

Living the Vision Seventy Years Later

Written by Ken Smith, President of H. B. Maynard and Company, Inc.

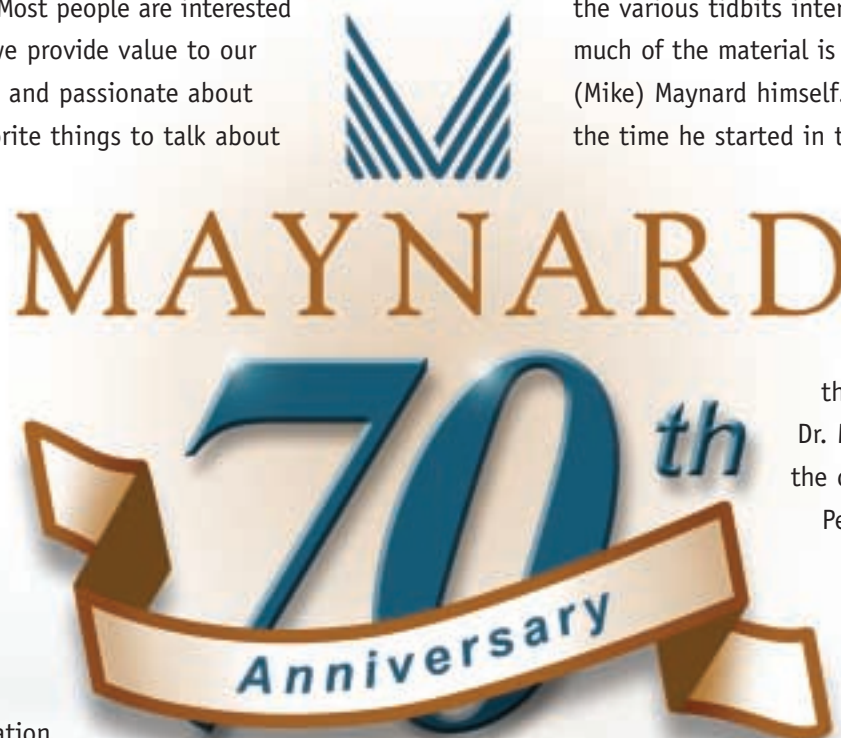
Serving as President of Maynard affords me many opportunities to talk about the company. And frankly, that is something I enjoy very much. Most people are interested in what we do and how we provide value to our clients. I am very excited and passionate about those topics, but my favorite things to talk about are the incredible group of people that make up Maynard, the awesome culture we have and our vision of how we can make a difference in our world. Some fuel has been added to the fire this year that makes it even more interesting to talk about the company.

The impending celebration of Maynard's 70th anniversary sparked me to set a goal this year to learn more about the history of our company. Early in the year, I began digging through the archives searching for documents, pictures, books or whatever might shed some light on the fifty years prior to my joining the company. Previous presidents had taken on similar efforts for earlier anniversary celebrations, but the remnants were sketchy. Then I hit pay dirt. Forty years of internal newsletters starting in 1944 — published weekly for many years, and monthly thereafter. The challenge would be to extract meaningful information from three file boxes full of newsletters. I quickly realized that the only way I was going to be able to do it was to read all of the newsletters. Though time consuming, the effort helped me to reach my goal and more.

We have attempted to share some of what I learned throughout this edition of the Exchange. I hope you will find the various tidbits interesting. You will find that much of the material is closely related to Dr. Harold B. (Mike) Maynard himself. I soon discovered that from the time he started in the business in 1934, until his retirement in 1960, the company was an uncanny reflection of him. And, I can proudly say that today we still reflect the many positive attributes Dr. Maynard embedded in the company.

Perhaps the most interesting and rewarding find for me was a more complete understanding of why Mike Maynard started the business in 1934. He had joined Westinghouse in

1924 shortly after graduation with a degree in industrial engineering from Cornell University. In his six years with Westinghouse, he quickly climbed the ranks to Superintendent of Production and became an authority in time and motion study. He spent the early 1930s intensely researching time and motion study and considered how he could have a real impact on a very troubled society. He developed a vision and conviction that *"production under private enterprise would decide the outcome of future struggles toward something better for all."* He founded the Methods Engineering Council (MEC) to help companies improve because he knew that successful business was the only real means to improving the standard of living.



