

THE HORIZON

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



Houston Chapter

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**Backpack Buddy
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Visit us at:
www.APICS-Houston.org

TOP MANAGEMENT NIGHT, JUNE 13 SPEAKER CLAY WILLIAMS, COO OF NOV



The APICS Houston Chapter will be hosting the Top Management Night, a special event where we recognize outstanding contributions of our companies, volunteers, and members.

chapter elected officers will be sworn in on this special night.

Clay Williams, Chief Operating Officer of National Oilwell Varco (NOV), will be speaking in this special event. Clay was appointed President and COO of National Oilwell in December 2012. He has formerly served as the Company's Executive Vice President & CFO of NOV.

Special awards such as Company of the Year, Volunteer of the Year, Education Partner of the Year, Instructor of the Year and many others will be presented during this event. Also, the new APICS Houston

For more information, go to www.APICS-Houston.org and go to **Development Meetings.**

Read more on Page 15

“THE MIDDLE MANAGEMENT PROBLEM”



It is common to hear senior managers say that the company's Lean transformation efforts have been slowed by middle managers. They usually

attribute this to resistance to Lean or a fear of change.

Unfortunately, they have not identified the real problem and are guessing at the causes. **Read more on Page 12**

PDM MAY 16 — HOUSTON FOOD BANK



While the community knows us as hunger relief, we are really a hundred and twenty million dollar logistics and production operation.

There are similarities and differences that make examination of how the food bank operates an stimulating thought exercise.

Welcome to our world - Imagine how you would operate.

Read more on page 9

SEMINAR MAY 16 — HOW TO IMPROVE OPS



Many people complain that they cannot get their bosses to listen to their ideas for improvement.

What we really want to get is visible, sustainable implementation of our ideas.

This seminar will assist participants in understanding how people think about change and how to get them to support improvement ideas that make sense.

Read more on Page 5

PRESIDENT'S MESSAGE



Happy spring to all of you! I am sure that all of you are working on your yards and cleaning those closets out to start your spring! We here at the APICS Houston Chapter have tons of news and lots exciting professional dinner meetings and seminars coming up for the month of May and June. We here at the APICS Houston Chapter totally ROCK! to bring our members the

best of supply chain education, so find out why we ROCK!

May PDM Speaker: Mr. Brian Green - President of the Houston Food Bank

On May 16th, we are honored to have the President of the Houston Food Bank—Mr. Brian Green who will speak on the topic of: **Welcome to our world – the lessons of a logistics charity.** While the community knows that the Houston Food Bank provides hunger relief, its operation is a hundred and twenty million dollar logistics and production operation.

Brian will talk to our members and guests on the differences between a well organized supply chain operation vs the Houston Food Bank where half the labor force is their first day on the job. As part of our giving back to the Houston community we have asked all our members and guests to bring in non-perishable food to our PDM for collection. People here give and they do give big, and it's all because of people like you who genuinely care about our community and one another. Houstonians totally ROCK!

Please be sure to join us for this session and register on our website at www.APICS-Houston.org . A list of items needed is on Page 10.

Classes:

Our Spring classes are all underway and we have our fall line up of classes in this newsletter for all of you who would like to take advantage of our early bird registrations. We offer both CSCP and CPIM certification courses as part of our curriculum. Keep your questions coming please, we are here to support you!

Spring 2013 Seminar lineup:

May 16th: "How to Gain Agreement for Operations Improvements" Speaker: Bill Lee

Please be sure to sign up as early as possible on our website.

For further details you may contact Mauricio Hernandez, our Director of Seminars, at Seminars@APICS-Houston.org.

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.

Bill Ridings CPIM Scholarship:

It is that time again where our board is planning our Top Management Night event on June 13th at the Hess Club. For the second year in a row we will give out the Bill Ridings scholarship for CPIM. This scholarship is made eligible to our members only. The selected member will be awarded the scholarship at our TMN event.

TOP MANAGEMENT NIGHT: JUNE 13TH, 2013

We are delighted to announce that Mr. Clay Williams who is the President and Chief Financial Officer of National Oilwell Varco as our guest of honor and speaker.

We are working with Mr. Williams on the topic and we will soon post it on our website for all our members and guests to sign up for the event. This is an event that you will not want to miss so please do join us and spread the word to your colleagues and friends.

