

**Volume 13, Issue 36 □ September 11, 2006****Important Dates to add to your calendar...**

- **Sep 19<sup>th</sup>, SIG – 8:30 to Noon. IT Roundtable.** Host: Gerrie Electric, Burlington. Register with Nicole now at 519-893-6260 or by email at [nsivyer@hpsinc.ca](mailto:nsivyer@hpsinc.ca)
- **Oct 11<sup>th</sup>, 12:00-3:30 HPM GMT Meeting.** Host: COM DEV Space, Cambridge
- **Oct 16-20<sup>th</sup> 2006 AME International Lean Conference** in Dallas – 1,325 now registered for the largest ever by AME in 22 years. [www.ameconference.org](http://www.ameconference.org)
- **Nov 22<sup>nd</sup>, 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 29<sup>th</sup>, 8:30-4:30 HPM Share Showcase** – See the diversity & harvest innovative ideas from each HPM'er.
- The issue revolves around what does one need to do today to meet tomorrow's challenges... **a good question when one realizes that Canadian manufacturers have so far shed over 80,000 manufacturing jobs this year.**

**Preparing for the Near Future –  
Manufacturers helping manufacturers  
What designers of the Dallas Conference found**

**Over 100 Canadians are registered to attend the ever-increasing-in-size Lean conferences put on by the Association for Manufacturing Excellence (AME) which this year will be in Dallas – and will be coming to Toronto in 2008.**

Most are going because they have **something specific to learn** – or to gain better insight into. Few have time to go and sit and listen in the hope something of value pops up. Recently the challenge of culture change tends to be high on most folks list... as doing it is no small feat.

The Kitchener conference used the same design and its volunteers touched 879 practitioners. Your editor is still getting reports of what people are implementing because of what came from the conference. This year the **AME Dallas Lean Conference** is expecting 2000 practitioners – **and they may get it - as 1476 have signed up already.**

It's the result of two years of data-gathering from hundreds of Leaders by mfg. **volunteers** searching for 'the right vision' around which to laser-focus the program.

**So Who are They & What Do They Know?**

This should begin by recognizing that the folks who put these AME Conferences together do not get paid for doing it. This year the huge Dallas event is **led by former Multilin Operations Manager Dan McDonnell** – now a senior leader in GE who is responsible for plants

**HEADS UP - All HPM IT Leaders - Sept. 19th**

## Second IT Roundtable

**Richard Solonenko and Team Gerrie** are hosting the kick-off Second IT Roundtable at Gerrie's offices in Burlington. A map will be provided to all who register.

The first Roundtable at Hammond Power Systems saw a lively exchange of practical examples of innovative ideas that Russ Deacon and his team had implemented. The meeting at Gerrie will be no different as they too **demonstrate IT projects completed and underway to increase their ability to compete and win.** **Richard will also share their approach to 5-S in IT** which they presented at the Kitchener Conference. If you press Richard he may share with you how they incredibly wend 100% paperless in their Accounts Payable division.

throughout the US and Canada. The team is made up of mfrs from very different companies who have one focus in mind – **to find the right theme that will bring in some of the world's best practitioners so we can all learn from them.** There are no consultants on the program – just practitioner-mfrs who want to exchange those things that have worked and those that haven't. **That's a win!**

It is all about coping with the current-day realities. So it is safe to say that the vast amount of energy pouring into these conferences is coming from people who are typically run off their feet trying to **ensure their own companies make the right decisions to survive in the global economy where your competitor is always only one mouse click away from them - on their customer's desktop.**

**But – just what is the right focus for '06/'07?**

The intensity of concern distilled over the past two years indicated that there **was just no one issue.** There were a **collection of 'Revolutions'** making a mfrs life challenging & sometimes miserable. **Today, the ability to determine what the environment will be like at a point in the future - to a large extent determines the ultimate success of the organization.** Trying to look ahead and make sense of the environment is a daunting task.

But we do it. We have to.

**Their work led them to one very disturbing but powerful website run by CSIS, the Centre for Strategic and International Studies, at [www.7revs.org](http://www.7revs.org)** – a site that nations refer to when developing their own responses to trends. It was appropriate that CSIS **Vice President – Eric Peterson – the William A Schreyer Chair on Global Analysis** - be the kick-off speaker in Dallas.

