

# AME Cleveland Lean Consortia Quarterly Newsletter



## A new era...

As you recall, our AME Cleveland Lean Consortia made a choice this year – that being to stay aligned with AME, the leading Lean Association in the world. We had a choice - and as your Facilitator I can tell you that for me it was difficult to even facilitate this group decision. Although Optima's value proposition was not perceived as being as strong as AME's, Optima has a history of successful Consortia – and they did a lot to get us up and going. For that I will always be grateful for the efforts given by the Optima Team. Special thanks to my friend Steve Hirt - who gave me ongoing counsel over the past 3 years. Our success can be traced back to his wisdom.

Just to let you know, I am in ongoing conversations with Jim Orbik, President and Chief Operating Officer of Nautic Star, LLC – who manufactures boats up there in Michigan. In his spare time Jim serves as the president of the AME Great Lakes Region. Jim and I are currently trying to figure out how to best integrate AME Consortia into the Region so we are not “tripping over each other”. There are some good ideas floating around (next to Jim's boats) that will bring more value to our members. Stay tuned! In order to ensure that Consortia has adequate regional representation, I will be serving on the AME Great Lakes Regional Board...

## AME Consortia welcomes Orbis

Our growth continues. In February we added Orbis to the list of companies in our consortia. Read more about Orbis on page 3!

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## 2 Lean Sensi

The Association for Manufacturing Excellence offers the AME Lean Sensei App to anyone interested in benchmarking their organization against distinguished AME Excellence Award recipient companies. AME Excellence Award recipients operate at exceptional levels of performance, setting the bar high for achieving success in the search for operational excellence. If you are interested in joining this distinguished group of recipients, the AME Lean Sensei will help you see if you're ready to apply. If you're not interested in applying for the AME Excellence Award, the AME Lean Sensei is still a valuable tool to help your organization identify potential areas of focus and improve the way you improve.

## AME Excellence Award

Do you feel that your company has made substantial progress in Lean? Do you think maybe it's time to see how you have stacked up against other AME award winners? Why not use the AME Sensi app (or excel version) to evaluate your company as it compares "World Class" AME Excellence Award winners. My thoughts are to have a company or 2 go through the evaluation process and then present how well they performed at a Roundtable. More importantly, they can also report on how they feel the App worked out for them. Interested? Please call Richard Wiltse at 216 548 7153.

BTW: Here is a link from a Target Magazine article on the AME Excellence Award. This article was written by Norbert Majerus:

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*"Improvement usually means doing something that we have never done before."*  
**Shigeo Shingo**

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### AME Website changes

As part of the effort to ramp up the marketing of our AME Cleveland Lean Consortia, our friends in Chicago (AME Headquarters) having been working on updating their website to include a link to us.

<http://www.ame.org/ame-cleveland-consortium>

Please take a glance at this and see what you think. Take a peek every now and then to keep updated on what we are doing. I'm also open to suggestions you have to make it better. The hope is that our link in the AME.org site will give us more exposure and draw attention to the value we offer. Additionally, I am working to get a Blog set up here where we can post our issues / problems for Consortia feedback.

## Consortia Biz

As a reminder, we have numerous workshops scheduled for 2017:

**"Coaching past resistance and denial":** Larry Anderson and Ron Oslin are taking their workshop to Lincoln Electric on March 7<sup>th</sup>. There are still seats available, we need to get it filled!

On April 13<sup>th</sup> we will have Michael Bremer at Nelson Fasteners to present his workshop on **"Gemba Walking"**. This workshop appeared to be the most popular within the Consortia so please sign up early.

On May 18<sup>th</sup> Tedd Cowling will come out of his 3 week or so retirement to teach **A3 reports**. This workshop is good for both novice and experienced Lean practitioners.

In June we will see Maria Arraiza-Montoux do her workshop on **"Lean Supply"**. Maria is a Black Belt and rose through the ranks at Dupont to direct the entire Dupont Supply Chain efforts for many years.

Finally, in July or August I will perform a workshop on **"Facilitation"**. Running meetings effectively is critical to just about any improvement effort so you won't want to miss this event.

**Our Benchmarks** this year include all of the Special Interest Groups (5 benchmarks for Kata, 5 or so for Lean Product Development, and an equal number for Quality Metrics. The Shingo / Coaching groups will commence during 2<sup>nd</sup> quarter. Accuride Benchmark is March 16<sup>th</sup> and I am working on getting us into other AME Award Winners later in the year.

Finally, our **Roundtable sessions** are being scheduled as soon as I nail down a host or two. Interested in hosting?



## Special Interest Group – Toyota Kata

Our Toyota Kata Special Interest Group is off to a good start. Thus far we have Tremco, Lincoln Electric, Rockwell Automation, Orbis, and Nelson Fasteners. We had our first meeting at Lincoln Electric on Friday, February 3<sup>rd</sup> and ended up outlining what our group wants to accomplish and how we will go about it. Each company is new at Kata – therefore it's a great time to learn from each other as we go down the implementation path.

