

# THE HORIZON

*“Inspiring Minds,  
Shaping Lives”*  
Tish Patel, President



Houston Chapter

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Visit us at:  
[www.APICS-Houston.org](http://www.APICS-Houston.org)

**HOUSTON CHAPTER  
PDM– JAN 17**



Six Sigma was solely a statistical term until the late 1980’s. Now, Six Sigma is a term that is often encountered in business discussions and even in the popular press. The current definition has various meanings depending on the context. This is further complicated when Six Sigma is linked to Lean to give us Lean Six Sigma. This leads to confusion about Six Sigma and even disagreement among those considered subject matter experts. The presentation will briefly cover the transition of Six Sigma from being the name of a statistical concept to its current status as a common business phrase. The increasingly competitive environment in which we live has fueled this change. Errors are no longer acceptable.

**Read more on Page 9**

**HOUSTON CHAPTER  
SEMINAR– FEB 21**



Negotiating is just one part of being a leader. A leader also has to effectively hold people accountable and speak and act appropriately and confidently. In this very dynamic, engaging, and interactive seminar you will learn the top secrets to building YOUR reputation as a Quality / Supply Chain / Operations Management leader. We will explore the factors which affect negotiations as well as learn the steps to create win-win negotiations. We will then learn the top skills required to effectively hold people (even when they don’t report to you) accountable and achieve the desired results.

This seminar is a must for EVERYONE seeking to develop their leadership skills!

**Read more on Page 15**

**HOUSTON CHAPTER PDM, FEB 21**

**“EMOTIONAL INTELLIGENCE”, JULIE KOWALSKI**

Emotional intelligence has become one of the hottest buzzwords in corporate America! Yet not many really know exactly what Emotional Intelligence is or for that matter how it is measured or how they can use their emotional intelligence to help them get ahead! Emotional Intelligence is often times more important than the technical skills required to get the job done! Few professionals know the 5 levels of EI and even what their own personal EI level is. **Read more on Page 5**

**THE HARADA METHOD**

**“THE HUMAN SIDE OF LEAN”, NORMAN BODEK**

Read about how a middle-school track and field coach created a method for transforming not only his student athletes, but employees and managers throughout Japan, to achieve world-class performance, reaching career and personal goals, by addressing the Human Side of Lean. **Read more on Page 13**

## PRESIDENT'S MESSAGE



On this New Year of 2013, I want to take a moment to wish each and everyone a wonderful year ahead. Just like refreshing the batteries in our smoke detectors it is also an opportunity to review and reaffirm one's commitments and we here at the APICS Houston Chapter plan to do just that and more for our members.

With your support we continue to bring you the utmost of excellence in supply chain education. We ring in the new year a line of classes, PDMs, seminars, plant tours, a joint meeting with ASQ and the Six Packed conference in Dallas, Texas.

### **PLANT TOUR:**

We would like to invite our members to a one of a kind Rig tour at the (NOV) Galena Park facility on January 24th at **4:00 p.m. sharp**. Come out and learn supply chain at its best where you will witness state of the art "AC ideal Rig system" which is the newest generation of light, safe and efficient rapid deployment rigs. With numerous innovative features and advances, the IDEAL Rig achieves extraordinary gains in overall drilling efficiency. **Please note that if you work for a competitor of NOV you are not qualified to attend this tour. We will be checking reservations in our system so please ensure you honor and respect all rules.**

**We also plan to have a plant tour in late March 2013 at the Igloo facility. More details to come on this so please stay tuned.**

### **Professional Dinner Meeting: Ron Atkinson**

On January 17th, we will welcome Ron Atkinson who will speak on "Six Sigma and its application to Supply Chain Management" The presentation will briefly cover the transition of Six Sigma from being the name of a statistical concept to its current status as a common business phrase. The increasingly competitive environment in which we live has fueled this change. Errors are no longer acceptable.

Please be sure to join us for this session and register on our website at [www.APICS-Houston.org](http://www.APICS-Houston.org)

**Social Media Presence:** Since November we have ventured out to Twitter as a means to keep our members and greater community involved with hot topics in supply chain management, so please be sure to sign up and participate in our twitter feeds. These forums help us to promote topics of interest so that you may bring work issues, questions and expertise to share with the group.

### **CLASSES:**

The Houston APICS Chapter strives to bring you the best that supply chain education has to offer. For Spring 2013 we will be offering both CPIM and CSCP classes. Please be sure to visit our website for more details at [www.apics-houston.org](http://www.apics-houston.org). Keep your questions coming please, we are here to support you!

**Six Packed Conference in Dallas, Texas:** February 28th to March 1st. General Sessions and a special 2 Day Certificate program is being offered on "Advanced Planning and Scheduling using Lean

and 6 Sigma Tools. Please visit our home page and download the brochure for more details. This is an even that you will not want to miss so do come on out to network, learn and earn certification points. The link for registration is as follows: [www.6Packed.org](http://www.6Packed.org)

### **Seminar offering February 21st:**

We welcome Julie Kowalski who will speak on the topic of "**Building Your Reputation As a Leader**". Julie will talk about leadership skills as just one of the highlights where a leader also has to effectively hold people accountable and speak and act appropriately and confidently. In this very dynamic, engaging, and interactive seminar you will learn the top secrets to building YOUR reputation as a Quality / Supply Chain / Operations Management leader. You will not want to miss this power packed seminar. The venue is as follows:

### **Date, Time, and Location**

February 21<sup>st</sup>, 2013 from 1:00 pm to 5:00 pm. Coffee and snacks will be served. The seminar will be held at the Hess Club, 5430 Westheimer Road, Houston, TX 77056

### **Cost**

The cost of the seminar is \$140 . Late fee of \$170.

