LEADERSHIP PRACTICES THAT BUILD SUSTAINABLE RESULTS
January 22-23, 2014 | Dallas, TX

HOST COMPANY: Orthofix is a global medical device company focused on developing and delivering innovative repair and regenerative solutions to the spine and orthopedic markets. Orthofix’s enterprise-wide lean strategy is structured around 5 principles: leadership, change management, roles & responsibilities, goal alignment, and continuous improvement. Over the last several years, the company’s continuous improvement programs have represented the primary engagement tool that has enabled them to drive the behaviors needed to build sustainable results. The company’s philosophy is focused on building a “Culture of Winning” at all levels of the organization by ensuring the visualization, alignment and execution of the vital goals and objectives that employees work on day to day to achieve the Orthofix vision.

Sign Up Now!   Call AME at 224.232.5980

Upcoming Events

<table>
<thead>
<tr>
<th>Events</th>
<th>Dates</th>
<th>Location</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership Practices</td>
<td>January 22-23, 2014</td>
<td>Dallas, TX</td>
<td>$695</td>
</tr>
<tr>
<td>Visual Workplace</td>
<td>February 21-22, 2014</td>
<td>Oklahoma City, OK</td>
<td>$695</td>
</tr>
<tr>
<td>The O.C. Tanner Way</td>
<td>February 26-27, 2014</td>
<td>Salt Lake City, UT</td>
<td>$695</td>
</tr>
<tr>
<td>Toyota Kata</td>
<td>March 6, 2014</td>
<td>Colorado Springs, CO</td>
<td>$395</td>
</tr>
<tr>
<td>Autoliv - Savings, Cost &amp; Throughput</td>
<td>April 9-10, 2014</td>
<td>Ogden, UT</td>
<td>$695</td>
</tr>
<tr>
<td>AME International Conference</td>
<td>November 10-14, 2014</td>
<td>Jacksonville, FL</td>
<td>$2,399</td>
</tr>
</tbody>
</table>
NATIONAL NEWS

2013 AME Manufacturing Excellence Awards

During the AME 2013 Excellence Inside International Conference in Toronto, AME recognized and celebrated the outstanding achievements of its members. The fourth annual AME Manufacturing Excellence Awards ceremony offered AME a platform to recognize individuals and companies that have made significant strides in their respective journeys to enterprise excellence as they upheld AME’s mission “To inspire a commitment to enterprise excellence through experiential learning by bringing people together to share, learn and grow.”

The AME Manufacturing Excellence Award recognizes North American manufacturing plants that have demonstrated excellence in manufacturing and business. The primary focus of the award is to acknowledge continuous improvement, best practices, creativity and innovation.

The 2013 AME Manufacturing Excellence Award recipients in alphabetical order are:

- Bombardier Aerospace, Toronto, ON
- IEC Electronics Corporation, Albuquerque, NM
- Miller Coors, Eden Brewery, Eden, NC
- STIHL Incorporated, Virginia Beach, VA

Michael Bremer, Awards Chairman, opened the ceremony and said about the recipients, “These companies tell us that the feedback from the site visits was the most valuable part of the process.”

Any applicant that submits an Achievement Report based on the AME Manufacturing Excellence Award Evaluation Criteria is considered for an award. For companies that score high enough in this Achievement Report review, a site visit is conducted. Site visits generally last a day and a half to two days. Recipients of the Manufacturing Excellence Award are selected based on the combined results of the Achievement Report review and site visit feedback.

AME would like to thank all of the volunteers involved in the awards process to help recognize the remarkable achievements of these outstanding companies.

The AME 2014 Manufacturing Excellence Award recipients will be honored at the AME International Excellence Conference November 10-13, 2014 in Jacksonville, FL.

If you want to learn more about the AME Manufacturing Excellence Model or the Awards process, visit www.AME.org.

Intent to apply applications are due January 31, 2014 and the achievement reports are due March 14, 2014.
MAC McCulloch Lifetime Achievement Award

AME is honored to bestow the Mac McCulloch Lifetime Achievement Award upon Doug Carlberg for his continued dedication to lean thinking and implementation. His efforts have promoted the work of AME throughout the industry as he continues to share his insights with the next generation of leaders.

Doug Carlberg is Founder, President & CEO of M2 Global Technology, LTD. Actively involved with AME for more than 20 years, Carlberg has contributed significant time and leadership toward growing the organization. One of his most recent responsibilities was to chair the AME San Antonio Spring Conference in 2013. In addition, he served as the Southwestern Regional President for 14 years.

Doug has received numerous awards for excellence in manufacturing. His business ventures and previous employers received a vast array of accolades under his leadership for excellent execution of lean management initiatives.

Earlier in his career, Carlberg was senior vice president of worldwide operations at Harris Corporation’s Microwave Communications Division. He also held positions at General Electric Company, Hughes Aircraft Corporation and Tracor Aerospace, Inc.

