

# 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)

## TOP MANAGEMENT NIGHT - JUNE 13



The APICS Houston Chapter is proud to be hosting the Top Management Night, featuring Clay Williams, COO of NOV, as special guest speaker.

In this special event we recognize outstanding the contributions of our companies, volunteers, and members.

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.

Finally, the new APICS Houston chapter elected officers will be sworn in on this special night.

**Read more details on page 14**

### CAREER TIPS FOR ALL

**College Grads:**

If you are a new college grad you’re probably full of enthusiasm, but low on experience. As the months roll on you’re probably learning that employer’s aren’t as thrilled with meeting you as you had hoped. Here are a few resume tips for new college grads to better your chances of gaining prospective employer’s attention.

**Over Qualified:**

If you are looking to downsize your career you are probably finding it difficult to convince employers to give you a second glance. Employers typically shy away from candidates who are obviously taking a step back in their career for various reasons.

**Read more on Page 8**

### INNOVATION DEMANDS DISCIPLINE

Innovation is at or near the center of nearly everyone’s radar screen. If you’re not looking for it in your work, you’re looking for it in your personal life, because stirring in each of us is the desire to employ our ingenuity.

Actually *doing* it with any acumen and consistency is another matter entirely.

A study of the great accomplishments in art, industry and science reveals a story of constant study and hard work. Mozart, Galileo, Rockefeller, Renoir, Plato, Einstein, Shakespeare, Newton—all were innovative geniuses.

**Read more details on page 9**

### TOP TEN SIGNS YOUR CEO ISN’T LEAN

Lean training and programs are more popular than ever. Implementing lean strategies is all the rage, but has your CEO really seen the lean light? Use these 10 signs as a gauge to find out.

**Read more on Page 12**

## PRESIDENT'S MESSAGE



Dear colleagues at the APICS Houston Chapter! It is hard to believe that my second year as President of the APICS Houston Chapter will soon come to a close. As we here at the APICS Houston chapter bring an end to this board year, we are already planning our transition meeting in July.

Our board faced many challenging times these past two years and we have also gained from our strengths to enable sound operations of our chapter and to strategically place us to serve the Houston community mainly to companies here as we are in the Oil and Gas corridor. Our instructors are also top notch professionals working as Vice Presidents and Directors for major oil companies. This gives you a gauge of our phenomenal expertise in the delivery of education that our chapter provides!

We made our by-law changes and we would not have been able to accomplish this major milestone without the support of our members! We believe that we will be able to operate more strategically over the next 3 to 5 years to ensure growth!

The phenomenal work in all areas of our chapter operations would not have been possible without the dedication and commitment to serve by our board members and volunteers. We also had some great speakers overall and we listened to you our members to ensure that we provided you with the topics which were requested through our survey which goes out every year!

Speaking of surveys, the annual survey for 2013-2014 has been sent out on May 21st and will be available until June 7th, so please be sure to take the survey to help us serve you better. The lucky responder will receive a **Kindle Fire** which will be presented at TMN.

We need to continue our focus to tap into the health care and process industries. Overall, we have had quality PDM's, our best plant tour ever at the NOV Rig Solutions facility and our classes both on the public / private sectors have had record attendance.

### CLASSES:

Our fall line up of classes for both CSCP and CPIM are loaded on our website and you will find additional information in this newsletter for those of you who would like to take advantage of our early bird registrations. Keep your questions coming please, we are here to support you!

### TOP MANAGEMENT NIGHT: JUNE 13TH, 2013

Our Board year will conclude with our June Top Management Night PDM. We are delighted to welcome Mr. Clay Williams who is the President and Chief Operating Officer of National Oilwell Varco as our guest of honor and speaker. He will speak on the topic of "**Perspectives on oil & gas production and industrial magic**" We will also present Chapter Awards to our Volunteer of the Year, Instructor of the Year and many others. The evening will conclude with the installation of next year's Board by Former APICS National President Dr. Robert Vokurka. It will be an exciting and delightful evening, we hope you will join us. The registration link can be found on our website at [www.apics-houston.org](http://www.apics-houston.org)

### ELECTION RESULTS:

The ballots have gone out and they should be in your mailbox already, awaiting you to send your vote back to us by June 1st so that we may tally them. A big "Thank you" to our membership and board for their active participation. For the most part, you will see all the familiar faces with new roles this next year! We will announce the new officers at the June Top Management Night!

