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CONFERENCE



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Upcoming Events

Events	Dates	Location	Cost
AME National Conference	October 15-19	Chicago, IL	\$2,699
Principles of Op Excellence	November 5-7	Memphis, TN	\$1,800
Toyota Kata	November 6-7	Greensburg, IN	\$795
Milliken Benchmarking Event	November 8	Johnston, SC	\$150
DNA of Toyota's Mfg Flow	November 13-15	Georgetown, KY	\$995
Art Byrne: How Mfg Lean Helps Healthcare	December 13	Ft. Lauderdale, FL	\$50
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

SHINGO PRIZE PRINCIPLES OF OPERATIONAL EXCELLENCE

November 5-7, 2012 | Memphis, TN



WORKSHOP DESCRIPTION

This two-day workshop will help participants reach an understanding of the Shingo model and the underlying principles behind The Shingo Prize philosophy and approach. Participants will learn and gain experience in aligning your organizational principles and core values with your systems. There will be group activities that help develop skills in assessing alignment and also how to address misalignments by embedding your principles into your work and management systems.

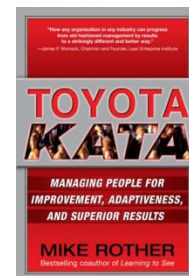
HOST COMPANY

With a five mile perimeter and parking slots for up to 175 aircraft, **FedEx Express' Memphis 'Superhub'** contains over 300 miles of linked conveyor belts which comprise a digital sorting and processing system for domestic and international small packages transshipped through the facility. Employing over 4,000 employees during the day shift and over 8,000 during the busier night shift, the Memphis Hub handles about 3.3 million packages per day. The majority of FedEx Express' air cargo fleet will pass through Memphis at one point during any given 24hr period. FedEx Express began operations at Memphis in 1973 with a single Dassault Falcon 20 Jet and is now the world's largest air cargo carrier with over 350 wide body aircraft and the largest of the FedEx subsidiary companies.

MORE INFO: <http://www.ame.org/events/shingo-prize-principles-operational-excellence>

TOYOTA KATA

November 6-7, 2012 | Greensburg, IN



WORKSHOP DESCRIPTION

Delta Faucet will share their experience and provide an opportunity for participants to:

1. Hear and see how the company has progressed from their initial understanding to where the Improvement and Coaching Kata now form the basis of their daily PDCA problem solving activities.
2. Review the Toyota Kata Handbook slide material found on Rother's website regarding:
 - **The Improvement Kata:** A scientific 4-step iterative PDCA routine that addresses *only those obstacles* that lie on the path of a trajectory that leads to the achievement of short term Target Conditions that are in line with a long term Vision/Challenge.
 - **The Coaching Kata:** A daily routine that utilizes 5 Toyota Kata Questions to help teach the Improvement Kata thinking pattern and ensure that it is imbedded within an organization via team accountability.
3. Participate in a 4-round simulation that is progressively interwoven in with the slide material to make it easy to understand how the Toyota Kata Trajectory components come together (i.e., **Vision/Challenge, Current Condition, Target Condition, Obstacles, PCDA's and Coaching**).

HOST COMPANY

Delta Faucet is one of the first companies to embrace the Toyota Kata improvement methodology. Nearly four years ago, Delta Faucet began their journey gaining an understanding of Mike Rother's book, **Toyota Kata: Managing People for Improvement, Adaptiveness, and Superior Results**. Mike Rother, Bill Costantino and other team members collaborated with Delta Faucet to "experiment" with implementing the Kata principles outside of Toyota. After many rapid improvement cycles, the Greensburg Indiana Plant has ingrained the methodology into its daily improvement activities – and, as the saying goes, "the rest is history"...

MORE INFO: <http://www.ame.org/events/toyota-kata-delta-faucet>

Sign Up Now! Call AME at 224.232.5980.

