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## Warren Emblidge Focuses on Sustainability at McCullagh

Many of us know McCullagh Coffee as a mainstay in Buffalo's food & beverage sector for almost 150 years, supplying many businesses throughout Western New York with high quality coffee and related products. What is less well known is the environmental leadership position that McCullagh has taken under the guidance of its owner and president, Warren Emblidge. In addition to setting McCullagh on a path to sustainability by 2017, Emblidge helped found and remains a leading light in the Upstate Green Business Network (UGBN) whose mission is to guide companies in establishing environmental policies and procedures to reduce company waste, conserve water, save energy and build a more sustainable workplace.

**Insyte:** How do you define sustainability?

**Emblidge:** Well, there are three legs and the first is economic viability. You can't sell a product that's sustainable if nobody wants to buy it. Next we have to do the right thing for the environment with a minimum impact. I like to use the boy scout analogy of leaving the campsite better than we found it. Lastly, there has to be social justice for the people involved in all aspects of the business... you're not going to use slave labor to have coffee. Ultimately, that's not going to work.

**Insyte:** What led you to begin your focus on sustainability at McCullagh?

**Emblidge:** I'd always had that orientation and then I went to the Rainforest Alliance 20th Anniversary Conference in 2007. I spent three days thinking about sustainability and realized that it was something I wanted to do, something that was important to McCullagh's future.

**Insyte:** What has your experience been in championing sustainability?



**Emblidge:** It's been frustrating with a capital 'F' (laughing) because people don't think about this the way I do... The big picture is dire. If you look at any of our natural resources, be they oil or any minerals, the USA consumes about 25% with only 5% or 10% of the world's population. Then you add the demand from places like China and India and there is simply not enough to go around. This is a real problem. Are we going to have oil at \$140/barrel? The USA cannot survive that. Now that's the big picture, but in contrast here at McCullagh we have a supervisor who everyday tries to use less to do more. He has saved us tremendous amounts of money. A simple example: he reuses spare parts; there is no such thing as a silver bullet.

**Insyte:** What are you most proud of?

**Emblidge:** I think we're most proud of just getting started (laughing). Beyond that it would be our product line called Ecoverde (editor's note - this coffee was specifically

Warren Emblidge continued on page 6



## To Six Sigma or not to Six Sigma

by Benjamin Rand

I recently attended the ASQ (American Society of Quality) Conference in Buffalo. The conference focuses on Six Sigma, which was developed as a toolset for reducing process variability and

also has a general problem solving aspect called DMAIC. I should preface my remarks by noting that we co-sponsored the conference and we actively practice Six Sigma. Our Black Belts have worked successfully with many local companies over the years to train their people and implement Six Sigma programs.

But, there is a danger here, given our quick fix culture, that one methodology or tool set is held up as a solution for anything and everything that ails your company. That is especially true for Six Sigma which has been trumpeted by local media as a magic potion to fix underperforming governments or companies. Well, brace yourself...

Six Sigma is not a silver bullet. Six Sigma is not a panacea. Six Sigma is neither right nor necessary for every situation.

When it comes to improving your company there is no "one-size-fits-all" methodology or tool or fix. That should not be surprising, since every company has different issues, different challenges and different needs, all of which are constantly changing and evolving.

And it is not just Six Sigma. Any tool applied indiscriminately, inappropriately or incompletely is counterproductive. In 1990 in the heyday of TQM (Total Quality Management) the Wallace Co. Inc. won the prestigious Malcolm Baldrige National Quality Award in the small business category, but within two years they were bankrupt. Wallace may have achieved process excellence, but the company clearly had other higher priorities—sales, financial management, perhaps new product development—on which it should have been focused. Simply put, Wallace improved the wrong things. Toyota's production system was the genesis of Lean Manufacturing and they remain its leading practitioner, but their recent product quality problems have been well documented.

