



AMETORONTO 2013 BREAKTHROUGH TO YOUR LEADING EDGE

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OCTOBER 21-25, 2013



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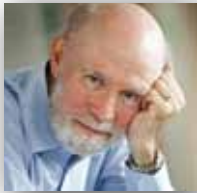


4 Gemba Leaders

LET'S GET REAL...

I mean that's what the Gemba is all about, right? **Getting real.**

And that's exactly what AME **TORONTO** 2013 is doing. For the first time ever at an AME conference, four of the world's leading lean thought leaders **Jim Womack**, **Dan Jones**, **John Shook** and **Mike Rother** will each share real value stream experiences and present these lessons on stage. Take advantage of this value-added-learning opportunity to accumulate breakthrough knowledge. Get real. Come and learn how to accelerate your journey toward your leading edge.



Jim Womack

"The life of lean is experiments. All authority for any sensei flows from experiments on the Gemba (the place where work takes place), not from dogmatic interpretations of sacred texts or the few degrees of separation from the founders of the movement."



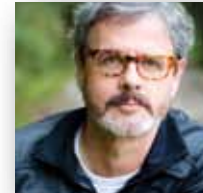
Dan Jones

"Silos are a symptom of a deeper problem in most organizations. Getting rid of them is not the answer. The question is how to manage the vertical and the horizontal dimensions of an organization at the same time."



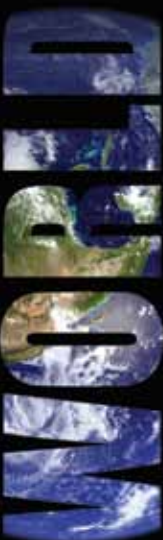
John Shook

"Go see, ask why, show respect is the way we turn the philosophy of scientific empiricism into actual behavior. We go observe what is really happening (at the Gemba where the work takes place) while showing respect to the people involved."



Mike Rother

"To change an organization's culture you have to change the mind-set of its members (yourself included). How do you do that? You deliberately practice a new behavior pattern (a kata) and over time that changes people's thinking and affects the culture."



HORIZONTAL THINKING IN A VERTICALLY-MANAGED WORLD

Excerpts from Jim Womack's Book *Gemba Walks*

A lean organization understands customer value and focuses its key processes to continuously increase it. The ultimate goal is to provide perfect value to the customer through a perfect value creation process that has zero waste.

To accomplish this, lean thinking changes the focus of management from optimizing separate technologies, assets and vertical departments to optimizing the flow of products and services through entire value streams that flow horizontally across technologies, assets and departments to customers.

Eliminating waste along entire value streams, instead of at isolated points, creates processes that need less human effort, less space, less capital and less time to make products and services at far less costs and with many fewer defects, compared with traditional business systems.

Companies are able to respond to changing customer desires with high variety, high quality, low cost and with very fast throughput times. Also, information management becomes much simpler and more accurate.

5 Keynote Speakers

AME Toronto 2013 will feature 5 keynote speakers. Here are three of the confirmed speakers to date.



Gerry Price

E.H. Price Limited is the undisputed HVAC equipment leader in North America. Gerry became president and chief executive officer of E.H. Price in 1986 and brought his enthusiasm for customer service with him. Working with key members of the E.H. Price team, he soon developed a business model with three fundamental objectives:

- 1) Rapid, reliable, drum-beat delivery that your customers can count on.
- 2) Relentless product development and product line expansion that allows you to offer more to your customers.
- 3) Making it easy for customers to do business with you.

It's all about treating customers as if they were part of your family. Gerry will tell you how they do this at E.H. Price and explain how they broke through the business barriers that hold people back.



Jason Ryan Dorsey

Perhaps you've heard about the generational disconnects that can impact your business and would like to know more. Jason Ryan Dorsey teaches organizations how to bridge generational disconnects, increase innovation across generations and drive sales based on cross-generational best practices.

Recognized as The Gen Y Guy®, Jason is an acclaimed keynote speaker, bestselling author and award-winning entrepreneur. His trademark speaking style has taken him to all 50 states and as far away as Egypt, Finland, Spain and India. Fortune 500 clients repeatedly hire Jason because his message is engaging, actionable and bottom-line focused.



John Shook

John is Chairman and CEO of Lean Enterprise Institute (LEI). John will be participating as a Gemba leader and as one of our 5 keynote speakers. He is recognized around the world as one of the truly great lean sensei, John learned about lean management while working for Toyota for nearly 11 years in the U.S. and Japan. During that time, he helped transform complex production, engineering, management and operations systems.

