

Excellence in the Southeast

November 2008

Volume 22, Issue 10

MESSAGE FROM THE PRESIDENT

“ Well, all I can say about “Good to Great” is “WOW”. It was jam-packed with specific ‘how tos’ of what it takes to go from Good to Great. Great Workshops, Great Tours, Great Keynote Speakers, and Great Attendees. Truly the Best of the Best of Enterprise Excellence. With everything taken in totality, it was absolutely

the best value for anyone’s money. With 2,300+ in attendance in Toronto, and with 1,000+ already registered for the 2009 conference, we, as AME members, can feel very confident that AME is the place to be for continued manufacturing excellence, and, hopefully, with the application of what was to be learnt in Toronto, the return of manufacturing in North America. Never has there been a time in which we, as Lean Practitioners, have the opportunity to make as great of an impact on our careers, our companies, our nation, and our future as we do at this time of great global ‘rethinking of manufacturing’.

the very capable hands of Hank Czarnecki who will be moving from President-Elect to President; Bill Kraus was elected President-Elect. Also, I take this opportunity to give a special thanks to all the Southeast Board of Directors for their support, engagement, and volunteer-spirit over this past 2 years.”

SE REGION PRESIDENT

Dewey Smith

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“On another note, I extend my thanks to you the Southeast AME members for your support during the past 2 years that I have served as your President. In keeping with the national AME model of rotating the presidency, I will be assuming a position as board member. The presidency will be transferred to

CHARLESTON
BUILDING BRIDGES
2009
MAY 20, 21, 22

AME SE REGION 2008/2009 SCHEDULE OF PROGRAMS

PROGRAM TITLE	NO. OF DAYS	DATES		LOCATION			NO. OF SPOTS
		FROM	TO	COMPANY	CITY	STATE	
Accounting for the Lean Enterprise	2	11/11/08	11/12/08	Power Partners	Athens	GA	24
Value Stream Mapping for the Office	1	11/13/08	11/13/08	TTU	Cookville	TN	15
Training Within Industry	4	2/16/09	2/19/09	Automatic Screw	Decatur	AL	TBD
AME Southeast Region Building Bridges Conference	3	5/20/09	5/22/09	Frances Marion Hotel	Charleston	SC	150
Training Within Industry		June 09	June 09	TBD		AR	9
Achieving a High-Improvement, Continuous Improvement Culture	2	August 09	August 09	Teampath	Pensacola	FL	TBD

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What is AME?

The Association for Manufacturing Excellence

(AME), founded in 1985, is a not-for-profit organization dedicated to cultivating understanding, analysis and exchange of productivity methods and their successful application in the pursuit of excellence. We are practitioner-based, and our events and workshops focus on hands-on learning. AME publishes the award-winning Target magazine and puts on several regional and national events each year.

THE MISSION of the ASSOCIATION FOR MANUFACTURING EXCELLENCE IS: To inspire commitment to enterprise excellence through shared learning and access to best practices, so members can personally succeed and help drive their company's success.

Value Stream Mapping for the Office Tennessee Technological University, Cookeville, TN—November 13, 2008

Value Stream Mapping is a practical yet powerful tool that can be used to uncover waste and prioritize improvements to support measurable reductions in lead time and cost.

Using a real-world case study, participants will learn how to use value stream mapping to identify and document the flow of information within an office/administrative process. Mapping the value stream begins with a "current state map" which documents current conditions and allows recognition of inefficiencies and waste that contribute to higher costs and longer lead times. Equipped with this system view of the value stream, participants apply lean techniques to diagnose the sources of waste, and to create a "future state map". The future state map depicts the vision for an efficient, lean value stream that is more flexible and responsive to customers' demands. To bridge the gap between the current and future states, the participants use brainstorming and similar techniques to create an action plan that can be used to prioritize and manage the improvements necessary to achieve the future state.

Value Stream Mapping will allow your team to create a game plan that, when implemented, will result in smoother, more efficient office environment.

Go to www.ame.org to sign up NOW!

Accounting for the Lean Enterprise Power Partners, Athens, GA—November 11-12, 2008

Major Changes to the Accounting Paradigm: Lean is not just for the shop floor; accounting can and should be lean, too! Find out why standard costing and variance analysis distort the real benefits from implementing lean, waste valuable time and resources, and are unnecessary. Learn how to empower accountants with lean tools and include them as strategic partners in leaning your operations. Revitalize your accounting information with performance measures that report the real story of your lean successes.

Go to www.ame.org to sign up NOW!

Board Member Spotlight—Gregg Miner—Apex, NC

Reflecting on my 24-year career in manufacturing and my experiences with lean enterprise, strategic planning and leadership development training, I realize one of the things I enjoy most is teaching others the techniques that I have learned and seeing them put to work for the benefit of their employers and themselves. Since I am passionate about this I have started a new business improvement consulting firm called SCORE Business Systems.

SCORE Business Systems is different. We can and do provide lean events utilizing 5S, TPM, Value Stream Mapping and more. We also help with SixSigma where those tools apply, but where we focus first, is on people. The people in any organization define the culture. They are, or are not the competitive advantage. We use HELP (Human Engagement Lean Processes) to provide the tools and training to drive culture change into the organization. As part of the HELP system, we employ Lean Leader Development (LLD) and Lean Human Development (LHD) to ensure the end result is a sustainable culture of continuous improvement.

