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AME**CHICAGO**2012
EXCELLENCE
INSIDE
CONFERENCE



www.amechicago.org

October 15 - 19, 2012

DEVELOPING A HIGHLY ENGAGED WORKFORCE Accelerating Lean Deployment with Veterans

August 16, 2012 | Newport News, VA

Learn how companies in addition to their current on board process of new employees can benefit by adding to that mix veterans to accelerate their Lean deployments. These young women and men already have the needed leadership and proven work traits to help accelerate your journey to consistent near-perfect performance. Learn about all the benefits of recruiting and integrating these proven veterans who are highly productive employees who will be future leaders of your business performance for years to come.

Read more on page 2 and at <http://www.ame.org/events/developing-highly-engaged-workforce#6>

Sign Up Now! Call AME at 224.232.5980.

Upcoming Events

Events	Dates	Location	Cost
Developing a Highly Engaged Workforce	August 16	Newport News, VA	\$250
Creating Bronze Portfolio	August 22	Webinar	\$45
TWI Job Instruction	August 29	Webinar	\$25
FedEx Benchmarking Tour	September 13-14	Memphis, TN	\$495
Dream Team - IIE Conference	October 1	Louisville, KY	\$295
AME National Conference	October 15-19	Chicago, IL	\$2,150
Principles of Op Excellence	November 5-7	Memphis, TN	\$1,800
AME Spring Conference	April 15-18, 2013	San Antonio, TX	\$1,295

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

UPCOMING EVENTS

DEVELOPING A HIGHLY ENGAGED WORKFORCE

Accelerating Lean Deployment with Veterans

August 16, 2012 | Newport News, VA



WORKSHOP DESCRIPTION

This workshop will show how to effect a cultural change that will sustain a LEAN journey. It will provide steps to maximize engagement and organizational/team stability through goal alignment, leader development, team engagement, overhead reduction and improved employee performance. It will cover methodologies for analyzing return on investment for human capital management programs and assessing internal cost drivers associated with implementation. These methodologies will be shown through case studies and discussions on how to synchronize and integrate people improvement programs into and in direct support of every LEAN initiative.

The workshop will provide an opportunity to hear from **Newport News Shipbuilding** which has a long history of hiring veterans, particularly those exiting the Navy who are familiar with our products, culture, and work environment. NNS pursue exiting military from all the branches that possess skill sets that match their manning needs. They currently employ ~2,800 vets which equates to about 13 percent of its total workforce. In 2011, 15 percent of new hires were veterans, and NNS has set a goal for 2012 that 20 percent of our new hires will be veterans.

LEARNING OBJECTIVES

- Understand how to build a Culture of Continuous Improvement
- Understand the difference between Operational Stability and Team Stability
- Understand importance of Team Alignment and how to organize your team for success
- Learn ways to better develop your most valuable assets... The Leaders
- Understand the linkage between Team Engagement and business performance
- Understand that Recruiting, Trying Out, and Making the Team (On Boarding) are key value added activities
- Understand where to begin in the process of developing a "Modernized Human Capital Performance Program"

PRESENTER

Joe Barto has created and led TMG, Inc. to consistent, near perfect business performance since its founding as Training Modernization Group in July 2002. A values-driven Program Management Services company, TMG's high level of performance has been recognized by the American Society for Training and Development (ASTD) in 2002, 2003, 2004, 2006, 2008, 2009 for Excellence in Practice with partners across America. TMG analyzes, designs, develops, pilots, implements and transitions On Boarding, Leader Performance Improvement, and Workforce Productivity systems for companies such as Northrop Grumman, ESCO, Ball Metal Beverage Packaging, BAE Systems Ship Repair, Liebherr Mining Equipment, Lifetouch Studios, Aera Energy, L3 Communications, and North Florida Shipyards.

HOST COMPANY

Training Modernization Group is a registered Veteran Owned Small Business incorporated in the Commonwealth of Virginia since July 2002. Training Modernization Group is a virtual organization whose core belief is that to truly solve our client's training and business problems requires that our staff of professionals work where our client's staff of professionals work. Our corporate office is located in Spotsylvania, Virginia. Training Modernization Group's professional staff works closely with our clients to ensure our business practices and agreements are responsive to our client's needs to award work and show results quickly.

MORE INFO: <http://www.ame.org/events/developing-highly-engaged-workforce#3>

Sign Up Now! Call AME at 224.232.5980.

