NOVEMBER EVENTS

LEAN BRONZE REVIEW & EXAM
November 6-8 | Auburn, AL

LEAN FLOW AT POWER PARTNERS
November 7 | Athens, GA

BUILDING A DREAM TEAM TO ACCELERATE THE LEAN JOURNEY: “HEARTBEAT” LEADERS FIRST
November 15-16 | Panama City, FL

More info at http://www.ame.org/regions/usa-southeastern

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AME INTERNATIONAL CONFERENCE
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LEAN BRONZE REVIEW & EXAM
NOVEMBER 6-8 • AUBURN, AL
More info at http://www.ame.org/event/lean-bronze-review-exam-1

LEAN FLOW AT POWER PARTNERS
NOVEMBER 7 • ATHENS, GA
More info at http://www.ame.org/event/lean-flow-power-partners

BUILDING A DREAM TEAM TO ACCELERATE THE LEAN JOURNEY: “HEARTBEAT” LEADERS FIRST
NOVEMBER 15-16 • PANAMA CITY, FL
LEAN BRONZE REVIEW & EXAM
November 6-8 | Auburn, AL

This course is intended to prepare participants to take and pass the Lean Bronze Certification Examination, which will be offered on the third day for those who sign up for the exam separately with SME. This 3-hour multiple choice exam is designed to test understanding of the Lean Certification Body of Knowledge. The review course helps participants understand the body of knowledge that test questions are drawn from, provides practice exams and exercises to give students a good idea of what will be included in the exam, and offers several takeaways that students will find useful on exam day.

PLEASE NOTE: The registration through AME is for the Lean Certification Review Class ONLY. You can register for the exam here: [http://www.sme.org/bronze-exam/](http://www.sme.org/bronze-exam/)

PRESENTER
Hank Czarnecki serves as Auburn’s lead manager for lean manufacturing activities. Hank has more than 20 years of experience facilitating continuous process improvement (kaizen) events. He is Lean Bronze Certified, has taught the Lean Bronze Review class 15 times and reviews portfolios for Lean Certification. He is a NIST Qualified Lean Manufacturing Trainer, Certified Training Within Industry Instructor and past president of AME’s Southeastern region.

WHO SHOULD ATTEND?
The lean certification path starts with an accumulation of lean knowledge and the reading and understanding of the core reference materials. Once this takes place, it’s time to evaluate your lean knowledge through various assessments and online reviews. The Lean Bronze Certification exam focuses on lean fundamentals. While there is no minimum experience level to take the exam, students must understand the Lean Certification Body of Knowledge and pass the Lean Bronze Certification exam. After this happens, the student receives a Lean Knowledge Certificate and then must prepare to demonstrate their lean knowledge by preparing a Lean Bronze Portfolio which consists of three different projects.

WHY ATTEND?
• Understanding of the Bronze-level Body of Knowledge and requirements
• Review of recommended material
• Learn how the test is structured
• Learn how to focus your exam preparation activities
• Group activities and discussions
• Practice exercises and tests

MORE INFO & REGISTER HERE: [http://www.ame.org/event/lean-bronze-review-exam-1](http://www.ame.org/event/lean-bronze-review-exam-1)
LEAN FLOW AT POWER PARTNERS
November 7 | Athens, GA

Integrating lean tools and concepts to create flow can be a challenge for any company. This is especially true in made/engineered-to-order environments, products with high variation or aging factories where equipment and layout is designed for mass production. The Power Partners factory in Athens, GA is all of the above. In this workshop, you'll step into an ongoing case study of lean transformation. Not only will you learn how Power Partners has used value stream mapping, work combination tables and various forms of physical and electronic scheduling systems, you will become part of the action by getting out on the shop floor and practicing what you learn.

HOST COMPANY
Power Partners is a leading manufacturer of overhead distribution transformers in North America, Central America, Mexico, the Caribbean and other markets. Their vision is to power communities around the world with innovative and sustainable solutions. More than 8.5 million transformers have been produced at the Power Partners plant in Athens, Georgia. powerpartners-usa.com

PRESENTERS
Wesley Farris began his career in lean manufacturing more than 15 years ago working in different tier 1 automotive factories owned by Denso and Toyota Industries. There he was taught hands-on the concepts of 5S, Kaizen, jidoka, poka-yoke, heijunka, SMED and Kanban. Over the years he has moved through roles in engineering, logistics, production control and continuous improvement. Since leaving the automotive industry in 2008, his focus has been teaching others to see waste and solve their own problems by facilitating blitzes, leading improvement projects, coaching others and developing self-managed teams. He currently works with Power Partners in Athens, GA as the production control leader.

