

EANJ Supervisory Training can make a big difference to your company. Here are some success stories:

Accurate Box Company

Accurate Box Company has 142 employees, including members of the United Association of Workers of America, Local 528. It is a corrugated box manufacturer specializing in custom color litho-laminated boxes and displays. As the company's long time customers began taking their business to other countries, the leadership team was faced with a crucial decision. Invest in the company and its people in an attempt to retool, or sell off pieces of the company until nothing was left. The investment began with rethinking how the company conducted business, which required locating domestic firms that were likely to need products produced close to home and foreign firms that needed U.S. production. New customers required new methods of production. The next big investment was the purchase and installation of new a state of the art laminating machinery. A loan was secured with the help of the state Economic Development Authority. The machinery required a redesign of the shop floor. This in turn required the training of machine operators and mechanics in a new workflow. The new customers also required the company to increase production cycles and to lower the costs of production. To accomplish this, workers needed to learn new skills and to focus on eliminating waste at all levels of production. A training grant from the state Department of Labor and Workforce Development was indispensable in providing this training.

Advanced Health Media

Advanced Health Media has 248 employees. It provides pharmaceutical companies with integrated marketing and sales services. The company's strategy starts with a plan that breaks down the barriers between departments and that forms cross-functional teams comprised of operations, finance, sales and IT staff. Assign each team to specific clients and make it responsible for the entire client service life cycle. Each team is held accountable for results and regardless of the function, each individual in the team is also held accountable to standards that are part of a vigorous performance appraisal program. Among other things, all employees are asked how they have made a difference to the team's success and what key results they have achieved personally. Team and individual success is recognized with breakfasts and lunches throughout the year. Performance targets and service milestones are transparent on the company's intranet. However, knowing that teams can become insular and that an over reliance on technology can keep important information from being exchanged between teams, town hall-type meetings are held to discuss operational issues, share common solutions, and to provide updates. Local team meetings are standard, as are management update sessions with the client teams. Gross revenue doubled in 2005 and growth has continued into 2006. Executives say

that the company's success is directly attributable to the joint accountability strategy.

Air Cruisers Company

Air its vast supply chain, demanding higher quality at lower prices. To survive under this pressure, Air Cruisers has tapped into the knowledge of its entire workforce through ongoing learning and training sessions. The basic manufacturing process has been captured on a computer-training program that requires 18 days of instruction. Every employee is expected to understand every phase of production before they can develop the special expertise required for more specialized jobs. Knowledge and know-how are exchanged on the shop floor between production workers, specialized fabricators and molders, and design engineers, the primary goal being to eliminate waste, unnecessary redundancies and defects. Having won two prestigious quality awards from Boeing, the giant customer has entrusted Air Cruisers with vital responsibility of testing the life saving evacuation slide incorporated into the aircraft. Paying people to test the slides and measuring the product to Boeing's exacting quality standards achieves this.

The Company is constantly improving processes and is close to achieving zero processing defects. Since increased costs cannot be passed onto the customer, squeezing waste out of the system and eliminating the extra costs of re-designing defective products is absolutely essential to survival. Air Cruisers' commitment is relentless. It's the way manufacturers survive in the global economy.

Avionic Instruments, Inc.

Avionic Instruments, Inc. has 185 employees. It researches, develops and manufactures power and control systems for the defense and commercial aerospace industries. The company first aimed at the elimination of waste in every area of production including research, product design, supplier networks and factory management with the goal of incorporating less human effort, less inventory and less time to develop products. The flow of production materials from the time raw material comes in the door, through the entire manufacturing process, to the shipping of the end product was physically mapped. Cycle times, down times, in-process inventory, material moves, and information flow was also charted. This visualization helped employees gain a comprehensive picture of operations, as each discrete task or activity not designed to add value to the end product was isolated and eliminated. Work cells were formed on the shop floor, which combined assembly and test operations into a flexible and seamless workflow. These teams performed better than the departments they replaced. Inventory was cut and on time delivery was increased. Work cells are modified as new products are developed, speeding time to market. Over the past two years, revenues are up 85% and profit is up five fold.

CRP Industries

Every employer is competing to attract the best and the brightest and to prevent its best employees from jumping ship. But how does an employer prevent brain drain short of making promises that may be impossible to keep? Provide a workplace where employees are trained and empowered and have a stake in the company's success.

