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AME**CHICAGO**2012
EXCELLENCE
INSIDE
CONFERENCE



www.ameconference.org

October 15 - 19, 2012

STANDARDS TO DRIVE AND MENTOR CONTINUOUS IMPROVEMENT

June 12-13, 2012 | Alexander City, AL

AmTech LLC.

Join us June 12-13, 2012 for an interactive and informative training course about Standards and Leaders Standard Work. These two days will include seminar training coupled with on the shop floor exercises for hands on learning. Tracey Richardson, a former Toyota trainer and expert in teaching and facilitating the course that will teach the using the DAMI model (Define, Achieve, Maintain, and Improve) as well as the purpose of Leaders Standard Work . This training event is being held at the AmTech in Alexander City, AL. Lunch and all training materials are included.

Read more at <http://www.ame.org/events/standards-drive-mentor-continuous-improvement#6>

**Sign Up Now! Call
AME at 224.232.5980.**

Upcoming Events

Events	Dates	Location	Cost
Continuous Improvement	June 12-13	Alexander, AL	\$845
Achieve & Sustain Mfg Excel	June 19-20	Athens, GA	\$495
Lean Accounting	June 19-21	Jacksonville, FL	\$900
Toyota Kata Seminar	July 17	Decatur, AL	\$445
Building Dream Teams	August 14	Newport News, VA	\$250
Creating Bronze Portfolio	August 22	Webinar	\$45
Dream Team - IIE Conference	October 1	Louisville, KY	\$295
AME National Conference	October 15-19	Chicago, IL	\$2,150

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

THE 12 PRINCIPLES OF MANUFACTURING EXCELLENCE: HOW TO ACHIEVE AND SUSTAIN EXCELLENCE!

June 19-20, 2012 | Athens, GA



COURSE DESCRIPTION

This highly interactive workshop focuses on Larry Fast's 12 Principles of Manufacturing Excellence. Each principle is addressed in detail and demonstrates how plants evolve from Stage 1 or Stage 2 plants, i.e. very traditional, under-performing manufacturing plants, as they transition into Stage 3 and, ultimately, Stage 4 plants that are globally competitive and delivering world-class results. It is a proven, auditable process in both union and non-union plants that has yielded numerous award winning operations as well as saved other plants from closure all across North America. Based on feedback from prior workshops, it is being expanded from a 1 day to a 1.5 day workshop to allow more detailed discussions re: the Principles and how to use the Manufacturing Excellence Audit tool.

HOST COMPANY

Power Partners, Inc., is a leading manufacturer of overhead distribution transformers, serving utility, industrial and commercial customers in North America, Central America, Mexico, the Caribbean and other markets. More than 8,000,000 transformers have been produced at the Power Partners' plant in Athens, Georgia.



WORKSHOP LEADER

Larry Fast is a veteran of 35 years in the wire and cable industry and held senior management roles for 27 years. Fast holds a BS degree in Management and Administration from Indiana University and is a graduate from Earlham College's Institute for Executive Growth. He also is an alumnus of the Program for Management Development at the Harvard University School of Business in 1986. Since 2001, plants that followed the path to be discussed in this workshop have received Industry Week Best Plants finalists recognition more than 25 times with 10 IW Best Plants in North America winners. Fast has spoken at manufacturing excellence events such as Industry Week's Best Plant's Conference, Manufacturer "Live", AME's Champion's Club and the international conference on Lean Manufacturing sponsored by Reliability World. He has also been published in National Productivity Review magazine and was featured in two October, 2006 articles in The Manufacturer and in Mexico Watch for the outstanding track record leading change at General Cable. Since 2009 he has been a judge for the IW Best Plants competition and a Director on the AME, SE Region Board. On October 11, 2011 his book was published by CRC Press as a Productivity Press book entitled: The 12 Principles of Manufacturing Excellence—A Leader's Guide to Achieving and Sustaining Excellence. Fast is now Founder & President of Pathways to Manufacturing Excellence, LLC, a consulting company based in Gainesville, GA.



More info at <http://www.ame.org/events/12-principles-manufacturing-excellence>

Upcoming Events

STANDARDS TO DRIVE AND MENTOR CONTINUOUS IMPROVEMENT

June 12-13, 2012 | Alexander City, AL

AmTech LLC.

