



**20  
15**

Washington State Government  
**Lean Transformation  
Conference**

---

Greater Tacoma Convention & Trade Center  
**October 20-21, 2015**

# MassIngenuity<sup>®</sup>

SEE. BELIEVE. ACHIEVE.



## **SEE**

Envisioning solutions to our nation's most complex challenges

## **BELIEVE**

Engaging the untapped passion and talents of our public workforce

## **ACHIEVE**

Delivering results that showcase great government in action

877.669.3308

[info@massingenuity.com](mailto:info@massingenuity.com)

[www.massingenuity.com](http://www.massingenuity.com)

## Table of Contents

<b>Message from the Governor</b>	<b>2</b>
<b>Conference Schedule at a Glance</b>	<b>3</b>
<b>Opening Keynote: Day 1</b>	<b>4</b>
<b>Closing Keynote: Day 2</b>	<b>5</b>
<b>Conference Highlights</b>	<b>6</b>
<b>Convention Center Maps</b>	<b>7</b>
<b>Event Schedule: Day 1</b>	<b>8</b>
<b>Event Schedule: Day 2</b>	<b>10</b>
<b>Breakout Session Descriptions</b>	<b>13</b>
<b>Presenter Bios</b>	<b>32</b>
<b>Dining Options</b>	<b>53</b>
<b>Glossary</b>	<b>54</b>
<b>Sponsor Ads</b>	<b>60</b>



## Message from the Governor



It is my pleasure to welcome you to our fourth — *fourth!* — annual Washington State Government Lean Transformation Conference.

This is an amazing event, full of energy and inspiration. Results Washington has partnered with state, national and international experts who are here, pro bono, to share their wisdom and engage with all of you.

Many of these people have been working on customer-focused continuous improvement efforts for decades. The techniques and tips may vary, but I'll bet you'll hear a lot of elements in common. I encourage you to absorb those lessons, discuss them and, most importantly, put that learning to use in your everyday work.

The principles of Lean are helping us serve Washingtonians better, from improved business processes to making real progress on some of the biggest challenges any state faces. By tapping the wisdom and energy of those closest to the work, Lean helps us come up with well-thought-out, measurable improvements that deliver more value to our customers.

I'm deeply proud of those of you who've taken Lean learning to heart and are putting it to work in your own work processes. Those improvements — and there are dozens of examples — have helped streamline work, speed up services, improve outcomes, simplify processes, avoid costs, promote transparency and improve customer satisfaction. Lean is helping improve the work, with benefits for you, your colleagues, your customers and our state.

Lean principles are also helping us, together with partners, move forward on big-picture goals. Things such as building a world-class education system and a prosperous economy. Or a clean environment and healthy, safe Washingtonians. We're using Lean thinking, such as looking for root causes, focusing on customers, and carefully tracking metrics, to make significant improvements in those areas as well.

So please make the most of this valuable opportunity. This conference is an investment in our greatest resource: our people. Ask questions, take notes and reflect on ways to use what you'll learn in your own work. My personal vision for state government is a place in which every employee, every day, is thinking about how to improve our work.

So let's do what Washingtonians do best: innovate and deliver results!

A handwritten signature in blue ink, which appears to read "Jay Inslee". The signature is fluid and cursive, written in a professional style.

Jay Inslee  
Governor

# Conference Schedule at a Glance

## Day 1

**Tuesday, October 20th**

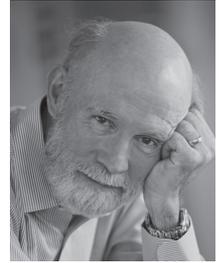
- 8:00 a.m. Registration
- 8:45 a.m. Welcome from Wendy Korthuis-Smith, Director, Results Washington
- 9:30 a.m. Opening Remarks by Governor Jay Inslee
- 9:45 a.m. Keynote Presentation by Jim Womack, Lean Enterprise Institute
- 11:00 a.m. Lunch or Breakout Sessions
- 12:15 p.m. Lunch or Breakout Sessions
- 1:30 p.m. Panel of Experts
- 3:15 p.m. Panel of Experts or Breakout Sessions

## Day 2

**Wednesday, October 21st**

- 8:15 a.m. Welcome
- 8:30 a.m. Keynote Presentation by Jamie Bonini, Toyota Corporation
- 9:45 a.m. Panel of Experts
- 11:30 a.m. Lunch or Breakout Sessions
- 12:45 p.m. Lunch or Breakout Sessions
- 1:30 p.m. Breakout Sessions
- 2:45 p.m. Breakout Sessions
- 4:00 p.m. Breakout Sessions

# Day 1 Keynote



## Lean Thinking – 25 Years Later

---

### **James P. Womack, Founder and Senior Advisor, Lean Enterprise Institute**

It has been 25 years since Jim Womack and his team published *The Machine That Changed the World*, the book that coined the word Lean to described the essence of the Toyota production and management system. And 18 years since Jim founded the Lean Enterprise Institute. Over those 25 years, Jim has seen and written about the Lean transformation successes and struggles of individuals and organizations as they strove to deliver more value for their customers. Jim will share what he has seen and learned, share his thoughts on where the Lean movement is today, and what is in store for the future.

---

#### Biography:

Management expert James P. Womack, Ph.D., is the founder and senior advisor to the Lean Enterprise Institute, Inc., a nonprofit training, publishing, conference, and management research company chartered in August 1997 to advance a set of ideas known as lean production and lean thinking, based initially on Toyota's business system and now being extended to an entire lean management system.

The intellectual basis for the Cambridge, MA-based Institute is described in a series of books and articles co-authored by Womack and Daniel Jones over the past 20 years. The most widely known books are: *The Machine That Changed the World* (Macmillan/Rawson Associates, 1990), *Lean Thinking* (Simon & Schuster, 1996), *Lean Solutions* (Simon & Schuster, 2005), and *Seeing The Whole Value Stream* (Lean Enterprise Institute, 2011). Articles include: "From Lean Production to the Lean Enterprise" (Harvard Business Review, March-April, 1994), "Beyond Toyota: How to Root Out Waste and Pursue Perfection" (Harvard Business Review, September-October, 1996), "Lean Consumption" (Harvard Business Review, March-April, 2005).

Womack received a B.A. in political science from the University of Chicago in 1970, a master's degree in transportation systems from Harvard in 1975, and a Ph.D. in political science from MIT in 1982 (for a dissertation on comparative industrial policy in the U.S., Germany, and Japan).

During the period 1975-1991, he was a full-time research scientist at MIT directing a series of comparative studies of world manufacturing practices. As research director of MIT's International Motor Vehicle Program, Womack led the research team that coined the term "lean production" to describe Toyota's business system.

Womack served as the Institute's chairman and CEO from 1997 until 2010 when he was succeeded by John Shook.

[jwomack@lean.org](mailto:jwomack@lean.org)



### **Small Changes, Big Impact: The Toyota Production System**

---

**James Bonini, Vice President, Toyota Production System Support Center, Inc. (TSSC)**

Years of manufacturing experience have taught Toyota that small improvements can make a big difference – and they've learned that this approach can help other organizations too. So, for more than twenty years, Toyota has shared its know-how with other manufacturers, non-profits, governments and community organizations to help them find better ways of doing their day-to-day work. Sharing ideas this way helps each Toyota partner stay competitive and preserve jobs or support more people in need – and that benefits us all. You will learn Toyota's approach to help organizations learn and apply the Toyota Production System through several case studies. Thanks to this hands-on approach, Toyota empowers organizations to develop people who will surface and solve problems and ultimately lead a culture of continuous improvement independently.

---

#### Biography:

James "Jamie" Bonini is vice president of TSSC at Toyota Motor Engineering & Manufacturing North America, Inc. (TEMA), located near Cincinnati in Erlanger, Kentucky. TEMA supports Toyota's engineering and manufacturing operations in North America.

TSSC is a not-for-profit corporation affiliated with TEMA which shares Toyota Production System (TPS) know-how with North American organizations that have a true desire to learn and adopt TPS; as a way to strengthen their production system.

Bonini began his career with Toyota in 2002, as assistant general manager for TSSC, responsible for planning and leading shop floor improvement activities. He later joined Toyota Motor Manufacturing, Kentucky's powertrain group as assistant general manager responsible for V6 and four cylinder engines as well as axle production, quality and safety.

From 2004-10, he served as general manager for TEMA's supplier commodity engineering (SCE) division which leads new model projects and mass production supplier development projects in North America. His duties included managing supplier parts for new model preparations as well as mass production models.

Prior to joining Toyota, Bonini worked at DaimlerChrysler where he held a variety of roles including the company's cost management group and new model projects at three assembly plants in North America. He also held key positions with Tritec Motors and the Pilette Road Truck Assembly Plant in Windsor, Ontario.

He obtained a Bachelor of Science in Mechanical & Aerospace Engineering from Princeton University (1985), a Master of Science in Mechanical Engineering from the University of California at Berkeley (1987) and two Master of Science degrees in management and material science engineering from the Massachusetts Institute of Technology (1992).

Originally from Princeton, New Jersey; he resides in Cincinnati with his wife, Patti, and their two children, Caroline and Jay.

# Conference Highlights

## Day 1: Vision And The Way Forward

---

### Tuesday, October 20th

We start this year's Lean transformation conference—the fourth!—with opening remarks from Governor Jay Inslee, a vocal proponent of Lean thinking. That's followed by a keynote speech from James Womack, founder of the Lean Enterprise Institute and leader of the MIT research team that coined the term “lean production” to describe Toyota's business system.

