



In This Issue

- 1** Upcoming Events
- 5** TWI: Create Lasting Performance Gains
- 6** Announcing AME's Spring Conference
- 7** AME Monthly Webinar Series | Benefits of Hosting an Event
- 8** AME Whitepaper Series: A Call For Action
- 9** Southeast Region Board of Directors

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 3 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
Toyota Kata Seminar	July 17	Decatur, AL	\$445
Toyota Kata Workshop	July 17-19	Decatur, AL	\$1650
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 20-21	Memphis, TN	\$495
Dream Team - IIE Conference	October 1	Louisville, KY	\$295
AME National Conference	October 15-19	Chicago, IL	\$2,150
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

TOYOTA KATA SEMINAR

July 17-19, 2012 | Decatur, AL



COURSE DESCRIPTION

Attending the one-day seminar is a good first step into this new style of leadership. For companies that want to evolve their management system and take their lean efforts to the next level, participation in all three days is recommended.

WORKSHOP LEADER

Mike Rother is a researcher, engineer, teacher and author best known for the books *Learning to See* and *Toyota Kata*. He is currently guest researcher at the Technical University of Dortmund (Germany) and has been a research associate with the Lean Enterprise Institute. He connects the academic world and the factory with investigations that extend across Engineering, Management, Social Science, and Psychology. He has been in hundreds of production facilities around the world and tends to collaborate with organizations where senior managers have a sense of curiosity...organizations that want to do it themselves, are willing to experiment, and are open to learning together.

PARTICIPANT BENEFITS

The benefits of the seminar on Day 1 are:

- Obtaining an overview of the system directly from the leading researcher.

Key Concepts include:

- (1) Communicating a Vision & Strategy
 - (2) Setting an achievable Challenge
 - (3) Defining short-term Target Conditions
 - (4) Practicing the Improvement Kata
 - (5) Developing people through the Coaching Kata.
- Understand the Five Questions and their special relationships to improvement and coaching.
 - Understanding how the practice of the Kata leads to both process improvements and people development.
 - Understanding how the Kata habits create buy-in and organizational growth.
 - Practical advice for shifting a culture using Kata practices.
 - Attendees will find access to numerous free resources for the Kata

Benefits of the workshop (days 2&3) are:

- Practical application of the Kata techniques to make improvements in an actual business situation
- Using the Five Questions to clarify and guide improvement activities
- Practice of the coaching Kata to achieve people development
- Understanding of how to focus process improvements to achieve rapid results through organizational learning.
- Developing skills in using the Kata so you can immediately begin application within your organization

MORE INFO: <http://www.ame.org/events/toyota-kata-seminar-steelcase-workshop>

This event is nearly sold out

Sign Up Now! Call AME at 224.232.5980.

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 22, 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>

READ MORE ABOUT TWI ON THE NEXT PAGE.

Sign Up Now! Call AME at 224.232.5980.

Training Within Industry (TWI): Create Lasting Performance Gains

As a leader, you like to hear good news about hitting your improvement targets such as lead-time reduction and better quality. Can you maintain those gains, ratcheting to even higher performance levels? It's an elusive dream for many organizations. *Yet you still need a solution that can withstand the challenges of current and future market fluctuations.* For an increasing number of organizations, Training Within Industry (TWI) concepts and practices fill the bill.

Albany International: Great Benefit, Cultural Change

TWI's systematic, organization-wide value shines in everyday activities at Albany International in Homer, NY according to Scott Curtis, plant manager. "You know TWI is part of the culture when people encounter quality or other issues, and then they ask for a process breakdown sheet, or they build one," said Curtis. "There is a standard TWI approach for writing down the steps in a job, training a core group about the process and then spreading out this knowledge more broadly. We've used the TWI Job Instruction (JI), Job Relations (JR) and Job Methods (JM) modules (see "About TWI" below), extending them to all job classifications during the past several years." Albany International's Homer facility is an internal supplier of synthetic filament woven into an industrial textile belt used in the paper industry.

Using the TWI techniques and practicing successively more extensive process step changes in kaizen (improvement project) events, Homer setup operators achieved dramatic reductions in average changeover times (from more than eight hours to approximately two hours). "The operators have setup information for each order," said Curtis. "They lock in the best way, and they can go back and reference it." Curtis also cited finished quality and reduced complaints in the field. "No matter the size of the organization, there is great benefit from these practices," he said. "Using TWI practices reduces uncertainty and chaos. It makes jobs more enjoyable as variation decreases."

"Lessons learned" about effective TWI practices shared by Curtis, who will join the TWI Institute <http://www.twi-institute.org> staff as director:

- Develop leadership support and understanding up front.
- Gain knowledge about TWI concepts and modules, then share these learnings broadly in your organization through training and effective communications.
- Stick to an implementation schedule, starting with a pilot project. There will always be distractions. Continuous practice will create cultural change and acceptance over time.

