

Volume 13, Issue 21 ☐ May 22, 2006

Important Dates to add to your calendar...

- ☐ **May 23rd 9-11 HPM Leveraging Tour – COM DEV**
- ☐ **May 25th AME Classic Lean Workshop & Golf Tournament & Networking Dinner.** Location: Rockway Golf Course, Kitchener. Contact Barb for a Registration form at bjacklin@ame.org
- ☐ **Jun 12th 1 to 3pm ALL HPM Member Employees – “Demystifying & Understanding China & Current Manufacturing Trends”** With **Dan Joseph**, Manag'g Director, ESS China – **Jayson Myers**, Chief Economist, CDN Mfrs & Exporters. **Tony Laraia**: Location: Rockwell Automation. Four reps per company for now. Pls email names to Nicole. No charge.
- ☐ **June 12-15th, Second Canadian Regional Conference... Kitchener-Waterloo Region Canada.** Consider accelerating your Lean Journey. Download from www.hpmconsortium.com – Click “Resources”
- ☐ **Jul 5th, 12-3:30 HPM GMT Meeting.** Host: Mancor, Speers Road facility, Oakville
- ☐ **Aug 23rd, 11:30-5:00 HPM Board Meeting.** Host: GE Multilin, Markham
- ☐ **Oct 11th, 12:00-3:30 HPM GMT Meeting.** Host: COM DEV Space, Cambridge
- ☐ **Nov 22nd, 11:30-5:00 HPM Board Meeting** Host: Rockwell Automation
- ☐ **Nov 29th, 8:30-4:30 HPM Share Showcase –** See the diversity & harvest innovative ideas from each HPM'er

The Conference as of Friday Afternoon was Sold Out at 608...

there just is no more space! NOTE – SEE BELOW:

1. **URGENT – Hotel Space Limited: The Delta Kitchener was sold out last week** along with the overflow hotel, the **Walper Hotel**, which filled one day later. Right now there are 50 rooms in the Kitchener Holiday Inn to be had by calling 1-866-375-8240 but you must ask for the “Association for Manufacturing Excellence” block. Other hotels with rooms will be announced early this week.
2. **There will be an emphasis at this conference on helping your people enhance their Personal Knowledge Supply Chains** ... i.e. having them return with business cards and contacts they can call to get knowledge quickly when they need it. The conference will provide everyone with a Learning Journal to track every day's harvest.
3. **To get the best out of this conference refer back to the Issue 4, January 23rd HPM Weekly Update.** “**How to get the most out of this conference**” has nuggets on page 2 if the planning begins now.

50-70% of the Waste in any Organization is there Because Folks Cannot See It... - It's invisible because they live in it every day!
--- So what on earth does that that have to do with a Sold-Out Conference? --- **Everything!**

The theme of this conference is:

Whether competing
against **China**
or the **world** ...
Success in
Manufacturing
Begins
at Home

In plain English it means --- ‘If you want to succeed in the global marketplace – take a hard, hard look at the waste around you and **just how good are your home-base processes.**’ Are they World Class? Are the processes waste free, stable, standardized, and scaleable? Are your people leaders in what they do? And does everyone know the role they play in achieving current success so they can continue to do the right things when you get distracted by the coming unexpected diversions in unfamiliar markets?

This conference is in Kitchener & Southwestern Ontario because this area was designated as the “**Most cost effective location in Canada**” by the globally-recognized fDi – Foreign Direct Investment Magazine published by the Financial Times group in London last year.

This ‘knowledge-exchange’ conference is run by manufacturers for manufacturers – and by volunteers who are concerned about the future of manufacturing in North America. The bottom line is to help our companies to enhance their ability to compete and win in the global marketplace. To do this, practitioners are provided over 80 insights from other practitioners who share their best practices for discussion. The win for the local companies? It's a chance to gain valuable insights from leaders they'd normally not encounter. The win for attendees, is to learn

Tuesday Night's "Consortium Reception" at the Conference...

