

the Association for Manufacturing Excellence presents:



# AMEDALLAS2006



## Spouse and Companion Program

**The richly diverse city of Dallas** offers a thriving culinary scene, leading arts district, countless luxury accommodations, professional sports and endless shopping opportunities. There's a reason they call Dallas "Big D". Exploring Dallas provides a new adventure every day. You'll be surprised at just how much the city has to offer.

**Discover the artistic side of Dallas.** If you think that all you'll find in Dallas is a corral of cowboys, you're in for a surprise. In recent years, this metropolitan hot spot has become an inviting showcase of first-rate paintings, sculpture and architecture – a burgeoning center of the arts recognized worldwide for its museums and various collections.

**Sample the best of Dallas with the entire family.** Dallas is one city that fits all sizes. Whether you're a family with toddlers in strollers, a crew with a couple of teenagers, or a couple of emptynesters there are several options to choose from. Enjoy the thrills of amusement and water parks, throw in some educational fun at popular attractions, or explore Dallas and its southwest lifestyle at unique destinations.

**Pick your favorite Dallas hometown team.** Sports are taken seriously in Dallas. Whether it's professional basketball, college football or a ragin rodeo, on any given day, you can find a spectator event that suits your particular appetite.

The Companion Program Committee has planned an exciting itinerary including a day at the world-famous Texas State Fair, Museum tours and a visit to the Dallas Arboretum. Each morning companion registrants are invited to meet for breakfast in our Hospitality Suite before starting the day's adventures. For complete details on the Companion Program please visit our website at [www.ameconference.org](http://www.ameconference.org).

## JOIN US FOR AN EXCITING WEEK!



## THE **SIX** REVOLUTIONS

This conference is about the six revolutions that are determining tomorrow's winners or losers today.

- » **REVOLUTION ONE**  
**Globalization:** Logistics and the Supply Chain
- » **REVOLUTION TWO**  
**Humanization:** Leadership and People
- » **REVOLUTION THREE**  
**Collaboration:** Networks and Partnering
- » **REVOLUTION FOUR**  
**Information:** Connecting and Communicating
- » **REVOLUTION FIVE**  
**Innovation:** Design and Technology
- » **REVOLUTION SIX**  
**Perpetuation:** Longevity and the Environment

The Association for Manufacturing Excellence presents:



# AMEDALLAS2006

**Thriving** in the **challenge** of **change**.

» THE **REVOLUTION** STARTS **HERE**



THE ASSOCIATION FOR  
MANUFACTURING EXCELLENCE





## **Bigger, better and broader than ever.**

The onset of a true global manufacturing industry presents each of us with the greatest challenges of our careers. The pace and degree of change that manufacturing is facing divides into the following six major revolutions: Globalization, Innovation, Information, Collaboration, Humanization and Perpetuation. For all of us there is great peril ahead, but also great opportunity, as the global economy is set to expand. Come to Dallas and discover hundreds of revolutionary ideas and LEAN solutions that will dramatically improve your company. Experience first hand the best practices and innovation used to solve challenging manufacturing process problems. Learn from world leaders in their pursuit of excellence who have successfully taken LEAN thinking beyond the plant floor.

Many companies each year take advantage of bringing a team effort to the conference. All have expressed a dynamic surge in innovative thinking, because creative ideas are shared and circulated immediately. This year, one LEAN thinking company is sending a team of 30 people. I encourage you to bring your team and spark some innovation.

Early registration efforts have been highly successful this year. Space is limited so register now to secure your place. To register simply fill out and fax back the enclosed registration form or go to **[www.ameconference.org](http://www.ameconference.org)**.

On behalf of the entire AME Dallas 2006 Conference team, I want to wish you the very best in your pursuit of excellence. I hope we get a chance to see you in Dallas. **You won't be disappointed.**

Sincerely,

**Dan McDonnell**

AME 2006 Dallas Conference Chair  
[dan.mcdonnell@ge.com](mailto:dan.mcdonnell@ge.com)







THE ASSOCIATION FOR  
MANUFACTURING EXCELLENCE

**Our mission is to inspire a commitment to global enterprise excellence through shared learning.** Founded in 1985, the Association for Manufacturing Excellence (AME) was established as a not-for-profit organization dedicated to expanding and spreading excellence by capturing the world's best and leading edge practices, and delivering them to the manufacturing community in innovative ways. We are practitioner-based and our events and workshops focus on hands-on learning. AME provides you with the most comprehensive forum of excellence in the world.

Year after year, our annual conference boasts a **95%** customer satisfaction rating.

**Nobody opens more minds or doors in more ways.** AME searches out the most innovative, best practice companies that are deeply passionate about showing first hand what works and what doesn't. Enjoy the experience of entering their world, meeting their teams and 'kick their tires'.

**No other manufacturing association gives you more learning for your money.** AME annual conferences jam-pack real value, learning, networking, and knowledge into an intensive week. You and your employees will return inspired with new ideas and practical solutions.

**No one provides more exposure to hands-on practitioners.** AME recruits practitioners who are willing to share not only the experiences that worked out, but also those they've learned from – hands-on practitioners that have been instrumental to the development of their companies' best practices work.

**No one presents more networking opportunities with other practitioners.** AME conference environments are renowned for bringing leaders and professionals together for open exchanges that generate value, friendship and life long contacts. Gain brand new links in your *Personal Knowledge Supply Chain*.

**No manufacturing conference makes available as many on-site tours, presentations and workshops.** AME conferences are full of activities designed for every level of practitioner on their best practice journey to global competitiveness.

**Why come to this conference?** If you are a leader responsible for driving down cost or eliminating waste within your organization, while adding value for your customer, you need to come to this conference. Discover innovative ways to be more effective. It's all about empowering people to compete and win in the global marketplace. This conference provides the most comprehensive forum on applied excellence in the world. **It's your passport to thriving in the challenge of change.**

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## TUESDAY OCTOBER 17, 2006

|                |                                                                                                                         |                                     |                                      |                                      |                                   |                                     |
|----------------|-------------------------------------------------------------------------------------------------------------------------|-------------------------------------|--------------------------------------|--------------------------------------|-----------------------------------|-------------------------------------|
| 7:00–8:00 am   | <b>Breakfast</b> & Announcements                                                                                        |                                     |                                      |                                      |                                   |                                     |
| 8:00–9:00 am   | <b>Opening Keynote: Erik R. Peterson</b> , Senior Vice President, Center for Strategic and International Studies (CSIS) |                                     |                                      |                                      |                                   |                                     |
| 9:00–9:15 am   | Break & Visit the Exhibit Showcase                                                                                      |                                     |                                      |                                      |                                   |                                     |
|                | REVOLUTION 1<br><b>GLOBALIZATION</b>                                                                                    | REVOLUTION 2<br><b>HUMANIZATION</b> | REVOLUTION 3<br><b>COLLABORATION</b> | REVOLUTION 4<br><b>INFORMATION</b>   | REVOLUTION 5<br><b>INNOVATION</b> | REVOLUTION 6<br><b>PERPETUATION</b> |
| 9:15–10:30 am  | <b>R1-01</b><br>Kaizen Institute                                                                                        | <b>R2-01</b><br>US Air Force        | <b>R3-01</b><br>Speaker TBA          | <b>R4-01</b><br>Wyeth                | <b>R5-01</b><br>ZF Industries     | <b>R6-01</b><br>Genie Industries    |
| 10:30–10:45 am | Break and visit the Exhibit Showcase                                                                                    |                                     |                                      |                                      |                                   |                                     |
| 10:45–12:00 pm | <b>R1-02</b><br>Coloplast                                                                                               | <b>R2-02</b><br>ESCO Corporation    | <b>R3-02</b><br>Chevron              | <b>R4-02</b><br>Watlow Electric Mfg. | <b>R5-02</b><br>Watlow            | <b>R6-02</b><br>Baxter Healthcare   |
| 12:00–1:30 pm  | <b>Luncheon Keynote: Stan Askren</b> , Chairman, President & CEO, HNI Corporation                                       |                                     |                                      |                                      |                                   |                                     |
| 1:30–1:45 pm   | Break & Visit the Exhibit Showcase                                                                                      |                                     |                                      |                                      |                                   |                                     |
| 1:45–3:00 pm   | <b>R1-03</b><br>Antioch Company                                                                                         | <b>R2-03</b><br>Dimension One Spas  | <b>R3-03</b><br>Cardinal Health      | <b>R4-03</b><br>ThedaCare            | <b>R5-03</b><br>Royal Navy        | <b>R6-03</b><br>Stonebridge         |
| 3:00–3:15 pm   | Break & Visit the Exhibit Showcase                                                                                      |                                     |                                      |                                      |                                   |                                     |
| 3:15–5:00 pm   | <b>R1-04</b><br>Stanley Furniture                                                                                       | <b>R2-04</b><br>Aera Energy         | <b>R3-04</b><br>US Navy Port Hueneme | <b>R4-04</b><br>Oracle Corporation   | <b>R5-04</b><br>Daman Products    | <b>R6-04</b><br>Steelcase           |
| 5:00 pm        | <b>AME Manufacturing Excellence Awards – Lifetime Achievement Awards, and Annual Meeting</b>                            |                                     |                                      |                                      |                                   |                                     |

## WEDNESDAY OCTOBER 18, 2006

|                |                                                                                                             |                                                  |                                       |                                               |                                    |                                                         |
|----------------|-------------------------------------------------------------------------------------------------------------|--------------------------------------------------|---------------------------------------|-----------------------------------------------|------------------------------------|---------------------------------------------------------|
| 7:00–8:00 am   | <b>Breakfast</b> & Announcements                                                                            |                                                  |                                       |                                               |                                    |                                                         |
| 8:00–9:00 am   | <b>Morning Keynote: John Toussaint</b> , CEO ThedaCare                                                      |                                                  |                                       |                                               |                                    |                                                         |
| 9:00–9:15 am   | Break & Visit the Exhibit Showcase                                                                          |                                                  |                                       |                                               |                                    |                                                         |
|                | REVOLUTION 1<br><b>GLOBALIZATION</b>                                                                        | REVOLUTION 2<br><b>HUMANIZATION</b>              | REVOLUTION 3<br><b>COLLABORATION</b>  | REVOLUTION 4<br><b>INFORMATION</b>            | REVOLUTION 5<br><b>INNOVATION</b>  | REVOLUTION 6<br><b>PERPETUATION</b>                     |
| 9:15–10:30 am  | <b>R1-05</b><br>PPG Industries                                                                              | <b>R2-05</b><br>Steelcase                        | <b>R3-05</b><br>US Navy SWRMC         | <b>R4-05</b><br>Dell, Intel & Oracle          | <b>R5-05</b><br>Jefferson Pilot    | <b>R6-05</b><br>Rockwell Automation                     |
| 10:30–10:45 am | Break & Visit the Exhibit Showcase                                                                          |                                                  |                                       |                                               |                                    |                                                         |
| 10:45–12:00 pm | <b>R1-06</b><br>Daimler Chrysler de Brasil                                                                  | <b>R2-06</b><br>Virginia Mason Medical Center    | <b>R3-06</b><br>FedEx                 | <b>R4-06</b><br>Markem Corporation            | <b>R5-06</b><br>Nordson            | <b>R6-06</b><br>General Motors & University of Michigan |
| 12:00–1:30 pm  | <b>Luncheon Keynotes: Lt. General Don Wetekam</b> , US Air Force and <b>General Ross Thompson</b> , US Army |                                                  |                                       |                                               |                                    |                                                         |
| 1:30–1:45 pm   | Break & Visit the Exhibit Showcase                                                                          |                                                  |                                       |                                               |                                    |                                                         |
| 1:45–3:00 pm   | <b>R1-07</b><br>GE Transportation                                                                           | <b>R2-07</b><br>Bearing Inspection Inc. – Timken | <b>R3-07</b><br>Southwest Fabricators | <b>R4-07</b><br>DJO (formerly dj Orthopedics) | <b>R5-07</b><br>IDEXX Laboratories | <b>R6-07</b><br>Southwest Airlines                      |
| 3:00–3:15 pm   | Break & Visit the Exhibit Showcase                                                                          |                                                  |                                       |                                               |                                    |                                                         |
| 3:15–5:00 pm   | <b>Afternoon Keynote: Jim Collins</b> , Author of "Built to Last" and "Good to Great"                       |                                                  |                                       |                                               |                                    |                                                         |
| 6.00 pm        | <b>2007 Chicago Conference Reception</b>                                                                    |                                                  |                                       |                                               |                                    |                                                         |