Early registration date ends Feb 7<sup>th</sup> 2013

To register visit the APICS Houston Chapter website at [www.apics-houston.org](http://www.apics-houston.org). More details can be found in this issue of the Horizon.

### **JOB BANK:**

Please do take advantage of our job bank located on our website. This site has an array of supply chain opportunities for those of you on seeking opportunities. If you have any questions, please be sure to contact me.

For the new year, we seek to continue to fulfill our mission—to lead, serve and strengthen the APICS Houston Chapter. We hope that our programs and education offerings will enable each member to succeed in their jobs and to enable their companies to grow continuously, innovate like no tomorrow and improve processes for sustainable growth for years to come.

I can say with utmost joy and pride that our chapter is one of the best, we will continue to give back in many folds to our community and serve diligently.

Experience the best of the best right here at the **THE APICS HOUSTON CHAPTER.**

I look forward to meeting you on January 17th at our PDM. Happy New Year and all the best in the new year! Tish

**Respectfully submitted,**

**Tish Patel**

**President, 2012-2013, APICS Houston Chapter**

[President@APICS-Houston.org](mailto:President@APICS-Houston.org)

## APICS HOUSTON CHAPTER EVENT CALENDAR—NEXT MONTHS

Jan-13			
Date	Event	Speaker	Location
17-Jan	PDM: Six Sigma and it's Application to SCM	Ron Atkinson	Hess Club
24-Jan	Plant Tour: NOV Rig Solutions	NOV	NOV Galena Park Facility
Feb-13			
Date	Event	Speaker	Location
21-Feb	ASQ Joint Meeting: Emotional Intelligence	Julie Kowalski	Hess Club
21-Feb	Seminar: Building your Reputation as a Leader	Julie Kowalski	Hess Club
Mar-13			
Date	Event	Speaker	Location
21-Mar	PDM Event	TBD	Hess Club

For more information, go to [www.APICS-Houston.org](http://www.APICS-Houston.org), under **Events**

### DECISIONS SETH GODIN, GUEST AUTHOR

### “MAY YOU LIVE IN INTERESTING TIMES”

**Decisions.**

You don't run a punch press or haul iron ore. Your job is to make decisions.

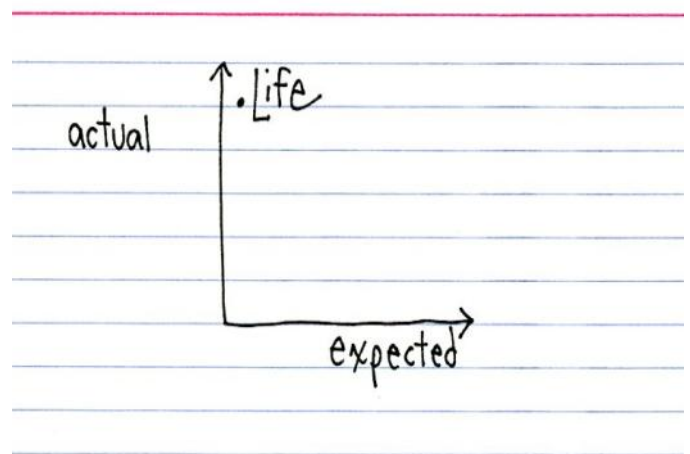
The thing is, the farmer who grows corn has no illusions about what his job is. He doesn't avoid planting corn or dissemble or procrastinate about harvesting corn. And he certainly doesn't try to get his neighbor to grow his corn for him.

Make more decisions. That's the only way to get better at it.

**Seth Godin**, Best selling author and speaker

<http://sethgodin.typepad.com/>

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Courtesy of Jessica Hagy, [www.thisisindexed.com](http://www.thisisindexed.com)

## APICS EDUCATION AND CERTIFICATION 2013 COURSE SCHEDULE FOR JANUARY

### Certified Supply Chain Professional (CSCP)

Class	Schedule	Days	Time	Location	Early Reg Ends
Winter CSCP	Jan 15 to Apr 16	Tuesday	6.00pm to 9.00pm	Baker	7-Jan
Spring CSCP	Apr 6 to June 15	Saturday	8:00am to 12:00pm	Baker	22-Mar

### Certified in Production and Inventory Management (CPIM)

Class	Schedule	Days	Time	Location	Early Reg Ends
<b>CPIM in a Year (All Five Modules) - Save \$350 By Committing to All Five Modules</b>					
Winter 2012 Program	Jan 15 to Nov 14	Tue and Thu	6.00pm to 9.00pm	Norriseal	7-Jan

Class	Schedule	Days	Time	Location	Early Reg Ends
<b>Winter and Spring 2013 Individual Classes</b>					
Detailed. Sched. & Planning	Jan 12 to Feb 2	Saturday	8:00am to 12:00pm	Baker	4-Jan
Basics of Supply Chain	Jan 15 to Feb 14	Tue and Thu	6.00pm to 9.00pm	Norriseal	7-Jan
Execution & Control of Ops.	Mar 9 to Mar 30	Saturday	8:00am to 12:00pm	Baker	1-Mar
Master Planning of Resources	Mar 19 to Apr 11	Tue and Thu	6.00pm to 9.00pm	Norriseal	4-Mar
Strategic Mgmt of Resources	May 4 to June 1	Saturday	8:00am to 12:00pm	Baker	26-Apr
Detailed. Sched. & Planning	May 14 to June 11	Tue and Thu	6.00pm to 9.00pm	Norriseal	30-Apr