UPCOMING EVENTS

CREATING A SUCCESSFUL LEAN BRONZE PORTFOLIO

August 29, 2012 | Webinar

WEBINAR DESCRIPTION

Successfully completing your Lean Bronze Certification requires training, experience, passing the Lean Bronze Test, and completing your Lean Bronze Portfolio. This portfolio communicates your understanding of basic lean concepts by demonstrating application through five projects and a reflection. This one hour webinar outlines the key points for constructing your AME/SME/Shingo Prize/ASQ Lean Bronze Portfolio. We aim to answer your questions on the processes for: 1. Selecting the appropriate projects, 2. Following the PDCA Process, 3. Critical items reviewers expect, and 4. Crafting a successful reflection section.

This webinar provides you a clear approach to achieving first time success on your portfolio. Your instructors are current portfolio reviewers and can offer guidance so you provide the correct information, communicate your role in the projects, and articulate the learning you gained through your reflection..

PRESENTER

David Hicks currently serves as a Lean Specialist for the Auburn Technical Assistance Center coaching companies through the Lean Implementation process. He received his SME/AME/ Shingo Prize/ASQ Bronze Lean Bronze Certification in 2007, has reviewed over 30 portfolios and has successfully mentored numerous practitioners through the Bronze Certification process. He is a Registered Professional Engineer with more than 30 years of experience in manufacturing, quality & statistics, training, test engineering, and plant management.

MORE INFO: <http://www.ame.org/events/creating-successful-lean-bronze-portfolio-0#2>

TWI JOB INSTRUCTION

August 29, 2012 | Webinar

WEBINAR DESCRIPTION

Historical Background of Training Within Industry; The 5 Basic Needs of a Supervisor; How the TWI Program works; The Objective of Job Instruction; The "Fire Underwriter's Knot" (an example); The 4-Step Method; The Job Instruction Training Timetable (JITT); The Job Instruction Breakdown Sheer (JIBS).

PRESENTER

Bill Kraus is a Project Manager and Certified TWI trainer with Arkansas Manufacturing Solutions and is the current president of the AME SE Region. Technical Expertise: Certified TWI Job Instructions, Job Relations and Job Methods trainer; Toyota Kata Trainer; NIST MEP Certified Lean Manufacturing trainer; NIST MEP Certified Professional Business Advisor; Certified Plexus ISO/QS-9000 trainer/coach; Completed ASQ/Six Sigma Academy Black Belt training; Senior Baldrige Examiner for the Arkansas Quality Award; Kaizen Event facilitator. Manufacturing Experience: 13 years with Monsanto Company (Superintendent levels in Construction, Maintenance and Manufacturing); 7 years with Engelhard Corporation (Production Manager and Plant Manger levels); 8 years with two privately held manufacturing companies (VP Operations levels); 16 years with Arkansas Manufacturing Solutions (provide on-site Lean Manufacturing training, Kaizen Event facilitation and coaching with manufacturing companies in Arkansas).

MORE INFO: <http://www.ame.org/events/twi-job-instruction-1>

Sign Up Now! Call AME at 224.232.5980.

UPCOMING EVENTS

FedEx SENIOR EXECUTIVE BENCHMARKING TOUR

September 13-14, 2012 | Memphis, TN



EVENT DESCRIPTION

Attendees will watch the fabled “Night Sort.” As part of the evening, members will tour the Memphis Hub where millions of packages are sorted daily and sent to their final destination, all within a matter of minutes.

They’ll also tour the Global Operations Control Center (GOCC), the epicenter of the FedEx commitment to being on time every time. They’ll fly the same flight simulator used by FedEx pilots, doing take-offs and landings of the MD11.

The real opportunity begins on day two when Senior FedEx Executives will meet with attendees to discuss:

- Quality Driven Management, the FedEx version of the TPS. Learn what FedEx means when they say: “People, Service, Profit,” why the order is important and how attention to this behavior drives success.
- Express Operations the FedEx version of Lean. This discussion will include an honest assessment of what happened when FedEx found its transformation adrift and how they got it back on course. Recall that FedEx provides a service, not a product, yet has still found Lean critical to their success. Learn how and why.
- Managing in a Complex IT World. FedEx has come to realize how important IT is to their business; from security, to drive business through their webpage, to tracking a shipment anywhere on the globe, to identifying emerging opportunities and avoiding threats. Learn about their IT strategy and where they see it leading.
- Global Selling will address the FedEx strategy behind selling their services throughout the world.

WHO SHOULD ATTEND?

This event is intended for SENIOR EXECUTIVES who are looking to jumpstart their Lean transformations, benchmark their operations against best in class or collaborate with other executives facing similar problems.