### A PERSONAL MESSAGE:

My motto when I came into office was to **Inspire Minds and Shape Lives!** Most importantly, to give back to the Houston community in many folds and to deliver our world class Supply Chain education!

It has been very rewarding to work with some of the most talented, passionate and dedicated individuals on the APICS Houston Chapter Board. They have supported me every step of the way in an effort to continuously raise the bar to provide the quality and excellence of everything we set out to accomplish for you our members!

I continue to grow both personally and professionally in many folds and it fills me with more drive to make our chapter the best in the world! Thank you all very much for the opportunity to lead and serve as your President for the past two years! I look forward to working with next year's board as "Ex Officio"!

Respectfully submitted,

Tish Patel

President, 2012-2013

APICS Houston Chapter 36

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

## APICS HOUSTON CHAPTER EVENT CALENDAR—NEXT MONTHS

June-2013			
Date	Event	Speaker	Location
22-Jun	Fearless Leadership	Sonya Ware	Hess Club
22-Jun	Topic "Managing Conflict Made Simple"	Sonya Ware	Hess Club
July-2013			
Date	Event	Speaker	Location
20-Aug	Execution and control of operations CPIM Class	TBD	Baker Hughes
August-2013			
Date	Event	Speaker	Location
3-Sep	Fall 2013 CSCP Review Class	TBD	Baker Hughes
3-Sep	Fall 2013 CPIM in a Year (all 5 Modules)	TBD	Baker Hughes

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

### OVERCOMING THE IMPOSSIBILITY OF AMAZING

If you set your bar at "amazing," it's awfully difficult to start.

Your first paragraph, sketch, formula, sample or concept isn't going to be amazing. Your tenth one might not be either.

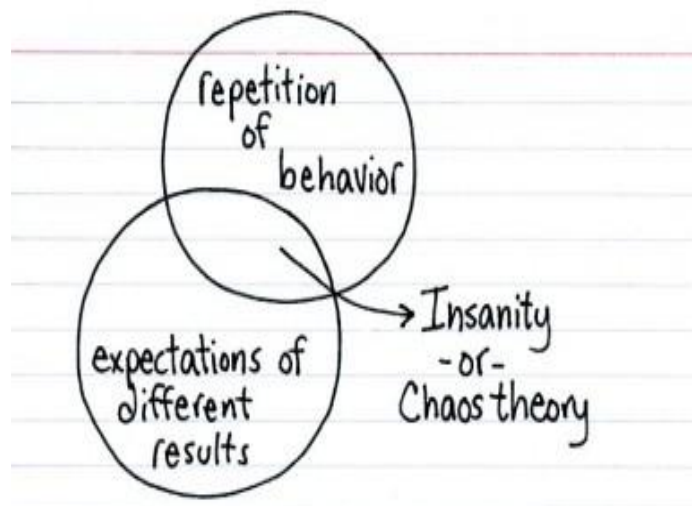
Confronted with the gap between your vision of perfect and the reality of what you've created, the easiest path is no path. Shrug. Admit defeat. Hit delete. One more reason to follow someone else and wait for instructions.

Of course, the only path to amazing runs directly through not-yet-amazing. But not-yet-amazing is a great place to start, because that's where you are. For now.

There's a big difference between not settling and not starting.

**Seth Godin**, Best selling author and speaker  
<http://sethgodin.typepad.com/>  
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### YOU NEVER KNOW— OR DO YOU?



Courtesy of Jessica Hagy, [www.ThisIsIndexed.com](http://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
<b>CPIM in a Year (All Five Modules) - Save \$350 By Committing to All Five Modules</b>					
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

### 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](mailto:VPEducation@APICS-Houston.org) or 713-256-7500

# 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

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](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 APICS HOUSTON CHAPTER MEMBERS

APICS Houston Chapter welcomes it's new chapter members:

New Members Information	
Type	Number
Professional Member	57
Academic Professional	3
Enterprise Professional	18
Young Professional	10
<b>Total</b>	<b>88</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 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](http://www.APICS-Houston.org) under **Job Board**.