Corie Shields has 27 years of manufacturing experience with Westinghouse, ABB, Power Partners and PPI. She has management experience across many functions including operations, logistics, production planning and quality. She has developed cross functional teams to solve long-standing product flow and product quality problems. She is dedicated to continuous improvement and enjoys leading Kaizen events.

WHO SHOULD ATTEND?
This event will benefit professionals from entry level (specialist, engineer) positions up to the CEO in areas such as:
- Operations management
- Process / industrial engineering
- Supply chain
- Continuous improvement

WHY ATTEND?
- Learn how to create flow in a high volume, high mix manufacturing environment.
- Gain valuable tools for value stream mapping such as work combination tables, value stream data sheets, etc.
- See first-hand examples of flow in a high mix environment.

MORE INFO & REGISTER HERE: http://www.ame.org/event/lean-flow-power-partners
BUILDING A DREAM TEAM TO ACCELERATE THE LEAN JOURNEY: “HEARTBEAT” LEADERS FIRST WORKSHOP
November 15-16 | Panama City, FL

This workshop will teach attendees high performance team theory, share lessons learned and best practices, and generate a rich learning environment to help any team improve their business performance. What do lean best practice companies have in common? “Heartbeat” leaders whose performance is the leading indicator of the core business metrics: team engagement, cost, schedule, quality and safety.

We call them different names like foreman, charge nurses or team leaders, but they served the same key roles regardless of location. They get the job done! If they have a good day, everyone has a good day and if they have a bad day, then everyone has a bad day. This workshop will shine a spotlight on how to identify, train, and develop heartbeat leaders so that their first day is a performance day and not a “let’s see how this goes day.” Ultimately, these leaders lead dream teams who understand that improving workforce productivity means lowering labor cost while increasing revenue, thus taking care of the team out of increased profit.

HOST COMPANY
Ingersoll Rand, Trane® advances the quality of life by creating comfortable, sustainable and efficient environments. Its people and its family of brands — including Club Car®, Ingersoll Rand®, Thermo King® and Trane® — work together to enhance the quality and comfort of air in homes and buildings; transport and protect food and perishables; and increase industrial productivity and efficiency. Ingersoll Rand is a $13 billion global business committed to a world of sustainable progress and enduring results.

PRESENTER
Joseph C. Barto III is the founder and president of TMG, Inc. He has assembled a team of highly engaged professionals committed to success. A retired U.S. Army lieutenant colonel, he was chief of current operations during Operation Desert Shield for the 24th Infantry Division (Mechanized) and served during Operation Desert Storm. He holds a BS degree in engineering, U.S. Military Academy and a master’s degree in public administration, James Madison University. Founder of the Vet-STRONG program, he is a board member for the AME Southeast Region and the New Horizons Regional Education Center Foundation, He is also on the steering committee for the Hampton Roads Quality Management Council and is chair of the workforce development committee of the Virginia Offshore Wind Coalition. tmgva.com

WHO SHOULD ATTEND?
Leadership teams, general managers, senior leadership and heartbeat leaders are encouraged to attend together, learn and create an improvement plan to take home to their business.

WHY ATTEND?
• Explore new ways to engage your workforce.
• Implement a leader development system at your organization.
• Discover best practices from host company leaders.
• Understand the connection between engagement to increased productivity.

MORE INFO & REGISTER HERE: http://www.ame.org/event/building-dream-team-accelerate-lean-journey-heartbeat-leaders-first-workshop
TWI JOB INSTRUCTION WORKSHOP AT COSTCO
December 4-5 I Monroe Township, NJ

The application-based Job Instruction (JI) program will be delivered over two-days. Upon completion, participants will receive a certificate of completion from the TWI Institute. Participants, including supervisors, team leaders and anyone who directs the work of others, will be given the framework and skills to: Establish standard work; Quickly train employees to do a job correctly, safely and conscientiously; Build positive employee relations, increasing cooperation and motivation; Create a safe workplace; and Solve problems quickly and effectively on the floor using TWI methods
MORE INFO & REGISTER HERE: http://www.ame.org/event/twi-job-instruction-workshop-costco

LISTEN LIKE A LEADER
January 23-25 I Newark, DE

In this three-day course, participants will learn the leadership skills necessary to build a united and engaged workforce. This unique learning journey is designed to promote significant behavioral change and begins with pre-work and preparation. Following the three days in the classroom, participants are provided resources and assigned a learning partner to help them to put into practice what they have learned in the course. The course concludes with an invitation for participants to reset their default mode and sets them up for the learning journey that continues after the class is completed. Integral to the course is a team building event on the first night that builds connection between class participants and helps to reinforce the concepts and ideas presented in the course.
MORE INFO & REGISTER HERE: http://www.ame.org/event/listen-leader-0
MANUFACTURING DAY Celebration

Manufacturing Day℠ is a celebration of modern manufacturing meant to inspire the next generation of manufacturers. Manufacturing Day occurs on the first Friday in October — this year Manufacturing Day is Oct 6, 2017. While Manufacturing Day is officially Oct. 6, companies and community organizations should plan their events on the date in October that works best for them.

