

# EXCELLENCE IN THE CANADIAN REGION

VOLUME 4 / ISSUE 2 / MAY 2019

**OCTOBER 4**

Manufacturing Day addresses common misperceptions about manufacturing by giving manufacturers an opportunity to open their doors and show, in a coordinated effort, what manufacturing is — and what it isn't. By working together during and after MFG DAY, manufacturers will begin to address the skilled labor shortage they face, connect with future generations, take charge of the public image of manufacturing, and ensure the ongoing prosperity of the whole industry.

MFG DAY is designed to amplify the voice of individual manufacturers and coordinate a collective chorus of manufacturers with common concerns and challenges. The rallying point for a growing mass movement, MFG DAY empowers manufacturers to come together to address their collective challenges so they can help their communities and future generations thrive.

**LEARN MORE AT** <https://www.mfgday.com/>

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## DON'T MISS THESE EVENTS

WORLD-CLASS PLANT TOUR: HAMMOND POWER SOLUTIONS

MAY 8 • GUELPH, ON

More info on page 2 and at <http://www.ame.org/event/world-class-plant-tour-hammond-power-solutions>

WORLD-CLASS PLANT TOUR: NOVATEL

MAY 24 • CALGARY, AB

More info on page 2 and at <http://www.ame.org/event/world-class-plant-tour-novatel>

WORLD-CLASS PLANT TOUR: BAYLIS MEDICAL

MAY 28 • MISSISSAUGA, ON

More info on page 2 and at <http://www.ame.org/event/world-class-plant-tour-baylis-medical>

PEOPLE-CENTRIC LEADERSHIP 101

JUNE 24 • WINNIPEG, MB

More info and register at <http://www.ame.org/event/people-centric-leadership-101-3>

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## UPCOMING WORLD-CLASS PLANT TOURS



**Get an in-depth look at how world-class organizations have implemented lean and other continuous improvement initiatives during the AME Canadian region world-class tour series.**

Each tour will include an onsite introduction, facility tour and a question and answer session. You will also be guided by practitioners that have gone through the lean transformation process. Send your team and let them witness the power of continuous improvement! Check out our upcoming tour sites below.

### HAMMOND POWER SOLUTIONS

**May 8 | Guelph, ON**

Get an in-depth look at how Hammond Power Solutions has used key tools such as 5S, huddle boards and an employee solutions program to drive continuous improvement across the operations. HPS designs and manufactures dry-type standard and custom electrical engineered magnetics, electrical dry-type and cast resin transformers. The company is a technical and innovative leader in the electrical and electronic industries; its products can be found on every continent, every ocean and have even orbited in space. Its engineering database contains more than one million designs ranging from the smallest control transformers to the largest dry-type transformers ever manufactured. HPS has operations in Canada, the United States, Mexico and India. Learn more at [www.hammondpowersolutions.com](http://www.hammondpowersolutions.com)

**MORE INFO & TO REGISTER:** <http://www.ame.org/event/world-class-plant-tour-hammond-power-solutions>

### NOVATEL

**May 24 | Calgary, AB**

Get an in-depth look at what makes NovAtel an AME Excellence Award winner and a successful enterprise. NovAtel is a leading provider of high precision GPS and GNSS positioning technology such as GPS antennas, GPS receivers and GNSS/INS systems. NovAtel started its lean journey in 2003 by attending the first AME conference in Toronto. With the support of upper management and the training and empowerment of employees, the company implemented the 5S, Kanban and cellular manufacturing. Throughout the lean journey, they've encounter challenges and will share their lessons learned. [In 2014, NovAtel was awarded the AME Excellence Award](#). NovAtel is part of Hexagon's Positioning Intelligence division, which also includes VERIPOS. Hexagon is a global leader in digital solutions that create autonomous connected ecosystems (ACE). Learn more at [www.novatel.com](http://www.novatel.com).

