
2:30-5:00	Managing Data Metrics management for creating improvement. Leadership practices that maintain standards and manage continuous improvement using data.

Thursday, January 23, 2014

8:00-12:00	Managing Relationships Managing teams and team meetings. Communicating between functions to improve process flow. Managing upwards, reporting, and managing expectations.
12:00- 1:00	Lunch
1:00- 5:00	Senior Leadership Forum

HOST TOUR SITE:



Who Should Attend

- Leaders of Lean Transformation
- Anyone interested in learning how to develop leadership traits at all levels of an organization
- Senior leaders looking to refresh or reinforce the organizational values through leadership
- Anyone interested in seeing how a “values-based” organization maintains and sustains its Mission and Vision in turbulent times

Participant Benefits

The behavioral aspects of leadership, along with the management tools, provide a well-rounded set of skills to support the technical execution skills that most people have.

This workshop is being held at a company that has excellent visual management resources, so we will be in a practical environment that enables you to learn many new ideas about integrating visual management into your leadership practices.

Practical homework will be assigned to help participants deploy the lessons learned.



A Lean Transformation that Never Stops Improving: The O.C. Tanner Way

February 26 - 27, 2014 | Salt Lake City, Utah



Host Company:

O.C. Tanner

The workshop will be presented by the Executive Team of O.C. Tanner, including VPs of Operations, Supply Chain, and others. The focus of the workshop is A Lean Transformation that Never Stops Improving. O. C. Tanner's first steps toward a lean enterprise began twenty years ago, and continuous improvement has been the focus ever since. As noted in the agenda, this focus will cover a broad range of applications.



Utah State University
COLLEGE OF BUSINESS

O. C. Tanner

Appreciate

We help companies appreciate people who do great work. Because celebrating great work inspires people to invent, to create, to discover. And when people are inspired, companies grow.

AWARDS & RECOGNITIONS

- Ernst & Young Master Entrepreneur of the Year Award
- Official Supplier of the 2002 Olympic Games medals
- Incentive Magazine's Platinum Partner Award
- Creator and Developer of the *Carrot Culture*™ recognition philosophy

Who Should Attend

- Operations executives
- Lean executives
- Order Fulfillment executives
- Supply Chain executives
- Engineering managers
- Quality System managers
- Employee Development managers
- Logistics managers
- Benchmarking personnel

COURSE DESCRIPTION

O. C. Tanner has created a Lean Enterprise grounded in one-piece flow for over 90 percent of all orders, with concurrent improvements in quality, cost and delivery. Many lean executives have reported that O. C. Tanner is not only among the top 2 percent best Lean Enterprises in North America, but the leading company that manufactures one piece at a time.

This workshop explores many of the company's lean tools and systems – how they help drive improvement, and how the tools and systems have themselves evolved and improved, with the goals of instilling lean principles as a way of being, and moving ever closer to the True North objectives.

Topics include continuously improving equipment, applying lean principles to support areas, improving job skill training, and the use of ever-evolving pay and coaching systems to drive employee engagement. Attendees will not only see systems in action, but have hands-on opportunities to experience their use.

Participant Benefits

- See in action a True-North World Class Company
- See Lean Enterprise in Action
- Policy Deployment Driven Manufacturing and Order Fulfillment System
- Criticality of a "People System of Appreciation and Recognition" to get Business Results
- Criticality of Problem Solving and Employee Engagement
- See Teams in Action
- One of the Most Dynamic Lean Cultures in North America
- Lunches prepared by O.C. Tanner's Award Winning Chef



Share the Good News about Manufacturing Career Opportunities



Area students learned about manufacturing career opportunities at Newport News Shipbuilding (NNS) during a recent Manufacturing Day event sponsored by the NNS Career Pathways Program. Guidance counselors from local high schools and community colleges were also invited to visit the shipyard.

Do yesterday's stereotypes about manufacturing hamper your efforts to attract the best and brightest recruits? Opening your doors to area schools' guidance counselors, mentoring students and sharing information about future career opportunities can bring better results. The Newport News Shipbuilding (NNS) Career Pathways Program, for example, recently held its first Manufacturing Day event, with the goal of dispelling myths about manufacturing careers. Inviting career coaches and guidance counselors from local high schools and community colleges to visit the shipyard manufacturing facilities, the program hosted a visit to the machine shop and a discussion with a panel of NNS manufacturing leaders about shipyard needs. NNS is a division of Huntington Ingalls Industries (HII).