CRP has 90 employees and imports and distributes automotive products mostly to independent wholesalers. Warehouse workers are trained across all jobs. Depending on the needs of the workday, workers could be driving a forklift, controlling inventory, or packing products for shipment. Knowing that a fellow employee can pitch in and pick up jobs during busy times lowers work stress for everyone.

Office workers too wear many hats, one day providing customer service, another selling a product, entering data into a computer the next. There is no room for the "not my job" attitude at CRP and employees tend to better understand the bigger picture when they can contribute in many ways. CRP promotes from within its ranks whenever possible and offers flexible time off and tuition reimbursement. This allows the company to retain its best and brightest.

Like most employers, CRP finds it hard to raise wages and pass on higher costs to customers. CRP's solution is to share the profits with its employees, a simple idea with a huge upside return. Every CRP employee participates in the company's profit sharing plan ensuring that the entire workforce is committed to the company's success.

CSAV Agency LLC

The company with over 300 employees has initiated an honest self-appraisal and implement an action plan that restores employee trust and raises morale. For starters, it administered a survey that permits employees to be brutally honest without fear of repercussions. It did not second-guess what the survey reported. In this case, employees reported that they were feeling undervalued. They also reported that the quality of supervision left much to be desired, as it was often perceived as rank favoritism. Management fought the urge to be defensive and instead accepted the feedback as valid. Meetings were held with employees to discuss the survey findings and to solicit recommendations to correct the company's shortcomings. After vetting the dozens of recommendations, fifteen were incorporated into a specific-company wide action plan; the core goals being to inculcate the entire organization with a sense of fairness and to reward hard work in tangible ways. Supervisors are trained and made accountable to be better communicators and to be more sensitive to employee needs. Company-wide meetings are held to maintain the open dialogue with upper management. The company also invested heavily in new technology that makes work easier

and in a tuition reimbursement benefits plan that drives a promotion from within policy.

After the first year, a second survey reported dramatic improvement, with a 33% spike in "Feeling Valued" and a 27% increase in "Organizational Fairness."

Datascope Corporation

Datascope Corporation, located in Mahwah, Montvale and Fairfield, has 264 employees. It manufactures cardiology, radiology, cardiovascular and other critical care products. To maximize speed to market and to minimize last minute surprises, the company makes every key department responsible for guiding the development of the product to commercialization.

Many knowledge-intensive firms give their engineers sole responsibility for ground floor product development. But it makes no sense spending time developing a product that somebody else has already patented or that can't be manufactured. Datascope requires design controls to be traced all the way back to the product's conception; even if the idea originates from a simple napkin sketch. As soon as an idea is hatched, even before the first formal sketch is made, the marketing and manufacturing people share their perspectives. If the concept seems marketable, input from multiple departments is offered, including input from research and development, design, quality assurance sales, legal, regulatory and service. The role of the engineers is to vet the design in painstaking detail, looking for flaws before the concept goes to the development group. Marketing and manufacturing stay involved all along the way. Having people from different departments working together speeds up the development process. Before the product is tested and ready for manufacturing, marketing and sales are ready to hit the market. Each department offered its own perspective along the way, avoiding turf battles and minimizing last minute manufacturing problems. The company's interdisciplinary teamwork led directly to the first ever commercialization of a medical product that helps doctors predict the probability of carcinogenic shock in patients.

Edmund Industrial Optics

Edmonds has 450 employees and designs and manufactures optical lenses and other products for military and health care use. Optical engineers are a very specialized field and the entry-level pool is limited. Edmonds focuses its recruitment on two universities outside the state that offers this specialized degree. Relationships are developed with department chairs and alumni and the company's recruiter maintains a frequent physical presence. The company's benefits package is benchmarked against big corporation benefits and extras are added, such as reimbursement for day care tuition and health club fees. While many big companies have passed on the costs of increasing health care premiums to their employees, Edmonds has decided to absorb

those costs. The company will provide financial assistance to offset relocation expenses. Once ensconced in New Jersey, the company will make every effort to make the transition as smooth as possible, including sponsoring recreational and social events. Since many entry-level engineers tend to further their education, the company will pay the cost of two graduate courses per semester. Flexible schedules whenever possible allow employees to balance work and a social life.

EPCOS, Inc.

