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AME **JACKSONVILLE 2014**
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NOVEMBER 10-14



November 10-14

Register at

www.amejacksonville.org

A LEAN TRANSFORMATION THAT NEVER STOPS IMPROVING: THE O.C. TANNER WAY

February 26-27 | Salt Lake City, UT

WHO SHOULD ATTEND?

- Operations executives
- Lean executives
- Order Fulfillment executives
- Supply Chain executives
- Engineering managers
- Quality System managers
- Employee Development managers
- Logistics managers
- Benchmarking personnel

MORE INFO: <http://www.ame.org/content/lean-transformation-never-stops-improving-oc-tanner-way>

O.C. TANNER
appreciate.



Sign Up Now! Call AME at 224.232.5980.

Upcoming Events

Events	Dates	Location	Cost
The O.C. Tanner Way	February 26-27	Salt Lake City, UT	\$695
Toyota Kata	March 6	Colorado Springs, CO	\$395
AME Innovation Summit	March 13-14	Irving, CA	\$895
Autoliv	April 9-10	Ogden, UT	\$950
Visual Workplace – Visual Thinking	May 14-15	Oklahoma City, OK	\$695
Lean Product Development	June 23-24	San Antonio, TX	\$845
Lean Efficient Supply Chain	July 22-23	San Antonio, TX	\$695
AME International Conference	November 10-14	Jacksonville, FL	\$2,399

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 Southwest Region Director.

UPCOMING EVENTS

A LEAN TRANSFORMATION THAT NEVER STOPS IMPROVING: THE O.C. TANNER WAY

February 26-27 | Salt Lake City, UT

O.C. TANNER
appreciate.

WORKSHOP DESCRIPTION

This workshop explores many of the company's lean tools and systems – how they help drive improvement, and how the tools and systems have themselves evolved and improved, with the goals of instilling lean principles as a way of being, and moving ever closer to the True North objectives. Topics include continuously improving equipment, applying lean principles to support areas, improving job skill training, and the use of ever-evolving pay and coaching systems to drive employee engagement. Attendees will not only see systems in action, but have hands-on opportunities to experience their use.

HOST COMPANY

The workshop will be presented by the Executive Team of **O.C. Tanner**, including VPs of Operations, Supply Chain, and others. The focus of the workshop is A Lean Transformation that Never Stops Improving. O.C. Tanner's first steps toward a lean enterprise began twenty years ago, and continuous improvement has been the focus ever since. As noted in the agenda, this focus will cover a broad range of applications.

MORE INFO: <http://www.ame.org/content/lean-transformation-never-stops-improving-oc-tanner-way>

TOYOTA KATA

March 6 | Colorado Springs, CO



EVENT DESCRIPTION

After several AMS team members attended Mike Rother's three day **Toyota Kata** workshop, they brainstormed about how the materials they had just learned could help Arkansas' manufacturers. A Toyota Kata Journey that began with gaining an understanding of Mike Rother's book, **Toyota Kata: Managing People for Improvement, Adaptiveness, and Superior Results**, led AMS to develop a Lean 201 service offering that builds upon the "Buzz Electronics" manufacturing simulation used extensively by NIST MEP practitioners.

Within this 8 hour, hands-on workshop, participants will:

1. Review Mike Rother's "**Toyota Kata Handbook**" material that he has made available on his personal website.
2. Participate in a Buzz Electronics **Improvement Kata** simulation that brings Rother's material "to life" as team members PDCA their way through the Kata process en route toward a Challenge and Target Conditions.
3. Participate in **Coaching Kata** sessions that make clear how the Learner, 1st Coach and 2nd Coach interact so effectively.

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

Sign Up Now! Call AME at 224.232.5980.

GOT A TASTE FOR “GREEN EGGS AND LEAN?”



Share • Learn • GrowSM

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

AUTOLIV – “BEGIN-BELIEVE-BE LEAN”

April 9-10 | Ogden, UT

EVENT DESCRIPTION

AUTOLIV is a fortune 500 company that is the world's largest and most innovative producer of automotive safety products. With 38% of the global market. AUTOLIV delivers to all car manufacturers worldwide. They engineer, market and manufacture, integrated safety systems including airbags, seat belts, safety electronics and steering wheels.

AUTOLIV's Lean journey started with an intimate relationship with Toyota as one of their key customer. The guidance and hands-on education of Toyota Production System (TPS) led AUTOLIV to a solution for Real time manufacturing execution that engages every employee in continuous improvement. AUTOLIV's **Leading2Lean** process delivers a unique method and solution to lean implementation. Their results speak for themselves and have earned them a reputation for performance excellence.

WHY ATTEND?