## COURSE AND EVENTS LOCATIONS

Location	Address	City	State	Zip
Baker Hughes (Beltway 8 and 290 area)	9100 Emmott Road	Houston	TX	77040
Hess Club (Galleria area)	5430 Westheimer Road	Houston	TX	77056
Norriseal (Beltway 8 and West Little York area)	11122 West Little York	Houston	TX	77041
TSP (Northwest corner of 610 Loop)	3303 West 12th St	Houston	TX	77008

## “EMOTIONAL INTELLIGENCE” APICS HOUSTON PDM FOR FEB21



**Emotional Intelligence:** *Just what is it and How can it help me achieve success as a Professional?*

Emotional intelligence has become one of the hottest buzzwords in corporate America! Yet not many really know exactly what Emotional Intelligence is or for that matter how it is measured or how they can use their emotional intelligence to help them get ahead! Emotional Intelligence is often times more important than the technical skills required to get the job done! Few professionals know the 5 levels of EI and even what their own personal EI level is.

Come hear speaker extraordinaire, Julie Kowalski share exactly what EI is, how it is assessed / measured, take an EI assessment to learn your personal current level of EI and the specific steps you can take to dramatically improve your personal Emotional Intelligence score!

### Topics Include:

- Understanding EXACTLY what Emotional Intelligence IS and IS NOT
- The five levels of Emotional Intelligence and how you master each level
- A personal assessment of your current level of Emotional Intelligence and the actions required to increase your level of Emotional Intelligence
- How you as a Quality Professional can use Emotional Intelligence to significantly increase your promotability
- How a high level of Emotional Intelligence can help you more effectively (and efficiently) engage your team members
- How to leverage EI in your leadership communications

### Key Take-a-ways:

- A quick assessment of your current personal level of EI
- A strong understanding of exactly what EI is and is not as well as tools to help you strengthen your Emotional Intelligence
- Specific actions you can take to more effectively engage team members and stakeholders
- Specific actions you can take to communicate more effectively (have your message received in the most favorable way possible) to team members, customers (internal and external) and stakeholders

### When?

February 21st, 2013 Thursday at 5:30

### Where?

Hess Club - 5430 Westheimer Rd, Houston, TX 77056.

### How much?

The cost of the PDM is \$25.00 for Members \$25.00 for Non-Members and \$10 for Students

### Who?

Julia Kowalski of *Spizzerinctum<sup>SM</sup> Group LLC* has been facilitating the learning of best practices in Sales, Customer Service, Marketing, Business operations, Leadership, Management, Coaching and Mentoring Programs for the past 10 years.

Through her own working history, Julie has gained valuable insight and acumen into the science of what it takes to start and run successful businesses as well as the art of earning and retaining customer and employee loyalty.

For more information, go to [www.APICS-Houston.org](http://www.APICS-Houston.org) under Events

## WHAT WOULD YOU DO WITH A 13% RAISE? EARN THE APICS CPIM TO FIND OUT

According to the Operations Management Employment Outlook, APICS CPIM designees, on average, earn 13 percent more than their counterparts. Distinguish yourself and enhance your marketability by earning the internationally recognized APICS Certified in Production and Inventory Management (CPIM) designation.

Join nearly 100,000 operations management professionals who have earned the highly respected APICS CPIM designation.

Contact **Chuck Connelly, VP of Education,**  
[VPEducation@APICS-Houston.org](mailto:VPEducation@APICS-Houston.org) or 713-256-7500

## CAREER TIPS BY DEBORAH WALKER

### “HOW TO AVOID JOB INTERVIEW BRAIN FREEZE”

Have you ever experienced brain freeze during a job interview? You are asked a question and your mind goes blank—it's horrifying. You lose composure as well as confidence. Your interview goes downhill from there. Brain freeze most often happens as a result of behavioral or situational interview questions that are not anticipated beforehand.

As a career coach, this is the most common interview problem I hear about from my clients. With the right preparation you can avoid the nightmare of brain freeze and improve your interview performance greatly.

First of all, it's important to understand what a behavioral or situational interview question is. It is any question that starts with:

- Tell me a time when ...
- Give an example of ...
- Describe a situation when ...

Employers ask these types of questions with the assumption that past behavior indicates future performance. These questions reveal a lot about a candidate, including a candidate's ability to think fast on their feet.

Given that interviews are inherently stressful, many job seekers find it extremely difficult to think fast during interviews. Here are four steps that will help you prepare for any interview question.

#### 1. Take inventory of your accomplishments

This requires more than a cursory mental note of the good stuff you've done in the past year. Take a systematic approach by asking yourself what challenges you've faced in each of your positions over the past five or more years. Try asking yourself

- What processes have I improved?
- How have I made work easier for others?
- What did I do to save my company money?
- When did I find a solution to a departmental problem?
- How did I save time?
- When did I go beyond the call of duty to solve a customer problem?

Write out your answers to these questions. Remember to include the quantitative details when appropriate. Include dollars saved, hours cut, percentage increased etc.

#### 2. Study the job description

With your list of accomplishments in hand you are ready to turn your attention to the job description. Study the requirements to determine the all possible challenges involved with the job. If the actual job description is skimpy in details, look to other similar positions listed to help fill in the blanks.

Additionally, ask others who hold similar positions what their greatest challenges of the job are. Write out your list of anticipated challenges.

