

Cedar Valley Views



Celebrating 30 Years in the Cedar Valley!



The Association for
Operations Management

March 2005

Member Benefits

Join APICS and give your career a boost. Read about [10 great reasons to join](#).

CPIM & CIRM

Certification Programs

are a great way to develop and motivate your resource management individuals or teams. Visit the Cedar Valley APICS website for more info on the programs and a schedule of local review courses and exams for 2005.

Free APICS Dictionary

APICS members—request your [free copy](#) of the 11th edition of the *APICS Dictionary*.

Visit Your Website:

www.cedarvalleyapics.org

Archived APICS Webinars

Visit <http://apics.webex.com> and select Recorded Events on the left navigation bar to view an archived APICS Webinar. A 30-day subscription costs only \$99 for APICS members and \$139 for nonmembers.

2004-05 Annual PDM Schedule

| | |
|----------------------|--|
| Mar 8 th | Plant Tour - Kinze Manufacturing |
| Apr 12 th | Stephen J Timm - Life Cycle Value Stream Management/Lean |
| May TBD | Golf Outing |

March 8 Plant Tour – Kinze Manufacturing

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Value Stream Mapping First in Lean Manufacturing Series

Class details on Page 3.

An article on Lean Leadership

By Jim Womack on Page 4.

2 MORE CHANCES TO BETTER THE ODDS TO WIN!

CDVA Grand Prize Drawing details on Page 5.

2005 APICS Region 5 Winter Meeting held in Des Moines

See Page 6 for meeting summary.

Save The Date To Connect With Success

2005 APICS National Conference Information on Page 7.

Sign up for March Webinar

Two offered in March...

Implementing the Theory of Constraints *and* Overcoming Overseas Outsourcing Obstacles. More information on Page 9.

MARCH 2005 PDM

Topic: *PLANT TOUR – KINZE MANUFACTURING*

When: *Tuesday, March 8, 2005*

5:30 PM Plant tour



Where: *Kinze Manufacturing*

Kinze Manufacturing, Inc., a manufacturer of high quality farm equipment, is located in the heart of the Midwestern corn belt on Interstate 80 just west of Williamsburg, Iowa. Travelers on I-80 through east-central Iowa will recognize the KINZE® Grain Auger Wagon high above the ground identifying the company’s location. KINZE® products, including row crop planters, row crop cultivators and grain auger wagons, are marketed through United States and Canadian dealerships and through export distributors to over 30 countries.

Jon Kinzenbaw, the company’s owner and President, founded the business in 1965 in nearby Ladora, Iowa, as a welding, repair and custom metal fabrication shop. His farm background, understanding of farmers’ needs and inventiveness soon led him to build several custom machines for area farmers and agri-businesses.



Contact Cedar Valley APICS Director of Programs Kavi Parupally,
Phone (319) 295-6280, E-Mail kkparup9@rockwellcollins.com, or FAX (319) 295-7400

Name: _____

Co.: _____

Name: _____

Co.: _____

Name: _____

Co.: _____

The Cedar Valley Chapter is proud to announce the first offering in the Lean Manufacturing Series:

Introduction to Value Stream Mapping

This workshop will teach students how to define value from the perspective of the customer, how to identify all actions required to bring a product/service through the management tasks of problem solving, information management, and physical transformation, and how to eliminate wastes in the value stream. Enrollment fees include student workbook.

As a result of taking this course, you should be able to:

- identify the types of maps used for lean operations
- identify your company's value stream
- create a current state map
- develop other types of maps used in lean operations
- analyze a current state map and develop a future state map
- develop a framework for lean implementation using mapping

Location: KTOS Center, Kirkwood Community College

Date: Tuesday, April 12, 2005 Time: 1:00 – 5:00 PM

Instructor: Denny Larsen Cost: \$149.00 per enrollee

To register call 319-398-1022

Denny Larsen Biography

Denny worked for John Deere for 30 years. He has a B.S. degree in Business Management from Upper Iowa University. He has been a member of APICS for 22 years and was a charter member of the North East Iowa chapter. He has received his C.P.I.M. and Jonah certification and has served in a number of APICS positions (chapter president, Region VP, VP of Membership and Chapter Development and the National President for APICS in 2001). He also serves on the Student Advisory Board for the Business Department at the University of Northern Iowa

While at John Deere, Denny held numerous positions. He helped implement their current M.R.P. and Shop Floor systems. He supervised shop floor schedulers, buyers, and material specialist. He worked on numerous redevelopment projects for the Drive Train division of John Deere and has worked with Deere supplier to improve supply management techniques. He worked for three years to establish a new John Deere factory in Chihuahua, Mexico and in that assignment he was responsible for selecting the manufacturing system that would be used, implementing the system, establishing all the related material flow processes and hire the individuals that would work in the material flow related positions. Following this assignment he was responsible for implementing Demand Flow and was the team leader for the redevelopment of Material flow for the John Deere Waterloo Works. During his time at John Deere he became the Lean expert and taught numerous classes for John Deere.

