

Cedar Valley Views

APICS

DECEMBER 2001

**Build Your Business—
Build Your Team—
Build Your Career**
APICS and our Cedar Valley Chapter offer almost limitless opportunities to improve your career, your work team, and your enterprise. There's only one catch—you have to use them!

Maximize your membership ROI—
Be an active member!

SOME OF YOU ARE NOT HELPING . . .

Emailing the newsletter is faster, easier, more economical, & adds color. Just title an email "CDVA Newsletter Distro" & send it from your address to: gstark@mcleodusa.com.

Coming January 8

In December, our PDMs take a holiday break, but will resume on January 8 with an outstanding presentation, "Putting Frogs Into Wheelbarrows." Learn how to align technologies with business strategies from executive coach and master speaker Peter Berglund CPIM. Mark your calendar now!

Begin earning YOUR Certification—Page 2

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www.cedarvalleyapics.org

December—Cedar Valley Chapter "Takes a Break" to Enjoy the Holiday

APICS Certification classes and the Professional Development Meeting series are on vacation until January, and we try to juggle the end-of-year business needs with shopping, traveling, and various holiday programs. Especially this year, I believe that we will all be more focused on spending time with family and friends. Holiday shopping will continue, apparently at a somewhat reduced level, but we have been reminded of the value of our relationships, and how quickly they can change. We have already received our most valuable gifts for this holiday season -- our appreciation of each other, our appreciation for the people who risk their lives for our safety (at home and overseas), and our appreciation for our freedoms and our American way of life.

May this be a particularly enjoyable Holiday Season for you and your family. And my sincere wishes to you and your enterprise for a prosperous New Year.

-- Gregg

Cedar Valley Chapter Leaders to "Assess Performance & Correct Our Course"

Cedar Valley Directors will review year-to-date progress and reset chapter goals at their December 6 board meeting. Here are a few YTD highlights:

Programs—Hosted 2 well-received presentations and a well-attended tour of the Gazette printing operation. Four programs scheduled and confirmed for 2002 include technology application, change management, competitive advantage through supply chains, and creating a positive environment (see page 3).

Education—Eleven students completed "Execution & Control of Operations". Full lineup of classes scheduled for January (see page 2).

Membership—Enrolled several new members this year, but economic pressures are having an impact. Some employers have cut financial support, and members must assess their commitment and membership ROI. RIFs have caused members to relocate out of state, others now seeking employment. (See page 5 for info on new membership support programs from APICS.)

"The Farmer and the Tractor"

"The farmer on the tractor doesn't look backward to see how he's doing, either. Do you know what happens if he starts looking behind him to see how he did? The rows get wobbly. So, he looks forward constantly."

To find out how our January PDM presenter, Peter Berglund, can connect tractors and wobbly rows with solving problems and preventing pointless meetings, please turn to page 4.

New Classes Begin In January — Register Now!

Please contact Ken Nelson, our Director of Education, for information on any upcoming classes or certification exams (knelson@kirkwood.cc.ia.us, 319.398.5671 W).

Follow phone registration instructions in the latest Kirkwood Community College catalog, or call 398-1022 or 1 (800) 332-8833 for assistance. Payment options include company billing, credit card, or check. Classes held at the Kirkwood Training and Outreach Services (KTOS) Center, 3375 Armar Drive, Marion.

CPIM Review Classes—Preparation for the APICS CPIM Exams

Cost is \$425.00 and includes the textbook, dictionary, exam content manual, sample test, and CPIM test.

Basics of Supply Chain Management

Jan 10--Mar 21 Thursday Instructor TBD 6:00—9:00 PM

(Entry module—first in the series of five. ***Here's your chance to get started!***)

Strategic Management of Resources

Jan 10--Mar 21 Thursday Instructor Milden 6:00—9:00 PM

(Capstone module—last in the series of five.)

Master Planning of Resources

Mar 28—Jun 6 Thursday Instructor Milden 6:00—9:00 PM

Coming Fall & Winter 2002—2003:

Detailed Scheduling & Planning
 Execution & Control of Operations

CPIM Exam Schedule

April 13, 2002; June 8, 2002



Fundamentals Classes—Training in Resource Management Principles

Excellent for persons new to the field, seeking career advancement, or expanding area of responsibility.