"Manufacturing Day provided us a tremendous opportunity to communicate our needs to an audience of people who influence young people's future career choices," said Becky Stewart, NNS vice president of manufacturing. Recognizing that many people don't understand the complex work at the shipyard, NNS "welcomed the opportunity to educate our community's educators so that students will make more informed decisions about a future career here," Stewart said. The shipyard's Career Pathways program collaborates with Hampton Roads public schools, mentoring students and enabling them to gain first-hand experience with career possibilities focused on science, technology, engineering and math (STEM). It reaches out to students through clubs, career fairs, job shadowing, speaker's bureaus, internships and other activities.

The AME Adopt a School Initiative offers another path to increase understanding about next-generation manufacturing career prospects. Sharing information about jobs in advanced technology and engineering, hosting related career development events and supporting initiatives to drive continuous improvement in curriculum development can spark local awareness. The Williamsburg-James City County (WJCC) school system in Virginia is the first North American public school system in the AME Adopt a School Initiative. WJCC celebrated Manufacturing Day as students, teachers, guidance counselors and school board members visited high-tech food packaging operations at Ball Corporation and Printpak Inc. facilities and a Wal-Mart Import distribution Center. These activities provided students insights about modern manufacturing and its highly-paid, fulfilling careers, according to Glenn Marshall, chair of AME's manufacturing as a desirable career path program. For more information on the program, contact him at marsh8279@aol.com.

"One of the most critical elements in the success of manufacturing today is a competent, literate workforce," said Paul Kuchuris, AME president. "It is in a manufacturer's best interest to get involved with a variety of workforce development activities ranging from local schools, high schools, community colleges and universities to local workforce boards to bridge the gap in skill deficiencies and to promote manufacturing as a truly a desirable career path for today's youth."

Lea Tonkin, editor, AME regional newsletters, is the president of Lea Tonkin Communications.

GEMBA WALK

The word “Gemba” is a Japanese term meaning “the real place” where value is created and the actual work is done, i.e. the shop floor in a manufacturing plant. In business, gemba refers to the place where value is created; it can also be any “site” such as a construction site, sales floor or where a service provider directly interacts with the customer.

The Gemba Walk, is an activity that gets management to the workplace to look for waste and improvement opportunities. The aim of Gemba Walk is to provide a leader with the opportunity to observe floor activities as they happen and ask questions about them, thus becoming more aware of what is actually going on in the organization. Gemba means the manufacturing floor and the idea is that if a problem occurs, the supervisors/engineers must go there to understand the full impact of the problem, gathering data from all sources.

As part of the Kaizen philosophy, managers are encouraged to “Go, See, and Observe” (Genchi Genbutsu) the work processes for themselves at Gemba in order to gain a real time, better understanding of their operations. Masaaki Imai, in his book titled “Gemba Kaizen: A Commonsense Low-cost Approach to Management,” states “The worst thing a manager can do is live in a world isolated from Gemba.”

Gemba Walk is designed to allow leaders to identify existing safety hazards, observe machinery and equipment conditions, ask about the practiced standards, gain knowledge about the work status and build relationships with employees. During the Gemba Walk, observe what is actually occurring to answer questions such as the following:

- Is the visual management system in place and being fully utilized? Are the problems visible?
- Is the working environment safe? Is the 5S system in place being sustained?
- Is the required information, measures, and metrics displayed and updated? Is standard work posted?
- Can you easily identify the status of the jobs? Is the work ahead or behind schedule?
- Is the machinery and equipment running and in good condition? Do you see any leakage or damage? Do you hear any unusual noises?

A Gemba Walk can also provide the opportunity to build stronger relationships with team members through discussing their work processes and praising them for jobs well done. This helps create a greater sense of ownership in team members, by discussing their understanding of the work and how those could be improved upon and made more efficient.

The who, what, when, where and why's of a gemba walk:

Who – Company leaders, managers and supervisors, engineers, purchasing, Human Resources, etc.

Where – Begin at the last process step of the value stream in your facility, then walk upstream through the process. Focus on key issues such as “pull” and “flow” and real priorities in the place where the work is done.

When – Everyday, to once per month depending on the “who” and “what”. Top management may only need to gemba walk once per month, however, if you're new to lean or there are significant issues the frequency needs to change based on what is happening.

What – Your focus, if your company is just beginning lean, could be perhaps 5S, work stability, quality, downtime etc; if you further on the journey and are more experienced, focus on major problems. It's important to have a clear focus, so you don't look for everything or you will probably find nothing of value and confuse everyone as to its priorities and overall alignment.

Why – If done regularly, with clear focus and intentions, the gemba walk will consistently demonstrate commitment, alignment and support of the continuous improvement process.

