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AME **TORONTO** 2013
EXCELLENCE
INSIDE
CONFERENCE



October 21-25, 2013

Register at

www.ametoronto.org

ADVANCED VISUAL MANAGEMENT

August 27-28 | Redmond, WA

As part of this workshop, attendee's will participate in multiple hands on exercises, which will teach you how to create effective visual management tools and use them to help drive your problem solving processes. Participants will also tour Genie Industries Redmond, WA campus. On the tour we will highlight visual controls and visual management in action. Participants will see clear examples sequencing boards, heijunka systems (including a heijunka simulation), Takt boards, Tier I, II, & 3 systems, and many more advanced visual management techniques in several working environments.

Learn more on page 2

Call 224-232-5980 to sign up now!

Upcoming Events

Events	Dates	Location	Cost
AME Lean Summit	August 25-28	Atlanta, GA	\$895
Advanced Visual Mgmt	August 27-28	Redmond, WA	\$500
AME International Conference	October 21-25	Toronto, ON	\$2,699

To sign up for AME events, contact AME at 224-232-5980. To host an AME event in your area, contact a Western Region Director.

UPCOMING EVENTS

ADVANCED VISUAL MANAGEMENT

August 27-28 | Redmond, WA



****This is a highly valued Workshop that has sold out the last five years!****

Attendees will study visual management principles which will help them teach others how to develop visual controls integrated with daily management to create a problem solving culture. Additionally, your workshop leaders and Genie Lean Practitioners will discuss and review strategies for how these types of visual controls can help any business be successful. In each area, your instructors will share their personal experiences as Senior Lean Practitioners developing and applying these visual management tools and methods in many different environments.

HOST COMPANY

At **Genie Industries**, the concept of lifting people and materials higher extends beyond the products we build. It reflects the spirit of partnership behind everything we do. We're a global company that's deeply connected to our customers — working to help you build your business, whether you own one rental store or one hundred stores. Genie Industries began in Seattle in 1966 with the introduction of the Genie® Hoist, a portable, pneumatic material lift. It was followed by additional material lifts and a series of aerial work platforms to meet customer demand — products that quickly gained worldwide recognition and often represented breakthroughs in design.

ATTENTION: This is an advanced level workshop. Attendees should have an applied working knowledge of standard work elements (Takt Time, Work Sequence, and SWIP)

WHO SHOULD ATTEND?

- Executives, Leaders, General Managers
- Managers, Supervisors, Production Control
- Lean/Continuous Improvement Leaders
- Those working to implement visual management tied to daily management and develop a problem solving culture will benefit deeply from this workshop

WHAT YOU WILL SEE AND LEARN:

- Application of different types of visual controls
- How to develop pacing and work leveling visual management tools
- How to develop visual management systems tied to daily management to build a problem solving culture

More info: <http://www.ame.org/events/advanced-visual-management-0>

FIVE BENEFITS OF HOSTING A REGIONAL EVENT

- 1 - As a host you can select the subject. Identify a “gap” in existing knowledge or experience within your organization. AME will bring in a facilitator to teach the host participants as well as the other attendees.
- 2 - Hosting an application based event (e.g. a kaizen event) will provide the host company with tangible improvements in the selected area. Attendees from other companies will be valuable resources during the event to implement real change. AME will bring in a facilitator if required.
- 3 - Build your network of fellow Continuous Improvement and Operational Excellence professionals that will provide continued benefits long after the event.
- 4 - Receive suggestions for improvement from attendees after a tour of the host facility.
- 5 - Use the event as a “rallying point” for the organization to progress to the next level in your quest for Operational Excellence, or to reinvigorate a stalled effort.

Value Stream Mapping, Lean Office, Pull Systems, TPM, TWI, Daily Visual Management – whatever the subject area - AME can help you close an existing knowledge gap. Contact Western Region President, Greg Williams, email: glwilliams@aeraenergy.com to discuss the possibility of holding an event at your facility.

AME WEBINAR SERIES

Each month world recognized speakers will be making 1-hour presentations representing a wide variety of topics. Authors, Shingo Prize recipients, and thought leaders in their respective areas form the line-up of presenters. Webinars are very modestly priced at \$25 for members, \$50 for non-members and free for corporate members. The webinar series is just one way that AME is trying to increase the value it delivers to its members, and better fulfill its mission of “Share-Learn-Grow”. So gather up some colleagues at your organization and register for a webinar today.