Cost per class: \$325.00 (Includes textbook)

Fundamentals of Manufacturing Control

Jan 8—Mar 19

Tuesday

Instructor Skeers

6:00 pm—9:00 pm

Fundamentals of Operations Management

Jan 8—Mar 19

Tuesday

Instructor Matheny

6:00 pm—9:00 pm

November PDM Draws Members & Mt. Mercy Students

Special thanks to Jimmy Sinton, President of Kubera Consulting, LLC for sharing his common-sense approach to simultaneously reducing inventory and improving customer service. Thanks also to Lee Staszak of Evergreen Packaging for sharing his evaluation of the 2001 APICS International Conference. Excellent food and quick response by the Longbranch (not everyone understood that we need ADVANCE registrations). And it is great to have students from the Mt. Mercy Operations class attending our PDMs.

Attending the November PDM were Jim Milden, Apache Hose; Bob Kemmerer, Boyens Machinery; Kevin Schmitz & Lee Staszak, Evergreen Pkg Equip; Richard Kadlec, Grainger; Theresa Heitman, GSTC Logistics; Tracy Tunwall, Hunters Specialties; Ken Nelson, Kirkwood; Jimmy Sinton, Kubera Consulting; Alan Averoff, David Crowley, Jeff Kurth, Jan O'Brien, Randy Saunders, Kirk Schroeder, Tim Soukup, Julie Stull, Kurt Carr, Kay Pelusi, Rockwell Collins. Special guests from Mt. Mercy College were Professor Ayman Amer and students Sean Ericson, Geoff Franzenburg, Brad Johnson, Dave Marsden, Brian Schmelzer, Tony Starr, Matt Uderman, and Carrie Wemhoff.

Professional Development Meetings 2001-02

September 11, 2001

How Can You Achieve A Lean Enterprise?

Mike Drake, Production Manager, Rockwell Collins, Coralville

Learn what Rockwell Collins learned as it pursued the Lean Manufacturing philosophy, and how lean thinking can increase efficiencies and profitability in your business through the systematic elimination of wasteful activities and processes.

October 9, 2001

Gazette Communications Plant Tour

Peg Schmitz, VP Print Operations and Chuck Peters, President

Join us for a tour of this state-of-the-art printing and publishing facility, along with presentations on the planning, scheduling, inventory, and logistics required to compete effectively in a highly time-sensitive business. Miss this tour, and you miss a lot!

November 13, 2001

How to Reduce Inventory & Simultaneously Improve Customer Service

Jimmy Sinton, Kubera Consulting

Drawing from his illustrious career in South Africa, this international management consultant will demonstrate how your business can do the seemingly impossible--simultaneously reduce inventory assets and increase customer service levels.

January 8, 2002 -- Leadership Recognition Night

Putting Frogs Into Wheelbarrows: Technology Without Strategy

Peter Berglund CPIM, Minnesota Technology, Inc.

Enjoy everyday examples, case studies, and a sprinkling of humor as an executive coach and master speaker walks us through the technology maze, and teaches us how to align technologies with business strategies to ensure successful implementations and competitive advantage. Invite your company leaders to attend and be recognized.

February 12, 2002 -- Student Chapter Night

Change Management – Shed Or You’re Dead; Lesson From The Lizard!

Gale Mote CPIM, President of Gale Mote Associates

Easily among the most “energized” people you will meet through APICS, this dynamic speaker and business consultant will offer proven methods of change management to unfreeze your organization and drive it towards desired outcomes.

March 12, 2002 -- Joint Meeting Cedar Valley APICS & E. Iowa ISM

Supply Chain Management For Competitive Advantage

Rhonda Lummus PhD CPIM CIRM, Iowa State University

Join us as we welcome home a University of Iowa PhD, Chairman of the 2001 APICS International Conference, published Supply Chain author, and former member of the Cedar Valley Chapter. Learn how your business can profit from the latest supply chain trends.

April 9, 2002 -- Cedar Valley APICS Annual Meeting

How To Stay Positive In A Tough Work Environment

Tom Schulte, Lucent Technology, ret.

This retired Lucent Technology executive and nationally known speaker will share his belief that positive thinking is a learned trait that can be chosen by anyone, and that there is a way to make your workday a more fulfilling, positive, energizing personal experience.

May 8, 2002

Cedar Valley APICS Golf Outing

Plan to enjoy our strictly social, fun-in-the-sun golf outing, steak fry, and welcome to summer!

The Farmer and the Tractor

By Peter Berglund, CPIM

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There is an old adage that Rome didn't create its empire by holding meetings. They did it by killing everyone who opposed them. It's a few years later now and, generally speaking, the modern manager frowns on out-right killing. Instead, we hold meetings—which arguably is just a slower method of death. But for the most part, this is progress.