#### 3. Create a list of behavioral questions.

Turn your list of challenges of the position into a list of questions that start with:

- Tell me a time when you ...
- Describe a situation when ...
- Have you ever had to...

Your list will look something like:

- Tell me a time when you had to cut costs out of your annual budget.
- Describe a situation when you had to fire a friend.
- How would you go about repairing a relationship with a disgruntled client?

#### 4. Use your list of accomplishments to answer your behavioral questions.

Ask a friend to help you role play your interview answers. You should feel very comfortable communicating your success stories. The more time you practice actually talking about your accomplishments the faster you'll be able to recall your stories in your next interview.

With interview performance more important than ever before it pays to prepare, prepare, prepare. There is no such thing as over preparation when it comes to interviews.

Use this 1,2,3,4 approach to interview prep and you'll be surprised at how much more confident you'll feel in your next interview. The better you interview the faster you'll be at your new job.

**Deborah Walker**, Certified Career Management Coach  
Contact at [Deb@Alphaadvantage.com](mailto:Deb@Alphaadvantage.com)

# WINTER 2013 CPIM IN A YEAR PROGRAM

Register at:

[www.APICS-Houston.org](http://www.APICS-Houston.org)

**Dates:**

Saturdays

See schedule below

**Times:**

8:00am to 12:00pm

**Location:**

**Baker Hughes**

9100 Emmott Road  
Houston, TX 77040

## Save MONEY by signing up for All 5 CPIM Modules

### Start in January 2013 & Finish in November 2013



Since 1973, the CPIM program has educated more than 75,000 manufacturing professionals on essential terminology, concepts, and strategies related to demand management, procurement and supplier planning, material requirements planning, capacity requirements planning, sales and operations planning, master scheduling, performance measurements, supplier relationships, quality control, and continuous improvement.

**Pricing**

**Members:**

- Early: \$2,050
- Late: \$2,200

**Non-Members:**

- Early: \$2,250
- Late: \$2,400

### APICS CPIM PROGRAM BENEFITS

- Increase your functional knowledge of production & inventory management.
- Improve efficiency of your organization's supply chain.
- Streamline operations through accurate forecasting.
- Predict outcomes more accurately.
- Maximize ROI on systems and technologies.
- Increase profitability by optimizing your organization's inventory investment.
- Enhance your credibility among peers, employers, and customers

Does NOT include testing

**Contact Chuck Connelly**

CFPIM, CSCP and CPA

VP of Education

[VPEducation@APICS-Houston.org](mailto:VPEducation@APICS-Houston.org)

713-256-7500

### PROGRAM SCHEDULE

	Start	End	No Class	Test
Detailed Scheduling and	01/12/13	02/02/13		✓
Basics of Supply Chain	1/15/2013	2/14/2013		✓
Execution and Control of	03/09/13	03/30/13		✓
Master Planning of Re-	3/19/2013	4/11/2013		✓
Strategic Management of	05/04/13	6/1/13	5/25	✓

**Students should schedule exams between classes.**



# APICS HOUSTON CHAPTER PDM, JAN 17

## “SIX SIGMA AND ITS APPLICATION TO SCM”



Six Sigma was solely a statistical term until the late 1980's. Now, Six Sigma is a term that is often encountered in business discussions and even in the popular press.

The current definition has various meanings depending on the context. This is further complicated when Six Sigma is linked to Lean to give us Lean Six Sigma. This leads to confusion about

Six Sigma and even disagreement among those considered subject matter experts.

The presentation will briefly cover the transition of Six Sigma from being the name of a statistical concept to its current status as a common business phrase. The increasingly competitive environment in which we live has fueled this change. Errors are no longer acceptable.

Case studies and examples will be used to show the power of Six Sigma in this drive to reduce or eliminate errors. The main focus will be to show how these concepts can be used in Supply Chain Management to eliminate problems and improve efficiencies.

**When?** January 17, 2013 Thursday at 5:30

**Where?** Hess Club - 5430 Westheimer Rd, Houston, TX 77056.

**How much?** The cost of the PDM is \$25.00 for Members \$25.00 for Non-Members and \$10 for Students.

### **Who?**

Ron Atkinson says the quality tools and processes are integral to his personal life as much as his professional life. He retired from General Motors in 2008 after 35 years of service and is currently working at National Oilwell Varco as an Assistant Director of Quality. He has been an ASQ member for more than 25 years, many of them as a member leader.

He holds ASQ certifications as a Six Sigma Black Belt, quality engineer, auditor, manager, and quality improvement associate. He participated in the certification program for many years and led the ASQ team that developed the Six Sigma certification for the ASQ.

Atkinson is currently on the Board of the China Association for Quality. Atkinson was on the ASQ board of directors for seven years and has served in many local and national positions in the ASQ.

He holds a Master of science degree in industrial engineering from Wayne State University, an MBA from Louisiana State University, and a bachelor of applied science in mechanical engineering degree from the University of Waterloo, Ontario, Canada.