The rest of the day is filled with great breakout sessions, agency case studies and panel discussions. One panel discussion focuses on the frontiers of Lean transformation from some of those helping navigate. The second includes a number of state leaders who are making Lean principles real in their own agencies and missions.

## Day 2: Sharing The Journey And The Lessons Learned

---

### Wednesday, October 21st

The second day of the conference starts with a keynote from James “Jamie” Bonini, vice president of the Toyota Production System Support Center. You may recognize Jamie from his work in the “Meals Per Hour” video that we've shared at previous conferences. Jamie and his team helped a New York food bank use Lean thinking to speed up food deliveries in the wake of the Katrina disaster. Other highlights include a panel discussion on key lessons learned in Lean journeys, from King County's impressive work to insights from experts from the United Kingdom. In addition, there are a wide variety of case studies and breakout sessions, a few of which will be repeats of particularly popular presentations from Day 1. One particularly lively session should be the “60 ideas in 60 minutes” panel in the afternoon. In short, Wednesday's another full day with some fun new ways to learn, share and get to know people.

## Clinic Rooms

---

We're trying a couple of new things this year. For one thing, we've added “clinic rooms” on each day. Here's the idea: There is so much talent and expertise at these conferences that it seemed a shame not to set aside more question-and-answer time. Got questions, or want to hear more details about something? Swing by a clinic room.

## Open Space

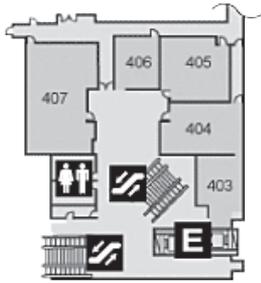
---

The second new thing we're trying: Open Space discussions. These are small groups that gather to discuss a particular topic of interest. We'll share more about this process each morning and throughout the days, but the idea is simply to create space for folks to discuss what they're learning, how to use it, or anything else that seems relevant. As you move around the conference center, you'll see small groups of people talking, typically with the topic posted on a wall nearby. Feel free to join the conversation—or start your own.

# Convention Center Maps

**4**

Meeting Space



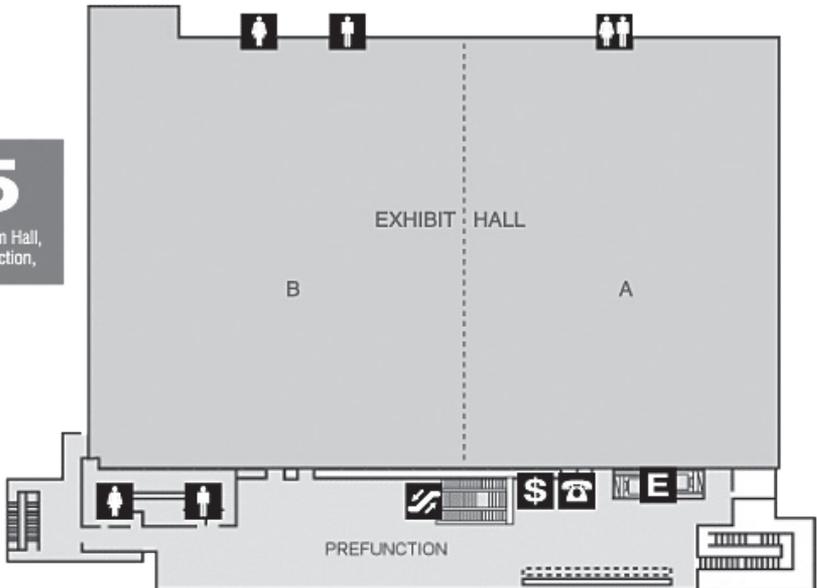
**3**

Ballroom,  
Meeting Space,  
Pre-Function



**5**

Exhibition Hall,  
Pre-Function,



# Event Schedule & Agenda

## Day 1 – Tuesday, October 20th

8:00 a.m.		<b>Registration</b>
8:45 a.m.	<i>Exhibit Hall B</i>	<b>Welcome from Wendy Korthuis-Smith, Director, Results Washington</b>
9:30 a.m.	<i>Exhibit Hall B</i>	<b>Opening Remarks by Governor Jay Inslee</b>
9:45 a.m.	<i>Exhibit Hall B</i>	<b>Keynote Presentation by Jim Womack, Founder and Senior Advisor, Lean Enterprise Institute</b>
<b>11:00 a.m.</b>		<b>Breakout Sessions [or Lunch]</b>
	<i>Exhibit Hall B</i>	<b>Lean Would Be Easy if It Weren't for the People</b> Presenter: Scott McAllister, Prosci
	<i>Ballroom A</i>	<b>Understanding Lean Transformation</b> Presenters: Scott Heydon and John O'Donnell, Lean Enterprise Institute
	<i>Ballroom BC</i>	<b>Zombieization, the Archenemy of Lean Thinking</b> Presenter: Robert Brown, Collective Wisdom
	<i>Ballroom D</i>	<b>Why TWI?</b> Presenter: Donald Dinero, TWI Learning Partnership
	<i>Room 315</i>	<b>Growing People While Doing the Work</b> Presenter: Hollie Jensen, Results Washington
	<i>Room 316</i>	<b>Eliminate Fear: Creating a Workplace of Participation, Trust and Results at Enterprise Services</b> Presenters: Chris Liu and Renée Smith Nyberg, Department of Enterprise Services
	<i>Room 317</i>	<b>Clinic Room</b> Come and meet with a variety of experts and bring your questions!
	<i>Room 318</i>	<b>Using Performance Management to Set the Foundation for Lean</b> Presenter: Jeff Watson, Seattle City Light
<b>12:15 p.m.</b>		<b>Breakout Sessions [or Lunch]</b>
	<i>Exhibit Hall B</i>	<b>Government That Works, The Results Revolution in the States: How Washington's Efforts Compare to Other States</b> Presenter: John Bernard, Mass Ingenuity
	<i>Ballroom A</i>	<b>Lean in Philanthropy - An Innovative Application of Lean in a Non-Traditional Setting</b> Presenter: Lynne Smith, Bill and Melinda Gates Foundation
	<i>Ballroom BC</i>	<b>Building an Effective Management System - Insights and Learning from the UK Government</b> Presenters: Alec Steel and Kevin Summersgill, UK National Audit Office
	<i>Ballroom D</i>	<b>Mindsets Matter: The Neuroscience of Leading Change</b> Presenters: Terri Egan and Suzanne Lahl, SynchUp Leadership Group
	<i>Room 315</i>	<b>Leaning the Organizational "Operating System" of Government</b> Presenter: Michael DeAngelo, WaTech
	<i>Room 316</i>	<b>Making Space for Innovation with Liberating Structures</b> Presenters: Charley Haley and Sage Vann, Back Loop Consulting

**Day 1 – Tuesday, October 20th**

	<i>Room</i> 317	<b>Measurable Improvement with Employee Engagement: How the City of SeaTac Significantly Improved Employee Engagement Scores in Two Years</b> Presenters: Tracy O'Rourke, Integris Performance Advisors, and Gwen Voelpel, City of SeaTac
	<i>Room</i> 318	<b>Excellence Organizations Have Excellence People</b> Presenter: Chris Lindstrom, Ceptara Corporation
<b>1:30 p.m.</b>	<i>Exhibit</i> <i>Hall B</i>	<b>Frontiers of Transformation Panel: Insights and Outlook</b> Moderator: Wendy Korthuis-Smith, Director, Results Washington <b>Panel Members:</b> Jitinder Kohli, Director of Government Performance, Deloitte Scott McAllister, Vice President of Business Development, Prosci Diane Miller, Executive Director, Virginia Mason Medical Center Dean Schroeder, PhD, Professor of Management, Valparaiso University Jim Womack, Founder and Senior Advisor, Lean Enterprise Institute
<b>3:15 p.m.</b>	<i>Exhibit</i> <i>Hall B</i>	<b>Making it Real, State Leaders' Panel</b> Moderator: Jitinder Kohli, Director of Government Performance, Deloitte <b>Panel Members:</b> Marci Frost, Director, Department of Retirement Systems Rick Garza, Director, Washington State Liquor and Cannabis Board Pat Kohler, Director, Department of Licensing Joel Sacks, Director, Department of Labor and Industries
<b>3:15 p.m.</b>		<b>Breakout Sessions [or State Leaders' Panel]</b>
	<i>Ballroom</i> <i>A</i>	<b>The Results Leader - Leading the Unknown Journey</b> Presenters: Kelly Johnston and Tom Moore, Mass Ingenuity, and Susan Lucas, Washington Health Care Authority
	<i>Ballroom</i> <i>BC</i>	<b>Sustaining Lean and Creating a Culture of Continuous Improvement</b> Presenters: Haneef Chagani, PricewaterhouseCoopers LLP, and Shelley Whitehead, Government of Saskatchewan
	<i>Ballroom</i> <i>D</i>	<b>"Short Talks" State Agency Case Studies: Come and Hear Success Stories and What They Learned Along the Way</b> Moderator: Lean Fellow Presenters: Cyndee Baugh, Department of Licensing, Sherry Dennis, Department of Social and Health Services Everett, Jim Pendowski, Department of Ecology, and Pamela Singleton, Office of Financial Management
	<i>Room</i> 315	<b>Developing Meaningful Individual Development Plans - Using Lean Principles and LPI 360 Feedback</b> Presenters: Norm Alberg, King County, and Tom Pearce, Integris Performance Advisors
	<i>Room</i> 316	<b>Clinic Room</b> Come and meet with a variety of experts and bring your questions!
	<i>Room</i> 317	<b>Open Space Room</b> Use this opportunity to gather to talk about a particular topic of interest.
	<i>Room</i> 318	<b>Open Space Room</b> Use this opportunity to gather to talk about a particular topic of interest.