- **Asset Scheduler**, DuPont
- **Supply Chain Inventory Coordinator**: PG Professional Golf
- **SRM Catalog Coordinator**; Sysco
- **Planner**; NOV

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

## A HIERARCHY OF FAILURE (FROM BRAVE TO SHAMEFUL)

Mistakes!

A series of failures as you follow a path of persistent long-term effort characterized by ongoing learning and a reputation that improves over time.

- The giant flame out
- Giving up in the dip
- Shortcuts
- Not starting
- The critic, on the sidelines
- Empty hype
- The scam, the short-sighted selfish pitch

It's the flameouts and the scams that get all the publicity, but it's the long-term commitment that pays off.

I have nothing but applause for those brave enough to fail, and fail again.

It's not so much a failure as it is one more thing that won't work.

And the critics and the non-starters? They will get little respect from me.

Some say, "go big or stay home," but I prefer, "keep going."

Drip by drip.

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

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## CAREER TIPS — DEBORAH WALKER

### RESUME TIPS FOR NEW COLLEGE GRADS

If you are a new college grad you're probably full of enthusiasm, but low on experience. As the months roll on you're probably learning that employer's aren't as thrilled with meeting you as you had hoped.

Here are a few resume tips for new college grads to better your chances of gaining prospective employer's attention.

#### **Gain work experience through volunteering.**

Seek out non profit organizations that can put you to work using your hard earned skills. For example, professional associations, alumni associations, local civic organizations, churches or public schools. Ask to perform duties that will look great on your resume.

#### **Earn valuable certifications.**

What better time to gain certifications that are sought out in the job market? Ask around and search through job postings to find out what certifications would best accompany your education and lead you to your desired career goals.

#### **Seek out another internship.**

You may have had an internship as part of your course of study, but did you know many internships are available to post grads as well? Seek out internships within your industry of choice. Contact companies you're interested in building long-term relationships and see what they have available for interns.

#### **Let your resume show potential.**

No matter how lowly your previous jobs, show how you have gone beyond the call of duty and solved problems as an employee. Be sure to include any leadership activities you performed as a student. Include results to show that you are a bottom-line oriented thinker.

As time goes by you'll have more experience to highlight on your resume, but for now you've got to make the most of what you've got.

These resume-building methods have proven worth while to many new college grads and they can work for you as well.

### THE "OVER QUALIFIED" DILEMMA—HOW TO BEAT IT

If you are looking to downsize your career you are probably finding it difficult to convince employers to give you a second glance. Employers typically shy away from candidates who are obviously taking a step back in their career for various reasons. For example:

- They think you'll be bored with the position and leave for a better opportunity.
- They think you'll be unhappy with the pay.
- They think you'll have trouble following orders from people less qualified.
- They think you'll lose motivation to do your best on the job.

While none of these assumptions may be true in your case, it's up to you to convince them otherwise. First off, if you are applying for positions that you could have done ten years ago don't let your resume hurt your chances of gaining an interview. Here are a few tips for preventing your resume from screaming "Over Qualified!"

- Emphasize your work as part of a team rather leading a team.
- Don't over state your education. If the position requires a four-year degree, leave off your MBA.
- Don't go back too far in your resume. Ten years is a good rule of thumb.
- Do state your tactical responsibilities over your strategic activities.
- Do include your quantifiable results.

There are many legitimate reasons for downsizing one's career. If that's what you choose to do you have every right to pursue it. Just remember to downsize your resume as well.



**Deborah Walker**, Certified Career Management Coach

Contact at [Deb@Alphaadvantage.com](mailto:Deb@Alphaadvantage.com)  
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# INNOVATION DEMANDS DISCIPLINE, PATIENCE

## MATTHEW E. MAY



Innovation is at or near the center of nearly everyone's radar screen. If you're not looking for it in your work, you're looking for it in your personal life, because stirring in each of us is the desire to employ our ingenuity. Thus, the potential to innovate is alive and well in everyone.

Actually *doing* it with any acumen and consistency is another matter entirely.

