

September 25, 2023

Executive Message

As a tribute to Heartland :-), of course, and with Brad Hoffer's permission, I wanted to talk about Brad's horses.

Brad keeps his horses in the neighboring field to pasture during the summer months. Nearly every day, all summer long, especially when it is sweltering hot, I see these three horses standing close to the fence by my parked truck.

The one in the middle will often look at me with that expression, "Dang bro, it is freakin hot out here!"

I am, admittedly, not much of a horseman so there was a part of me that started to wonder, "Why on earth do these animals stand huddled together when it is so hot?"

"Go find some shade, haha, or at least split up a little bit. I cannot stand people touching me when I am this hot!"

Then, one day, I took a closer look and figured out, I think, what they were doing.

The three of them stood like this, and I am giving the one in the middle more credit because he be gettin' the best deal, to work as a team.

You see, the flies are relentless during the summer months and so the horses, it appears, are working together using their swishing tails to wipe the flies off one another's faces. Like I said, that smart horse in the middle is getting the double windshield-wiper effect as he gets two swishes for every one he gives.

The point here, of course, is that team work really pays off for these horses and the same applies to each of us here at work. We are usually more effective when we work in high-functioning teams. Sometimes it takes a minute to learn, sometimes it takes a little extra to get along, but ultimately, everyone can benefit in one way or another.

Teamwork allows for a combination of ideas. It also allows for a combination of skills. For example, maybe the horse in the middle has a bigger tail, or maybe he enjoys doing more swishing, as it were, and that is why he takes that spot.



Teamwork also allows for momentum and increased productivity—it always feels better to face a challenge or opportunity with a friend who can hopefully help.

My challenge is to be a good team member and be open to working in groups of people. Find your strengths, find the strengths of other team members and organize yourselves in that manner.

As always, my enduring appreciation for the good things I see every day. We, indeed, are getting better as a company. I thank you sincerely for being on the AMF team!

Most Sincerely,

Rich Marker



Employee Spotlight

Arik M.

1. **What is your favorite hobby?** Hiking & Backpacking.
2. **What's the next place on your travel bucket list?** Patagonia
3. **Are you binge watching any shows?** Peaky Blinders
4. **If you had to eat one meal every day for the rest of your life, what would it be?** Gyros
5. **Where is your favorite place to be?** In the mountains with family
6. **What is your favorite In-door or Outdoor activity?**
Once again, Backpacking



Quality Message

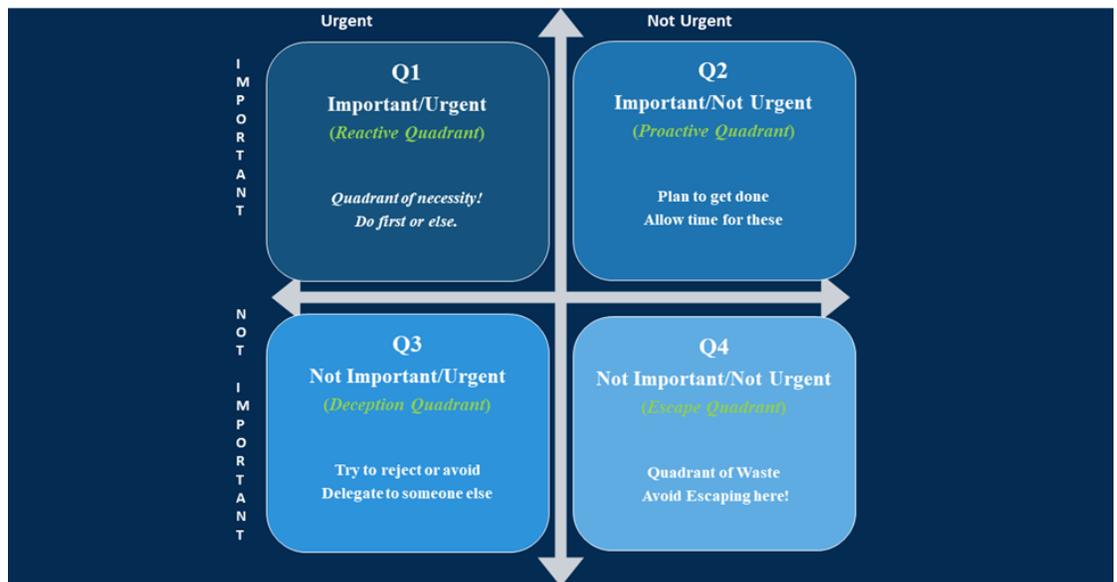
Prioritizing Tasks for Excellence: Lessons from Stephen R. Covey's 'First Things First'