Students travel to local manufacturers to see and experience firsthand how technology and innovation are playing a vital part of the exciting and rewarding career offered in advanced manufacturing. Manufacturing Day addresses common misperceptions about manufacturing by giving manufacturers an opportunity to open their doors and show, in a coordinated effort, what manufacturing is — and what it isn’t. By working together during and after MFG DAY, manufacturers will begin to address the skilled labor shortage they face, connect with future generations, take charge of the public image of manufacturing, and ensure the ongoing prosperity of the whole industry.

MFG DAY is designed to amplify the voice of individual manufacturers and coordinate a collective of manufacturers with common concerns and challenges. The rallying point for a growing mass movement, MFG DAY empowers manufacturers to come together to address their collective challenges so they can help their communities and future generations thrive.

To learn more about AME and National Manufacturing Day and the Southeast Region learning events for sharing best practices, workshops and benchmarking tours offered for companies to become more globally competitive and their associates more productive linking education to economic prosperity.

Making “Made in the USA” and the “American Dream” a reality in our region!
Driving Dynamic Change, Thanks to Employees’ Ideas

Encouraging employees’ improvement suggestions – not simply relying on “great ideas from management” – yields significant benefits, according to Mark Somogyi, continuous improvement (CI) transformation coach at Duha Group in Winnipeg, Manitoba. The company is a global leader in the production of color marketing supplies. Somogyi and Fontana Coy, a CI transformation coach at Duha Group, will give a presentation at the AME annual conference in Boston on “Employee-driven Growth in a No Blame Environment.”

Asked how to nurture an environment marked by employee engagement in change, Somogyi said, “We have a system that focuses on 100 percent of employees in every area – continually developing our employees. We believe that our voluntary, personal development and education focus is the way to gain engagement and great improvement ideas.” A Communication Center in each department, where employees gather daily during each shift, is a key factor in creating engagement. “Every employee in the department takes turns running the Huddle meeting,” Somogyi said. “We start with an ice-breaker such as a joke, riddle, or personal fact, and then touch on safety, quality and KPIs (key performance indicators) related to the department and company goals.” Employee improvement ideas are also encouraged during these Huddles.

A critical shift within the Duha Group during the past ten years significantly ramped up the generation of improvement suggestions. Most change proposals used to come from management. Now, improvements spring largely from shop floor employees. “We use a lot of sticky notes,” Somogyi said. “During meetings, we discuss the employees’ ideas, decide what to do with them and assign accountability for implementation. We’re at 30,000 ideas implemented to date over the past eight years – about 300 a month. We have a vision of one improvement every day in every department through teamwork and communication. We figure that about 80-85 percent of our improvement ideas are coming from employees; before it was five percent.”

Voluntary educational sessions including lunch-and-learn gatherings create understanding about ways to generate ideas that will benefit the business. This education is tracked and available to all employees through a passport program. Topics range from value stream mapping (VSM) to spaghetti diagrams, Kanban, “turbo” kaizen (a simplified 12-step system), root cause analysis, etc. “We include some theory and some hands-on practice in these events,” Somogyi said. “Making things visible is key. We have a large number of English as a second language employees. Building slowly contributes to getting people engaged. When improvement suggestions cross department lines, they are discussed in bi-weekly management meetings. VSM, which is introduced in our Yellow Belt levels, is a useful tool for sorting out these issues.” Between 2006-2008, The Duha Group established the Duha Center of Excellence as a primary division within the business model to ensure CI was ingrained into the DNA of its eight global locations as a strategy for standardizing best practice within the group. All employees participate in utilizing CI as a roadmap for growth and success.

The Duha Group’s Dynamic Value Stream Transformation system supports ongoing advancement. This layered approach ensures all areas of critical business needs are equally considered as each supports one another. The inner circle is employees (focusing on their development), explained Somogyi. The next circle is communications, encompassing the Huddle Centers, newsletters, a social media platform, etc. Third, facility or inter-departmental value stream communications facilitate streamlined improvement (no silos!). The fourth circle links employees and management within the organization, reflecting its overall vision and ensuring that metrics tie into that vision. Suppliers and customers are the next circle. “We get them on board with our CI,” Somogyi said. “We do a lot of work with them, helping them to reach their goals and at the same time, helping us to serve our customers more effectively.”