COURSE DESCRIPTION

You will learn what Standards are as well as Define a Standard at the Gemba and why Standards are crucial to problem solving and long term continuous improvement success. Additionally, you will learn how Leader Standard Work will aid in achieving, maintaining and improving standards. You will also learn the differences between Leader Standard Work for front line supervisors all the way to senior leaders of the company as well as the importance of visual management to make Leader Standard Work more powerful.

HOST COMPANY

AmTech manufactures wiring harnesses and controllers for buses, heavy equipment, medical equipment and for the defense industry. It employs about 250 associates within a single 130,000 square-foot facility. Annual sales are approaching \$20 million to a market that is largely U.S. based. The company now is some seven years into its Lean journey.

More info at <http://www.ame.org/events/standards-drive-mentor-continuous-improvement#2>

ACCOUNTING FOR LEAN ENTERPRISES

June 19-21, 2012 | Pensacola Beach, FL

COURSE DESCRIPTION

This three-day seminar will teach you how you can make appropriate changes in your accounting systems to support an overall transformation to a lean enterprise. This course is appropriate for accounting managers and operations managers and will help both improve their production systems and supporting accounting systems.

ACCREDITATION:

Auburn University is authorized by IACET to offer 2.0 CEUs for this program. CEU conversion to CPE may apply based on specific organizational requirements.

SPEAKERS

Frances Kennedy (Ph.D., C.P.A.), Interim Director and Professor at Clemson University's School of Accountancy & Finance focuses on performance measurements and control systems in lean enterprises Her interest in teaming organizations comes after thirteen years of experience of industry and public accounting experience, including eight years with Rubbermaid, Inc., where she was extensively involved with the team pilot facility.

DeWayne Searcy earned his doctorate from The University of Tennessee with a double major in accounting and logistics in 2006. His research interests are continuous auditing, lean enterprises and supply chain management. Prior to entering academia, he worked in public accounting and private industry. He is a Certified Management Accountant (CMA), Certified Public Accountant (CPA) and Certified Internal Auditor (CIA). DeWayne is Director and Associate Professor of the School of Accountancy at Auburn University.

More info at <http://www.ame.org/events/accounting-lean-enterprises>

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UPCOMING EVENTS

TOYOTA KATA SEMINAR

July 17 or July 17-19, 2012 | Decatur, AL



COURSE DESCRIPTION

Drawing on six years of research about management and leadership at Toyota, presented in Mike Rother's book *Toyota Kata*, this seminar will provide a research and experience-based look at two particular behavior routines, or kata (meaning pattern or form, translated literally from the Japanese as "way of doing things"): The Improvement Kata and The Coaching Kata.

These research findings reach a level where we are talking in more detail about human psychology in organizations than is currently practiced anywhere in business. The described behavior routines are universal and applicable in many different organizations, old or new, manufacturing or otherwise, and they provide a new and more effective model for how to manage organizations.

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.

HOST COMPANY



Headquartered in Grand Rapids, Michigan, **Steelcase** is a global company with approximately 10,000 employees worldwide and more than 650 dealer locations around the world. The Athens facility manufactures vertical fabric surfaces, panels and moveable walls. It has been on its continuous improvement journey over 10 years with an emphasis on a sustainable lean culture.

More info at <http://www.ame.org/events/toyota-kata-seminar>

BUILDING DREAM TEAMS TO ACCELERATE YOUR LEAN JOURNEY

August 14, 2012 | Newport News, VA



COURSE 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 at <http://www.ame.org/events/building-dream-teams-accelerate-your-lean-journey>

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AME MONTHLY WEBINAR SERIES

AME is pleased to announce a new monthly webinar series starting April 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 for AME members and non-members. Beginning in May the webinar series will be free to AME 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 your colleagues and join us. We look forward to your participation.

Mastering Lean Product Development Webinar

June 22, 2012

<http://www.ame.org/events/mastering-lean-product-development-0>

Creating a Successful Lean Bronze Portfolio Webinar

August 22, 2012

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

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 this three-part series, AME will explore the three aspects that manufacturing leaders, industry organizations, and policymakers must consider in order to strengthen manufacturing—the challenges facing not only manufacturers, but North America as a whole; examples of how companies and organizations are currently working toward a better future; and how we all can prepare for and execute a sustainable manufacturing industry. As the leader of the Revitalization of Manufacturing initiative, AME has set a goal to provide expert knowledge and awareness about how anyone and any company can help make this revitalization a reality.