# Event Schedule & Agenda

## Day 2 – Wednesday, October 21st

8:15 a.m.	Exhibit Hall B	Welcome
8:30 a.m.	Exhibit Hall B	<b>Keynote Presentation by James Bonini, Vice President, Toyota Production System Support Center</b>
9:45 a.m.	Exhibit Hall B	<b>Sharing Our Journey and Key Lessons - Panel</b> Moderator: Wendy Korthuis-Smith, Director, Results Washington <b>Panel Members:</b> John Bernard, Founder and Chief Executive Officer, Mass Ingenuity Fred Jarrett, Deputy County Executive, King County Colleen McAleer, President, Washington Business Alliance David Padrino, Chief Performance Officer, Governor's Office, State of Colorado Alec Steel, Head of Operations and Process Management Practice, UK National Audit Office
11:30 a.m.		<b>Breakout Sessions [or Lunch]</b>
	Exhibit Hall B	<b>Teams - Work! How to Have More Fun and Cultivate Better Results on Your Lean Journey</b> Presenter: Brett Cooper, Integris Performance Advisors
	Ballroom A	<b>Learning Organizations, Lean and Leadership.</b> <b>Lean Processes = Better Patient Care</b> Presenters: Elizabeth Alley and Rowena Browman, Virginia Mason Medical Center
	Ballroom BC	<b>Toyota Tough: How Toyota, and Other Great Organizations, Ensure Lean Sustainment</b> Presenter: Samuel Obara, Honsha.ORG
	Ballroom D	<b>Idea Driven Organizations</b> Presenter: Dean Schroeder, PhD, Valparaiso University
	Room 315	<b>Mindsets Matter: The Neuroscience of Leading Change</b> Presenters: Terri Egan and Suzanne Lahl, SynchUp Leadership Group
	Room 316	<b>Mature Your Metrics: Stop Tracking Administrivia and Start Using Data to Drive Results</b> Presenter: Cheryl Hammond, Northwest Cadence
	Room 317	<b>Visualizing Your Lean and Agile Workflows</b> Presenter: Arun Kumar, Kerika
	Room 318	<b>Engaging Our Patients and Families in Continuous Performance Improvement</b> Presenters: Jenny Davidson and Kelly Fisher, Seattle Children's Hospital
12:45 p.m.		<b>Breakout Session or Clinic Rooms [or Lunch]</b>
	Exhibit Hall B	<b>Let's Improve Our Communication</b> Presenter: Brett Cooper, Integris Performance Advisors
	Ballroom A	<b>Clinic Room</b> Come and meet with a variety of experts and bring your questions!
	Ballroom BC	<b>Clinic Room</b> Come and meet with a variety of experts and bring your questions!

## Day 2 – Wednesday, October 21st

<i>Ballroom</i>	<b>Clinic Room</b>
<i>D</i>	Come and meet with a variety of experts and bring your questions!
<i>Room</i>	<b>Open Space Room</b>
<i>315</i>	Use this opportunity to gather to talk about a particular topic of interest.
<i>Room</i>	<b>Open Space Room</b>
<i>316</i>	Use this opportunity to gather to talk about a particular topic of interest.
<i>Room</i>	<b>Open Space Room</b>
<i>317</i>	Use this opportunity to gather to talk about a particular topic of interest.
<i>Room</i>	<b>Open Space Room</b>
<i>318</i>	Use this opportunity to gather to talk about a particular topic of interest.
<b>1:30 p.m.</b>	<b>Breakout Sessions</b>
<i>Exhibit</i>	<b>Personal Transformation</b>
<i>Hall B</i>	Presenter: Sam Bracken, FranklinCovey
<i>Ballroom</i>	<b>Personal Kanban Beyond the Desk - How to Run a Real Project</b>
<i>A</i>	Presenter: Jim Benson, Modus Cooperandi
<i>Ballroom</i>	<b>Lean Would Be Easy if it Weren't for the People</b>
<i>BC</i>	Presenter: Scott McAllister, Prosci
<i>Ballroom</i>	<b>Cultivating a Lean Culture that Delivers Positive Results</b>
<i>D</i>	Presenter: Nathan Navarro, University of Washington/Boeing
<i>Room</i>	<b>Getting Back to Basics: Observations and the Scientific Method</b>
<i>315</i>	Presenter: Kelly Fisher, Seattle Children's Hospital
<i>Room</i>	<b>Key Performance Indicators: Using Key Behavior Indicators to Drive Key Performance Indicators</b>
<i>316</i>	Presenter: David Mort, Hawes Financial Group
<i>Room</i>	<b>Telling Stories with Your Data</b>
<i>317</i>	Presenter: Adnan Mahmud and Anders Maul, LiveStories
<i>Room</i>	<b>Cultivating Leadership to Achieve Results</b>
<i>318</i>	Presenters: Mike De Luca and Paul Horton, The Athena Group
<b>2:45 p.m.</b>	<b>Breakout Sessions</b>
<i>Exhibit</i>	<b>Coaching to Create an Environment Where Improving the Work Is The Work</b>
<i>Hall B</i>	Presenter: Mike Martyn, SISU Consulting Group/Shingo Institute
<i>Ballroom</i>	<b>Shift Your Head! Lead Change Fatigue to Nimble Ninja - How to Get Things Done</b>
<i>A</i>	Presenter: Jennifer Haury, CHI Franciscan Health
<i>Ballroom</i>	<b>International Culture: The Role of Leaders in Lean Transformation</b>
<i>BC</i>	Presenter: Tracy O'Rourke, Integris Performance Advisors
<i>Ballroom</i>	<b>Stop! Don't Send Everyone to Training</b>
<i>D</i>	Presenters: André Helmstetter and Brian Kerr, Koné Consulting
<i>Room</i>	<b>Practical Innovation - Tips and Tools</b>
<i>315</i>	Presenter: Christine Frishholz, The Cicerone Group
<i>Room</i>	<b>Building an Effective Management System - Insights and Learning from the UK Government</b>
<i>316</i>	Presenters: Alec Steel and Kevin Summersgill, UK National Audit Office

## Day 2 – Wednesday, October 21st

	<b>Applied Lean Problem-Solving: A State and Local Partnership to Restore Shellfish in Samish Bay</b>
Room 317	Presenters: Karen DuBose, Skagit County Department of Public Works, and Stewart Henderson, Results Washington
	<b>Building Lean Capacity from Within Our Organization</b>
Room 318	Presenters: Linda Kleingartner and Julie Thumser-Kerlee, Department of Social and Health Services
<b>4:00 p.m.</b>	<b>Breakout Sessions</b>
Exhibit Hall B	<b>Personal Kanban Beyond the Desk - How to Run a Real Project</b>
	Presenter: Jim Benson, Modus Cooperandi
Ballroom A	<b>60 Ideas for Cultivating Results in 60 Minutes</b>
	Presenter: Sheri Sawyer, State Auditor's Office
Ballroom BC	<b>Developing People through Continuous Improvement</b>
	Presenters: Becky Nowlin-Baird and Brett Jackson, Premera Blue Cross
Ballroom D	<b>Lean Innovation in Government</b>
	Presenter: Gifford Pinchot, Pinchot University
Room 315	<b>Liberating Structures: Simple Rules that Make it Easy to Include and Unleash Everyone in Shaping the Future</b>
	Presenters: Fariba Fuller, King County, and Lis McNicholl, Boeing
	<b>"Short Talks" with State Agencies: Hear Their Success Stories and What They Learned Along the Way</b>
Room 316	Moderator: Lean Fellow
	Presenters: Phil Castle, Health Care Authority, Carly Kujath, Department of Corrections, Ellen Matheny, Washington Student Achievement Council, and Steve Sinclair, Department of Corrections

# Breakout Session Descriptions Day 1

**11:00 – 12:00 Tuesday, October 20, 2015**

## **Exhibit Hall B**

### **Lean Would Be Easy if It Weren't for the People**

*Presenter: Scott McAllister, Prosci*

Have you ever implemented a Lean improvement only to find performance slowly returns to 'the way it's always been done'? Lean value stream transformations and kaizen events target process improvement, but the process involves changing how people get work done. If we don't address the people side of change, we won't realize the full potential of our Lean solutions. In this interactive session, we'll explore practical solutions to address the people side of change in your Lean journey. Participants will leave with a framework that can be immediately applied to enhance the sustainability of Lean improvements.

---

## **Ballroom A**

### **Understanding Lean Transformation**

*Presenters: Scott Heydon and John O'Donnell, Lean Enterprise Institute, Inc.*

Successful transformation calls for a situational approach based on addressing a series of questions. While the lean transformation model that has emerged through years of experience is situational, the questions represent a clear point of view: If an organization fails to address each question, and how each relates to the others, the transformation is headed for trouble.

Participants will:

- Understand the five dimensions of organization change
- Gain insights into key elements of a lean organization and the Lean Transformation Model
- Reflect upon your own organization's progress and challenges
- Use key questions to create a framework to guide your organization's transformation

---

## **Exhibit Hall BC**

### **Zombieization, the Archenemy of Lean Thinking**

*Presenter: Robert Brown, Collective Wisdom*

This presentation examines the role of people in the success or lack of success in Lean implementation. Achieving and sustaining results depends on the actions of front-line workers. If one or more are zombies, Lean won't work. The audience will learn how to identify zombies and eliminate their deadly effect. It is postulated that improving the people side of Lean can improve results by two or three times; that is the intent of this presentation.