I can say that we here at the APICS Houston Chapter do work very hard to bring you our members the best that supply chain has to offer.

As President of the chapter, I can say that there is no other place I rather be then right here working with the most passionate and dedicated individuals who serve on our board, where they give their time on a voluntary basis with such drive and tenacity to give back to our Houston community and companies. So, now you know why we ROCK!

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

I look forward to meeting with all of you at the next PDM.

Respectfully submitted,

Tish Patel

President, 2012-2013, APICS Houston Chapter

President@APICS-Houston.org

APICS HOUSTON CHAPTER EVENT CALENDAR—NEXT MONTHS

May-13			
Date	Event	Speaker	Location
16-May	Seminar: How to Gain Agreement for Operations Improvements	William Lee	Hess Club
16-May	PDM: Welcome to Our World — Lessons of a Logistic Charity	Brian Greene	Hess Club
June-13			
Date	Event	Speaker	Location
13-June	Top Management Night Special Speaker Clay Williams, COO of NOV	Clay Williams	Hess Club
21-June	Seminar: Managing Conflict Made Simple	Sonya Ware	Hess Club
21-June	Seminar: Fearless Leadership & Managing Conflict Made Simple	Sonya Ware	Hess Club
August—13			
Date	Event	Speaker	Location
21- July	PDM: To Be Defined	TBD	Hess Club

For more information, go to www.APICS-Houston.org under Events

“THE HARD FACTS” SETH GODIN

The Hard Facts

In an industrial setting, the obvious plan is to seek out the easy work. You're more likely to get it done with less effort and then move on. The easy customer, the easy gig, the easy assembly line.

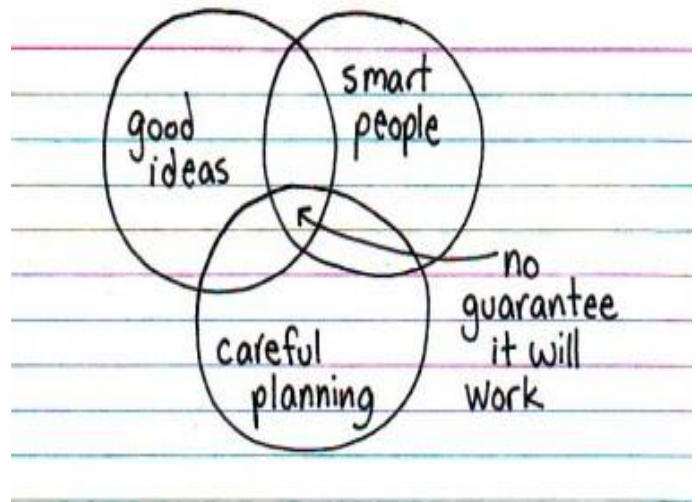
Today, though, it's the difficult work that's worth doing. It's worth doing because difficult work allows you to stand out, create value and become the one worth choosing.

Seek out the difficult, because you can. Because it's worth it.

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

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“BUT IT JUST MIGHT” JESSICA HAGY



Courtesy of Jessica Hagy, www.ThisIsIndexed.com

APICS EDUCATION AND CERTIFICATION 2013 COURSE SCHEDULE

Certified Supply Chain Professional (CSCP)					
Class	Schedule	Days	Time	Location	Early Reg Ends
Winter CSCP	Sep 3 to Dec 3	Tuesdays	6:00pm to 9:00pm	Baker	20-Aug
Certified in Production and Inventory Management (CPIM)					
Class	Schedule	Days	Time	Location	Early Reg Ends
CPIM in a Year (All Five Modules) - Save \$350 By Committing to All Five Modules					
Fall CPIM in a Year	Sep 7 to July 12	Saturday	8:00am to 12:00pm	Baker	23-Aug
Class	Schedule	Days	Time	Location	Early Reg Ends
Winter and Spring 2013 Individual Classes					
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
Fall 2013 Individual Classes					
Execution & Control of Ops.	Aug 20 to Sep 19	Tue and Thu	6:00pm to 9:00pm	Norriseal	5-Aug
Basics of Supply Chain Mgmt	Sep 7 to Oct 12	Saturday	8:00am to 12:00pm	Baker	23-Aug
Strategic Mgmt of Resources	Oct 22 to Nov 14	Tue and Thu	6:00pm to 9:00pm	Norriseal	7-Oct
Master Planning of Resources	Nov 9 to Dec 14	Saturday	8:00am to 12:00pm	Baker	24-Oct

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

QUESTIONS ABOUT EDUCATION?

