



BOOTSTRAP



Published for members of the Lennox Marshalltown Chapter National Management Association • Lennox Manufacturing Inc.,
Marshalltown, IA

May 2007

Dave's Doodling

Is she fearless or foolish? I am talking about my dog. Misty as some of you may remember is a miniature dachshund with long hair. She is all of 10 pounds and about 5 inches tall. We were out for a walk and she was on a leash, but she pulled out of her collar and ran right after another much larger dog. That dog was knee high as opposed to ankle high. Misty's hair was standing up on her back and her barking was ferocious. Lucky for her, I was quick on my feet and snatched her up before it came to anything more than barking.

I know that some of you may not believe the story, at least "the quick on my feet" part, but it did happen and it surprised all of us including the other dog. We all start things that we are not prepared to finish. I am sure that Charlie Wittmack, the first lowan to reach the summit of Mount Everest, was prepared. He was fearless and not foolish. There were probably plans, backup plans, contingency plans and emergency plans all in place before the group of climbers even arrived at base camp.

How is your career coming? Do you have plans, goals, and objectives? I have heard it said that luck comes to those who are prepared. Building skills that can be used in current and future positions is valuable. My son's high school French class proved to be useful on his short trip to France, since he was the only one in the group who could speak with the natives. Life is too short, but if we plan and prepare we will be ready for life's changes. When the Professional Development Committee offers a Lunch & Learn, take advantage of it. When the chapter-meeting speaker teaches a new skill, add it to your bag of tricks and master it. Before long you will be ready for a whole new set of challenges.

Speaking of chapter meetings, do not miss the next one. Charlie Wittmack will be the speaker and it will be fascinating as he takes us to the top of the world. And if you are worried about Misty, she now has one of those harness style collars that goes around her chest. She would have to be a Houdini to get out of it. I am getting older and just not as quick as I use to be.

*Thanks for reading,
David Hanson, LMC President*

Member Relations/Booster Committee

Honorary members are asked to contact Jerry Welch at 754-4323 by noon on May 14 if you are planning to attend the April meeting. The meeting will be in the Lennox Auditorium on Thursday, May 17. Lunch starts at 11:30am with the program starting at 12:00 noon.

June Membership Drive

The Member Relations Committee is sponsoring a membership drive in the month of June. Support the chapter by talking up all the advantages of being an LMC member to non-members. Remember, this is the month when new members can join and save \$20.

Community Services Committee

Bike Path Cleanup

The Spring Bike Path Clean-up was completed on Friday the 27th. The weather was wonderful. Thanks go to the twelve helpers that came to work. Winner of the Lennox Bucks for the most unusual trash find was Rick Elsberry. He doubled the weight of his trash bag with one bloated diaper. President Dave Hanson was awarded the other prize for going "out on a limb" (literally) to retrieve some trash over rain swollen Linn creek. The group cleaned along the bike path from the Covered Bridge to 18th Avenue. Everyone collected a full bag of trash. The group agreed that another clean-up day should be considered. The Community Services Committee will keep you posted.



Bingo Night

On Tuesday, April 10 LMC sponsored the second of the year Bingo activity at the Iowa Veterans Home. We had almost a hundred residents join in for LMC Bingo. Lennox helpers were: Crystal Prusha, Jillian Kern and her e-mentor from Miller Middle School, Shannon Wyman and his brother, Kim Meyer and two of her "Little Brothers", Kim Barnes and some of her Boyscout troops, the Quakerdale Youth from Gardner Cottage in New Providence and Vicki Miller. We want to thank all that participated and helped to make this another successful activity.

Wall Mural



We had several children from the Service Learners program show up to help on Saturday, April 28th along with a few from MCC with the art instructor, Tim Castle.

Thanks go out to the Lennox helpers: Crystal Prusha, Jon Weber, Vicki Miller & girls, Errin Bohlke & son, and Mark Vajgrt & family.

We started out with a bare wall and by the end of the day...



The art students from MCC have continued to work on the mural along with Jon & Vicki's help. Watch for the finished photo in next month's Bootstrap, or take a walk along the bike path and see it in person.