MORE INFO: <http://www.ame.org/events/fedex-senior-executive-benchmarking-tour#6>

BUILDING A DREAM TEAM TO ACCELERATE YOUR LEAN JOURNEY

October 1, 2012 | Louisville, KY



WORKSHOP DESCRIPTION

This workshop will show how to effect a cultural change that will sustain a lean journey. It will provide steps to maximize engagement and organizational/team stability through goal alignment, leader development, team engagement, overhead reduction and improved employee performance. It will cover methodologies for analyzing return on investment for human capital management programs and assessing internal cost drivers associated with implementation. These methodologies will be shown through case studies and discussions on how to synchronize and integrate people improvement programs into and in direct support of every lean initiative.

MORE INFO: <http://www.ame.org/events/building-dream-team-accelerate-your-lean-journey>



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SE Region Exhibits at the 20th Anniversary of the Florida Sterling Conference



From May 29th through June 1st of 2012, the Florida Sterling Council held its premier annual conference in Orlando, Florida.

Five pre-conference sessions were offered the day before the conference began, and then for three full days, participants had the opportunity to interact with nearly 700 business professionals from across Florida and the United States. This one-stop source for education enables participants to benchmark the best practices of companies from across the nation and achieve performance excellence.

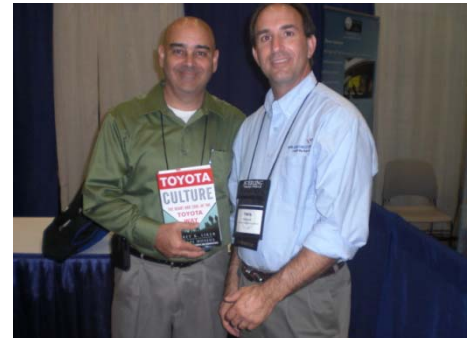
The conference also had a Products & Services Exposition and ended with the Governor's Sterling Award Banquet.



Art and Hank at the AME booth.

Established in 1992, the Florida Sterling Council is a public/private not-for-profit corporation supported by the Executive Office of the Governor of Florida. It is comprised of public and private sector members. The Council is led by the Executive Committee which oversees the Governor's Sterling Award for Performance Excellence and all Sterling process activities, including the annual Sterling conference.

AME's Southeastern region was present at the conference with a booth in the exposition area. Two directors (Hank Czarnecki and Art Hau) manned the booth and interfaced with the attendees from the conference. This is part of an effort to expand the presence of AME and create awareness about AME. Several books were raffled off to conference attendees. The books were donated by Hank Czarnecki.



The lucky winners of the raffle.

AME WEBINAR SERIES

AME is pleased to announce a new monthly webinar series starting May 2012. Each month world recognized speakers will be making 1-hour presentations representing a wide variety of topics. Authors, Shingo Prize recipients, and thought leaders in their respective areas form the line-up of presenters. Webinars are very modestly priced at \$25 for members, \$50 for non-members and free for corporate members. The webinar series is just one way that AME is trying to increase the value it delivers to its members, and better fulfill its mission of “Share-Learn-Grow”. So gather up some colleagues at your organization and register for a webinar today.

The upcoming line-up includes:

- Building the Lean Fulfillment Stream: August 13
- Creating a Successful Lean Bronze Portfolio: August 29
- TWI Job Instruction: August 29
- What is Lean Accounting All About?: September 10
- Engaging Executives in Lean Management: November 16

Go to <http://www.ame.org/webinars> for more details on these and other webinars scheduled through the end of the year.

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 (e.g. 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 provide continued 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 the 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 an Existing knowledge gap. Contact Southeast Program Director, Hank Czarnecki, email: leanhank@auburn.edu to discuss the possibility of holding an Event at your facility.



LEADER STANDARD WORK

Leader Standard Work is a key element of the lean management system. In turn, lean management is critical in sustaining lean production. Without lean management, improvements don't last. A common outcome of lean implementations is that they fade quickly, leaving no lasting impact on operational performance, according to David Mann, author of *Creating a Lean Culture, Second Edition: Tools to Sustain Lean Conversions* (CRC Press).



Lean management is a set of behaviors, tools and practices that bring focus on the production process and wherever lean applications have been implemented, Mann noted. Leader Standard Work sustains this approach. Cycle tracking charts reflect process health, identifying remaining imperfections in the process. Keeping these charts current “leads to describing problems as they occur, like preserving evidence at the scene of the crime, where the process stumbled or was out of spec,” said Mann.

There's much more to Leader Standard Work than ensuring consistent production tracking. “When the cause of a problem is visually displayed, you must assign tasks to understand, then eliminate the cause,” Mann said. “Otherwise, production tracking charts become a ‘check the box’ exercise that doesn't produce improvement.” Leader Standard Work includes this follow-up.