---

**Ballroom D**

**Why TWI?**

*Presenter: Donald Dinero, TWI Learning Partnership*

People see the Training Within Industry (TWI) programs as only training programs. In reality, TWI teaches fundamental skills that everyone needs to be truly successful. In learning these skills, participants gain other skills that are usually difficult to attain. "Using TWI will not make you Lean, but you can't become Lean without it." Why is TWI considered a foundational aspect of Lean? Why do you need to master the TWI programs in order to be truly successful at Lean? If you do not know how the TWI programs can help you become successful with Lean, come to this presentation and ask your questions.

---

**Room 315**

**Growing People While Doing the Work**

*Presenter: Hollie Jensen, Enterprise Lean Consultant, Results Washington*

Coaching is an art that takes practice, so how do we get better at it? One challenging part about coaching is knowing when to teach, ask focused questions, or provide a challenge. How do we know what to listen for, what to observe, and what to ask? In this session we will further explore how to assess the learner and decide what act(s) of coaching to use. This session is designed to share some of the key learnings from the State of Washington's Lean Fellowship program in the Governor's Office. In this session, you will hear directly from those coaching and being coached and get the opportunity to ask questions and work through specific situations to further your learning as a coach.

---

**Room 316**

**Eliminate Fear: Creating a Workplace of Participation, Trust and Results at Enterprise Services**

*Presenters: Chris Liu and Renée Smith Nyberg, Department of Enterprise Services*

The greatest potential of any organization is locked up inside its employees. But how do we unlock all that potential to continuously improve? Director of Enterprise Services Chris Liu says the key is to eliminate fear. As fear moves out, ideas, learning and results move in. Enterprise Services employees from the Small Agency Finance Team and the Contracts, Procurement and Risk Management Team share how they solved organizational and process performance issues when they moved from fear and blame to a culture of ownership, ideas and action.

---

**Room 317**

**Clinic Room**

Come and meet with a variety of experts and bring your questions!

---

**Room 318**

**Using Performance Management to Set the Foundation for Lean**

*Jeff Watson, Seattle City Light*

Performance management involves clearly establishing the roles and responsibilities for individuals in a process and setting accurate metrics to monitor performance. Performance management also highlights opportunities and what improvement activities need to be undertaken. Seattle City Light is using performance management to set a solid foundation before engaging in Lean. This presentation will focus on how performance management has transformed parts of the utility and is being used as a guide for the utility's Lean journey.

**12:15 – 1:15**

**Tuesday, October 20, 2015**

**Exhibit Hall B**

**Government That Works, The Results Revolution in the States: How Washington's Efforts Compare to Other States**

*Presenter: John Bernard, Mass Ingenuity*

In conducting research for his recently published second book, *Government That Works*, John Bernard has spoken to dozens of governors and state leaders about lean and results-driven government. With forewords from Gov. Snyder (Michigan) and Gov. O'Malley (Maryland) and endorsements from other governors, one governor called the book the "good to great" recipe for government. John will share his research and the experiences of some of the cutting edge states, including Washington, Oregon, and Utah. Participants will learn about the best practices and tools for creating government that works.

**Ballroom A**

**Lean in Philanthropy - An Innovative Application of Lean in a Non-Traditional Setting**

*Presenter: Lynne Smith, Bill and Melinda Gates Foundation*

This presentation is the story of the foundation's journey leveraging a lean approach to both standardizing and improving its core internal process to achieve improvements in stewardship and impact. Using stories from the work her team has facilitated, Ms. Smith will highlight the many similarities (and a few differences) between the philanthropic world and other types of organizations in which conference participants apply their lean expertise. The discussion will include:

- Problems to be solved,
- Approach and application of lean,
- What worked (sometimes surprisingly) well,
- What was and still is challenging, and
- Embedding the capability and mindset

This initiative was recently awarded the Lean Best Practice Award by the Institute of Industrial Engineers for its innovative application of Lean.

**Ballroom BC**

**Building an Effective Management System - Insights and Learning from the UK Government**

*Presenters: Alec Steel and Kevin Summersgill, UK National Audit Office*

We'll share our insights from systematically assessing management systems in over 100 organizations across UK government. Our focus will be on presenting our learning from analyzing what's helping organizations build more effective management systems that achieve sustained improvement and business benefits. We'll share our approach to diagnosing the management system's problems and how our work is helping organizations to identify where to start and move from one-off, event focused improvement to building the capability for sustainable results.

---

**Ballroom D**

**Mindsets Matter: The Neuroscience of Leading Change**

*Presenters: Terri Egan and Suzanne Lahl, SynchUp Leadership Group*

We are wired to avoid change, so initiating change in a workplace is often met with resistance, stress and concern. Brain research suggests we rely on our usual patterns of behavior and our usual way of accomplishing tasks. In this session, Mindsets Matter examines the neuroscience behind the tendency to "go with what you know" and presents methods for optimizing ways to introduce change in a fast-paced, complex environment. By understanding what makes us and those around us fall into habit, and how to best manage that instinct, you can adapt to changes with more agility, insight and wisdom.

---

**Room 315**

**Leaning the Organizational "Operating System" of Government**

*Presenter: Michael DeAngelo, WaTech*

Self-organizing systems allow organizations to adapt more quickly to change and create a more empowered workforce. Instead of leaning the business processes, companies have been leaning the fundamental way in which they organize and operate. Although companies worldwide have been making this transition, governments have not. Until now. Washington Technology Solutions (WaTech) is the first government in the world to begin this transition and has been operating a self-organizing systems since February of 2015. This presentation will be a primer on self-organization, what Washington State has been doing to Lean our operating system, and our results thus far.

---

**Room 316**

**Making Space for Innovation with Liberating Structures**

*Presenter: Charley Haley and Sage Vann, Back Loop Consulting*

A roll-up your sleeves immersion workshop that engages everyone in immediately practicing 2-4 Liberating Structures. LS ([www.liberatingstructures.com](http://www.liberatingstructures.com)) are simple methods that make it possible to include more people in shaping the future together – from in-the-moment kaizen events to enterprise strategy and design efforts. In the course of 60 minutes, we will get to know the community of practice, give-and-receive help on Lean challenges, and experiment with new ways of generating novelty by inviting creative destruction.

---

**Room 317**

**Measurable Improvement with Employee Engagement: How the City of SeaTac Significantly Improved Employee Engagement Scores in Two Years**

*Presenters: Tracy O'Rourke, Integris Performance Advisors and Gwen Voelpel, City of SeaTac*

In 2012, The City of SeaTac embarked on an initiative they called, "Align and Improve". The City of SeaTac started with an employee survey to measure alignment, capabilities and engagement. Scores were dismal, and the City had a lot of work to do to improve the results. The timeline includes: Administering a city-wide employee engagement survey; creating and communicating the city's vision, mission, values, and goals, known as the Roadmap; creating department level vision, mission and goals that roll-up to the city-wide vision, mission and goals; creating a city-wide dashboard and department level dashboards that roll-up to the city-wide dashboard; conducting process improvement efforts in four main process areas; and implementing leader standard work.

In the last two years, the leadership team has worked very hard to improve alignment, capabilities and engagement within the city. The survey was conducted again in June 2015 with statistically significant improvements in all categories. This is the story of what the City of SeaTac did to have such incredible results.

This presentation directly relates to the theme of the conference, because culture change can be difficult to measure. It can also be difficult to affect with a focused effort. SeaTac did both!

---

**Room 318**

**Excellence Organizations Have Excellence People**

*Presenter: Christopher Lindstrom, Ceptara Corporation*

Lean and Six Sigma methods have numerous tools that help organizations and teams find more efficient and effective ways to operate. However, Lean and Six Sigma do not have specific tools that help individuals achieve the same. **Learn an approach that will help your people engage, envision, and execute more effectively.** Participants will learn that they are whole people, i.e., we serve several communities such as professional, personal and family, and we only can give 100% of our time and energy. We make choices everyday about how we behave and where we 'spend' our time. Participants will be reminded that they control those choices. Everyday decision making must be connected to a goal to assure that we prioritize daily chaos to remain focused. Participants will be shown an operational approach to assuring project based focus while managing e-mail (and other distractions).

**3:15 – 4:45**

**Tuesday, October 20, 2015**

**Ballroom A**

**The Results Leader - Leading the Unknown Journey**

*Presenters: Kelly Johnston and Tom Moore, Mass Ingenuity, and Susan Lucas, Washington Health Care Authority*

Leading the journey to become a results-driven "government works" organization requires strength, resilience and endurance. Leaders must develop a tolerance for ambiguity, and access tools and resources that will build and sustain confidence in the midst of chaos. In this session, you will learn more about the types of ambiguity, receive helpful tools and samples that are scalable and can be used by leaders at various levels.

A senior executive from the Washington State Health Care Authority will present their recent insights on challenges and successes while navigating large-scale changes. Through an interactive segment we will ask the audience to share their collective experience of getting results while leading in the midst of chaos. At the end of the session, attendees may opt-in to receive an e-mail with the presented materials and collected audience input.

---

**Ballroom BC**

**Sustaining Lean and Creating a Culture of Continuous Improvement**

*Presenter: Haneef Chagani, PricewaterhouseCoopers LLP, and Shelley Whitehead, Government of Saskatchewan*

Many organizations find it challenging to sustain Lean improvements in the long-term. Improvements gained through Lean events in the workplace often wane over time. Lack of deliberate efforts to change the mindset and behavior of managers and supervisors is often the reason why change does not stick. The presentation will focus on key levers for cultural transformation. A case example of how a public sector organization in Canada rapidly delivers results through optimizing what managers in the organization do, how they do it, and the tools they use will be presented.

