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AMETORONTO2013
EXCELLENCE
INSIDE
CONFERENCESM



www.ametoronto.org

October 21 - 25, 2013

FedEx BENCHMARKING TOUR

March 21-22 | Memphis, TN

WHO SHOULD ATTEND?

This event is intended for only **SENIOR EXECUTIVES** who are looking to jumpstart their Lean transformations, benchmark their operations against best in class or collaborate with other executives facing similar problems.

MORE INFO: <http://www.ame.org/events/fedex-benchmarking-tour>

Upcoming Events

Events	Dates	Location	Cost
Developing Leaders	March 6-8	West Point, NY	\$1,995
FedEx Benchmarking Tour	March 21-22	Memphis, TN	\$650
Team Member Innovation	March 26-27	Louisville, KY	\$375
AME Spring Conference	April 15-18	San Antonio, TX	\$1,295
AME International Conference	October 21-25	Toronto, ON	\$2,699

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

DEVELOPING LEADERS FOR TOMORROW – TODAY!

March 6-8 | West Point, NY

WORKSHOP DESCRIPTION

AME is conducting a very special workshop at the home of leadership, the United States Military Academy at West Point. The workshop is designed to give insights into how to create the conditions for a team to win and win BIG! The US Military Academy at West Point is a world class benchmark for Leader Development. Developing leaders in business is a major topic of concern in America. This workshop will show you how the US Military identifies, trains, and professionally develops Leaders we can count on. We instinctively know that America's strength and competitive advantage is its workforce, yet that workforce can only be as good as its leadership at all levels. The agenda will cover the full range of leadership training for 'Heartbeat Leaders' those who define the core essence of an organization and who represent the key linkage between the individual team member and the rest of the organization. Specifically, practical methods will be reviewed for organizations to conceive, define, plan, implement, and measure Leader Identification, Training, and Development Systems so that they reinforce and sustain the transformation to excellence. A similar event was conducted in 2010 and received a 4.8 rating on a 5.0 scale!

PRESENTERS

"Leadership and Character Building at West Point, in the Army and Beyond"

Starting with an in-depth tour of the Academy, you will see how every aspect of academy life is focused on the mission. **LTC Dave Jones** will provide AME a behind the scenes tour of West Point to illustrate how USMA inculcates the lives of its Cadets with 'values' every day in every way. He will also lead an interactive discussion about how the academy instills Leadership and Ethics and share how West Point approaches Leadership and Character Development. Dave will facilitate a discussion that explores leadership development concepts, and application at West Point. They come to West Point from every station in life and every neighborhood around the world, but they graduate into leaders we entrust with lives.

"Leader Powered Lean: Heartbeat Leaders First"

On Day 2, **Joe Barto**, founder and President of TMG Inc. will deliver a high energy Workshop focusing on the identification, training, and development of those Heartbeat Leaders in their first leadership position and driving daily business results.

"People Centric Leadership".

Scott Gauvin will help attendees translate the Leadership concepts and relate it to AME's major strategic focus area.

"Greatness is Possible, but Rare"

World renowned author **Steven Spear** will present on the final day. Steve is an internationally-recognized expert on leadership, innovation, and operational excellence. His book "The High Velocity Edge" is a must-read for all business leaders.

WHO SHOULD ATTEND?

- Leaders of Lean Transformation
- Anyone interested in learning how to develop leadership traits at all levels of an organization
- Senior Leaders looking to refresh or reinforce the organizational values through leadership
- Anyone interested in seeing how a 'values based' organization maintains and sustains its Mission and Vision in turbulent times

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

This is a 'can't miss' event for anyone in a leadership role!

UPCOMING EVENTS

FedEx BENCHMARKING TOUR

March 21-22 | Memphis, TN

EVENT DESCRIPTION

FedEx, long the standard of global material handling, is offering AME members a unique opportunity to see, first hand, just how they do what they do.

Attendees will watch the fabled “Night Sort.” As part of the evening, members will tour the Memphis Hub where millions of packages are sorted nightly and sent to their final destination, all within a matter of minutes. Participants will also tour the Global Operations Control Center (GOCC), the epicenter of the FedEx commitment to being on time every time. Participants will also fly the same flight simulator used by FedEx pilots, doing take-offs and landings of the MD11.