Carlberg is an ardent supporter of his community and after serving his country for 27 years, the Army veteran continues to be a strong advocate for the hiring and recruiting of veterans in the work place.

AME Manufacturing Excellence Award Recipient

IEC Electronics Corporation provides electronic manufacturing services to advanced technology companies primarily in the military, aerospace, medical and industrial sectors. The Albuquerque plant has over 159 active products, employs 90 people and has 72,000 square feet of floor space. The plant is organized by customer work cells, designed to execute one-piece flow, enable immediate, visual feedback and minimize variation in its review. The AME assessment team said, “All of the operators we spoke with had participated in improvement activities and were excited about what has been accomplished. They own the change within their cells. This was awesome to see!” IEC Albuquerque has worked to create a culture of continuous improvement focused on emphasizing quality in every aspect of its client relationships, delivering work that is Absolutely, Positively, Perfect and On-Time.
WORKSHOP DESCRIPTION
The major challenges that face all those deploying lean strategies is whether the implementation will be sustained. It is well known that this is largely dependent on the way leaders perform. Our workshop deals with leadership at the behavioral level, giving participants the opportunity to practice behaviors that sustain lean practices, plus help them lead others to do the same. Leaders have to learn how to manage data which creates the drivers for change and improvement; manage the process, by ensuring that standards are maintained and improved; and finally managing all the relationships with others that ensure these things get done.

Over a day and a half our workshop will cover Leader Standard Work, the term that has emerged to describe these and other behaviors that support the deployment of lean…. and participants will practice these well-established behavioral norms with realistic case studies.. as they manage data, the process and relationships.

A Senior Leadership Forum will follow after the workshop where corporate leaders will join the group to discuss their role as top leaders. This Forum is facilitated by the AME DFW Consortium, a group helping companies to collectively learn about leadership, share best practices, and support organizations in achieving practical results.

WORKSHOP AGENDA
Wednesday, January 22, 2014

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30-9:00</td>
<td>Introductions and logistics</td>
</tr>
<tr>
<td>9:00-9:30</td>
<td>Leadership</td>
</tr>
<tr>
<td>9:45-12:00</td>
<td>Managing the Process Managing improvement projects and their metrics. Tools and techniques for managing improvement initiatives.</td>
</tr>
<tr>
<td>12:00-1:00</td>
<td>Lunch</td>
</tr>
<tr>
<td>1:00-2:30</td>
<td>Plant Tour</td>
</tr>
<tr>
<td>2:30-5:00</td>
<td>Managing Data Metrics management for creating improvement. Leadership practices that maintain standards and manage continuous improvement using data.</td>
</tr>
</tbody>
</table>

Thursday, January 23, 2014

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00-12:00</td>
<td>Managing Relationships Managing teams and team meetings. Communicating between functions to improve process flow. Managing upwards, reporting, and managing expectations.</td>
</tr>
<tr>
<td>12:00- 1:00</td>
<td>Lunch</td>
</tr>
<tr>
<td>1:00- 5:00</td>
<td>Senior Leadership Forum</td>
</tr>
</tbody>
</table>

Participant Benefits

The behavioral aspects of leadership, along with the management tools, provide a well-rounded set of skills to support the technical execution skills that most people have.

This workshop is being held at a company that has excellent visual management resources, so we will be in a practical environment that enables you to learn many new ideas about integrating visual management into your leadership practices.

Practical homework will be assigned to help participants deploy the lessons learned.

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
A Lean Transformation that Never Stops Improving: The O.C. Tanner Way
February 26 - 27, 2014 | Salt Lake City, Utah

Host Company: O.C. Tanner
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.

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

O. C. Tanner
Appreciate
We help companies appreciate people who do great work. Because celebrating great work inspires people to invent, to create, to discover. And when people are inspired, companies grow.

AWARDS & RECOGNITIONS
- Ernst & Young Master Entrepreneur of the Year Award
- Official Supplier of the 2002 Olympic Games medals
- Incentive Magazine’s Platinum Partner Award
- Creator and Developer of the Carrot Culture™ recognition philosophy

COURSE DESCRIPTION
O. C. Tanner has created a Lean Enterprise grounded in one-piece flow for over 90 percent of all orders, with concurrent improvements in quality, cost and delivery. Many lean executives have reported that O. C. Tanner is not only among the top 2 percent best Lean Enterprises in North America, but the leading company that manufactures one piece at a time.

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.

Participant Benefits
- See in action a True-North World Class Company
- See Lean Enterprise in Action
- Policy Deployment Driven Manufacturing and Order Fulfillment System
- Criticality of a “People System of Appreciation and Recognition” to get Business Results
- Criticality of Problem Solving and Employee Engagement
- See Teams in Action
- One of the Most Dynamic Lean Cultures in North America
- Lunches prepared by O.C. Tanner’s Award Winning Chef
Manufacturing’s On Fire – Spread the Word!