Shook is author or co-author of many books, including *Learning to See*, where he and Mike Rother introduced the world to value-stream mapping; *Kaizen Express*, a manual of the essential concepts and tools of the Toyota Production System; and *Managing to Learn*, where he describes the A3 management process at the heart of lean.

To succeed, companies need to apply lean principles, as well as the basis for the critical lean practice of... go see, ask why, show respect!

Modern Versus Lean Leadership

Modern managers seek authority to take action by referring to the organization chart. Lean managers seek responsibility to address important issues by leading as if they have no authority.

Here are a few lean observations to help you on your journey:

- companies need fewer heroes and more farmers (who work daily to improve the processes and systems needed to produce long-term improvement).

- "good" people who work in "bad" processes become as "bad" as the processes themselves.
- the real practice of showing respect comes down to helping workers frame and solve their own problems.
- the short-term gains from lean tools can be translated to enduring change through lean management.
- the lean manager has a "restless desire to continually rethink the organization's problems, probe their root causes and lead experiments to test the best countermeasures."

54 Practitioner-to-Practitioner Presentations

Here is a sampling of the practitioners that will be sharing in Toronto.

Autoliv Americas



The Autoliv Culture of Continuous Improvement
Sharpen your focus daily, monthly, yearly

Autoliv Americas has been on a continuous improvement journey for 17 years. During that time, it has learned a lot about improving the production of automotive safety products. And it has been quite successful. Originally taught by Toyota, Autoliv has harnessed its team's creativity. It employs daily training within the visual worksite, weekly training in focused workshops and monthly training using standard modules. During this presentation, you will learn how Autoliv Americas engages its workforce at all levels—in four countries and across two continents.

Climax Portable Machining & Welding Systems



Level Loading: A Factory Approach
Product mix variation can flow with PSO!

Globalization has made high-volume manufacturing a thing of the past. Today, customers expect customized products in low quantities with ever decreasing lead time. You need to adapt to this new reality to be

a successful business. That's why Climax developed PSO. Using a kanban pull system as the backbone, this method blends a pull system with a push system. Climax uses PSO to achieve lead time reduction, higher overall equipment utilization, improved management of staffing and outsourcing, and increased throughput. Kanban and PSO are the answer to getting extraordinary results. Climax Portable Machining and Welding Systems is a global engineering services and machine tool manufacturer. It specializes in the invention, design and development of portable tools used for on-site machining, welding and cladding.

Genie Industries



Break Through Using a Daily Management System
Use basic tools to achieve breakthrough results

Genie Industries has been on its lean journey for 14 years, but during most of this time it struggled to sustain its improvements and adopted standards. It found itself continually reinventing the wheel. However, a real breakthrough came when they implemented lean tools by using a standard daily management system with layered auditing and tiered communication. Suddenly, they found themselves sustaining, improving, problem-solving and communicating at a whole new level. Tying all the basic elements together in a daily management system made all the

difference. Genie Industries is now part of the Terex Corporation. Genie was founded in 1966 when Bud Bushnell bought the manufacturing rights to a material lift. With growing demand for work lifts and platforms, Genie expanded operations and established itself in new markets.

Virginia Mason Medical Center



Relentless Pursuit of Zero Defects in Health Care
Making dramatic improvements in an operating room

Founded in 1920, Virginia Mason Medical Center is a private, non-profit academic medical center offering a comprehensive regional health care system in the greater Seattle area. Safety has to be a top priority when you're in a hospital. That's why medical staff needs to use the right surgical instruments and make sure they are clean and function at the highest levels. It's also why Virginia Mason Medical Center uses the principles of the Virginia Mason Production System. These principles were adapted from the Toyota Production System and relentlessly pursue zero defects in instrument reprocessing. As a result, the sterile processing team at Virginia Mason has reduced the instrument defect rate by over 70%. This presentation will explain how Virginia Mason applies the kind of processes that can benefit any business.

40 Workshops



There will be no shortage of engaging breakthrough workshop presentations in Toronto.

Learn from proven solutions that show how innovative, lean practical thinking can help transform complex processing challenges. Each AME workshop leader is selected based on his/her industry-endorsed reputation. Enjoy the learning.

12 Special Interest Sessions

Enjoy! An even dozen **exceptional/innovative breakthrough SI Sessions** in Toronto, sessions like:

- **Breakthrough** best practice exchange for consortias.
- **Breakthrough** engaged leadership for lean cultural transformations.
- **Breakthrough** sustainability driving triple bottom line performance.
- **Breakthrough** continuous improvement in healthcare exchange and the ever popular Idea Exchange Café.

