



BOOTSTRAP

Published for Members of the Lennox Leadership Development Organization

UPCOMING EVENTS

December 8

**Salvation Army
Bell-Ringing**
Hy-Vee

10:00 a.m. – 4:00 p.m.

Sponsored by the
Community Services
Committee. Contact
Vicki Miller (x4216) for
more information.

December 11

Blood Drive

Large Auditorium

10:00 a.m. – 4:00 p.m.

Sponsored by the
Community Services
Committee. Contact
Scott Kilborn (x4050) for
more information.

December 13

Monthly Meeting

Large Auditorium

11:30 a.m. – 1:00 p.m.

Sponsored by the
Programs Committee.
Contact Michelle Burgess
(x4251) for more
information.

December 15

**Preparing Food Boxes
for the Salvation Army**

Salvation Army
107 W. State St.

9:00 a.m. – Noon

Sponsored by the
Community Services
Committee. Contact
Steve Bolar (x4523) for
more information.

January 5

**American Enterprise
Speech Contest**

Large Auditorium

Sponsored by the
Community Services
Committee. Contact
Vicki Miller (x4216) for
more information.

December 2007 Edition

Online at <http://mtnsrv07/lldo> or <http://nma1.us/chapters/lennox>

President's Message

I recently had the pleasure to attend the NMA conference in Portland, Oregon. I enjoyed many of the programs but one of the most exciting was to see NMA introduce the *Leadership Evaluation And Development System* (LEADS). LEADS will soon be offered to our membership through our Professional Development Committee. LEADS is an on-line system that was developed to evaluate leadership competencies and attributes and provide hyperlinks to learning opportunities. This is a development system that each member can use at his or her own pace. After you take the initial assessment and complete the suggested assignments in the areas needing improvement, you can retake the assessment exam to validate your learning. The LEADS program will be offered free to NMA members during the month of December this year. After the free 30-day trial period, there will be a \$50 per member fee to participate. Please watch for details through our Professional Development Committee and take advantage of this great opportunity.

I look forward to seeing you at our December 13th Luncheon Meeting in the Large Auditorium. Jeff Havens is a very exciting speaker that will certainly provide a very entertaining message.

I hope you and your family enjoy the holiday season and I wish you a very merry Christmas.

Bob Buresh

President – Lennox Leadership Development Organization

A Reminder from the Member Relations Committee...

Honorary members are asked to contact Lois Ruth at 754-4388 by 4:00 p.m. on Monday December 10th, 2007 if you are planning to attend the December 13th meeting. Regular Members are asked to respond to the meeting request sent out through company e-mail from Lois Ruth by 4:00 p.m. on Monday December 10th, 2007

We encourage all members to attend the December 13th Lennox LDO meeting. Rumor has it that it will lift our spirits and bring us lots of laughter with Jeff Havens as our guest speaker. You won't want to miss this one!!!

**OFFICERS &
COMMITTEE
CHAIRS**

President:

Bob Buresh
X4026

Vice President:

Shane Jacobson
X4413

Secretary:

Dan Webber
X4326

Treasurer:

Deb Kerr
X4528

Programs:

Michelle Burgess
X4251

Professional
Development:

Lu Ann Wieland
X4424

Community Services:

Scott Kilborn
X4050

Membership:

Lois Ruth
X4388

Awards:

Linda Andrews
X4275

Public Relations:

Crystal Prusha
X4555

Certified Manager:

Bruce Martin
X4576

Directors:

Vicki Miller
X4216

Mike McDermit

X4295

Steve Meyer

X4039

Kevin Siemsen

X4536

Dave Hanson

X4072

-----"IN CASE YOU MISSED IT"-----

November 15th's LLDO program featured George Hood, a man who truly showed an unselfish commitment in helping others while achieving excellence. His message, "Setting Goals and Sticking to Them," was focused on what really matters in today's world. Leaders need to be able to plan, coordinate, and generate enthusiasm within their teams. A leader uses team members' knowledge and experience to develop an atmosphere of trust and understanding. Managers must acknowledge growth opportunity with team members to continually improve. Teams that have a well-diversified group and develop credibility within that cell do well in meeting the task or objective.

