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AME JACKSONVILLE 2014  
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NOVEMBER 10-14



STRATEGIC SUCCESS THROUGH  
**PEOPLE POWERED  
EXCELLENCE**

[www.amejacksonville.org](http://www.amejacksonville.org)

**November 10-14**

## LEAN BOOT CAMP

February 10-14 | Auburn, AL



**ON THE AGENDA:**

Lean 101 with Toyota Kata: (8 hrs)  
 Leading & Sustaining w/8-Step Problem Solving: (8hrs)  
 Value Stream Mapping (VSM): (4 hrs)  
 5S & Quick Changeover: (4 Hrs)  
 Teambuilding: (6 hrs)  
 Importance of Standards & TPM (4hrs)

**READ MORE:** <http://www.ame.org/events/lean-boot-camp>



### Upcoming Events

Events	Dates	Location	Cost
Lean Management System	February 6	Athens, AL	\$295
Lean Boot Camp	February 10-14	Auburn, AL	\$1,445
AME Innovation Summit	March 13-14	Irving, CA	\$745
Building Leaders	March 19-21	West Point, NY	\$2,195
Lean Bronze Cert Prep	April 3-4	Ft. Lauderdale, FL	\$595
Accounting for Lean Enterprise	May 6-8	Pensacola Beach, FL	\$995
AME Measure Up For Success	May 5-8	Mississauga, ON	\$1,495

**EARLY BIRD DISCOUNTS ARE AVAILABLE FOR THE SUMMIT, THE MEASURE UP FOR SUCCESS CONFERENCE AND THE INTERNATIONAL CONFERENCE. CALL AME AT 224-232-5980 FOR INFORMATION**

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

### CREATING A LEAN MANAGEMENT SYSTEM

February 6 | Athens, AL

#### EVENT DESCRIPTION

A lean management system helps leaders create a process focused culture based on communication and accountability. A typical lean management system includes process monitoring, trend analysis, accountability systems, and suggestion systems linked throughout the organization with visual communication. For over ten years, **Steelcase** has used a Lean Management System to create process focus and accountability. The book "Creating a Lean Culture" by David Mann documents Steelcase's system. This AME event will offer participants the opportunity to learn about Lean Management Systems in a classroom environment, then move to the factory floor to see the principles in action.

#### 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:** <http://www.ame.org/events/creating-lean-management-system>

### LEAN BOOT CAMP

February 10-14 | Auburn, AL

#### EVENT DESCRIPTION

Lean is a systematic approach to eliminating waste and creating flow within an organization to improve overall customer value. Learn to produce more and be more efficient by eliminating non-value-added activities. Our Lean manufacturing training employs the proven techniques pioneered by Toyota to improve any process -- from manufacturing, to service industries, to medical organizations. Our training can assist companies in saving time, money, and precious resources through creating the most efficient work force possible. Benefits of implementing these techniques include savings on turnover expenses, increased profitability, reduction in inventory, increased productivity, reduced set up and lead times, improved costs, and increased employee involvement.

#### Topics include

- Introduction to Lean & Toyota Kata
- Lean Management System
- 8 Step Problem Solving
- 5S, Standards and Training Within Industry
- Teambuilding & Culture
- Value Stream Mapping
- Quick Changeover

**MORE INFO:** <http://www.ame.org/events/lean-boot-camp>

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

## GOT A TASTE FOR “GREEN EGGS AND LEAN?”



Share • Learn • Grow<sup>SM</sup>

Ready to trade ideas with fellow innovators and passionate leaders on creating a more innovation-capable process in your organization? Join us for the AME Innovation Summit **March 13-14** in Irvine, CA for discovery, shared learning and dialog. From Summit speaker Patrick Elwer, one of Intel's principal engineers, will be his insights about learnings and challenges of implementing lean process and product development and leveraging those at significant scale – a dive into how to learn *fast* and deliver *faster*.

Elwer states that to gain a competitive edge through lean innovation, teams and leadership should use a principle-based approach to lean product development, as described in the book, *Implementing Lean Software Development* (Mary and Tom Poppendieck). It is key to apply standards such as: eliminate waste, build quality in, create knowledge, defer commitment, deliver fast, engage everyone and optimize the whole.

