

Volume 13, Issue 33 □ August 14, 2006

Important Dates to add to your calendar...

- **Aug 16th, 11:30-7:00 HPM Board Meeting.** Host: Doon Valley Golf Club, Kitchener. RSVP appreciated.
- **Sep 8th, 1:30 – 4:30 CONSORTIUM OPEN HOUSE FOR POTENTIAL NEW MEMBERS.** Some 12 companies have signed up to hear a presentation interspersed with experiences from existing consortium members. If you have suppliers who would benefit, or if you are a reader of the Weekly Update and would like to attend – **contact Scott Smith at 519-502-9394.**
- **Sep 19th, SIG – IT Roundtable.** Host: Gerrie Electric, Burlington. Send Agenda items of interest to Russ Deacon at rdeacon@hammondpowersolutions.com
- **Oct 11th, 12:00-3:30 HPM GMT Meeting.** Host: COM DEV Space, Cambridge
- **Oct 16-20th 2006 AME International Lean Conference** in Dallas – 1,325 now registered for the largest ever by AME in 22 years. www.ameconference.org
- **Nov 22nd, 11:30-5:00 HPM Board Meeting.** Host: Gerrie Electric, Burlington. Learning component will highlight **Jay Myers, Chief Economist and Sr. VP CME** who will bring his annual Economic Update. The Leveraging component will include details on **Gerrie Electric's 5S Implementation**
- **Nov 29th, 8:30-4:30 HPM Share Showcase** – See the diversity & harvest innovative ideas from each HPM'er.

Preparing to Receive Feedback

"When we don't know how we're doing we can't improve. Yet so many times we fail to periodically review and assess our progress. This makes about as much sense as setting off on the high seas for a far away destination and then ignoring instruments, stars, or maps to determine that our ship is still on course. Failing to periodically review and assess is one of the major reasons so many improvement efforts lose their way."

- From Jim Clemmer's article, "Stepping Back to Step Ahead Through Reviewing and Assessing"
http://www.clemmer.net/excerpts/stepping_back.shtml

Feedback DOs and DON'Ts

DO:

- ◆ Ensure the setting and timing are right.
- ◆ Show you're listening attentively.
- ◆ Summarize what you heard.

"The day that soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help them or concluded that you do not care. Either case is a failure of leadership."

Colin Powell

- ◆ Probe and ask questions to clarify your understanding
- ◆ Thank the individual for helping you.

DON'T:

- ◆ Become defensive or try to explain your behavior.
- ◆ Interrupt. Just listen to what you're being told.
- ◆ Fill in silences or pauses. Let the person prepare his or her thoughts.
- ◆ Challenge the feedback and get the person to defend his or her opinion. Your view of "what the reality is" will likely be different from his or her perception.
- ◆ Ask for feedback from just those people who agree with you, or puff up your ego.

Excerpted from *Growing the Distance: Personal Implementation Guide*. <http://www.clemmer.net/books/gtdpg.shtml>

HPM Board Meeting – Wednesday Initiating the new era – building on the previous

This Wednesday's Board Meeting at the Doon Valley Golf Club in Kitchener, will conclude HPM's 15 year relationship with Dave Hogg as their president, and introduce **Scott Smith as HPM's new President** who took over July 1st.

As part of the program, there will be a reception from 4:15 to 7 pm at the club for Dave.

FYI, Dave will certainly still be supporting HPM as needed - he remains a Director of HPS as he scales back some of his activities. He will be working with HPS over the next two years. In addition, it has just been announced that Dave will take on the Chairmanship of the huge 2008 International AME Lean Conference which is returning to Toronto in October 24-28, 2008 - **after its record-setting appearance in 2003 with Rudy Giuliani.**

Top Meeting Highlights

The highlight of the meeting will be two leveraging items.

The first is to hear first-hand Art Church's **Keynote to the Kitchener Conference** entitled **"Competitive Success – it starts at the top"**. Members are invited to bring leaders from their company to hear Art's message which caused a stir at the Conference.

The second is an open exchange with **GE Multilin** led by **Vito Cianci** around the issue of "Water Spiders and Point of Use Material". This will be highly interactive as Vito is looking for good old direct and stiff HPM feedback they can harvest.

New Directions & Changes

While there will be a number of these, the major ones include:

- The renewed focus measures that accelerate improvement and especially the new practical Diagnostic now being scheduled for application after more than a decade since the last one
- Revised operation of the Leveraging Tours to enhance their value
- The Share Showcase scheduled for November 29th
- New Member considerations now that interest is heightening

The meeting will conclude by 7:00 pm following the reception.