Maynard Milestones

MEC's first consulting client
- Mine Safety Appliances

1936

MEC accepted for membership in
the Association of Consulting
Management Engineers (ACME) of
which Dr. Maynard played an
instrumental role in establishing

1945

1934

Harold B. Maynard establishes
Methods Engineering Council (MEC)
as a time study training company in
Pittsburgh - MEC serves its first
client - Westinghouse Electric

1941

MEC teamed with Westinghouse on
a research project which resulted
in the Methods Time Measurement
(MTM) technique which was later
published by McGraw-Hill in 1948

1948

First President's Award
presented to a team member
for an outstanding individual
accomplishment

continued from page 1

This discovery was very meaningful to Mike Maynard then as it is to us today at Maynard. We are motivated by the same fundamental conviction. At the core of our vision is the desire to serve our society through the creation of high-quality, good-paying jobs, where each job provides individuals the opportunity to reach their potential as values-based servant leaders. This job creation occurs both within our organization and outside our organization with our clients as we help them to improve productivity, culture and quality. It is an honor for us to carry on Mike Maynard's vision to make this a better world. It is exciting to be in a profession and organization where we can truly enjoy what we do, all while working together to make a difference.

I hope you enjoy this 70th
Anniversary issue of the
Maynard Exchange.



Ken Smith

The Founder, Dr. Harold Bright Maynard (1902-1975)

Dr. Harold B. (Mike) Maynard founded the Methods Engineering Council in 1934. Dr. Lillian Gilbreth best summarized Dr. Maynard's life in 1958 when she was quoted as saying "Mike Maynard is the leading management scientist of our time." That statement just touches the surface of Dr. Maynard's many accomplishments.

He was a 1923 M.E. graduate in Industrial Engineering from Cornell University, and later received his Doctor of Laws from the University of Miami. He began his career as a time-

"There will always be many worthwhile opportunities for using basic measurement tools in the search for efficiency."

study engineer with Westinghouse in 1924, where he spent six years working his way up to Superintendent of Production. During this time, he teamed with Gus Stegmerten and Stuart Lowry to write "Time and Motion Study." After leaving Westinghouse, he began an intense period of research in the field of time and motion study. He developed a conviction that "production under private enterprise would decide the outcome of future struggles toward something better for all."

After coining the term "Methods Engineering" in 1934, Dr. Maynard established the Methods Engineering Council (MEC) in Pittsburgh as a "time study training company." Westinghouse was the first client of MEC, and the first

MEC opens an office in Sweden and undertakes its first European consulting assignment

1950

Universal Maintenance Standards (UMS) is developed to form the basis for effective maintenance management - still in use in 2004

1955

MEC merges with another ACME firm, Bigelow, Kent, Willard and Company, and the company is renamed H. B. Maynard and Company, Inc.

1957

1952

Dr. Maynard establishes the MTM Association

1956

First edition of *Maynard's Industrial Engineering Handbook* is published with McGraw-Hill



consulting engagement occurred in 1936 with Mine Safety Appliances.

Dr. Maynard became a leader in the consulting profession. He was one of the founders of The Association for Consulting Management Engineers (ACME) and served as an expert consultant to the U.S. Secretary of War during World War II.

An improvement project Dr. Maynard was conducting at Westinghouse in 1940 resulted in resistance from labor and led him to see the need for a fair approach to establishing time standards. He agreed to a research project with Westinghouse in 1941 and began working with Gus Stegmerten and Jack Schwab; the team of three developed the Methods Time Measurement (MTM) work measurement technique, published in 1948. Dr. Maynard put the MTM technique into the public domain by forming the MTM Association in 1952 — an Association which still exists today. Under Dr. Maynard's leadership, MEC grew to become one of the largest consulting companies in the world in the late 1950s.

Dr. Maynard published over 200 articles and research papers, served as editor for the *Industrial Engineering Handbook* and *Top Management Handbook* for McGraw-Hill and spoke to over 1000 groups around the world on using industrial engineering to improve productivity in the workplace. He held national leadership positions with numerous organizations including the Society for the Advancement of

Management, the Council for International Progress in Management, the American Society of Mechanical Engineers and the International Management Congress.

Dr. Maynard received numerous prestigious honors during his time, including:

- Gilbreth Medal from the Society for the Advancement of Management
 - Gantt Medal from the American Management Association
 - Wallace Clark Award from the Council for International Progress in Management
 - Melville Medal from the American Society of Mechanical Engineering (ASME)
 - Henry Robinson Towne Lecturer Award from the ASME
 - Frank and Lillian Gilbreth Industrial Engineering Award from the American Institute of Industrial Engineering
- Dr. Maynard retired from the business in 1960, but formed the Maynard Research Corporation to continue with his life's journey of finding



ways to study and improve the way we work. Dr. Maynard was a true leader and innovator in the field of industrial engineering and the consulting profession. He devoted his life to sharing his expertise and leadership. His name became better known than the company's name and therefore MEC was renamed H. B. Maynard and Company, Inc. in 1955.