We see the same kinds of mistakes in WNY. It is not unusual for us to hear from companies that "Six Sigma didn't work for us." Or "we tried Lean but it didn't help." Upon further investigation, it becomes clear that these efforts were not targeted at the company's critical issue. They may have improved operations and created capacity, but without any additional sales volume, there was no benefit to their bottom line. One company trained all their senior staff to be Black Belts. But afterward, they all returned to their challenging, more than full time day jobs. None of them had time for ongoing Six Sigma project work, therefore progress and benefits quickly ground to a halt. In some cases, companies were able to force real improvements into their business and even onto their bottom line, only to have both disappear as the pressure and focus was dialed back. Without change management, they were unable to make positive changes stick in their culture.

So, what are the take-aways for business owners and presidents who want to improve their businesses? First, recognize that there are no silver bullets. Avoid the methodology fanatics who promise you that their tool will solve all your problems. If all you have is a hammer, everything looks like a nail. Second, examine and prioritize your issues. The major risk in any improvement program is that you are not focused on the right thing. Such random acts of improvement might help a certain process or department, but if that is not the critical issue that keeps you from your goal (more profit, more sales, more units produced, etc.); then your organization will see no overall benefit. Third, and most important, recognize that improving your business should not be an event, it should be a way of life. Companies that truly excel recognize that they must get a little bit better every hour of every day of every week of every month of every year. This kind of continuous improvement is hard work. It is a never-ending process. But ultimately, it is the way successful companies do business.

A handwritten signature in black ink that reads "Ben Rand".



**Q**uestion: What is a carbon footprint and why should I care? *David P., Williamsville, NY.*

**A**nswer: A carbon footprint measures the production of greenhouse gases by an individual, company, or product line by calculating the amount of carbon dioxide produced by using fossil fuels for electricity, heating, transportation,

## Ask the Business Doctor

etc. The EPA already monitors greenhouse gas emissions for specific industries and large emitters and is proposing future legislation to cap allowable greenhouse gas emissions.

Many companies already measure their carbon footprint and have developed greenhouse gas reduction strategies. These strategies often include requiring their suppliers to calculate their own carbon footprints and begin their own reduction programs. Wal-Mart, Pepsi, Ford, IBM, and Proctor & Gamble are examples of companies now setting new, tough standards for their suppliers.

If you are a supplier to a larger corporation, or a supplier to a supplier, it may be time for you to establish your own carbon footprint as a first step in reducing your greenhouse gas emissions. In addition to meeting certain customers' standards and preparing your company for future regulations, greenhouse gas reduction programs can help to increase your profits by reducing your energy consumption and establishing your company as a good corporate citizen.

*Have a question for the Business Doctor? Submit questions to [kdelius@insyte-consulting.com](mailto:kdelius@insyte-consulting.com). ❖*



## Myths Regarding Turning a Computer On & Off?

**Y**ou won't wear your computer out any faster by shutting it down once a day, or even a few times a day. Modern computers are less fragile and will become obsolete long before you would normally wear them out, no matter how often you cycle it. The only extra energy it takes to start a computer is the two minutes or so it takes to start up, which is barely different than any other two minutes of use. That being said, turn your computer off when you're done with it (or simply place it into sleep mode), and don't worry about it. ❖

## Free Engineering Support From NASA

**I**f your small business is faced with a technical challenge, the Space Alliance Technology Outreach Program (SATOP) wants to help. SATOP is designed to make the know-how of the U.S. Space Program available to small businesses (up to 500 employees), to encourage economic growth, and raise public awareness of the space industry.

SATOP can provide up to 40 hours of FREE technical assistance for qualified requests, utilizing the vast engineering expertise of NASA and participating space industry Alliance Partners. The program is intended to help solve technical challenges that cannot be resolved by the company's internal resources, or by commercially available services.

Areas of expertise of SATOP include, but are not limited to, mechanical, manufacturing, industrial, materials, structural, facilities, chemical, electrical, electronics, and environmental engineering. SATOP's Success Stories come from manufacturing and industrial companies, as well as small businesses in fields as diverse as agriculture, broadcasting, and the arts.