The real opportunity begins on day two when Senior FedEx Executives will meet with participants to discuss:

- Quality Driven Management, the FedEx version of the TPS. Learn what FedEx means when they say: “People, Service, Profit,” why the order is important and how attention to this behavior drives success.
- Express Operations the FedEx version of Lean. This discussion will include an honest assessment of what happened when FedEx found its transformation adrift, and how they got it back on course. Recall that FedEx provides a service, not a product, yet has still found Lean critical to their success. Learn how and why.
- Managing in a Complex IT World. FedEx has come to realize how important real time information is to their business; from security, to driving business through their webpage, to tracking a shipment anywhere on the globe, to identifying emerging opportunities and avoiding threats. Learn about their IT strategy and where they see it leading.
- Global Selling will address the FedEx strategy behind selling their services throughout the world.

MORE INFO: <http://www.ame.org/events/fedex-benchmarking-tour>

Sign Up Now! Call AME at 224.232.5980.

REFER A MEMBER

As an AME member you know that a strong community of professionals dedicated to enterprise excellence is at the core of our Association. But did you know that the best way to maximize your benefits within this network, is to expand it? When you serve as an AME ambassador, you not only help enhance the resources you need to excel in your career, you also help us make a stronger impact on our vital industry.

Learn more at <http://www.ame.org/refer-member>

UPCOMING EVENTS

LEVERAGE TEAM-MEMBER INNOVATION

March 26-27 | Louisville, KY

WORKSHOP DESCRIPTION

Discover the value of using your suggestion system as a powerful team member engagement and development tool. The focus of the workshop will be how to use a standard problem solving process to teach team members how to identify, define, and report problems; find their root causes; develop creative and innovative solutions; and implement those solutions, ensuring they achieve the planned results (Concern-Cause-Countermeasure-Confirm or C4).

This workshop will be hosted by **Linak-US**, the leading expert in electrical linear actuator systems with applications in healthcare, office ergonomics, industry-specific functions, home furnishing, and network switchgear automation. Linak-US adopted C4 in 2011 to invigorate their kaizen suggestion system and has expanded the system throughout their facility in Louisville, Kentucky. Participants in this workshop will see first-hand how Linak-US uses visual C4 cards and C4 boards to initiate, track, and follow-through with team member suggestions in all of their functional departments. Participants will have the opportunity to interact with team members and managers in these departments to see how the system is improving their workplace.

The objective of this short workshop is to describe one such process (the C4 process) in detail, showing participants clear and simple examples of how it works, and discuss the direct and indirect benefits a system like this provides. Participants should be able to implement this type of suggestion system immediately on their return to their workplace.

FACILITATOR

David Veech thinks that work should be fun, exciting, challenging, and interesting, and knows that it is leaders who can make or break this kind of workplace. He is a retired US Army officer and a founding member of the Institute for Lean Systems serving as its Executive Director. His coaching focuses on people in organizations and how lean, leadership, and learning systems contribute to overall employee satisfaction and well-being. He delivers keynotes and seminars on topics related to leadership, problem solving, suggestion systems, employee involvement, team building, and creating satisfying workplaces.

WHO SHOULD ATTEND?

Any employer of people, large or small, with a desire to improve people's skills and thinking should attend. That said, this is a leader's workshop and will be oriented toward people with the positional or personal authority to implement new ideas within their organizations. Any leader who needs to find creative ways to cultivate creativity and innovation within their organization will have plenty to take home after completing this workshop.

MORE INFO: <http://www.ame.org/events/leverage-team-member-innovation>

Sign Up Now! Call AME at 224.232.5980.

AME CORPORATE MEMBER BENEFITS

As a Corporate member all of your employees may attend AME events, including conferences and workshops at AME member rates. Five key contacts within your organization will become full AME members and receive the following:

- Access to the Benchmarking Community of Practice Query program and a website query library.
- Subscription to the award winning publication *Target* magazine and monthly online newsletter *Target Online*.
- Access to the website portal on AME.org for *Target* magazine and *Target Online* along with complete archives of both publications.
- Participate in monthly AME webinars for free.
- Online access to future benchmarking and lean assessment tools.

Corporate Membership Options

Site Membership

A site is defined as a single physical location or campus with multiple plants/facilities within a short distance from each other. All employees at your site can attend AME events at the AME member rate. A one year AME Corporate Site Membership is only \$1,000. Multi-year discounts are also available.

Enterprise Membership

An Enterprise includes all of the corporation's facilities within North America. Each facility can identify 5 employees to become full members in AME and all employees can attend AME events at the AME member rate. A one year AME Corporate Enterprise Membership is only \$5,000. Multi-year discounts are also available.

For additional information or to join: Contact Robert Carlson, AME Business Development Manager at 224-232-5980, ext. 227 or rcarlson@ame.org.

