

**Volume 11, Issue 32** □ **August 09, 2004**

*Important Dates to add to your calendar...*

□ **Aug 12: HPM GMT Meeting at Orenda.** This is HPM's 'Exec' committee that sifts the issues and prepares the agenda for the Board meetings. Any Board Member can pick a position & attend as a 'shadow.' **Chairs include:** Leverage, Learning, Opportunities & Alliances, Vision, & Finance.

□ **Aug 25<sup>th</sup> : HPM Board Meeting – Location: Eaton Electric – Milton Ontario facility.**

□ **Aug 24<sup>th</sup>:" Deploying Your Lean Strategy As Part of the Real Work Every Day"** – a workshop on how to translate Lean Strategy into Corporate Reality with Phil Kirby, Author of "Thoughtware" Location: CTS Canada, Streetsville, ON. **Special: Included is a tour of the top-rated Plant Tour at last year's MeasureUP Lean Conference in TO.** To Register: [www.ame.org](http://www.ame.org)

□ **Sep 8<sup>th</sup>, AME/HPM 8:00 to 5:00pm "Breaking the Safety Barrier: Implementing Culture Change"** Dr. Steven Simon. A 1-Day intense culture change workshop. Location: Hilton Toronto Airport, Mississauga, Canada, (905) 677-9900, 1-800-567-9999. Cost: \$495CDN (AME/HPM members); \$595CDN (non-members) **Call AME: 905-681-3960.**

□ **Sep 23<sup>rd</sup>: HPM Practitioner-to-Practitioner Forum** will focus on "**Value Stream Mapping in Non-Mfg/ Administrative processes.**" We are searching for folks with a **Best Practice to share** with others – a Consortium win-win! Call HPM Office.

□ **Sep 30/Oct 1: "Practice of Leadership & Coaching" begins.** The following dates must be committed to: Nov. 4&5, Dec. 9&10, and Jan 20<sup>th</sup>, 2005. **Registration is open now.** Some fifteen folks are looking to begin this essential training this fall. As before – since this is led by an international provider & used by GE US and others, **the sessions must be filled in advance or they will be cancelled.** Please reserve your seats early – **names can be provided up to 30 days in advance.**

□ **Oct 18-22: 2004 AME "20<sup>th</sup> Anniversary" International Lean Conference in Cincinnati.** "**Focus on Global Enterprise Excellence**" This will be held concurrently with the [Advanced Mfg & Productivity Exposition](http://www.ame.org). Free to attendees. Check: [www.ame.org](http://www.ame.org)

□ **Jun 6-10 (2005): "Implementing & Sustaining Lean Thinking Across the Enterprise"** An AME major 'Practical Education Conference' in Edmonton Canada. It will be of special interest to innovative Lean leaders & companies **who want to use this 5-Day conference to inspire their enterprise to produce spectacular results**

**over the next 11 months... and reward them with the opportunity of being on the program!!** Such companies are being sought as part of the 32 Best Practices program to be presented by companies such as yours with high value achievement share. Call for presentations will be issued in August... this is a heads up. **This 5-day conference is for 'doers'.**

□ **Nov 3, 2004: 8:00 - 4:30 HPM Share Showcase '04.** Location: G.E. Meadowvale Theatre. Each HPM'er will make a presentation to all on their 'Best Practice' – *plus display a tabletop showing.*

**An AME Leadership Event – NEW 1-Day Workshop**

## **"Breaking the Safety Barrier: Implementing Culture Change"**

*... and now for something just a bit different. And why not? Can we get to where we need to go by doing those things we've always done?*

Here is an unusual program – but our Board Chair, Bill Malus, has seen the results it generated in his operation.

Dr. Steven Simon, President, Culture Change Consultants, has been delivering this workshop at GE sites internationally and will conduct a one-day workshop **which will provide attendees with the knowledge, and tools that can be used to improve the safety culture in their organizations.** Using case studies of successful step-by-step culture change processes at General Motors, General Electric, and other major firms, attendees will learn:

- **How implementing culture change transforms the way safety is practiced, and how that results in lower accident and illness rates**
- **Tools and techniques to initiate or enhance culture change for safety at their own site**
- **Why implementing safety culture change provides the anchor for advancing other business initiatives**

Culture change is a distinct model for the continuous improvement of safety performance. While behavior modification is an individual-based training method achieved through behavioral observation, analysis, and feedback – **culture change is a system-wide change effort.** Simon

**Here's a message from our Bill Malus who has had first-hand exposure to the "Culture Change" workshop being delivered Sept. 8<sup>th</sup>.**