After retiring from John Deere, Denny has consulted a number of companies (Presto Products, Riverside Electronics, Amana Refrigeration, Manitowoc Cranes and BT Prime Mover) in the area of Lean Operating Principles, 5S, and Value Stream Mapping.

Don't miss this unique educational opportunity!!! Bring your team!!!

Lean Leadership

By Jim Womack

On my gemba walks I often get comments and questions about leadership. “We can’t seem to get anywhere because we don’t have any leadership.” “Who should lead the lean transformation?” “Is a ‘lean’ leader different from any other type of leader?” I certainly don’t have all the answers, but I have been thinking about this issue for many years so I thought I would share what I’ve learned.

First, I say to anyone who asks about leadership: “It begins with you. And it makes no difference who you are or where you are in your organization. This is because lean is a fractal concept which can be applied to any stretch of any value stream. So why don’t you draw a quick map of the value stream you are involved in and ask what needs to be done to make it flow more smoothly? Then take responsibility for making something happen. That’s what lean leadership is.”

I always start here because I suspect that I’m being asked to forgive the mess I’m looking at. “Since my boss doesn’t have any interest in doing the right thing, I bear no responsibility for doing the wrong thing even though I know better.” But I’m not buying the premise. In a successful lean enterprise, everyone takes responsibility for the value stream they participate in. Everyone needs to be a lean leader. And that means you, whoever you may be.

This said, I’m quite aware that change must take place at many levels. To quickly lean an entire business, a top-level leader must take the responsibility and launch a kaikaku campaign. (Kaikaku is simply the Japanese term for revolutionary change in an organization, in contrast with the more familiar kaizen that involves evolutionary change.) We call this person the change agent and I hope your organization has one or even many. In addition, technical assistance will be needed from a lean promotion team.

But kaikaku is just the beginning and sometimes the easiest part. I’ve seen far too many organizations setting out on bold campaigns, mapping their core value streams in every aspect of the business, and getting dramatic short-term results with help from the lean promotion team. But they assign no one the responsibility for sustaining and improving each major value stream. (That’s the kaizen part.) They may introduce a “plan for every part”, as Toyota managers do for the parts used in production, but they have no “plan for every value stream”, much less anyone taking responsibility for each stream’s continuous improvement. The lean improvement team may come around whenever there is a major problem, but value stream performance soon regresses to where it was before the campaign.

Sustaining and continually improving the value stream is the job for the value-stream leader, who may also be the product line manager if your activity lends itself to clearly defined product families flowing through the organization. Toyota’s chief engineer is a nice example. This person leads his product through the value-creating process while collecting information on how well the process is performing. This permits him to lead periodic process improvement activities in cooperation with the other chief engineers and with the heads of the functions touching the product such as product engineering, prototyping, manufacturing engineering, purchasing, and operations.

So as you think about lean leadership in your organization, ask if you have a top-level change agent. If you do, this is wonderful and you should be able to make rapid progress. Just be sure that once you’ve won the war on muda you maintain the peace by making someone responsible – that is, a lean leader – for every value stream.

If you don’t have a top-level change agent, you have no excuse to do nothing. Instead, take responsibility for the value stream you work in. Define what value is, map the process, get everyone to look at it together and ask how to make it better, and do this again as soon as you make some progress. You’ll be surprised at how desperate the people around you are for leadership and how eagerly they respond if you take the leadership role. The trick is to get everyone to focus together on the value stream rather than glaring at each other and assigning blame for problems. Don’t wait for the authority to do this. Just muster the courage to step forward

and take the lead.

My colleague John Shook is fond of saying that it is easier to act your way to lean thinking than it is to think your way to lean acting. And that's equally true of lean leadership: It's easier to lead your way to lean thinking, starting wherever you happen to be, than it is to think your way to lean leading. And what's really muda is simply sitting there waiting for someone else to lead.

ONLY 2 MORE OPPORTUNITES TO BETTER YOUR CHANCES TO WIN

Plan now to attend both the Kinze tour on March 8 and the April 12 PDM to get your name in the hat TWO TIMES!

2 TERRIFIC GRAND PRIZES!!

A NEW DESKTOP PC

A NEW PERSONAL DATA ASSISTANT (PDA)

Must be a member of CDVA Chapter of APICS and present at April PDM to win.