AUTOLIV is a fortune 500 company that is the world's largest and most innovative producer of automotive safety products. With 38% of the global market, AUTOLIV delivers to all car manufacturers worldwide. They engineer, market and manufacture integrated Safety Systems including Airbags, Seat belts, Safety Electronics and Steering Wheels.

AUTOLIV's journey began in 1995, but achieved critical mass in 1998 when Toyota sent one its veteran Senseis to spend 3 years teaching Autoliv the Toyota Production System.

Over Autoliv's 18-year Lean Journey it has created a Continuous Improvement culture that engages the hearts and minds of the entire organization to accomplish the company's common vision: "We Save Lives".

Autoliv continually invests in its people and suppliers by teaching them the techniques, principles and culture of its Autoliv Production System. By implementing the ideas of the entire team, Autoliv has created a Perpetual Improvement Machine.

The results speak for themselves:



“AUTOLIV is among the 1% lean manufacturing organizations in the world.”

Ross Robson
Executive Director (Ret) Shingo Prize



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UPCOMING EVENTS

VISUAL WORKPLACE – VISUAL THINKING

May 14-15 | San Antonio, TX

COURSE DESCRIPTION

A Visual Workplace is not about buckets and brooms or posters and signs or a handful of metrics. It is a compelling operational imperative, crucial to meeting daily production goals, central to your war on waste, vastly reduced lead times, and an accelerated flow. Workplace visuality is the language of excellence made visual and the glue that holds all other improvement activities together and makes them sustainable. In this seminar, you will learn visual principles and practices and how visual devices “create a workplace that is self-ordering ...self ordering, self-explaining, self-regulating, and self improving—where what is supposed to happen does happen, on time, every time, day or night, *because of visual solutions*.” Whether you are well on your journey to enterprise excellence or about to begin, visuality will empower your workforce, transform your workplace, and accelerate your improvement results and make them sustainable.

PRESENTER

Gwendolyn Galsworth, Ph.D., is president-founder of Visual Thinking Inc., a training, research, and consulting firm—and The Visual-Lean Institute®, training trainers in nine core visual workplace courses. Galsworth helps companies around the globe accelerate their rate of transformation, strengthen cultural alignment, and achieve long-term sustainable results through workplace visuality. Visit:

www.visualworkplace.com.

WHAT YOU WILL LEARN

- Discover the ten core visual workplace improvement technologies and key visual outcomes of each.
- Learn how they work together to create significant bottom-line results.
- Learn to diagnose visuality in your own company and identify your current level of visual competency.
- Learn how to measure bottom-line visual results and how to track their impact on people—*I-driven*.
- Learn the vital difference between *measures that monitor* and *measures that drive*.
- Discover the three biggest mistakes often made when launching visual initiatives and how to avoid them.
- Learn the *Five Reasons for Visuality*, including about the Visual-Lean® Alliance.
- See dozens and dozens of visual solutions.
- Learn to energize and unite your workforce through visual functionality—even in a multi-lingual/multi cultural/multi-shift company.

Sign Up Now! Call AME at 224.232.5980.

UPCOMING EVENTS

MASTERING LEAN PRODUCT DEVELOPMENT

June 23-24 | San Antonio, TX

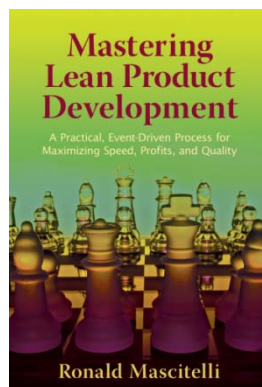
EVENT DESCRIPTION

This all new provides a step-by-step methodology for integrating the powerful waste-eliminating tools of lean product development into any product development process. In the current economic climate, doing more with less is a mandate for virtually any firm, particularly with respect to new product introductions. Unfortunately, much of the effort expended by product development teams is often unnecessary and potentially wasteful. In many cases, only one or two hours of a team member's work day is actually spent creating value for their customers, and profits for their companies. Firms that have embraced the practical, waste-eliminating methods of Lean Product Development have reported up to 50 percent reduction in launch schedules, dramatic improvements in gross margin, and enhanced customer satisfaction. This workshop is based on the recently published book *Mastering Lean Product Development*, by Ronald Mascitelli, and is presented by the author.

WHY ATTEND?

Participants will take away a practical plan for executing a real-world development project in less time, with higher margins, and with enhanced quality and customer value. Specific topics include:

- How to energize your current development process through an event-driven, highly collaborative design methodology.
- A powerful new tool for connecting the voice-of-the-customer directly to product requirements.
- Identifying and mitigating risks to cost, schedule, and quality.
- Managing a "Lean Development Team" in a multi-project environment.
- Lean Scheduling and constraint (bottleneck) management.
- The LPD Visual Workflow Management System.
- Cost reduction through Quick-Look Value Engineering and Lean 3P methods.
- Enhancing productivity through Time-Slicing and Visual



Sign Up Now! Call AME at 224.232.5980.