Don't Miss The 2013 SALUTE TO MANUFACTURING

Thursday, March 21, 2013 • 11:30 a.m. – 1:30 p.m.
TD Convention Center – Greenville, SC

Join over 400 manufacturing and industry executives from across South Carolina for a networking reception, conversation, lunch and presentation of the **2013 Silver Crescent Awards for Manufacturing Excellence**. Enjoy a video welcome from **Governor Nikki Haley** and featured address by **Boeing South Carolina executive Jack Jones**. Be a part of South Carolina's most dynamic industry event! Seating is limited and on a first-come, first-served basis while they last – do not delay. To order tickets, tables or sponsorships, call 803.657.6183 or visit our website at www.SaluteToManufacturing.org.

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:

- Making Materials Flow: March 7
- 10 Financial Secrets of Truly Lean Companies: April 9
- A3 Reports: Beyond Documentation: May 15

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 **SAN ANTONIO** 2013 SPRING CONFERENCE

ON GROUPS OF 15 OR MORE
SAVE 15%

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.

Tour innovative locations in the San Antonio area that showcase why manufactur-

ing in North America makes sense, such as Johnson Controls, Toyota Motor Manufacturing, Lockheed-Martin, Frito-Lay 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

Drew Greenblatt
President,
Marlin Steel



Jerry Bussell
President, Bussell
Lean Associates

Kellie Johnson
President,
ACE Clearwater
Enterprises



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:
ameSanAntonio.org
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** SM IN SAN ANTONIO



EMPLOYEE ENGAGEMENT: FROM THE HEART – THE SUR-SEAL APPROACH



Manufacturing executives striving to build employee engagement in overall improvement activities need to start close to home, with themselves. That's the opinion of Mick Wilz, vice president, enterprise excellence, Sur-Seal in Cincinnati, OH. "I believe you can't measure engagement," said Wilz. "It has to come from your heart. As a leader, you have to know who you are and about your own how these values are reflected in the ways you work with others on a day-to-day basis."

Listening to people -- making sure they know they have a place where they can speak and not be criticized for their ideas -- tops the Sur-Seal executive's list of engagement activities. He recommends that leaders develop and share a personal honor code (<http://www.sur-seal.com/wp-content/uploads/2013/01/My-Personal-Honor-Code.pdf>). Among the basics of his honor code: Follow the Golden Rule; show care and respect for others, recognizing the value that they bring to the table; create an environment where it is OK to be different; be a good listener, keep promises and be accountable; when teaching, explain the process first, show them how, watch while they try it and then say thanks for a job well done; and leave a legacy by sharing tribal knowledge.

"People are not afraid of change; they are afraid of uncertainty," said Wilz. Communicating effectively about the "big picture" -- how the company's performing against goals, future prospects, etc. -- eliminates uncertainty. "Have goals and metrics," suggested Wilz. "Let people know where they stand and need to do today and also what they need to do to support the company's strategic plan."

Recognition and celebration build engagement as well. Wilz commented that posting achievement kudos and a "pat on the back" from management, lunches and other informal activities are great ways to show respect for employee contributions. Employees gain valuable feedback and recognition when their improvement suggestions are implemented and when customers or suppliers visiting the plant offer positive comments.

Added suggestions shared by Wilz: Thoughtfully follow through on questions from associates, work on modifying your communications skills if you are a dominant personality, discourage gossip and consider everyone an equal. Find ways for motivating associates to say, "This is the best place to work!"

Are your employees emotionally engaged in their work? A recent Gallup poll indicates that only 29% of surveyed workers consider themselves "engaged," while 52% report that they are "not engaged" and 19% are "actively not engaged." More survey information is available at the Gallup website [www.gallup.com/poll](http://www.gallup.com/poll/150383/majority-american-workers-not-engaged-jobs.aspx). <http://www.gallup.com/poll/150383/majority-american-workers-not-engaged-jobs.aspx>

Editor's note: Join us at the AME San Antonio 2013 Spring Conference April 15-18 for inspiring "People, Processes and Partners" presentations and tours; check the website amesanantonio.org for information and registration.

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

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AME MISSION

Inspire a commitment
to Enterprise
Excellence through
Experiential Learning
by bringing people
together to Share,
Learn and GROW.

AME VISION

A Manufacturing
Renaissance driven by
People-Centric
Leadership coupled
with Enterprise
Excellence.

CORE VALUES

- Volunteerism
- Practitioner Focused
- Integrity & Trust
- Passion for Excellence
- Engaging & Welcoming