EPCOS, Inc. is located in Iselin. The company develops manufacturers and sells electronic components within telecommunications, industrial and automotive industries. It has 18,000 worldwide (EPCOS AG). The firm starts with a meaningful corporate vision that regards employees as the most important asset to the company. It supports that mission with competitive salaries and benefits package. Additionally, it selects an experienced talent manager to act as a strategic business partner and a vibrant employee advocate, so that upper management never loses sight of employees' individual contributions and the opportunities that may be created for internal promotion and development. The company also promotes an ownership culture that cannot be replicated in a big corporation. This is accomplished by stressing autonomy and independent decision-making and by providing unfettered access to top management. Such accessibility fosters the sense that each person can make a difference. Additionally, ownership and personal responsibility are promoted through an incentive bonus plan. Bonuses are based on individual performance as well as meeting overall business objectives. In this way, every employee has the opportunity to make a personal contribution to the bottom line.

Flexline/US Brass and Copper Corp.

Flexline/US Brass and Copper manufactures, assembles and distributes industrial hose and seal products. It has 25 employees. With customers located around the world, not only quality, but speed of delivery, become important objectives to remain competitive. Quality is maintained through a rigorous system of process improvement and elimination of waste. Production supervisors are expected to be leaders on the shop floor and therefore are required to be champions of ongoing process improvement. By the same token, supervisors work shoulder to shoulder with employees creating a unique peer-to-peer environment. As such there is little need for middle management. Empowered employees drive this lean organization. During the hiring process, they are asked whether they can envision themselves as their own boss. It is not a rhetorical question since employees are responsible for having a personal stake in the finished product. Employees that are not comfortable with this type of autonomy and responsibility are given an opportunity to improve, but improve they must. A generous bonus program based on annual profits provides tangible motivation.

Glatt Air Techniques, Inc.

Glatt manufactures pharmaceutical processing equipment and provides research, development, engineering and manufacturing services. Since deliberately charting a difficult technical course may seem counterintuitive, the first step is to create a knowledge culture that fosters ideas and encourages staff to bring them to fruition as tangible intellectual property. Management is open to technical suggestions and ideas from the company's 150 employees, all of whom are urged by their supervisors to make creative contributions. In short, people are paid for what they know as well as for how much they can produce. Disciplines are broken down so that scientists, engineers and technicians can create internal partnerships and quickly form project teams as new ideas are tested. Customers are invited into this process early and often, providing a cross-fertilization of ideas that might solve a difficult technical problem. Branding itself as a knowledge-intensive organization, it maintains technology centers located in the US and Germany. These centers host symposia and seminars, which industry experts, customers and potential customers attend. They provide fertile ground for sharing new concepts and ideas and provide a place where hands-on technicians can talk to research scientists, and where development engineers can interact with potential customers.

Global Dynamics

Global Dynamics has 60 employees and provides cross-cultural, international and general management training programs worldwide that help firms raise their cross-cultural awareness and adapt to the cultural needs of their employees, customers and business partners. The firm has leveraged basic and inexpensive web technology to develop a one stop, state of the art portal to deliver services to its corporate clients quickly, inexpensively, and globally. The portal allows corporations to administer an international human resources department, which includes not only a web-based method to meet basic paperwork requirements, but also offers a comprehensive cross cultural search engine and access to best international practices. The portal also provides web-based training that is available any time, including ex-patriot, diversity and team building training. Having a presence in every major country requires business partners worldwide. Partnerships are developed through a rigorous selection and certification process that focuses on the depth of business experience and exceptional academic credentials. Partners are first retained as trainers and are mentored by senior partners to become mentors in their own right. This global selection and retention of talent is perpetuated through the professional community primarily through the word of mouth of the mentors. Client leads are generated through a global network of ex-patriot executives.

It turns out that the value of a firm's reputation is just as important to a global services company as it is to the corner drug store. Relationships are built and maintained on quality and trust whether face to face across the

counter, or across the globe virtually. Global Dynamics has embraced the opportunities created by global commerce. Most of its marketing is word of mouth, an amazing accomplishment considering that the word must be conveyed across the world.