Results from these initiatives include reducing inventory from $30 million to $8 million. “The biggest metric is employee retention, well above average for our industry,” according to Somogyi.

Lea Tonkin, a contributing writer for AME regional newsletters, is the president of Lea Tonkin Communications, Woodstock, IL.
Sustainable Lean and Innovation: Transforming from the Inside Out

Whether you’re leading a lean cultural transformation in a factory, a hospital or an innovation center, your most critical focus should be on people rather than tools and techniques. That’s the view of Norbert Majerus, Goodyear’s lean champion in research and development. “Some leaders, when they think of a lean transformation, create a new organization chart or issue a decree to implement lean, when it’s all about engaging the people,” he said. His presentation topic for the 2017 AME annual conference in Boston: “Transforming from the Inside Out.”

Engaging People
Understand and develop a strategy for the change process – engaging all your associates in that process, counseled Majerus. “Teaching people the principles of lean and then engaging them and coaching them through the transformation – the ‘inside out’ idea – is the way to go,” he said. “To effectively educate and equip associates for innovative improvement, you also need a plan or roadmap, aligned with your corporate culture and strategy.”

Recognize improvements along the way, Majerus suggested. “You motivate people by celebrating small successes,” he said. Majerus emphasized the need to plan for lean sustainability. “Many companies go through a lean transformation, and reassign the team or the leader before the transformation takes hold,” Majerus said. “You need to give people a chance to sustain what they’ve built.”

Collaboration and Customer Focus
Managing people in a lean environment requires a project-oriented, customer-focused form of organization. “It demands collaboration among everybody involved, with smaller, faster cycles of improvement and innovation,” said Majerus. “Management needs to play a non-traditional role, a position of being helpers and coaches, participating in gemba walks and short huddles instead of encouraging long meetings.”

Respect for people is a key ingredient in this leadership approach; Majerus described it as hard on the process, easy on the people. “If things go wrong, maybe the process isn’t right, or it could be an equipment or other issue,” he said. “You can get better ideas from people when you show respect for them.” He added that a catchall/collaborative process for developing goals and metrics encourages engagement in reaching achievable targets. Recognizing innovative improvement initiatives is important; a simple thank you or team picture shared in the company network goes a long way.

Support by senior leadership is essential in successful lean transformation, Majerus continued. Humble, lean leadership is based on respect, teaching and using influence over authority. Majerus pointed out that the leadership traits of a humble senior company leader and a lean implementation leader are similar. He also advised that if company leadership wants to create a successful lean culture, they should not focus all their efforts on using lean to reduce operational cost. It is hard to engage associates in an initiative that may lead to cutting resources. At Goodyear, Majerus said, the initiative was focused on creating more value for the customer, “and we were all very surprised when we saw significant efficiency gains as a collateral,” he added.

Editor’s note: For information about AME regional events focused on people-centric leadership and workforce issues, employee engagement, lean implementation and other topics, check ame.org. Following the AME 2017 “Get Engaged” annual conference October 9-13 in Boston (ameconference.org), watch for details about tours, presentations, workshops and special interest sessions planned for the AME 2018 annual conference; the website ame.org/sandiego will be live 10/9/17. The Goodyear innovation center received an AME Excellence Award in 2016.

Lea Tonkin, a contributing writer for AME regional newsletters, is the president of Lea Tonkin Communications, Woodstock, IL.
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• Practitioner focused  
• Integrity and trust  
• Passion for excellence  
• Engaging and welcoming |

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**AME Target Magazine and Target Online**
Target magazine is AME’s quarterly publication designed for senior and experienced manufacturing professionals who are continuously reinventing products and services to meet tough competitive challenges. **Target Online** is AME’s weekly source of industry news. Delivered each Friday via email, it is the premiere source for original content and industry news focused on manufacturing, lean and continuous improvement.  

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**AME’s Manufacturing Job Board**
AME’s [Manufacturing Job Board](#) showcases job openings in manufacturing and highlights talented candidates who are exclusively interested in manufacturing / technology. The AME Manufacturing Job Board has benefits for job seekers and employers alike.  

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**Your Lean Journey Starts Here**
If you are currently pursuing or considering Lean Bronze Certification, attendance at a one hour AME regional event tour and presentation counts towards the **AME/Shingo Institute/SME Lean Bronze Certification**. That’s right, one hour credit per tour and presentation. It’s also one hour credit for each AME classroom event or webinar.
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