Mark Paulsen – AME North Central Region Board of Directors

NATIONAL NEWS

2013 AME Manufacturing Excellence Awards

During the AME 2013 Excellence Inside International Conference in Toronto, AME recognized and celebrated the outstanding achievements of its members. The fourth annual AME Manufacturing Excellence Awards ceremony offered AME a platform to recognize individuals and companies that have made significant strides in their respective journeys to enterprise excellence as they upheld AME's mission "To inspire a commitment to enterprise excellence through experiential learning by bringing people together to share, learn and grow."

The AME Manufacturing Excellence Award recognizes North American manufacturing plants that have demonstrated excellence in manufacturing and business. The primary focus of the award is to acknowledge continuous improvement, best practices, creativity and innovation.

The 2013 AME Manufacturing Excellence Award recipients in alphabetical order are:

- Bombardier Aerospace, Toronto, ON
- IEC Electronics Corporation, Albuquerque, NM
- Miller Coors, Eden Brewery, Eden, NC
- STIHL Incorporated, Virginia Beach, VA

Michael Bremer, Awards Chairman, opened the ceremony and said about the recipients, "These companies tell us that the feedback from the site visits was the most valuable part of the process."

Any applicant who submits an Achievement Report based on the AME Manufacturing Excellence Award Evaluation Criteria is considered for an award. For companies that score high enough in this Achievement Report review, a site visit is conducted. Site visits generally last a day and a half to two days. Recipients of the Manufacturing Excellence Award are selected based on the combined results of the Achievement Report review and site visit feedback.

AME would like to thank all of the volunteers involved in the awards process to help recognize the remarkable achievements of these outstanding companies.

The AME 2014 Manufacturing Excellence Award recipients will be honored at the AME International Excellence Inside Conference November 10-14, 2014 in Jacksonville, FL.

If you want to learn more about the AME Manufacturing Excellence Model or the Awards process, visit www.AME.org.

Intent to apply applications are due January 31, 2014 and the achievement reports are due March 14, 2014.



BENEFITS

Five Benefits of Hosting a Regional Event

- 1 - As a host, you can select the subject. Identify a “gap” in existing knowledge or experience within your organization. AME will bring in a facilitator to teach the host participants as well as the other attendees.
- 2 - Hosting an application based event (such as a kaizen event) will provide the host company with tangible improvements in the selected area. Attendees from other companies will be valuable resources during the event to implement real change. AME will bring in a facilitator if required.
- 3 - Build your network of fellow continuous improvement and operational excellence professionals that will continue to provide benefits long after the event.
- 4 - Receive suggestions for improvement from attendees after a tour of the host facility.
- 5 - Use the event as a “rallying point” for your organization to progress to the next level in your quest for operational excellence, or to reinvigorate a stalled effort.

Value Stream Mapping, Lean Office, Pull Systems, TPM, TWI, Daily Visual Management – whatever the subject area, AME can help you close a knowledge gap in your organization. **Contact Southwest Region President Richard Lebovitz at Richard.lebovitz@factorydna.com to discuss the possibility of holding an event at your facility.**



AME Corporate Member Benefits

As a Corporate member all of your employees may attend AME events, including conferences and workshops at AME member rates. Five key contacts within your organization will become full AME members and receive the following:

- Access to the Benchmarking Community of Practice Query program and a website query library.
- Subscription to the award winning publication *Target* magazine and monthly online newsletter *Target Online*.
- Access to the website portal on AME.org for *Target* magazine and *Target Online* along with complete archives of both publications.
- Participate in monthly AME webinars for free.
- A free single registration for a 1-day regional workshop for Site Members and three free single registrations for a 1-day regional workshop for Enterprise Members in their inaugural membership year.
- Online access to future benchmarking and lean assessment tools.