## THURSDAY OCTOBER 19, 2006

|                |                                                                                                                 |                                     |                                                          |                                                     |                                      |                                               |
|----------------|-----------------------------------------------------------------------------------------------------------------|-------------------------------------|----------------------------------------------------------|-----------------------------------------------------|--------------------------------------|-----------------------------------------------|
| 7:00–8:00 am   | <b>Breakfast</b> & Announcements                                                                                |                                     |                                                          |                                                     |                                      |                                               |
| 8:00–9:00 am   | <b>Morning Keynote: Wilma L. Vaught</b> , Brigadier General, US Air Force (Retired)                             |                                     |                                                          |                                                     |                                      |                                               |
| 9:00–9:15 am   | Break & Visit the Exhibit Showcase                                                                              |                                     |                                                          |                                                     |                                      |                                               |
|                | REVOLUTION 1<br><b>GLOBALIZATION</b>                                                                            | REVOLUTION 2<br><b>HUMANIZATION</b> | REVOLUTION 3<br><b>COLLABORATION</b>                     | REVOLUTION 4<br><b>INFORMATION</b>                  | REVOLUTION 5<br><b>INNOVATION</b>    | REVOLUTION 6<br><b>PERPETUATION</b>           |
| 9:15–10:30 am  | <b>R1-08</b><br>Letterkenny Army Depot                                                                          | <b>R2-08</b><br>Aerco International | <b>R3-08</b><br>Habitat for Humanity                     | <b>R4-08</b><br>Lockheed Martin Aeronautics Company | <b>R5-08</b><br>Continental Airlines | <b>R6-08</b><br>Hamilton-Sundstrand           |
| 10:30–10:45 am | Break & Visit the Exhibit Showcase                                                                              |                                     |                                                          |                                                     |                                      |                                               |
| 10:45–12:00 pm | <b>R1-09</b><br>Speaker TBA                                                                                     | <b>R2-09</b><br>ThedaCare           | <b>R3-09</b><br>Medtronic & Jacksonville Lean Consortium | <b>R4-09</b><br>IEC Corporation                     | <b>R5-09</b><br>Ford Motor Company   | <b>R6-09</b><br>IDEX Corporation              |
| 12:00–1:30 pm  | <b>Luncheon Keynote: Richard L. Hunter</b> , Vice President Americas Manufacturing Operations, Dell Corporation |                                     |                                                          |                                                     |                                      |                                               |
| 1:30–1:45 pm   | Break & Visit the Exhibit Showcase                                                                              |                                     |                                                          |                                                     |                                      |                                               |
| 1:45–3:00 pm   | <b>R1-10</b><br>Post Danmark                                                                                    | <b>R2-10</b><br>TC Industries       | <b>R3-10</b><br>Eli Lilly and Company                    | <b>R4-10</b><br>ESCO Corporation                    | <b>R5-10</b><br>JDSU                 | <b>R6-10</b><br>DJO (formerly dj Orthopedics) |
| 3:00–3:15 pm   | Break & Visit the Exhibit Showcase                                                                              |                                     |                                                          |                                                     |                                      |                                               |
| 3:15–5:00 pm   | <b>Closing Keynote: Dale Crowover</b> , President & CEO Texas Nameplate Company                                 |                                     |                                                          |                                                     |                                      |                                               |



## KEYNOTE SPEAKERS

Our inspirational keynote speakers will provide their own insight and lessons learned about what it will take to win in 2006 – and beyond.

### OPENING KEYNOTE

TUESDAY OCTOBER 17, 2006

#### ERIK R. PETERSON

**Senior V. P. William A Schreyer Chair in Global Analysis, Center for Strategic and International Studies (CSIS)**

Erik Peterson is director of the Seven Revolutions Initiative, a broad-based effort to forecast key trends out to the year 2025. He also holds the William A. Schreyer Chair in Global Analysis, an endowed position named in honor of the Merrill Lynch chairman emeritus and CSIS Executive Committee member. Peterson has taught on emerging markets at the American University School of International Service and lectured on international economics and finance and geopolitical risk at other colleges and universities, including Chapman and George Mason Universities, Georgia Tech, and the Wharton School. He is a fellow of the World Economic Forum, a board member of the Center for Global Business Studies at the Pennsylvania State University, and a member of the Advisory Board of the Center for the Study of the Presidency.



### LUNCHEON KEYNOTE

TUESDAY OCTOBER 17, 2006

#### STAN A. ASKREN

**Chairman, President & CEO, HNI Corporation**

HNI Corporation is the second largest office furniture manufacturer in North America and is the nation's leading manufacturer and marketer of gas and wood-burning fireplaces. The company's strong brands (including HON, Allsteel, Gunlocke, Paoli, Heatilator, Heat & Glo, and Quadra-Fire) have leading positions in their markets. The company was recognized for the eighth consecutive year as one of the 400 Best Big Companies in America by Forbes Magazine in 2006, and was again recognized as one of America's Most Admired Companies in the furniture industry by Fortune Magazine in 2006. Also recently recognized by IndustryWeek as one of the 50 Best Manufacturing Companies in 2005. Stan received his MBA from Washington University; his Bachelor of Business degree from University of Northern Iowa; and, has completed the Advanced Management Program at Harvard University.



### MORNING KEYNOTE

WEDNESDAY OCTOBER 18, 2006

#### JOHN S. TOUSSAINT, M.D.

**Chief Executive Officer, ThedaCare Inc.**

Dr. John Toussaint is the Chief Executive Officer of ThedaCare Inc. ThedaCare is comprised of four hospitals and 21 clinics as well as other components of care including home care, hospice, seniors, and behavioral health. ThedaCare partners with local employers to decrease their targeted healthcare spending, bringing on-site innovative solutions to directly manage their costs. Dr. Toussaint is an internist who has served multiple roles at ThedaCare including Chief of the Medicine Department to Chief Medical Officer. He has been President & CEO of ThedaCare, since March of 2000. Dr. Toussaint has been responsible for introducing the ThedaCare Improvement System which is derived from the Toyota Production System.



### LUNCHEON KEYNOTES

WEDNESDAY OCTOBER 18, 2006

#### LT. GENERAL DON WETEKAM

**Deputy Chief of Staff for Logistics Installations and Mission Support, United States Air Force**

General Wetekam is responsible to the Chief of Staff for leadership, management and integration of Air Force civil engineering, security forces, logistics readiness, supply, transportation, and aircraft and missile maintenance, as well as setting policy and preparing budget estimates that reflect enhancements to productivity, combat readiness and quality of life for Air Force people. General Wetekam is currently serving as Chairman, Army and Air Force Exchange Service Board of Directors.



#### MAJOR GENERAL ROSS THOMPSON

**Director Program Analysis and Evaluation US Army, United States Army**

Major General Ross Thompson was assigned as the Director of Program Analysis and Evaluation in October, 2004. Major General Thompson will discuss how the United States Army is in the process of implementing the most dramatic changes to the design of its operating forces in 50 years. The Army is deliberately pursuing this cultural change using best business practices, LEAN and six sigma approaches, and its well-known leadership development methods.



### AFTERNOON KEYNOTE

WEDNESDAY OCTOBER 18, 2006

#### JIM COLLINS

**Best-selling author of "Built to Last" and "Good to Great"**

Jim Collins is a student of enduring great companies — how they grow, how they attain superior performance, and how good companies can become great companies. Jim has authored or co-authored four books — including the classic *Built to Last*, a fixture on the Business Week bestseller list for more than six years, and the New York Times bestseller, *Good to Great: Why Some Companies Make the Leap...And Others Don't*. His work has been featured in *Fortune*, *The Economist*, *Fast Company*, *USA Today*, *IndustryWeek*, *Business Week*, *Newsweek*, *Inc.*, and *Harvard Business Review*. Driven by a relentless curiosity, Jim began his research and teaching career on the faculty of Stanford's Graduate School of Business, where he received the Distinguished Teaching Award. After seven years at Stanford, Jim returned to his hometown of Boulder, Colorado, to found his management research laboratory.



### MORNING KEYNOTE

THURSDAY OCTOBER 19, 2006

#### WILMA L. VAUGHT

**Brigadier General United States Air Force, Retired**

Brigadier General Wilma L. Vaught, served in the United States Air Force for over 28 years, retiring in 1985 as one of the most highly decorated women in U.S. history. Throughout her career, General Vaught forged new paths and pioneered opportunities for the servicewomen who would follow. A Vietnam veteran, she was one of the few military women in that war who were not nurses. And, when she was promoted to Brigadier General in 1980, she was one of a handful of women in the world who had ever achieved that distinction. While her military accomplishments are extraordinary, General Vaught's most lasting contribution will be her successful efforts related to the Women In Military Service For America Memorial where she was the driving force that built and now operates the \$22.5 million memorial. Because of Wilma Vaught, the American people and visitors from around the world can learn of the courage and bravery of tens of thousands of American women who, like her, have pioneered the future.

Image courtesy of  
the University of Illinois  
Alumni Association



### LUNCHEON KEYNOTE

THURSDAY OCTOBER 19, 2006

#### RICHARD L. HUNTER

**Vice President, Americas Manufacturing Operations Dell Corporation**

Richard L. "Dick" Hunter Jr. serves as Vice President of Dell's Americas Manufacturing Operations. In this role, he is responsible for the day-to-day operations of Dell's manufacturing facilities in the company's Americas region, which includes operations in Austin, TX; Nashville, TN; Winston-Salem, NC; and Eldorado de Sul, Brazil. Mr. Hunter also leads the company's Americas Remanufacturing and Returns Center operations, Worldwide Fulfillment, Engineering and Quality, Demand Supply and Environmental Health and Safety groups. Before joining Dell in February 1998, Mr. Hunter worked for General Electric, Texas Instruments and Ericsson and has more than 25 years experience in manufacturing operations and supply chain management. Mr. Hunter graduated from Georgia Tech with a degree in Mechanical Engineering and serves on the Howard University and Tennessee State University Advisory Boards; the Massachusetts Institute of Technology – Leaders for Manufacturing (MITLFM) Governing Board; and the Massachusetts Institute of Technology CLT-SCM Industry Advisory Council.



### CLOSING KEYNOTE

THURSDAY OCTOBER 19, 2006

#### DALE CROWNOVER

**President & CEO, Texas Nameplate Company**

Dale Crownover is President and CEO of Texas Nameplate Company (TNC) in Dallas Texas. TNC is a 40-person, family-owned business, that makes nameplates for the identification of products and equipment. Dale provides visionary leadership for TNC and encourages employees to perform excellently for their customers and for themselves. He accomplishes this by conducting business based on the Malcolm Baldrige National Quality Award criteria. His commitment to excellence has allowed TNC to receive, among others: (1) the Texas Quality Award in 1996 (the smallest company to have received such an honor); (2) ISO 9001:2000, Quality Management System, Certification; (3) ISO 14001, Environmental Management System, Certification; (3) the 1997 Texas Business of the Year award from the Texas Association of Businesses and Chambers of Commerce (TABCC); (4) the 1998 Malcolm Baldrige National Quality Award in Small Business; and (5) the 2004 Malcolm Baldrige National Quality Award in Small Business.





# REVOLUTIONONE

## Globalization: Logistics and the Supply Chain

**R1-01** **TUES. 9:15 – 10:30 am** ○

### Muda Free Nations! • Moving on From an Event ... to a National Campaign

**Kaizen Institute – Africa/India • Jayanth Murthy, Director**

Several case studies of LEAN application in a Government Department exist already. But applying LEAN in one isolated department has little impact at a national level! To build robust economies, to reform governments, one needs to drive LEAN as a national campaign, not as events or isolated applications here and there. Gain insights into how a Muda Free national campaign was designed and launched – the objective was simple but daunting - focus on Muda identification and elimination across the nation's value chain, which encompasses the providers (private sector), the consumers (all citizens) and the regulators (the government). Learn how we tackled the challenge of getting the government and citizens involved in the Muda Free Campaign!

**R1-02** **TUES. 10:45 – 12:00 pm** ○

### The DEMAND Value Stream • The LEAN Challenge in Sales Operations: Skepticism to Commitment

**Coloplast Italy, Bologna, Italy • Achille Grisetti, General Manager • Barbara Pesci, Operations Manager**

In 2003 Coloplast, a Denmark-based company, started a LEAN conversion in the production plants: the encouraging results, in terms of increased efficiency and savings, convinced the management to start a test for LEAN implementation in sales subsidiaries. In 2005 Coloplast Italy was included in the test countries. The presentation will illustrate how LEAN was introduced, how the organization has reacted and how it progressed from skepticism towards commitment. The presenters will illustrate solutions that were implemented and concrete results that were achieved, as well as highlight the cultural change that is occurring in the organization.

**R1-03** **TUES. 1:45 – 3:00 pm** ○

### From Myang to Main Street • Applying LEAN to the Global Supply Chain

**Creative Memories (The Antioch Company), Beavercreek, OH • Ole Dam, V.P. Global Operations**

In 1998 Creative Memories began an aggressive implementation of LEAN in its domestic operations and rapidly achieved impressive results in the standard measurements of space, throughput and manufacturing cost. The company then recognized that with almost 50% of Cost of Goods Sold being imported, it was imperative that they look to their entire supply chain to ascertain that all links were analyzed and designed to meet specifications for quality and productivity improvements. Utilizing LEAN concepts and teaching them to key suppliers from China to Denmark as well as implementing full flexible employees in the four domestic facilities, Creative Memories has achieved consistent major cost reductions while supporting a fast growing organization. Learn how this was achieved.

**R1-04** **TUES. 3:15 – 5:00 pm** ○

### Competing with China • Driving Change From the HR Executive's Seat

**Stanley Furniture, Stanleytown, VA • Dennis Taggart, Vice President of Human Resources**

The furniture industry has experienced dramatic change over the last several years. Stanley Furniture recognizes that at its core, it is a manufacturer. As a publicly traded company with a strong balance sheet, Stanley Furniture decided to build on previous continuous improvement efforts and start the LEAN journey through its entire business. This presentation will take you through the process used to identify the methods, educate the senior staff, and develop the foundation for driving change through the organization that will result in a world class manufacturer, as it institutionalizes a culture of continuous improvement.

**R1-05** **WED. 9:15 – 10:30 am**

### Presentation title to be announced

**PPG Industries • Charla Serbent, Director of Sales, North America**

Symbols below are your guide to the right event that would be of interest to:

- **Beginner:** Those preparing for the LEAN journey.
- ◐ **Intermediate:** Early adopters of LEAN with 1–2 years experience.
- **Advanced:** Those well along the LEAN path who are looking for more advanced tools.