For more information, go to [www.APICS-Houston.org](http://www.APICS-Houston.org), under Events

## WANT TO BECOME A COMPANY COORDINATOR?

Company Coordinators act as liaisons between the Houston Chapter Board of Directors and fellow employees to help their companies derive maximum benefit from its APICS membership. The Company Coordinator promotes APICS within their own Company by:

- Defining the benefits of membership participation and be a key source of information regarding APICS within your organization
- Explaining the certification programs and how achieving CPIM or CSCP certification is both professionally and personally rewarding
- Circulating the monthly Education Program announcement
- Promote and distribute newsletters, seminar brochures, and other APICS literature to interested parties and key

personnel

- Posting schedules of APICS seminars and review courses and assisting with the registration process by maintaining updated registration forms and directions to the facilities where the programs are being offered
- Provide feedback to the Board of Directors regarding areas of improvement and your company's educational needs

For more information about the company coordinator program, please contact **James Nolan, Director of Company Coordinators**, [CompanyCoordinators@APICS-Houston.org](mailto:CompanyCoordinators@APICS-Houston.org)

To see the list of current company coordinators, go to [www.APICS-Houston.org/recognition/default.aspx](http://www.APICS-Houston.org/recognition/default.aspx)



# CERTIFIED SUPPLY CHAIN PROFESSIONAL (CSCP) FOR 2013

The APICS CSCP designation is for professionals who are interested in increasing their knowledge and expertise in the field of global supply chain management. This program is ideal for individuals and organizations that are:

- Interested in more depth of knowledge and understanding in the areas of supplier and customer relations, international trade, the use of information technology to enable the supply chain, and physical logistics
- Facilitating operational and financial improvement both within and across supply chain functions
- Interested in increasing knowledge and expertise in the field of global supply chain management.
- Mastering the tools to effectively manage global supply chain activities that involve suppliers, plans, distributors and customers located around the world
- Implementing new or modifying their existing Enterprise Resources Planning (ERP) system(s)
- Desiring to create a common standard of understanding, vocabulary, best practices and frameworks within your company to address your supply chain challenges and seize opportunities
- Best practices in the day to day functions of supply chain professionals

**The CSCP learning system includes:**

- Approximately 1,000 pages of printed learning materials
- Interactive Web based study tools:
- Pre and Post tests
- Module specific tests
- Glossary, E-flashcards and Information Center



Candidates must apply for eligibility in order to register and take the exam. Eligibility requirements for the APICS CSCP designation are listed below. A candidate must pass just the ONE exam. Please consult [www.APICS.org](http://www.APICS.org) for additional information.

- APICS CPIM, CFPIM, or CIRM, and C.P.M. designations plus two years of related business experience, or
- Bachelor's degree or equivalent plus two years of related business experience, or
- Five years of related business experience.

Class	Schedule	Days	Time	Location	Early Registration Ends
Winter CSCP	Jan 15 to April 3	Tuesdays	6:00pm to 9:00pm	Baker Hughes	1/4/13
Spring CSCP	April 6 to June 15 *	Saturdays	8:00am to 12:00pm	Baker Hughes	3/22/13

\* No class on May 25 for Memorial Day Weekend

Class	Member Price		Non-Member Price	
	Early	Late	Early	Late
CSCP	\$1,850	\$1,950	\$2,050	\$2,150

**Contact Chuck Connelly CFPIM, CSCP, CPA,  
VP of Education at [VPEducation@APICS-Houston.org](mailto:VPEducation@APICS-Houston.org)**

For more information on our programs or to register, please visit our website at [www.APICS-Houston.org](http://www.APICS-Houston.org)

# NEW HOUSTON APICS CHAPTER MEMBERS

APICS Houston Chapter welcomes it's new chapter members:

New Members Information	
Type	Number
Professional Member	28
Student Associate	1
Enterprise Professional (E)	5
Enterprise Professional	9
Young Professional (E)	8
<b>Total</b>	<b>51</b>

To view the detailed list of new members, go to [www.APICS-Houston.org/recognition/default.aspx](http://www.APICS-Houston.org/recognition/default.aspx)

## CAREER CENTER

### JOB BANK UPDATE FOR JANUARY 2013

The APICS Houston Chapter is pleased to highlight the following new opportunities for our members.

- **Production Scheduler**, Freudenberg Oil and Gas
- **ERP Business Analyst**, Bridgeline Services, Inc.
- **Procurement and Contract Analyst**, Tetra Technologies
- **Buyer**, Parker Hannifin PGI

More information about job opportunities can be found at [www.APICS-Houston.org](http://www.APICS-Houston.org) under **Job Board**.

If you have additional questions please contact:  
**Marisa McNevin, Director of Job Bank,**  
[jobbank@APICS-Houston.org](mailto:jobbank@APICS-Houston.org) or 832-643-5415

## TRUE PROFESSIONALS DON'T FEAR AMATEURS

### SETH GODIN, GUEST SPEAKER

Professional farmers don't begrudge the backyard gardener his tomato harvest. That's silly.

And talented mechanics certainly don't mind the antics of the Car Talk guys (or their listeners). Sooner or later, if you need a real mechanic, you'll find one, and if you don't, well, that's fine too.

A few years ago, typesetting, wedding photography, graphic design and other endeavors that were previously off limits to all but the most passionate amateurs started to become more common. The insecure careerists fought off the amateurs at the gate, insisting that it was both a degradation of their art as well as a waste of time for the amateurs. The professionals, though, those with real talent, used the technological shift to move up the food chain. It was easy to encourage amateurs to go ahead and explore and experiment... professionals bring

more than just good tools to their work as professionals. The best professionals love it when a passionate amateur shows up. The clarity and intelligence of a smart customer pushes both client and craftsman to do better work.

Gifted college professors don't fear online courses. Talented web designers don't fear cloud services. Bring them on! When you need something worth paying for, they say, we'll be here. And what we'll sell you will be worth more than we charge you.

If you're upset that the hoi polloi are busy doing what you used to do, get better instead of getting angry.