H. B. Maynard and Company, Inc. becomes a subsidiary of Planning Research Corporation (PRC), one of the largest publicly-owned professional services firms in the world

1968

1960

H. B. Maynard and Company, Inc. is purchased from Dr. Maynard by principals in the firm

The Maynard Operation Sequence Technique (MOST®) work measurement system is introduced in the United States - now the most widely-accepted predetermined time and motion system used worldwide

1974

1970

Experimental application of a new work measurement system is started in Sweden

1978

The first computerized version of MOST was installed on a DEC PDP computer at J.I. Case



The Legacy of Innovation Continues

The unique advantage of methods-time measurement, here demonstrated by inventors Schwab, Stegemerten and Maynard in 1949, was that this system of work time, motion and method analysis can determine the most efficient plant layout before any blueprints exist.

None of the current Maynard staff ever had the opportunity to meet Mike Maynard, but his legacy is very much alive in our company. Stories have passed from generation to generation about his management style, his insistence that the company practice what it preached, his vision for how the company could make a difference in the world and particularly his penchant for innovation.

Dr. Maynard's innovations in the field of work measurement were monumental. The MTM technique, published in 1948, was considered to be one of the most significant management tool innovations of the century. The MTM technique and numerous tools developed based on MTM, continue to be used by thousands of industrial engineers around the world today.

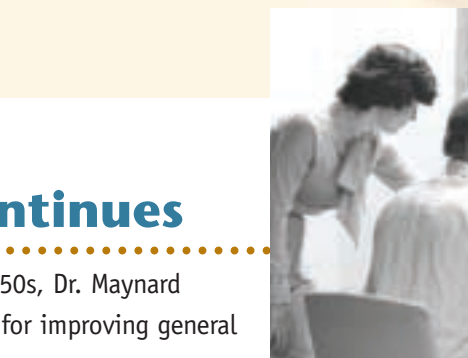
Under Dr. Maynard's direction, MEC consultants developed numerous tools, techniques and training courses for helping management to improve labor productivity. In the 1950s, MEC introduced Universal Office Controls (UOC) and Universal Maintenance Standards (UMS) to help companies to manage

indirect labor. In the late 1950s, Dr. Maynard focused on developing tools for improving general management techniques.

Dr. Maynard retired from the company in 1960, but his spirit of innovation continued. A team of Maynard consultants, led by Kjell Zandin, began the experimental application of a new work technique on a project with Volvo in Sweden. The technique took advantage of providing statistical concepts to make the application of MTM data much easier and less time consuming. Following a testing period, the technique was named the Maynard Operation Sequence Technique (MOST®) and introduced in the United States in 1974. MOST continues to be the most widely-accepted predetermined time and motion system used worldwide today.

Advancements in technology brought further innovation to the field of work measurement in the late 1970's. Maynard developed a computerized version of MOST to facilitate the creation and maintenance of engineered time standards using the MOST work measurement technique. The first full version of the software was installed on a DEC PDP computer at a J. I. Case plant in Racine,

A Maynard consultant trains in the Elements of Managing (1958).



H. B. Maynard and Company, Inc. becomes privately owned again with the purchase of the U.S. business from PRC by the principals

Experienced a spike in revenues due to several major projects with defense contractors in support of Mil-Std 1567A

A major reorganization of company management and ownership led to a strategic five-year rebuilding effort to improve the quality and effectiveness of all Maynard offerings

1979

1988

1994

1985

Introduced numerous advancements to software offerings including line balancing and performance reporting

1990

Introduced numerous advancements to software offerings including ergonomic analysis and expert systems



Kjell Zandin uses the first MOST® Computer System in 1978.

Wisconsin in 1978. Since that

time, further advancements in technology have enabled Maynard to continue to improve its suite of software tools and provide innovative approaches to training.



Maynard consultants working with a foundry to implement lean concepts.

the use of proven industrial engineering techniques, both in manufacturing and non-manufacturing sectors.