**R1-06** **WED. 10:45 – 12:00 pm** ○

### Commercial Vehicles Production • LEAN Management of the Complexity

**Daimler Chrysler de Brasil, São Paulo - Brazil • Luiz Tavares de Carvalho, Director of Axles, Transmissions and Gears Projects**  
This presentation will describe the complexity in the Truck Manufacturing Process (33.000 u/y), Buses (22.000u/y), Axles(150.000 u/y), Engines (120.000 u/y) and Transmissions (80.000 u/y) in the same facility, and how it was possible to optimize the process applying the concepts of LEAN Management, not only during production, but also in the preparation for production. Included in the presentation will be the tools used, as well as the organizational changes made in both management and production, and how product divisions interacted.

**R1-07** **WED. 1:45 – 3:00 pm** ◐

### Creating a Competitive Edge • Implementing LEAN in a Low-Cost Labor Environment

**GE Transportation, Lawrence Park, PA • Todd Wyman, General Manager Global Supply Chain Management**

Too many times companies chase low cost labor locations only to be disappointed with the results. GE has made similar mistakes historically, putting in up to 25% more people in a product line transfer, justifying the decision with the offsetting low labor rate. Their goal now is achieving world class operations, regardless of the location. Learn how GE Transportation is implementing LEAN within it's Mexico facilities. The combination of this low labor cost environment with their successful progression in the LEAN journey, is driving significant improvement across all the metrics ... cost, cash, service, quality, and safety. See how the results are creating a real competitive edge for GE Transportation.

**R1-08** **THURS. 9:15–10:30 am** ◐

### Leaning Forward • First Army Depot to Win Shingo

**Letterkenny Army Depot, Chambersburg, Pennsylvania • Colonel Robert A. Swenson, Commander**

This presentation will demonstrate how employing the disciplines of LEAN transformed Letterkenny Army Depot. Transformation of the workforce was necessary and words such as buy-in, pull system, rapid improvement events, and kan-ban became a sense of normalcy. Letterkenny Army Depot competed for the public sector award for Excellence in Manufacturing and won. They were awarded the distinguished Shingo Prize in October 2005 for their LEAN accomplishments. We are the FIRST Army depot to win the Shingo prize that has been called the Nobel prize of manufacturing by "Business Week." Today Letterkenny continues its LEAN journey – in 2006 they have planned over 100 value stream activities throughout the depot and have an aggressive plan for training the workforce in LEAN Six Sigma.

**R1-09** **THURS. 10:45–12:00 pm**

### Speaker to be Announced

Details unavailable at press time. For complete presentation description visit the conference website at [www.ameconference.org](http://www.ameconference.org).

**R1-10** **THURS. 1:45–3:00 pm** ○

### Creating a Kaizen Culture • Empowerment of Employees, Supervisors and Managers

**Post Danmark A/S, Roskilde, Denmark • Thorkild Jacobsen, LEAN Manager**

In 2005 Post Danmark A/S together with CVC Capital Partners - an independent investment and advisory company - bought 50% of the shares in La Poste in Belgium. The basic idea was to use the knowledge Post Danmark A/S has gained in the last 10 years concerning development systems and "constancy of purpose", to help La Poste/De Post to develop faster. Some of this knowledge is gained through a LEAN journey, and the experience - both good and bad - with LEAN implementation, can be told through a story of change of leadership and employee involvement in the change process and "constancy of purpose". Post Denmark A/S has adapted the TPS, and designed leadership and employee training according to that. See how leadership and training - and a "just-do-it" corporate spirit - is the basis for our rising kaizen culture.

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# REVOLUTIONTWO

## Humanization: Leadership and People

R2-01 TUES. 9:15 – 10:30 am ○

### The Process for Culture Transformation

U.S. Air Force, Robins Air Force Base, Georgia • George Falldine, Director, Director of Plans and Programs

The Warner Robins Air Logistics Center (WR-ALC) has been challenged to bring about significant process improvements to meet increasing demands. To meet this challenge, WR-ALC deployed a structured, sequential approach to apply culture change concepts and leverage enlightened leadership. WR-ALC is Georgia's largest industrial complex and home to more than 16,000 military, civilian, and contract employees. Measurements within the Air Logistics Center indicate success in making a positive culture change. The WR-ALC presentation will address the application of culture change concepts using enlightened, distributed leadership to enable process improvement.

R2-02 TUES. 10:45 – 12:00 pm ●

### Building Capacity and Ownership • It's Our Passion!

ESCO Corporation, Portland, OR • Elizabeth King, Director Organization Development Dale Gehring, Director LEAN Enterprise

ESCO Corporation actively supports the development of people in conjunction with the application of LEAN principles. Based on the philosophy of building internal capacity that results in the end-goal of continuous improvement being a 'way of life'; Dale and Elizabeth will share with you four key strategies that have supported their corporation in successfully sustaining LEAN: Building ownership –connecting people to strategies; Leading The Way – building LEAN and leadership from floor to Board; Leader Standard Work – how it works and how it is raising the bar for all levels of leadership; and Yearly Thematic Goals – sustaining the gains from year to year.

R2-03 TUES. 1:45 – 3:00 pm ○

### The Guerilla Manager • Leading LEAN from Below

Dimension One Spas, Vista, CA • Paul Yandell, Vice President Supply Chain

Most of the LEAN literature stresses leadership from the top as a necessary precursor to successful LEAN implementations. However, most CEOs come up through the ranks of finance or marketing, and they may not see the opportunities offered by LEAN Manufacturing. They may be willing to support LEAN but may not know how to lead LEAN. This presentation gives enterprising managers a path to lead LEAN from below, by understanding how to effect change in an organization, self management and managing across the organization. This session will show how leveraging LEAN tools and leading the middle manager can change the direction of the entire organization.

R2-04 TUES. 3:15 – 5:00 pm ○

### Roustabouts, Reservoir Engineers and Revenue Accountants • The Limitless Shop Floor

Aera Energy LLC, Bakersfield, CA • JoAnn M. Meyer, Sr. V.P., San Joaquin Valley Asset • Beth E. Casteel, Sr. V.P. and CFO

Two senior leaders from Aera Energy LLC, an oil and gas producer, will discuss early learnings from their LEAN journey. Aera embarked on its journey by defining a unique shop floor – one that extends from the California desert to the general ledger. Learn how their associates never considered their work environment to be a shop floor or their jobs a series of repetitive tasks. Hear the stories of the disbelievers, the converted, and those responsible for leading the change. See the value and learn from their successes and struggles.

R2-05 WED. 9:15 – 10:30 am ●

### Implementing LEAN End-to-End • Infrastructure for Governance, Accountability, and Results

Steelcase Inc., Grand Rapids, MI • Nancy Hickey, Sr. V.P. Global Strategic Resources

• Bobbie DeYoung, V.P. Finance Shared Services and Office LEAN

Steelcase has been on the LEAN journey in its business processes in a focused way for the past three. They've learned that LEAN principles apply the same in office and production processes alike, but that implementing LEAN on the enterprise side of the business brings significantly different challenges. This presentation will describe Steelcase's approach to enterprise LEAN implementation; describe the governance and accountability infrastructure; discuss the changes called for in executive and management roles; and offer some lessons learned from having used the structures, enacted the roles, followed the process, and what happened when they deviated.

Symbols below are your guide to the right event that would be of interest to:

- **Beginner:** Those preparing for the LEAN journey.
- **Intermediate:** Early adopters of LEAN with 1–2 years experience.
- **Advanced:** Those well along the LEAN path who are looking for more advanced tools.

R2-06 WED. 10:45 – 12:00 pm ●

### Seeking Perfection in Healthcare • Application of the Toyota Production System to Medicine

Virginia Mason Medical Center, Seattle, WA • J. Michael Rona, President • Christine Saint Martin, V.P. Governance and Admin

The presentation will demonstrate Virginia Mason's approach to applying the tools and methods of the Toyota Production System. The Virginia Mason Production System (TPS applied to healthcare) will improve healthcare delivery, promote a culture of seeking zero defects, and create a more affordable product. The presentation will also cover such things as leadership commitment, management and staff training, structural support, and actual results in Hyperbaric Medicine, Cancer treatment, Inpatient nursing floors and supply chain.

R2-07 WED. 1:45 – 3:00 pm ○

### Culture Matters • It's the Core of the Business Matters at Timken Bearing Inspection, Inc. (Timken-Bii) Bearing Inspection, Inc. – Timken, Los Alamitos, CA • Scott Radcliffe, Manager of Operations

Culture is not a vague term - it is at the core of business identity and the heart of all sustained improvement. To truly transform a LEAN company, culture must be addressed, otherwise, the tendency to revert to old habits or active resistance will wear down the investments made in LEAN implementation. This presentation will help participants to understand and create a CI culture, what the essentials are for developing a LEAN culture, and how to translate belief into action.

R2-08 THURS. 9:15–10:30 am ○

### Energizing a Culture of Continuous Improvement

Aerco International Inc., Northvale, NJ • Fred W. Depuy, President and CEO

Leaders need to think in terms of "people do not leave poor companies, they leave poor leaders". That today's team leaders are tomorrow's team members, and visa versa. Why? Because successful change is vital to the following measurements – employee moral, process capability and customer satisfaction – and because leading is hard. There is no one way. However, if employees (union or non-union) believe, really believe, that people matter and that hidden agendas are matter of expression, not practice – then the job of achieving results that the stakeholders want to see CAN be easier – and even contagious.

R2-09 THURS. 10:45–12:00 pm ○

### The Cultural Impact of Introducing LEAN in a Healthcare Setting • When Done, Would it Survive a Vote?

ThedaCare, Appleton, WI • Roger A. Gerard PhD, ThedaCare CLO • Matt Furlan, COO ThedaCare Hospitals

ThedaCare is three years into the implementation of LEAN, and dealing with significant cultural transformation as a result. This session will explore the realities of introducing "manufacturing" thinking and methodologies into a culture that has historically resisted ideas that do not originate within the healthcare industry itself. The presenters will examine the approaches used, the resistance and barriers encountered, mistakes made and successes experienced along the way, as the ThedaCare Improvement System (TIS) has taken hold. Particular attention will focus on the cultural change methodologies that have been tried, what worked and what did not work.

R2-10 THURS. 1:45–3:00 pm ○

### The TCI Production System • Where We Started and What We Learned

TC Industries Inc., Crystal Lake, IL • Eldon Johnson, Production System Manager

The story of TC Industries, Inc. is an example of a humanization revolution. The sudden and momentous change of the management, people, and culture is clearly seen. The scope of this presentation is a 'how to' approach to the first two years of the LEAN revolution. The presentation will answer the following five questions. Why did we start? How do we determine where to start? What did we do first? What were our lessons learned? Where are we now? During the first year TC Industries recorded the following results with 600 employees: 49 Kaizen events, daily sales increased by 25%, total cycle time reduced by 80%, and on time delivery increased by 55%.

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# REVOLUTIONTHREE

## Collaboration: Networks and Partnering

**R3-01** **TUES. 9:15 – 10:30 am**

### Speaker to be Announced

Details unavailable at press time. For complete presentation description visit the conference website at [www.ameconference.org](http://www.ameconference.org).

**R3-02** **TUES. 10:45 – 12:00 pm**

### Rollout of LEAN Six Sigma to Your Supply Chain • A Case History

**Chevron, Houston, TX • Steve Turnipseed, Process Improvement Team Leader • Tom Breedlove, Process Improvement Facilitator**

Engagement of business partners (suppliers/contractors) in continuous improvement is essential to achieving maximum process performance. The alternatives to rolling out a supplier continuous improvement program range from simple communication of expectations, to conducting routine assessments, or providing various levels of training in the tools and methodology. An often overlooked piece is providing on-site consultation/mentoring. In this session we will review rollout alternatives for suppliers and results from case histories in Chevron North America Exploration and Production.

**R3-03** **TUES. 1:45 – 3:00 pm**

### Speaker to be Announced

Details unavailable at press time. For complete presentation description visit the conference website at [www.ameconference.org](http://www.ameconference.org).

**R3-04** **TUES. 3:15 – 5:00 pm**

### LEAN is Not for the Timid Indecisive or Impatient!

**U.S. Navy, Port Hueneme Div., Naval Surface Warfare Center, Port Hueneme, CA • Captain Stephen H. Huber, Commander**

The presentation will illustrate how multiple locations have worked together to achieve value stream improvement via kaizen events that include customers, private industry; our own geographically dispersed Navy organization and other government organizations. 18 months of LEAN Six Sigma implementation, \$15,000,000.00 in documented savings and active involvement by well over 50% of all employees participating on kaizen events does not happen without the organizational will to courageously go for it. The Navy just as any other enterprise functions through a portfolio of inter-related, task dependent patterns of interaction. This presentation addresses the collaboration dynamics required to ensure collaboration within a Navy organization's extended enterprise.

**R3-05** **WED. 9:15 – 10:30 am**

### Teaming with Industry to Improve Repair Processes Used on US Navy Ships

**U.S. Navy SWRMC, San Diego, CA • Captain Kevin P. Gannon, U.S. Navy • John Robinson, SWRMC Chief Engineer**

This presentation will provide attendees with an example of how a US Navy organization teamed with commercial contractors to use LEAN tools to improve an administrative process used to produce engineering documents. The attendee will be presented with specifics of how the team utilized LEAN thinking in developing the new process. The team's experience using value stream mapping on an administrative process will be discussed and examples of LEAN thinking will be demonstrated in the use of simple information systems, standard forms and templates.