UPCOMING EVENTS

MANAGING A LEAN EFFICIENT SUPPLY CHAIN

July 22-23 | San Antonio, TX

EVENT DESCRIPTION

This interactive workshop extends the benefits of lean manufacturing outward from the factory floor to encompass the entire strategic supply chain, thereby enabling firms to trim waste from every step in the recurring value stream. The five principles of lean thinking and the methods of *kaizen* are applied to each stage of supply chain management, including establishing linkage and flow within the supplier network, elimination of transaction costs, use of visual communication, methods of standard work, and reduction of procurement lead time and inventory queues. Practical methods for identifying and eliminating wasted cost, unnecessary delays, and excess inventory are presented, along with recommendation for building an integrated supply chain through the use of Internet-based “e-management,” and strategies for exploiting B2B marketplaces and auction sites. The theory is backed up by on-the-job examples and real results.

WHY ATTEND?

Participants will take away practical tools for executing and leaning out their supply chain organization. Specific topics include:

- Reduction in the total number of suppliers
- Increased profit margins on all manufactured products
- Elimination of non-value-added test and inspection steps
- Improved supply-chain flexibility and responsiveness
- Accelerated material flow at every point in the supply chain
- Efficient use of contract manufacturing and turn-key distributors
- Maximized return on capital assets

LEAN BRONZE CERTIFICATE PREPARATION COURSE & EXAM

December 3-5 | San Antonio, TX

COURSE DESCRIPTION

The Society of Manufacturing Engineers (SME), The Association for Manufacturing Excellence (AME), American Society for Quality (ASQ), and The Shingo Prize for Excellence in Manufacturing (Shingo Prize) have partnered to facilitate industry-based, leading lean practitioners in the development of this new standard. The standard assesses your lean knowledge (exam), the application of that knowledge (portfolio) and mentoring and coaching of others. Three levels of certification progress with practitioners through their career.

Bronze Certification is focused on tactical lean. Tactical lean is the deployment and application of lean principles, concepts and methods locally, within a work cell, work group or value stream. This may be a workshop or project focused on implementation of specific lean concepts or techniques.

VALUE STREAM is defined as any process that has a defined customer and supplier (including internal), material flow and information flow. The process should include multiple operations or tasks that require the use of several people, machines or equipment.

Sign Up Now! Call AME at 224.232.5980.



UPCOMING WEBINAR EVENTS

TAKING LEAN BEYOND COST REDUCTION TO TOP-LINE GROWTH

February 27 | 1:00 PM to 2:00 PM Eastern Standard Time

The ability to implement and maintain improvement initiatives like lean and six sigma is essential for eliminating waste, reducing costs and increasing output, but what often results is an improve-sustain-improve-sustain pattern. During his presentation, Duggan will discuss how companies can advance their Operational Excellence and continuous improvement programs beyond current practice by adopting a short-term methodology used by today's most progressive lean manufacturers that leverages Duggan's 8 principles of Operational Excellence. This webinar will cover:

- The importance of utilizing technical design guidelines for enabling robust end-to-end flow
- The 8 principles of Operational Excellence
- How to free management from the day-to-day operations and unleash them on offense, or activities that grow the business
- US plants who are putting this proven approach into practice and using local supply chains to compete with low-cost countries

MORE INFO: <http://www.ame.org/content/webinar-taking-lean-beyond-cost-reduction-top-line-growth>

HELP WANTED! USING VISUAL MANAGEMENT TO DRIVE CONTINUOUS IMPROVEMENT

April 11 | 1:00 PM to 2:00 PM Eastern Standard Time

The use of visual techniques is a common theme in all Lean concepts. Yet most organizations are just scratching the surface of the possibilities in this important subject. To many organizations the subject of Visual management means posting several performance measures for everyone to see. However, a comprehensive visual management system (VMS) consists of so much more.

An important element of any VMS is the review, response and escalation process. The information provided by the VMS should be viewed as a 'help wanted' call. That information should trigger a response of supportive or facilitative leadership. Together leaders and team members can learn about problems and their causes, and determine countermeasures to them. In other words to practice continuous improvement (CI) – the real goal of a Lean Enterprise.

MORE INFO:

<http://www.ame.org/events/webinar-help-wanted-using-visual-management-drive-continuous-improvement>

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

UPCOMING WEBINAR EVENTS

2 SECOND LEAN: UNRAVELING THE MYSTERY OF BUILDING A LEAN CULTURE

May 8 | 1:00 PM to 2:00 PM Eastern Standard Time

Come to the shop floor and explore the world of Lean Thinking at Paul's company FastCap. After 12 years of learning and doing Lean, Paul's goal is to unravel the mystery of building a Lean culture. Lean is no longer a management tool; it should be accessible to everyone. Lean is fun, simple and will produce astounding results for anyone who has the courage and is humble enough to learn its magic.