SPECIAL PERFECT ATTENDANCE PRIZES!

**WILL BE AWARDED TO THOSE WITH
PERFECT PDM ATTENDANCE FROM SEPTEMBER 2004 – APRIL 2005
Open to APICS Members and Friends.**

LOTS OF GREAT DOOR PRIZES WILL BE GIVEN AWAY AT APRIL 12 PDM

**Plan to be there to win!
Open to APICS Members and Friends.**

CDVA BOARD MEMBERS ATTEND REGION 5 2005 WINTER MEETING IN DES MOINES

APICS Board of Directors from several areas of Region 5 got together on Friday, February 18 and Saturday February 19 in Des Moines, Iowa, to share news and new ideas. Representing the Cedar Valley Chapter were President Kirk Schroeder, Past President Julie Stull, Rick Held, Larry Bolton, and Cathy Bolton.

The agenda kicked off at 3:00 P.M. Friday with a seminar entitled 'How To 5S Your Office'.

On Friday evening, a relaxed atmosphere in one of the Hilton Garden Inn's salons provided the perfect gathering place for networking and good fun for directors from several different areas of Region 5. As an ice-breaker, a variation on the game of 'Guess Who' was played in which it was revealed that our very own CDVA Past-President Julie Stull is related to Spain's Queen Isabella.

On Saturday, things kicked off at 8 A.M. with a welcome by Region 5 Vice-President Ione Dykstra, followed by several interesting and informative presentations. The focus of the day was selling the new APICS, and the presentations included the following titles: '*The New APICS Elevator Speech*', which assisted in polishing your response when asked the question, "What is APICS?"; '*Chapter Standards*', which discussed why Chapter Standards are needed and how to become or maintain as a nationally recognized APICS chapter; '*Selling APICS*' in which tips and ideas were presented on best ways to sell the benefits of APICS; '*Sunshine Chapters*', which pertained to tips and actual testimonials of what three other Region 5 Chapters were doing to promote APICS in their communities; and CDVA President Kirk Schroeder gave a presentation on the new APICS logo entitled '*Re-Branding APICS*'.

The meeting, which was held at The Wittern Group in Des Moines, also included a plant tour of the Wittern shop floor. The Wittern Group, among other interests, is a leading manufacturer of vending machines. Their product base of over 150 different machines includes high tech vending machines that are sold world-wide to distributors and private users. Wittern Group is involved in all aspects of the vending machine business including development and design, manufacturing, and training and service of their own units.

The meeting closed at 2:00 P.M. with meeting participants armed with new perspectives and information heading back to their respective Chapters prepared to share their knowledge and enthusiasm with their local chapter membership on how to promote the 'New AIPCS'.

If any of you are interested in obtaining copies of the presentations given at the Region 5 Winter meeting, please contact Cathy Bolton at cathy.bolton@mchsi.com or visit our CDVA website at www.cedarvalleyapics.org

2005 APICS Conference

Save the Date to Connect with Success

October will be here before you know it, so it's never too early to mark your calendar for the 2005 APICS International Conference and Exposition, October 16-18, in the Crescent City, New Orleans. The Ernest N. Morial Convention Center will be abuzz with APICS attendees eager to increase their knowledge from speakers who will share their real-world experiences of how they tackled and overcame the challenges operations management professionals face daily.

Today's rapidly changing business environment brings new issues and needs to our members and customers. "As always, the 2005 Conference Committee listened to what the conference attendees want—more sessions on emerging trends, more case studies, and more time to meet with others who share the same workplace challenges," said Anne Haberkorn, CFPIM, CIRM, Jonah, conference committee chair.

The nearly 100 educational sessions will address our member and customers requests for unique case studies; latest emerging trends and strategies; and hands-on, practical techniques from progressive companies, such as PepsiCo, the Gillette Company, the Scotts Company, and the Hackett Group.

Mike Ditka, former head coach of the Chicago Bears and the New Orleans Saints, is returning to New Orleans, this time not as a coach, but rather as a general session speaker to motivate attendees to achieve their personal and professional goals. The Pro Football Hall Fame member is one of only two men to have won a Super Bowl as a player, assistant coach, and head coach.

His first-hand experience from his days in the National Football League will highlight the key characteristics of attitude, character, and enthusiasm people need to achieve their goals. With clear illustrations and humorous anecdotes his presentation has impact and immediate, take-home value.

