

AME CONSORTIA CLEVELAND

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NEWSLETTER

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AME Cleveland Lean Consortia

Hello All! My apologies for not getting this newsletter out sooner – things have been quite busy this year for the AME Cleveland Consortium. This has been a banner year for us. Here are a few highlights of 2018:

- We added 5 new members to the Consortium.
- New records were set for attendance! Akron Children's Hospital started us out with an amazing benchmarking event that saw 32 attendees. The senior management leadership SIG then hit a record high of 38 people, excluding speakers. The Honda Manufacturing benchmarking/problem solving workshop broke the record again with 42 attendees.
- At the time of this writing, we are on pace to have 21 events over 2018. This includes two board meetings and one big conference. I count East, South, and West side coffee collaborations as one event.
- Our Special Interest Groups include senior management engagement, Toyota Kata, Shingo, and hoshin planning.
- Workshops included A3 thinking, value stream mapping, Toyota Kata, problem solving at Honda, and Toyota Kata at Lincoln Electric.

Although 2018 was an excellent year, I feel there is always room for improvement. I meet monthly with Ryan Mecham and the other AME Consortia facilitators to try to constantly improve our offerings to the consortia board members. I discuss some of these potential offerings in the pages to come. Read on!

Rick

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GENERAL CONSORTIA NEWS

AME Consortia Executive Leadership Summit

The first **AME Consortia Executive Leadership Summit** was held on June 28, 2018. The idea was to bring various senior executives and CI practitioners together to view best practices in lean manufacturing and lean enterprise. Topics included mission-driven focus, people-centric leadership and enterprise excellence.



I received some excellent feedback from this event. One practitioner said, “It was so good that our leadership saw this.” Another said, “The presentations and tour opened up our eyes and thoughts of how we approach lean.”

This was the first time senior executives got to collaborate at a Consortia event and see what we are all about, and also collaborate with other like-minded executives. Given the success of this event, this raises a question from me to the board: Should we be thinking about our next senior level leadership meeting?

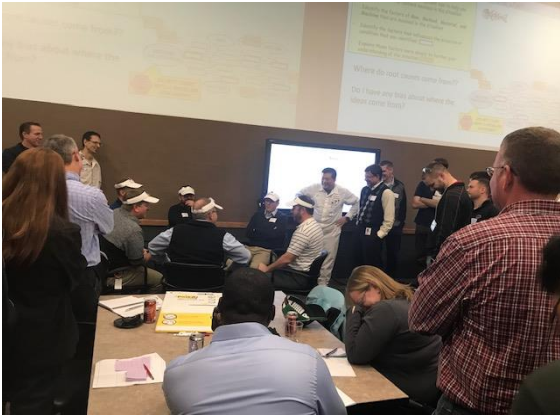
Akron Children’s Hospital

We went back to Akron Children’s Hospital again for another Consortia benchmark. This time, we dove a bit deeper into the 3P process that ACH uses before they ever break ground for a new addition. We toured a cardboard mock up of an entire hospital wing! It was great to see the effort that went into lean simulations. The amount of waste that was saved by utilizing this method is enormous. Big thanks to Anne Musitano for allowing us back into ACH again.



BENCHMARKS

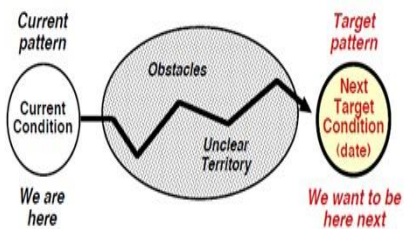
Honda Manufacturing



To cap off the 2018 season of benchmarking, the AME Cleveland Consortium went to Honda Manufacturing in Marysville, Ohio on November 15 to view their problem solving process and “chip in” to assist Honda in four separate problems. This was a combined regional / consortia effort that drew the largest attendance we have ever had at an event – 42 participants. The event was lead by Ken Pyo who is now an AME Cleveland Consortia point man and an AME Regional Board member. Ken Pyo did a spectacular job of engaging everyone in the process. The event was full of humor and fun! The participant reviews however told the real story. Overall satisfaction was rated “excellent” by more than 80 percent of participants with most of the remaining folks indicating “very good.” All participants who returned surveys stated that they would recommend the event. Nice job, Ken!

SPECIAL INTEREST GROUPS

Toyota Kata



The Toyota Kata group continues to meet. Not only did we meet on June 27 for a preview of the Tremco kata summit (where the kata SIG critiqued my kata slides and helped me formulate a better plan), but then Michael Yagour from Rockwell Automation actually came to Tremco the day of our kickoff and presented key learnings in implementing kata at Rockwell Automation. Big thanks to Michael for that. I’m offering up to the consortium any of the power points I used at the kata summit. The power points are meant for absolute beginners in kata, and are somewhat “Tremcoized,” but you can do what you want with them. Note that in using kata at our Ashland facility we bumped OEE on our tape lines from .25 a year ago to .60. Most of the improvements came post-summit. The team is confident we will hit .80 soon!

Senior Management Engagement SIG



The first senior management engagement SIG met again on October 8 and outlined a path forward for what the group would like to accomplish next. The group met again on December 3 at MTD. The guest speaker for the day was our old friend Norbert Majerus who spoke of a “roadmap to a lean culture” which focused primarily on servant leadership and respecting and engaging people. The team is now ready to start benchmarking various companies that exhibit this type of leadership. The participating consortia companies include SSP, Davey Tree, Rockwell Automation, Tremco and Goodyear.