Paul will use videos to take you to the shop floor to demonstrate what Lean looks like in his company as well companies in Japan, Europe, and the U.S. You will not want to miss this informative and entertaining presentation.

MORE INFO: <http://www.ame.org/content/webinar-2-second-lean-unraveling-the-mystery-of-building-a-lean-culture>

ADAPTING LEAN FOR HIGH MIX LOW VOLUME

June 3 | 1:00 PM to 2:00 PM Eastern Standard Time

"We don't make cars," we manufacture specialty products in low volume, therefore lean will not work here. Nothing could be further from the truth, Toyota actually started developing their lean methods in a high mix machine shop. Unfortunately the high volume conveyor line is what has become famous and synonymous with 'lean'.

Most find it difficult to imagine the lean 'tools' working when you have 1,000's of products being produced to customer demand. Instead of trying to force the high volume tools into these environments, we must go back to what is the 'principal' trying to infer and create different methods for these high mix situations.

This webinar will explore some of the methodologies that have been adapted to profitably deploy lean when you have 1,000's of parts or services provided in low volume.

MORE INFO: <http://www.ame.org/content/webinar-adapting-lean-for-high-mix-low-volume>

Sign Up Now! Call AME at
224.232.5980.

JOB SHOP LEAN: MORE ABOUT PROCESSES THAN PRODUCTS

“Job shop lean? No way!” This stereotype deters lean implementation in many facilities. Although a lean transition in job shop operations requires creative adaptation to meet a company’s particular requirements, the resulting improvements in lead time, inventory turns etc. draw an increasing number of believers.

A good first step is aligning the job shop value streams, suggested Joe Malone, L³ (Living Legacy of Leadership) leader at the Baltimore MarquipWardUnited plant, a Barry-Wehmiller operation. “In repetitive manufacturing, you look at flow right away, whereas we need to look for commonalities -- things you’re building that share common parts -- from a process standpoint,” he said. Avoid breaking operations into too many chunks.

Tackling job shop takt times requires ingenuity. Baltimore plant associates calculated sales and operations planning units (SOPs) for various processes. Define “sections” or blocks of time required for various manufacturing and assembly processes. Then determine product families and their takt times. “It doesn’t have to be the same parts each time,” Malone said. “Look for types of parts. It’s less about products and more about processes.”

Call on production associates for the best ideas about developing takt times and controlling flow. It’s a good way to build employee engagement. “They understand their processes best, and their improvement suggestions are welcomed and needed,” Malone said.

Developing job shop standard work and pull production “is a tough gig, but rewards can be significant. Patience, persistence and passion, the involvement of many associates and whittling the number of discrete parts netted dramatically improved lead times and inventory turns at the Baltimore plant, even as orders and shipments rose 50% or higher. “We have different metrics now,” Malone said. “We’ve added how much product was shipped in 24 hours or 10 days and also cash flow.” Among his suggestions for successful job shop lean implementation: Understand that initial efforts reflect the start of many adjustments.

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



Machine shop shaft and cylinder cell team at the Baltimore MarquipWardUnited plant.



Baltimore MarquipWardUnited plant flow line assembly team.



SAN ANTONIO MANUFACTURERS ASSOCIATION GET CONNECTED

MEET INDIVIDUALS WHO ARE PURCHASING MANAGERS OR DECISION MAKERS
Being a SAMA Exhibitor is an effective way to promote your business, strengthen connections, and make new ones.

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WEDNESDAY
April 30th
11AM TO 5PM

Exposition Hall at the Freeman
3201 East Houston Street
San Antonio, TX 78219

- Forum Registration – 8:30am
- Forum "100 Years of Manufacturing – Then, Now and Tomorrow" Meeting – 9am
- Forum Meeting Q&A – 11am
- Trade Show – 11am to 5pm
- BBM Staffing Social Hour – 4pm to 5pm

STOP BY AND VISIT US AT THE **AME BOOTH #24**

MORE INFO: Visit sama-tx.org or call 210-979-7530





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"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**

BENEFITS

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 (such as 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 continue to provide 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 your 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 a knowledge gap in your organization. **Contact Southwest Region President Richard Lebovitz at Richard.lebovitz@factorydna.com to discuss the possibility of holding an event at your facility.**

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.





AME Southwest Region Board of Directors

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AME MISSION

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bringing people
together to Share,
Learn and GROW.

AME VISION

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People-Centric
Leadership coupled with
Enterprise Excellence.

CORE VALUES

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

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>