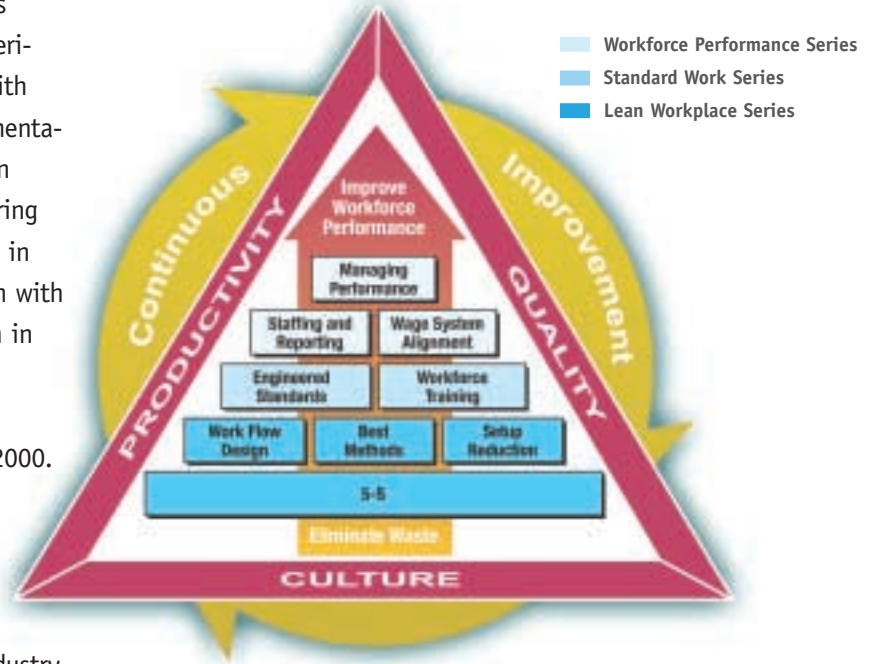
This work led to the development of the Maynard Workforce Performance Model™ which was introduced in 2000. The Model integrates nine core disciplines required for improving workforce performance by impacting productivity, culture and quality/service within an organization. One interesting outcome of the innovative work put into this model is that it applies regardless of the industry. Maynard consultants are currently using this model to help organizations in the manufacturing, distribution, retail grocery, retail apparel/goods, healthcare and non-profit service sectors.

During the mid-1990s, Maynard consultants began experimenting with the implementation of lean manufacturing techniques in conjunction with

Dr. Maynard established a culture of innovation when he founded the Methods Engineering Council. We proudly continue his legacy by striving to be thought leaders and innovators in the field of industrial engineering and how it relates to workforce performance and labor management today.



A Maynard consultant assists a client in preparing a tool to implement the 5-S discipline.



The Maynard Workforce Performance Model™, developed in 2000, depicts the system of disciplines essential to improving workforce performance and eliminating waste. Instilling these disciplines directly impacts the productivity, quality and culture of an organization.

The Maynard Workforce Performance Model™ is introduced

2000

Maynard selected as the #2 Best Medium-Sized Place to Work in Pennsylvania

2002

1998

Began formal integration of Lean principles into the Maynard offerings

2001

Fifth edition of *Maynard's Industrial Engineering Handbook* is published with McGraw-Hill

2003

Leadership development efforts begin taking the entire Maynard team to a new level of professionalism and service



1944



1954



1964



2004

Another Reason to Celebrate (or eat)?

We have been helping companies to improve workforce performance for over seventy years, but some question if we are in the right business! A quick look through the history files confirms that Maynard's true passion has always been and continues to be - food. Obviously, working on the road and eating out together feeds that passion, but that is only part of the story. We find plenty of good reasons to break bread together.

An organization with a seventy-year history has historical dates to celebrate and traditions to follow. We celebrate the company anniversary and Mike Maynard's birthday. We maintain long traditions of annual family picnics and holiday gatherings. The whole company meets over lunch every four weeks to review results and celebrate accomplishments. Much of the staff meets every Friday over lunch to review projects or participate in a development session. The bottom line is that we like good food and having a reason to eat together makes it even more enjoyable!



1984



1974



1994



2004

→ 2004

Completed third consecutive year of double digit growth with total growth in revenue of 70% over that period



Significant Travel Required

There are a lot of great benefits to entering the consulting profession. Dealing with the headaches of travel is not one of them. Given US Airways' recent problems and their significant pull-back in the Pittsburgh market, travel issues for our consultants may appear to be at an all time high. A review of company history may indicate otherwise.



