

# AME CONSORTIA CLEVELAND

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## NEWSLETTER

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### AME Cleveland Lean Consortium 2019 in review

Hi Everyone –

As usual, things are busier than ever with consortia.

- We are now at 21 members. Not included in this figure are several companies that have given verbal acceptance to join us this month. Four additional companies are also on the brink.
- Attendance is healthy and continues to grow: 42 people at the Lean Management workshop at KSPT, 36 people at the Kinetico Benchmark, and a whopping 55 people at this year's 2<sup>nd</sup> annual Executive Leadership Summit. Sixty-three people are signed up for [Retaining Top Talent on January 10](#).
- Interest in AME Cleveland Consortium's business model remains high – AME is cloning us in numerous metropolitan areas across the nation and in Canada. Our local MEP is interested in offering us up to their constituent companies.
- Our special interest groups consisted of C.I. Strategy and Education Committee. This shows how Consortia is evolving based upon pull from the board.

So what about going forward? There are some plans I am working on with our Regional Board to increase exposure to our Consortia as well as AME. Read about an exciting proposal on page 2. And with all the other good things that are happening, our growth is now getting us to the point where – in order to create value for all – more guidance and input is required. To that end we will be forming a Board Steering Committee to continue to improve the consortium, enhance our image, and support the values of AME on a larger scale – and I can't do it alone. ☺ More on this topic at the upcoming Board meeting on January 22.

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### Consortium 2019 schedule

The year in review

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## AME and AME Cleveland Lean Consortium – Moving forward!

2019 was a good year for our consortium. We saw some growth, with several new companies joining including Cleveland Clinic and RTI, and our offerings were well attended. We continue to be a major influence in AME relative to consortia structure and how AME will support other consortia.

That stated, let's talk about our relationship with the AME Great Lakes Region. The AME Cleveland Lean Consortium has been putting up some staggering numbers in attendance – the [Retaining Top talent employee retention event](#) on January 10 is now at 63 people, another record. In 2019 we consistently hit attendance figures of 35 - 40 plus people. However, AME regional events have either been flat or in slight decline. As a member of the Great Lakes Region Board, I have discussed this dilemma with my counterparts and we believe that the market for general benchmarks is changing. Companies are now becoming more mature in their lean journeys. It seems that what is in demand is what consortia is doing – more face-to-face collaboration, peer-to-peer conversations, roundtable discussions, and a focus on the people-centric support systems for lean – as opposed to another review of implementation of lean tools. We create demand by having our offerings on a pull system – workshops on demand, special interest groups that meet the needs of our members, and now our upcoming educational offerings.

Where does that leave AME's Great Lakes Region? As you know, AME is a non-profit organization that conducts the world's largest lean conference and provides support for so much more, including consortia. We are trying to find a method of bringing AME events in line with their respective consortia to achieve a win-win for both AME and AME Consortia. Recently, a stellar idea of staging a multi-plant, two-day tour of four consortium companies was put forth. Each company does up to a four hour presentation and tour. This event, of course, would be open to consortium companies, but we would also invite non-consortium companies to participate. Non-consortia companies would pay a nominal fee. An event of this nature would showcase our talent and expose us to potential members to help grow the consortium and AME.

This two-day multi-company showcase would be heavily promoted – not only by AME, but we are looking into other mediums. More to come on the marketing!

So that stated, I'm looking for four consortium companies who would open their doors for no more than four hours to tour and collaborate with participants. This does not have to be a general benchmark, but could in fact showcase something at which your company excels. Amenities would be kept low, with the goal being to showcase in four hours then move on to the next site.

Sound good? I'm looking forward to discussing more at the board meeting. Rick

## GENERAL CONSORTIUM NEWS

### *AME Consortia Executive Leadership Summit*

The second **AME Consortia Executive Leadership Summit** was held on June 27. I didn't think we could top last year's event, but we did! Fifty-five people came to our event to hear Eric Crump, Rebecca Morgan and Brian Furlong discuss senior management leadership and what it means to support continuous improvement.

Additionally, we had a C.I. panel discussion which included the above experts along with Bob Oborn, Ashleigh Walters, and our own Mary Messuti which further examined traits and practices of successful senior leaders.

The feedback from this event was simply outstanding. Having senior leadership collaborate with each other annually enhances the consortium experience and helps you – the C.I. practitioner – gain support for your efforts.



## BENCHMARKS

### **Kinetico: PEDOC training**

On April 24, thirty-four attendees from the AME Cleveland Lean Consortium visited Kinetico in Newberry, Ohio to review Kinetico's **PEDOC training program**. For those that could not make the event "PEDOC" stands for Plan, Explain, Demonstrate, Observe, and Check up. Mike Shaffer leads the PEDOC efforts at Kinetico and has achieved major upticks in first pass yield, lower scrap, and decreased time to train new employees. Our group toured the Kinetico work cells and heard firsthand from employees on the PEDOC process. We also heard training tips used at STERIS, complements of Ryan Koch, and RADCOM also gave a presentation on the common pitfalls of training.



### **Cleveland Clinic – Tiered Huddles**

On April 16, our Consortium held its first **multisite benchmark** – thanks to Nate Hurle of Cleveland Clinic. Whether you're an East sider, West sider, or South sider, you had the chance to review how Cleveland Clinic runs its daily tier huddles. I got a lot of great feedback from this event and we are looking forward to hearing more about enterprise excellence at Cleveland Clinic.