Through a highly iterative approach – **including input from the CME's 20/20 initiative** – discussions around the real issues faced by real manufacturers to compete & win in global markets continued. **They then identified six**

## "Leveraging learning for customer success"

## Making World Class Make Sense

**revolutions** companies were dealing with and these **six became the corner pieces for this Lean Conference.**

To be clear, the project became the work of hundreds of practitioners and volunteers. And while the specification of what were felt to be the 6 key Revolutions was not scientific, it would appear quite accurate as measured by the record-setting numbers of sign-ups for this conference.

### Harvesting the Value

The best way to take value from the organizers' work – and indeed from this conference – is to think long and deeply about the issues facing each company and relate them to each of the 6 Revolutions - and then plunder the content from those that relate to your operations.

As each of the 6 Revolution descriptions are reviewed, keep in mind that there are 10 companies in each who represent some of the best minds and companies in North America. And what is exciting about this is their willingness to share and exchange their thinking and approaches with you and your team.

For this reason, there is high value in bringing a team to hear these practical experiences and Best Practices. People at different levels hear vastly different things – and this depth and dimension is essential if there is a desire to replicate (with adaptation) a Best Practice into one's own culture and organization. It seems that many companies already know this – **For example, 35 companies sending people to the Kitchener Conference sent more than 5 people with the largest contributor being RIM who sent 44 people to mine the value.**

### Here are the Six Revolutions to Contend With

1. **Globalization** – This is the perspective-changing Revolution that awakens the custodians of our quality of life to the reality of the all-pervasive global marketplace and of the strategic need to serve it. Globalization, for many, has become real as they appreciate that their competitors are **only one mouse-click away from them on their customers' computer.** This realization of the intensity of global competitiveness makes vivid the reality that suppliers can no longer give a customer even one bad day. Such realities cause our workforces to **Think Globally, but Act Locally.**
2. **Collaboration** – Time is the currency of the 21st Century. **Quick access to knowledge held by others has high competitive value.** The power of human collaboration has roots in the reality that "no one is as smart as all of us" – and in the global world – to tap such resources requires an understanding that a culture of trust and respect must be its starting point. Continually increasing competitiveness demands both internal collaboration among all employees, as well as external collaboration with all elements of the extended enterprise in order to accelerate designs and throughput to customers. The laser alignment of all internal and extended collaboration drives waste from our enterprises to put

us in the fighting trim needed to win in the global marketplace. **The Consortium philosophy is certainly one element in this and it is growing in the US.**

3. **Innovation** – This Revolution is a prime key to **achieving the huge multipliers of both the quantities and the velocity of throughput** – to global customers. Such multipliers, and such velocity, enables our ability to achieve global competitiveness with low wage countries. Formidable are the competitors who develop the culture of innovation that inspires the openness, involvement, achievement, and deployment of streams of continuously improving new products and services. Success demands finding the means of harvesting and deploying every single idea from a vision-driven, collaborative workforce. **The power of consortiums brings the opportunity to safely test, strengthen, and tune the innovation needed to enhance and sustain one's competitiveness.**
4. **Humanation** – This is perhaps the most potent Revolution of them all as it is people who make processes and technology productive. **Winning paradigms cannot be sustainable without the growth of a culture with a clear focus that unites and aligns people in an environment of trust, and respect. It makes accuracy and sustainment possible in an infrastructure where it is people that make processes and technology productive.**
5. **Information** – This powerful enabling Revolution is the winning catalytic force that enables the velocity of communication and throughput to drive competitive leadership. It is fundamental that you cannot move parts and products through your plant faster than the information that precedes them. Information makes highly accelerated throughput possible – but on the other hand **information is muda if not used** – while its value is geometrically proportional to its velocity (Kenneth E. Hunter).
6. **Perpetuation** – The number one issue for manufacturers around the world is sustainability – and that requires not only respect for people but also respect for the environment. This Revolution is based on a 'no compromise on standardization' thinking in order to generate sustainable and continuously improving processes, products, and quality. And once in place, the full power of Continuous Improvement can be harnessed to provide customers with the value needed to sustain your relationship. Perpetuation includes Life-Cycle thinking, and the pursuit of perfection in a predictable environment that changes only by design.

**For full data on this – the largest Lean conference ever – check out [www.ameconference.org](http://www.ameconference.org) If you want quantities of the printed full 34 page program, simply give Nicole the numbers and she will get them out to you. If you want a PDF version for mailing, go to the website**