**R3-06** **WED. 10:45 – 12:00 pm**

### Danger! Calculating Total Landed Cost Inaccurately May be Hazardous to Your Bottom Line

**FedEx • Speaker to be announced**

At this session you will learn how to prevent a sourcing decision cost saver from turning into a cost inflator. Companies frequently fail to take into account the uncertainty in global supply chains, which drives usage of higher cost shipments, duties, taxes, tariffs, inventory carrying costs, 3rd party warehousing, and product rework costs. This session will outline a working model for calculating all business costs and risks associated with sourcing internationally. Learn how to develop a cost structure that accurately measures raw materials, capital costs, labor, transportation costs and inventory cost.

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**R3-07** **WED. 1:45 – 3:00 pm**

### After the Consultants have Left • Sustaining and Improving Your LEAN Production System

**Southwest Fabricators, San Diego, CA • Jim Silva, LEAN Manager**

Consultants came into your company, helped you “see” waste, picked some low hanging fruit, lowered your inventory, took their share of the savings and left. What next? How do you sustain, improve, and affect bottom line results? This presentation is about the complete production system implementation process for your small company and how to anticipate and handle the roadblocks. What happens after the consultants leave? How do you implement an entirely new production system with limited resources? What are the steps? What are the roadblocks? Where do you begin? What are your success indicators?

**R3-08** **THURS. 9:15–10:30 am**

### Meeting the Demands of Disaster Relief Housing Through New Supply Chain Efficiencies

**Habitat for Humanity • Ken Meinert, Senior V.P. for Operation Home Delivery**

Habitat for Humanity builds a new home every 24 minutes and has built over 200,000 houses in 100 countries around the world. Given this track record it is not surprising that Americans turned to us to help rebuild the hundreds of thousands of homes devastated by hurricanes in the Gulf Coast. The unprecedented demand for housing caused by this crisis forced us to look for a new operating paradigm – supported by leading-edge technologies – to accelerate its home building process to achieve greater efficiencies without compromising on quality or safety. This presentation will provide a vivid and motivational account of the journey – from crisis to conclusion – while demonstrating how “made at home” manufacturing solutions are being used to build homes and hope for families in need of a brighter future.

**R3-09** **THURS. 10:45–12:00 pm**

### The Jacksonville LEAN Consortium • Spreading Lean Practices Throughout Florida's First Coast

**Medtronic ENT/NT & the Jacksonville Lean Consortium • Jerry Bussell, Vice President Operations Medtronic ENT/NT**

Learn about the Jacksonville LEAN Consortium, which was founded in January 2004 and has enjoyed tremendous success. Find out how the consortium was able to effectively expand from 17 to 36 very active member organizations within 18 months. The keys to launching a successful consortium will be shared as well as the lessons learned. Also hear about how the consortium has helped to trigger the implementation of LEAN within the Jacksonville city government and Jacksonville community college system.

**R3-10** **THURS. 1:45–3:00 pm**

### Alliance Management • A Critical Partnering Capability

**Eli Lilly and Company • Sherman L. Whitfield, Manager Manufacturing Alliances**

Alliances succeed when they have someone focused on implementation and risk mitigation of the alliance. Over half of all alliances failed to meet their stated objectives. Successful alliances have a set of tools and processes designed to facilitate issue resolutions as well as capture shared learnings. Alliances succeed when someone is the voice for the alliance, not for one company or the other. The key to any alliance is to create an atmosphere of win/win. Attendees at this presentation will gain an awareness of why alliances are challenging; identify what can lead to alliance failure or success; how culture impacts an alliance; and understand the elements of successful alliance implementation.

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# REVOLUTIONFOUR

## Information: Connecting and Communicating

**R4-01** TUES. 9:15 – 10:30 am ○

### Transforming an Organization Through LEAN & Visual Factory Metrics • Excellence in Operations

Wyeth, Pearl River, NY • Elizabeth Twomey-Galvin, Sr. Director, Strategy and Business Process Management

In June 2004, Pearl River Consumer Healthcare was faced with unprecedented financial challenges. Conversion costs, had risen by 45% from 2001 to 2004, while at the same time, volumes were decreasing and the last of the pharmaceutical and over-the-counter drug products at the site would be leaving in 2005. This session will show you how through Excellence in Operations initiatives, many of the business processes have been streamlined. Using a combination of LEAN manufacturing tools such as Six Sigma, total productive maintenance (TPM), single minute exchange of dies (SMED) and 5S, the teams created new processes and systems that built in quality from the start.

**R4-02** TUES. 10:45 – 12:00 pm ●

### Utilizing LEAN to Gain Shorter Lead Time • Growing and Creating a Competitive Global Advantage

Watlow Electric Manufacturing Company, Batavia, IL • Chris Baichoo, General Manager

Short lead-time is essential in the custom heated part business. The supplier that wins the business gets the product there in the shortest lead-time and meets the technical requirements. Initial lead-times for complex parts were initially 12 weeks. Using value stream mapping in the administrative area to identify bottlenecks and waste, two kaizen events have reduced lead-times by 30%, improved productivity by 25%, and reduced rework by 15%. This presentation will review the tools used that resulted in improved productivity and higher growth potential; and how LEAN can be applied in the office. Learn how success depends on perseverance and challenging paradigms.

**R4-03** TUES. 1:45 – 3:00 pm ●

### Driving the Glass Train of Public Reporting • The ThedaCare/Wisconsin Experience

ThedaCare, Appleton, WI • Scott Decker, MPA, V.P. of Operational Innovation and Quality

Take control, or be controlled? That was a question ThedaCare chose to answer when they lead a statewide effort of healthcare and business partners in the development of a public report on clinical and cost performance. This initiative was driven by: 1) payer demand for evidence of high quality care, 2) a commitment to improvement through sharing of best practices and 3) because it was the “right thing to do”. This session will explore the risks and benefits of: partnering with business leaders, being transparent with your performance and how that influences your priorities and the application of “manufacturing methodologies” as the basis for your improvement strategy.

**R4-04** TUES. 3:15 – 5:00 pm ○

### Leveraging Technology: The Latest Frontier of LEAN • Going Mobile to Enable Customer Value

Oracle Corporation, Rochester Hills, MI • Tom Demrick, Sr. Director Industrial Mfg. & Distribution

This presentation will review where and how companies are using mobile technology to shorten cycle times to increase customer service. We find ourselves at an inflection point today in the IT industry as we see a convergence of computing and communication. Service Oriented Enterprise (SOE) will be defined and provides the virtualized, GRID based infrastructure to rapidly deploy new technologies such as wireless, mobility and RFID. Customer vignettes will showcase how these technologies are being exploited today by industry leaders to provide tangible benefit and ROI. Attendees will learn about the technologies that are bringing information to an increasingly mobile environment, and how your company can simplify processes by having the right information to solve problems on the run.

**R4-05** WED. 9:15 – 10:30 am ○

### The Fuel for Supply Chain Velocity • How Dell & Intel Leverage Information in Supply Chain Execution

Dell Corp., Intel Corp. and Oracle Corp. • TJ Lamphier, Sr.Mgr.-Enterprise Prod.Group, Dell Corporatoin • Bob Judelson, Manager, Strategic Relations, Intel Corporation • Tom Demrick, Sr. Director Industrial Mfg. & Distribution, Oracle Corporation

It is no accident Dell Corporation is the model for creating competitive advantage through supply chain execution. As with all LEAN Journeys, it took time and technological change to eliminate waste. Learn about Dell's supply chain philosophies, which are the pillars for today's excellence and gain insight on how these philosophies impact supplier relationships from Intel, a key Dell supplier. Learn how applying leading technology to your supply chain is not as difficult as you perceive.

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**R4-06** WED. 10:45 – 12:00 pm ○

### The Power of LEAN to Convert Information to Profits

MARKEM Corporation, Keene, NH • Jeffrey B. Miller, President, MARKEM Solutions

Learn how one company is using LEAN tools outside of manufacturing operations to speed information flows, improve productivity of expensive administrative processes, energize employees and create significant profit improvement. MARKEM has taken LEAN tools into areas where there is natural discomfort with, and disbelief in, the ability to standardize processes – examples include the launch of new products, parts pricing, and the development of unique product literature. This presentation will provide examples of how LEAN tools have been applied to high value and “non-standard” business processes.

**R4-07** WED. 1:45 – 3:00 pm ●

### Demand-Based Order Fulfillment • Customer Scheduling of the Plant Floor

DJO, Vista, CA • Eric Decottignies, Manager, Inventory Control and Planning • Jerry Wright, Director, Corporate Engineering

At DJO (formerly dj Orthopedics), INC. customer demand drives the production schedule on the factory floor. Using software created in-house, the cell operators can see what they need to build in real time to meet customer demand for both special/custom and stock replenishment type orders. This system allows employees to fulfill the nearly 3,000 orders shipped daily that amount to approximately 40,000 units per day.

**R4-08** THURS. 9:15–10:30 am ○

### Supply Chain Integration (SCI) Portal • Replacing Inventory with Information

Lockheed Martin Aeronautics Company • Mike Jones, Information Systems and Technology – Senior Project Manager

The SCI portal was developed to address the needs for improved visibility and enhanced collaboration between buyers and suppliers. With thousands of parts being ordered and delivered each week, the need for current status of ordered parts is crucial to maintain aircraft build flow rates. Shortages of needed parts can plague an aircraft assembly line, driving up costs and delays in aircraft delivery. Numerous technical and cultural challenges have been overcome during the three years of development and phased deployment of the SCI portal within LM Aero. See how we successfully closed the gap between buyers and suppliers during the purchase order process.

**R4-09** THURS. 10:45–12:00 pm ○

### Delivering Bottom Line Results Through LEAN Sigma Methods in a Domestic Electronic Manufacturing Services Company • IEC Electronics Implements LEAN Sigma Methods and Immediately Reaps the Benefits

IEC Electronics Corporation • Mark Talmadge, Director of Manufacturing • Don Doody, V.P. of Operations

In 2004, IEC electronics committed to implementing LEAN Sigma as a way of life. The key part of the process is setting forth a vision, sticking to it and involving everyone. The LEAN sigma efforts led directly to tangible results. On time delivery increased dramatically, net income increased \$1M in a year over year comparison, and aging work orders decreased substantially. Attendees at this presentation will take away the basic tools and steps to implement and maintain a LEAN Sigma environment that involves all levels of the organization and its people, with an emphasis on taking action leading to tangible bottom and top line results beyond the traditional LEAN metrics.

**R4-10** THURS. 1:45–3:00 pm ○

### Training Within Industry (TWI) • Achieving Process Stability

ESCO Corporation, Syracuse, NY • Paul H Smith, Director Human Resources, ESCO Turbine Technologies - Syracuse • Patrick Graupp, TDO-TWI Master Trainer • Robert Wrona, TDO-TWI Program Director

This presentation will provide an overview of the TWI programs of Job Relations, Job Methods and Job Instruction. Attendees will gain insight into how a strategic planning process identified the need for repeatable and verifiable training. Learn how reducing rework by 96% enabled the wax department to achieve process stability and therefore grow sales and profitability. A half-day hands-on workshop will also be held on the Friday of the conference to learn specifics about the tried and true JI program that Toyota uses to train the people who produce the highest quality vehicles in the world.

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# REVOLUTIONFIVE

## Innovation: Design and Technology

R5-01

TUES. 9:15 – 10:30 am



### Driving Performance Improvement Through Employee Self Optimization and Assessment

ZF Industries, Vernon Hills, IL • Tim Corcoran, V.P. Sales and Service • Andy Carlino, LEAN Learning Center

ZF Industries has discovered that the single biggest contributor to its success, and the glue that binds the LEAN efforts together, is its ability to connect and align every goal and objective of the organization to every LEAN activity. This ultimately drives out significant waste while assuring that every employee not only understands what they are doing but, more importantly, the purpose of what they are doing. ZF's process for achieving this is called the Self Optimization and Assessment Process (SOP). Learn how disciplined idea generation and feedback fits directly into the SOP loop. See how employees can now narrow the gap between where they are and where they want to be.

R5-02

TUES. 10:45 – 12:00 pm



### EoC/VoC • Mining the Environment of the Customer to Create Breakthrough New Products

Watlow, St. Louis, MO • Mike Wetle, V.P. Marketing and Corporate Development

A case history of how the EoC/VoC (Environment of the Customer/Voice of the Customer) Process can be used to create category-buster new products. EoC/VoC is different than VoC because it can be used to create and validate breakthrough new products while VoC is most useful as a validation tool. EoC/VoC uses influencer pain as a filter to understand, create, and prioritize potential product attributes. Successful implementation culminates in the formation of a team where the technology architect on the EoC/VoC team becomes the champion of the development team. Attendees in this presentation will learn the benefits for the process and how positive results can be achieved.

R5-03

TUES. 1:45 – 3:00 pm



### Leaning the UK's Strike Carrier

Royal Navy, Portsmouth, Hampshire, United Kingdom • Cdr Alan Martyn, RN LEAN Programme Leader

The LEAN programme in HMS Illustrious has been called "the most impressive and important example of LEAN in an operational environment to date". Yet Cdr Martyn would be the first to say that it is not an unmitigated success story. Although some of the headline improvements - 80% increase in weapon preparation time and £20M savings in stores holdings/requirements are perhaps impressive, there were also many lessons in the challenge of rolling LEAN out in the front line and in a ship in particular. Cdr Martyn's presentation will explore all the facets of the programme, from lessons learned to battles won.