**Seth Godin**, Best selling author and speaker  
<http://sethgodin.typepad.com/>

*Reproduced with permission of Seth Godin*



## 6-Packed Supply Chain Conference

**February 28 and March 1, 2013 — Dallas, Texas**  
 Presented by ILDI and the APICS Chapters of the Terra Grande District

The 6 Packed Conferences are rated by our attendees among the very best supply chain conferences. We are large enough to draw top speakers from around the country and offer a wide variety of topics. We are also small enough to easily interact and network with the attendees, instructors and organizers.

APICS Terra Grande District and its chapters proudly present the 9th annual 6-Packed Conference in Dallas, Texas on February 28th and March 1st. Once again, we will feature over 40 sessions presented by recognized supply chain leaders covering 8 topical areas in the General Sessions and a Special Lean Certificate Program. Earn 16 certification maintenance hours when you attend both days.

**– General Sessions (5 concurrent sessions) covering:**

- Best Practices in Operations Management
- Cost, Quality, Delivery and Flexible Supply Chain
- Leadership Skills & Empowering People
- S&OP - Supply Chain Planning
- Sustainable Operations



**– Special Session (enrollment is limited) – 2 Day Certificate Program**

Advanced Planning and Scheduling using Lean and 6 Sigma Tools

**Website**  
[www.6Packed.org](http://www.6Packed.org)

**Why Attend**

1. Learn best practices from supply chain experts
2. Improve your company's competitiveness and bottom line
3. Develop your people and yourself
4. Network and share best practices

Conference Hotel

**Crowne Plaza Dallas Near The Galleria**

14315 Midway Road  
 Addison, Texas 75001

**Special Room Rate:**

\$94/night with complimentary internet in guest's room.

**Must register by**

FEBRUARY 13, 2013

**To Reserve Your Room:**

Call 972-980-8877 (local) then press option 1.

Group Code: **PRV**

**Group Registration**

**Karen Mixon-Dowdy**  
 CPIM

[Karen.Mixon-Dowdy@avnet.com](mailto:Karen.Mixon-Dowdy@avnet.com)  
 817-937-2152

**Contacts**

**Chuck Connelly**  
 CFPIM, CIRM, CSCP, CPA  
[Chuck.Connelly@gmail.com](mailto:Chuck.Connelly@gmail.com)  
 713-256-7500

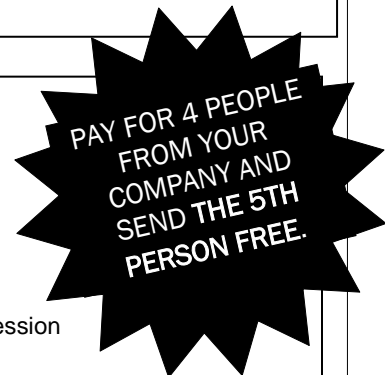
**Chet Frame**  
 CPIM, CSCP

[CFrame1@elp.rr.com](mailto:CFrame1@elp.rr.com)  
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2. Choose from:
  - One-Day Registration -Thursday Only
  - One-Day Registration - Friday Only
  - Two-Day Registration - then Select General or Special Session

If you register a group, each person can pick what they want to attend each day.



**Pricing - includes continental breakfast and lunch**

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Early Registration: \$550	Early Registration: \$350
Late Registration: \$595	Late Registration: \$395
Early Registration Ends February 13, 2013	

Join us at our LinkedIn group: [6 Packed Supply Chain Conference](#)

## APICS HOUSTON CHAPTER

### BOARD OF DIRECTORS 2012 – 2013

The Houston APICS Chapter Board is a dedicated team of people that work to provide relevant events and services to chapter members. Your **feedback is essential** for continuous improvement, so please contact us with comments, suggestions and improvement ideas.

Position	Name	Contact
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If you want to get involved with the Houston APICS Chapter, please **contact your company coordinator**. You can also **contact our President or board members** for assistance. Thank you for your support.

## LIST OF COMPANY COORDINATORS

Below, a list of the company coordinators that are currently working with the APICS Houston Chapter. Please contact your **local company coordinator** for more information about Chapter services and events.

Company Coordinator	Company	Company Coordinator	Company
Chris Agner	National Oilwell Varco - Westchase	Austin Klein	National Oilwell Varco - Sugarland
Arnold Aguilar	Aker Solutions	Lisa Leroux	Weatherford
Rob Bytheway	Baker Hughes	Larry McClellan	Schlumberger – HPC
Peter Cayea	Cameron International	Gary Mundell	National Oilwell Varco - FM 529
Prasanth Chakra	Bayer	Jim Nolan	FMC Technologies
Duane Chandler	Weatherford International	Patrick Paro	Del Packaging
Madhavi Chiruvolu	Toshiba	Giovanni Ramirez	National Oilwell Varco - Galena Park
Lana Forrest	Baker Hughes	Angelina Rodriguez	National Oilwell Varco - Air Center Blvd
Bob Gardner	Pathfinder/Schlumberger	Chaitanya Saha	National Oilwell Varco - West Little York
Chongkol Graunke	Akzo Nobel Functional Chemicals	Ram Santhanavaradan	National Oilwell Varco - Conroe
Steven Hasson	TSP	Don Thomas	Unisource
Chuck Hayes	Cameron - Flow Control	Mary Timko	Schlumberger – SPC
Kevin Helm	Oceaneering	Kevin Tye	Weatherford International - Northwoods
Mauricio Hernandez	Shell	Amy Walla	Hewlett-Packard
Mark Hoffman	Cameron Drilling Systems	Nick Webster	National Coupling Company
Jeff Hoke	Wyman Gordon	Tony Xu	Foxconn
Tracy Hughey	Akzo Nobel	Robert Yagel	Goodman Manufacturing
Ken Jamison	Weatherford - Gulf Bank	Cathy Hernandez	Halliburton Energy Services
Bob Kirkpatrick	National Oilwell Varco - Bammel	Ed Khundmiri	American Frac Fluids