---

**Ballroom D**

**“Short Talks” State Agency Case Studies: Come and Hear Success Stories and What They Learned Along the Way**

A moderated discussion on key lessons learned in Lean journeys from state agencies.

*Department of Ecology Presenter: Jim Pendowski*

Department of Ecology’s Toxics Cleanup Program (TCP) oversees the cleanup of contaminated sites. TCP provides grants to local governments to clean up sites and return them to productive reuse. Grants are often under-spent because of the lengthy cleanup process. Now grant recipients must provide more accurate spending plans and work schedules. In 2013, TCP mapped out its cleanup process and set expectations for cutting time during each phase. We include milestones in new legal agreements that accelerate cleanup work. TCP also focuses on our Workplace of Choice initiative to help the program culture adapt. We involve all staff in strategic planning to direct our work.

*Department of Licensing Presenter: Cyndee Baugh*

DOL is excited to share their Lean journey. They are using Lean to make it a great place to work. They are focused on Leadership commitment, training and assessing their own progress. They continuously improve how they’re integrating Lean into their culture. Increased employee engagement is resulting in better service to their customers.

*Department of Social and Health Services (Everett) Presenter: Sherry Dennis*

The presentation reflects the LEAN journey process used by the DSHS Everett Community Services Office. The “DAILY HUDDLE-UP” demonstrates how to assist individuals to overcome communication barriers, encourages staff engagement, and increases staff morale.

*Office of Financial Management Presenter: Pamela Singleton*

Office of Financial Management’s (OFM) State Human Resources Staff were faced with increasing the frequency and workload around administration of the statewide employee engagement survey last year. They used Lean Value Stream Mapping and Problem-Solving over the past year to improve the process without adding human resources. The approach they used is standard work at OFM and involves idea generation, selection and incremental testing by the workshop team who track the mini-experimentation on a visual board.

---

**Room 315**

**Developing Meaningful Individual Development Plans  
- Using Lean Principles and LPI 360 Feedback**

*Presenters: Norm Alberg, King County, and Tom Pearce, Integris Performance Advisors*

King County Records and Licensing Services (RALS) has done ground-breaking work by developing an in-depth approach to structuring “meaningful individual development plans” based on Lean principles and feedback from 360 leadership assessments. RALS’ employees created very specific individual development plans (IDP) which are guiding their development over the next 12-18 months and are helping them cultivate results on the Lean journey.

During this session, Norm and Tom will describe the Lean process used to build the team and the culture. They will explain how they helped leaders understand the best way to solicit feedback using the LPI360, a leadership assessment that has already been used by over 1,000 government employees in Washington and how to use that feedback to craft a purposeful IDP. This entertaining and engaging session features a unique perspective on Lean, 360 feedback, and on making development plans meaningful.

---

**Room 316**

**Clinic Room**

Come and meet with a variety of experts and bring your questions!

---

**Room 317**

**Open Space Room**

Use this opportunity to gather to talk about a particular topic of interest.

---

**Room 318**

**Open Space Room**

Use this opportunity to gather to talk about a particular topic of interest.

---

## Breakout Session Descriptions Day 2

11:30-12:30

Wednesday, October 21, 2015

Exhibit Hall B

### Teams - Work! How to Have More Fun and Cultivate Better Results on Your Lean Journey

*Presenter: Brett Cooper, Integris Performance Advisors*

Want to have more productive relationships with your co-workers?  
Want to be a more effective contributor to your agency's Lean Journey?  
Want to have more fun at work?

At last year's Lean Transformation Conference, Darrell Damron from Governor Inslee's team and Brett Cooper from Integris Performance Advisors introduced attendees to "Everything DiSC," with over 1,100 attendees completing a FREE personal assessment. Since then, people have been asking for more guidance on how to make the most of this powerful tool. During this session, Brett Cooper will do exactly that by explaining tips and techniques for how you can create greater levels of trust and cohesion on every team you are on.

ATTENDANCE BONUS: If you missed the free Everything DiSC assessment last year, here's your second chance. All session attendees who have not yet completed an Everything DiSC profile will be given a FREE opportunity to do so.

---

Ballroom A

### Learning Organizations, Lean and Leadership. Lean Process = Better Patient Care

*Presenters: Elizabeth Alley and Rowena Broman, Virginia Mason Medical Center*

The Virginia Mason Production System (VMPS) is a product of Virginia Mason's (VM) application of the Toyoda Production System to a medical center. Since the early 2000's, VMPS has been the foundation of VM's strategic plan. An important part of VMPS success we have been creating and sustaining transformational leadership teams. The four components of transformational leadership, idealized influence, inspiration motivation, individualized consideration and intellectual stimulation have provided a solid foundation for VMPS leader's standard work. We will present lean leadership challenges and successes in our healthcare setting.

---

Ballroom BC

### Toyota Tough: How Toyota, and Other Great Organizations, Ensure Lean Sustainment

*Presenter: Samuel Obara, Honsha.ORG*

We've all probably heard that Lean is really just common sense. If it is common sense why do so many Lean efforts fail after implementation? All organizations experience failures and setbacks along the Lean journey, even Toyota. Why do some organizations continue to bounce back from "failure" and keep trying to improve while others let Lean fade away? What are the key signs that Lean organizations can see and counteract to keep them on track and sustain the gains they are making? This pictorial presentation will show examples of how great organizations, like Toyota, continue to learn, improve and evolve to maintain a healthy "Lean" culture.

**Ballroom D**

**Idea Driven Organization**

*Presenter: Dean Schroeder, PhD, Valparaiso University*

Too many organizations are overlooking, or even suppressing, their single most powerful source of growth and innovation. And it's right under their noses. The frontline employees who interact directly with your customers, make your products, and provide your services, have unparalleled insights into where problems exist and what improvements and new offerings would have the most impact.

---

**Room 315**

**Mindsets Matter: The Neuroscience of Leading Change (See page 16 for description)**

*Presenters: Terri Egan and Suzanne Lahl, SynchUp Leadership Group*

---

**Room 316**

**Mature Your Metrics: Stop Tracking Administrivia and Start Using Data to Drive Results**

*Presenter: Cheryl Hammond, Northwest Cadence*

Whether you're the measurer or the measuree, in this session, you'll learn not just which metrics work, but why and how. Understand the difference between true metrics and proxy metrics, and good proxies and evil ones. Discover a framework for evaluating any metric, a Hall of Shame covering some of the worst most popular benchmarks, and one true guide to point you to the very best metrics of all. See some great examples of visualization that make metrics sing, and leave with several concrete measures you can begin tracking as soon as you get back to your desk.

---

**Room 317**

**Visualizing Your Lean and Agile Workflows**

*Presenter: Arun Kumar, Kerika*

Let's face it, documenting your Lean processes and best practices in a fat three-ring binder isn't going to win many friends or influence a lot of people. And you don't want your best work to get filed away, unread or ignored! But that happens all too often with traditional ways of capturing your workflows, and it's hard to achieve continuous improvement when people are continuously tuning out.

A far more effective way of getting people to actually adopt your improved Lean processes is to use Visual Workflows. Visual Workflows are an effective mechanism for teams to continuously review and improve every aspect of the organization's workflows, whether it's the way an audit gets done, or the way a help desk deals with a broken computer. Visual Workflows can be accessed from any browser, anywhere, and can include both process steps and standard document templates. There is no publication process to worry about and no need to lug around three-ring binders. Instead, everyone in your organization can easily and reliably access the most up-to-date workflows and best practices, tailored for your organization by your own Lean experts. This is how you can deliver Lean results every day, across every part of your organization! This breakout session will feature examples of Visual Workflows and help you think about how you can capture your own team's best practices and share them across the organization.

---

---

<b>Room 318</b>	<b>Engaging Our Patients and Families in Continuous Performance Improvement</b> <i>Presenters: Jenny Davidson and Kelly Fisher, Seattle Children's Hospital</i> Overview of family-centered care in Psychiatry: A description of our journey to include the family voice in continuous performance improvement (CPI). We will address barriers and skepticism about the inclusion of patients and families in CPI work. Review results, including family experience surveys, rounding, and family feedback about new processes. Share treatment outcomes monitoring and patient satisfaction data, collected in collaboration with clinical leaders, with the goal of getting a solid baseline in FY2015 to implement changes in FY2016. Presentation will be interactive and engage participants in creating their own plans for how to include their customers in CPI.
-----------------	--

**12:45 – 1:15 Wednesday, October 21, 2015**

<b>Exhibit Hall B</b>	<b>Let's Improve Our Communication</b> <i>Presenter: Brett Cooper, Integris Performance Advisors</i> At last year's conference, Brett Cooper and Darrell Damron introduced us to EverythingDiSC, the powerful assessment instrument that helps people understand their own natural tendencies as well as the behavioral preferences of others. This year Brett is back to take us further on the journey toward more effective government by introducing us to some brand new techniques for improving how we communicate with each other. If you are one of the 1,100+ who completed the assessment in 2014, this session will provide you with some valuable new ideas. If you missed the opportunity last year be sure to attend this session, as once again Brett will be making EverythingDiSC available for FREE to all attendees (you must be present).
-----------------------	---

---

<b>Ballroom A</b>	<b>Clinic Room</b> Come and meet with a variety of experts and bring your questions!
-------------------	---

---

<b>Ballroom BC</b>	<b>Clinic Room</b> Come and meet with a variety of experts and bring your questions!
--------------------	---

---

<b>Ballroom D</b>	<b>Clinic Room</b> Come and meet with a variety of experts and bring your questions!
-------------------	---

---

<b>Room 315</b>	<b>Open Space Room</b> Use this opportunity to gather to talk about a particular topic of interest.
-----------------	--

---

<b>Room 316</b>	<b>Open Space Room</b> Use this opportunity to gather to talk about a particular topic of interest.
-----------------	--

---

*Breakout Sessions Descriptions, Day 2 continued*

---

**Room 317**

**Open Space Room**

Use this opportunity to gather to talk about a particular topic of interest.