R5-04

TUES. 3:15 – 5:00 pm



### Mark Twain had it Right: It's Not what You Don't Know that Hurts You, It's what You Know that isn't True

Daman Products Co. Inc., Mishawaka, IN • Larry M. Davis, President

Guided by the original value stream Daman will show how the company has moved away from the traditional isolated islands of activity through the various stages of what has evolved into what they refer to as WinWork and BuildWork. Learn how their "WinWork" model promotes a culture that ensures the success of our customers and empowers our employees at the same time, by taking the focus away from task-oriented activity and replacing it with relationship-building. Finally, Daman will present how the LEAN journey has provided a multitude of marketing opportunities, and how the operational improvements have benefited their market position.

R5-05

WED. 9:15 – 10:30 am



### LEAN as a Strategy Enabler • LEAN is Far More than Just a Cost Cutting Tool

Jefferson Pilot, Greensboro, NC • Cynthia Swank, V.P. Lincoln Financial Group

Learn how Jefferson Pilot Financial (now Lincoln Financial Group) successfully pioneered utilizing LEAN concepts and principles as cornerstones to launching new strategies in the financial services industry. In addition, you will see how we spurned piecemeal improvements in favor of a business-wide LEAN application to dramatically grow the top line, maintain a competitive cost advantage, and deliver more value to the customer. With the recently completed merger with Lincoln Financial, LEAN is being heralded as the foundation to achieving operational excellence across the #2 life insurance company in the United States.

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R5-06

WED. 10:45 – 12:00 pm



### Applying LEAN • From a Gigantic Slow-Turning Ship to a Team of Maneuverable Speed Boats

Nordson Corporation, Duluth, GA • Mel Brannen, Manager Continuous Improvement

Only three short years ago the Adhesives Division of Nordson Corporation began a LEAN journey. Manufacturing, engineering and development groups consisting of engineers, designers and product managers labored with undocumented processes in a development environment characterized by 'tribal knowledge.' Introducing LEAN tools to product development processes has yielded significant and measurable improvement. The use of LEAN tools and philosophies create an environment of 'innovation'. At this session learn how employees, process design, manufacturing and cell layout combine talents to eliminate waste, improve quality and increase customer satisfaction.

R5-07

WED. 1:45 – 3:00 pm



### An Innovative Approach to Problem Solving

IDEXX Laboratories, Westbrook, ME • Beverly Daniels, Senior Operations Excellence Manager

Six Sigma at its core is an approach to solving problems; LEAN relies on our ability to solve technical problems in order to be fully effective. Unfortunately many problem solving methodologies that are currently taught and utilized are not very effective. In fact, most are nothing more than glorified guessing. The Y → X approach is a fundamentally different strategy for investigating root cause that is highly effective and can work with complex technical problems and error based problems. This is not your father's fishbone diagram!

R5-08

THURS. 9:15–10:30 am



### Supply Chain Optimization • Extra Ordinary Results from Ordinary People

Continental Airlines, Houston, TX • Dale Easdon, Senior Director Food Services Operations

Continental Chelsea set on a LEAN journey due to a necessity after September 11th. As a team we considered many options including going outside the company to utilize consultants. We decided to take on the journey on our own by picking six super stars from our current team and encouraging full involvement from the top to the bottom of the organization. Our costs have been reduced by \$33 million and we also have a 99.8% on time record that is amongst the highest in the industry.

R5-09

THURS. 10:45–12:00 pm



### Overcoming the Leadership Barrier to LEAN Culture Change • Developing Front Line Leaders

Ford Motor Company Cleveland Manufacturing Site, Cleveland, OH • Tim Pettry & John Nahornyj, LEAN Manufacturing Advisors

An involved, collaborative workforce focused on performance gains and continuous improvement is critical to Ford's Cleveland Engine Plant 1 getting the most out of its investment in LEAN. Work teams don't acquire this focus by accident. Front line leaders have transitioned to their new role of developing, coaching and involving their cell teams. Leaders don't transition to their new role by accident either: they learn a proven process to focus their teams on performance, and develop their teams to apply LEAN concepts and tools to continuous improvement. Most leaders want to make the role shift and help their company achieve the work culture essential to powering the LEAN Enterprise. But they need a roadmap. This presentation focuses on the structured approach "or roadmap" for leaders to follow, and the tools needed to get there.

R5-10

THURS. 1:45–3:00 pm



### Self-Balancing True Continuous Flow

Gordon Ghirann, LEAN Manufacturing Specialist

Self-Balancing production is a breakthrough in achieving continuous flow, and has been developed to handle complex manufacturing processes (including curtain operations, mixed model, and fluctuating yields). By being able to pull and take a hand-off of the unit, at any point in the process, the division of labor is constantly optimized, and most of the cumbersome problems of trying to balance a line are solved. It removes the hidden waste of waiting when the slowest station ("Herbie") is setting the pace for the rest of the line. In-Process queues/buffers are also eliminated. Video examples will be shown, as well as a live demonstration using audience members.

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# REVOLUTIONSIX

## Perpetuation: Longevity and the Environment

**R6-01** TUES. 9:15 – 10:30 am

### Evolution of LEAN at Genie • Developing The Human Systems to Achieve Daily Kaizen

**Genie Industries (Terex Corporation), Redmond, WA • Paul Caldarazzo, V.P. of Operations • Matt Fearon, V.P. of Operations**  
This presentation will discuss, briefly, the history of LEAN at Genie highlighting many of the hard systems and the results of those systems. The presentation will then move into the current situation and how that is impacting our improvement efforts. Issues such as extreme growth, massive hiring, and losing key people will be highlighted. The bulk of the discussion will be geared on next steps in Genie's improvement journey. This will be centered on two themes: building a culture through human systems that allow for daily kaizen verses event based kaizen; and to lead the effort of improvement across our parent company Terex.

**R6-02** TUES. 10:45 – 12:00 pm

### LEANING for Green • Optimizing LEAN to Drive Environmental Sustainability and Bottom-Line Value

**Baxter International, Deerfield, IL • Jenni Cawein, Manager • Rob Currie, Director, Corporate EHS Engineering**  
LEAN offers powerful tools for driving waste reduction, but too often, wasted material resource improvement opportunities are overlooked. For the past three years, Baxter has been working to integrate environment, health and safety into their LEAN manufacturing initiatives, and has helped the US Environmental Protection Agency develop a "LEAN and environment" toolkit. This session will focus on some of the challenges, as well as new approaches and tools that can bring results in reducing water, energy and materials, all of which can help a corporation become more profitable.

**R6-03** TUES. 1:45 – 3:00 pm

### Stonebridge's Journey • From Harvesting to Turnaround with LEAN Manufacturing

**Stonebridge, Worcester, MA • Kerstin Forrester, President & CEO**  
At the time Stonebridge was purchased in late 1998 it had been in a harvest mode from a couple of years and losing share in all markets. Following an effort to ensure that they maintained and regained lost customers, Stonebridge started with a re-organization of the shop-floor to improve product flow. With a training grant from ONR, they began an earnest effort of training to implement LEAN Manufacturing principles. Performance measures show significant improvement in quality, on-time delivery and productivity. To ensure that employees are aware of how they are doing, Stonebridge holds regular meetings to review financial performance as well as metrics.

**R6-04** TUES. 3:15 – 5:00 pm

### Creating a LEAN Culture • Process Focus and Leader Standard Work

**Steelcase, Grand Rapids, MI • David Mann, Mgr, LEAN Management and O.D.**  
A key change in leaders' behavior when moving from batch to LEAN production is the switch from a sole focus on results to emphasizing focus on process. Without this change, most LEAN transformations fall short. Toyota-trained sensei offer little guidance here, leaving managers wondering: "What does process focus mean? What should I do?" This presentation addresses these questions with a concise model for a LEAN management system. The system's highest leverage element is standard work for leaders, coupled with two other elements: visual controls for virtually every process, and a daily accountability process. Attendees will take from the presentation a clear understanding of what each element consists of, how it works and what it looks like on a shopfloor.

**R6-05** WED. 9:15 – 10:30 am

### Long Term Sustainability of Continuous Improvement/LEAN

**Rockwell Automation Canada, Cambridge, Ontario • Cynthia Bruns, Manager, LEAN Enterprise Rockwell Automation Canada • Paul Deckert, Manager, Raglin Manufacturing and Logistics Details**  
LEAN practitioners are often challenged with how difficult it is to change the habits, thinking and culture of their organizations. Books and consultants will identify the ideal LEAN business model, however, it is often difficult to know where and how to start. Companies already on their LEAN Journey want to know how to maintain change and build upon improvements over time. Rockwell Automation Canada began developing its culture of Continuous Improvement seventeen years ago. Over time it has transitioned to a company wide strategy that is highly employee focused and supported. The Rockwell Automation team will share the evolutionary steps taken over the years to develop a high sustaining LEAN/CI culture.

Symbols below are your guide to the right event that would be of interest to:

- Beginner:** Those preparing for the LEAN journey.
- Intermediate:** Early adopters of LEAN with 1–2 years experience.
- Advanced:** Those well along the LEAN path who are looking for more advanced tools.

**R6-06** WED. 10:45 – 12:00 pm

### When the Big 10 Meets the Big Three • How GM and U-M Improve Health Care and Reduce Costs

**General Motors and the University of Michigan, Pontiac and Ann Arbor, MI • Leviticus (Woody) Williams, Executive Director, Health Care Initiatives, General Motors • John E. Billi, M.D., Professor of Internal Medicine and Medical Education; Associate Dean for Clinical Affairs; Associate Vice President for Medical Affairs, University of Michigan Health System**  
General Motors implemented its Global Manufacturing System (GMS) worldwide in all aspects of its operations, and has worked extensively with suppliers to implement LEAN thinking in their operations. GM has now extended its LEAN expertise to healthcare providers, assisting hospitals with more than 200 improvement projects across the US. This presentation will review the collaborative efforts between GM and UMHS. Learn how GM provides the support enabling U-M to apply LEAN tools honed in the automotive industry to the health care arena.

**R6-07** WED. 1:45 – 3:00 pm

### The Plane, the Pride, the People • The Keys to Southwest Airlines' Long Term Success

**Southwest Airlines, Dallas, TX • Camille Keith, Vice President of Special Marketing**  
The parameters within which Southwest operates virtually reconfigured the entire airline industry. Its combination of low cost, quality airline service and on-time arrivals is the model that others now strive to duplicate. Southwest consistently ranks at the top based on Customer Satisfaction, and has the least complaints based on government rankings. They have been able to maintain positive earnings through some of the most difficult times the airline industry has ever seen. This presentation will review the keys to their success. Among those is a management team that has been able to "think outside the box" and leadership that "does the right thing versus simply doing things right".

**R6-08** THURS. 9:15–10:30 am

### Extending LEAN Thinking to the Rest of the Enterprise • Avoiding the Pitfalls the Books Don't Talk About

**Hamilton-Sundstrand, Windsor Locks, CT • Christopher Mowatt, Business Transformation Consultant**  
Mapping business processes is fundamentally the same as mapping manufacturing and assembly value streams, however, the similarity ends with the fundamentals. Sustaining LEAN in the manufacturing part of your business will become increasingly more difficult unless this transformation is taken to the office. The "creation, distribution and application" of information is a fairly accurate description of what happens in business processes. This presentation will review the basic realities that make business process VS management unique; how identifying these realities can help leaders to make change within their organizations.

**R6-09** THURS. 10:45–12:00 pm

### Value Stream Culture • Cultural Changes vs. Point Kaizen Changes

**Idex Corporation, Northbrook, IL • Kelly D. Sloan, Vice President • Bill Carson, Vice President Operations Gst. Mfg., Operational Excellence and Global Supply Chain**  
IDEX began the operational excellence journey in 2000 with a formal corporate-wide deployment of Six Sigma and global sourcing. An outside firm was contracted for 18 months to provide Champion, Black, Green, Yellow, and Master Black Belt training and coaching. This presentation will focus on how IDEX fit LEAN-type projects into the mold of Six Sigma projects, and realized that much of the variation was due to lack of standard work in processes. In 2002 IDEX began developing a formal "LEAN Champion" deployment of mixed model value stream methodology as a cultural transformation of how they do business. The last 14 months have seen dramatic sustainable P&L gains.

**R6-10** THURS. 1:45–3:00 pm

### Line-of-Sight Management • A More Visual Form of Policy Deployment

**DJO, Vista, CA • Luke Faulstick, Chief Operating Officer • Chad Dale, V.P. of Manufacturing**  
At DJO (formerly dj Orthopedics) the company vision, mission and culture are directly linked to the company's strategic framework, each functional area scorecard and ultimately to the production cell's daily scorecards. This line-of-sight form of policy deployment or hoshin kanri has been extremely effective at DJO. Using these line-of-sight principles, DJO has tripled in revenue, doubled in employees and driven their stock valuation by nearly 15 times in the last three years.

For complete descriptions of all Best Practice Presentations, visit the AME Conference website at [www.ameconference.org](http://www.ameconference.org). Speakers and/or content may be subject to change.



# PRE AND POST CONFERENCE WORKSHOPS

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Breakfast, lunch and refreshment breaks are included with Monday workshop registrations.