Corporate Membership Options

• Site Membership

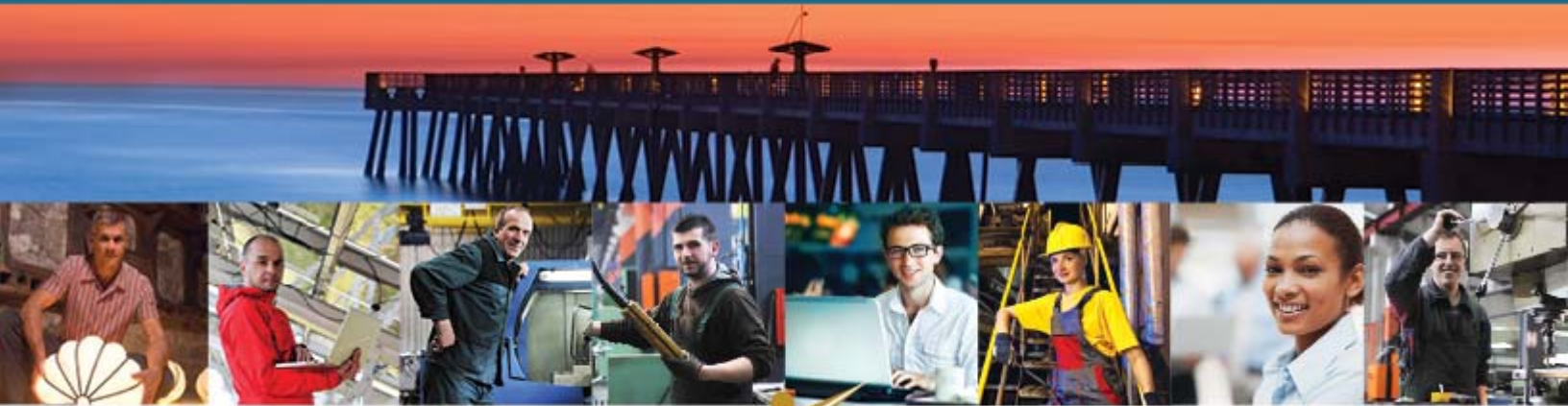
A site is defined as a single physical location or campus with multiple plants/facilities within a short distance from each other. **All employees** at your site can attend AME events at the AME member rate. A one year AME Corporate Site Membership is only \$1,000. Multi-year discounts are also available.

• Enterprise Membership

An Enterprise includes all of the corporation’s facilities within North America. Each facility can identify 5 employees to become full members in AME and **all employees** can attend AME events at the AME member rate. A one year AME Corporate Enterprise Membership is only \$5,000. Multi-year discounts are also available.

For additional information or to join: Contact Robert Carlson, AME Business Development Manager at 224-232-5980, ext. 227 or rcarlson@ame.org.

STRATEGIC SUCCESS THROUGH PEOPLE POWERED EXCELLENCE



AME JACKSONVILLE 2014

SHARE • LEARN • GROWSM
NOVEMBER 10-14

EARLY BIRD DISCOUNT PERIOD

THROUGH MARCH 31, 2014

1-9

10-24

25+ INTERNATIONAL

FULL
PRICE IS
\$2,399

SAVE

\$200 \$2,199

SAVE

\$300 \$2,099

SAVE

\$400 \$1,999

EXCELLENCE
INSIDE
CONFERENCE



AMEJACKSONVILLE.ORG

"What lies behind you and what lies in front of you pales in comparison to what lies inside of you." **Ralph Waldo Emerson**
"Adapt or perish, now as ever, is nature's inexorable imperative." **H. G. Wells**

AME Southwest Region Board of Directors

MANAGEMENT TEAM

Richard Lebovitz
(President)
(512) 771-3410
richard.lebovitz@leandna.com

Doug Carlberg
(Past President & Secretary)
(210) 561-4807
dcarlberg@m2global.com

Nick Swerdfeger
(Marketing)
(512) 225-1554
Nick.swerdfeger@buildasign.com

COLORADO

Andrew Carlson
(303) 886-1112
carlsonacc@yahoo.com

Aleta Sherman
(303) 981 7870
asherma@camt.com

NEW MEXICO

Bill Baker
(972) 890-1883
bill.baker2@gmail.com

OKLAHOMA

John Carnuccio
(405) 324-5140
ajnuch@flash.net

Travis McNett
(316) 640-2331
travismcnett@hotmail.com

TEXAS

Larry Anderson
(972) 489-9853
larrya@airmail.net

Roger Denton
(817) 777-7268
roger.e.denton@lmco.com

Steve Wells
(817) 559-1415
Stevewells1@charter.net

Leonard Humes
(210) 561-4881
lhumes@m2global.com

Steve Nichols
(512) 471-3565
s.nichols@mail.utexas.edu

Brian Heymans
(SW Event Planner)
(512) 280-1673
bheymans@mindspring.com

Mark Graban
(Health Care Sector)
(817) 993-0630
mgraban@yahoo.com

UTAH

Ross Robson
(Utah Director)
(435) 753-5835
ross.robson@comcast.net

AME MISSION

Inspire a
commitment to
Enterprise
Excellence through
Experiential
Learning by
bringing people
together to Share,
Learn and GROW.

AME VISION

A Manufacturing
Renaissance driven by
People-Centric
Leadership coupled with
Enterprise Excellence.

CORE VALUES

- Volunteerism
- Practitioner Focused
- Integrity & Trust
- Passion for Excellence
- Engaging & Welcoming

REFER A MEMBER

As an AME member you know that a strong community of professionals dedicated to enterprise excellence is at the core of our Association. But did you know that the best way to maximize your benefits within this network, is to expand it? When you serve as an AME ambassador, you not only help enhance the resources you need to excel in your career, you also help us make a stronger impact on our vital industry. Learn more at <http://www.ame.org/refer-member>