Workshops

The AME Cleveland Consortium went back to Lincoln Electric on December 12 for an amazing workshop on Toyota Kata. Marchell Kunka shared her expertise on implementing the Improvement and Coaching Katas. We did have this workshop several years back, but I have to tell you that it means more when it comes direct from a Consortia member. The principles of kata were applied to stacking cups while only using string and a rubber band. Time-based challenge statements and target conditions were set and I’m happy to report that several teams got to their goal. Special thanks to Marchell for a fun day of learning and hands-on application.



Marchell leads the kata class while participants look on.



Ken Pyo, Jason Brumbach and Sean Radigan combine their exclusive kata skills to rescue an overturned cup on their way to the target condition!

AME Consortia – Moving forward

As of January 2019, the AME Cleveland Consortium will have 20 members. We have a few other companies that are contemplating membership. So, what does all this growth mean to you as a participating member? And how does this affect our offerings?

Let's start to answer this question by looking at AME's plan for Consortia. There are now AME Consortiums in San Francisco, Salt Lake City, Indianapolis, San Diego and Cincinnati. There are currently around 90 companies that are taking advantage of the AME Consortia experience. AME plans to bring the program to just about every major metropolitan area in the US. With additional consortiums, as well as more members in our local group, we are making AME stronger and more viable for years to come. With added financial strength, comes additional offerings. Examples include:

- Ability to attract cutting edge lean experts and authors such as Mike Rother. Mike expressed interest in coming to Cleveland for a roundtable discussion. Other expert speakers that have come to our Consortia recently include Pete Fierle from the pro football Hall of Fame, Brian Wellinghoff from Barry-Wehmler and Marc Braun from Cambridge Engineering. As you recall, this was for our leadership summit last June. Our membership base was, candidly, an attraction for them.
- With more membership at both the local and national level, AME is able to put forth programs such as the upcoming people-centric leadership. Last summer AME trained a group of individuals to take PCL to the regions and to Consortia. This will be a great offering for us in 2019 should the AME Cleveland Consortium Board elect to go this route. More on this topic to come.
- With more volume, AME Consortia facilitators are coming up with other offerings. First and foremost, is to offer up more benchmarking events by combining regional events with Consortia. The Honda event was the Guinee pig for this experiment, and it proved to be most successful. We need more of these events.
- The facilitators are contemplating how to establish a Consortia library where AME certified workshops could be offered up. These workshops could be available for presentation to the Consortia members, or maybe you would like to use the material yourself for training or simply individual growth.
- AME Consortia facilitators are now discussing how to get more expert speakers to hit the Consortia "circuit." This could apply to expert workshops as well.

At the local level, additional growth is resulting in our record attendance levels mentioned on page one. With record attendance comes the ability to offer more workshops where I have confidence that attendance will not be an issue. Most importantly, growth means additional collaboration with your peers. Our talent pool grows with each new member. We are maximizing our collaboration with the new coffee events and peer-to-peer discussions. Members are calling each other directly, and I could not be more pleased that this communication is happening.

So in short, growth is good. I'd like all board members to think about this before our next meeting. Let's discuss just how far we want to go!

Rick

AME Cleveland Lean Consortia: 2018 Schedule in review

Topic	January	February	March	April	May	June	July	August	September	October	November	December
Board Meetings	Board Meeting							Board Meeting				
AME Conference										AME Conf San Diego Oct 31st - Nov 3rd		
Benchmarks			Akron Childrens Hospital March 29th			Perry Nuclear Power Plant May 31st Cancelled			Akron Children Hospital 3P in design Sept 21st		Honda Marysville Plant problem solving Nov 15th	
Lean Supply Chain												
People Centric Leadership												
A3				A3 workshop April 5th								
Lean Prod Development												
Minitab	Minitab 18 Jan 25th			Minitab 18 April 19th								
Past workshops				Value Stream mapping April 24th								
Roundtable Open Collaboration	Roundtable Shingo assessor panel Jan 31st				Roundtable: Senior Management panel May 4th	Roundtable: Senior Exec Summit at Goodyear June 28th						
SIG Lean Enterprise												
SIG: Toyota Kata				SIG Toyota Kata April 17th		SIG Toyota Kata June 27th						SIG Toyota Kata Coaching workshop Wed Dec 12th
SIG: Lean Prod develop												
SIG: shingo	SIG Shingo Jan 31st											
SIG: Senior Mang Engage					SIG Senior Mang Engage May 4th					SIG Senior Mang Engage Oct 8th		SIG Senior Mang Engage Dec 3rd
SIG: Hoshin Planning									SIG: Hoshin Planning Sept 20th		SIG: Hoshin Planning	
SIG: Lean Management												SIG Lean Mang Dec
Coffee Collaboration									Coffee Collaboration 9/14	Coffee Collaboration Fri 10/19	Coffee Collaboration Thurs 11/29	Coffee Collaboration
									South siders 9/14	South siders Fri 10/19	South siders Thurs 11/29	
									East siders 9/12	East siders 10/24		East siders thurs 12/6
									West siders 9/13	West siders cancelled		West siders Tues 12/11