Gorgias Press

Gorgias Press has nine employees provide manufacturing, marketing and technology services to independent authors and publishers. Much of what took hours now takes minutes due to strategic automation. For example, data provided to distributors is sent electronically via a web-based platform. To accomplish this, the firm had to help its distributors develop the process on their end, so that the automation process is seamless. Likewise, a marketing newsletter has been largely automated so that the firm can focus entirely on the quality of its content. Printing has been outsourced, but through digital technology, printing can be accomplished on demand. As a result, the firm keeps little to no inventory, which saves costs that can be devoted to marketing. Shipping and packaging too have been outsourced allowing more time to focus on the firm's core competencies. The firm's e-commerce site handles the customer relationships. Also, in order to fulfill the firm's publishing mission, it has leveraged its digital know how to create a stable revenue stream to support scholars and authors. The firms' complementary business is to digitize corporate, library and personal archives. The staff has been cross-trained to provide this service to a wide range of customers, thereby subsidizing the publishing end of the business.

J. Knipper and Company

J. Knipper and Company, which employs 240 people, has bucked the trend to decentralize workspaces and create a seamless organization that consolidates disparate operations under one roof. Prior to consolidating five older facilities into a new state of the art facility, the company had the burden of running separate production and fulfillment lines. Logistics were difficult for staff meetings and customer tours and controlling inventory was a challenge. With marketing, production, inventory and administration located separately, even email was unable to prevent insular, facility-specific cultures from forming. Eliminating the physical barriers between people and processes facilitated the intense customer focus that was needed to design and implement new marketing and distribution solutions. Now located in the largest single facility in Lakewood Industrial Park, New Jersey, the company has created a single environment for efficient communication and production. The Federal Drug Administration and the Drug Enforcement Agency have certified the facility, making it suitable to handle prescription drugs and opening up new lines of business for the company. Since consolidating 18 months ago, the company has doubled its production volume.

Linguagen Corporation

Linguagen Corporation employs 21 people, primarily scientists. It uses biotechnology to improve the taste of pharmaceutical, food and beverage products. For starters, to promote the generation of ideas and to nurture creativity, the company's business model embraces peer-to-peer communication, knowledge sharing and the elimination of hierarchy. Small teams work on technical problems but top management's commitment to innovation has cut through the internal politics of competing research teams, facilitating collaboration between teams and individuals. While scientists compete for professional recognition and organizational influence, their overall success is measured by the contributions they make to the collective knowledge base. In this environment, hoarding of information or selective knowledge sharing is counterproductive for individual success. Decisions on whether to pursue new ideas are made through peer review, minimizing the political disputes over resources and turf warfare associated with bureaucratic decision-making. This process ensures that employees are likely to take greater risks with new ideas and to experiment with new formulations. Experimentation feeds more innovation and the discovery of unforeseen applications. Since 1995, the company has generated a sizable intellectual property portfolio, including more than 40 patents and patent applications.

Log-Net, Inc

LOG-NET has 46 employees and creates logistical solutions for the international trade and transportation industry. The process of hiring the best talent available starts at the recruitment stage when entry-level applicants are rigorously screened for both technical proficiency and business acumen. Post hire orientation is extensive, covering all aspects of the internal business and classroom instruction on the overall industry. New engineers are taught the value of customer relations so that they can make the link between their technical work of solving software problems and customer service. Engineers are assigned a senior mentor from a non-technical area to further provide a comprehensive picture of the firm's business strategy and when deemed ready are made part of the team that meets directly with a customer. Senior managers are trained in communication and leadership skills and are active partners in staff development, which includes encouraging ongoing learning. A generous tuition reimbursement program facilitates this goal. Participation in industry associations is also promoted so that engineers can expand their industry knowledge through training and networking. Achievement awards recognize outstanding performance throughout the year.

LTS-Lohmann Therapy Systems

With its 260 employees, the company develops and manufactures oral film and specialty laminates, including nicotine patches, for the pharmaceutical industry. The strategy starts with a facility that requires pharmaceutical FDA-mandated quality and clean-processing capabilities. Populate that facility with

the best available talent and ensure that they understand the nature of the pharmaceutical production, which not only means meeting the highest quality standards, but also treating the customer as the real boss. That also means that the entire production process is transparent to the customer. In short, customers are not held at arms length. Instead, the company has transformed this relationship into a partnership, which includes many of the world's biggest pharmaceutical, consumer-healthcare, medical device, and diagnostic companies. As a partner, the customer's growth remains the ultimate goal. The company offers customized product development tailored to meet specific customer needs, as well as toll-coating services that allow customers to produce finished products using company equipment and its highly skilled personnel. While the customer supplies the raw materials, the company's resources include research and development, clinical pharmacology, technology transfer, product analysis, regulatory affairs, quality assurance, operations, and product support. The company has successfully developed and manufactured a variety of high-performance products and has many more in the pipeline; 18% of revenue comes from products that did not exist two years ago.