Leader Standard Work reflects a change from traditional management thinking. “In a conventional world, experienced managers and supervisors have learned how to patch up and work around problems, to get the orders out,” said Mann. “In the lean way of thinking, we identify problems, and then ask, ‘Why?’ The focus is on improvement, looking for clues, to understand and improve.”

This cultural change strengthens with practice. “The new mindset comes from the behavior,” Mann continued. “If you consistently engage in close focus on the process, then take action when actual performance falls short of expected results and add monitoring to reinforce these new ways, you gradually create new habits. It's self-reinforcing. When a leader or an operator sees a process work as it was expected to, it means a better day at work, stimulating more improvements. This new mindset doesn't happen overnight. It's something that takes place over years.”

Leadership's Role

Mann said Leader Standard Work can develop in several different ways. Whatever path leaders select, start by improving the stability and standardization of the process. Leader Standard Work is intended to guarantee the integrity of the (newly) standardized lean process.

Mann suggested that asking leadership, “What are problems that wake you up at night?” engages them. “If there are weak links in the chain of command, senior leaders need to learn where the breakdown is, then gemba walk, coach, reset expectations and follow up,” said Mann. “Senior focus should be on the management system, not the technical tools. With the right coaching, execs learn what to ask about and observe to assess the health of their lean strategy and the integrity and effectiveness of their lean operations. The management system sustains the production system, so focusing on the health of the lean management system leads to better health of the production system, sustaining and extending lean gains. Leader Standard Work should be ongoing, to make expectations clear for all, aid in developing successors and facilitating smooth transitions of leadership.”

This article was written by *Lea Tonkin, President, Lea Tonkin Communications*

AME Spring Conference 2013

Revitalization of North American Manufacturing

Achieving Global Enterprise Excellence through people, processes, and supply chain partners.

Great companies are forged in the harshest of economic climates. Those that weather tough winters enjoy the most robust revitalization when spring finally arrives. In spite of challenging conditions, great companies thrive because they respond to challenges and variability through innovation and best practices.

At the AME 2013 Spring Conference, a select group of exceptional companies will share what they learned in their rise to the head of the class in supply chain, manufacturing and organizational leadership. North American manufacturing is at a crossroads, and this is a rare opportunity to hear from the best and discover game-changing techniques that can deliver bottom-line results for your enterprise and significant improvements for your customers.

Following in the footsteps of our most cherished spring traditions, the AME North American Conference will herald the message of a resurgent manufacturing industry. Join leading-edge practitioners at our Spring Conference to share decades of experiences, best practices and lessons in multiple learning and networking forums at this incredible conference.

April 15-17, 2013 San Antonio, Texas

★ REGISTER EARLY to achieve

- ★ 15% off for 1 to 9 registrants
- ★ 20% off for 10 to 24 registrants
- ★ 25% off for 25+ and any international registrants

Contact: Veronica Ceaser, AME Conference Registrar
at 224-232-5980, ext. 223 or vceaser@ame.org
for additional details

Where it all happens: Marriott River Walk
889 E. Market Street
San Antonio, TX 78205

Share • Learn • GrowSM



KEYNOTE SPEAKERS

We welcome our keynote speakers as titans and pioneers of industry. Hear firsthand what these forward-thinking leaders have to say about the issues facing North American manufacturers. This year's keynote speakers include:

- ★ **Harry Moser**
Founder, Reshoring Initiative
- ★ **Drew Greenblatt**
President, Marlin Steel
- ★ and four more speakers to be announced



COMPANY TOURS

Tour innovative manufacturing facilities and witness illuminating presentations and tours of the companies setting the stage for the future. This year's tours include:

- ★ Toyota Motor Manufacturing
- ★ Lockheed-Martin
- ★ and four additional tours to be announced



18 BEST PRACTICE SESSIONS AND 9 WORKSHOPS

North American Manufacturing is in revitalization. As we strive for bold growth, focus must be shifted to innovation around people, processes and partners. Companies with proven success in implementation will deliver presentations on best practices. They will share the successes, failures and revelations they experienced while achieving sustainable gains. Best practice tracks include:

- ★ Innovation with People:
People engagement, education and training
- ★ Innovation with Process:
Lean processes, innovation and R&D
- ★ Innovation with Partners:
Lean Supply Chain, supplier development and fostering collaboration

SOUTHEAST REGION BOARD OF DIRECTORS

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AME MISSION

Our Mission is to inspire commitment to enterprise excellence through shared learning and access to best practices.

AME VISION

Bringing people together to share, learn and grow.

CORE VALUES

- Volunteerism
- Continuous Improvement
- Integrity & Trust
- Engaging & Welcoming
- Practitioner Focused