---

**Room 318**

**Open Space Room**

Use this opportunity to gather to talk about a particular topic of interest.

---

**1:30 – 2:30**

**Wednesday, October 21, 2015**

**Exhibit Hall B**

**Personal Transformation**

*Presenters: Sam Bracken, Franklin Covey*

My presentation will be about personal “transformation change” and how we can move past our struggles and toward our hopes and dreams regardless of our current situation.

---

**Ballroom A**

**Personal Kanban Beyond the Desk - How to Run a Real Project**

*Presenter: Jim Benson, Modus Cooperandi*

Lean project management respects the people doing the work and focuses relentlessly on increasing quality work. This means we need to create the right work at the right time in a way that makes people happy or, at the very least, alleviates some of their pain. This is best served by keeping projects small, well defined, and with demonstrable benefits (outcomes).

In many government agencies, this seems to be a tall order. Work is by its very nature big-batch (you can't build a little bridge or educate half a child). Work is often mandated (inefficient operating parameters and unreasonable expectations come with the project funding). Work is personally dangerous (legal tightropes like HIPAA, oversight for agencies dealing with children, or exposure to situations in parks, wildlife, or on the roadways of Washington State Department of Transportation).

Jim Benson, who has led talks about *Personal Kanban* to manage personal work, will expand on his talks from the last two years and cover how we can better plan projects, achieve better results, and create a safer, more enjoyable working environment using some simple tools.

---

**Ballroom BC**

**Lean Would Be Easy if it Weren't for the People  
(See page 13 for description)**

*Presenter: Scott McAllister, Prosci*

---

## **Ballroom D**

### **Cultivating a Lean Culture that Delivers Positive Results**

*Presenter: Nathan Navarro, University of Washington/Boeing*

More organizations fail from a lack of creating the right culture than from using the wrong Lean improvement tools. Many Lean practitioners focus on Lean tools (VSM, 5s, Kanban and JIT) and overlook the importance of the people side of Lean. Mr. Navarro's presentation will be focused on the people side of Lean to include the following topics tailored for the Lean conference: workplace culture, process improvement vs. workforce productivity improvement and employee engagement. In order to make positive impacts through Lean we must cultivate employees to embrace and follow through on Lean strategies and tactics within our working environment.

---

## **Room 315**

### **Getting Back to Basics: Observations and the Scientific Method**

*Presenter: Kelly Fisher, Seattle Children's Hospital*

When we problem-solve, we often think of a "solution" first. We implement quickly, without preparing for change, with little baseline data, no observation, and no plan for how we will measure results. Why is the scientific method not used more often? (Is it the tools? The mindset? The way we manage?)

Describe strategies for:

- Engaging people in observations ("light bulb" moments that occur when we observe),
  - Returning continuous process improvement to its essence (making the problem-solving methodology accessible to all), and
  - Moving from "rearview mirror" problem-solving (capturing what we DID do) to describing what we WILL do or COULD do (experiments and hypotheses).
- 

## **Room 316**

### **Key Performance Indicators: Using Key Behavior Indicators to Drive Key Performance Indicators**

*Presenter: David Mort, Hawes Financial Group*

The Shingo Model teaches to have strong performance we must have strong strategic deployment. Clear vision around Key Performance Indicators (KPI's) and Key Behavior Indicators (KBI's) will give organizations focus to exceed expectations. Unfortunately, it is common for leaders to focus so heavily on performance that they forget the key role behaviors play in achieving success. In this workshop, participants learn how to use their KPI's to identify the KBI'S that move the needle towards the desired metric outputs and develop coaching strategies to raise the performance of staff and ultimately hit target outcomes.

---

**Room 317**

**Telling Stories with Your Data**

*Presenter: Adnan Mahmud, LiveStories*

We all need data insights to guide our decision-making, but getting from spreadsheet to useful information can be a tedious and time consuming process. This session will cover how you can make your data more accessible to your organization, explore tools to analyze, visualize, and present data and share best practices around presenting data. The session will be highly interactive and will jump between short presentations with tips and tricks and hands-on experience with data visualization and data storytelling.

---

**Room 318**

**Cultivating Leadership to Achieve Results**

*Presenters: Mike De Luca and Paul Horton, The Athena Group*

At the core of the Lean journey are two key concepts. Continuous improvement and respect for people. Leaders play a critical and indispensable role in bringing these concepts to life in their organizations. The leader's own journey therefore must prepare them for this role – expanding and evolving their capabilities in service of staff, organizations and customers. In this session, we will discuss and illustrate the applications of both Lean and participatory leadership through principles, tools and concrete examples that leaders can use not only to cultivate results, but to sustain and continue to build on them over time.

---

**2:45 – 3:45**

**Wednesday, October 21, 2015**

**Exhibit Hall B**

**Coaching to Create an Environment Where Improving the Work Is The Work**

*Presenter: Mike Martyn, SISU Consulting Group/Shingo Institute*

At the heart of a leader's role in creating a culture of continuous improvement is to coach and develop their people. Often overlooked however, is the role management systems play in driving behavior and creating opportunities for leaders to connect and engage their people on a daily basis. Based on SISU's "Coaching Camp" where leaders learn the principles of world-class coaching in a learn-by-doing format, this session shows leaders how to design principle-based management systems that create an environment of team-based problem solving and daily kaizen. In addition, the session uses case study examples of how to define and implement ideal behaviors of successful coaches, get buy-in and engage people in the change process, and implement the foundational elements of the 4-Key Systems.

---

**Ballroom A**

**Shift Your Lead! From Change Fatigue to Nimble Ninja - How to Get Things Done**

*Presenter: Jennifer Haury, CHI Franciscan Health*

Leaders and teams feel change fatigue because everything is moving. Targets, priorities, processes, environments, people, ideas, technology – the list is endless. Amidst the “shiny objects” there is never a shortage of things to get done. Come learn a simple 3-step framework you can apply at any level to clear the noise of change fatigue and start to realize results.

---

**Ballroom BC**

**International Culture: The Role of Leaders in Lean Transformation**

*Presenter: Tracy O'Rourke, Integris Performance Advisors*

The Lean journey can be transformational and exciting for an organization. It can also be daunting and frustrating too. How do leaders figure out how to transform the people, the processes and the performance of an organization? Culture is not cookie cutter. What works for one organization may not work for another, but what can help is to have a framework for developing a customized Lean Transformation Roadmap, including applying Management Systems, Leader Standard Work, and the new actions and behaviors necessary for leaders do to create an intentional culture.

---

**Ballroom D**

**Stop! Don't Send Everyone to Training**

*Presenters: André Helmstetter and Brian Kerr, Koné Consulting*

Sending whole teams of agency staff to lean training isn't always possible or practical. Koné Consulting consultants will share methods they've used to introduce lean philosophy and methodologies to teams in various government agencies using a “learning by doing” approach. The presentation will give practical examples of how to develop continuous improvement habits by having staff dive in and learn while solving problems they experience in the workplace. André and Brian will discuss the coaching, consensus building, and facilitation techniques they've used to show people how to design and improve their work to generate flow and better serve customers.

---

**Room 315**

**Practical Innovation - Tips and Tools**

*Presenter: Christine Frishholz, The Cicerone Group*

The success of Lean hinges on people thinking differently, challenging the status quo, and maintaining a relentless focus on driving improved results. This requires curiosity, creativity and courage. Attendees in this session will be introduced to the necessary mindset and skillset for innovation, as they better understand where good ideas come from, and they experience several quick ideation and prioritization tools to incorporate into their Lean toolkit. Regardless of where you are on your Lean journey, everyone will leave with new ideas and step-by-step instructions for the tools modeled, to be able to immediately and effectively apply back at work.

---

**Room 316**

**Building an Effective Management System - Insights and Learning from the UK Government (See [page 16](#) for description)**

*Presenters: Alec Steel and Kevin Summersgill, UK National Audit Office*

---

**Room 317**

**Applied Lean Problem-Solving: A State and Local Partnership to Restore Shellfish in Samish Bay**

*Presenters: Karen DuBose, Skagit County Department of Public Works, and Stewart Henderson, Results Washington*

How can lean tools be applied to help us tackle some of the hardest problems government faces? Cleaning up pollution that has closed shellfish beds in Samish Bay requires a partnership among dozens of different government and tribal agencies at all levels, plus the active cooperation of hundreds of landowners and thousands of citizens. This case study examines how a lean problem-solving approach led to an intense on-the-ground effort that has created a new way of doing business, with ripple effects across the state. Key aspects and lean tools highlighted will include:

- A3 problem-solving,
- Data analysis,
- Expanded collaboration,
- Rapid prototyping and “real-time” change,
- Overcoming bureaucratic obstacles, and
- Turning “defects” into a way forward.

---

**Room 318**

**Building Lean Capacity from Within Our Organization**

*Presenters: Linda Kleingartner and Julie Thumser-Kerlee, Department of Social and Health Services*

From 2012 to current, the Department of Social and Health Services (DSHS) has trained over 150 Lean Practitioners from existing resources through the DSHS Lean Practitioner Certification Developmental Job Assignment program. This presentation will cover: an overview of the program including the purpose (to expand the depth of practitioners within DSHS who can facilitate continuous improvement projects, teach Lean principles and apply Lean thinking in daily work in accordance with Executive Order 13-04); the results from the program; how the program was created; the mindset and culture that supports the program; and steps organizations can take to build capacity with a similar program or approach. The program supports the development of DSHS employees as problem solvers through mobilizing localized practitioners who can promote localized training, mobilization and use of Lean concepts, tools, and participation in continuous improvement and problem solving. The presentation will cover how the program began, lessons learned, how to start a similar program and the mindset and culture required to create, align, and maintain this program in an organization of 17,500 team members in seven different administrations.

