

AME CONSORTIA CLEVELAND

SHARE MORE. DO MORE. GET MORE.

NEWSLETTER

Volume 1 / Issue 2 / May 2017 / Published quarterly by **Richard Wiltse** AME Cleveland Facilitator

SPECIAL INTEREST GROUPS TAKING OFF

Our Special Interest Groups are off the launch pad now and doing well. In this issue we will take a look at what each group is up to. I'm surprised by the calls I'm receiving to start up additional groups. I have been asked to start up SIGs on how information flows from Product Lifecycle Management (PLM) to Manufacturing Execution Systems (MES), and also on ISO 9000 – transitioning to the 2015 standard. And don't forget – we have our Special Interest Groups slated for start up 2nd quarter - these include Gemba Walking, Visual Management, and maybe Lean Certification and Coaching.

Here again we see the consortium maturing - we are seeing benchmarking at a much more detailed level!

AME is now ready to start promoting these SIG groups to the general public as a method of not only getting more benchmark sources, but also as a recruitment effort. Stay tuned. We will be discussing SIGs further at our next Board Meeting in June!

CONTENTS

Articles

	Page
Special Interest Groups	1
General Consortia News	2
Newsflash – George Saiz	2
Workshops	2
Benchmarks	2

Consortia Business

Special Interest Group Review	3
Toyota kata	3
Lean Product Development	4
Quality Metrics	4
Shingo	4

Member Profile

Michele Menegotto	5
-------------------	---

Schedule

5

Share More...

If you have any things you want to share or need us to share more information contact your AME Cleveland Consortia Facilitator

Richard Wiltse

216 548 7153 or email
rwiltse@tremcoinc.com

GENERAL CONSORTIA NEWS

AME is working hard to promote consortia. Why is that? In part, because of the success of the AME Cleveland Consortium. I am working with our Regional President Jim Orbik and our interim Master Facilitator Phil Rother to further develop a nationwide consortia model used to start up consortia in other cities. As a matter of fact, I was told the other day by Jim Orbik that Cleveland will provide the model for other consortia start ups across the country. I hope you take as much pride in that as I do, after all - it's your consortium!

NEWSFLASH!



George Saiz is coming to the AME Cleveland Consortium! George Saiz, President and CEO of AME, is coming to our next Roundtable session slated for June 16 at the RPM Lodge in Medina. George will communicate his vision for AME in the years to come, what changes you can expect in the near future, and what Consortia means to AME. Additionally, George will also discuss a key lean implementation strategy that involves equipment, empowerment and engagement forces that are key to moving your lean program forward. George's presentation will be followed by a general roundtable collaboration where you can discuss the topic of your choice. Please block this date out now if you can and join us at the RPM Lodge in Medina. Invitations are forthcoming.

WORKSHOPS



The next Consortium workshop will take place at Nelson Stud Welding on May 11. The workshop will feature Michael Bremer - one of the world's foremost experts on gemba walks. Michael's book, "How to Do a Gemba Walk" received a Shingo Research and Professional Publication Award in 2016. The topic of gemba walks generated a lot of interest at the last board meeting, so be sure to mark your calendar.

Workshop strategy is a topic of the upcoming board meeting. I'm hoping consortium members will work to hone in on a strategy that guarantees consortium workshops are productive, enlightening, and well attended.

BENCHMARKS

There will be a Regional Benchmarking event held at our newest member Orbis this September! Come and meet the folks at Orbis and see the Lean program which includes a specific focus on engaged employees. The event is free for Cleveland Consortium members. Details forthcoming.

Special Interest Groups: As mentioned, our new SIGs are out of the gate now and appear to be doing what we had hoped for: increased benchmarking on topics that are meaningful to you!



Powered by Menasha Corporation

TOYOTA KATA



The Toyota Kata SIG met on March 28 at Tremco. In attendance were representatives from Tremco, Rockwell, Lincoln Electric, and newcomer Crown Equipment. A presentation was given by Tremco on the start up effort and what PDCA cycles have been accomplished. Tremco had seen a roughly 15% bump in production and was eager to get other's viewpoints on how implementation was going and advice for going forward. Some of the "good news" feedback included how Tremco was utilizing input from operators, how front-line problem-solving development was starting to take root, and how the metrics tracking seemed to be on course. The "humble" advice sought included simplifying Tremco's PDCA forms, some coaching tips, and how to get more of a presence on the floor without being overbearing. There was no shortage of great discussion going on.

Members from Orbis and Nelson Fasteners were unable to make it that day, but plan to attend future Kata SIGs. The next meeting kata meeting is going to be held at Crown on June 28th. Invitations forthcoming!

LEAN PRODUCT DEVELOPMENT



Norbert Majerus is, of course, heading up this group and thus far there have been several conference calls. Each company has now identified and listed their expectations which include general benchmarking to specific focus on innovation. A key (and very cool) deliverable of this group is to come up with best practices and use these learnings to improve the AME Lean Sensei app.