## THE HARADA METHOD — THE HUMAN SIDE OF LEAN, NORMAN BODEK

It's been called the world's best concept on "Day-to-Day Management" and the missing link for achieving lean, but what makes the Harada Method so unique is that it was developed not on the shop floor but by a track and field coach standing on the side lines of an inner-city middle school track in Osaka, Japan. What started as a motivational tool to encourage disadvantaged children to dream big and set goals for their lives, has now morphed into a step-by-step methodology transforming hundreds of companies throughout Japan and changing thousands of individual lives.

Mention the word "Lean," and most, if not all, people working in manufacturing know what you're talking about. From senior vice presidents down to people on the line, they know about Lean, yet why are so few companies successful in fully implementing the process? It could be because so many have missed one key aspect: the Human Side of Lean. Machines are clean, procedures are posted, yet so many employees are disengaged from their work and do not feel motivated to do more for themselves or their companies.

I've been searching for quite a while for a way to address this "missing link." As the former owner of Productivity, Inc. and Productivity, Press and now a consultant on different aspects of Lean, I've been learning about Lean Manufacturing for almost thirty years, and have been looking for most of that time for new ways to truly motivate employees. But, it wasn't until I started teaching a course on "The Best of Japanese Management" at Portland State University that I discovered something that could really be what I was looking for all this time.

It happened when my students and I were Skyping with Mr. Shigehiro Nakamura from Tokyo. Mr. Nakamura is a former senior manager with Hitachi Metals and now is an instructor with the Japan Management Association (JMA). He also was the author of *The New Standardization: keystone of continuous improvement in manufacturing*. We would Skype with him every other week, and Mr. Nakamura would review with us his Production Technology MAP, which showed in detail how a company could discover specific steps to take to become world-class competitive. Each week, the students and I would take one or more of the categories and ask Mr. Nakamura to explain the details to us.

I was familiar with many of the techniques on the MAP, but not all of them. Shortly after we began our sessions with Mr. Nakamura, he taught us about the seventh category - "Standard Manpower," that included the following countermeasures: "100% standard time achievement rate + 3% improvement per month and day-to-day management by objectives." The benchmark examples were the Old Canon

Production System and the Daily Management System by Takashi Harada.

I was somewhat familiar with the Canon Production System, but I knew nothing about Takashi Harada and his Daily Management System. According to the JMA, Takashi Harada's Daily Management System was the world's best concept on day-to-day management. They felt it was the best technique for managers to develop their employees and create a new culture within the company. To the JMA, Mr. Harada had found a new way to inspire people to reach for their maximum, creative potential.

The students and I decided we needed to research Takashi Harada more and we ordered some of his books and looked him up on the Internet. Fortunately, some of my students knew Japanese and were able to translate the material for me. From researching Takashi Harada's work, called The Harada Method, I found that it compliments the work of Dr. Shigeo Shingo and Taiichi Ohno by addressing the people side of Lean.

Virtually every company today is attempting to be Lean, but very few know how to achieve it. From what I learned, The Harada Method can be used to gain full cooperation for a company's Lean efforts. It's based on the theory that when people know how to take full responsibility for their own lives and become self-reliant, with the support of management, they can become like an arrow clearly focused on how to be successful personally and also how to better serve their company.

What the students and I learned is that the Harada Method teaches managers and employees how to overcome the Eighth Waste of Lean: the underutilization of people's creative talents. It empowers people to take charge of their own life to become highly skilled on the job. It teaches how the company and every employee can be successful at the same time. It meshes perfectly with Six Sigma, Hoshin Planning, and other continuous improvement efforts and gives real substance to what Toyota calls "Respect for People." It uses a systematic approach to developing employees to increase their skill levels to the point that they will become totally self-reliant and virtually irreplaceable.

Yes, Lean has taught us how to continuously make improvements on the shop floor and now even in our hospitals and other institutions, but what has been missing is the way to harness the creativity and motivation of all employees. The Harada Method is a personal journey of growth that anyone can use to set and achieve both personal and professional goals.

## THE HARADA METHOD — (CONTD)

### THE HUMAN SIDE OF LEAN, NORMAN BODEK

But back to the inner-city school and the unmotivated students who had never won at track and field events, and most not even completing middle school let alone high school. This is one of the most interesting things about Takashi Harada. He didn't come out of the world of business and manufacturing.

Instead, he started his career as a track and field coach and worked in such a depressed school district that it's amazing he didn't get discouraged and just give up – in fact his middle school was considered the worst school in all of Osaka. His students faced dire situations at home and lived in constant danger in their neighborhoods. Few had any hope, school and sports were the last things that seemed important to them. Instead of giving up on his students, Harada took a different approach. Over several years, he methodically analyzed his students situations and slowly, over time, began to develop a step-by-step process for turning their lives around.

After the start of implementing his new method, within three years Harada's school became one of the best for athletics and many of the students started to make dramatic improvements academically too. The school became number one in track and field out of hundreds of schools and continued to be number one for the next 12 years in a row – with students winning 13 gold medals and being recognized as the best athletes in their age group in all of Japan. Many of these former underachievers also received scholarships and went on to high school, college and into successful careers in industry. In 2002, Harada left the school system and opened a consulting practice in Tokyo to teach his method to industry. Since then, he has taught over 55,000 people at 280 companies. Harada first developed his method to transform his underachieving students to turn them into outstanding athletes, but soon recognized that he had a powerful method that could help businesses transform their employees too.