UPCOMING EVENTS

MILLIKEN BENCHMARKING EVENT

AME Excellence Award Recipient

November 8, 2012 | Johnston, SC



EVENT DESCRIPTION

Milliken's award-winning, 335,000 square foot Johnston plant employs 220 associates and manufactures a variety of polyester blended woven fabrics for use in protective uniforms, hospitality and industrial markets. Utilized as a benchmarking model plant for Milliken's other 38 manufacturing operations, Johnston grew its SKUs by 142% over the past 5 years and increased the plant's profitability 49%. Johnston is an OSHA VPP Star site, recertified in 2010. Eight associate-driven safety subcommittees drive the plant's safety excellence. There are no recordable incidents for 2012 year to date. Milliken's Johnston Plant tour is an important addition to your benchmarking initiatives. Join AME for an outstanding tour of a manufacturing facility.

WHY ATTEND?

Take away valuable ideas for continuous improvement and a host of new business contacts by:

- Networking with fellow attendees and host personnel to gain new insights into performance improvement and broaden your contact base.
- Learning manufacturing best practices from two of the leaders in their industries.
- Sharing best practices with fellow attendees and the host companies to create a win-win for all.
- Observing how two world class operations maintain their competitive edge
- Experiencing first hand operational excellence & best practices at the Gemba

MORE INFO: go to page 5 or <http://www.ame.org/events/milliken-lean-excellence-benchmarking-tour>

DNA OF TOYOTA'S MANUFACTURING FLOW

November 13-15, 2012 | Georgetown, KY



WORKSHOP DESCRIPTION

Toyota is the most profitable and fastest growing automobile company in the world. It produces nearly 60% more automobiles than it did in 2001. Toyota's earnings more than double all other major automakers combined and the average administrative, manufacturing, and logistics costs per vehicle is roughly one third of that of their competitors. Because Toyota is so successful in a highly competitive industry, most manufacturing, service, and logistics service companies are trying to emulate Toyota by implementing it's lean manufacturing and/or just-in-time (JIT) logistics principles and methods. This is your chance to learn, first hand, about the underlying principles which enables Toyota's "near" just-in-time, make-to-order manufacturing flow.

You are invited to this exceptionally valuable 3 day (i.e., Tuesday morning through 4:30 PM on Thursday) Association for Manufacturing Excellence (AME), "hands-on" workshop with learning reinforcing benchmarking visits to two lean cultured manufacturing activities.

Our Objective will be to describe, analyze, discuss, practice through "hands-on" simulation exercises, then observe how Toyota's "Just-in-time (JIT) principled culture enables make-to-order manufacturing customer order flow. We will study how they design flow systems, integrate all of its progressive stages, then actively orchestrate order flow from customer order initiation through completion.

MORE INFO: <http://www.ame.org/events/dna-toyotas-manufacturing-flow>

**Sign Up Now! Call
AME at
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UPCOMING EVENTS

TURNING HEALTHCARE AROUND USING LEAN TOOLS

December 13, 2012 | Fort Lauderdale, FL



NETWORKING EVENT

Under the leadership of former Lean Transformation **CEO Art Byrne**, the **Wiremold Company** embarked upon an aggressive program of quality improvement and product introduction using the “Kaizen” philosophy. As a result, The Wiremold Company is now considered a model of manufacturing excellence – nationally and internationally. Art just released the book of “The Lean Turnaround: How Business Leaders Use Lean Principles to Create Value and Transform Their Company”. Art will visit South Florida to share his insights and experiences about leading revolutionary change in the healthcare industry based on proven approaches from manufacturing.

PRESENTER



Art Byrne has been implementing Lean Strategy in various U.S.-based manufacturing and service companies, such as Danaher Corporation, for more than 30 years, including The Wiremold Company, which he ran for 11 years. He now serves as operating Partner at the private equity firm J.W. Childs Associates L.P. Few business leaders in the world have applied Lean strategy as successfully as Art Byrne has – and none has the ability to explain how to do it with such succinctness and clarity. His book, *Lean Turnaround*, explains all the ins and outs of applying Lean strategy from a leadership perspective. Clinically dead after a serious skiing accident, Art experienced patient flow first-hand. His contributions of time and resources to St. Francis Hospital in West Hartford, CT. have inspired business leaders and clinicians alike. Whatever type of organization you run, Lean can be used to improve virtually every aspect of operations, from training and leading employees, through office processes and the provision of better clinical care.