**4:00 – 5:00**

**Wednesday, October 21, 2015**

**Exhibit Hall B**

**Personal Kanban Beyond the Desk - How to Run a Real Project (See page 24 for description)**

*Presenter: Jim Benson, Modus Cooperandi*

---

**Ballroom A**

**60 Ideas for Cultivating Results in 60 Minutes**

*Presenter: Sheri Sawyer, State Auditor's Office*

This fast-paced panel discussion invites six local government leaders to share ideas and topics that generate buzz. You'll walk away with 60 awesome ideas in 60 minutes! Conference staff in attendance will live tweet the 60 ideas for a highly interactive session that government officials can reference and learn from in Tacoma, and beyond.

---

**Ballroom BC**

**Developing People through Continuous Improvement**

*Presenters: Becky Nowlin-Baird and Brett Jackson, Premera Blue Cross*

It's been said that Toyota builds people, not cars. How can you make sure your continuous improvement efforts build people's skills and thought processes and not just benefit the bottom line. Hear how Premera's journey transitioned from focusing on the very tangible objectives to a focus on building people to see problems and solve them with improvements.

---

**Ballroom D**

**Lean Innovation in Government**

*Presenter: Gifford Pinchot, Pinchot University*

You'll learn how innovation actually happens, the role of the Intrapreneur, how the Forest Service Intrapreneurs boost their efficiency by 80% and how to create a system that supports lowering costs and providing better service.

---

**Room 315**

**Liberating Structures: Simple Rules that Make it Easy to Include and Unleash Everyone in Shaping the Future**

*Presenters: Fariba Fuller, King County, and Lis McNicholl, Boeing*

When you feel included and engaged, do you do a better job? Do you think teams in which people work well together produce much better results? Have you noticed the best ideas often come from unexpected sources? Do you want to work at the top of your intelligence and give the same opportunity to others?

If YES, join us for a hands-on learning session to experience the power of Liberating Structures to put the innovative power, often reserved for experts, in the hands of everyone. Key take-away includes understanding of principles behind Liberating Structures and simple methods to try out.

---

**Room 316**

**“Short Talks” with State Agencies: Hear Their Success Stories and What They Learned Along the Way**

*Department of Corrections’ Presenters: Carly Kujath and Steve Sinclair*

Presentation on how the Department of Corrections (DOC) recognized that the benefits of restrictive housing for offenders may be outweighed by its risk. Shifting to a congregate programming model in Restrictive Housing, practicing a strong deterrence-based strategy in the highest custody general population, and creating population-specific pathways to support a safe transition to general population in prison, reduced the number of offenders on Intensive Management Status by more than half. It allowed DOC to close 48 Administrative Segregation beds. In true Lean philosophy some of the savings were reinvested in additional offender programs, which support the strategy of reducing use of restrictive housing beds.

(Supports cultivating results by reducing use of restrictive beds, which supports offender programs, and redirects funds that help the Department achieve one of its key goals of positively changed offender).

*Health Care Authority Presenter: Phil Castle*

Alien Emergency Medical (AEM) is a component of Medicaid for non-citizens that have emergent health conditions and do not meet immigration requirements for Washington Apple Health (Medicaid). Since the inception of the Affordable Care Act, the expansion of adult Medicaid, and HealthPlanFinder, the AEM program has been challenged by system limitations and the necessity to be touched by multiple divisions within The Health Care Authority. These factors placed the program into non-compliance, exceeding the maximum allowable response rate by 140 days. The initial estimate to complete this project was 365 days. The project team achieved compliance within 120 days and was amazingly successful. To date, this is the largest and most successful Lean Project the agency has completed and it involved multiple sections, directorates and agencies all working together with the same goal.

*Washington Student Achievement Council Presenter: Ellen Matheny*

The state agency Washington Student Achievement Council centralized its listing of current subscriptions to professional journals, newspapers, trade magazines and organizational memberships. This simple Lean action of corralling these informational resources into one place created broad base sharing amongst its staff. It reduced duplicate subscriptions and broadened the resources available to each staff member. It required a change in the way it does business as support staff now need to continually update the listing as new informational resources are added and/or check to see if someone else on staff already subscribes to that informational resource.

## **Presenter Bios**

### **Norm Alberg, Division Director, RALS, King County**

---

Norm Alberg has a 30 year career in leading a variety of technical and engineering organizations, and over 17 years of executive leadership experience in both the public and private sectors. Norm has worked with King County for five years, the last three leading the Records & Licensing Services (RALS) division. Prior to King County, Norm worked at Starbucks, has also worked as a Management Consultant, as well as worked for Washington State, Seattle City Light and the City of Seattle.

### **Elizabeth Alley, MD, Virginia Mason Medical Center**

---

Elizabeth Alley MD is an Anesthesiologist and Medical Director of Virginia Mason Hospital Outpatient Surgery Center at Federal Way. Her travels to Japan to observe the Toyota Production System have fueled her desire to be a lean leader. She is currently exploring how empathy within learning organizations drives innovation. She is Lean Certified and recently completed the Kaizen Fellowship.

### **Cyndee Baugh, Lean Program Manager, Department of Licensing**

---

Cyndee Baugh has been a proud public servant for more than 20 years. She has been with DOL as their Lean Program Manager for the last 2 years. Prior to joining the DOL team, she served as the Strategic Planning and Performance Manager at the Department of Commerce where she was responsible for integrating Lean in to the culture, Strategic Plan development and implementation and performance management. Her other state service includes positions at the Department of Revenue, Department of Veterans Affairs and the Office of Financial Management.

### **Jim Benson, Chief Executive Officer, Modus Cooperandi**

---

Jim Benson began his career as an urban planner, working in or with government agencies in over 40 states, Canada, and Europe. He has since owned a software company that worked directly with government agencies to help better manage sticky problems. (Ask him...boy does he have stories!) Working in project management for large government and software projects led him to develop *Personal Kanban* which started a personal journey in finding the easiest, least-painful ways to give us all the flexibility necessary to do difficult and important work. He and his co-author Tonianne DeMaria Barry won a Shingo Award for their book *Personal Kanban*. They have had the good fortune to work with companies and government agencies of all sizes on six continents.

## **John Bernard, Founder and Chief Executive Officer, Mass Ingenuity**

---

John Bernard and the team at Mass Ingenuity currently consults with governors and state government leaders on the transformation to lean/results-driven government. Mr. Bernard has authored two books on designing state-of-the-art management systems, the best-selling *Business at the Speed of Now* (Wiley, 2012) and *Government That Works, The Results Revolution in the States* (Results America, 2015). In 1980 Mr. Bernard began studying, writing about and implementing the concepts of Dr. W. Edwards Deming and Toyota. One of the pioneers who introduced Lean thinking to American business, he founded and serves as Chairman of Mass Ingenuity, a Portland, Oregon based consulting firm that focuses on helping state government become more efficient and effective.

## **Sam Bracken, Managing Partner of Government Services, FranklinCovey**

---

Sam Bracken, who chronicles his story in *My Orange Duffel Bag: A Journey to Radical Change*, was homeless at age 15. Sam managed to graduate #11 out of 700 students from his Las Vegas high school and landed a full-ride football scholarship to The Georgia Institute of Technology. The title of his graphic mini-memoir self-help book comes from the fact that when he came to Georgia Tech in Atlanta, everything he owned fit in an orange duffel bag.

Sam was a *Brian Piccolo* award nominee for overcoming potentially career-ending injuries to re-earn a starting position on one of Georgia Tech's most successful football teams in history, under Coach Bill Curry. He also earned a spot on the All ACC Academic team for two years running. Sam graduated in 1986 from The Georgia Institute of Technology with honors and a degree in Industrial Management. In 1993 Sam received an MBA with an emphasis in Marketing from Brigham Young University's Marriott School of Management.

He and his wife Kim live in Kaysville, UT, and have four children, Beau, Ben, Jacob and Hannah.

Over the past ten years Sam has been a senior consultant, the global director of marketing, and the global director of media publishing for FranklinCovey, the world's leading training and leadership organization with services in more than 145 countries. Sam currently serves as a managing partner on Government Services Team and oversees the sales and business operations in Law Enforcement, Corrections and Public Safety.

A member of the National Speakers Association, Sam frequently speaks about how to implement radical change and serves as the national spokesperson and was co-founder for the Orange Duffel Bag Foundation, a 501c3 nonprofit that does life plan coaching and training for at-risk youth ages 12-24 – especially focusing on youth aging out of foster care and homeless teens. It is one of the only organizations in the nation that offers professional level coaching to at-risk youth.

*My Orange Duffel Bag* won nine national and international awards last year. Crown Archetype, part of Random House, purchased the worldwide rights to the self-published book, which was launched nationwide in June of 2012.

In 2013 Sam launched his second book *UNWIND 7 principles for a stress free life*. This book has been a #1 best seller on Amazon.com.

*Presenter Bios. continued*

---

### **Rowena Browman, RN, MSN, Virginia Mason Medical Center**

---

Rowena Browman is a nurse director for the Cardiac Telemetry and Acute Care of the Elderly Units at Virginia Mason Hospital. She pioneered early work in implementing the Virginia Mason Production System on the nursing units, as outlined in the book *Transforming Healthcare*. Her travels to Japan has opened her eyes to the imperative of engaging front line staff in process improvement work by tapping into their knowledge, skills and passion for creating a perfect patient experience. She is Lean Certified and just recently completed the Kaizen Fellowship program.