How was it possible to take those children who had so few advantages at both their homes and at school, and motivate them to work on themselves to become winners? The key to his method is that Harada believes every person can and should be allowed to pick their own success goal, something that will get them excited about their life and futures. He feels that virtually anyone can be a master at some discipline given the guidance and willingness to work hard over a period of time and with the perseverance and belief that their goal can be obtained. When someone has a personal goal, something to strive after, work takes on a whole new meaning.

The essence of the Harada method is “self-reliance.” Self-reliance is the ability of each person to become so skilled at something that they become artisans in disciplines they choose that serve their future and also the success of their organization. People are fully trusted to make responsible decisions for them self and for the organization they work for. The Harada Method helps each person produce a clear map on how to achieve their goals and develop their own talents, and the talents of people that work for them.

It took time, but what Takashi Harada slowly recognized that in order to make a real impact on his student's lives, he had to address four areas to focus on: spirit, skill, physical condition and daily life. As Harada explained in some of the work I had translated, “From years of trial and error, the truth finally came to me. By harmonizing spirit, skill, physical condition *and* daily life (the four aspects), you are enabled to manage your life by yourself. This is what being self-reliant is all about. I personally do not regard success as some kind of miracle. I found many important principles to help people succeed. Among them, the most important is that success is a skill that you can attain through making an effort. Once you obtain this skill of knowing how and where to put your efforts, all you have to do is to repeat it as if you were walking down a familiar street. I went through many hardships to coach my first champion. After that, things began to come easier by following the principles of success. I knew exactly what I had to do to accomplish my goals.”

Fortunately, Takashi Harada did not just come up with motivational slogans to turn his students around. He developed very specific steps, complete with specially designed forms the students needed to complete to move them closer and closer to achieve their goals – no matter what they were - from winning a gold medal to getting into college. These same forms and steps are used today in business, allowing managers and employees to reach their goals - from a promotion to getting the highest sales in the company. The Harada Method is not complicated, but it does take effort and time - it takes dedication to the process.

Basically, the Harada Method consists of five forms that must be completed, some are much more detailed than others. Each person goes through the processes individually for them selves, though it can help teams work better together. Everyone has their own goal they wish to reach, and must develop their own steps for reaching their goals. Everyone's process is unique and can't be copied or duplicated. Some forms only take a short time to complete, others can take months – even more than a year. It all depends on the goal that is chosen and the level of dedication to completing the work.

## THE HARADA METHOD — (CONTD)

### THE HUMAN SIDE OF LEAN, NORMAN BODEK

The five forms are:

1. **33 Questions for Self-Reliance**
2. **Long-Term Goal Form**
3. **Open Window 64 Chart**
4. **Routine Check Sheet**
5. **Daily Diary**

All my students from that first class, and many others following, went through the Harada Method, learning how to set a goal that they really wanted to achieve – no matter how difficult. Each proceeded to complete their five forms over time. When we first started to work on the Harada Method in class, the majority of my students had no idea what they wanted to do when they finished their degrees. Most said they wanted to get a good job and make money. By the time they had finished the Harada Method, they all were focused on what they wanted to do – and why. It was amazing to watch their growth, and I'm really hopeful that they will all get what they want.

My students loved the Harada Method; one of the many comments from my students at Portland State University was:

"I learned so much from this class! Furthermore, his presentation of the Harada Method taught me to clearly define goals and create milestones to get there step-by-step. I am thankful to have been his student." Johan Noya

When Takashi Harada's students started to win gold medals at competitions throughout Japan, they felt as if they had won gold medals in the Olympics – it was that big an achievement for them. The more companies who start to truly address the "Human Side of Lean" at their organizations, will be offering their employees the opportunity to feel that same way – no matter what position they hold. Through the process of letting employees pick a goal for their future that also correlates with their company's success and then giving them the tools they need to reach their goal, can dramatically move an organization towards finally becoming a true Lean organization.

**Norman Bodek, Lean Expert and Author**

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The Harada Method book was just published this November by Beth B. Simone and Norman Bodek. Go to [www.pcspress.com](http://www.pcspress.com) for details.

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Want to contribute content for our Horizon monthly Newsletter? We are looking for:

- Article(s) relevant to supply chain and operations, written by yourself or that you have permission to publish
- Any other ideas or suggestions about content to include in the newsletter, relevant to our members

Please contact **Santiago Velasquez,**  
[Editor@APICS-Houston.org](mailto:Editor@APICS-Houston.org)

## CALL FOR SPEAKERS

Do you want to propose a speaker for our Professional Development Meetings (PDMs)?

Although topics related to supply chain and operations management are preferred, recommended speakers could cover any kind of subject, as long as is relevant to the development of our members.

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“BUILDING YOUR REPUTATION AS A LEADER” APICS HOUSTON CHAPTER SEMINAR, FEB 21



Julia Kowalski has been facilitating the learning of best practices in Sales, Customer Service, Marketing, Business operations, Leadership, Management, Coaching and Mentoring Programs for the past 10 years.

Through her own working history, Julie has gained valuable insight and acumen into the science of what it takes to start and run successful businesses as well as the art of earning and retaining customer and employee loyalty.

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Where? Hess Club - 5430 Westheimer Rd, Houston, TX 77056.

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