Applying to SATOP is simple – just complete the short Request for Technical Assistance (RTA) form on SATOP's website ([www.spacetechsolutions.com](http://www.spacetechsolutions.com)). SATOP will work to match your RTA with an engineer from one of its Alliance Partners for a resolution. ❖







## Angel Investor Primer by Jack McGowan

Angel investors are wealthy individuals who invest their own funds in what are typically early-stage companies with high growth potential. Most angels are Accredited Investors as defined by the U.S. Securities and Exchange Commission, which means they have net worth of at least \$1 million and recurring annual income of at least \$200,000. A survey conducted by The Center for Venture Research at the University of New Hampshire indicates that there are more than 250,000 angel investors in the U.S.

### Go Big or Go Home

Angel investing is a high-risk, high potential reward endeavor. According to data compiled by the Center for Venture Research, angel investments that have a successful "exit" (typically through a merger or acquisition) yield annual returns in the range of 20%-30%. On the downside, approximately 40% of companies that receive angel investments end up in bankruptcy.

### Safety in Numbers?

A growing trend over the last decade has been for angel investors to work together in groups. These angel groups may organize in one of several forms, ranging from informal investment clubs to formal funds with paid staff and required investment commitments from each member. The benefits of collaboration include increased financial capacity to co-invest in larger deals, increased breadth of skills and experience when conducting due diligence and increased deal flow from the broader network.

### Local Angel Activity

The Western New York Venture Association [www.wnyventure.com](http://www.wnyventure.com) facilitates interaction between entrepreneurs and angel investors. The WNYVA holds a series of forums throughout the year

that feature presentations by companies seeking private investment. The presenters are pre-screened and receive coaching from experienced angels and business professionals before making their presentations. Non-WNYVA members are welcome to attend these forums to network and observe presenter "pitches."

The Buffalo Angel Network, an affiliate of the WNYVA, is limited to Accredited Investors. This group meets monthly to review potential investment opportunities, share due diligence and co-invest. Each individual makes his or her own decision whether to invest in any deal. Group members are expected to be seriously interested in potential investment, but no number of investments per member is required. Buffalo Angel Network members are experienced, sophisticated business people. Many have built and or run businesses themselves. Members have diverse backgrounds in areas including medical devices, media, internet, biotech, physical sciences, finance, law and accounting and draw on other resources as needed to evaluate investment opportunities.

The WNYVA screens almost one-hundred business plans per year, primarily from companies located in Upstate New York and Southern Ontario. The investment process is highly selective, with less than 10% of these opportunities receiving funds from group members in a typical year. This "yield rate" is consistent with rates reported by other angel groups nationwide.

### Regional Collaboration

Another trend in angel investing is increased collaboration among angel groups. The WNYVA has shared deals and due diligence with the Rochester Angel Network and the Syracuse-based Seed Capital Fund of Central New York. WNYVA is also helping a new angel group that is forming in the Niagara

Region of Ontario and has attended angel group meetings in Boston, Pittsburgh and Burlington, Ontario, to share best practices and investigate co-investment opportunities. Many angel groups are members of The Angel Capital Association which brings together angel organizations in the United States and Canada to share best practices and collaboration opportunities. [www.angelcapitalassociation.org](http://www.angelcapitalassociation.org)

### Importance of Angel Investing

Numerous studies show that startup companies are the primary source of job and wealth creation in the U.S. Angel investment is the most critical funding for startups. The Center for Venture Research indicates that angels invested \$17.6 billion in 57,225 deals in the U.S. in 2009, nearly equal to \$17.7 billion invested by venture capital firms in 2,795 deals during the same period. Angels tend to invest in earlier stage companies than VC's do and often provide the initial funding (after friends and family) that allows companies to grow and become "VC ready."