LMC Professional Development Committee

Lunch & Learn

The Professional Development Committee organized a “Lunch and Learn” session on May 4th, 2007 featuring training provided by Alan Schneberger, Greg Murtha & Mark Newhouse on “Product Information Training”. Approximately 27 people took advantage of this training on a Heat Pump, Coil Blower and a Furnace. A big “Thank you!” to Alan, Greg, and Mark for their time, expertise and useful training!

We will also be holding another Lunch and Learn this month on May 22nd, 2007. (Detailed Flyer to follow on time & place)...

Prioritization/ Time Management

Working smarter and not harder. This lunch and learn emphasizes practical strategies for managing time in view of the increased customer's (internal and external) demands. Topics include time wasters; finding time to think; the urgent vs. the important; and the difference between effectiveness and efficiency.

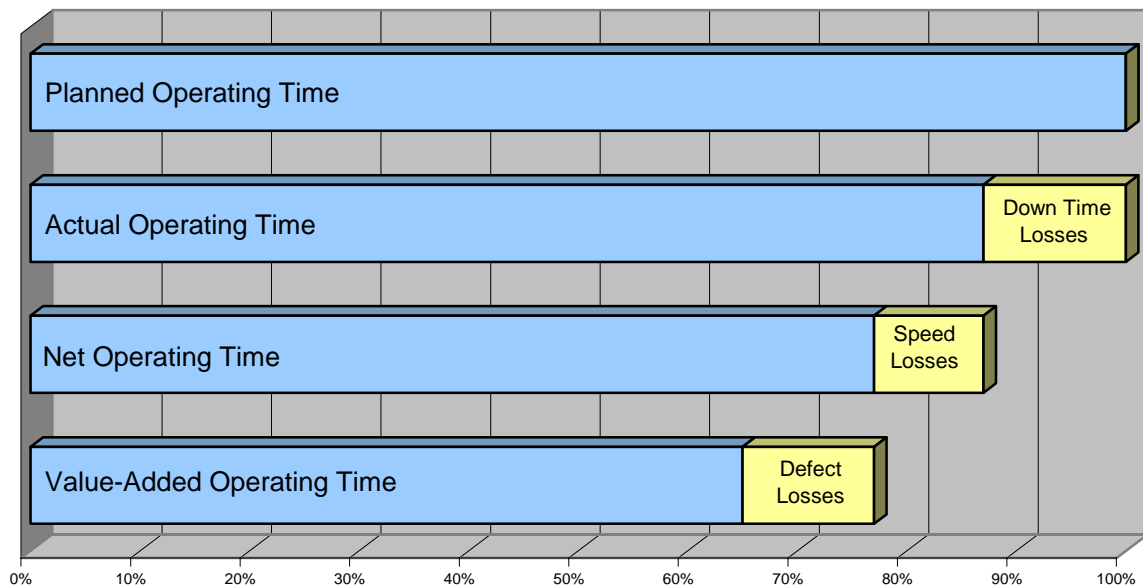
Thanks
BVEggers

THE SIX MAJOR LOSSES OF MANUFACTURING

Manufacturing can be very complex. Millions of parts flow through hundreds of processes throughout our facility. It is like a very large puzzle. Sometimes we have trouble defining how all of the pieces fit together for the best overall performance. Most companies struggle with the conflicting needs of their inventory, quality, maintenance, efficiency, and delivery issues as they try to balance short-term needs and long-term improvement programs.

The Six Major Losses in Manufacturing provides a framework for tying these diverse pieces together to improve total performance. A chart of the six losses is attached to support this description. We start with "Planned Operating Time" which is the planned capacity created by our equipment and staffing to meet current customer needs.