A study of the great accomplishments in art, industry and science reveals a story of constant study and hard work. Mozart, Galileo, Rockefeller, Renoir, Plato, Einstein, Shakespeare, Newton—all were innovative geniuses, and all believed in the constant and purposeful application of their abilities. Investigation into their magnificent achievements reveals a lifelong process of deep reflection, keen observation and constant betterment. The ancient Greeks also believed that to become able in any profession, three things were necessary—nature, study, and practice. And for over 30 years the U.S. Army has employed a leadership model of *Be-Know-Do*. In their view, while acquired knowledge and skill (*Know* and *Do*) is necessary and valuable, it is perishable because it can quickly become obsolete in today's competitive environment. It is the first element, *Be*—drive, dedication, determination—that remains the enduring differentiator.

Innovation is all about *discipline*. Therein lies the rub, for all the same reasons that losing weight and maintaining physical fitness seems so elusive for so many. It requires lifelong vigilance and perseverance. And *patience*, because it takes time. Innovation demands patience, but patience is something in short supply.

In general, Western cultures are relatively impatient and near-sighted. We're not that willing and eager to trade immediate gratification and short-term gains for the long-range possibilities that seem too distant. And we begrudgingly respond to change, usually waiting for the fabled burning platform to suddenly and mysteriously appear and move us to action.

As a result, the *as is* prevails over the *could be* for far too long...so-called innovation efforts are in reality initiatives centered on optimizing the status quo, rather than creatively destroying it.

The journey to building a companywide culture of innovation—one in which every soul on board is contributing ideas daily, converting them to reality regularly...and in which performance is measured in terms of the quantity and quality of ideas tested rather than solely on business outcomes—is one most don't commit to making. The reasons? It's not easy, and it's not quick, and it doesn't necessarily show up on a plan, budget, or balance sheet.

You may be wondering where all this is coming from.

I walked out of a recent meeting convinced that people in the room truly believed they would become the modern day Archimedes, that they were just moments away from the *Eureka!* moment to hit them in the bathtub. I'm fairly certain the killer app they (and so many others) are hoping for won't magically come to them through the mythical happy accident. At least not without engaging in the hard and unglamorous work of immersing themselves fully in the problem first (which they had not done), struggling through endless but enlightened trial and error. There's simply nothing accidental about true innovation.

All change demands learning. *Meaningful* change—aka *innovation*—demands *profound* learning. Learning and innovation go hand in hand, but learning comes first. Again, that takes time. There *are* no overnight sensations—great careers and great companies are built painstakingly over time.

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# INNOVATION DEMANDS DISCIPLINE, PATIENCE

## MATTHEW E. MAY (CONTD)

Corporate obituaries are haunted with the ghosts of those who let impatience with (and distaste for) gradual change and continuous incremental innovation become an excuse for not taking any action at all, memorialized with a collective tombstone inscribed with "No singles allowed—homeruns only" and buried in the same plot as people who say they only play the lottery when the jackpot is over \$25 million.

Instinctive, but illogical.

And while I'm on the topic of excuses, true innovators resist them at all costs. Excuses are all too easy. If I had a nickel for every time I've heard people tell me "*We just don't have the time,*" I'd be permanently camped under a Caribbean cabana with a Cuban cigar, clipping coupons.

The excuses usually come just when all the low hanging fruit has been picked clean, creativity wanes, things get a little hard, and the daily fires are allowed to rule the day. Look, everyone's busy. But the question is, what are you busy about? Spend all your time in a defensive and reactive posture, and you'll find yourself getting slower and slower. You'll be playing catch-up. When change gaps you like that, you're done.

Excuses amount to preemptive surrender. To the authentic innovator, that's wholly unacceptable. And it sure doesn't sound much like leadership. If you give up before you even start, not only will you never progress, you'll lose whatever advantage you *do* have now to your competitor who views it as a challenge and so offers up something the media will likely label "disruptive." (A word, mind you, that is quickly losing its meaning, thanks mostly to the labelers.) Your customers won't open their wallets to the wafflers and "we-can't-do-its," they'll spend their money with the problem-solvers.

So, my note to all would-be innovators leaning in to hear more about discipline and patience is this: understand that the process is long and messy. There is one and only one solution...

Keep at it.