George holds a Bachelor of Arts degree in Government and Public Service and a Masters degree in Forensic Science. While his professional life has included positions within the Marine Corp, the U.S. Naval Criminal Investigative Service (NCIS) and the U.S. Drug Enforcement Administration (DEA), it's his charity work that makes him special.



Speaker George Hood with Programs Chair Michelle Burgess, holding Hood's Guinness Works Record Certificate.

While involved with fundraisers for the American Heart Association, Concerns of Police Survivors (COPS) and Kiwanis, George raised over \$75,000 dollars and set a Guinness World Record for skipping rope and riding a stationary bike for 111 hours. Faith, compassion for humanity, and the desire to continually improve himself are the driving forces behind George Hood.

LLDO would like to thank Katie J's and Treat America for catering the meeting's meal.

-Submitted by Dan Webber

"And the Survey Says..."

Evaluation forms are in and here's what you thought of the November Program...

Meal

"Very good meal; like the idea of two selections."
"Salad was great. Chicken fettuccini really good."
"Not calorie conscious."
"Good but lots of pasta."

Topic

"Interesting but nothing to do with our organization."
"What was the message? No business relevance."
"Good presentation of selfless dedication to others."
"Unusual but has good application to all of life."

Speaker



"Not cohesive. Disjointed. Comments all over the board."
"Well done. Professional and inspiring."
"Interesting story; interesting person; not much of a message; jumped all over."
"I think people who talk in the third-person are a little weird."
"Very energetic! Very passionate!"

COMPANY NEWS

December 4

**Focused on success:
LII to initiate
performance
management process**

On infoSource and in recent employee meetings, LII CEO Todd Bluedorn has discussed how the focus of LII should be “down and out” – down to our employees and out to our customers. To enhance the focus on employees, a common performance management process for all salaried employees across LII will be effective for the 2008 performance cycle. Employees will receive more information in the coming weeks.

“A single, consistent performance management system for all of our business units will help ensure individual performance is aligned with our broader company objectives,” Bluedorn said. “To achieve our business goals in 2008 and beyond, we need the maximum contribution of all our employees.”

The new performance management process is built on similar processes currently in place, but has been enhanced in an effort to make it more meaningful and effective. Employees will set stretch objectives aligned with current LII business goals and receive ongoing, balanced feedback. Timely and quality feedback is crucial to ensuring employees have the opportunity to further develop and expand their contributions to the organization.

Professional Development Committee News

Professional Organizations:

Committee members solicited LLDO membership for information regarding professional organizations to which they belong or may have an interest in joining. Some of the organizations to which members belong include: ASQC, SME, IIE, APICS, SHRM and ASTD. Members stated they have received networking, education, and technical information through their memberships. Many have also received certifications, which have helped them advance in their careers. Members were most interested in gaining additional information about SME, ASQ and APICS. The LLDO Professional Development Committee applauds those members who have grown through these resources and we will provide additional information in the coming months on several of these organizations.

Upcoming Book Review:

Parke Adamson and members of the Leadership Team will facilitate a book review on *Creating a Lean Culture: Tools to Sustain Lean Conversions* by David Mann. The noon book reviews, to be held in the Auditorium, will begin December 10. This will be a great opportunity for us all to work together for common understanding as we work together on common goals.

LEADS Program:

At last month's meeting, Bob Buresh told us about the Leadership Evaluation and Development System (LEADS) available through NMA. This program, developed by Boeing, Dale Carnegie, and the National Management Association, is an online tool that allows individuals to determine leadership strengths and identify opportunities for improvement.

First, members must sign on to the www.nma1.org and click on the LEADS link to obtain their logon information. A user name and password will be emailed to the user. Members can then access the two-phase program and complete each phase at their own time and pace. During the first phase, you will need to access the LEADS website (<http://tnma.ags.com/login.cfm>) and click on the ASSESSMENT link to sign on with your username and password. The program will automatically bring up 120 multiple-choice questions to test your understanding of key concepts and solutions of leadership competencies and attributes. The ASSESSMENT has a two-hour time limit, so please make sure you set aside sufficient time to complete the questionnaire. Once you complete the questionnaire, LEADS will automatically provide a feedback report which scores your understanding of the leadership competencies and leadership attributes. It will also recommend reading-training and work assignments based upon your responses and suggest completion times for the recommendations. Make sure you save this feedback report on your desktop for future reference and use. During the second phase of LEADS, you will be expected to follow up on these recommendations by completing the suggested assignments. Your feedback report will include hyperlinks to reading reference and training sources (where available) to streamline this process.