In Bill's words:

**"At our 70 locations, GE employees are responsible for servicing gas and steam turbines, generators, transformers, motors and switchgear. Safety hazards are very high in this environment. We have used the safety CULTURE CHANGE to transform the way we view and respond to safety matters over the past four years. Right now, 80% of our sites use the CULTURE CHANGE process. By the end of next year, we will have implemented CULTURE CHANGE at all 70 plants."**

Bill expressed his views to the AME leaders and recommended it without hesitation... **"Because I have seen the results this initiative has had on the business I lead."**



believes that behavior modification without a participatory culture change cannot endure. *This may be the root cause for the implementation of behavior-based programs being difficult or impossible in organizations.*

## WHAT ARE THE RESULTS?

### *Quite astounding actually!*

- Injury rates have dropped by 100 to 200%.
- Employee morale is dramatically improved.
- Trust between shop floor employees/union members and managers has never been higher

Steven Simon is an organizational change consultant with 20 years experience guiding companies through successful culture change to improve safety performance. He has co-authored numerous professional publications on the subject of establishing safety culture, including the four-volume Grassroots Safety Leadership™. To get a flavor of his approach, see printer-ready reprints of his recent articles on the [www.CultureChange.com](http://www.CultureChange.com) website under the publications tab.

The safety culture of any organization is the foundation – and anchor – that sets the stage for an organization to advance efforts in key business initiatives such as Quality, Lean, Customer Satisfaction, Productivity, etc. A vibrant safety culture establishes trust within the organization across all levels and especially between management and workers (be it a union or non-union environment). **Safety is the one initiative that every human being personally relates to** and is the best place to start in terms of establishing trust and building a positive organizational culture. A strong and vibrant safety culture is the breakthrough that most organizations need before they can even begin to think of driving world class performance around Quality, Lean, Customer Satisfaction, Productivity, etc.

*This workshop will be highly interactive and will require the direct participation by attendees.* For this reason, attendance is limited to a first-come basis.

## Who Should Attend

The attendance of "teams" is highly recommended. A most effective composition will include a safety manager, a line manager, and two hourly employees in order to enhance the interactive learning experience and application of what everyone has learned when they return.

Individual participation, on behalf of your business, is equally encouraged since this session will provide key insights into how one can anchor the safety culture within an organization and **make it the platform** for driving World Class performance across other key initiatives.

**Time & Date: Wednesday, Sept. 8<sup>th</sup> 8-5pm**

**"Don't ask yourself what the world needs ask yourself what makes you come alive, and then go do it. Because what the world needs, is people who have come alive."**

--Harold Thurman Whitman, Philosopher and Theologian

**Location:** Hilton Toronto Airport, Mississauga – Maps provided upon registration. AME has set aside a number of rooms at \$135CDN per night, so be sure to **ask for the AME Rate** when registering. Telephone (905) 677-9900 or 1-800-567-9999. Time: 8:00 am - 5:00 pm

**Registration:** Register on-line at [www.ame.org](http://www.ame.org)

AME & HPM Members CDN\$495 +PST

Non-AME/HPM Members CDN\$595 + PST

Lunch, refreshments, learning materials, and parking are provided.

## Lean Opportunities 2005

### **June 6-10: A Brand New 2005 Lean Practitioner-to-practitioner Conference.**

This **NEW** conference is for busy manufacturers **who don't have time for conferences**. In other words, every presentation will be made by their peers who have a valuable example of what worked – or didn't – from whom they can learn and save time, money, and resources in the longer run.

The theme of this conference in Edmonton is clearly focused on how to properly **implement** Lean ... AND how others **sustain** their Lean investments.

The website will be up mid-August with an invitation to those who'd like to participate to sign up.

**Opportunity #1:** Remember the neat Calendars used to promote the AME Lean conferences? A new Calendar is being assembled now with each month displaying one of the 7 key wastes in BOTH OFFICE and PLANT! **Plus a month for each of the "5-S's"**. Here is the opportunity:

- **The conference needs sponsors for each month to obtain the dollars needed to offset travel and organizing costs by volunteers**
- **If your firm is interested in sponsoring – and having your company visibly aligned with a Calendar carrying a very real message... call Jim Nother at 519-663-9440 X226.**
- **The investment is \$1,500 per month, for a 14-month exposure (beginning this November) when the Calendar is distributed at the AME Cincinnati Conference**

**Opportunity 2:** Think about using this conference as a reward for the successful completion of outstanding projects – Guaranteed your folks will return Pumped!