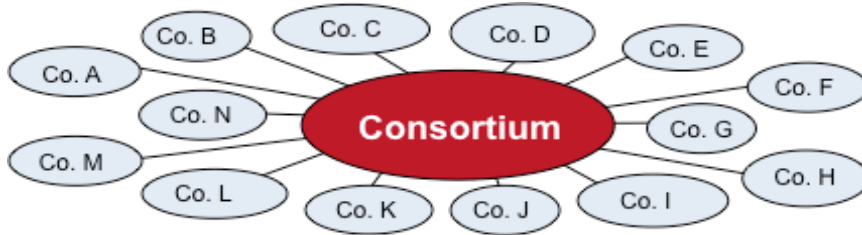


# AME San Francisco Bay Area Lean Consortia

*Learning Together How to Improve, Develop People, and Deliver Value.....Faster & More Effectively*

**AME Consortium:** A structured group of diverse organizations committed to improve performance through workforce engagement and relentless continuous improvement.



Companies collaborate on consortium activities and their own Lean CI initiatives. A goal is for 100% workforce engagement in daily continuous improvement.

The primary goal of a CONSORTIUM is to share ideas more deeply than people experience from attending workshops, conferences and ad hoc visits to other facilities. Dedicated time by participants in the consortium requires more discipline and focus. Members share and receive practical ideas to move beyond simply using improvement tools, and instead identify better ways to improve the members' competitive positions by fully engaging the talents of the leadership and associates in each member company. People inside the member companies interact with their peers in the other companies to leverage collective resources to broaden and accelerate improvement efforts.

**AME Lean Consortia have several advantages over other consortia:**

- Linkages with and benchmarking with other AME consortia across North America.
- Online networking app that supports easy member-to-member collaborations between companies within the consortia network.
- Access to training and consulting resources within the AME community
- Cost sharing for training resources between consortia and regional AME events

The benefits (quality, delivery, productivity, financial returns) from consortium collaboration enhance members' ability to more effectively sustain gains from improvement activities, engage the broader workforce and improve competitiveness – even during unstable economic conditions.

**Members' Goal = Sustainable Top 20% Industry Position**



## Benefits to Consortium Members

- Shared best practices, shared knowledge, shared skill sets, shared training, and accelerated learning
- Improved bottom line by sharing kaizen/CI development costs
- Coached by seasoned practitioners acting as mentors and facilitators
- Intelligence about what is happening in global industries
- Identified “best practice” sites for benchmarking collaboration
- Website to optimize knowledge exchange within the Consortium
- Annual assessment provides improvement roadmap and benchmarking baseline

## Consortium Functions

The Consortium's functions are powerful supports for achieving the high workforce engagement rates and competitive strengths of industry-leader companies, yet they are not common in most organizations.

- **Lean CI Self-Assessment\*** “If we don't measure it, then we're unlikely to improve it.” (Deming) Consortium companies use an annual Lean CI assessment (like the categories in the AME Lean Sensei tool) as a key input to the strategic plan, and hold each other accountable for achieving each other's planned improvements.
- **Consortium Board Meetings\*** chart the group's strategy and course ahead, and work the action plans along the way, including the actions listed below. Some would be for all companies in the group. Others would be optional, depending on individual company needs. Some companies would have information from the Lean CI Assessment (above) as inputs to the strategic planning process. Board meetings are monthly or bi-monthly per group needs.
- **Member Site Tours\*** happen with most board meetings and roundtable sessions as they rotate through the member company sites. The meeting host's team usually selects an area of the plant/organization for special attention, and expects the visitors to take a critical view of those operations to identify Pluses (+) they might “steal” and Opportunities (–) the host team can add to their CI efforts.
- **Roundtable Sessions\*** are regular meetings of the member companies focused on discussion and learning on a specific topic. Roundtable sessions are also used to surface new ideas from the whole group for an issue that a host company may be working on. The whole group learns from those sessions and the opportunities are left behind for the host's CI teams.
- **Shared-Cost Learning Events** minimize the costs of training. For example, three of the companies may need to do Lean 101 training this month, but have 12 extra seats in the event. Those seats can be made available to other consortium companies or to the entire AME regional membership to reduce the per-seat costs to the three companies that commissioned the event. Events are tailored to needs.
- **Auditors' Exchanges** between member companies can be focused on several different Lean / CI practices, depending on each company's current development needs (e.g. 5S, Lean Process Design, Leader Standard Work, Operators Standard Work, etc.). An auditors' exchange accomplishes several things: 1) Provides critical assessment of inside practices from outside eyes.. 2) Adds “pace” to on-going improvement efforts as the schedule for audit exchanges adds incentive to complete planned improvements sooner than otherwise expected. 3) Both groups (outside auditors and inside operators/leaders) learn from each other about ways to improve operations.
- **Special Interest Groups** on almost any topic (5S, Leaders Standard Work, Supply Chain Management, S&OP Practices, Mixed-Model Production Optimization, etc.) can be requested by several companies currently working on major improvements to the working processes involved. Specialist resources may be shared by the companies involved.

\* Basic Consortium Member activities. Others per member requests, as needed.

### Contact us for further info:

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**AME SFBA Lean Consortium website:** <http://www.ame.org/ame-san-francisco-bay-area-consortium>