Ken Schmidt, former communications director for Harley-Davidson Motor Company will tell his story of building an entirely new corporate culture, rekindling relations with customers, and reaching out to new ones in untraditional ways. When Schmidt was asked to restore Harley-Davidson's image and create demand for its motorcycles, he turned a struggling company around and watched Harley-Davidson become one of the most visible and frequently written about companies in the world, all the while watching sales skyrocket. His ideas, presented with energy and passion, offer companies ways to be distinct, enabling them to stand out from their competitors and build a competitive advantage.

Featured speakers include Norman Bodek, president of PCS Press, a publishing, training, and consulting company and author of *Kaikaku: The Power and Magic of Lean*, and Gary Maxwell, senior vice president, merchandise replenishment, U.S. Wal-Mart Stores Division. Plus Exhibitor Educational sessions will provide solutions from top companies demonstrating how they are working smarter, faster, and more efficiently.

So save the date, add the 2005 APICS International Conference and Exposition to your calendar, October 16-18, and get ready to connect with success. Join the APICS conference update list at www.apics.org/Education/Conference/form.asp to learn more about APICS 2005.

Make CPIM a Part of Your Master Plan!!!

Now is the time to begin advancing your career by earning your CPIM designation. The CPIM (certified in Production and Inventory Management) program was initiated by APICS over 25 years ago and remains the measure criterion for individual assessment in materials management.

The CPIM program is divided into three areas of progression:

- **Entry level:** Basics of Supply Chain Management --- to be offered in April 2005 --which covers the terminology and concepts related to the flow of information, money and materials from suppliers through customer fulfillment.
- **Mid-level:** Master Planning of Resources, Detailed Scheduling and Planning, and Execution and Control of Operations. The methods and techniques to plan and drive the flow process.
- **Capstone:** Strategic Management of Resources---configuring the supply chain and manufacturing/distribution environments to optimize use of resources.

The program is open to all Cedar Valley members regardless of background. The 10 week three-hour classes are held through Kirkwood Community College and include an exam to test candidates on the body of knowledge of each area.

For those already certified, these courses count for 30 points toward your Certification Maintenance.

In April 2005, we will be offering the entry level courseware, **Basics of Supply Chain Management**. This course covers the basic concepts in managing the complete flow of materials in a supply chain: roles of materials management, basic forecasting techniques, functions of master planning, the role of material requirements planning, objectives of inventory management, capacity planning, functions of purchasing, JIT, and TQM.

The course runs for ten consecutive weeks from Thursday, April 7. Cost is \$450 which includes textbook and exam. Registration deadline is Monday, April 4th

To enroll, please call 319-398-1022. Or register online at www.foryourlifetime.com under the Continuing Education category. The class number is 242799. Classes will be held in Iowa Hall on the main Kirkwood campus.

Experienced Instructor

Jim Milden has 25 years experience in materials management in a variety of retail, wholesale, and manufacturing companies. A graduate of the University of Wisconsin-Madison, Mr. Milden is certified by APICS in both Production & Inventory Management (CPIM) and Integrated Resource Management (CIRM). He is currently the Materials Analyst with Apache Hose and Belting.



APICS CPIM Review Course Schedule: 2004-2005

| COURSE | REGISTRATION DEADLINE | KCC LOCATION | START DATE | END DATE | EXAM DATE |
|-----------------------------|-----------------------|-------------------------|------------|----------|-----------|
| Strategic Mgmt of Resources | Jan 17, 2005 | Amana Room Iowa Hall | Jan 20 | Mar 24 | Apr 9 |
| Basics of Supply Chain Mgmt | Apr 4, 2005 | Amana Room Iowa Hall | Apr 7 | Jun 9 | Jun 11 |

NEXT OPEN CPIM TEST DATE - SATURDAY JUNE 11

Registration has closed for The Cedar Valley Spring Group Test for CPIM candidates on Saturday, April 9.

The next scheduled test date that is open for registration is Saturday June 11, 2005. All CPIM modules will be offered to individuals who wish to take or retake the written tests as this time. Registration and fees must be submitted by Friday, April 22.

Please contact Jim Milden (Phone: 363-7169 x 293 or e-mail: jim.milden@apachehb.com.) for registration information.

APICS Webinars

The convenience and flexibility of APICS Webinars enable organizations to educate a large number of employees at once, reduce travel expenses, and maintain consistent levels of productivity by eliminating time out of the office. Each 60-minute APICS Webinar features an educational discussion, case studies, and a Q&A session. All you need to participate is an Internet connection and a telephone. As an added benefit, registrants of each APICS Webinar receive a CD-ROM of the presentation after the event.