See page 6 for the second segment of the series.

Benefits of Corporate Membership

- At the lowest corporate membership (Level 1, \$600 per year), a company can register five individual members. Individual membership is \$150 per year. So for Level 1, this is basically a “buy four, get one free” deal.
- The individual memberships are transferable. For a Level 1 member, your company can send up to five people to any event and receive the membership discount. And the attendees do not have to be the same names “on file”.
- All members receive discounted rates for regional events, typically \$150 per person. If a Level 1 corporate member sends in total a minimum of four individuals to events throughout the year, the membership fee will pay for itself.
- The individuals listed under a corporate membership will receive the award winning Target magazine four (4) times per year

BREATHING NEW LIFE INTO MANUFACTURING

The public and private sectors must come together to build on the NAM study, [A Manufacturing Renaissance: Four Goals for Economic Growth](#), to revitalize the industry and grow the economy. The strategy calls for putting people, schools, businesses and the government to work; producing literate career-ready citizens capable of joining the workforce; and enabling manufacturers to once again lead the designing, building and exporting of quality products and services around the globe. The top three priorities for revitalizing manufacturing proposed by [National Council For Advanced Manufacturing](#) and its alliance partners are:

- Build a better educated and trained workforce
- Promote product and process innovation, as well as research and development
- Improve global competitiveness for companies

Each priority contains elements that must be considered in developing public policies that support the revitalization of the manufacturing sector, and policy-makers must consider these elements in shaping future public policy and legislation. Their goal should be to help public school systems and companies transform themselves to compete in more knowledge-intensive and information-fueled innovative processes, leading to more competitiveness by putting people back to work building things at home.

President Obama praised companies that are bringing manufacturing jobs back to the United States from abroad at a White House conference where he met with leaders of firms investing in South Carolina and other states. "I don't want the next generation of manufacturing jobs taking root in countries like China or Germany," President Obama said. "I want them taking root in places like Michigan and Ohio and Virginia and North Carolina."

AME has been leading the "Revitalization of Manufacturing" initiative, where AME, along with other organizations, has been reaching out to policy-makers nationwide, and encouraging them to join or develop efforts focusing on local and state job creation. It is imperative that policy-makers recognize the importance of an industry that has been the backbone of the North American economy. To date, AME has received more than 400 signatures of support from state and federal policy-makers, industry trade associations and operations executives representing manufacturers across North America.

Virginia was the first state to pledge its support for AME's initiative, and is also the top state named in CNBC's *Special Report: America's Top States for Business 2011*. The Commonwealth and its businesses have been actively engaged in promoting manufacturing excellence. For example, the Virginia Economic Development Partnership conducts advanced manufacturing tours to showcase how the Commonwealth's business climate facilitates the industry's success. Highlights of the tour this year include Newport News Shipbuilding (NNS) and Germane Systems, both of which are active participants in supporting AME initiatives by opening their doors to share best practices during plant tours.

These companies also strive to individually foster a robust manufacturing environment within Virginia. Germane Systems, for instance, was selected as a tour site for AME's Annual International Conference in 2010. The company has been such an advocate for manufacturing excellence that the Virginia Deputy Secretary of Commerce and Trade, Carrie Cantrell, presented a letter from Governor Robert McDonnell that praised the company for its support of the revitalization of manufacturing within the state.

Over the years, NNS has benefited from its relationship with AME by sharing and adopting industry best practices, which accelerate its journey to achieve operational excellence. Even as the Navy, one of NNS' biggest customers, contemplates possible cuts to ship orders, NNS continues to move full-speed ahead with plans to hire thousands of workers in the next five years. By maintaining a highly skilled workforce and utilizing best practices, NNS can grow its business.

The Commonwealth recognizes that manufacturing drives technology, productivity and innovation across all industry sectors, and Governor McDonnell endorses the "Revitalization of Manufacturing" initiative, through which the collaborative sharing of best practices to make organizations more competitive will lead to the creation of countless new jobs.