This group meets again at Goodyear on May 16th. Companies include Goodyear, Steris, Lincoln Electric, Graftech and Honda R&D. Good things are sure to come from this group!

QUALITY METRICS

In a way, this group most exemplifies the spirit of consortia. The Quality Metrics team is seeking to understand what the best quality/lean metrics are and how well the metrics drive behavior. Subjects will be:



- Alignment - strategic objectives
- Accountability – to the process/metric
- Attention - creditable to senior management
- Behavior – setting right metric to drive behavior
- Set Expectations – on outcomes by management
- Feedback – long and short term – winning or losing
- Motivation – employees see efforts are worthwhile
- Indicators - leading vs. lagging metrics
- Objectivity – fact-based, consistent across organization
- Visibility – Common set of metrics throughout organization creates transparency (tell the story)
- Problem solving – identification of issues and driving CI
- Benchmarking - Quality metrics and best practices
- Data collection – Accurate consistent

SHINGO

As many of you know, there are a handful of companies in our consortium that have embraced the Shingo model as a platform for their lean programs. In doing so, there is interest in reviewing how each program is achieving the Shingo cultural objectives and what can be learned from each other. Questions include:



- What is our approach to Shingo?
- How far away are we from achievement?
- Largest benefit is not the award but the feedback on how to improve. Is the value of Shingo the pursuit?
- Many of us are familiar with the Shingo model – looking for best method to assess
- What are best practices and behavioral indicators?
- Is Shingo as good as AME? Many Shingo assessors are AME assessors
- Good to get Shingo people in – provide help, a roadmap
- Can we assess ourselves? Our Consortia members have internal Shingo assessors
- Can we share assessments?
- Steris can be the “benchmark”
- Has Shingo “lost luster”?

The next meeting is slated for June 7th at Steris.

Member profile: Michele Menegotto

Michele was born and raised in Brazil and is currently living in Cleveland. “My father, sister and brother live in Brazil”, says Michele. “I lost my mother about 2 years ago due to lung cancer. I got married on October, 2014 in Vegas! No kids yet, just a cat.”

Michele graduated in Chemical Engineering in 2003 and concluded her Master’s degree in Business Administration (MBA) in 2005. “My first contact with Six Sigma and Lean methodology was during the 3 years that I worked as a Quality Engineer at Dow Chemical” says Michele. “In 2009 I got a job as Lean Manager at Graftech and was relocated from Brazil to Cleveland in 2014.”

Michele’s fondest Lean memory thus far: “In the past Graftech used to do a Kaizen Olympics to award the best kaizen in all of Graftech – including other Graftech sites around the world. My team won first place with a joint supplier project. We used Lean to increase our supplier’s processing yield more than 5% on a key raw material. This resulted in a \$1.5 million dollar savings”. Another project Michele was associated with was a cost down effort on a Graftech main product line. “Within 2 years we had reduced the cost by 50%!”

Michele loves to travel and has recently been to Europe and South America. Other favorite pastimes include playing video games and watching UFC fights.



AME Cleveland Consortia: Current Schedule

Topic	January	February	March	April	May	June	July	August	September	October	November	December
Board Meetings	Board Meeting Jan 5th Steris					Board Meeting						
Benchmarks			Accuride March 16th			Crown June 28th						
Regional Benchmark									Orbis September		School Specialties	
Lean Supply Chain											LEAN SUPPLY CHAIN	
Coaching / Mentoring			Coaching Larry Anderson March 7th							SI Subgroup: Lean Coaching		
Gemba Walks					Gemba Walking workshop May 11th			SI Subgroup: Gemba Walking			SI Subgroup: Gemba Walking	
A3									A3 workshop			
Facilitation							Facilitation workshop Richard Wiltse					
Kanban Pull Systems												
MDI												
SI Subgroup: Quality Metrics				SI Subgroup: Quality Metrics April 6th Malloy		SI Subgroup: Quality Metrics Malloy		SI Subgroup: Quality Metrics Malloy		SI Subgroup: Lean Quality Metrics		
Roundtable Open Collaboration						Roundtable: George Saiz SI report out Open Collab June 16th			Roundtable: SI report out Open Collab			Roundtable: SI report out Open Collab
SI Subgroup: Toyota Kata		SI Subgroup: Toyota Kata Wiltse Feb 2nd	SI Subgroup: Toyota Kata March 28th			SI Subgroup: Toyota Kata Last week of June	SI Subgroup: Toyota Kata		SI Subgroup: Toyota Kata		Roundtable: KATA SI report out Open	
SI Subgroup: Lean Prod develop		SI Subgroup: Lean Prod dev Feb 13th Majerus	SI Subgroup: Lean Product Dev March 14th		SI Subgroup: Lean Product dev May 16th			SI Subgroup: Lean Product development		SI Subgroup: Lean Product development		
SI Subgroup: shingo				SI Subgroup: Shingo April 18th		SI Subgroup: Shingo June 7th				SI Subgroup: Shingo TBD		SI Subgroup: Shingo TBD
SI Subgroup: Senior Management						Lunch n learn exploratory session						