Upcoming APICS Webinars

Topic: [Implementing the Theory of Constraints](#)
Date: March 9, 2005
Presenter: Hank Barr, CPIM
[Register Now](#)

Topic: [Overcoming Obstacles to Overseas Outsourcing](#)
Date: March 16, 2005
Presenter: Steve Novak, CPIM, CIRM
[Register Now](#)

Contact any board member for information on service and leadership opportunities beginning in 2004.

| | | |
|--|---|---|
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| Chapter Historian Steve Rose CPIM Midland Forge (319)362-1111 W, (319)455-2264 H E-Mail: steve.rose@cmworks.com | Director of Finance Lori Miller CPIM Apache Hose & Belting, Inc. (319)365-0471 W, (319)472-5712 H E-Mail: lori.miller@apachehb.com | Director of Administration Mary Knutson CPIM Rockwell Collins (319)295-9950 W mjknutso@rockwellcollins.com |
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| Director of Communications Cathy Bolton CPIM Lear Corporation (319) 688-6360 W, (319) 631-1744 Cell E-Mail: cathy.bolton@mchsi.com | Director-At-Large Tim Soukup Rockwell Collins (319)295-9574 E-Mail: trsoukup@rockwellcollins.com | Director of Website Rick Held CPIM Maytag Appliances - Amana Refrigeration Products (319) 622-2561 W, (319) 377-9606 H E-Mail: rick.held@mchsi.com |
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Special thanks to Cedar Valley Company Coordinators, our behind-the-scenes recruiters of new members, PDM attendees, and Certification students:

| Company | Coordinator | Email Address |
|------------------------------|-----------------------|--|
| Apache Hose & Belting Inc. | Jim Milden CPIM CIRM | jim.milden@apachehb.com |
| Cargill Inc. | Debra Pingel CPIM | deb_pingel@cargill.com |
| CorrFlex Display & Packaging | Todd Peterson CPIM | todd.peterson@cfgraphics.com |
| Cryovac | Larry Fenner | larry2914@yahoo.com |
| Evergreen Packaging Equip. | Patricia Schiel | pat.schiel@ipaper.com |
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| Hunters Specialties Inc. | Nancy Dean | ndean@hunterspec.com |
| Kinze Manufacturing Inc. | Joe Miller, CPIM | jmiller@kinzemfg.com |
| Kirkwood Community College | Kirk Watson | kirk.watson@kirkwood.edu |
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| Lear Corporation | Cathy Bolton | cbolton@lear.com |
| Maytag Appliances – Amana | Rick Held CPIM | rheld@maytag.com |
| McLeod USA | Gregg Stark CPIM CIRM | gstark@McLeodUSA.com |
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| Rockwell Collins | Julie Stull | jastull@rockwellcollins.com |

We're Cedar Valley APICS

APICS— The Association for Operations Management is the global leader and premier source of the body of knowledge in operations management, including production, inventory, supply chain, materials management, purchasing, and logistics. Since 1957, individuals and companies have relied on APICS for its superior training, internationally recognized certifications, comprehensive resources, and worldwide network of accomplished industry professionals. To learn more about the APICS community, visit www.apics.org.

Locally, we're the Cedar Valley APICS Chapter - serving its members and the Cedar Rapids, Iowa City, and surrounding business community since 1972. We're a non-profit volunteer organization, dedicated to providing leading edge learning opportunities, professional certification, networking, and access to the education resources of APICS International.

Our mission is to develop, promote, and recognize the professional management of resources by individuals and enterprises.

Help For Our "Downsized" APICS Members

"Seeking Employment" advertisement in our Cedar Valley Views newsletter—Quarter-page ad FREE to unemployed Cedar Valley APICS members. Copy due 15th of the month. Contact Cathy Bolton.

APICS Career Center—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. Contact Kirk Schroeder for more info and an application.

Job Postings

A separate e-mail distribution list has been set up for job postings. If you would like to receive these postings, please contact Rick Held at rick.held@mchsi.com and ask to be added to the job postings list. You can have the newsletter and these job postings sent to different email addresses if you like.

If you have a Job you would like distributed to this list, also email to the above address.

Job Postings will also be available on the chapter website, www.cedarvalleyapics.org

Cedar Valley Views, the chapter's monthly newsletter, is available by email or on the chapter website, www.cedarvalleyapics.org. You may request inclusion on our email distribution by contacting the editor, Cathy Bolton at (319) 688-6360 or cathy.bolton@mchsi.com. We welcome your inquiries regarding articles, submissions, advertising, address changes, etc. The deadline for each monthly issue is the 15th of the preceding month. The newsletter may be forwarded to interested parties; articles may be reprinted with permission from Cedar Valley APICS.