**MORE INFO & TO REGISTER:** <http://www.ame.org/event/world-class-plant-tour-novatel>

### BAYLIS MEDICAL

**May 28 | Mississauga, ON**

Get a behind-the-scenes look at medical device manufacturing at the Baylis Medical facility in Mississauga, and learn why Baylis Medical is a world leader in the conception, development, production and distribution of state-of-the-art medical products. On this tour, you'll see first-hand how the company empowers its teams by using employee engagement goals and initiatives that are focused around its "Know Your Customer Program." The Baylis culture is all about having a laser beam focus on the patient. Learn how the company engages front-line workers and leaders in their day-to-day production efforts using different project boards, including the NRG daily board, DMS board, tier 2 engineering board, day by hour NRG line board, and the tier 2 board. Learn how it successfully transformed the challenges of meeting daily goals using project and tier boards. You'll hear what employees like and don't like about boards and the evolution of the boards. [www.baylismedical.com](http://www.baylismedical.com)

**MORE INFO & TO REGISTER:** <http://www.ame.org/event/world-class-plant-tour-baylis-medical>

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## UPCOMING PCL 101 COURSES



**Developing a passionate, engaged workforce is the recipe for a thriving, successful business.**

Accomplishing this requires a foundation of strong communication skills, critical listening capabilities and a robust process for converting people's ideas into continuous improvement action. The PCL 101 course was designed by AME to provide organizations with a comprehensive overview of people-centric leadership and the behaviors required to build a culture where every day, everyone is fulfilled by pursuing excellence and everybody flourishes. If you're interested in improving leadership behaviors and increasing engagement, the AME PCL 101 Course is for you.

**June 24 | Winnipeg, MB**

**MORE INFO & TO REGISTER:** <http://www.ame.org/event/people-centric-leadership-101-3>

**June 26 | Calgary, AB**

**MORE INFO & TO REGISTER:** <http://www.ame.org/event/people-centric-leadership-101-4>

**June 27 | Edmonton, AB**

**MORE INFO & TO REGISTER:** <http://www.ame.org/event/people-centric-leadership-101-2>

**To learn more about what PCL is all about, check out these episodes of [Applied Excellence podcast series by the AME Canadian region!](#)**

**Episode 4 - Deep dive into people-centric leadership with Lisa Weis, Ron Harper and Marc Kuzik**  
People-centric leadership (PCL) expert and trainer Lisa Weis, PCL practitioner and president of Cogent Power Ron Harper and continuous improvement leader for Argus Machine Marc Kuzik deep dive into people-centric leadership - what it is, why it's important and how it provides enormous value to companies. [Click to listen now!](#)

**Episode 3 - People-centric leadership 101 with Ron Harper**

This episode of Applied Excellence features a conversation with president of Cogent Power Ron Harper, who has been practicing people-centric leadership for more than 10 years. [Click to listen now!](#)

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## THE PRESIDENT'S CORNER

Recently, I came across a post on the AME Open Forum asking “Is Leader Standard Work just a check sheet or is there more?” The thread was very interesting, with several members posting their opinions, and even including templates for the members to use. I even added some of my own to help with ‘Share, Learn and Grow’. So, what is Leader Standard Work? Years ago we would have just called it a tool. That is ‘A routine that focuses Leadership on the tasks that they have to do each day, week, or month’. As we matured, we even asked the folks using it, to prove that they had accomplished their routine, by conducting audits. Those were the days when we focused on ‘tools’ as the magic of Lean. Remember when folks asked “where do you start with Lean?”, and we responded “5S”. “Great place to start, as you need to be organised, in order to eliminate waste.” Well, many organisations went down that path, and unbeknownst to them, they were destined to fail. Management said “this is what you do, and this is how to do it” and they left the poor associates to do it, and then focused on more important things like ‘cost’! The result was inevitable, ‘we failed’. We failed at 5S because “management lost interest”. Management didn’t bother to audit, didn’t take an active interest, and hence, the ‘value adders’ didn’t think it was important, as the only thing they were being measured on, was ‘cost’.