McCain Foods USA

McCain Foods USA, Inc. is the world's largest privately owned manufacturer of frozen food products. Alarmed by skyrocketing health care costs, McCain's Lodi facility initiated a Health & Wellness Initiative, the purpose of which was to provide information, education, programs, resources, and services to employees and their families, which prevent disease and improve personal health habits and lifestyles. The company went beyond smoking cessation programs to include lunch seminars on nutrition, weight management, disease awareness and early detection. It also established an annual health fair and after hours workout classes and gave each employee a pedometer to meet the 10,000 steps per day Motion Challenge. The results have been dramatic: Happy, healthy employees and \$7,000 annual reduction in medical claims payments.

Impressed with such commitment and positive results, McCain's health care insurance carrier has agreed to freeze the company's premiums at the current rate for 16-months. Together, the company and its employees, including its labor union, worked hard, and had some fun, participating in the health and wellness initiatives.

Myron Corp.

Myron manufacturers and direct markets personalized business gifts. Believing that competing solely on price is a losing proposition, the company has decided to complement its overseas operations by investing in jobs and technology at home to add value and concentrate on its core mission of meeting customer needs. As a manufacturer and marketer of personalized business gifts, the company has broadened its value proposition beyond

prompt delivery of quality products. The company also focuses on helping its customers build their businesses by branding and marketing their products. As firms outsource sales departments, Myron has opened a sales center at its facility. The sales force is taught to listen carefully and understand the needs of the customer before making a customized sales pitch. The close proximity of the sales force to the production floor facilitates an ongoing dialogue to make sure that promises are always kept. The constant flow of information has also shortened delivery time to customers. This added value ensures that the company can compete against price discounting.

National Manufacturing Company

National Manufacturing has 100 employees and manufactures special enclosures for various sectors, including aerospace, defense and medical industries. In this niche market, customers often demand customized products for difficult applications that are hard to make. Since time is always of the essence, the process starts with a close collaboration with the customer's design team which takes place over a secure website whenever possible, thereby saving valuable time that must be spent on fabrication. Tools must be made to fit the need. Internal tooling design and fabrication ensures precision tolerances, reliable quality and short lead times. But to speed the process and minimize start-up costs further, the company utilizes its own portfolio of tools that were made for other jobs when it can. Additionally, a comprehensive, enterprise-wide program was initiated to ensure that employees get the right things, to the right place, at the right time, in the right quantity while minimizing waste and being flexible and open to change. This productivity means that prices and wages are stabilized but since skilled employees are sometimes hard to come by, the company invests a good deal in training and retaining the best and the brightest. Wages and the benefits package are reviewed on an on-going basis to make sure that employees remain enthused about their work.

National Steel Rule

National Steel Rule has 95 employees and manufactures standard and specialty-cutting blades for die makers. This second generation family operated company has consciously decided to leverage the extended family dynamic to foster loyalty within the workforce. For example, most of the supervisors have been with the company for a minimum of ten years and many of the new employees have been referred to the company through a referral bonus plan. Major holidays are also recognized with bonuses and modest gifts to employees, and unlike other firms that have decided to shift the costs of pension benefits, the company still retains a defined benefit pension plan, which does not require employees to match the company's contribution. Family days are scheduled in the summer and vacation schedules are allowed to be flexible so that employees can visit parents who reside in other countries. This family orientation does not, however, obscure the fact that employees must produce at work. Supervisors insist on

aggressive production standards and are empowered to make most decisions on the shop floor. To avoid mistakes, they have been trained in communication and conflict resolution skills.