The upcoming line-up includes:

- Intro to the Harada Method: August 22
- The Lean Management System: September 10
- Lean Human Resources: October 3

Go to <http://www.ame.org/webinars> for more details.



NATIONAL NEWS

AME Corporate Member Benefits

As a Corporate member all of your employees may attend AME events, including conferences and workshops at AME member rates. Five key contacts within your organization will become full AME members and receive the following:

- Access to the Benchmarking Community of Practice Query program and a website query library.
- Subscription to the award winning publication *Target* magazine and monthly online newsletter *Target Online*.
- Access to the website portal on AME.org for *Target* magazine and *Target Online* along with complete archives of both publications.
- Participate in monthly AME webinars for free.
- **A free single registration for a 1-day regional workshop for Site Members and three free single registrations for a 1-day regional workshop for Enterprise Members in their inaugural membership year.**
- Online access to future benchmarking and lean assessment tools.



Corporate Membership Options

- **Site Membership**

A site is defined as a single physical location or campus with multiple plants/facilities within a short distance from each other. **All employees** at your site can attend AME events at the AME member rate. A one year AME Corporate Site Membership is only \$1,000. Multi-year discounts are also available.

- **Enterprise Membership**

An Enterprise includes all of the corporation's facilities within North America. Each facility can identify 5 employees to become full members in AME and **all employees** can attend AME events at the AME member rate. A one year AME Corporate Enterprise Membership is only \$5,000. Multi-year discounts are also available.

For additional information or to join: Contact Robert Carlson, AME Business Development Manager at 224-232-5980, ext. 227 or rcarlson@ame.org.

REFER A MEMBER

As an AME member you know that a strong community of professionals dedicated to enterprise excellence is at the core of our Association. But did you know that the best way to maximize your benefits within this network is to expand it? When you serve as an AME ambassador, you not only help enhance the resources you need to excel in your career, you also help us make a stronger impact on our vital industry.

Learn more at <http://www.ame.org/refer-member>

Employee Communications: You're in the "People Business"



Jeanne Malnati

You've got the world-class vision, the lean concepts and your continuous improvement toolbox – but you may have overlooked something crucial to organization-wide excellence. According to Jeanne Malnati, you're missing the boat if you fail to focus on culture, people and relationships. Malnati is part of the Lou Malnati's pizza restaurant chain family launched in the Chicago area 42 years ago, and owner of The Culture Group consulting firm; she was a presenter on the art of effective lean communication during last year's AME annual conference. "Lean is about waste. Waste can be in the form of negative feelings when people don't believe they are being heard and respected," she said.

Malnati suggested that "cleansing the container" – bringing groups together for conversations about tough issues – can help to open the lines of communication and build trust. "Coming face-to-face, saying these hard things and expressing emotions such as anger can contribute to employee engagement," she said. Glossing over the importance of dysfunctional relationships, negative gossip and poor communications skills detracts from an organization's potential for achieving long-term, positive transformation.

Real improvement in employee communications starts at the top, emphasized Malnati. Executives need to model positive behavior by being self-aware and humble enough to understand that they need to ask for and hear employees' ideas and to accept full responsibility for how their actions have impacted another person. They need to then act upon the feedback they receive.

"Consider feedback as a gift," said Malnati. "Be open by sharing truth and giving respect. Encourage ideas, expression of feelings and suggestions from others as well as expect their best performance."

A key part of your organization's competitive advantage is the day-by-day commitment of your engaged employees. "The bottom line is important," said Malnati, "but employees want more than a paycheck. They want to be cared about and to do the best they can do. When employees want to come to work every day, they'll share their best ideas and their energy. They won't call in sick as much. As we say in my family's company, we're not in the pizza business; we're in the people business."

Employee retention is another reason to nurture a positive workplace culture marked by effective employee communications. Hiring and training new employees is costly and time-consuming, noted Malnati. "As the economy improves, many people who stayed with their jobs because they needed a job may be looking at other options," she said.

Lea Tonkin, editor, AME regional newsletters, is the president of Lea Tonkin Communications.

Literate, Career-Ready Citizens Initiative

One of the most fundamental obligations of any society is to prepare its children to lead productive and prosperous lives as adults. This means preparing all young people with a solid enough foundation of literacy, numeracy, and thinking skills for responsible citizenship, career development, and lifelong learning.