How many times have manufacturing folks hankered for a better way to share their success stories and attract promising candidates for available shop floor and administrative jobs? Alix James, CEO of Nielsen-Kellerman in Boothwyn, PA reports that the company’s recent Manufacturing Day activities provided a fun, effective way to draw students and others from the surrounding area – and a few job applicants. “It was a great day,” James said. “We had a lot of attendance, and one of the neatest parts is that our employees started the day proud of the company, and they ended the day really proud of the company.”

This year’s Manufacturing Day program drew significantly more attendees and local interest compared to the company’s program in 2012, reflecting added planning and involvement by employees. More than 100 high school students participated in the Nielsen-Kellerman program. Visitors were introduced to various activities in the company, from idea generation and concept development to full design and R&D, plus building, marketing and shipping products. With approximately 80 employees, the company offers weather, environmental and sports performance instruments.

“We showed all of our machines – surface mount etc.,” said James. Associates explained everything from the visual takt board including hourly and daily targets to andon lights and work station activities. Manufacturing Day participants were offered opportunities to see various movies, product demonstrations and the engineering and 3D areas. They gained information about the teaming aspects of product development and many activities including marketing.

Great questions from kids were reported by James. “They asked about different jobs and what they pay, what it takes to get there, what you can do with a high school degree or a two-year college degree,” she said. James believes that about 70% of the visiting students learned at least one thing about available opportunities and jobs including pay and benefits, what it takes to do various jobs and how marketing is handled. Although the company is in a good labor area, harder-to-fill jobs include machining, sales and sometimes software engineer, so these communications benefit the company.

Contacts with high school guidance departments and occasional job shadowing are additional initiatives for sharing manufacturing’s message, said James. The company will continue to value Manufacturing Day opportunities. “An observation is that it’s also an opportunity for people inside to show people outside what they do,” said James. “Everyone likes an opportunity to do that, and to let them know that there are jobs available. People get a charge out of telling how much they like working here.”

Lea Tonkin, editor, AME regional newsletters, is the president of Lea Tonkin Communications.
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.
<table>
<thead>
<tr>
<th></th>
<th>1-9</th>
<th>10-24</th>
<th>25+ INTERNATIONAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>FULL PRICE IS</td>
<td>$2,399</td>
<td>$2,199</td>
<td>$2,099</td>
</tr>
<tr>
<td>SAVE</td>
<td>$200</td>
<td>$300</td>
<td>$400</td>
</tr>
<tr>
<td></td>
<td>$1,199</td>
<td>$1,199</td>
<td>$1,199</td>
</tr>
</tbody>
</table>

AMEJACKSONVILLE 2014
SHARE•LEARN•GROW
NOVEMBER 10-14

EARLY BIRD DISCOUNT PERIOD
THROUGH MARCH 31, 2014

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 Southwest Region Board of Directors

**MANAGEMENT TEAM**
- Richard Lebovitz  
  (President)  
  (512) 771-3410  
  Richard.lebovitz@factorydna.com
- Doug Carlberg  
  (Past President & Secretary)  
  (210) 561-4807  
  dcarlberg@m2global.com
- Nick Swerdfeger  
  (Marketing)  
  (512) 225-1554  
  Nick.swerdfeger@buildasign.com

**COLORADO**
- Andrew Carlson  
  (303) 886-1112  
  carlsonacc@yahoo.com
- Aleta Sherman  
  (303) 981-7870  
  aherman@camt.com

**NEW MEXICO**
- Bill Baker  
  (972) 890-1883  
  bill.baker2@gmail.com

**OKLAHOMA**
- John Carnuccio  
  (405) 324-5140  
  ajnuch@flash.net
- Travis McNett  
  (316) 640-2331  
  travismcnett@hotmail.com

**TEXAS**
- Larry Anderson  
  (972) 489-9853  
  larrya@airmail.net
- Roger Denton  
  (817) 777-7268  
  roger.e.denton@lmco.com
- Steve Wells  
  (817) 559-1415  
  Stevewells1@charter.net
- Leonard Humes  
  (210) 561-4881  
  lhumes@m2global.com
- Steve Nichols  
  (512) 471-3565  
  s.nichols@mail.utexas.edu
- Brian Heymans  
  (SW Event Planner)  
  (512) 280-1673  
  bheymans@mindspring.com
- Mark Graban  
  (Health Care Sector)  
  (817) 993-0630  
  mgraban@yahoo.com
- Ross Robson  
  (Utah Director)  
  (435) 753-5835  
  ross.robson@comcast.net

**UATH**

**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

**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](http://www.ame.org/refer-member)