## MONDAY OCTOBER 16, 2006 FULL DAY WORKSHOPS

MWS-01

FULL DAY

**Achieving a High-Involvement, Continuous Improvement Culture to Power the LEAN/Sigma Workplace**  
**A Structured Approach for Building a Team-Based Workplace in Conjunction with LEAN Implementation**  
**Barry Rubin, TeamPath Inc. & Rodrigo Montano, York International**

Many organizations have long been on the LEAN journey, with excellent results. But, is that enough? How do you build on these results? How do you further involve the workforce in continuous improvement to power your LEAN investment to the fullest? This is the challenge of the day. In this “how-to”, case-based workshop, learn a structured “whole system” approach to developing a high-involvement, continuous improvement workforce, and specific strategies for implementing this approach within an already existing LEAN/Sigma initiative.

MWS-02

FULL DAY

**Time Wise LE107 • Basic LEAN Principles for Process Industries**  
**David Hess, Massachusettes MEP**

The process industry, generally, has built in flow. Because of this, the process industry struggles with seeing the value of applying LEAN principles. LEAN 107 teaches and then demonstrates how LEAN Principles can be applied successfully in the process industry. Attendees will experience a fun day of learning while applying LEAN to a simulated process factory. Through four (4) iterations of running the factory while applying LEAN principles, attendees will observe the financial impact of LEAN in a process (flow) environment.

MWS-03

FULL DAY

**LEAN Accounting for LEAN Manufacturing**  
**Brian Maskell, BMA Inc.**

LEAN manufacturing and traditional accounting systems do not mix. Traditional performance measurements are harmful to LEAN because they motivate non-LEAN behavior. This fast-paced seminar is designed for executives of LEAN-focused companies, finance directors, operations managers, controllers, cost accountants, LEAN specialists, and other managers and LEAN leaders. You will be introduced to a series of practical and proven methods providing a truly LEAN accounting, control, and measurement system. LEAN accounting actively supports LEAN thinking, provides the vital information needed to build a LEAN business, and motivates continuous improvement.

MWS-04

FULL DAY

**LEAN Certification • A Cram Course to Help You Prepare for the Bronze-level LEAN Certification Exam**  
**Jim Garrick, Autozone Corp.**

It may seem like a daunting task to start the SME-AME-Shingo Prize LEAN Certification process. This program is a focussed study session (*cram course*) that will help you prepare for the Bronze-level exam — the first stop on your certification journey for all levels of the LEAN Certification. At this workshop, you’ll also get a sound understanding of the portfolio requirements for LEAN Bronze Certification. Participants are required to review in advance and bring with them the Bronze-level recommended reading (download at [www.sme.org/Leancert](http://www.sme.org/Leancert)).

MWS-05

FULL DAY

**Principles of LEAN Enterprise**  
**Mark Sessumes, Texas Manufacturing Assistance Center**

LEAN 101 is the first step to learning the principles of LEAN manufacturing. No previous experience is required. The course is a mix of classroom and live simulation. Participants begin by manufacturing simulated circuit boards or model planes in a traditional manufacturing setting. The results of the first simulation round will provide the setting for continuous improvement applying LEAN manufacturing principles. Participants will walk away understanding the eight wastes in manufacturing. A mixture of lecture and hands-on simulations teach lessons in standardized work, workplace organization, visual controls, set-up reduction, batch size reduction, point of use storage, quality at the source, workforce practices, and pull systems. Each is designed to eliminate waste in the manufacturing process.

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MWS-06

FULL DAY

**The LEAN & Agile Re-Manufacturing Simulation Model**  
**Roy Piciacchia & Frank McIntyre, CH2M HILL and Dee Mackliet, Scott Kleber, Jason Dodge & Brian Padeltsky, Hill Air Force Base**  
The LEAN and Agile Re-Manufacturing Simulation Model simulates the concepts of LEAN and agile manufacturing applied in a Re-Manufacturing and Maintenance, Repair and Overhaul (MRO) environment. A “live” working factory model is used to contrast the operating styles between a typical “push production” plant and a “LEAN- pulled” production plant. The simulation transitions from a Material Requirements Planning (MRP) approach to the application of “Pulled” LEAN Production processes by applying various LEAN and agile techniques that include: Visual Factory, Small Lot-Single Piece Flow, Kanban Controls, JIT Delivery, and Integrated Depot Logistics.

MWS-07

FULL DAY

**LEAN Product Development • How to Immediately Slash Time-to-Market**  
**Ron Mascitelli, Technology Perspectives**

Despite an increasing need for speed and efficiency, much of the effort expended by product development teams is often unnecessary and potentially wasteful. The LEAN Product Development workshop presents a set of leading-edge, practical tools for slashing waste and increasing speed and efficiency for any product development process. Firms that have embraced these practical, waste-eliminating tools have reported up to 50 percent reduction in launch schedules, dramatic improvements in gross margin, and enhanced customer satisfaction. This hands-on workshop covers all aspects of the subject, including a step-by-step approach for creating your own LEAN process.

MWS-08

FULL DAY

**The Fundamentals of LeanSigma® • See How You Can Harness the Power of LEAN and Six Sigma**  
**Bonnie Smith, TBM Consulting Group Inc.**

LEAN and Six Sigma are widely recognized as the most effective business improvement tools for manufacturers. However, that’s often where the confusion starts: Can we or should we use them together? If so, how? And where? Which goes first? How will we know if we’re doing it right? Join Bonnie Smith, Master Black Belt, and learn how LEAN and Six Sigma work together to drive results to the bottom line and how you can use this unique process to generate dramatic, sustainable improvement throughout your operations – faster than ever before possible. Learn how to harness the synergy of LeanSigma and apply it at the speed of Kaizen, for dramatic improvement.

MWS-09

FULL DAY

**LEAN Six Sigma Business Simulation**  
**Patrick Lucansky & Robert Burke, Value Innovation Partners Ltd.**

This whole day workshop demonstrates how to use LEAN/Six Sigma/World Class Basics...to deliver World Class Goals in a safe, fun atmosphere. See how a company can go from a traditional business approach where customer satisfaction is desired to implementing LEAN sigma concepts where customer satisfaction is exceeded. Our LEAN Sigma Business Simulation® course is an interactive workshop where participants learn the reason for change, the methods of change and the tools and techniques of change. The session is renowned for its ability to get to the “AHA” as well as energize and motivate participants to action.

MWS-10

FULL DAY

**LEAN Tools for the Office • A LEAN Office Overview with Simulation**  
**Drew Locher, Change Management Associates**

There are many well documented successes in manufacturing applications. However, service organizations and administrative processes within manufacturing companies have struggled with applying these concepts. This workshop will provide an overview of LEAN concepts, and their application to office and administrative processes. The participants will be introduced to the various LEAN concepts, and be given the opportunity to apply them in a simulated office. The participants will be able to measure the impact of their improvement effort. With use of the simulation, the participants will also gain the experience of an actual office kaizen event.



**PRE AND POST CONFERENCE WORKSHOPS continued**

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**MONDAY OCTOBER 16, FULL DAY WORKSHOPS** Continued

**MWS-11** FULL DAY ○

**Standard Work Process • The Foundation to Improve**

**Wayne Reveal, GP Deltapoint**

What is your process for establishing the foundation for stable results? As Geary Rummler said, “We need to know why we are or are not achieving the desired results. The answer is in the process.” During this workshop, we will understand where to focus our precious resources on the most critical issues and the standard work process to achieve results that can be sustained and improved. “Without a standard, there is no logical basis for making a decision or taking action.” – Joseph Juran.

**MWS-12** FULL DAY ○●

**The Business of People • Building a Workforce Prepared to Compete**

**Joseph Barto, Training Modernization Group**

U.S. companies that are successfully competing in the global market have the right people - with the right skills - in the right numbers - at the right time - at the right cost to execute their corporate strategy. Companies that are truly committed to process improvement know that investing in their human capital and skill development is equally as important as investing in physical assets. This workshop will show how to reduce overhead and improve employee performance. Mr. Barto will cover methodologies for analyzing return on investment for human capital management programs and assessing internal cost drivers associated with implementation; and, will show through case study and discussion how to synchronize and integrate People Improvement Programs into and in direct support of every LEAN initiative.

**MWS-13** FULL DAY ○○●●

**The Visual Workplace • You Can’t Get to LEAN Without It!**

**Gwendolyn Galsworth, Quality Methods International / Visual-LEAN Group**

Whether you are improving your company through cell design/Kaizen Blitz, Six Sigma/Black Belt, total productive maintenance and/or high-performance work teams, these initiatives often fall far short of their promise due to the absence of the technologies of the visual workplace. The visual workplace installs a matrix of meaning— the performance logic and cultural glue—into the physical environment that holds all other improvement activities together and makes them sustainable. Participants in this workshop will learn the basic principles of workplace visuality; better understand the fit between LEAN and visual and why visual is vital to sustaining LEAN gains; and see dozens of visual examples from some of the best companies in the world.

**MWS-14** FULL DAY ○●

**WhiteCollar Kaizen™ • Rapid Improvement for Service, Administrative and Transactional Processes**

**Karen Martin, Karen Martin & Associates**

The Kaizen Event is an aggressive tool for making rapid improvements. The Kaizen Event offers a highly effective method for improving service, administrative and transactional processes. Using the power of focused attention and cross-functional teamwork, organizations are able to implement low cost, innovative solutions to organizational performance issues in days rather than weeks or months. While this results-driven implementation tool focuses on achieving measurable objectives, equally important is the development of a more knowledgeable, fulfilled workforce. Workshop participants will receive hands-on experience for planning and executing Kaizen Events, conducting post-event follow-up and a set of practical tools for doing so.

**MWS-15** FULL DAY ○○●●

**Workculture Governs Success in LEAN Conversion**

**Dr. Sherrie Ford & Steve Hollis, Change Partners LLC**

Many factories rush headlong into LEAN Conversion projects that have swift and lucrative but ultimately unsustainable results – and a frustrated, “resistant” workforce to boot. This workshop teaches participants three things: workcultures do not resist change; workcultures love “LEAN manufacturing”; workcultures have an accessible code that, when broken, paves the way for a faster, more harmonious pursuit of LEAN.

**MONDAY OCTOBER 16, HALF DAY WORKSHOPS**

**MWS-16** HALF DAY AM ●

**Is That All There Is? • The Missing Links in Performance Improvement Initiatives**

**Michael Bremer, The Cumberland Group**

Several common “missing links” often cause many business performance improvement efforts to fall short of management’s expectations. When this happens, high expectations give way to disappointment as results seem to be constrained by “mysterious” undetected forces holding them back. With a few simple diagnostic steps you may recognize the missing links in your own company’s performance improvement efforts. This session lays out a framework that a senior management team can use to perform a diagnostic assessment and replace any missing links to ensure performance-improvement. While much of the language in this presentation applies to business; not-for-profit organizations suffer the same problems in terms of “mission impact”. The same core concepts apply in that environment.

**MWS-17** HALF DAY AM ○○●●

**Understanding the Shingo Prize Requirements • How to Translate Them Into Your Operations**

**Ross Robson, Shingo Prize for Excellence in Manufacturing**

This session will focus on LEAN business principles and techniques that have proven to deliver improved and world-class business processes. Over seventeen years of experience and achievements will be drawn from the North American Shingo Prize for Excellence in Manufacturing. The Shingo Prize has developed a model and process that Business Week dubbed “the Nobel Prize of manufacturing”, that has evolved into the most rigorous manufacturing program in North America.

**MWS-18** HALF DAY PM ○

**The Road To World Class • Strategies and Tactics of IndustryWeek’s Best Plants Winners**

**Jill Jusko, IndustryWeek**

The annual IndustryWeek’s Best Plants awards have become one of the most coveted awards in manufacturing. Winners that have earned the award demonstrate comprehensive efforts to achieve world-class manufacturing capability. This is evidenced by management practices geared toward motivating achievement of breakthroughs in operating performance and customer satisfaction; strong quality systems; employee involvement; effective supplier partnerships; strong customer focus; appropriate technology use; a record of operational improvement; flexible and agile production systems; and proactive environmental and safety practices. This workshop will share the methods used by past and current IW Best Plants winners to achieve their world-class results.

**MWS-19** HALF DAY PM ○●

**LEAN Transformation • Delivering Bottom Line Results, Achieving Buy In, and Aligning Your Organization**

**Bart Bartling, Simpler Consulting Inc.**

Driving bottom line results, achieving buy in, and aligning your organization are just three keys to successfully launching your LEAN transformation. Driving 25-75% improvements in quality, productivity, turnaround time, delivery or inventory can only be achieved through a systemic approach throughout your office, administration and business processes (office or shop). Bart Bartling will cover the keys to leading a LEAN enterprise transformation. Delivering bottom line results requires not only resources but more importantly a strategy for implementations and execution. Bart will use LEAN transformation case studies from various industries including Army, Navy, Nuclear Power and Healthcare to demonstrate the LEAN principles in a wide variety of applications.

**MWS-20** HALF DAY PM ○○●●

**LEAN: the Myth, the Magic, the Secret • The Keys to Success**

**Marcus Haugen, Fuss & O’Neill TPM Services**

This entertaining and thought provoking seminar will enlighten participants to key issues in a LEAN journey that many companies overlook. These issues make the difference and help us understand why some companies are more successful than others. Real life examples help dispel some of the “myths” of LEAN as well as define key foundations necessary to support the actual process improvements.



**PRE AND POST CONFERENCE WORKSHOPS continued**

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**Breakfast** and refreshment breaks are included with Friday workshop registrations.