The SCORE Business Systems model is divided into 4 individual modules PLAN, DO, CHECK, ACT that can be implemented together as one unified process, or individually where targeted improvement is needed. Visit www.scorebusinesssystems.com for more details or contact Gregg directly at gregg.miner@scorebusinesssystems.com.

WE ARE BUILDING BRIDGES IN CHARLESTON, SOUTH CAROLINA AME SOUTHEAST REGION CONFERENCE—MAY 20-22, 2009

An exclusive, premium learning experience

From May 20th to May 22nd in Charleston, South Carolina, a maximum of 150 business leaders will gather for a high-intensity learning and networking experience. This conference is a unique way for corporate leaders to really ‘dive deep’ into the strategies that create a sustained culture of continuous improvement and drive long-term business success.

The networking and learning opportunities in Charleston are extremely high because it is deliberately a very small, exclusive group, where corporate leaders have a chance to share their own challenges and to bring a diverse set of business experiences together and find new ways to improve how they do business.

People in different industries have more in common than you might think. Regardless of business sector, leaders share common problems that emerge when they focus on detailed management topics. Different perspectives help you arrive at new understandings. This is why the conference team has created a very focused agenda, with experts in key fields to challenge assumptions and guide discussion far beyond the basics. Conference attendees are invited to choose from one of five topics and take a ‘deep dive’ into one of: Lean performance measures; Team-building; Just-in-time logistics flow; The Lean office; or An introduction to Lean thinking that focuses on how leaders can sustain a Lean initiative. The focus in all of these discussions will be on the long-term, and how to create a real cultural shift. When people have had trouble implementing a continuous improvement program, it is because the culture didn’t support it, and it died a typical ‘program death’. You can teach the tools – there are many events on the basics – but we are going to help leaders focus on the strategic level, on how to build a culture that rewards excellence and can survive any challenge in the marketplace.

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BLUE BIRD—NORTH GEORGIA REGIONAL FINALIST FOR THE AME EXCELLENCE AWARD

The culture of leadership and empowerment at Blue Bird North Georgia (BBNG) has evolved steadily since the advent of the core of the current management team in mid-2003. The awards Blue Bird has won and the processes Blue Bird has established have been the results of a collaborative effort at all levels of responsibility at BBNG. BBNG was named a top 25 manufacturing plant finalist by Industry Week in both 2005 and 2006. Blue Bird was named a top 10 Winner by Industry Week in 2007. Blue Bird received their certification to ISO 9001:2000 in March 2007. BBNG was named the Southeast Region Winner for A.M.E. and national runner-up for A.M.E in 2006. Blue Bird North Georgia started bus manufacturing operations as an overflow facility in 1982. Today, BBNG generates 80% of the company's total profit with a manufacturing capacity of 25 buses per day and the contribution of over 450 employees. Since 2003, BBNG has made tremendous progress empowering the workforce through its collaborating a workforce approach. Blue Bird's leadership style is simple: Focus on The People. It is the people, each and every employee who contribute to Blue Bird's success.

Check back next month for an article about Schneider Electric, the Southeast Region Nominee for the AME Excellence Award.

Sustaining Lean

By Robert B. Camp, rbc11spen@aol.com, 704-798-6980

Emerging data suggest that 70-90% of all Lean transformations fail in their first attempt. Why do most organizations fail to sustain their Lean transformations? I offer eleven reasons. For brevity sake, I have reduced these reasons to a list. For a complete copy of this paper, contact the author by phone or eMail.

1. CULTURE CHANGE vs. TOOLS: Tools-Only approaches fail. Successful transformations demand the changing of the entire culture and that means changing each person therein.
2. CHANGE TAKES TIME: True transformations take time. While gains can be made from the first day, transformations can't be rushed to fit a timeline.
3. LEADING LEAN IS REAL WORK: Leadership of Lean can't be delegated. It requires leaders to understand Lean and to expend real effort. Lean isn't just another thing that leaders slap on their overflowing plates; Lean becomes the way business is done.
4. TOP DOWN IMPLEMENTATION: Successful Lean transformations start at, and are sustained by, the leaders of that organization. It is possible to start somewhere other than the top, but those are hard to sustain over the long haul.
5. ALIGNMENT: Lean involves everyone working toward a common goal. Leaders must create a management system that eliminates silos and aligns the efforts of the entire organization.
6. KAIZEN vs. HOSHIN KANRI: Ad Hoc Kaizen events, no matter how many or how well intentioned, cannot sustain a transformation. Leaders must create an overarching Lean strategy.
7. TRAINING: The entire organization, especially leaders, has to understand Lean concepts.
8. KAIZEN vs. KAIKAKU: Despite the emphasis given Kaizen, Kaikaku is equally critical. Kaikaku requires long planning and preparation followed by rapid execution.
9. MANUFACTURING-ONLY vs. ENTERPRISE-WIDE: Many begin their Lean transformations in manufacturing (or core service) areas. That is fine, but it can't end there.
10. GO AND SEE (MBWA): Leaders need to understand the concept of Gemba (Real place) and then make a point of going there. Lean can't be discovered or executed from a computer.
11. MENTORING: Mentoring is such a critical skill that one of the keys to further advancement must be a leader's skill in building bench.

Sustaining Lean is really quite simple. It only requires the use of good leadership principles; but it's not just a task to be achieved. Like an intricate puzzle, all the pieces must be present and interlock in the correct pattern. If your whole enterprise isn't being engaged, chances are very high that your culture will reject Lean as soon as the consultants leave or the expectations end.

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AME SE Region

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To host an AME event in your
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presented in this publication. Please submit in
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