MORE INFO: <http://www.ame.org/events/art-byrne-turning-healthcare-around-using-lean-tools#5>

Sign Up Now! Call AME at 224.232.5980.



Milliken Johnston, SC: High-Performing, Engaged Associates

Associates at Milliken's Johnston, SC plant will share their powerful strategies for achieving short- and long-term performance gains during the AME November 9 Benchmarking Event. "Participants will see the future of safety and operational excellence," said Wayne Punch, Milliken's emeritus director, safety, health and security. "Milliken's site provides an outstanding demonstration of an evolved performance system which positions safety as its foundation," said Laurie Haughey, director of education services and marketing, Performance Solutions by Milliken. A key learning for workshop participants touring the Johnston facility will be the visual evidence of associate engagement and lasting improvements which are clearly demonstrated at this site.



Milliken Johnston associate leading a meeting

Visitors will notice the level of communication and accountability nurtured by leadership. "Performance boards demonstrate the discipline, accountability and engagement of all associates to measure key performance indicators which serve to identify and prioritize continuous improvement activities," Haughey said. "Activities are constantly audited to sustain the gains."

Positioning safety as a core value has the added benefit of engaging associates in accountabilities and responsibilities to each other. "Keeping safety as the top priority while working alongside each other is a way of showing care for each other," Haughey said. All associates participate in a safety committee, which provides practice leading to highly effective communication beyond safety—to quality and productivity.

Leaders touring the Johnston plant will walk away with an understanding that all associates are solution providers. "Milliken associates do not check our heads at the door," said Haughey. "Through safety committee work, we learn the soft skills required to provide constructive feedback and how to participate in or run meetings. All plant meetings are improved through skilled engagement." As associates implement improvements, management moves from firefighting to more strategic activities.

Workshop visitors can ask associates about their activities, how they capture and use information, etc. "When it comes to a lasting and continuous improvement journey, we're all on that journey together," Haughey said. "We have come a long way, and we're continually trying to improve." A 2012 Hay Group survey found that Milliken's 80% associate engagement is 9% higher than other high performing norms, underscoring the success Milliken has had engaging its associates.

The Milliken Johnston plant's approximately 220 associates manufacture a variety of polyester blended woven fabrics used in protective uniforms, hospitality and industrial markets.

To register for this event go to: <http://www.ame.org/events/milliken-lean-excellence-benchmarking-tour>

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



Associates reviewing performance boards.

VISIT MILLIKEN IN
BOOTH # 410
AT AME CHICAGO



AME WEBINAR SERIES

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:

- Engaging Executives in Lean Management: November 16
- Lean IT: Run, Grow & Transform Your Lean Enterprise: December 11
- Driving Business Improvement: January 23

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..

PEOPLE-CENTRIC LEAN LEADERSHIP

Day-to-day actions such as acknowledging associates' improvement suggestions, communicating clearly with employees, respecting and celebrating employee achievements and empowering team members to develop solutions when they encounter challenges reflect a strong commitment to people-centric lean leadership. At TC Industries (TCI), headquartered in Crystal Lake, IL, communication as well as effective training and development of people with openness to new ideas also reflect this philosophy. TCI is committed to creating value for customers, shareholders and employees through continuous improvements and eliminating waste, said George Berry IV, president. Involvement and development of *all* TCI employees' understanding and capabilities support the company's mission to serve TCI customers through day-by-day improvements, he added. The company employs approximately 500 people in Crystal Lake. TCI employees manufacture ground-engaging tools, cutting edges, end bits and bucket edges for OEM construction equipment markets and heat-treated steel bars and plates. TCI operates one facility in the United States, two in Canada and one in the UK.