Do you have questions on how the Supply Chain Education Programs can:

- Improve your company's bottom line while improving customer satisfaction
- Enhance your career and make work more fun

Please contact

Chuck Connelly CFPIM, CSCP, CPA

VP of Education , APICS Houston Chapter

VPEducation@APICS-Houston.org or 713-256-7500

“HOW TO GAIN AGREEMENT FOR OPS IMPROVEMENTS” APICS HOUSTON CHAPTER SEMINAR, MAY 16



Many people complain that they cannot get their bosses to listen to their ideas for improvement. This seminar will assist participants in understanding how people think about change and how to get them to support improvement ideas that make sense.

What we really want to get is visible, sustainable implementation of our ideas. Someone once said that most projects fail – not because of a lack of good ideas but because of a failure to implement and sustain them. Companies have tried many of what we call “silver bullets” for improvement, such as:

- They downsize the work force, but the focus is on cutting headcount and not on changing the business processes;
- They have spent billions of dollars to automate the business, but the focus has been on the technology and not on the people applying the technology; and
- They have acquired other companies in attempts to build synergies; but the focus has been on integrating plants and not on integrating people.
- This seminar will include discussions on how participants can help their companies to build strong change imperatives, to develop a vision of what can be achieved, to put together a process for managing the improvement process, and to develop a commitment to making the improvements happen.

This seminar is based on many years of practical experience in a variety of companies and industries. We will include examples of how leading companies have achieved this.

Upon completion of this seminar, you should have expanded capability to:

- Integrate business imperatives into solid business cases
- Understand what senior managers seek in business proposals
- Build additional capability to provide your company with insights on the business and with meaningful suggestions for improvement.

Exercises will be included to enhance your hands-on learning experience.

Date, Time, and Location, Cost

Seminar will take place on May 16th, 2013 from 8:30 am to 5:00 pm, at the Hess Club. Light breakfast and lunch will be served. The cost of the seminar is \$300 USD for members and \$330 for non-members. **Late fees** start applying on May 2nd, 2013. Obtain 8 APICS certification points when attending this seminar

William B. Lee, Ph.D.

Global Manufacturing Educator and Consultant
wbleephd@gmail.com, 713-963-8339

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. **Contact Chuck Connelly, VP of Education** VPEducation@APICS-Houston.org or 713-256-7500

CALL FOR CONTENT

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

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.

Please contact **Tish Patel, Houston Chapter President**,
President@APICS-Houston.org

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 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

Class	Schedule	Days	Time	Location	Early Registration Ends
Fall CSCP	Sep 3 to Dec 3 **	Tuesdays	6:00pm to 9:00pm	Baker Hughes	8/20/2013

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

For more information on our programs or to register, please visit our website at 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	32
Academic Professional	3
Enterprise Professional (E)	4
Enterprise Professional	10
Young Professional (E)	6
Total	55

To view the detailed list of new members, go to www.APICS-Houston.org/recognition/default.aspx

CAREER CENTER

JOB BANK UPDATE FOR FEBRUARY 2013

The APICS Houston Chapter is pleased to highlight the following new opportunities for our members. More information about job opportunities can be found at www.APICS-Houston.org under **Job Board**.

- **Contract Administrator**, Resources Global Professionals
- **Strategic Sourcing Consultants**, Resources Global Professionals
- **Director of Field Supply Chain**, Forune 500 West Company

If you have additional questions please contact:

Marisa McNevin, Director of Job Bank,
JobBank@APICS-Houston.org or 832-643-5415

“JUST THE GOOD PARTS”

BY SETH GODIN



Just the Good Parts

"I want to be an actress, but I don't want to go on auditions."

"I want to play varsity sports, but I need to be sure I'm going to make the team."

"It's important to sell this great new service, but I'm not willing to deal with rejection."

You don't get to just do the good parts. Of course. In fact, you probably wouldn't have chosen this path if it was guaranteed to work every time.

The implication of this might surprise you, though: when the tough parts come along, the rejection and the slog and the unfair bad breaks, it makes sense to welcome them.