### Are you a potential Angel?

The WNYVA and the Buffalo Angel Network welcome participation by those interested in angel investing. If you meet the definition of an Accredited Investor, have a sufficient tolerance for risk vs. potential financial return, and enjoy learning about, and evaluating, up and coming new business opportunities, then angel investing might be right for you. Buffalo Angel Group members also enjoy interacting with other highly-qualified angel investors and the chance to help the growth of our region. Insyte Consulting provides administrative support to WNYVA. Contact Jack McGowan at 716.636.3626 or [info@wnyventure.com](mailto:info@wnyventure.com) for more information. ❖



## Gather No Moss

### *Overcoming Resistance to Change* by Russ Kamis

The other day, I was in my daughter's bedroom delicately navigating a minefield

of misplaced items on the way to read with her. Emilia (as in Earhart), my ten year old, is like many little girls, precocious and fashionable. During that perilous journey, I counted 17 pieces of clothing lying about. Emilia will wear three to five different outfits in any given day. Why? She likes change. Emilia changes not only her clothes, but her mind, and her attitude—regularly. That is quintessential Emilia, and we love her for it. It is what makes her, well, her.

Transformation is an integral part of learning and a catalyst for personal growth. However, over time many people go from actively seeking and participating in change to avoiding and resisting it. Nowhere is this more evident than with successful CEOs.

A dominant theme during the retreats I facilitate is that leaders over time often shift from the highly creative process of exploring possibilities, taking risk, and learning new skills in building their businesses, to a staid and stale process of maintaining what they've built and protecting what they have. This shift is slow and insidious. To some degree it happens to us all, until one day, we find ourselves avoiding change at all costs. As Les Brown so aptly points out in *Beyond the Secret* "Nine out of ten people will die rather than change."

Yet, according to the Greek philosopher Heraclitus "change is the only constant." Standing still is counter-intuitive and

doesn't honor our spirit. Change is essential to growth. Our circumstances, perspectives, tastes and interests are always evolving. We either grow through them or we languish. Our natural state is one of expansion—through the creative exploration and expression of new ideas, pursuits and experiences. A successful, healthy, happy life results from continuous transformation.

Newton's First Law of motion states that bodies in motion tend to stay in motion. Of course, this means that once we have allowed societal pressure, the comfort of wealth, or the success and power of position to bring us to a stop, we will tend to stay at rest.

So how do you get things moving again? How do you overcome your resistance and embrace change?

There are three pivotal steps:

**1. See your Commitment.** Ask yourself, "How does not changing benefit me?" The trick is to realize that you are committed to the current situation. The current situation serves you in some way that makes changing a less appealing option. Figure out what you are committed to. Staying where you are is a choice. Anytime you are not making progress in a desired area of your life, it is because there is another payoff—one you are often unaware of. Once you consciously understand how maintaining the status quo benefits you, you can more accurately assess the risks and benefits of making a change—be it losing weight, improving work-life balance or pursuing another vocation. Once you see why you are not changing, it is much easier to actually change.

**2. Assess your Beliefs.** Most self-improvement programs tell you that to

achieve success you need to behave differently. Seldom does this address the real issue—your underlying belief.

Forced change is the result of using raw effort to perform a behavior differently in the hope it will become a new improved habit. Unfortunately, the approach is flawed, ineffective and temporary. When enough time passes or stress appears, the undesired behavior resurfaces. Real change takes place not by force but by understanding.

Everything you do is based on what you believe. Real change is only accomplished when you understand why you do what you do. Successful change is the result of seeing, not doing. This requires reflection, honesty and acceptance. So, what are you believing about your situation? What could you believe instead?

**3. Take alternate action.** If things you don't want keep showing up in your life, it is most likely because the action you are taking is no longer effective. As Albert Einstein said "The definition of insanity is doing the same thing over and over again and expecting different results." Most of the approaches you take to solve life's problems are the same ones you learned as children. They are engrained and habitual. You use them because you are comfortable with them and they've served you in the past—be it a timid or aggressive personality, a proactive or last minute approach, or an optimistic or pessimistic attitude. But what happens when your behaviors no longer yield the desired results? At this point, you have four choices: disillusionment, escape, trying harder or change. To generate a better outcome, try a new approach.

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developed by McCullagh as a sustainable new product). It's a holistic attempt because it means the coffee at its origin is grown under Rainforest Alliance conditions. The packaging is compostable, biodegradable and net carbon neutral. Its cost is no greater than traditional coffee and we've won numerous taste tests against the major brands. So I would say that's pretty good. If it's sustainable from Buffalo it's got to be good (laughing). The quality is there, the price is right and the sustainability is free.