Have you ever been to a meeting where you discuss “issues”? I don't like issues because by their nature, they have no solutions! Problems have solutions, issues just grind away on you. My advice: when someone says, “We have an issue that we need to discuss,” run for it!

As a youngster growing up in North Dakota, the farm life was inescapable—even if you lived in the city. Farmers have some excellent traits. They identify the work that has to be done and they focus on it. They get on the tractor and go. They don't stop to go to meetings. If you want a meeting with a farmer, you better have a dang good reason for it—and it better be productive. Believe me, you don't want to waste a farmer's time.

A friend of mine, Marv, builds on this basic idea. He has two expectations for all his employees:

- 1 Come to work, and
- 2 Work.

It's that simple. If you can just get them to come in and then work while they're there, 85% of all management problems melt away. It's no surprise Marv doesn't like meetings. When he does have them, he likes quick 15-minute “stand up” meetings that help everyone focus on the day's priorities.

Focus on the Task

Teasing the farmer analogy, it's interesting to note that if something breaks, they don't gripe about not having the latest equipment or the fanciest tools. They get the duct tape, grab some chicken wire, “jerry rig a fix and get back to work. They don't hold a meeting to discuss it and they make do with what they have. They focus on the task and go until it's done. They come to work, and they work! And don't bug them with meetings when they're trying to work.

The farmer on the tractor doesn't look backward to see how he's doing, either. Do you know what happens if he starts looking behind him to see how he did? The rows get wobbly. So, he looks forward constantly. He doesn't just look to the end of the row, he looks far into the next field! In fact, there is friendly competition between farmers to make straight rows because not only do straight rows indicate prowess with heavy equipment, but it is much easier to cultivate later. No one likes wobbly rows.

Are you leading your company by constantly looking forward or do you manage by checking the rear-view mirror? Are your rows wobbly? If you examine the types, frequency and agendas of your meetings, you'll probably confirm what you already suspect. Regardless, no one wants to spend time in pointless meetings--they drain the life right out of you.

Now, to be fair, farmers do have meetings—and plenty of them. But they do it when it rains or very early in the morning over coffee down at the Lemon Drop Café. They discuss what's working and what isn't, who can help whom and how to cope with the latest market surprises. Farmers plan well. They don't jump on the tractor without a well thought-out plan for the coordination of equipment and people. Farmers have a clear understanding of what needs to be done and in what order.

Plan Ahead and Prepare

As a rule of thumb, for every hour in a meeting, there should be an hour of preparation. We all know what a pleasure it is to be in a well-run meeting where the person who called the meeting is prepared, has an agenda and stays on track. If you don't stay on task you may hear what I heard recently at a hastily called meeting with no agenda. Everyone was speaking at the same time: “People! People!” the facilitator yelled, “How can we carry on a dialogue here if all you're going to do is talk!?”

(continued on page 5)

The Farmer and the Tractor (continued from page 4)

There are only three good reasons to hold meetings:

- 1 To divide up the work and assign it to people;
- 2 To review the work that has been done; or
- 3 Work

Ideally all meetings should have:

- 1 A purpose,
- 2 An agenda,
- 3 A time limit, and
- 4 Someone taking notes.

If you decide to have a “working” meeting, then the need for a purpose and agenda are even more important. Don’t let your meetings take the life out of you. And try not to waste other people’s time with meetings that are unnecessary or unprepared.

These tips are not new and there are plenty of books and articles on conducting good meetings. But really, isn’t most of this meeting stuff common sense? Why do we fall into the trap of poorly run meetings that have no point and go on forever?

I’ll admit poking fun at meetings is easy. But like most fundamentals, running an effective meeting is easy to understand but hard to do. Maybe if we take a tip from Marv and the farmers we can make life easier: show up for work . . . and work. Make sure your meetings are productive. Then 85% of everything will turn out just fine.

(If you would like additional information, email pberglund@mntech.org and have an agenda prepared please.)

Join Cedar Valley APICS January 8, when Peter Berglund will address “Putting Frogs Into Wheelbarrows: Technology Without Strategy,” properly aligning technology applications with your business strategies.

Your APICS Membership Is Valuable —Especially If You Have Been Downsized

“Seeking Employment” advertisement in our Cedar Valley Views newsletter—Quarter-page ad FREE to unemployed Cedar Valley APICS members. Copy due December 20 for January newsletter. Contact Gregg Stark.