**FRIDAY OCTOBER 20, 2006 HALF DAY WORKSHOPS**

**FWS-01 HALF DAY AM**

**Develop Training to Change the Culture • “But You Don’t Understand Our Business. We’re Different!”**

**Elizabeth Cange & Karen Darrow, Boeing**

During this workshop you will learn how to develop interactive LEAN training packages that are right for your business to teach balancing the line and POU and waste removal. How to develop and give fun quizzes to ensure everyone understands LEAN basics like Value Stream Maps? Learn how to teach adults or the reluctant teams. Understand tactics that allow you to teach at any level of the business. Make the training packages for operations or support staffs then tailor the same packages for management and leadership.

**FWS-02 HALF DAY AM**

**Mentoring • Helping to Deliver a Competitive Advantage**

**Jacqueline Johnson, GlaxoSmithKline**

Women in manufacturing are often underutilized. Improving the performance of this untapped potential eliminates a major company waste. Enlightened companies seek practical knowledge on this topic. But women still face additional workplace challenges. Participants in this workshop will have data to support why mentoring has bottom line business benefits, and will leave with a toolkit on how to transform this knowledge into business value – whether it is for starting an individual mentoring relationship or a formal program.

**FWS-03 HALF DAY AM**

**Creating Flow through Shared Resources**

**Kevin Duggan, Duggan and Associates**

Delve into the newest techniques to implement LEAN in the most difficult and complex environment of shared resources. This workshop provides methods for moving the schedule point further and further upstream by learning how to flow parts through shared resources. Learn the importance of determining how to use multiple FIFO lanes to create continuous flow through shared resources. Discover how to handle and batch processes such as heat treat ovens and variable rework flows along with Value Stream Management of shared resources.

**FWS-04 HALF DAY AM**

**Overall Equipment Effectiveness (OEE) • Improving Your Equipment Productivity**

**John Kravontka, Fuss and O’Neill TPM Services**

TPM is a data driven process, to improve the productivity of your equipment. So the question remains, how do you measure productivity? OEE is that measurement system. But there are a lot of misconceptions about OEE. This session will discuss the basics of OEE, show real life examples (pictures, data from the shop floor), discuss categories of losses and how to approach each loss to minimize/eliminate them. This session is hands-on, working with case studies, calculate OEE%, categorize losses, and develop improvement plans.

**FWS-05 HALF DAY AM**

**Self Balancing True Continuous Flow**

**Gordon Ghirann, JDSU**

Self-Balancing production is a breakthrough in achieving continuous flow. By being able to pull and take a hand-off of the unit, at any point in the process, the division of labor is constantly optimized, and most of the problems of trying to balance a line are solved. In this workshop you will learn (by doing) how to setup your own Self-Balancing line, from simple to complex manufacturing environments.

**FWS-06 HALF DAY AM**

**Sustainability Frameworks and the Implication to Manufacturing**

**Catherine Greener, DOMANI**

This workshop will be an introduction to practical strategies, frameworks and practices for achieving sustainability. During this workshop, you will have an opportunity to learn about popular sustainability frameworks and tools, and how to apply them. Specifically, the frameworks presented will include: 1) Natural Step for Business; 2) Natural Capitalism’s Principles; and 3) Cradle to Cradle. The presentation will show how leading companies are integrating sustainability into both top-line and bottom-line activities.

**FWS-07 HALF DAY AM**

**The Complete LEAN Enterprise • Value Stream Mapping for Administrative and Office Processes**

**Drew Locher, Change Management Associates**

Companies in many industries have struggled with the application of LEAN thinking to non-production processes. This occurs because many people lack a solid foundation of understanding of LEAN. The necessary foundation is provided by making use of Value Stream Mapping. Seven questions are used to design LEAN future states. These questions embody the key concepts of LEAN – value, flow, pull and perfection. A case study is used to help participants to understand the mapping tool and the application of LEAN thinking.

**FWS-08 HALF DAY AM**

**TWI Job Instruction (JI) • How to Achieve Process Stability**

**Bob Wrona & Patrick Graupp, CNYTDO and Paul Smith, ESCO Turbine Technologies**

Overview of the TWI program followed by a demonstration to teach the Job Instruction (JI) methodology to the audience as used by Toyota to quickly train their people on how to do a job correctly, safely, and conscientiously in order to produce the highest quality vehicles in the world. The ESCO project will be revisited to demonstrate a JI methodology currently being used to achieve and maintain process stability.

**FWS-09 HALF DAY AM**

**Transformations in Healthcare**

**John Poole, Simpler Consulting Inc.**

This workshop is designed to teach the participant key points of “Transformations in Healthcare”. Emphasis will be placed on preparing healthcare leaders for their enterprise transformation; including creating a vision and setting a strategy; and organizing for continuous improvement. Lastly, participants will learn how to recognize, appreciate, and nurture the real value of “Transformations in Healthcare” – creating a culture of continuous improvement focused on providing measurably better value to their patients.

**FWS-10 HALF DAY AM**

**Visual Workplace • You Won’t Get LEAN...Until You Get Visual**

**Rhonda Kovera, Visual Workplace LLC**

The Visual Workplace is a place where visuals direct people to a given location to help them quickly evaluate a process, determine if it’s running normally or abnormally, and direct them to make corrections quickly when needed. This session will provide a clear distinction between implementing 5S and Visual Workplace. Examples and short cuts from Best Practice companies will be profiled along with a demonstration that offers a tremendous cost savings opportunity for your implementation. You won’t GET LEAN...until you GET VISUAL!

**FWS-11 HALF DAY AM**

**Practical LEAN for Small Companies • Get Started Now, and Don’t Worry About What You Need**

**Bob Yenkner, Practical Process Improvement**

This seminar will provide simple guidelines and answers for modest success in those companies who should or want to improve but don’t need to be the next Toyota-yet. The seminar will cover many common concerns (in a very practical manner) such as: Where do we start? How do we pay for this? Where do the resources come from? Where do we focus our improvement efforts? What is my role in this whole process? and What does “success” mean to our company?

**FWS-12 HALF DAY AM**

**Re-thinking Work! • Why Does It Have to be That Way?**

**Preston O’Connor & John Hansen, The Knight Group Inc.**

This session will challenge how we “think” about work. How information, business requirements, and decisions flow through an organization. We present the details of the typical approach to work design and show an alternate more innovative path. Participants will learn about the most common approaches to work flow along with the specific problems. Discover how to identify low cost immediate innovation and utilize resources. Participants will also discuss training and preparation requirements in order for improvement to begin.

**FWS-13 HALF DAY AM**

**3P - Production Preparation Process • Offers a Myriad of Solutions**

**Ken Rolfes, Simpler Consulting Inc. & Joseph C. Yelle, Apollo Hardwoods Company**

Production Preparation Process, or 3P, is a technique used to invent or completely re-design a manufacturing process to achieve huge reductions in manufacturing cost and capital expenditures. 3P is a high energy, high impact activity that focuses on optimization and waste elimination at the product and/or process design stage. This workshop will show you how the application of Capital Avoidance and the Production Preparation Process (3P), when 3P should be applied, how events are structured and conducted and results achieved.

For complete descriptions of all Pre and Post-Conference Workshops, visit the AME Conference website at [www.ameconference.org](http://www.ameconference.org). Schedule, speakers and/or content may be subject to change.



# PLANT TOURS

*\*All tour seats subject to availability and require advance registration. AME, on behalf of the host facility, may have to preclude some attendees from participating in the tours due to the proprietary nature of some of the information presented. Tour participants may be asked to sign a non-disclosure agreement. No cameras, cell phones or video equipment permitted on tours. \*\* Please make your tour selections after registering on the conference website. Tours available on a first-come, first-served basis. For more details on the company, duration of bus travel, and to register, visit the conference website at: [www.ameconference.org](http://www.ameconference.org).*

**MT-01** MON. OCT. 16 **or** **TT-01** TUES. OCT. 17  
**Tecstar Automotive Group/Texas Assembly**  
Tecstar Automotive Group/Texas Assembly, Fort Worth Texas, is a Tier One specialty manufacturer that provides broad automotive vehicle design, powertrain engineering, integration and manufacturing capability for new OEM body styles, mid-cycle enhancements, specialty products, and high-performance engines and drivetrains. Tecstar's dedication to quality has made us a leader and trend-setter in the industry. **On this tour you will see:** – Cross-Functional Teams – A First Class Manufacturing Environment – Production of the Mustang Foose – A Facility Dedicated to Quality and Safety – A Genuine Focus on Customer Satisfaction.

**MT-02** MON. OCT. 16 **or** **TT-02** TUES. OCT. 17  
**Lockheed Martin**  
Lockheed Martin employs approximately 135,000 people worldwide and is principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services. The corporation reported 2005 sales of \$37.2 billion. The Shingo Prize recognized the Forth Worth facility as a winner of its manufacturing excellence award. **On this tour you will see:** – Advanced technologies for machining, composites and assembly used on the new F-35 Joint Strike Fighter – Applications of LEAN principles and practices deployed on both the F-16 Multi-National Fighter and the F-35 – A culture of exceptionally high quality and focus on continuous improvement in the pursuit of perfection.

**MT-03** MON. OCT. 16 **or** **TT-03** TUES. OCT. 17  
**Medtronic Neurological Technologies**  
Medtronic Inc., is the world's leading medical technology company that manufactures and distributes powered surgical equipment to support surgeons throughout the world. This organization has accelerated its LEAN journey by focusing on employee empowerment and creating a continuous improvement culture. Learn how Medtronic built the critical foundation for their remarkable LEAN transformation which has resulted in a must see deployment of LEAN tools and practices. **On this tour you will see:** – Visual Management Systems – Rapid Improvement Techniques – Value Stream Mapping – 6S – LEAN Flow Cells – Kanban Systems – Team Empowerment – Heijunka Boxes – Factory Certified Exchange Process – High Mix, Low Volume Manufacturing Cells.

**MT-04** MON. OCT. 16 **or** **TT-04** TUES. OCT. 17  
**Bell Helicopter/Textron**  
Learn how Bell Helicopter uses its Goal Deployment Matrix to drive everyday operations throughout its world leading Advanced Composite Center manufacturing facility. By linking the organization's goals through metrics of the entire operation at all levels, the organizational energy remains focused on the important and not just the urgent. **On this tour you will see:** – The application of LEAN and Six Sigma – How lasers assist with the accurate placement of composite materials – The use of Kan Bans, visual controls, and 5S. Note: Only U.S. citizens are allowed on the tour due to Government regulations.

**MT-05** MON. OCT. 16 **or** **TT-05** TUES. OCT. 17  
**Raytheon**  
Raytheon Network Centric Systems (NCS), headquartered in McKinney produces mission solutions for networking, command and control, battlespace awareness and air traffic control management. Raytheon Space and Airborne Systems (SAS) is a leading provider of sensor systems, giving our warfighters the most accurate and timely information available for the network-centric battlefield. **On this tour you will see:** – Raytheon Six Sigma™ integrated into the Raytheon culture as the way to use data to drive change and improve the business – LEAN principles taught and deployed throughout Raytheon – Visual workplace, TAKT, WIP control, Kanban, and Pull-systems in various stages of deployment on high-mix, low-volume, state-of-the-art products.

**MT-06** MON. OCT. 16 **or** **TT-06** TUES. OCT. 17  
**Vecta**  
Vecta is a Steelcase company that designs, markets, and manufactures innovative products for conference and training environments. In this high mix, high customization, low volume environment, many difficult challenges are overcome through the deployment of amazingly simple, yet robust communications systems. **On this tour you will see:** – Visual evidence of a LEAN management system as depicted in the book *Creating a LEAN Culture: Tools to Sustain a LEAN Conversion* by David Mann – Simple, visual pull signals and shop floor Heijunka scheduling – Insights into communicating visually and simply.

**MT-07** MON. OCT. 16 **or** **TT-07** TUES. OCT. 17  
**Jostens Inc., Jewelry Manufacturing Facility**  
Jostens, founded in 1897, is a leading provider of products, programs and services that help people celebrate important moments. See where customers like: New England Patriots, Boston Red Sox, University of Texas, and most likely your high school or college get their rings made. **On this tour you will see:** – Mass customization in a make to order environment where every unit is uniquely configured and there are literally no two alike – The benefits of long term commitment to continuous improvement that generates results – The creative use of LEAN tools including cell design, one piece flow, heijunka rules for leveling production, pull scheduling and employee involvement in creating a LEAN operating system.

**MT-08** MON. OCT. 16  
**Zyvex**  
Zyvex Corporation is the first molecular nanotechnology company. Zyvex has earned the reputation as the nanotechnology leader by providing nanotechnology solutions for real-world applications. Zyvex is the most publicized private nanotechnology business in the world and the most highly regarded company in the field of molecular assemblers. **On this tour you will see:** – Zyvex Founder and CEO Jim Von Ehr will show Zyvex's current products, and describe Zyvex's plans for Atomically Precise Manufacturing.

**TT-09** TUES. OCT. 17  
**Park Place Lexus**  
Park Place Lexus is comprised of two luxury car dealerships with locations in Plano and Grapevine, Texas. In 2004, the Grapevine store was the highest rated Lexus dealership in the nation with a new car client satisfaction index (CSI) of 99.8 percent. In 2006, Park Place Lexus was the first auto dealership to receive the coveted Malcolm Baldrige National Quality Award. **On this tour you will see:** – Reception Area – Service Drive – Boutique – Showroom – Client Lounge – Our clean shop – Make Ready Area – Our strategy to delight our clients in all areas – An overview of our Baldrige journey.