## Vitamix: People-Centric Lean



On September 12, Vitamix hosted our first **people-centric lean benchmark and workshop**. As people-centric lean is still a relatively new concept in the lean world, our consortium is extremely fortunate to have a company that can exhibit people-centric lean and show the how this concept can drive profits and progress. We explored the concepts of reflection, building relationships, recognition, celebration, and more – then toured the floor to see everything in action. Eric DiMalanta and Sean Radigan did an excellent job showing us how people-centric lean works!

## SPECIAL INTEREST GROUPS

### C.I. Strategy



The AME Cleveland Lean Consortium held its **first virtual session** on October 14, when three organizations, Akron Children's Hospital, Cleveland Clinic and Vitamix, each presented their current C.I. strategies and how implementation is going. Our plan is to have each and every consortium company do the same in the future. We will target three companies per quarter and perform online presentations using Skype. As strategy is crucial for any company, you will definitely learn from your peers. Go to the AME Networking function to review the presentations at any time.

## Education Committee



I have been meeting with Tammy Stanziale and Jason Brumbach recently to discuss how our newly formed **Education Committee** can best impact the development of new and existing C.I. practitioners. The idea is to combine the training materials offered by AME Cleveland Consortium companies to start a lean bootcamp. Our vision is to have selected associates go through an academic program which is supplemented by "go and see" brief tours within consortium – all of which could lead to Lean Certification. This is where consortium best exhibits value: when students can go beyond the classroom and into the field. We will discuss more at the upcoming board meeting on January 22. Save the date!

## Workshops

On January 9, 2019 we went back to KSPT for a workshop **on Lean Management**. I spoke with David Mann, author of “Creating a Lean Culture” (widely acknowledged as the bible of lean management systems) and discussed my strategy for the workshop. Aside from giving me permission to do the workshop, David was “all in” with the concept of creating an airplane manufacturing simulation which targeted speed of manufacture as well as flight distance. We utilized tier meetings, team leaders, leader standard work, and a “go and see” mentality. Everyone had a great time and the evaluations came back so good that we will repeat this workshop in 2021.

Norbert Majerus again displayed his mojo and talent for teaching during his July 25 workshop “**Lean Project Management**”. The event was held at Davey Tree and focused on the leaner side of project management. Attendance came in at 26 people, with positive feedback for the event. Norbert has a listing of other workshops which we will discuss at the board meeting. Norbert is a great talent and is local!

On August 29 the AME Cleveland Lean Consortium held another **visual management** workshop at USG. After learning about visual order, visual displays, visual metrics, visual standards, and controls, the group split into teams and headed out to the floor to evaluate and see firsthand USG’s visual management program. This was a very busy workshop packed full with great learnings – we went the full eight hours and then some. A big thank you to Gabe Maher at USG for hosting this event.

Akron Children’s Hospital was the site of several workshops this year. On May 3, the **Analytics Expo** was held. Various presenters from several different organizations instructed sessions ranging from how big data drive the patient experience and quality, to a panel session on analytics in industry.

Then, on August 13, Akron Children’s Hospital hosted a fantastic event on **change engagement strategies**. With a specific focus on front line execution, we saw the strategies deployed by the hospital to engage its frontline associates for sustainable change.

A very special thanks to Anne Musitano. Anne is always thinking of another great way to collaborate, and our consortium has really benefited from her forward thinking and willingness to share.

## AME Cleveland Lean Consortia: 2019 Schedule in review

Topic	January	February	March	April	May	June	July	August	September	October	November	December
Board Meetings	Board Meeting <u>Jan 25th</u>								Board Meeting <u>Sept 4th</u>			
AME Conference											AME conference Chicago	
Benchmarks				PEDOC Training at Kenetico <u>April 24th</u>			Lean Distribution School Spec on hold		People Centric Leadership Vitamix <u>Sept 12th</u>			
Senior Leadership Summit						Senior Leadership summit June 27th						
Workshops	Lean Mang <u>January 9th</u>						Lean Project Management July 25th	Visual Management August 29th				
Roundtable Open Collaboration					Data Analytics at Akron Children's Hospital <u>May 3rd</u>			Change engagement strategies Akron Children's Hospital AUGUST 13th				
SIG: CI Strategy										CI Strategy virtual review <u>Oct 14th</u>		
SIG: Senior Mang Engage		SIG Senior Mang Engage <u>Feb 25th</u>		SIG Senior Mang Engagement Lincoln Electric <u>April 2nd</u>								
SIG: Lean Management				SIG Lean Mang <u>Clev Clinic tied huddles 4/16</u>								
Coffee Collaboration		Coffee Collaboration	Coffee Collaboration	Coffee Collaboration	Coffee Collaboration	Coffee Collaboration	Coffee Collaboration	Coffee Collaboration	Coffee Collaboration	Coffee Collaboration	Coffee Collaboration	Coffee Collaboration
		South siders	South siders	South siders	South siders	South siders	South siders	South siders	South siders	South siders	South siders	South siders
		East siders	East siders	East siders	East siders	East siders	East siders	East siders	East siders	East siders	East siders	East siders
		West siders	West siders	West siders	West siders	West siders	West siders	West siders	West siders	West siders	West siders	West siders