If you do not have access to the Internet, the Computer Training room will be available, for your convenience. Additional information will be distributed through the Professional Development Committee.

**Get to Know
Your...Secretary**

Dan Webber



How long have you been a Lennox employee?

I was hired in November 1994. I've been fortunate to have worked in Cooling Fab, Cooling Assy, Heating Fab, Heating Assy and Materials departments.

What has been your favorite LLDO activity?

It would have to be the “Challenge Course” at the College. It was a team building exercise Bob Buresh put together for the committee chairs. It was an impressive display of trust and communication, with a little courage added in. Everyone was able to let their hair down and have some fun.

What offices and/or chairs have you previously held?

2006/2007 Programs Chair by default. David Hanson approached me for a little help. It ended up being a great experience because of the group that was put together. 2007/2008 Secretary

If you could choose anyone to speak at a monthly meeting (dead or alive), who would you choose and why?

John F. Kennedy. The United States at that time was going through a crisis, much as we are today. His speech “Ask not what your Country can do for you, but what you can do for your Country” hits close to home.

If someone was making a movie about your life which actor would you choose to portray you?

My kids say George Clooney because of the roles he's played. He can be serious and or funny depending on the situation. I would have guessed Clint Eastwood.

MORE ON...

Sew Much Comfort

Sew Much Comfort provides adaptive clothing free of charge to support the unique needs of our injured service members from all branches of the military and National Guard. The need for adaptive clothing continues to grow as American military members are injured serving their country. Each week, many wounded military members arrive in the States from Germany for extensive medical treatment for bullet and shrapnel wounds, burns, head and limb injuries and amputations, while tens of thousands are still in the recovery process. These medical conditions require large fixator, prosthetics and casts that are too bulky to fit under ordinary clothing or underwear. Sew Much Comfort is the *only* organization providing adaptive clothing in large volumes to attempt to meet those special needs.

-www.sewmuchcomfort.org

Community Service News

"Sew Much Comfort" Boxer Short Drive to Benefit Injured Soldiers

The Community Services Committee of LLDO, in conjunction with the Gilman 4-H Club, will be collecting donations of boxer shorts for the non-profit organization, "Sew Much Comfort." The boxer shorts will be modified to fit soldiers that, because of injury or amputation, cannot comfortably wear normal boxer shorts.

Collection boxes are located outside the company store, Aire-Flo Inn, and Aire-Flo Express. For more information on "Sew Much Comfort," visit their website at www.sewmuchcomfort.org.



It's that time of the year again...



Bell-ringing for the Salvation Army at **Hy-Vee** (inside where it's nice & warm), is sponsored by Community Services Committee of LLDO and will be held **December 8**. Contact Vicki Miller at x4216 for available time slots. Hope to see you there!

Food Drive Going on Right Now!

Sponsored by the Community Services Committee

There are currently boxes stationed outside the company store, Aire-Flo Inn, and the Aire-Flo Express to receive donations for a food drive to benefit the Salvation Army. Please Donate Today!

Blood Drive

The Community Services Committee of the Lennox LDO is sponsoring another blood drive on **Tuesday, December 11th** with the Blood Center of Iowa. It will once again be held in the **large auditorium**. Sign up sheets are located in HR, the nurse's office, and online. The online signup is located at <\\mntsrv02\info\LMC\Blood Drive Dec 07.xls>

We also need volunteers to help set up at 9:15 and tear down at 4:15, and to serve cookies and juice during the day. There are signups for these also at the above link.

Volunteers Needed!

We are looking for volunteers to pack food boxes on **Saturday, December 15** from 9:00am until around Noon at the **Salvation Army**, 107 W. State St. Salvation Army personnel will help form "assembly lines" to pack the food into boxes according to family size.