The Home Rubber Company

The Home Rubber Company has 40 employees and manufactures specialty rubber products for industrial uses. While big enterprises churn out mass-produced products, management of this small firm has staked out a market that requires meeting the most difficult need that an end-user might have. It starts with a can do attitude and a promise to deliver a customized, unique product quickly, but since difficult jobs often require time to experiment, this enthusiasm must be tempered against the possibility of expending resources on a dead end. That's why it's critical for the design team to spend as much time as possible with the customer and to collaborate as closely as possible with the production supervisors. There is a good measure of both art and science that goes into the decision making process and often the intuition of long-term production employees wins out. Since so much of the process depends on the know-how and savvy of the production staff, long-term survival of the company requires a strategy to keep all of this proprietary knowledge and to pass it on to a new generation of employees. Supervisors are required to teach and mentor new production staff, which may take as long as three years to learn how to mix and reconfigure the chemical formulas necessary to meet varied specifications.

Thomas & Betts Corporation

Thomas & Betts Corporation has 325 employees and manufactures electrical circuits, cable connectors and high voltage fuses for the electrical power industry. Communication literally begins when employees walk through the door. To illustrate how utility stations throughout the world use products made at the facility, the company has commissioned photographic prints that are exhibited at the facility's entrance hallway. Special museum-type lighting was installed in the ceiling to enhance the impact of the images on the viewer. Important production statistics are also part of the exhibit, the purpose of which is to immerse employees in the company's "story" and to help them understand that their work makes a difference. Television monitors in the lunchroom broadcast the Employee Network News throughout the day, which typically includes status reports on departmental performance as well as company stock performance. Informational kiosks are strategically located throughout the facility, which includes company information in hard copy form and Power Point presentations that communicate organizational goals and news from other facilities around the country. A quarterly newsletter summarizes organizational achievements and recognizes individual achievements.

This multi-media informational program is designed to communicate that the company values the personal contribution of every employee. An added benefit is personal pride. The company reports that showing all employees how their hard work makes a difference has been a big morale booster.

Ultra Additives

With 62 employees, Ultra Additives develops specialty additives and foams used in various consumer and industrial products. The company's research and development activities are performed by a team of highly experienced technical managers and scientists. Their stock and trade is innovation but the team must be focused on applied research, new product development and product improvement. As such, each new product development project must clear a system of hurdles before proceeding forward, including deadlines, financial constraints and marketing plans. Further, the technical staff is responsible for understanding the customer's problem and must sit side by side with the marketing and sales staff to find the most cost effective solution. This ensures that research and development activities are customer-driven and that the creativity of the team is always guided toward a concrete business solution. Ultimately the goal of the research and development team is to act as an extension of the customers' technical resources, which means that the team must have an intimate understanding of each customer, its market and its needs.

Waltron, LLC

With 17 employees Waltron designs, develops and manufactures water quality measurement instruments for electric power and water treatment industries. It starts with an approach that understands the importance of customer-driven innovation and credits it for the success and growth of the company. Embracing customer-driven innovation is not a new idea for the firm as it celebrates 100 years of business, but studying the customer first-hand and up-close and building a product to solve the customers' problems has driven the firm since day one. It was the first to secure a patent for chlorinating drinking water when the city of Newark demanded a solution to its water purification problem. Today, customers routinely sit in on new product planning meetings, where a key member from each department brainstorms through technical problems. This intellectual property is secure because the customer understands that it is a true partner in developing a unique product or system to meet their needs. The customer is permitted to make product configuration decisions and to take the lead on all field tests, acting as an important source for future refinements. Suppliers too are asked to expand the knowledge base and help sustain innovation. In that case, however, more formal arrangements are made to protect the firm's knowledge assets.

Winchester Gardens

Winchester Gardens employs 245 people. The organization provides continued care and retirement living, including assisted living, to mature adult residents. Participating in the accreditation process means an organization has a genuine commitment to continuous self-evaluation and performance improvement guided by an external, independent, third-party accreditation organization. Everyone within the organization -- staff, residents, and the board of directors -- is involved in the accreditation process. First, the organization conducts a self-study and evaluation of whether it is meeting quality standards. Next the organization engages in a detailed analysis about its leadership, programs, and services it is seeking to accredit. This involves the honest input of various constituents, including residents-customers, supervisors and direct service staff. Critical to the process is working with external evaluators to come up with an ongoing quality improvement plan. To help bring the plan to fruition supervisory training was provided over a five-week period. During the training, supervisors focused on understanding the organization's values and their roles in translating these values day to day. Communication skills and performance improvement were stressed, as well as conflict resolution techniques.