As a busy metal fabrication business, efficiency and effectiveness are key factors that determine the success of our company. One essential skill that can significantly impact our journey toward greatness is the art of prioritizing tasks. This article explores the insights from Stephen R. Covey's book, *First Things First*, and how they can be applied to help All Metals Fabrication thrive.

The Importance of Prioritization:

Prioritization is the process of determining which tasks or activities deserve your time and attention. In the metal fabrication industry, where precision and timeliness are paramount, making the right choices about where to allocate resources can be a game-changer. Covey's teaching emphasizes the significance of this skill in achieving both personal and professional goals.

Stephen Covey's Time Management Matrix



1. Understanding the Time Management Matrix:

Covey introduces the Time Management Matrix, a tool that categorizes tasks into four quadrants based on urgency and importance. This matrix helps individuals and companies differentiate between tasks that are truly important and those that are simply urgent but may not contribute to long-term success.

For our company, this matrix can also be applied:

- Focus on Quadrant II: Activities that are important but not urgent, such as **preventive maintenance, process improvement, Waste RIP, Process Mapping, & employee training**, can enhance efficiency and product quality over time. This is something that AMF excels at doing, but can only accomplish with everyone's buyin.
- Minimize Quadrant III: Tasks that are urgent but not important, like constant fire-fighting, can drain resources without adding long-term value. This can be accomplished by early planning of large projects, and focus on reducing waste during a projects lifecycle.

A recent post about the Grand Junction Temple (in Yammer) by Justin is a great example, where holding planning meetings makes a huge difference in how the job can come together.

Prioritizing tasks, as outlined in Stephen R. Covey's First Things First, is a fundamental skill that can transform an average company into a great one. By using tools like the Time Management Matrix, aligning tasks with company goals, and empowering employees, such businesses can improve efficiency, product quality, and overall success. In a competitive industry, like ours, mastering the art of prioritization can be the key to sustained greatness.

2. Aligning Tasks with Company Goals:

To become a great company, our fabrication business should have clear goals and align its tasks with these objectives. Covey suggests setting and communicating a clear company mission and vision, which can guide decision-making and task prioritization. In case you haven't seen them in a while below is AMF's Mission and Vision:

AMF's Mission is the never-ending pursuit toward improving individual lives- inside and outside the company. Our relentless commitment is to strengthen people, support families and build communities.

AMF's Vision is to be the absolute best company in our industry by amazing our customers with both great value and unrelenting service, and by constant, unwavering effort to build a culture of individual respect, continuous improvement, and hard work.

3. The Power of Weekly Planning:

Covey advocates for weekly planning sessions to identify and schedule tasks according to their importance. Currently at AMF, we have a biweekly meetings where we plan production schedules, quality control checks, and we hold other strategic meetings to ensure that critical tasks are given the attention they deserve.

4. Empowering Employees:

In First Things First, Covey also emphasizes the importance of empowering employees to make decisions aligned with the company's goals. We do this by empowering all employees to suggest and implement Poke-Yoke, Continuous Improvement and Waste Rest in Peace (RIP) projects. We also work to delegate tasks and responsibilities effectively, by distributing the workload and ensuring that important tasks are addressed at all levels of the organization.

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