Lean, ISO certification and Six Sigma initiatives power TCI's continuous improvements. Critical success factors targeted in the TCI Production System/TPS initiatives include safety, taking care of the customer (TCC) culture, quality, total cycle time, delivery performance, environmental, profit and revenue. "These factors reflect who we want to be," said Bill Daniel, production system manager and Master Black Belt. "To achieve cultural change, we need to give people a compelling reason or need." When employees understand how performance on key customer service factors such as cycle time and quality affect the company's competitive strength and customer perceptions, they're willing to tackle problem-solving projects, eliminating root causes rather than just getting parts out the door, he said.

"When you're accepting and creating new technologies, while meeting your customers' changing requirements, you need a management style that is open and respectful of others," added Berry. He cited all-hands meetings about operational and financial performance, stand-up meetings at shift start-up, safety training and updates, newsletters and other communications as essentials in two-way communications.

TCI employees understand that doing their best contributes to customer satisfaction and the company's competitive strength, Daniel said. Through continuing give-and-take with leadership and within their own teams, employees develop confidence in fulfilling commitments to meet internal and external customer needs. Leadership supports their cooperative efforts to reach challenging goals by nurturing a culture of "getting quality right the first time," standardized work as the foundation of continuous improvement and employee empowerment, effective use of visual controls, improved flow and respect encompassing the entire value chain.

TCI is committed to growing leaders who thoroughly understand the work, live the TCI philosophy and teach it to others. "It all starts with people," Berry said. "Companies can have the finest facilities, customers, and suppliers, yet you must still have employees, as we do, who demonstrate strong character and a sense of pride in doing their work. The courage to make difficult decisions with uncertain outcomes is essential." He said leadership at all levels in the organization will continue to focus on eliminating waste in all forms, basing day-to-day decisions on long-term goals. In this shared quest, TCI will become a learning organization through relentless reflection and continuous improvement.

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



AME **SAN ANTONIO** 2013 SPRING CONFERENCE

REVITALIZATION OF **NORTH AMERICAN** MANUFACTURING **PEOPLE • PROCESSES • PARTNERS**

Great companies are forged in the harshest of economic climates. In spite of the most demanding conditions, they thrive on challenges. They've learned how to weather *tough winters* to enjoy robust revitalization when the *warmth of spring* arrives.

North American manufacturers find themselves at a crossroad. Will the trend to manufacture offshore continue to grow? Or will we strive for the revitalization and bold growth of manufacturing in North America?

The AME **SAN ANTONIO** 2013 **Spring Conference** is focused on the Revitalization of North American Manufacturing.

To revitalize our industry we must learn how to achieve enterprise excellence through innovation around our people, processes and partners.

In the **Spring of 2013**, in the **heart of beautiful San Antonio, Texas**, we will bring you the best examples of how forward-thinking leaders have achieved successes right here at home.

Tour innovative locations in the San Antonio area that showcase why manufacturing in North America makes sense, such as Toyota Motor Manufacturing, Lockheed-Martin and Lancer Corporation, with more tours to be announced.



San Antonio will feature **6 keynote speakers.** Titans and pioneers of industry. Hear what they think about the current issues facing North American manufacturing. Our keynote speakers include: **Harry Moser** Founder, Reshoring Initiative and **Drew Greenblatt** President, Marlin Steel.

Enjoy **18 of the best practitioner-to-practitioner presentations.** Hear how others overcame their challenges, the failures they endured and revelations they discovered on their road to achieving and sustaining amazing gains.

Take part in any of the **16 highly informative workshops**, put on by world-leading experts in their field of excellence.

Join Us! **April 15-18** at the AME **SAN ANTONIO** 2013 **Spring Conference**
Marriott Riverwalk,
889 East Market Street,
San Antonio, TX 78205

To **register** go to:
ame.org/SanAntonio
or contact:

Veronica Ceaser
AME Conference Registrar
tel: 224-232-5980, ext. 223 or
email: vceaser@ame.org



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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