First up is a Benchmarking event to be held at Tremco in late March. Tremco folks will present their initial PDCA cycles and key learnings – including how difficult it is to see a small incremental gain in an un-stable process...our Filling Machine. Our output metric (as measured in “cases per shift”) varies considerably due to how we staff the machine, the un-planned downtime we see, and how our run rate is influenced by raw material. How do you handle such a situation when you execute a PDCA cycle, make a small incremental productivity gain, and then the results are buried in the output “noise”? Right, wrong, or indifferent, I can tell you how we are handling it...we are taking it on “blind faith” that the improvement is occurring. We have faith and trust in our Operators to tell us that it's working (and they are...) regardless of the numbers being buried in the minutia. But isn't that what Lean is about? Having mutual trust and respect for your peers that are creating value?

I believe that as we gradually achieve stability by developing root cause analysis - and subsequent elimination of waste - we will see stability, predictable output, and our metric will be able to measure small incremental gains. **But more importantly Kata is turning our culture into a learning environment.** This is starting to happen now and it is very exciting to watch it unfold. Our Kata effort has sparked interest, discussion, and realization that we can win the war on waste and we do not have to accept an unstable output metric.

Comments?

**ORBIS®**

Powered by Menasha Corporation

### New Member: Orbis

ORBIS helps world-class customers move their product faster, safer and more cost-effectively. Using a proven approach, ORBIS experts analyze their customers' systems, design a solution and execute a reusable packaging program for longer-term cost savings and sustainability.

By design, reusable plastic totes, pallets, dunnage and bulk systems are used over and over during the course of their service life. At the end of their life, they can be recovered, recycled and reprocessed into new packaging products...without entering the solid waste stream.

#### Sustainability is at the Core

Using life-cycle assessments to compare reusable and single-use packaging, we also help our customers reduce their overall environmental impact. As a steward of sustainability, ORBIS is committed to a better world for future generations.

ORBIS is a part of Menasha Corporation, one of the oldest family-owned manufacturers in the United States.

Our member contact is Matt Phillpot. Matt is an experienced Lean Practitioner as demonstrated by the Orbis facility I toured. Please say hi to Matt at a future event!

## Richard Wiltse, Facilitator

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Find us on the Web:  
[www.ameconsortia.org](http://www.ameconsortia.org)



## Consortia Special Interest Group Review

In order to ensure the best experience for everyone, it was decided to stagger the launch of our various SIG's. So our schedule is shaping up to look like this:

### First quarter launch:

Toyota Kata, Richard Wiltse Team Leader  
Lean Product Development, Norbert Majerus Team Leader  
Quality metrics – Brian Malloy, Team Leader

### Second quarter launch

Gemba Walking  
Visual Management  
Coaching and / or Lean Certification Looking for Team Leaders !

## Workshop frequency

In the future, I am thinking of scheduling workshops every other month, as opposed to our current schedule. There is simply a lot going on in our Consortia and it may help to not only bolster attendance but also to keep things level loaded. Your feedback on this topic would be very much appreciated.

## Next event reminder – March 7<sup>th</sup> Motivational coaching

Please don't forget – on March 7<sup>th</sup> Lincoln Electric will host our next event "Coaching past resistance and denial" with Larry Anderson and Ron Oslin. Learn coaching and communication techniques for moving a leader from resistance to action, and learn more about change management and motivational interviewing skills. Working in small teams, practice role playing and participate in hands-on, interactive activities in this one-day workshop. Please register as soon as you can!

## Member Profile – John Comi

John was born and raised in nearby Erie, PA. He moved to Ohio right after college in 1986. John has worked at SSP for the last 19 years, he also worked at Swagelok for 11 years prior to joining SSP. John has been married to Virginia for almost 18 years. They have four children Marie, John IV, Nick and Charlie ages 16, 12, 10 and 2 respectively.

"One of my fondest achievements in Lean is when I introduced the owners of SSP to the concepts of Lean and convinced them to begin SSP's lean journey. I can still remember the Eureka moment I experienced when I could see the value in Lean and Kaizen. It was 2003, at a Quality conference in Dearborn, MI where I attended a seminar on 'Sigma-Kaizen Breakthrough Events' being given by TBM Consulting. Everything started clicking and I couldn't wait to get back to Twinsburg and share the excitement." And so began the Lean journey that has allowed SSP to triple revenues without adding new facilities or making significant increases in our inventory investment. It has also allowed us to profitably weather two major recessions along the way.

Outside of work John likes to golf, however he has found that the number of rounds he plays is inversely proportional to the number of children he has. "Mostly I love spending time with my family. When we're not running around taking them to and from practices, tutors and music lessons, we like to go on little family adventures. Some recent adventures include caving at Seneca Caverns, rappelling in Hocking Hills, hiking at Virginia Kendall and canoeing part of the Tuscarawas River."