Time to Acknowledge Your Extraordinary People?

Last Call – for those interested in applying for the 2006 **Canadian Innovation Awards**

Although the closing date is August 18, 2006 if you are serious about applying, call Lori Stone at 613-238-8888 .

It is certainly an opportunity to showcase your company – and your extraordinary people - as the Canadian leaders they are... And you just know there will be positive motivation coming from such recognition.

The amount of respect **Cambridge's Rockwell Automation** acquired after winning the **"Process Excellence (Lean) Award"** which is Canada's top award for Lean. It put them in front of a packed house at the Kitchener Conference – and now **they have been invited to present their story to the**

**"There are three kinds of people:
The ones that learn by reading,
the few who learn by observation,
the rest who have to pee on the electric fence."**

Will Rogers, American humorist

Excerpted from Jim Clemmer's Leader Letter (See pg. 2)

huge Dallas Lean Conference October 16-20th. Paul Deckert and Cynthia Bruns will again share the message entitled **"Long term sustainability of Continuous Improvement/LEAN"** – the topic their country recognized as tops in awarding them the **"2005 Innovation Award for Process Excellence (Lean)."**

The **Awards Application Brochure** can be obtained at www.cme-mec.ca. **For more information contact Lori.Stone@cme-mec.ca or call (613) 238-8888 ext. 225.**

The **2006 Awards** will be presented in **Calgary, Alberta on October 3, 2006** at the awards dinner gala, held in conjunction with **CME's Fifth Western Canada Conference: Best Practices in Lean Excellence 2006**, October 2nd to 5th, at the Telus Conference Centre. For more information contact linda.malloy@cme-mec.ca

Ethics Statements & Policies - 2006

When the HPM Ethics Policy was drafted back in 2001 after about a year of Member input and discussion, it was compiled from a wide range of companies such as John Deere, Caterpillar and others found on the internet.

Over the last two years – as skill shortages impact our ability to deliver - and our ability to compete -- discussions around ethics, integrity, trust etc. have increased. To put it bluntly, stealing another's employees or leaders is abhorrent to Consortium thinking and spirit.

The Policy below is presented for further discussion in preparation for any adjustments that may be felt to be needed before moving into 2007.

This policy has served HPM well – but in the end – as it says in the last line, **"In all issues, what HPMC members deem right, will prevail.** No action needed now – just posted for consideration at the next Board Meeting possibly.

HPM Consortium Ethics Policy

The Spirit of the HPM Consortium (HPMC) Ethics Statement

The open exchange of ideas and best practices requires freedom from the concern of degrading one's competitive advantage through the loss of knowledge or personnel to others.

The foundation of the consortium is based on trust, integrity, and the belief in **Our Mission:**

"To work together to enable each member to optimize their competitiveness in a win-win environment using shared resources and experience."

The HPMC Ethics Policy

HPMC's most valued assets are openness, trust, and a reputation for absolute integrity.

If these assets become tarnished, members, potential members, and our suppliers, employees, and customers will seek affiliation with other, more attractive organizations.

We intend to hold to a single high standard of integrity everywhere. We will keep our word. We won't promise more than we can reasonably expect to deliver; nor will we make commitments we don't intend to keep. In our communication we will avoid exaggeration and overstatement.

All HPMC activities will encourage learning and will not include, or reasonably appear to include, conflict between the personal interests of our members as individuals and/or their companies. Such activities may preclude the participation of organizations that cause discomfort to our members around competitiveness or other issues.

HPMC is committed to long-lasting relationships - based on integrity - with all whose activities touch upon our own.

The ethical performance of the enterprise is the sum total of the ethical performance of the men and women who work within our member companies. Thus, we hold ourselves to adhere to high standards of personal and corporate integrity. We believe the end doesn't justify the means.

As people are the key resource of our member companies, HPMC places emphasis on providing learning and growing opportunities for members' employees.

Our commitment to integrity will ensure that no member will recruit, or encourage the departure of, any personnel from a member company through such exposure. As opportunities arise for employment in other member companies, the handling of such issues will require the highest integrity, with early disclosure and open communication expected prior to the departure of the individual.

In all issues, what HPMC members deem right, will prevail.

Tabled for acceptance Feb 21, 2001 Board Meeting
Confirmed: February 20, 2002