In an era in which education has never been more important to economic success, the U.S. has fallen behind many other nations in educational attainment and achievement. Within the U.S. economy, there is also growing evidence of a “skills gap” in which too many young adults lack the skills and work ethic needed for a number of jobs that pay a middle-class wage.

The 21st century requires everyone to have the ability to read for knowledge, to write for understanding, and to think critically about what is read. Reading is the foundational skill without which math, science and all education and economic attainment becomes unattainable.

The National Association of Manufacturers’ (NAM) [Manufacturing Institute 2011 Skills Gap study](#) states that 82 percent of manufacturers have a moderate or serious shortage of skilled production workers, and 5 percent of all manufacturing jobs go unfilled because there is no qualified talent.

A majority of employer respondents view Reading Comprehension and English Language as “very important” basic skills for job success for new workforce entrants at all education levels. Professionalism, Communications, Teamwork, and Critical Thinking among top five “very important” applied skills for job success for new workforce entrants at all education levels.

A new analysis by economist Mark Cohen and criminologists Alex Piquero and Wesley Jennings reports the lesser known pay-later price tag. They estimate the social costs of negative outcomes related to poor foundational learning. All of the expensive social ills could be significantly diminished through investments in evidence-based early childhood programs.

One million adolescents drop out of school each year. The Department of Health and Human Services report this costs the U.S. over \$240 billion in lost earnings, lost tax revenues, and expenses for social services. Two-thirds of students who cannot read proficiently by the end of 3rd grade end up in jail or on welfare.

Literacy is such a powerful factor in the educational achievement of individuals, the economic stability of families, the productivity of employers, the health and well-being of society, and the global competitiveness of the nation.

Glenn Marshall, Newport News Shipbuilding (retired), Association for Manufacturing Excellence (AME), Chair for “Manufacturing AS A Desirable Career Path” initiative. Contact marsh8279@aol.com or go to www.ame.org for more information.

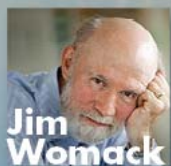
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AMETORONTO 2013 BREAKTHROUGH TO YOUR LEADING EDGE

Share • Learn • GrowSM
OCTOBER 21-25, 2013
AT THE SHERATON CENTRE

LET'S GET REAL...



Jim Womack



Dan Jones



John Shook



Mike Rother

I mean that's what the Gemba is all about, right? **Getting real**. And that's exactly what AME **TORONTO** 2013 is doing. For the first time ever at an AME conference, four of the world's leading lean thought leaders **Jim Womack**, **Dan Jones**, **John Shook** and **Mike Rother** will each share real value stream experiences and present these lessons on stage. **Don't miss it!**



We pride ourselves in providing a solid learning experience at an unbelievable price. If you don't learn at least one new idea in Toronto that you can bring back to your organization, we'll refund your entire registration fee. We have been offering this guarantee for the last three conferences and have never had a single refund request. We think that speaks volumes about the value attendees have received.

For more information and to register visit **ametoronto.org**.



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carlos.santos@smiths.medical.com

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glwilliams@aeraenergy.com

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(Immediate Past President)
jerry.wright@djoglobal.com

Ken Rolfes
rolfesk@prodigy.net

John Rubio
johnr@simpler.com

Tom Murphy
murphy.thomas@hotmail.com

Todd Reese
todd.reese@av.abbott.com

Michael Markantonis
michael@themanufacturingguy.com

Kirsten Gallagher
kirsten.a.gallagher@gmail.com

IDAHO

Phil Steklenski

psteklenski@woodgrain.com

OREGON

Scott Simmons

ssimmons@cpmt.com

Julie Simmons
jlsimmons@nwhpec.com

Michael Funke
michael.funke@escocorp.com

WASHINGTON

Jenny Snow-Boscolo
jenny.snow-boscolo@terex.com

Linda Hebish
linda.hebish@vmmc.org

Alissa Nichols
alinic@colmac.com

AME MISSION

Inspire a commitment to Enterprise Excellence through Experiential Learning by bringing people together to Share, Learn and GROW.

AME VISION

A Manufacturing Renaissance driven by People-Centric Leadership coupled with Enterprise Excellence.

CORE VALUES

- Volunteerism
- Practitioner Focused
- Integrity & Trust
- Passion for Excellence
- Engaging & Welcoming

Share • Learn • GrowSM