From a personal perspective, I'm proud of raising my three kids with my wife. They all went to excellent schools, were graduated on time and found jobs prior to graduation. Importantly they married wonderful spouses. In short they are contributing to society.

**Insyte:** What are you most disappointed about?

**Emblidge:** Frankly, I've been disappointed in my fellow businessmen. I don't want to be critical, but I thought that more sustainability actions would be done voluntarily.

**Insyte:** What keeps you in Buffalo?

**Emblidge:** We've been here 143 years! We have customers here. We also have a competent, dedicated workforce that's here and my wife and I love it. I'm originally from Buffalo. I went to Kenmore West High School. So that's why we're here. But there have been overtures from South Carolina and others to relocate.

**Insyte:** Would you ever consider a move?

**Emblidge:** This is a terrible business environment. We could relocate elsewhere and reduce our government-related cost by probably 50%. That's a "back-of-the-envelope" analysis, but it's not far off. So that would be a factor. The other is that we do more and more of our business outside the area, which is good because it offsets the general decline in upstate New York. But it's bad

because then there is less reason to stay here. So there is this tug of war, this tension between the advantages of staying here and swallowing the disadvantages versus relocating.

**Insyte:** If there were one thing that you could change in the area, what would it be?

**Emblidge:** To be able to buy 4.5¢ per kwh electricity, green and renewable, from the Niagara Falls Powerplant. If we could have that, we would have a flood of new businesses that would want to relocate here. We wouldn't even need economic development departments—businesses would be here despite the

**...I spent three days thinking about sustainability and realized that it was something I wanted to do, something that was important to McCullagh's future...**

**Warren Emblidge**

other disadvantages. I think it costs 2¢ or a little less to produce, but we currently pay about 14¢, the difference is nothing but taxes. We're competing against a State of Washington roaster that has 4.5¢ renewable electricity. Walmart doesn't care where they get their coffee.

**Insyte:** What originally brought you to McCullagh?

**Emblidge:** I worked on the unsuccessful public offering at Goldome in 1983. So I decided I needed a Plan B which was to buy a company. I worked on it for three years and knew the former owner. He invited me to lunch one day and asked if I'd like to buy his business. I told him no. He said that was a great negotiation tactic (laughing). But we kept talking and three years later we closed on the deal.

**Insyte:** What is your approach to leadership and managing your business?

**Emblidge:** I think it's important that the

president not be the focal point of the business. You've got important people in the office who answer the phones and relate to customers, people on the production line that package the coffee—they're more important than I am as far as the customer is concerned. My job is to support our team. What I can do best is provide the right environment for people to excel.

**Insyte:** What do you mean by the "right environment?"

**Emblidge:** Do they want to come in every morning? Let's get down to basics. So the first thing is, do they really want to come in and why do they want to come in? Part of it is compensation, but it's really much, much more than that. Everyone wants to feel appreciated and needed. I probably don't complement our people enough, but that's what a CEO of a successful company does. I also think you've got to provide overall guidance. In our case, I've talked about being sustainable by our 150th Anniversary. That does two things: first, it communicates that we're going to be around for our 150th and still in business. Then the other thing is just being sustainable because...if we can really achieve sustainability, it gives our staff more to think about than just coming in and plugging away. They're also thinking about a higher social and economic good.

**Insyte:** What do you do for fun with the little free time you have?

**Emblidge:** I play the piano. I have a band. It's the one thing I do for myself. It's all jazz-mainstream jazz, American songbook stuff. We play at the local private clubs. Everyone has to do one thing for themselves...and for me that's playing the piano. I also own a sailboat. I was a finalist in the Olympic Trials back in 1964. I'm over the hill now, but I still know the bow from the stern.

**Insyte:** You certainly do know where you're heading. Thank you for taking the time to talk with us. ❖





## The Art of Delegation by Bill Shepard

“It's easier to do it myself.” “I don't want to overburden my staff.” Does this sound like you? Many managers get so caught up in day-to-day tasks that they neglect to focus on the big picture.