American Enterprise Speech Contest to be Held January 5

LLDO is currently planning the American Enterprise Speech contest on Saturday, January 5th, 2008. The contest is open to all students in grades 9-12.

Each speech needs to be a minimum of 4 minutes and a maximum of 6 minutes. First place prize is \$500 and a trip with chaperone to the next level in Alexandria, VA, May 3rd, 2008. Second place is \$100 and third place is \$50.

The entry form and risk form both need to be **postmarked by December 15th** or turned in to Vicki Miller by December 19th to be considered for the contest. If you have questions or need a copy of the forms, please contact Vicki at 754-4216.

JUST FOR FUN

Holiday Trivia Q&A

Answers at Bottom of Page

- 1) In *Frosty the Snowman*, who brought Frosty back to life?
- 2) Who lost \$8,000 in *It's a Wonderful Life*?
- 3) Name the three reindeer whose names begin with a "D."
- 4) What is the name of the little girl in most versions of *The Nutcracker*?
- 5) What did the Grinch use as a substitute for reindeer?
- 6) What is Charlie Brown's complaint about Christmas?
- 7) What holiday film annually appears on television over 300 times?
- 8) How does Scrooge improve Cratchit's life the day after Christmas?
- 9) After red and green, what are the two most popular Christmas colors?
- 10) What is the most popular tree topper?
- 11) What country started the tradition of exchanging gifts?
- 12) What does Alvin want for Christmas?
- 13) Who kept time with the Little Drummer Boy?
- 14) What carol demands figgy pudding?

Answers

- 1) Santa Claus
- 2) Uncle Billy
- 3) Dasher, Donner, Dancer
- 4) Clara
- 5) His dog
- 6) It is too commercialized
- 7) *It's a Wonderful Life*
- 8) He gives him a raise
- 9) Silver and gold
- 10) Angel
- 11) Italy (Romans)
- 12) Hula-hoop
- 13) The ox and the lamb
- 14) "We Wish You a Merry Christmas"

Creating a Lean Culture Book Discussions to Begin December 10

Beginning the second week in December, the Lennox Leadership Development Org. (LLDO) will be hosting a book review, open to all salaried staff whether or not they are current members of the LLDO. The book, *Creating a Lean Culture*, provides insight into the cultural shifts necessary to make change really 'stick'. It's a provocative topic, and the timing of the book review and the subject matter are not a coincidence. Because I believe that diversity of experience and opinion improve our decision-making, I'm asking everyone to consider participating. To make it more enticing, books will be provided free of charge to all who sign up, and Lennox will provide lunch for each session. Members of the leadership team will facilitate each meeting, beginning with me. The goals of the review are many, but they boil down to common understanding, common purpose and shared responsibility.

What's in this for you? Along with free lunches and a good book, it's a chance to be exposed to new ideas and learn new skills. It's also a chance to interact with me and the leadership on a topic of great importance to all of us, to understand our reasoning (such as it is), and to interject your own ideas into the future plans for this factory. What we do matters, and 'we' includes everyone. Your opinions and ideas are welcome, but won't be heard if you're not there.

If you have questions or comments, please let me know.

-Parke Adamson

Below is a book review by Gary Vasilash of *Creating a Lean Culture*. It was originally published in the September 1, 2006 issue of "Automotive Design & Production."

David Mann doesn't work for a car company. He doesn't work for an auto supplier. He's not a consultant. Yet he is something of an expert on lean manufacturing. In fact, his book *Creating a Lean Culture: Tools to Sustain Lean Conversations* (Productivity Press; www.productivitypress.com) won a Shingo Award, which is as prestigious as it gets in that realm. David Mann isn't even a manufacturing guy, per se. "I'm trained as a social scientist." Mann earned a Ph.D. in psychology from the University of Michigan. He works as manager of Lean Management and Organizational Development for renowned office equipment manufacturer Steelcase, Inc. (Grand Rapids, MI; www.steelcase.com), which competes in an industry that has undergone wrenching changes similar to those in auto: When the dotcom bubble burst, suddenly there were a whole lot of prospective Leap chair customers looking for work, not furniture. Mann acknowledges of the Steelcase lean undertaking: "We're doing it to do the same things the automotive industry is trying to do, which is to understand what our value streams are and what produces value from the points of view of our customers, and understanding where there's waste in the value stream so that we can remove it so they can flow and allow the customers the full value, and keep working to improve them. It's very much the same thing."