MEC Hangar Party - June 1955

In a 1948 issue of the MEC-A-GRAM, the monthly internal company newsletter, Mike Maynard declares his frustration with the poorly managed railroad companies. He figured that he lost two days' worth of his production over a month's time due to late or canceled trains. In later issues, he continues to express frustration and concern since travel is becoming more important as the company's reach expands. These comments on travel are really the only negative comments that seem to come from Dr. Maynard. He generally appeared to take a very positive approach to all of his communications.

The frustration became significant enough that he decided to get his pilot's license and buy a plane in the early 1950s. In fact, he found flying so much more effective, that



The MEC twin-engine Piper Apache plane in front of the MEC hangar under construction at the Allegheny County Airport.

he encouraged other company executives to get their licenses as well. In 1955, the company purchased a new twin-engine Piper Apache plane and built a corporate hangar at the Allegheny County Airport, near Pittsburgh. The company went on to purchase two more planes. It is not clear how long the company made flying themselves a practice, but the hangar also served a second important purpose. Shortly after completion, the hangar was inaugurated with the company's first ever hangar party (square dance). It seems that the hangar party was such a success, that it became an annual event for at least a few years.



MEC Hangar Party - May 1957

Maynard – Today and Tomorrow

The natural tendency when looking back at the history of an organization is to consider the history relative to the current situation. Where is the organization after seventy years? Will it continue for another seventy? Our historical review of Maynard has caused us to consider our values, our mission and our vision for the future. Interestingly, all of these as stated in our business plan are clearly in line with those set out by Mike Maynard when he established the company.

We believe that our values set us apart from most organizations. Not simply what is contained in the stated values, but our sincere effort to live according to them. We seek to continually develop our personal abilities and organizational processes so that we get better at living them. If asked to describe the Maynard organization, we hope to hear positive comments about how Maynard is living our core values. We are proud of the recognition we have received as an organization that confirms these values. We believe that Dr. Maynard would be proud to have his name associated with our company.

Maynard's mission is to provide tools, training and guidance to our clients to help them improve workforce performance and eliminate waste. This mission really hasn't changed over the course of history. Obviously, the advancements in technology and changes in management theories have had some impact on how we carry out the mission, but at our core are many of the fundamental industrial engineering concepts that Mike Maynard pioneered. He would probably be very excited to see how we are able to use technology to better collect and manage information, and pleased with how the Maynard Workforce Performance Model balances productivity, culture and quality/customer service. The most surprising change may be in the make-up of the clients whom we are serving. Unlike the early days where Dr. Maynard was focused on manufacturing, our client list also includes a significant number of retailers, insurance companies and non-profit service organizations. Regarding the future, we expect to not only carry on this mission, but to continue to grow the number of sectors we serve. Just as retail has quickly grown to become our largest sector served, we expect that health care, and other service sectors will grow quickly and eventually rival manufacturing.

Looking to the future is always exciting. This is particularly true when you know that your vision is to serve a greater purpose. In the opening piece of this Exchange, we shared Dr. Maynard's vision and conviction that *"production under private enterprise would decide the outcome of future struggles toward something better for all."* He founded the Methods Engineering Council to help companies to improve because he knew that successful business was the only real means to improving the standard of living. The vision for H. B. Maynard and Company, Inc. today is very consistent with this original vision. In our business plan we state – *"At the core of our vision is the desire to serve our society through the creation of high-quality, good-paying jobs, where each job provides individuals the opportunity to reach their potential as a values-based servant leader. This job creation occurs both within our organization and outside our organization with our clients as we help them to improve productivity, culture and quality."* We sincerely hope to report to you in the Seventy-fifth Anniversary edition of the Exchange our success in this endeavor.

Core Values:

Be a team of really talented servant leaders who are responsible, respectful, honest, ethical, dedicated, and caring; and have a passion to succeed.

Be held in high regard by:

- **our staff and recruits**
(as the place to work)
- **our clients** *(as a company that is relentless in serving them and meeting their value expectations and impresses them with our professionalism)*
- **our field** *(as leaders)*
- **our partners and vendors**
(as responsible business people)
- **our community and families**
(as a company that cares)

Be a profitable, lean business.

Recent Recognitions:

**Best Places to Work (2002 and 2004);
People Do Matter Award (2004);
University of Pittsburgh Co-Op Employer
of the Year (2003)**

A few of our more recent clients:

**Carbone, CVS, Food Lion, Gap, Inc.,
Giant Eagle, Goodyear, Matthews
International - Bronze Division, Meijer,
NYPA, Old Navy, SUPERVALU, United
Healthcare, The York Group**