Instead of cursing or fearing the down moments, understand that they mean you've chosen reality, not some unsustainable fantasy. It means that you're doing worthwhile, difficult work, not merely amusing yourself.

The very thing you're seeking only exists because of the whole. We can't deny the difficult parts, we have no choice but to embrace them.

Seth Godin, Best selling author and speaker
<http://sethgodin.typepad.com/>
Reproduced with permission of Seth Godin

HOW TO ASK FOR A RAISE—AND GET IT!

DEBORAH WALKER



How to Ask for a Raise—And Get It!

When was the last time you asked for a raise?

If you are like most people, you waited until you were frustrated, angry, and resentful.

Not the best frame of mind for trying to make a positive change.

You probably made some critical mistakes. You may have:

- Made your appeal based on emotion
- Given your boss an ultimatum
- Failed to plan ahead what to say figuring you could just “wing it”

And how did that strategy work for you? Did you get everything you hoped for? Probably not.

There is a better way to ask for a raise that doesn't involve emotions, ultimatums, or even slamming doors. The answer is planning. Be prepared with objective documentation that proves beyond doubt that you deserve a raise, and have a strategy that puts that information forward in the best possible light.

1. Research salary surveys.

If you suspect your current earnings are below average for your industry in your state, verify your suspicion by checking out salary surveys. Your state employment service agencies probably provide a salary survey for your industry. Make copies of any salary surveys you find.

Additionally, if you suspect your earnings are low within your own company, ask your human resources representative if he/she can provide the normal salary scale for your position. Ask for a copy if possible.

These two documented sources will help support the fairness of your request for a raise.

2. Prove your worth.

If you are waiting for your boss to notice what a great job you are doing, forget it. No one is paying that much attention to you. It's up to you to prove how much you are worth—literally.

Keep a weekly journal of what you've done that proves such things as:

- Creating revenue opportunities
- Discovering costs savings
- Helping a coworker meet or beat a deadline
- Developing a better process
- Completing tasks ahead of time
- Generating good will with clients or customers

Use your list of accomplishments to update your resume illustrating the positive impact you've had on your company. An updated resume is your most convincing evidence that you deserve a raise. It will also put your boss on the alert that you are ready with an updated resume when a recruiter calls.

3. Plan your strategy.

Too often, people don't think about what they're going to say until they're actually in their boss' office. That's too late.

Practicing how you want to present your case can be the final key to success in getting your raise.

Choose a friend or family member who has been in the position of hiring others, and ask them to let you practice your request for a raise.

Once you have your documentation, your updated resume, and your strategy in hand, you'll be ready to approach your boss with confidence. And you'll be well on your way to getting the raise you have truly earned.



Deborah Walker, Certified Career Management Coach
Contact at Deb@Alphaadvantage.com
Reproduced with permission of Deborah Walker

PDM, MAY 16 — WELCOME TO OUR WORLD LESSONS OF A LOGISTICS CHARITY



The Houston Food Bank Operations represents an interesting case study for APICS members.

While the community knows us as hunger relief, we are really a hundred and twenty million dollar logistics and production operation.

There are similarities and differences that make examination of how the food bank operates an stimulating thought exercise.

Welcome to our world – Imagine how you would operate if:

Every day for half of your labor force it is their first day on the job. Yet they must be effective.

And they show up when they want to rather than according to your schedule.

And because you don't pay them, whether they show up again depends largely on how great a time they had.

Your suppliers are actually voluntary contributors of goods who supply what they want, when they want. It's your job to make it work to meet your needs and capabilities, not theirs.

Your customers are not the consumers and do not directly benefit from how well those consumers are served.

You lose money every day you operate and must make up for it by how impressed the community is with your operations.

That's our world. This talk will explain how it really works, the relevance for APICS and the strategies we use to make it successful.

When?

May 16th 5:00PM – 8:00PM

Where?

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

How Much?

Members: \$25;

Non Members: \$30;

Students: \$10

Who?