The event will be sponsored by Canadian Manufacturers and Exporters



All Conference attendees – who are also members of a Consortium- are invited to an informal 'Knowledge Exchange' at the host hotel from 7

to 9:30 pm. Dave Hogg and Paul Deckert will be kicking it off around 7:15 with an informal conversational agenda that will enable all attendees to get to know each other and set the stage for an evening of building links for everyone's 'Personal Knowledge Supply Chain.' A highlight of the night will be some Consortium perspectives from Ian Stuart, the Director of the Gerald Schwartz School of Business at St. Francis Xavier University.

from the local companies as they hear their presentations and travel to their plants to see their practices in action. All in all, the entire conference is one huge "Knowledge Exchange" as no exhibits are involved – it's just people exchanging ideas and solutions with each other as their companies face the toughest challenges in their history.

The spark that ignited this conference – is the volunteer-led **Canadian Region for the Association for Manufacturing Excellence**. They have been joined by the SW Ontario-based **High Performance Manufacturing (HPM) Consortium** (that's us, folks) and the **Canadian Manufacturers and Exporters** who have been developing consortiums from coast to coast in Canada and who will be sharing some of the lessons learned from the most extensive survey ever taken across the country – the 20/20 survey by Jayson Myers. From the beginning, **Canada's Technology Triangle**, led by John Tennant, saw the value for the region as did **Plant Magazine** which became the Conference Media Sponsor. There is a long list of sponsors who believe in the message carried by this conference, included the top Platinum Sponsor – the **Ministry of Economic Development and Trade**. Check out the many sponsors shown on the conference website www.measureupforsuccess.com

HPM's Contributions are significant with best practices being shared by HPM'ers **COM DEV, Canada Post, Rockwell Automation, Gerrie Electric, Hammond Power Solutions, and GE Inspection & Repair Service**. COM DEV is also hosting a plant tour on Wednesday morning.

Mancor's CEO, Art Church, is part of the Keynote team and at 3 pm on Tuesday he delivers his Keynote entitled "**Competitive Success: It starts at the top**". In support of communicating the 'Leadership message' **COM DEV** has joined with **RIM** and with **Giffels** to sponsor the **LEANLEADERSNIGHT** - which is also full - with 180 leaders from 8 Canadian provinces, the US, and 5 other countries in attendance.

But it does not stop there, **Rockwell's Cynthia Bruns** leads one of the four Value Streams of 9 speakers, with **Hammond Power Solutions' Frank Dolinsek** leading an initiative you will all see that will help add personal links to your own personal Knowledge Supply Chain.

The Leadership Challenge

The most powerful tools are among the simplest

A byproduct of visiting dozens of companies is the 'big picture' it provides. More and more companies report that their inability to sustain improvements is killing them – and that is a leadership problem. Over the last year some heavy hiring has been taking place with insufficient workers to be had. Many companies are doing more as new opportunities are tackled without proper planning. All this has taken its toll on quality and on the people. While we have all survived these kinds of challenges in the short run – it is the long run that can spell doom.

Of all the Leadership tools, the one element that's missing most is – "Leader Visibility"

I will never forget the most unique steel plant we've seen – a plant where senior leaders said to the shop floor employees that "We do not need to see your 5S charts any more because you know what you are doing." The response from the employees was swift and firm and it simply said - if you no longer want to see the data it means you do not care so why should we. The audits continued.

There is a hint of this in Colin Powell's 18 Lessons In Leadership where he states clearly, *'The day soldiers stop bringing their problems to you is the day you stop leading them.'* Employees need to know the work they do is meaningful – and if you are their leader, they need to know what you value & what success looks like from your eyes.

A leader is a person who generates followers – and does so in a way that achieves long-term results. Such leaders need two competencies – 1) the ability to Vision (see a future desired state), and 2) the ability to communicate it in simple terms that people understand and want to follow because they see a better way ahead and are inspired by the role they see themselves playing.

The key part of the process that makes it effective is the visibility of the leader. Being with your folks 20% of the day seems about right. Jack Welch attributed much of his success to the 30% of his time he spent in leadership training to grow his future leaders. As it has turned out, the leaders he grew are running companies all over the world. The cost to Jack was his time which he saw not as cost but as an investment in his company's future

No matter the size of the team you lead, how much time do you spend talking to them? In no way do we mean 'social' time but rather value-adding time that shows people what you really value because 'being there' makes the difference.

While you're gathering data on how you can support your people more – they are gathering data on what you value so they can better deliver to your expectation without reservation... and getting rid of the mystery of what you value – is an accelerant that empowers.