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AME**CHICAGO**2012
EXCELLENCE
INSIDE
CONFERENCE



www.amechicago.org

October 15 - 19, 2012

BUILDING A DREAM TEAM TO ACCELERATE YOUR LEAN JOURNEY

October 1, 2012 | Louisville, KY



Smart business leaders understand the link between process and people and they work every day to boost the return on their most valuable asset--their people. Research has established that employee engagement is a leading indicator of future business performance and success. Employee satisfaction, tenure, and organizational perception are all linked to individual engagement and performance level. Join Joe Barto, Founder and President of Training Modernization Group, to learn how to make employee engagement a top priority to improve business performance.

Read more on page 2 and at <http://www.ame.org/events/building-dream-team-accelerate-your-lean-journey>

Sign Up Now! Call AME at 224.232.5980.

Upcoming Events

Events	Dates	Location	Cost
TWI JI – Hands On Training	September 20	Hebron, KY	\$150
Dream Team - IIE Conference	October 1	Louisville, KY	\$295
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
How Mfg Lean Helps Healthcare	December 13	Ft. Lauderdale, FL	
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

TWI JOB INSTRUCTION – HANDS-ON TRAINING

September 20, 2012 | Hebron, KY



Driveline and Chassis Technology

TWI Introduction

Description: Discussion of the 3 vital skills every person who directs others needs to have: how to train (Job Instruction), how to improve processes (Job Methods) and how to handle personnel issues and how to lead (Job Relations). The September event will concentrate on Job Instruction with Jobs Methods and Job Relations Scheduled for October & November

TWI Job Instruction Training

This session will promote skill in instructing. A focus on training effectiveness that relies on the basic tenant that competence as a good trainer is one of the most important qualities of a supervisor. Class will be approximately 1/2 instruction and 1/2 hands on application.

MORE INFO: <http://www.ame.org/events/lean-simulation-hosted-zf-steering>

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.

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.

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



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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.

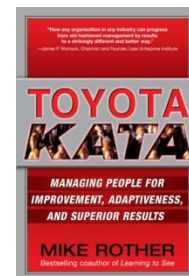
HOST COMPANY

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: <http://www.ame.org/events/milliken-lean-excellence-benchmarking-tour>

DNA OF TOYOTA'S MANUFACTURING FLOW

November 13-15, 2012 | Georgetown, 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/dna-toyotas-manufacturing-flow>

Sign Up Now! Call AME at 224.232.5980.



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:

- Toyota Kata: September 19
- Lean in HR: September 26
- 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.



EFFECTIVE A3s

A3 problem solving may seem to be a simple process. On a single 11 in. x 17 in. piece of paper, an A3 team spells out a selected problem or performance issue, root causes, and possible solutions. As project teams hone problem-solving skills, they're also developing a disciplined mindset that will serve them well in current and future performance challenges.

"A3 writing is about storytelling," said Drew Locher of Change Management Associates in the article, "Back to Basics – the A3 Process." <http://cma4results.com/October2009Newsletter.htm>

"The story can be about a problem that is being addressed, a project that is underway (usually to improve performance), even a business strategy (again, usually to address some business performance issue). Do you see a common theme here? All A3s relate to (W.Edwards) Deming's Plan-Do-Check-Act (PDCA) improvement cycle."

ODG: Disciplined Thinking, Dramatic Results

An A3 process forces a certain discipline in the way people think about solving problems, said Angelo Esposito, manager of quality and operational excellence at Ontario Drive and Gear (ODG) in New Hamburg, ON, Canada. "Sometimes, as managers, we like to jump to conclusions," he said. "With A3, you're using PDCA in a systematic process, looking to eliminate root causes and developing critical thinking skills." Esposito will be a presenter at the AME Chicago 2012 Conference. amechicago.org

Esposito listed eight steps in the A3 problem-solving process:

- Clarify the problem.
- Break down the problem to understand its makeup and get to a root cause.
- Set a goal. What are we trying to do, or what do we want to be?
- Look for and analyze root causes.
- Develop action items and countermeasures.
- Follow through with countermeasures.
- Evaluate the success of the changes in terms of results and processes.
- Standardize what went well. Focus on eliminating root causes, and also "go wide" to eliminate problems in other functional areas.

ODG team leads and engineering staff facilitate A3 teams, each with two to six members from the affected process and from other work areas. "With people from outside the area, you gain new questions, arriving at root cause by using Five Why and fishbone diagrams," said Esposito. "Encourage participation and suspend judgment initially, to gain ideas. You can use A3s anywhere -- manufacturing, engineering, and design. We have seen A3-related performance gains that include 30-40 percent improvements in process times and defect reductions."

Employee Engagement

"The biggest thing A3 does for us is to help folks organize their thoughts and their plans," said Rich Maguire, COO at Remcon Plastics in Reading, PA. "It takes away emotions and helps more people get involved in problem solving." A3 teams have focused on safety, morale (employee picnic planning), ISO certification, communications (newsletter development), etc.

Maguire said his weekly A3 reviews with various teams offer coaching opportunities. "I might ask if they've considered using a spaghetti or fishbone diagram, and I also look at how they coach their own people," he said.

Asked about A3 "lessons learned," Maguire said hiring an outside trainer to work with plant floor team leads and facilitators (five half-day sessions over a three-month period) worked well. "You can't just provide training and expect everyone will use it," he added. Regular follow-up discussions with A3 teams build buy-in and understanding.

This article was written by *Lea Tonkin, President, 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



FIND THE TIME TO **SHARE • LEARN • GROW** IN SAN ANTONIO



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larry@pathwaysllc.net

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KENTUCKY

Jim Price
jim.price@jitenterprise.com

Sam Matsumoto
sammatsumoto0001@gmail.com

LOUISIANA

MISSISSIPPI

Sammie Hare
slhare@fedex.com



NORTH CAROLINA

Dan McDonnell
DMCDONNE@irco.com

PUERTO RICO

Art Hau
Region VP Membership
arturo.hau3@gmail.com

SOUTH CAROLINA

TENNESSEE

Jim Garrick
Region VP Communications
jim.garrick@fedex.com

VIRGINIA

Glenn Marshall
glenn.marshall@hii-nns.com

Robert Camp
Region President Elect
rbc11spen@aol.com

Joe Barto
jbarto@tmqva.com

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