

Sustainable Success in a Fast-Changing Marketplace - Comments from a Local Manufacturer

written by admin | November 7, 2018

Below is a real story with multiple timely and important messages from one of our area manufacturing leaders who has chosen to remain anonymous.



One of the important messages... Yes, it's important to be as efficient as possible in how we do things (continual process improvement). But if we want sustainable success, we also have to continually innovate what we bring to the marketplace. As in creating new and differentiated products and services that are meaningful to customers. Because the competitive landscape is a more rapidly evolving place than ever. Check it out.

Today's lunch learning is more personal. A few months ago, I got news that a plant I once managed (20+ years ago), a super plant it was called in its day, a model for operations around the globe was closing and it was moving to Mexico. It reminded me in the days of super competition in electronics where our plant was competing, not just for business for its overall corporate needs, but our individual plant was competing too within the organization and globally. The livelihood of our people had to do also with its competitiveness within the organization. I used to say, we want to have the best bike! The bike everyone wants to have. When customers come to the US and are going to visit a plant, and there are 10 of them, we want ours to be the one chosen. We needed the best, the most enthusiastic people. The best the most

cutting edge and performing assembly lines. Not just that perform, but that were "marketable." We needed to provide for the community in a visible way too. And we did! And we were very successful. We were on all the college tours, excellence tours and even written about in top improvement books having to do with World Class Manufacturing.

Now after 20 years, its going to be gone, and the people there were told that there aren't jobs for them at other plants. The best performing plant in the past, no longer a star. Its not to be looked at as a model of what to do and how to do it, but maybe what not to do. The employees once leading the culture change, now gobbled up by another. What is the lesson? Hard to say and its likely many contributors, but maybe, it got complacent. Maybe in its glory it lost sight. I know, some of you might feel how can you compete south of the boarder, I know we can as we did successfully for some time. Maybe it forgot it was competing.

I learned early about competition starting my career in Boston. Simplifying, we were told once to embrace in-process manufacturing and eliminate departments. I remember being a bit on the side lines and very observant noting that the company gave corporate every excuse why we couldn't do what they wanted. We didn't know another plant, not as experienced, was given the same directive. They were successful, we weren't. One day I came in, every manager and most senior level types we gone. Of course, then all the support types reported that they could do as desired, but the wheels of motion were already in play. It was the start of my career and success, I think because I learned from this. I never forgot that experience. It was a scary hard truth. I literally let hundreds of people go as the plant closed and moved. The hollow look in their eyes would later be a motivator to me to prevent similar. I still have contact with those very first employees too, how lucky a guy!

I think about how many great companies we remember and who would ever think that they could collapse, vanish....They were the best of the best! Weren't they? I think this helps to point to the need to be constantly innovative. To be humble and competitive in all times. To use innovation and break paradigms. History is knowledge, if we choose to pay attention. At least, that is what I think! Remember these folks next time one thinks they are too big to fall. I point to business, but we can also point to people.

- *Sears - ????*
- *Panam*
- *Compaq*
- *MCI - WorldCom*
- *Enron*
- *Arthur Anderson*
- *TWA*
- *Woolworth's*
- *Eastern Airlines*
- *Kodak*
- *Blockbuster*
- *Radio Shack*
- *Polaroid*

Thought Leaders Take on Safety Transformation, Culture, Sustainability & Engagement

written by Lauri Moon | November 7, 2018

Join top thought leaders as they hone in on the critical elements that lead to achieving EHS excellence.



	<p>Eric Conn Partner Conn Maciel Carey</p>
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What to Expect from Trump's OSHA in the New Year

The Trump Administration has taken the reins at OSHA, and the first year of the new OSHA's enforcement and regulatory (or de-regulatory) agenda is in the books. We have already seen significant changes in the way OSHA does business and the tools available to the Agency in its toolkit. Now, as the Trump Administration finishes filling out the OSHA leadership team with its own appointees, we are sure to see more shifting of enforcement priorities, budgets and policies, and an amplified effort to repeal or re-interpret controversial Obama Era OSHA rules and policies. This presentation will forecast for employers the changes and developments at OSHA employers can expect during this period of flux.



**Carl W. Heinlein, CSP, ARM,
CRIS
Senior Safety Consultant
American Contractors
Insurance Group**

Emerging Trends

Several emerging trends and issues will impact the occupational safety and health profession in 2018. This Ted-style talk will discuss the use of drones (UAV), new educational/training tools, the use of robots, new communication and tracking tools, driving safety resources and fatigue tracking devices, all of which will influence the practice of OHS in the coming years.



**JA Rodriguez Jr., CSP, SGE
CEO
Make My Day Strategies LLC**

What's up for the EHS profession in 2018 and beyond? More than meets the eye....

2018 is anticipated to be a big year for change. Future success will be achieved by adopting an enhanced mindset focused on anticipation, preparation, and action in regards to delivering excellence to both internal and external customers. The future of our EHS profession is in the capable hands of those who understand that we must evolve to the point of transformation at a rate slightly higher than the speed of business and of those who embrace a relentless drive to exceed mission requirements.



**Danny Shields, CSP
Director, Industry Relations
Avetta, LLC**

Where Do We Find OHS Within the Sustainability Movement?

Although initially not recognized as an important aspect of sustainability, increasing occupational safety and health (OSH) and supply chain continuity and reliability have raised the profile of OSH in the sustainability conversation. In Danny's presentation, you'll learn how the pillars of sustainability—environmental, economic, and social factors—intersect with OSH.

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