Leadership needs to make the business case for change, encouraging change agents and middle managers to take a leap of faith away from current state practices and toward an anticipatory (rather than reactionary) process of exploring the best way to figure out how to do something new, according to Elwer. He likened this cultural change to the *Green Eggs and Ham* (Theodor Geisel) appeal. “Once you get used to doing a new thing, angst or fear can disappear,” he said. “You may do poorly at first, and then as the change cycle happens over and over, things get better and people say, ‘We want to do more of that.’”

Nothing beats an agile team for creating competitive advantage through more effective learning cycles, noted Elwer. “They work on a short cadence, consistently deliver high-quality work and never miss schedule,” he said. “Agile is an empirical process where the real capacity of the team is measured, encouraging the team into a self-organizing state.” He also cited the value of problem solving in owner/mentor pairs (inspired in John Shook's *Managing to Learn*) and set-based design decision marking. “Leadership has a huge role to play, as good mentors,” Elwer continued. “One of the key things we have to do is to ask the questions about a proposed solution, ‘What options did you consider?’ and, ‘How did you choose among them?’

“There are business reasons for adopting lean, such as speed to market. But the real power of lean is that it creates a community of scientists that can deal with any challenge,” said Elwer. “More than anything, lean is about people.”

*Editor's note: For more information on the AME Innovation Summit, check <http://www.ame.org/events/innovation-summit> or call AME at 224-232-5980.*

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



## UPCOMING EVENTS

### BUILDING LEADERS TO ACHIEVE PERFECTION: HEARTBEAT LEADERS FIRST

March 19-21 | West Point, NY

#### EVENT DESCRIPTION

Come to the home of Leadership, the **United States Military Academy** at West Point, NY to benchmark against the most proven Leader identification, training, and development system in the world, the United States Army. This hands-on interactive workshop is for Senior Leadership Teams to learn how to accelerate their business performance by customizing a Leader Performance Improvement System—Heartbeat Leaders First.

What do the Best Performing Teams have in common? “Heartbeat” Leaders whose performance is the leading indicator of the core business metrics: cost, schedule, quality, safety, and team engagement. We call them different names like Platoon Leaders, Foreman, 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. They lead the most complex team in our businesses yet we often invest the least in creating a condition and giving them the skills to do their work correctly on their first day then develop them to reach high performance. It the greatest form of respect we can give our people—a good leader.

#### HOST COMPANY

**TMG, Inc.** is a registered Serviced Disabled Veteran Owned Small Business and recognized as a Leader in Human Performance Systems including Strategy Development, Analysis, Design, Development, and Implementation as evidenced by the awards and recognitions received by the American Society of Training and Development (ASTD) and recognized expertise through partnerships with the Association of Manufacturing Excellence (AME), HRQMC, VOW Coalition, New Horizons Regional Education Center. Our partners include Huntington Ingalls Industries - Newport News Shipbuilding, Northrop Grumman Newport News, the Virginia Department of Transportation, BAE Systems Ship Repair, L-3 Communications Army Fleet Support, Ball Metal Container Operations, Minerals Technologies, Measurement Specialties, Earl Industries, Liebherr Mining Equipment, the U.S. Army Training and Doctrine Command (TRADOC), Alion Science and Technologies, and the Virginia Department of Veterans Services.

**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

### 2014 LOWCOUNTRY QUALITY CONFERENCE - Quality in Practice

April 24-25 | Charleston, SC

**CALL FOR PRESENTATIONS:** The American Society for Quality (ASQ) Section 1122 invites you to submit your paper, presentation, workshop, or seminar for the 2014 Quality Conference. Proposals should be submitted as an overview including expected time needed (i.e. 1 hour, 2 hours or 4 hours). **Submit papers or questions to:** Jim Thompson – ASQ 1122 Quality Conference Committee Chair, [jim.thompson@cmsicharleston.com](mailto:jim.thompson@cmsicharleston.com). (843) 469-8279.