Well, maybe the macro is very much the same thing, but the dedication with which they're working at lean at Steelcase is something that auto companies and suppliers could learn from.

As Mann recalls his introduction to lean, he says that about 10 years ago he'd been involved in change management support for production supervisors who were undertaking a switch from supervising people who were doing batch production to teams performing lean. He went out on the floor, accompanied by Toyota trained sensei, who were involved in developing the processes that were deployed by the workers. "I'd see these well-designed lean processes that were just falling apart." Yes, they'd done the job of preparing the supervisors for taking people from batch to lean, "but we hadn't prepared the leaders for what they needed to do once they got there." And because they didn't know what the next step was, they went back to doing things the way they'd done them in the past.

Continued on next page...

JUST FOR FUN

Humorous Holiday Diet Tips...

If you eat something and no one sees you eat it, it has no calories.

If you drink a diet soda with a candy bar, the calories in the candy bar are cancelled out by the diet soda.

When you eat with someone else, calories don't count if you do not eat more than they do.

Food used for medicinal purposes NEVER count, such as hot chocolate, brandy, toast and Sara Lee Cheesecake.

If you fatten up everyone else around you then you look thinner.

Movie related foods do not have additional calories because they are part of the entertainment package and not part of one's personal fuel. Examples: Milk Duds, buttered popcorn, Junior Mints, Red Hots, Tootsie Rolls.

Cookie pieces contain no calories. The process of breaking causes calorie leakage.

Things licked off knives and spoons have no calories if you are in the process of preparing something.

Foods that have the same color have the same number of calories. Examples are: spinach and pistachio ice cream; mushrooms and mashed potatoes.

Anything consumed while standing has no calories. This due to gravity and the density of the caloric mass.

Mann discovered the vital importance of lean leadership. The sense, he says, repeatedly told them to "focus on the process," and so one of the things they did was to create what they call a "lean management system," one that includes standardized work for supervisors. He admits, "In some ways it's a script--although it trivializes the role of leaders to put it that way--but it is definitely a behavioral recipe so that if you do these things you'll be focusing on the process, and if you follow up appropriately, you'll be regularly identifying where there are opportunities for process improvement because the process will tell you." What's more, it will drive the leaders to get things done. A large part of this is propelled by the fact that the lean processes are in what he describes as a "finely balanced, delicate state," as everything from floor space to inventory to capital equipment to personnel are kept to a minimum. And this balance can go askew. In fact, Mann insists that the processes will go out of balance. Which necessitates a whole new mindset, especially among the leaders--and not just those on the factory floor.

"What makes lean difficult is not that it is so complicated but that it is so different from what we've learned," Mann says. He explains, for example, that so far as managers are concerned, "Your job used to be about meeting the schedule at the end of the day and doing whatever it takes to hit the results and worrying about tomorrow. Now we've put in these finely tuned lean systems and they break all the time because they're designed to break all the time. If you don't help people in leadership positions understand that it is important to embrace those process misses and use them for clues as to what to be working on, all they want to do is make the misses go away or cover them, usually with time or inventory. It's very frustrating for them." It's particularly frustrating, Mann clarifies, because of what they have historically been doing, which, in effect, is fighting fires on a daily basis and then doing what they can to avoid any conflagrations. Yet here is a situation wherein it is better to stress the system so that it goes out of balance--or, in a sense, to start fires--so that improvements can be made.

Mann acknowledges: "Of course you have customers and schedule commitments and of course you have to meet them. But you put in place countermeasures." You prepare yourself to handle the situations. But doing so is in some ways behaviorally harder than doing what you've always done. "It is rare to make this kind of change unless you really have to. It's difficult, wrenching, disruptive." Yet Mann is convinced that this change is essential: "There's a lot of data that says if you look at any industry and there is one company that adopts the lean principles, what happens in the rest of the industry is that the other participants either also adopt lean methods or they don't survive." And in the auto industry, Toyota hasn't simply adopted lean methods, it's helped develop them.