Brian Greene is President and CEO of the Houston Food Bank, a non-profit organization that feeds the hungry by seeking food donations and distributing them to 500 hunger relief programs in 18 southeast Texas counties. Founded in 1982, the organization helps 137,000 individuals each week through food pantries, shelters, soup kitchens and other meal sites

Since taking the top post at the Houston Food Bank (HFB) in 2005, Brian has led the organization to unprecedented growth. In August 2011, the Food Bank moved into its new home, a 308 thousand square foot warehouse and office facility, purchased and renovated thanks to a \$55.6 million capital campaign.

In fiscal year 2010-2011, HFB distributed 70 million pounds of food and other necessities. The vision for the future is to expand service to the community to 120 million pounds by 2018.

How to register?

Go to www.APICS-Houston.com under **Events** to Register!

Contact Mauricio Hernandez, Director of Seminars
Seminars@Apics-Houston.org

DISCOVER APICS MEMBERSHIP BENEFITS

The APICS Houston Chapter kindly invites you to become an APICS member, joining thousands of professionals world wide. By joining APICS, you obtain the following benefits:

- Access the extensive APICS body of knowledge—the most expert, current, and relevant education in operations and supply chain management.
- Connect to an impressive community of nearly 40,000 members around the globe—all committed to building excellence in operations management.

APICS offers a broad range of memberships:

- *Professional*
- *International e-membership*
- *Joint international*
- *Academic professional*,

For more details, Contact Tom Chambers, VP of Membership
VPMembership@APICS-Houston.org

BACKPACK BUDDY PROGRAM

HOUSTON FOOD BANK INITIATIVE



In '11 - '12 Backpack Buddy distributed more than **290,606 backpacks** at **392** area schools.

About the Backpack Buddy program?

Many children who rely on free or reduced-priced lunches during the school year go home to meager or no meals on weekends. The Houston Food Bank's Backpack Buddy program works to fill that gap.

On Fridays, at participating schools and other locations, children take home child-friendly, nonperishable, easily consumed and vitamin-fortified food.

The food is given to the children discreetly, to avoid inviting unwanted attention.

How to get involved:

Make a donation to Backpack Buddy through the Houston Food Bank. Gifts of any amount are welcome.

Donate healthy, nonperishable child-friendly food.

Help support Houston Food Bank programs like Backpack Buddy!



Participant Quotes

"Many of our students come into the building Monday morning saying thanks for the healthy food choices given over the weekend."

"Teachers say the students are performing better on Monday mornings. They are more alert and pay more attention because they are not looking for food on a Monday morning"

Most Needed Items for Backpack Buddy:

Protein

- Meat stews with vegetables
- Canned chicken or tuna
- Peanut butter
- Canned beans

Fruits & Vegetables

- Fruit cups packed in 100% juice
- 100% fruit juice
- Canned vegetables

Grains

- Boxed grains, including cereal (12 - 16 oz.)
- Macaroni and cheese (low fat or regular)
- Canned pasta meals (such as Chef Boyardee)

Healthy Snacks

- Yogurt cereal bars
- Fruit filled cereal bars
- Granola bars
- Low fat crackers
- Low fat/low sugar cookies

Dairy

- Shelf-stable milk (plain or chocolate)

Contact **izbel Guzman**, Backpack Buddy Coordinator
832-369-9205 or lguzman@houstonfoodbank.org



APICS Houston Presents

CPIM in a Year - Fall 2013

Register at:
www.APICS-Houston.org

Dates:
Saturdays
See schedule below

Times:
8:00am to 12:00pm

Location:
Baker Hughes
9100 Emmott Road
Houston, TX 77040

Pricing
Members:

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

Non-Members:

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

Does NOT include testing fees.

Contacts:
Chuck Connelly
CFPIM, CSCP and CPA
Chuck.Connelly@gmail.com



Save MONEY by signing up for All 5 CPIM Modules

Start in September 2013 & Finish in July 2014



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.

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

PROGRAM SCHEDULE

	Start	End	No Class	Test
Basics of Supply Chain Management	09/07/13	10/12/13		
Master Planning of Resources	11/09/13	12/14/13	11/28/13	
Detailed Scheduling and Planning	01/25/14	03/01/14		
Execution and Control of Operations	04/05/14	05/03/14		
Strategic Management of Resources	06/07/14	7/12/14	7/5/14	

Students should schedule exams between classes.