**CALL FOR SPONSORS/EXHIBITORS:** Don't miss your chance to reach more than 100 quality professionals with a strong visible presence at the conference! Your sponsorship will help support and keep ASQ's presence in the Lowcountry for years to come! Please contact the ASQ Lowcountry Sponsorship Committee for more information on becoming a Sponsor today! Ana Bailey, 859-609-7389, [abailey@leancor.com](mailto:abailey@leancor.com).

**MORE INFO:** <http://asq.org/sections/mini-sites/1122/index.html>



Carolina Low  
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ASK THE EXPERT: LEAN LEADERSHIP

### Ask the Expert: Lean Leadership

Larry Fast, Founder and President

[Pathways to Manufacturing Excellence](#)

*Larry Fast is available to answer YOUR questions on Lean Leadership.* Larry is a veteran of 35 years in the wire and cable industry. He is the author of "The 12 Principles of Manufacturing Excellence: A Leader's Guide to Achieving and Sustaining Excellence." At Belden, where he spent his first 25 years, Fast conceived and implemented a strategy for manufacturing excellence that substantially improved manufacturing quality, service and cost. In 1997, he joined General Cable Corp. to co-lead North American Operations later was named senior VP of North American Operations. By 2001 the first General Cable plant, had won Top 25 recognition as one of the IndustryWeek Best Plants. By 2008, General Cable manufacturing plants had been recognized for 19 awards.



## 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:

- Taking Lean Beyond Cost Reduction to Top Line Growth: February 27
- So What Are You Going To Do Now?: March 20
- Using Visual Management to Drive Continuous Improvement: April 11
- 2 Second Lean: Unraveling the Mystery of Building a Lean Culture: May 8
- Adapting Lean for High Mix / Low Volume: June 3

Go to <http://www.ame.org/webinars> for more details on these and other webinars scheduled through 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](mailto:leanhank@auburn.edu) to discuss the possibility of holding an event at your facility..



# STRATEGIC SUCCESS THROUGH PEOPLE POWERED EXCELLENCE



**AME JACKSONVILLE 2014**

**SHARE • LEARN • GROW<sup>SM</sup>**  
NOVEMBER 10-14

**EARLY BIRD DISCOUNT PERIOD**

THROUGH MARCH 31, 2014

**1-9**

**10-24**

**25+ INTERNATIONAL**

FULL  
PRICE IS  
**\$2,399**

SAVE

**\$200** \$2,199

SAVE

**\$300** \$2,099

SAVE

**\$400** \$1,999

EXCELLENCE  
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**AMEJACKSONVILLE.ORG**

**"What lies behind you and what lies in front of you pales in comparison to what lies inside of you." Ralph Waldo Emerson**  
**"Adapt or perish, now as ever, is nature's inexorable imperative." H. G. Wells**



## 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.
- A free single registration for a 1-day regional workshop for Site Members and three free single registrations for a 1-day regional workshop for Enterprise Members in their inaugural membership year.
- 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](mailto:rcarlson@ame.org).

The Southeast Region of AME is looking for directors in the following states: Florida, Kentucky, Louisiana, Mississippi, & Tennessee. These vacancies are the result of attrition over the last three years.

Candidate will:

- Be a member of the Association of Manufacturing Excellence and of the state you desire to represent
- Be an acknowledged leader with significant leadership/management experience in some meaningful capacity, e.g. Plant Manager, VP of Mfg/Ops, CI Manager, Dept Head at a college or university, Director of a Not-For-Profit or NGO, etc.
- Be a change agent, using Lean (TPS) as a significant element of their change initiative
- Operate with honesty & integrity: Say what you mean, mean what you say
- Honor your commitments: hold yourself accountable to meet your obligations
- Be a Team player: take the actions necessary to advance the interests of the Board and of the AME
- Be a servant leader with a passion for sustaining manufacturing excellence
- Be willing to commit no less than four (4) hours a month to board-related activities

Reply to the email this newsletter was attached to if you are interested.



## SOUTHEAST REGION BOARD OF DIRECTORS

### ALABAMA

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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