APICS Career Center—Nike, Isuzu, and Walt Disney are a few of the many Fortune 500 organizations using APICS Career Center to fill positions in supply chain management; ERP; materials management; logistics; planning and scheduling; and manufacturing, production, and operations. All candidates may search jobs, but only APICS members receive the added benefits of posting resumes and receiving email alerts when new positions are listed. Visit the APICS Career Center at www.apics.org, phone 800.444.2742, or email jobs@apicshq.org.

Benefits Extension for Unemployed Members Program—a six-month extension of membership benefits without cost. Criteria include actively pursuing work within the APICS business sector, unemployed the month leading up to and following their membership anniversary, not retirees or buy-out participants. Contact Julie Stull for more info and an application.

Cedar Valley Chapter Leadership Experience . . .

A great way to help. . .Build Your Business—Build Your Team—Build Your Career

Cedar Valley APICS Board of Directors 2001-02:

Contact any board member for information on service and leadership opportunities beginning in 2002.

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<p>Director of Membership Open Julie Stull, Acting Director</p>	<p>Director of Communications Open Gregg Stark, Acting Director</p>	<p>Member-At-Large Open</p>

Special thanks to Cedar Valley Company Coordinators, our behind-the-scenes recruiters of new members, PDM attendees, and Certification students:

James Milden CPIM	Apache Hose & Belting Inc.	Debra Pingel CPIM	Cargill Inc.
Darla Prabel	Cedar River Paper Company	Teresa Kline	Cedarapids Inc.
Todd Peterson	Chesapeake Display	Larry Fenner	Cryovac
Patricia Schiel	Evergreen Packaging Equip.	Mark Morrison	Gazette Communications
Marilyn Kies	Genencor International Inc.	Nancy Dean	Hunters Specialties Inc.
Ken Nelson	Kirkwood Community College	Daniel Grobe CPIM	Kinze Manufacturing Inc.
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John Gegner	PMX Industries Inc.	Kay Driscoll	Quaker Oats Company
Julie Stull	Rockwell Collins	Mary Smith	Siemens Trans Systems Inc.
Chris Hanzelk CPIM	Square D	Lynn Galde	Vector Corporation

Welcome New Members!

Joel Kasper	Rockwell Collins, Cedar Rapids
Robert Kishiue-Koval	Rockwell Collins, Coralville
Michelle Bell	Frontier Natural Products Co-Op, Norway
Matt Meter	Quaker Oats, Cedar Rapids
Yi Zhang	Student Chapter, University of Iowa, Iowa City
Jeff Jetter	PMX Industries, Cedar Rapids
Pamela Kidder	Mycogen Seeds, Marshalltown

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Not having much luck with your IT initiatives?

**Hoping the time and
money you've invested
will pay off?**

There are a lot of ways to develop your manufacturing IT strategy. This shouldn't be one of them. Don't waste any more time playing the technology guessing game. Technology is not based on luck.

Technology requires a well-developed strategy that is in line with your overall business goals and sound implementation to be successful. Too often, isolated technology issues drive your business strategy, rather than support your long-term strategy. There is a way to change that.

By creating a sound IT strategy based on your company's long term business goals, RSM McGladrey can help your business find better solutions to the inevitable changes in technology. Our team of experienced technology and business advisors will facilitate a planning session using RSM McGladrey's proven process to evaluate your strategies, options and priorities. The result is a well-defined plan that will take your business to new heights.

With a strategic technology plan in place, you'll be able to react more efficiently to IT challenges and find solutions that are aligned with your business strategy. You'll save time and money. In turn, technology will do what it's meant to do - support your manufacturing business, not control it.

Don't leave your manufacturing future to chance. Learn more about RSM McGladrey's IT strategic development capabilities by calling 1-800-293-5114 or e-mail us at itsinfo@rsmi.com.

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Address Correction Requested

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December, 2001

Build Your Business—Build Your Team—Build Your Career

Open immediately for the latest info from your Cedar Valley APICS Chapter:

Pg 2 Enroll now! Certification & Fundamentals Classes start in January.

Pg 3 Mark you calendar for our 2002 PDM schedule.

Pg 4 "The Tractor and the Farmer", article by Peter Berglund

Pg 5 Assistance for "downsized" APICS members.

Fastest Way to Join APICS? www.apics.org – click on "Join on-line today."

Forward requests for address changes, newsletter submissions, advertising rates, or other information about the Cedar Valley APICS newsletter to Gregg Stark c/o Cedar Valley APICS, PO Box 10483, Cedar Rapids, IA 52410-0483 or call 319.377.8038 H.