"I think the challenge for American manufacturers--and it just doesn't apply in the plant; we have major work going on in our enterprise processes--is that you've got to have people at the top who have experienced it or who are willing to make the continued leap of faith that says 'If we do these things, we will continue to get better.' All of us know that every year the expectation is that we are going to get better and we have to be better." But there are expectations, and then there are the ways that those expectations can be realized. Those expectations start at the top, so it is necessary for those at the top to become involved in lean.

Mann says that at Steelcase they're walking the plant floors with executives (taking them on "gemba walks"--going to the actual place where things are happening), and that these executives are learning what to look for and what to ask about. "If the executive officers of the company are asking those questions, what they're doing is creating a market for lean. If they're creating the market for people to learn how to be lean thinkers, you can bet they'll learn how faster than if people like me are going around." In other words, management matters, and he suggests that one of the ways that companies like GM and Ford might be able to beat Toyota is for the likes of Rick Wagoner and Bill Ford to take some of these informed walks.

Mann says of lean: "It isn't that it's complicated. It's that it's really, really different. And it requires giving up lots of conventional wisdom, like a process miss is a bad thing." And that in itself is, for some people, really, really difficult.

By Gary S. Vasilash, Editor-In-Chief

Gary S. Vasilash is the founding editor of *Automotive Design & Production* (AD&P) magazine, a publication established in 1997 by Gardner Publications with the cooperation of the Society of Automotive Engineers (SAE).

REMEMBER WHEN?

**Major Events from
December, 1985**

Thursday, 12:

Arrow Air Flight 1285 crashes after takeoff in Gander, Newfoundland killing 256, including 248 members of the United States Army's 101st Airborne Division

Monday, 16:

In New York City, Mafia bosses **Paul Castellano** and **Thomas Bilotti** are shot dead, making hit organizer **John Gotti** the leader of the Gambino family.

Tuesday, 24:

A black bull blocks the Cross Harbour Tunnel in Hong Kong for three hours.

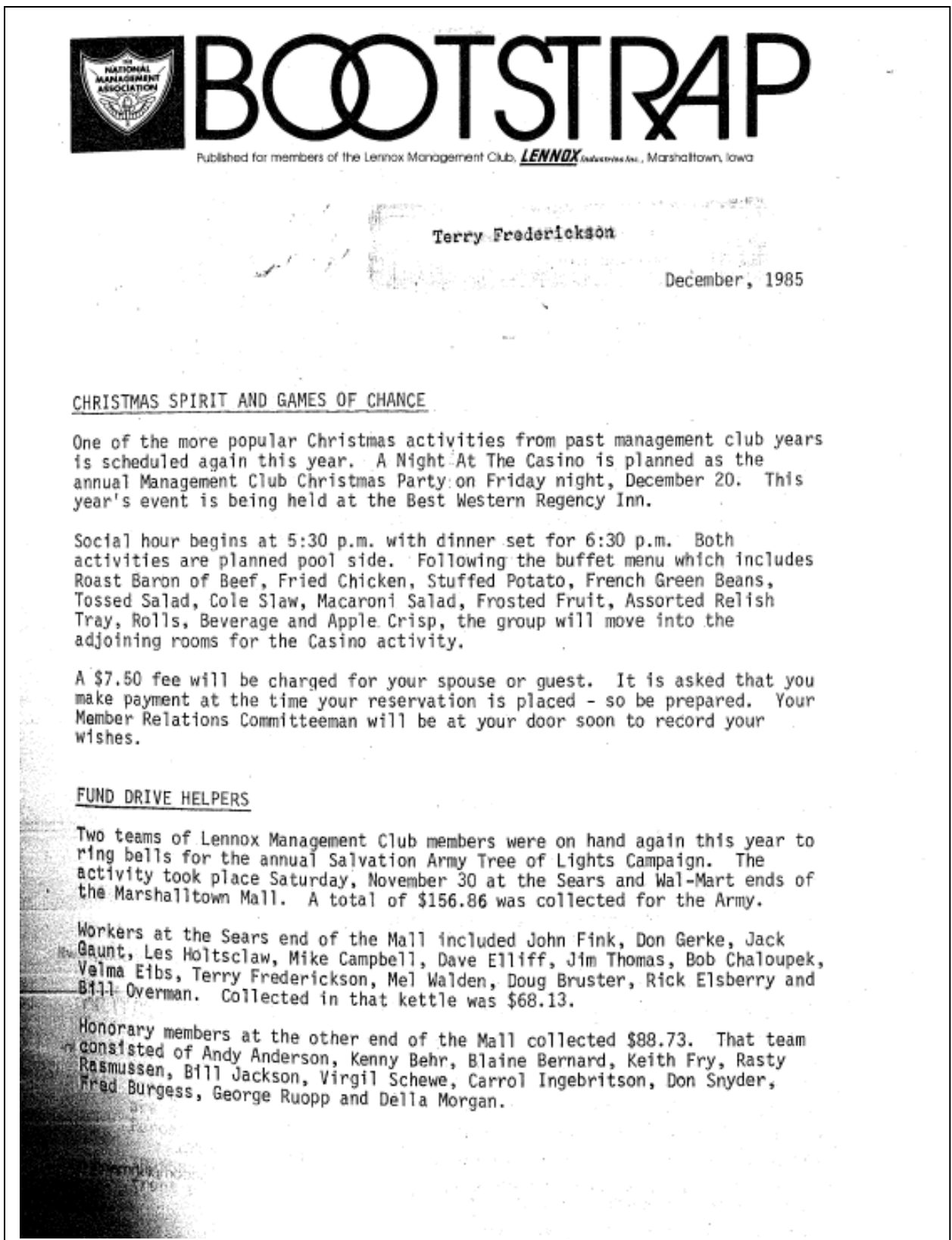
Friday, 27:

American naturalist **Dian Fossey** is found murdered in Rwanda

-www.spiritus-temporis.com

Recollections...

The front page of the December, 1985 issue of the "Bootstrap" is below. This issue also included Vice President Don Merritt's summary of the NMA National Convention in Las Vegas and Secretary Don Schimpf's recount of an LMC tour to the Maytag Plant in Newton.



Lennox LDO

December Program



World renowned super-guru Jeff Havens delivers a laugh-out-loud hour of pseudo-motivation that will leave you feeling better than you have in years – guaranteed!

Come join us in the auditorium
December 13th, 2007
11:30 a.m. – 1:00 p.m.
Lunch catered by Katie J's

Please R.S.V.P. to Lois Ruth's e-mail invitation by 4:00 p.m. on Monday December 10th, 2007





Mission Statement

The mission of the NMA is to provide management and leadership development opportunities and related chapter activities which meet the needs of members and contribute to the effectiveness of sponsoring organizations.

NMA Statement of Principles

NMA is dedicated to managerial excellence, personal and professional growth, and leadership development. The following principles identify NMA's core beliefs and provide the basis for the Association's Mission Statement.

- We believe in the highest standards of personal and organizational integrity and respect for the individual.
- We believe in lifelong learning, continuous improvement, and the development of a workforce capable of sustaining a competitive posture in the global economy.
- We believe management is a creative, dynamic, and essential process enabling people to achieve personal and organizational objectives.
- We believe that managerial responsibility is shared among all individuals at all levels of the organization and that leadership is critical to management success.
- We believe that individuals and organizations have a community and civic responsibility.

NMA Code of Ethics

- I will recognize that all individuals inherently desire to practice their occupations to the best of their ability.
- I will assume that all individuals want to do their best.
- I will maintain a broad and balanced outlook and will recognize value in the ideas and opinions of others.
- I will be guided in all my activities by truth, accuracy, fair dealing and good taste.
- I will keep informed on the latest developments in techniques, equipment, and processes. I will recommend or initiate methods to increase productivity and efficiency.
- I will support efforts to strengthen the management profession through training and education.
- I will help my associates reach personal and professional fulfillment.
- I will earn and carefully guard my reputation for good moral character and good citizenship.
- I will promote the principles of our American Enterprise System to others, by highlighting its accomplishments and displaying confidence in its future.
- I will recognize that leadership is a call to service.