**Matthew E. May** is an innovation catalyst, and author of four critically acclaimed books on innovation,

Contact at [www.MatthewEMay.Com](http://www.MatthewEMay.Com)

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## 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](mailto:VPMembership@APICS-Houston.org)

The APICS Houston Chapter has an online presence through social networks. **Please join us!**

**Follow us on LinkedIn!**  
Look for APICS Houston Chapter Group Page



**Follow us on Facebook!**  
Look for APICS Houston Chapter



APICS Houston Presents

# CPIM in a Year - Fall 2013

**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

**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](mailto: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
<b>Basics of Supply Chain Management</b>	09/07/13	10/12/13		
<b>Master Planning of Resources</b>	11/09/13	12/14/13	11/28/13	
<b>Detailed Scheduling and Planning</b>	01/25/14	03/01/14		
<b>Execution and Control of Operations</b>	04/05/14	05/03/14		
<b>Strategic Management of Resources</b>	06/07/14	7/12/14	7/5/14	

**Students should schedule exams between classes.**

# TOP 10 SIGNS YOUR CEO DOESN'T GET LEAN

## MIKE MICKLEWRIGHT

Lean training and programs are more popular than ever.

Implementing lean strategies is all the rage, but has your CEO really seen the lean light?

Use these 10 signs as a gauge to find out.

### 10. He initiated a brand new lean department.

His thinking: Lean is something new. We don't want to taint it with our quality or production departments. Quality has nothing to do with lean, and quality's been around for such a long time that it's kind of dull. Besides, the quality department has that ISO standard; they get to keep it going because our customers think we need to have it and demand that we do. Lean has *kaizen*. That's not even part of the ISO thing. The production department doesn't have time for lean. They have to focus on expediting orders and getting them out the door—especially that last week, every month. Lean and *kaizen* would interrupt this flow. I think I'll set up the lean department's office right next to the Six Sigma department; that's dying out anyway.

### 9. She thinks one-piece flow only applies to production.

Her thinking: I get one-piece flow for manufacturing stuff or creating a service, but the thought of applying that concept to management or leadership is silly. So silly, in fact, I've never even thought of it. What would I do then... monitor the process every day instead of at the monthly meeting? That's not gonna happen. Would I provide feedback and be open to my staff every day, like one-piece flow, instead of how I currently batch all of my performance reviews, once a year, at the end of the year? Fat chance. Would I conduct management review meetings more than twice a year? Yeah, right.

### 8. He thinks that monthly *kaizen* events are the key to lean.

His thinking: That's enough sacrifice. One big ol' *kaizen* event, with five or eight employees, once a month... we'll pick a different area each month. It makes sense. We'll batch-process our improvement efforts to get rid of batch processing. It makes sense to me.

### 7. She thinks that she and her staff don't have to change their management or leadership styles and practices.

Her thinking: Lean is for the little people. Lean is a little word that little people can understand. We have a solid management team and controls in place to keep everyone in line. People are written up and reviewed when they screw up. They're afraid of making mistakes—as they should be. But

this lean could help to avoid mistakes. Yes, lean will be a nice thing for them to work on. I'll authorize the spending of a little money; that will be how I show support. And we'll reap the gains.

### 6. He thinks that we should start lean off quickly and apply an easy tool, like 5S, right away, to the messiest area in production.

His thinking: Lean is like a big old toolbox. We need to get started, and we need a quick win. So let's get trained and start 5S-ing all over the place. We'll do the whole building, whether it needs it or not, just so everyone will learn. In fact, we can have a 5S Super Team, and it can go into new areas and do 5S in that area. We'll do "sort" first, all over the building, before we get into "set in order." Someone said that we should understand the problem first and do root cause analysis before choosing to use a lean tool. I should fire him for insubordination and trying to block our lean efforts. Stupid!

### 5. She thinks she'll be "process focused" by ensuring measures are in place to monitor the process and have reports sent to her once a month.

Her thinking: There's no need to get in the trenches and see the process. I can do all of that from my nice comfy office and conference rooms. The data will let me know what I need to know. It's all in there. I'll ensure that my people are accountable to reach my mandated objectives and goals, and we'll review the numbers together, once a month. Besides, I wouldn't want to intimidate my employees by periodically showing up in their work areas and watching what goes on. That's not very pleasant for your people, and we are a people-oriented company.

