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October 21-25, 2013

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

## LEAN BRONZE CERTIFICATE PREPARATION COURSE & EXAM

November 6-8, 2013 | Dallas, TX

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. Participants learn how the test is structured, learn how to focus their exam preparation activities and are provided with several hand outs and practice exercises to assist them in preparing for and passing the bronze lean examination.

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

### Upcoming Events

Events	Dates	Location	Cost
AME International Conference	October 21-25, 2013	Toronto, ON	\$2,699
Lean Bronze Cert	November 6-8, 2013	Dallas, TX	\$795
The O.C. Tanner Way	February 26-27, 2014	Salt Lake City, UT	\$695
Autoliv-Savings, Cost & Throughput	April 9-10, 2014	Ogden, UT	\$695

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

### LEAN BRONZE CERTIFICATE PREPARATION COURSE & EXAM

November 6-8, 2013 | Dallas, TX

#### COURSE DESCRIPTION

This course is intended to prepare attendees to take and pass the Lean Bronze Certification Examination. To earn this certification, you should demonstrate your understanding of the Lean Certification Body of Knowledge, including: setting goals, gap analysis, project management, Teamwork, team facilitation, team selection, Tactical results measurement (initial goal, results to goals, gaps). The two day course helps students 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.

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.

#### RECOMMENDED READING

Exam questions are based on specific recommended readings selected by knowledgeable and experienced individuals:

- Gemba Kaizen, Masaaki Imai
- Lean Production Simplified, Pascal Dennis
- Lean Thinking, James P. Womack and Daniel T. Jones
- Learning to See: Value Stream Mapping to Create Value and Eliminate Muda, Mike Rother and John Shook

**MORE INFO:** <http://www.ame.org/events/lean-bronze-certification-review-and-exam>



# A Lean Transformation that Never Stops Improving: The O.C. Tanner Way

February 26 - 27, 2014 | Salt Lake City, Utah



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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.

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

## 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

## 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



## Visual Management: A Fundamental Lean Component

When you're implementing visual management as a basic element of your lean implementation initiatives, look beyond signage and a narrow focus on the shop floor. That's the counsel of Danette Conley, Zodiac Arresting Systems director of lean. The company, a division of Zodiac Aerospace Corporation, is a world-leading designer and manufacturer of aircraft arresting systems. "Visual management helps at every level – executive leadership (strategic focus), the shop floor (production flow) and support activities (purchasing, engineering etc.)," Conley said. "It gives you a standard way to insure that you can cover everything that you need to, showing what is under control and what needs attending to." She added that it supports clarified accountability.

After team leads and senior leadership at the company's two sites went through a two-day workshop on visual management, boards featuring current key information (KPIs, key deliverables, process indicators – red/yellow/green) were posted in work cells. Daily "board walks" to each of the cells provide updates on issues such as parts availability that affect cell functioning for the operations manager, QA, engineering and supply chain and periodically their lean coaches. These daily rounds, also encompassing shipping, production control, quality, receiving, the stockroom and office support functions, often highlight topics for future improvement workshops (such as lengthy queues and missing information).

Weekly leadership team communication huddles also boost timely communications about supply chain and other issues affecting production flow, following an evaluation of the company's mission and goals and a task-checker (key areas) review. "We're building in a standard of preparation, in addition to ongoing communications," Conley said. With thousands of parts going into final products, quickly identifying and solving compliance issues is critical.

Consider visual management a bridge to systems thinking, suggested Conley. "We try to follow a standard discussion, going back to what's on the horizon and immediate needs," she said. "Information posted in work cells and other areas allows you to prioritize as well as time to work on answering questions such as, 'What should my standards be?'"

Asked about suggestions for implementing effective visual management, Conley said, "Just get started! Put up a board with things you want under control and then start talking about it. You might select an issue for discussion such as safety. Sometimes the discussions can be painful, but it's needed."

Conley suggested a visual management checklist for starters. In every work environment, the answers to questions such as, "What is the purpose or function of this area?" and, "How do people know what to do, and how to do it?" should be visibly apparent. Other useful questions: How do people know how they are doing, and what is done if expectations are not being met?

*Editor's note: Sessions on visual management and many other lean topics will be featured at the AME Toronto 2013 Conference, Breakthrough to Your Leading Edge October 21-25; check [ametoronto.org](http://ametoronto.org).*

*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](mailto: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](mailto:rcarlson@ame.org).





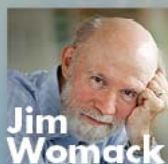
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# AMETORONTO 2013 BREAKTHROUGH TO YOUR LEADING EDGE

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## LET'S GET REAL...



Jim Womack



Dan Jones



John Shook



Mike Rother

I mean that's what the Gemba is all about, right? **Getting real**. And that's exactly what AME **TORONTO** 2013 is doing. For the first time ever at an AME conference, four of the world's leading lean thought leaders **Jim Womack**, **Dan Jones**, **John Shook** and **Mike Rother** will each share real value stream experiences and present these lessons on stage. **Don't miss it!**



We pride ourselves in providing a solid learning experience at an unbelievable price. If you don't learn at least one new idea in Toronto that you can bring back to your organization, we'll refund your entire registration fee. We have been offering this guarantee for the last three conferences and have never had a single refund request. We think that speaks volumes about the value attendees have received.

For more information and to register visit **ametoronto.org**.



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Learn and GROW.

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### CORE VALUES

- Volunteerism
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- 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>