As we all know now, the success or failure of Lean relies upon one thing, and only one thing, Leadership. Now we look at Leader Standard Work as more than just a tool. Yes, we list down the tasks that have to be done on a regular frequency, and the ‘leaders’ perform those tasks according to the ‘check sheet’, but there is more. If now, one of the tasks is to audit 5S, and the ‘leaders’ are interested in the results and offer assistance to the value adders, no longer is ‘management losing interest’. The fact that you are using the LSW to reinforce the right behaviours, the ‘value adders’ will respond very positively. How do you think they will feel when you say “Great job! Now let’s see how we can get to the next level?” You will have an associate that’s going to make sure they get to the next level, because they want another “Great job!” and the feeling of accomplishment. Strange, human beings have always been like this, but we took so long to realize it.

Reinforcement is the last element of change management. A.D.K.A.R. is a very good model to follow when you are introducing change. Awareness, Desire, Knowledge, Ability and Reinforcement. All are needed in order to have a change implemented successfully. But, like 5S, and the last S – Sustain, we find that in many cases leadership falls down with the final part. That is why Reinforcement is so important, as we “Measure what Matters” managing the flow of value through our organisations. So, remember, “if a process breaks, management has lost interest.” Don’t let that happen in your organisation. Use Leader Standard Work as the ‘trigger’ that we all need every day, to make sure we don’t let our value adders down, and we reinforce the right behaviours. See you next time on President’s Corner.

Richard Evans  
President, AME Canada Board of Directors



**NEW! Episode 7 - Daily management: Tracking the flow of value with Richard Evans, Nick Anghel, Laura Conquergood and Paul Valideo. [Click here to listen now.](#)**



**NOV. 4-7**  
**Leading**  
 ON THE  
**Edge**



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## Download the new health care version of the AME Lean Sensei Excel Tool!

The AME Lean Sensei Excel tool is now available for health care professionals. Think you are lean? Wonder what defines best-in-class? How do you really rank? Let AME's Lean Sensei® help you improve the way you improve so you can maximize your results!

The Association for Manufacturing Excellence offers the AME Lean Sensei to anyone interested in benchmarking their organization against companies that have received the distinguished AME Excellence Award. The AME Lean Sensei Excel Tool helps health care organizations assess their current process improvement strategy, learn where they stand, identify the gaps and plan for the future. Learn more at [www.ame.org/lean-sensei](http://www.ame.org/lean-sensei).

**ENGAGE**  
IN THE NEW  
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**TODAY!**

make connections  
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## AME



## Vision

A manufacturing renaissance driven by people-centric leadership coupled with enterprise excellence.

## Mission

Inspire a commitment to enterprise excellence through experiential learning by bringing people together to share, learn and grow.

## Core Values

- Volunteerism
- Practitioner focused
- Integrity and trust
- Passion for excellence
- Engaging and welcoming



## Become a Corporate Member of AME

The Association for Manufacturing Excellence (AME) is the leading industry-diverse community of more than 4,000 professionals dedicated to enterprise excellence. Join today to explore the latest continuous improvement methods and best practices that will help you move your career, your company and your industry forward. For more information on pricing for Corporate membership visit the [Corporate Membership Program](#) page.



## AME Target Magazine and Target Online

Target magazine is AME's quarterly publication designed for senior and experienced manufacturing professionals who are continuously reinventing products and services to meet tough competitive challenges.

[Target Online](#) is AME's weekly source of industry news. Delivered each Friday via email, it is the premiere source for original content and industry news focused on manufacturing, lean and continuous improvement.



## AME's Manufacturing Job Board

AME's [Manufacturing Job Board](#) showcases job openings in manufacturing and highlights talented candidates who are exclusively interested in manufacturing / technology. The AME Manufacturing Job Board has benefits for job seekers and employers alike.



## Your Lean Journey Starts Here

If you are currently pursuing or considering Lean Bronze Certification, attendance at a one hour AME regional event tour and presentation counts towards the [AME/Shingo Institute/SME Lean Bronze Certification](#). That's right, one hour credit per tour and presentation. It's also one hour credit for each AME classroom event or webinar.