About TWI

The power of TWI concepts and techniques emerged during World War II, when it developed as a hugely successful training program. Later incorporated as an unheralded element of the Toyota Production System (TPS), TWI is employed by a new generation of lean leaders to support and sustain their improvement initiatives. TWI's basic elements, as explained by Drew Locher of Change Management Associates, recipient of the Shingo-Prize for research for his book *Lean Office & Service Simplified: The Definitive How-to Guide* include:

Job Instruction (JI): "JI provides a foundation of understanding about what should be part of standard work and how to teach it to others," Locher said. It includes a list of important steps in the desired process, the key points and the "why's." Key points clarify how to perform a step for needed quality, efficiency and safety. The "why" for each key point supports understanding and compliance over time.

Job Relations (JR): Based on the premise that a group leader or supervisor gets results through people, JR guidelines call for effective, fact-based communication with associates. Tell them what is expected of them, how well they perform and where improvement is needed. Respect individual abilities, don't jump to conclusions about employees or performance, evaluate options when action is needed, follow up and check results.

Job Methods (JM): "This practical plan helps you produce greater quantities of quality products in less time by making the best use of manpower, machines and material currently available," said Locher. First, break down the job and consider all of the resources required for every task or step. Second, question the need and purpose for resources, how a step or process should be done and who is best qualified to do it. Third, develop a new method, striving for an easier and safer process. Rearrange, simplify or eliminate steps as needed, working out ideas with people affected by these changes. Fourth, gain acceptance of the new method from your boss and associates, then put it to work. Use JI techniques to teach it to workers initially using it.

Lea Tonkin, editor, AME regional newsletters, is the president of Lea Tonkin Communications. Editor's notes: For a timely overview of the powerful teaching tool TWI Job Instruction (JI), participate in the AME TWI Job Instruction (JI) Webinar August 29 from noon to 1 p.m. EST. Bill Kraus, a project manager with Arkansas Manufacturing Solutions and president of the AME Southeastern Region, will share the basics for creating a JI Training Timetable, Breakdown Sheet and four-step "How to Instruct" method. He is a certified TWI Institute Job Instructions, Job Relations and Job Methods trainer. Register online at www.ame.org > www.ame.org. A TWI workshop, "Training Within Industry: No Longer Toyota's Best Kept Secret," will be featured in the AME Chicago 2012 Conference. ameconference.org

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

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:

- Lean Office & Service Simplified: July 26
- Building the Lean Fulfillment Stream: August 13
- Creating a Successful Lean Bronze Portfolio: August 22
- TWI Job Instruction: August 28
- 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.



AME WHITEPAPER SERIES

In February 2012, the Association for Manufacturing Excellence (AME) released a whitepaper detailing three vital aspects of revitalizing manufacturing, one of North America's most critical sectors. The whitepaper—which references President Obama's plan to revive the industry, as well as some recent, astounding statistics—explains why manufacturing is so critical to economic growth, and determines that “Made in North America” is a priority, as Canada, Mexico and the U.S. are all dependent on one another.

In the first three parts of this four-part series, we explored challenges facing the manufacturing industry and various examples of how companies and industry organizations are currently working toward a better future. In this fourth and final part, we offer a call for action that all organizations can use to help grow the industry—and the economy.

A Call for Action

Policy-makers, industry professionals and academic leaders play critical roles in revitalizing the economy through the rebirth of manufacturing jobs. They need to ensure the supply of high-quality inputs such as educated citizens, physical infrastructure and a favorable tax and regulatory framework to foster increased collaboration between public and private sector partners.

Businesses need to grow a culture that achieves results through engaging their people. They need to foster rapid advancement of technology and innovation by establishing regional consortiums to help bring jobs back home. There is a need to develop pragmatic, working-level leaders who can pull it all together.

Parents, teachers and business leaders need to recognize the reality that other high-achieving nations are both out-educating us and out-competing us. Our educational system has a long way to go to fulfill the American promise of education as the great equalizer.

To remedy these situation the public and private sectors must come together to build an integrated plan supportive of these initiatives, especially NAM's Manufacturing Strategy for Jobs and Competitiveness and Roadmap to Education Reform for Manufacturing; the LEARN Act; and the Reshoring Initiative. These will ultimately revitalize the industry and [grow the economy](#).

At its 2012 national board meeting, AME reaffirmed its commitment to helping small- and medium-sized businesses create more manufacturing jobs, and the organization's strategic plans address the challenges facing manufacturing by formulating counter-measurements to address them with its public and private alliance partners.

AME has been leading these initiatives aimed at expanding the manufacturing base, engaging lean leaders, increasing exports and boosting research and development. These actions will enable businesses to have the skilled workers needed to design, produce and export quality goods and services, again.

The goal is to forge a community of leaders, manufacturers, academics, practitioners and policy-makers focused on breathing new life into revitalizing manufacturing while improving the standard of living of all our citizens—making “Made in North America” an economic reality.

For a copy of the complete whitepaper or to review the previous three installments, please visit <http://www.ame.org/ame-news>.



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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