To delegate tasks effectively, you must maintain responsibility while giving away some authority.

Although the word “delegation” has a downward sound to it, delegation really extends in all directions: Upward, to your boss, horizontal to your peers and other departments, and vertical to your subordinates. As work passes through the invisible assembly line at your company, you should be prepared to delegate projects or parts of projects to others. Delegation and teamwork go hand in hand.

Jack and Jill are both managers for the same company. Jack is very task oriented, rolling up his sleeves to perform basic day-to-day duties of his department. He perceives his ability to perform everyday jobs as a badge of honor. Jack's boss is getting frustrated because he is consistently late getting important reports and high level projects completed on time.

Jill realizes that she cannot effectively do everything herself, and has learned that the road to managerial sanity is through effective delegation. Jill focuses her time on the issues that have the greatest payoff for her and her company, delegating as many other tasks as possible. Sometimes it is hard to let go, but her employees appreciate the opportunity to take on additional responsibilities and to grow within the organization.

Jill's subordinates, boss and peers recognize her as someone who has her act together. How does she do it? Jill has learned

the crucial art of delegation:

- 1. Choose the right person.** The right person is often someone who is looking to get ahead in your organization and needs a chance to demonstrate his or her capabilities.
- 2. Delegate in writing.** Include the format of what you want; do you need some numbers scribbled on a piece of paper, or a PowerPoint presentation for your management team? Clear, specific instructions on the front end will save lots of time for all concerned on the back end.
- 3. Give the person to whom you are delegating information about the overall goals of your project,** not just his or her piece. Understanding the big picture will enhance his or her contribution.
- 4. Take the time to train.** Don't set up others for failure. A short-term investment of time will reap long-term benefits for you and your company.
- 5. Set deadlines** and be willing to negotiate priorities based on those deadlines.
- 6. Manage and follow up.** For long-term projects, schedule regular meetings to check on progress. Find the right balance, staying on top of the project without micromanaging. Be available for help along the way and when necessary, coach the employee through the process.
- 7. Reward.** Is there anyone reading this who doesn't appreciate acknowledgement of a job well done? Results that are recognized get repeated!

The bottom line...increase your personal effectiveness and allow others to grow by practicing the art of delegation. ❖

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Creative change is essential to happiness. Our unique interests and needs evolve over time. To honor this we must be willing to either do something different, become someone different, or both. Just like Emilia, we can only be true to ourselves by overcoming our resistance to change. Emilia embraces this aspect of herself naturally. She is in a dynamic state of expanding, growing and flowing. It is a wonderfully positive place where worry and fear don't drive decision making—a place where growth is constant and natural.

Do you need a change of clothes? Go ahead, grow to live.

*Russ Kamis is the Founder and Principal of the Kamis Group,*

*LLC. Russ specializes in helping Presidents, CEOs and their leadership teams create a winning atmosphere ideal for success. To learn more about Russ visit:*

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*Editor's Note: This is the fifth in a series of articles written by Russ Kamis being offered to our readers. Future articles will deal with achieving success both professionally and personally. We are interested in your feedback. ❖*



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 ly reflect the views of NYSTAR.

## Principles of Lean Manufacturing

Join Insyte Consulting for a fast-paced, information-packed session that will show you how to reduce costs, speed up delivery times and improve quality in your manufacturing operations.

**Date:** Wednesday, March 2, 2011

**Time:** 8:00 AM - 4:30 PM (coffee & networking 7:30 AM)

**Site:** LCo Building, 726 Exchange Street,  
 6th Floor, Barton Room, Buffalo NY 14210

**Cost:** \$75.00  
 (includes lunch & training materials)

For more information or to register visit  
[www.insyte-consulting.com](http://www.insyte-consulting.com) or call 716.636.3626.

This interactive workshop introduces the basic concepts of lean manufacturing and demonstrates the tools and methodology necessary to implement "lean" on the shop floor by combining a comprehensive classroom presentation with hands-on simulation of a production facility. ❖

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