AME is joining with its corporate members and other leading learning organizations to adopt these top three priorities for revitalizing manufacturing by engaging in reforming public education to produce career-ready citizens; establishing consortiums to help sustain and grow businesses through sharing technology and innovative ideas; reshoring (insourcing); and redeploying Training Within Industry (TWI) programs to train or retrain workers who have the ability to work in advanced manufacturing jobs, which will ultimately revitalize manufacturing and re-energize the economy.

CONTINUED ON NEXT PAGE

BREATHING NEW LIFE INTO MANUFACTURING (continued)

Reforming Public Education

There are a number of ongoing initiatives by manufacturing organizations to help reform public education. The Manufacturing Institute's [Roadmap to Education Reform for Manufacturing](#) is a comprehensive blueprint for education reform. The public education system needs to provide a lifelong learning environment to nurture and sustain students and workers capable of new ways of thinking and learning to quickly adopt and master new skills. Schools and colleges need to provide a relevant curriculum and teaching styles to help students learn the basics and engage them in actively participating and learning.

To help address the public schools challenges, the American Productivity and Quality Center's (APQC) Education [North Star](#) program was launched in 1996 with the vision of utilizing the same strategies that had transformed businesses to enhance the U.S. education system. APQC helps school districts do more with less by transforming education through process and performance management, benchmarking and best practices to empower school districts to improve efficiency and effectiveness.

APQC Chairman C. Jackson Grayson, Jr. said he has a simple but difficult mission—to transform the entire education system—including state and federal governments, higher education and private schools. Grayson said there are two fundamental reasons for the long stagnation in public K-12 education. One, there exists an almost total focus on inputs and outcomes, and no focus on processes; and two, there is a failure to link accountability with improvement through processes. Their program continues to address public school challenges, keeping these two challenges in mind.

Another program, [Career Pathways](#), is a proven way to reach out to public schools. This program encourages students to consider a career in manufacturing, and help prepare them, by using the [Manufacturing Pathway Map](#). Career Pathways provides career readiness skills and more advanced knowledge of the same science, technology, engineering and math skills needed for college or jobs in advance manufacturing.

One organization, the International Dyslexia Association (IDA), helps students develop reading, language and writing abilities that are central to an education and allow individuals to be successful in today's global economy. In particular, IDA supports the newly developed Literacy Education for All, Results for the Nation (LEARN) Act. The LEARN Act benefits all students who are risk for literacy failure, and ultimately allows all students to become the educated, skilled workers needed for North America to become the world's leading manufacturing powerhouse.

Consortiums

Consortiums, or a group of like-minded individuals with the same mission, can help to breathe new life into manufacturing. Harvard Business School professor Michael Porter suggests that these industry "clusters" affect competition in three broad ways: "First, by increasing the productivity of companies based in the area; second, by driving the direction and pace of innovation, which underpins future productivity growth; and third, by stimulating the formation of new businesses, which expand and strengthen the cluster itself."

Consortium members participate in resolving problems such as the lack of a trained workforce, regulations and infrastructure for growing or having access to needed resources. Local companies, academic institutions, government agencies, and labor and learning organizations can band together to become more competitive and reap the benefits of learning about new technology and innovative ideas.

In the future, consortium members will need to become [vigorous learning enterprises](#) and embrace a new organizational model. They will need to learn how to deal with economic and ecological survivability, and there will be a need for a new way of thinking called "compression"—learning how to continue improving human quality of life while greatly reducing our consumption of energy and virgin raw material, and releasing no toxic chemicals into either air or water.

AME is a leading supporter of developing an industry network of consortiums. AME Northern Kentucky/Cincinnati Consortium is the first building block of the AME Consortia network, and the organizations plans to deploy at least 10 more in 2012. AME also has alliance partners, like the [Virginia Business Excellence Consortium](#), whose mission is to achieve business excellence through shared learning. Every year, AME bring consortiums from across North American together to share best practices, assist members in accelerating their collective learning and help launch new consortiums.

Next month, as part of AME's continuing whitepaper series, we will explore more examples of how companies and industry organizations are working toward a better future—specifically, through reshoring and Training Within Industry efforts. Look for this installment in mid-May.

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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