THE MIDDLE MANAGER PROBLEM

BOB EMILIANI

It is common to hear senior managers say that the company's Lean transformation efforts have been slowed by middle managers. They usually attribute this to resistance to Lean or a fear of change. Senior managers have perceived a problem (an effect) and identified two causes. Unfortunately, they have not identified the real problem and are guessing at the causes, which will surely lead to guessing solutions such as: "We don't have the right people in these key positions" or "We need new managers." These will not correct the problem.

If we look at this problem from middle managers' perspective, we would see more than just two causes that contribute to the problem perceived by senior managers. Middle managers would say:

- I don't understand Lean management.
- I don't know what to do.
- My boss does not support Lean.
- My boss does not practice Lean.
- Lean is for operations people; I'm not in operations.
- There are no rewards or recognition for doing Lean.
- Lean is just another demand placed upon me. It's a burden.
- There is nothing in it for me.
- I am afraid of losing my job.
- I fix things; continuous improvement is continuous re-work.
- I don't like rapid change.
- I am worried about failing and the consequences.
- Top management wants "flawless execution" and says "failure is not an option."
- I fear being blamed for bad outcomes.
- My job description has not changed.
- I don't have time for Lean.
- I keep forgetting what to do.
- My boss holds me accountable for results.
- My peers are not doing Lean and they still get rewarded.
- Annual performance appraisal criteria have not changed.
- Promotion criteria have not changed.
- I am held accountable to the same old metrics.

fear of change. Lean transformations that go too slowly suffer from structural problems, not from a middle manager problem.

It is clear that the problem is an absence of problem-solving by senior managers. They must clarify the perceived problem because it is different from the actual problem(s). The actual problem correlates better with senior managers not having done the work necessary to set middle managers up to succeed.

Senior managers need to do an A3 report for this problem to understand root causes, and also to eliminate blame. If they did so, they would find numerous causes for the narrow effect that they perceive, and nearly every cause they find would require a corrective action – all of which would be relatively simple. Three things stand out with respect to slow Lean transformations:

- Senior management inconsistency.
- Lack of specificity regarding new roles, responsibilities, and daily activities.
- Poor understanding of Lean principles and practices by senior managers, which impedes their ability to explain and teach Lean management to middle managers.

In most Lean transformations, senior managers do not do the things they expect middle managers to do. Senior managers support Lean, but they do not act as role models by applying Lean principles and practices to their own work and other work activities (by participating in kaizen). To say Lean is important and then personally do nothing says it all: "Lean is for lower-level people to do, not me." It also says that Lean management is not that important. Senior managers willingly throw away a great opportunity to lead by example. This is an obvious leadership problem that must be corrected.

Senior managers must be explicit regarding what middle managers should do differently day-to-day. That means, in part, addenda to all job descriptions that include (as a starting point):

- Eliminate waste, unevenness, and unreasonableness.
- Use problem-solving tools (i.e. A3 reports).
- Create visual controls.
- Improve flow, then improve it again and again.
- Respect people: employees, suppliers, customer, investors, and communities.

There is much more going on here than just resistance or (Continued)

THE MIDDLE MANAGER PROBLEM

BOB EMILIANI (CONTINUED)

Of course, senior managers must do these same things in their own work activities if they expect middle managers to do them in theirs. The expectation should be established that middle managers will describe these new activities at least weekly at the gemba (not in a conference room), and that senior managers will show evidence of their efforts to solve problems and improve processes to all employees (seeing, after all, is believing). Expectations, of course, must be followed up with concrete actions.

Senior managers must also be able to explain how Lean management makes middle manager's job better and easier. If middle managers perceive Lean to make their job more difficult or worse, then one cannot expect them to embrace Lean management. Senior managers frequently pile requirements onto middle managers with no indication of what activities can be eliminated. This leaves middle managers to decide what is important and what is not important. In most cases, middle managers will continue to do only what they are used to doing – especially if anti-Lean metrics remain in place.

What I have tried to illustrate here is that senior managers have a lot of work to do. They cannot simply proclaim the adoption of Lean management and then walk away from it or pretend to be interested during monthly reviews. Senior managers have to be part of it. They have to recognize that non-zero-sum (win-win) Lean is not a minor change to what they already know about people, work, organization, management, and leadership.

It's back to school.

If that is too big a challenge for them, then they should not adopt Lean management.

M.L. "Bob" Emiliani is a university professor, researcher, author, historian of progressive management, and executive trainer.