**TT-08** TUES. OCT. 17 **or** **WT-08** WED. OCT. 18  
**Central Life Sciences**  
Central Life Sciences, is the strategic business unit of Central Garden & Pet. As a leading innovator in the pest control industry, Central Life Sciences created insect growth regulator (IGR) technology. The Dallas manufacturing facility leads the industry in terms of quality, innovation of processes and products. **On this tour you will see:** – Empowered teams – Excellent examples of 5-S and other LEAN concepts – Visual management, and strategic business planning embodied in the VIPER plan (VIPER is an acronym which stands for Vendor Partnerships; Inventory Reductions; Process Optimization; Employee Development; and Reduce Waste/Improve Safety.)

**WT-01** WED. OCT. 18 **or** **TH-01** THURS. OCT. 19  
**GM Arlington**  
The General Motors Arlington Assembly Plant is a prime example of a high-tech automotive manufacturer. Though the plant has more than 50 years of history, it has been updated with the latest technology and processes for vehicle assembly. More than 730 robots weld, seal, paint, check, and handle the vehicle with flexible tooling. Extensive error proofing and the latest in man/machine interface processes are used in the production system. The Harbour Report has named this the most productive full sized SUV manufacturing facility for the past four years, while JD Power has rated its product as highest in initial quality. **On this tour you will see:** – State-of-the-art Material Handling Process – GM's Global Manufacturing Process – Extensive Error proofing – Man/Machine Interface Process.

**WT-02** WED. OCT. 18 **or** **TH-02** THURS. OCT. 19  
**Texas Instruments**  
Texas Instruments' newest manufacturing facility is located in a Dallas suburb, north of TI's headquarters. When operational, the fabrication plant will produce sophisticated semiconductors that are the brains behind electronics such as cell phones, digital cameras and other wireless devices. The building is 1.1 million square feet of space on 92 acres of land and includes administration, mechanical, support and fabrication buildings. Manufacturing will be on 65-nanometer and beyond chips (about 1/1000 the width of a human hair) on 300mm wafers, which are about 12 inches in diameter. **On this tour you will see:** – A building designed to minimize environmental impact, and the first LEED (Leadership in Environmental Engineering Design) certified semiconductor manufacturing facility in the world – An ISO class 5 clean room, meaning it is 1000 times more pure than the average hospital operating room. (the average room has between 300,000 and 1,000,000 particles per cubic foot. TI's clean room will have about 100 particles per cubic foot.)

**WT-03** WED. OCT. 18 **or** **TH-03** THURS. OCT. 19  
**Karlee**  
KARLEE is Malcolm Baldrige National Quality award winning, certified woman owned provider of customized integrated manufacturing services such as sheet metal fabrication, precision machining, cabling, electromechanical assembly and process coating. This manufacturing operation is diversified across several industry sectors including medical, semiconductor, telecommunications, aerospace, defense, and commercial. KARLEE has over 30 years of experience providing new product development engineering services. The business model is built around flexibility, continuous cycle time reduction, and cost savings to customers. **On this tour you will see:** – Customer Satisfaction Metrics – Skills and Leadership training – LEAN Six Sigma Tools – Balance Score Card – Gage R & R and DOE.

**WT-04** WED. OCT. 18 **or** **TH-04** THURS. OCT. 19  
**SST Truck**  
SST Truck began production in February of 1997. The 425,000 foot facility produces Paystar heavy-duty trucks, designed for severe-service, to specific customer requirements. The plant utilizes team based production, compensation, and incentive plans; is active in waste prevention, recycling, and buying recycled products; utilizes synchronized sub assembly / final assembly planning and control; and produces in single unit production quantities. **On this tour you will see:** – Impact of recycling efforts – Team based productivity – Flex production scheduling – New employee production orientation – Synchronized sub assembly to final assembly scheduling/planning.

**WT-05** WED. OCT. 18 **or** **TH-05** THURS. OCT. 19  
**Raytheon Lemmon Avenue Manufacturing Center**  
The Raytheon Lemmon Avenue manufacturing center is a high mix low volume machining center. This LEAN supplier has built its success around an empowered team-based culture focused on continuous improvement. **On this tour you will see:** – How this empowered culture has implemented LEAN tools including the Design for Manufacturability – Raytheon Six Sigma supported by Metrics that link to all aspects of the business. *Note: The rules for DoD access to this site by non U.S. citizens have become tighter in recent months. All those on this tour must be pre-registered two weeks prior and have government identification with them. No cameras or Cell phones with cameras allowed. Dress Code requires no shorts or open toed shoes.*

**WT-06** WED. OCT. 18 **or** **TH-06** THURS. OCT. 19  
**Texas Nameplate**  
The only nameplate manufacturing company in the world that is a Malcolm Baldrige National Quality Award Recipient (1998 & 2004), Texas Nameplate is ISO 9001:2000 & ISO 14001:2004 Certified. **On this tour you will see:** – President & CEO Dale Crownover present an overview of the nameplate manufacturing process – TNC's "production manager": The New Hotrod Intranet – TNC's Real-Time Dashboard that provides everyone with access to numbers for key measures refreshed every 30 seconds – TNC's Pipeline Dashboard that provides everyone with access to production process information refreshed every 30 seconds – SMART Cable TV system and the Baldrige Conference Room – LEAN Accounting System – On-line Application for the Malcolm Baldrige National Quality Award – Senior Leaders in action at a paperless meeting – Co-workers personal Web pages.

**WT-07** WED. OCT. 18  
**De La Rue**  
De La Rue Cash Systems manufactures 20 – 30 high speed document sorting systems per year. Learn how De La Rue was able to drive standardization into this totally customized product. Resulting in significantly reduced labor and cycle time and increased customer satisfaction. The changes have facilitated a different approach to purchasing system requirements resulting in a major reduction in inventory. **On this tour you will see:** – How a large visual status system drives factory performance, how Kaizen teams drive factory layouts and product manufacturability, how "bread carts" can be used with visual aides in a three bin system.

**WT-09** WED. OCT. 18  
**Presbyterian Hospital of Plano**  
Presbyterian Hospital of Plano is a non-profit, 370 bed healthcare facility serving one of the fastest growing cities in the U.S.. This tour will showcase our patient Family Journey program for service excellence and include the strategy of our quest to achieve performance excellence utilizing the Malcolm Baldrige National Quality Criteria for Healthcare.



## SPECIAL INTEREST SESSIONS

Running throughout the conference week, these Special Interest Sessions cover emerging interests and topics relevant to attendees. Still under the umbrella of operational excellence, these sessions are intended to generate enhanced interaction and discussion among attendees. All will provide further insight into how your organization can thrive in the challenge of change. For full details and scheduling visit the conference website at [www.ameconference.org](http://www.ameconference.org). Sessions this year will include:

### Paradigm-Changing Technology • Tuesday October 17, 2006

**Manish Mehta, Ph.D., Principal Investigator, NCMS Survey of Nanotechnology National Center for Manufacturing Sciences, • Gregg Ekberg, General Manager ATS Systems California, Inc. • Dave Gustashaw, Chief Engineer Interface, Inc.** The objective of this session is to introduce people to technologies apt to change their world within 5-10 years. The session will feature three descriptive presentations, with illustrations of how they will change manufacturing. The three areas of technology that have been selected are coming on fast: 1) Nanotechnology and micro-technology. Molecular level engineering promises radical new concepts. 2) Ubiquitous embedded computing. Suppose products, machines, materials, and even walls could sense and "talk." 3) Environmental technology. Technologies for super-efficiency in use of both materials and energy are upon us. What does all this and more mean for your business? For the pursuit of LEAN and quality? For workplace safety?

### Total Empowerment for Daily Improvement • Tuesday October 17, 2006

**Mike DaPrile, Toyota Motor Manufacturing Inc. • Paul Caldarazzo, Genie Industries, Division of Terex Inc. • Al Gross, Currier Plastics Inc.** The objective to this session is to illustrate the power of Daily Improvement, and describe why it is a revolutionary step in most LEAN conversions. Development of people to improve processes in detail, daily, should be a key objective; it goes beyond kaizen events instigated by staff. Spontaneous improvement by all personnel creates a major step up in process improvement. The working culture for this requires a substantial change from business thinking, even by LEAN companies. It affects leadership, accounting, human resource policies – everything. The session will feature presentations on three companies' approaches to the theme, followed by an opportunity for Q&A or discussion among participants, with a combined panel at the end. Presentation topics will include: 1) The context of standardized work at Toyota; 2) Rapid kaizen at Genie Industries Moosewerks; and 3) Daily improvement at Webster Plastics.

### LEAN Certification Overview • Tuesday October 17, 2006

**Kris Beauchamp, Certification Product Manager, Society of Manufacturing Engineers** AME and the Shingo Prize have partnered to facilitate industry to create the first, true professional lean certification. Attend this session to get an overview of the entire Lean Certification program, and learn about the process for earning this new professional credential. Plus, we'll focus on the use of a professional lean certification as a professional development tool, and the impact it can have for companies, suppliers and entire industries if they choose to align to a standard body of knowledge as the foundation for training and development. This true certification integrates continuous learning through personal portfolio development and mentoring on their lean journey.

### LEAN Accounting Thought Leaders • Wednesday October 18, 2006

**Facilitated by, • Jim Huntzinger, with presentations from, LEAN Accounting thought leaders, fresh from the 2006 LEAN Accounting Summit.** The objective of this session is to illustrate how LEAN accounting functions at different levels of the manufacturing organization. Attendees will have opportunity to understand the context of both the thinking and principles of LEAN accounting; then review actions to take and their effects when LEAN accounting is implemented throughout the organization. The session will feature three short presentations, followed by an opportunity for Q & A or discussion among participants, followed by a combined panel discussion at the end. Presentation topics will include: 1) LEAN accounting at the leadership level; 2) LEAN accounting at the operational level; 3) LEAN accounting on the shop floor.

### LEAN in Healthcare • Wednesday October 18, 2006

**John Toussaint, M.D., ThedaCare, • Dave Amrhein, Ascent Healthcare Solutions, • J. Michael Rona & Christine Saint Martin, Virginia Mason Medical Center.** The objective of this session is to illustrate how LEAN has been applied successfully to various levels in the healthcare sector and how the application to healthcare impacts us all. Presentation topics will include: 1) Application of LEAN principles and the Toyota Production System to the healthcare sector; 2) Overcoming resistance to change/LEAN in healthcare; and 3) What's next for LEAN and continuous improvement in healthcare.

### LEAN and Environmental Sustainability • Thursday October 19, 2006

**Gary Langenwalter (Session Chair), ConfluencePoint • George Wyeth, Director of Policy and Program Change Division Environmental Protection Agency • Catherine Greener, Managing Director, DOMANI** The objective of this session is to illustrate how LEAN thinking can further environmental sustainability. The session will consist of three short presentations, followed by ample opportunity for Q&A or discussion among participants, followed by a combined panel at the end. Presentation topics will include: 1) The links between LEAN and "green" and why they make financial sense; 2) How LEAN and environmental protection work together: learn to see pollution and excessive energy or water use as another "deadly waste"; 3) LEAN and leading edge programs in environmental sustainability at the plant level.

### Focus on Diversity • Thursday October 19, 2006

**Brigadier General Wilma Vaught, Keynote Speaker, USAF Retired • Dr. Sherrie Ford, PowerPartners • Maria Elena Stopher, Ultimate LEAN • Jacqueline Johnson, GlaxoSmithKline • Janice Tobin, Medtronic • Charla Serbent, PPG • Jennifer Boykin, Northrop Grumman • Liz Cange, Boeing • Elizabeth King, ESCO Corporation • Jane Brookshire, Pilgrims Pride • Tonya Venus, former IndustryWeek author • Catherine Greener, DOMANI.** Sometimes referred to as the "pink ghetto phenomenon", women in manufacturing have historically been bottlenecked in lower ranks or left out of opportunities to make a significant contribution to the business. Finding their way or making one, either with an effective mentor or using plain old moxie, the women participating in this SIG have compelling stories to tell of accomplishments at work in a mostly male dominated environment, answering the question "How Does She Make It?" The focus of this session is not on gender conflicts but rather business results that shape the direction of their respective corporations and organizations.

## AME2006 DALLAS EXHIBIT SHOWCASE

### Exhibitors as of July 21, 2006

- AME Chicago 2007
- APQC
- Auto Comm, Inc.
- Baldrige National Quality Program
- Better Enterprise Solutions Corporation
- CH2M HILL Lockwood Greene
- Creform Corporation
- Datacraft Solutions, Inc.
- Dell
- EnergyWindow, Inc.
- FEDEX
- Future State Solutions
- GCA Services Group
- General Physics Corporation
- IFS North America, Inc.
- Informance International
- Kaizen Institute of America
- Machines Italia
- MassMEP/Timewise
- MRI Executive Solutions
- National Association for Manufacturers
- Oracle USA, Inc.
- Productivity Press
- Raytheon
- Shingo Prize for Excellence in Manufacturing
- Simpler Consulting, Inc.
- Society of Manufacturing Engineers (SME)
- TBM Consulting Group
- TeamPath, Inc.
- U. S. Environmental Protection Agency
- University of North Texas
- University of Tennessee
- Visual Workplace, LLC

Your AME 2006 Dallas Conference features an exhibit showcase presenting a robust blend of stimulating resources and solutions. Cultivate strategic partnerships in a relaxed setting in the **Adam's Mark Lone Star Foyer**, from Tuesday, the 17th to Thursday, the 19th of October. Don't miss the **EXHIBIT SHOWCASE** where the spotlight shines bright on North American enterprises meeting the challenge of the Six Revolutions.

For more information or if you're interested in exhibiting, visit the AME Conference website at [www.ameconference.org](http://www.ameconference.org).