80 Learning Resource Center Exhibitors



AME is a catalyst for building new learning relationships. At our Learning Resource Center you'll appreciate unhurried discussions with vendors, selected

by the conference team as those who bring practical lean knowledge-based product and service solutions to share with you.

40 Best Practice Gemba Walk Tours

From its inception, AME has been unlocking the doors of the best factories around North America. All our 2013 plant tours will be conducted as Gemba walks that showcase our hosts' best practices along their value stream. **Accelerate your journey. Walk with us and learn how to break through to your leading edge.**

Here are a few examples of the 40 walks you will be able to take.

CGL Manufacturing



Quality is Everyone's Responsibility
The power of the Asa-ichi morning meeting

Solving problems

is a big part of running a business. And that's where this tour will prove particularly useful. That's because CGL Manufacturing has made problem solving a priority for its employees. On this tour you will see the CGL Asa-ichi morning meeting area where all departments give daily reports on their issues. You will see how these meetings employ visual display boards and weak point tracking systems to complement the Asa-ichi process to drive improvement. CGL Manufacturing supplies machined castings and components, fabrications and assemblies for global OEM customers.

Denso



Lean Workplace Culture
Integrating lean into the way you manage

Whether you're just starting your

lean journey or looking for kaizen opportunities, you'll see practical applications like 1) kanban system, 2) heijunka posts, 3) kaizen system and 4) associate training and communication systems. Denso manufactures heating ventilation and air conditioning units, radiators, condensers, engine fans and cooling modules.

Eaton



Eaton Electrical
A successful low voltage distribution assembly plant

Eaton has more than 100 years of

experience running a business. And on this tour, Eaton will show you the practical application of all this experience. You will see 1) excellent business processes, 2) practical lean sigma practices, 3) metrics that illustrate how upstream process improvements result in downstream benefits, 4) the human factors involved in making and sustaining improvements and 5) the support systems needed for process control and continuous improvement.

Etratech Inc.



Continuous Flow and Value Creation in Electronics Manufacturing
Enhancing customer value

Etratech Inc. develops and produces advanced electronic controls for leading OEMs around the world. See the business practices Etratech uses to stay at the forefront of its field like 1) continuous flow manufacturing processes of key products, 2) the operation of state-of-the-art automated in-line equipment and 3) a manufacturing process of electronic controls and supply chain efficiencies.

Greater Toronto Airport Authority



The Lean, Green Training Machine
A customized and certified centre for employee training

The academic learning facility at the Fire

and Emergency Services Training Institute (ESTI) is one that symbolizes quality. See 1) facilities that were awarded the Leadership in Energy and Environment Design Silver Rating, 2) a solar wall that provides "free" solar heat, 3) water saving initiatives, 4) classrooms located below a green roof system that improves temperature and 5) a Termodec in-slab air distribution system that reduces peak energy use.

Toronto AME Companion Program



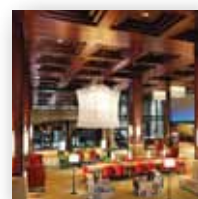
Toronto is the fifth largest city in North America, with a population of nearly three million people – and interestingly is ranked #2 in top

10 smart cities on the planet. The 2013 Toronto Companion Program will provide some memorable experiences. Monday's a visit to Vaughan Mills Shopping Center, where world-leading fashion and lifestyle



Niagara-on-the-Lake. Wednesday, we learn the Art of Tai Chi from the Fung Loy Kot Institution of Taoism. Thursday, where we roll up our sleeves, put on an apron and enjoy a fulfilling visit to the Elliot House – Culinary Arts School of Ontario.

brands await you. Tuesday, we depart to the Niagara Falls Region, view the falls and then lunch at the famous historic Prince of Wales Hotel, at



Sheraton Centre Toronto Hotel,
a CAA/AAA

Four Diamond hotel, is near all of Toronto's attractions and is connected to the financial and entertainment districts by way of the PATH, a 16-mile underground network of shops and services.



IN A VERTICALLY-MANAGED WORLD
ametoronto.org

THINK AND ACT HORIZONTALLY


AMETORONTO 2013
BREAKTHROUGH
TO YOUR LEADING EDGE

"All value flows horizontally across organizations to customers via lengthy processes. The world however is organized vertically into authoritarian areas, departments and companies, making process/system excellence virtually impossible."

Jim Womack

AME **TORONTO** 2013 will create the context for a continued conversation about the horizontal.

Make sure you are part of the conversation. Register today at www.ametoronto.org

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