Six Major Losses



The chart shows how equipment downtime reduces our available manufacturing time, resulting in "Actual Operating Time," the amount of time equipment is actually running. Actual operating time is reduced further by inefficiencies related to the speed of the equipment when it does run. And lastly, any parts, which are not shippable to the customer because of quality related problems further subtracts from our productive manufacturing time. That time which is left represents the time we are productively making parts we can ship to a customer, called "Value-Added Operating Time." Time is a useful way to think of manufacturing. Lost time translates into lost units and lost opportunities. Once we use time, it is gone forever; it cannot be reworked or repaired. The goal of continuous improvement in manufacturing is to increase the amount of time available for adding value through production that can be sold. Obviously, if we want to maximize our efforts, we must address all six areas of lost time.

DOWNTIME LOSSES -- EQUIPMENT FAILURE: Unexpected and unscheduled downtime due to equipment failure causes great problems in manufacturing. Even in cases where we can steer around a problem with alternate processing, it still causes scheduling problems, higher costs, and reduced flexibility. Many of these costs are difficult to track effectively.

DOWNTIME LOSSES -- SET-UP AND ADJUSTMENT: Equipment set-up and adjustment not only costs time and money, but reduces the flexibility of a factory. Time lost here may result from ineffective training, tool design, machine design, or lack of planning or standards.

SPEED LOSSES -- CYCLE TIME LOSSES: Machinery never seems to match the speed quoted. This problem often results from inadequate upfront planning or communications about the man-machine interface or the lack of attention using the machine in production.

SPEED LOSSES -- IDLING & MINOR STOPPAGES: These losses include many things from incoming material to workstation layout, worker habits, processing methods, support systems, scheduling, tooling, etc. They also include all the waiting time for materials, tools, meetings, operators, or maintenance.

DEFECT LOSSES -- REDUCED YIELD: Reduced yield refers to production losses inherent in the process. These include losses between when the machine is started and good production is achieved. Excessive variation also causes yield losses.

DEFECT LOSSES -- DEFECTS IN PROCESS: Defects are a major concern in every factory, adding inspection, paper work, extra material handling, sorting, rework, scrap and confusion into the system. Indirect costs due to quality problems can be enormous.

USING THE SIX LOSSES TO IMPROVE A FACTORY

Do we know how much each of the six losses costs us? Are we addressing them? Are our current efforts on target? Which of the six losses offers the greatest payback? Obviously we must collect some data if we want to answer these questions. And that is where a sound plant improvement effort starts.

1. Understand the drivers of performance. Some businesses are driven by quality. Some markets are driven by responsiveness. Some markets demand enormous levels of support services. Some markets are driven by low cost. Some markets require all of the above.
2. Analyze each of the six losses to determine how big the loss is and how they relate to one another. Estimates are good enough for a start, but don't ignore red flags such as scrap, rework, downtime, set-up time, supplier changes, and workcenter efficiency.
3. Focus all energies on the right priorities. Starting with the performance drivers and the biggest payback areas, create cross-functional teams to analyze the problems, identify solutions, and go after them.
4. Get the correct players involved. Most problems affect more than one function. The needed problem solving skills may reside in more than one department.

Most of the six losses, and the techniques used to reduce them, are not new. However, this concept points out the impact these losses have on the overall performance of a factory and the fact that we must address them all. To reach "world-class" status, we must make improvements in every area.

L.M.C. May Meeting

Thursday, May 17, 2007

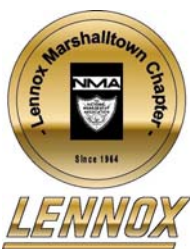


Charlie Wittmack -

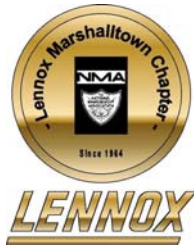
What's Your Everest?

Charlie Wittmack, the first Iowan to climb Mount Everest, will take you along on his adventure to the top of the world. Along the way you'll hear stories of the people who inspired him to make his Everest dream a reality, and how they taught him to overcome fear and embrace adventure in order to find success on the mountain and in life.

Lunch: 11:30 a.m. (Catered by Katie J's)
Program: 12:00-1:00 p.m.
Place: Large Auditorium



R.S.V.P. by 12:00 p.m. on May 14, 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

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 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.