### 4. He thinks that value streams only apply to the lean tool of value-stream mapping.

His thinking: Our functional department organization is good. Many of our department managers have been with the company a long time. They have built their kingdoms, and they're proud of them. We can't mess this up. Besides, it's kind of neat to watch the internal rivalries as they compete for resources and my attention. To reorganize to something like a matrix in which people are actually focused on and work for a value stream would be way too disruptive. That would be like breaking up the Chicago Bears-Green Bay Packers rivalry! That wouldn't be any fun. We've got to maintain our departmental structure.

Continued on Page 12

# TOP 10 SIGNS YOUR CEO DOESN'T GET LEAN

## MIKE MICKLEWRIGHT

### 3. She thinks lean means lean manufacturing.

Her thinking: What, apply lean in the office? Like that's gonna happen. What are we going do... use 5S for the training room, the copy room, and the network? Right. How about we put office workers in "work cells" as if they were handing work off to each other every day? That's crazy; office work isn't like production work. Next thing you know, someone will suggest that we watch people work in their cubicles to see the process; now *that* would be uncomfortable. Or another brainiac will suggest we provide each employee with a printer to avoid the waste associated with our centralized copier/fax/scanner/printer machine. Can you imagine visual management boards in the office? No, lean will stay in production where it belongs.

### 2. He thinks, regardless of the lean endeavor, the company will continue to invest in the latest technology, hardware, and software to stay ahead of the competition.

His thinking: Technology is the key to staying ahead of the competition. We've got to be on the cutting edge of software solutions, hardware, and equipment. When there are problems, we'll buy more technology. Technology can solve our problems. It's more important than training people. This is a very important point: New equipment is considered an

asset that can be depreciated over time; training people shows up as an expense. That decision is a no-brainer. Also, we can test any technology in-house; we'll be the beta site. It's all about trying new things out for the sake of just doing it and staying ahead of the competition. It's not what's best for our people. We'll tell them what's best for them.

### 1. She thinks that all management decisions will still be based on meeting short-term financial goals.

Her thinking: Lean does not change this at all. In fact, I want to see a financial return for all this lean training within three years, or we will scrap the whole program. Any suggested improvements will continue going through our intensive Capital Appropriation Program. We still have to meet our monthly, quarterly, and annual financial goals, no matter what. I don't care if we have to break our backs during the last week of any time period to get the shipments out the door; we will do it. We will not invest in any frivolous long-term scheme if it hurts our short-term numbers. Why? The board will be ticked off, and I could lose my job. Simple.

**Mike Micklewright** is a dynamic speaker, actor, author, motivationist, business and quality consultant and trainer. Contact at [www.QualityDigest.com](http://www.QualityDigest.com)

## WHAT WOULD YOU DO WITH A 13% RAISE?

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Contact **Chuck Connelly, VP of Professional Development,** [VPEducatoin@APICS-Houston.org](mailto:VPEducatoin@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 **Josh Howard,** [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 it is relevant to the development of our members.

Please contact **Tish Patel, Houston Chapter President,** [President@APICS-Houston.org](mailto:President@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.

Position	Name	Contact
<i>President</i>	Tish Patel	<a href="mailto:President@APICS-Houston.org">President@APICS-Houston.org</a>
<i>Secretary</i>	Reid Garrett	<a href="mailto:Secretary@APICS-Houston.org">Secretary@APICS-Houston.org</a>
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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



Top Management Night Special Speaker Clay Williams, President and COO of NOV, speaking about "Perspectives on Oil and Gas Production and Industrial Magic"

Clay Williams, 50, was appointed President and Chief Operating Officer of National Oilwell in December 2012.

Mr. Williams has served as the Company's Executive Vice President & Chief Financial Officer of National Oilwell Varco, Inc. since March 2005 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.

Please come 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
• "Bill Ridings" Scholarship Award
• Certified in Production and Inventory Management (CPIM)
• Certified Supply Chain Professional (CSCP)

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 Clay Williams
8:00 to 8:30pm—Wrap Up and Swearing in of New Officers

Date: Thursday, June 13 Cost: \$15 for all, after June 9th \$5 late fee. Where: Hess Club, 5430 Westheimer Rd, 77056

Don't Miss This Event!