Contact at bob@bobemiliani.com

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FEARLESS LEADERSHIP & MANAGING CONFLICT MADE SIMPLE — SEMINAR, JUNE 21



This workshop will help you understand and begin to embrace your pitfalls, strengths and blind spots as a leader and to understand how conflict occurs when the emphasis is on the differences between people.

After attending this seminar, this will be the key takeaways :

- Book, assessments, material, hand outs
- Understand your personal leadership style, including strengths and blind-spots
- Understand the underlying blockers that get in the way of success
- Have a simple plan to develop their leadership
- Explore their personal conflict avoidance style
- Be exposed to tools to help navigate conflict
- Practice conflict management techniques

When?

June 21st 8:30 - 5:00

Where?

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

How Much?

Half Day: \$175

Full Day: \$300

Who?

Sonya Ware Sonya Ware is the owner of Blue Beagle Consulting, a coaching firm that partners with its clients to help them live their gifts and the truth of their being. Mrs. Ware extensive background includes regional and global leadership roles in Fortune 500 companies.

How to register?

Go to www.APICS-Houston.com under **Events** to Register!

Contact Mauricio Hernandez, Director of Seminars
Seminars@Apics-Houston.org

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.

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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	Ken Jamison	Weatherford - Gulf Bank
Rob Bytheway	Baker Hughes	Bob Kirkpatrick	National Oilwell Varco - Bammel
Peter Cayea	Cameron International	Lisa Leroux	Weatherford
Prasanth Chakra	Bayer	Larry McClellan	Schlumberger - HPC
Duane Chandler	Weatherford International	Heidi McKnight	National Oilwell Varco - FM 529
Madhavi Chiruvolu	Toshiba	Gary Mundell	National Oilwell Varco - FM 529
Lana Forrest	Baker Hughes	Jim Nolan	FMC Technologies
Bob Gardner	Pathfinder/Schlumberger	Patrick Paro	Del Packaging
Steven Hasson	TSP	Giovanni Ramirez	National Oilwell Varco - Galena Park
Chuck Hayes	Cameron - Flow Control	Angelina Rodriguez	National Oilwell Varco - Air Center Blvd
Kevin Helm	Oceaneering	Chaitanya Saha	National Oilwell Varco - West Little York
Cathy Hernandez	Halliburton Energy Services	Ram Santhanavaradan	National Oilwell Varco - Conroe
Mauricio Hernandez	Shell	Don Thomas	Unisource
Carol Hickman	Hewlett-Packard	Kevin Tye	Weatherford International - Northwoods
Mark Hoffman	Cameron Drilling Systems	Nick Webster	National Coupling Company
Tracy Hughey	Akzo Nobel	Tony Xu	Foxconn
		Robert Yagel	Goodman Manufacturing



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TOP MANAGEMENT NIGHT, JUNE 13 FEATURING CLAY WILLIAMS, COO OF NOV

Please join us for this special event where we recognize the outstanding contributions of companies, volunteers, and members such as:

- Company of the Year
Volunteer of the Year
Education Partner of the Year
Instructor of the Year
'Dave Doering' Memorial Award
'Bill Ridings' Scholarship Award
Certified in Production and Inventory Management (CPIM)
Certified Supply Chain Professional (CSCP)



Clay Williams, was appointed President and Chief Operating Officer of National Oilwell in December 2012.

Mr. Williams has formerly served as the Company's Executive Vice President & Chief Financial Officer of National Oilwell Varco, following the merger between National-Oilwell, Inc. and Varco International, Inc.

Mr. Williams holds a Bachelor of Science degree in Civil & Geological Engineering with highest honors from Princeton University, and a Masters of Business Administration from the University of Texas.

Mr. Williams is director and treasurer of the Center for Hearing & Speech; director and chairman of the South Division of the Sam Houston Area Council of the Boy Scouts of America; and a member of Society of Petroleum Engineers.

AGENDA

- 5:00 to 6:00pm-Registration, Drinks, and Networking
6:00 to 7:00pm-Dinner and Awards
7:00 to 8:00pm-Presentation by John Hofmeister
8:00 to 8:30pm-Wrap Up and Swearing in of New Officers

Cost

\$15 per person. Go to www.APICS-Houston.org under Events

More details to come! Don't miss this event!