---

### **Robert Brown, President, Collective Wisdom**

---

Bob Brown has a doctorate in psychology, is a certified Lean leader, is the author of 16 books and has two recent books on *Lean Thinking*, *The People Side of Lean Thinking* and *the Dark Matter* and *Dark Energy of Lean Thinking*. As the president of Collective Wisdom, Inc., he gives keynotes, conducts workshops, and writes. Most recently he published *To Touch and Be Touched*, a memoir about his search for the meaning of life. The motto of Collective Wisdom (and Bob's) is, "None of us is as smart as all of us."

---

### **Phil Castle, Deputy Section Manager, Health Care Authority**

---

Phil Castle is a 22 year Veteran of the United States Army and currently the Deputy Section Manager for Medical Eligibility and Determination Services within the Washington State Health Care Authority. He also oversees the Alien Emergency Medical (AEM) program that is supervised by Sarah Gappert. Sarah supervises the AEM team that played a major role in the AEM Lean project.

---

### **Haneef Chagani, Partner, National Lean Practice Leader, PricewaterhouseCoopers LLP**

---

Haneef Chagani leads PricewaterhouseCooper's Lean practice in Canada. He specializes in assisting clients to develop efficient and effective organizations through large-scale organizational transformation programs. Haneef has led or been involved in enterprise Lean deployment projects with Fortune 500 and public sector organizations globally. He has been involved extensively in the Lean journeys of three provincial governments and several public sector organizations in Canada. Haneef has trained and coached thousands of Lean practitioners and senior executives in Lean techniques. Haneef holds an MBA from Simon Fraser University and a BSc in Computer Science from the University of Manchester.

---

## **Brett Cooper, Managing Partner and Member of the WA Lean Expert Partnership Program, Integris Performance Advisors**

---

Brett Cooper has been a member of the Washington State Lean Expert Partnership Program since 2012. In that time he has been an advisor to a large number of agencies at the state, county and city levels, with his guidance focused largely on how to cultivate a Lean culture intentionally. A passionate advocate for creating more healthy workplaces, Brett dedicates a large percentage of his time and energy to studying the impact of great leadership and effective teamwork, and to sharing what he learns with a wide variety of organizational leaders.

Brett is Managing Partner and Co-Founder of Integris Performance Advisors, a performance-optimization consulting and training firm; a volunteer coordinator for East Bay Stand Down, a nonprofit serving homeless Veterans throughout the San Francisco Bay Area; and a board member for Partners in Sustainable Learning, a nonprofit bringing early childhood education to communities in the developing world.

---

## **Steve Crowley, Senior Continuous Improvement Manager, Global Operations, Starbucks**

---

Steve has been a Starbucks Partner (employee) for 15 years. Over the last several years, has led Starbucks' Lean Innovation Lab to create and improve baseline work processes to improve the Starbucks Experience for baristas in customers and served field leaders in the role of an Improvement Coach. Recently, he has been working to make improvements to the retail management system in support of an overarching operational excellence strategy. He holds a B.S. in Hospitality Administration and an M.B.A. His love for improvement is bested by his love for coffee. His favorite Starbucks beverage is a Venti unsweetened Iced Coffee.

---

## **Jenny Davidson, Patient & Family Centered Care Specialist, Seattle Children's Hospital**

---

Jenny Davidson is a Family Centered Care Specialist with 14 years experience in outpatient and inpatient psychiatry, including working with families in a clinical capacity and serving as chair of the Psychiatry Family Advisory Board.

---

## **Mike De Luca, Principal, The Athena Group Paul Horton, Partner, The Athena Group**

---

Mike and Paul are members of The Athena Group, a cooperative of forward-thinking practitioners who help community leaders, managers, and decision-makers build personal mastery, create learning organizations, and enable cross-sector collaborations. We help our public, private, and nonprofit clients build thriving, effective organizations and happier, healthier, and safer communities. Paul's focus is leadership and strategy coaching, community development and organizational change. Mike works with organizations to evolve strategy and achieve outcomes by improving processes and developing the teams that support them.

---

### **Michael DeAngelo, Deputy Director, WaTech**

---

Michael DeAngelo is the Deputy Director of Washington Technology Solutions (WaTech) in charge of e-gov which is charged with transforming government through culture and technology. Michael is passionate about transforming government by introducing new practices and technology as a way to solve complex business problems very differently. Over the past few years Michael has led the state into area like cloud computing, agile practices, Technology Business Management, self-organization, and new workplace strategies to solve some long standing and emerging business problems.

---

### **Sherry Dennis, Financial Services Specialist, Department of Social and Health Services**

---

Sherry Dennis is a Financial Services Specialist 3 at the Everett Community Services Office and the DSHS Economic Services Administration Community Services Division.

---

### **Donald A. Dinero, Principal, TWI Learning Partnership**

---

Donald A. Dinero, PE, CPIM is the Principal of TWI Learning Partnership in NY, which is devoted solely to implementing Training Within Industry (TWI) into companies with the objective that they gain the intended benefits. His clients include IBM, Toyoda Gosei Corporation, the Irish Centre for Business Excellence, Johnson and Johnson, among many others. He has over 40 years experience in manufacturing in positions in management and engineering. His book *Training Within Industry: The Foundation of Lean*, published by Productivity Press, 2005 won a Shingo Prize for Research in 2006. His book *TWI Case Studies – Standard Work, Continuous Improvement, Teamwork* was published in April 2011.

---

### **Karen DuBose, Pollution Identification & Correction (PIC) Coordinator, Skagit County Department of Public Works**

---

Karen is Skagit County's Pollution Identification and Correction Coordinator. She has nine years of experience in water quality, pollution source identification, and water resource management in King, Island and Skagit Counties. She has an MS in Water Resource Policy and Management from Oregon State University, and BA in Geography from Western Washington University. In her spare time, she enjoys growing a stellar veggie garden, generally being outdoors, and pretending she knows more about cooking than she actually does.

---

### **Kelly Fisher, Continuous Performance Improvement Project Manager, Seattle Children's Hospital**

---

Kelly Fisher is a Continuous Performance Improvement consultant within the department of Psychiatry and has 11 years of CPI experience at Seattle Children's and the Seattle Cancer Care Alliance.

---

## **Christine Frishholz, Managing Director, The Cicerone Group**

---

Christine Frishholz has focused her 25-year consulting career around leadership, strategic planning, customer and employee experience, process improvement (Lean Six Sigma, Total Quality Management (TQM), Baldrige), training and organization development, in both the public and private sectors. A former executive in hospitality, retail and financial services, she is also a certified Six Sigma Black Belt, Master Facilitator, past senior Washington State Quality Award examiner, and holds a TQM certificate from the University of Washington. Her impact as a change agent has resulted in sustained business and performance improvement through the strengthening of organizational culture, leadership accountability and whole systems thinking focused on customer requirements.

---

## **Marci Frost, Director, Department of Retirement Systems**

---

Governor Jay Inslee appointed Marci Frost as director of the state Department of Retirement Systems in January 2013. She also serves as an ex officio member of the Washington State Investment Board (and is currently the WSIB Chair), the Pension Funding Council and the Select Committee on Pension Policy.

As DRS Director, Frost leads an organization of more than 200 team members who administer one of the most complex public retirement systems in the country. DRS serves nearly 700,000 current and former public employees at both the state and local government levels. Retirement benefits earned by these employees result in more than \$3.5 billion in payments each year, most of which is distributed in the state of Washington.

Frost's career has spanned three primary professions: public pension administration, human resources, and information technology. In all three areas, she has held executive-level roles where she brought a high degree of results orientation through effective teaming and collaboration.

Frost began her career with the state Department of Labor and Industries, where she advanced to a leadership role in benefits administration. In 2000, she was selected as a senior project administrator at DRS, and has since held a variety of leadership positions, including human resource director, chief information officer, senior assistant director for operations, and, most recently, deputy director.

As DRS Director, Frost continues to lead a comprehensive program of organizational and cultural change to strengthen agency performance, with emphasis on customer satisfaction, team member engagement, application of Lean principles, process mapping, and workflow improvements.

---

## **Fariba Fuller, Lean Specialist, King County**

---

Fariba Fuller has a diverse background including healthcare, architecture and manufacturing. Experienced in process improvement, implementation, change management, human factors, innovation, and administration she has learned the importance of humble leadership and coaching that curates the positive space in which each person can identify and solve problems more autonomously.

*Presenter Bios. continued*

---

## **Rick Garza, Director, Washington State Liquor and Cannabis Board**

---

Rick Garza has been with the Liquor Cannabis Board since 1997. During Rick's career with WSLCB he has also held the positions of Legislative and Tribal Liaison, Policy Director and Deputy Director. Prior to joining the Liquor and Cannabis Board, Rick served 13 years as a staff member for the Washington State Legislature, including five years with the Washington State Senate and eight years with the state House. His legislative assignments included Policy Analyst in the state Senate, House of Representatives Staff Director, and adviser to House and Senate leadership.

---

## **Charley Haley, Innovation Strategist, Back Loop Consulting**

---

Charley works with organizations and teams developing adaptive innovation practices that unleash employee engagement and activate deep customer satisfaction. She weaves together Lean Thinking, Human Centered Design, Service Design, and Liberating Structures to scale collaboration up and across organizational boundaries. Charley combines 10 years of strategic innovation consulting and leadership coaching with 15 years leading innovative R&D project teams for NASA.

---

## **Cheryl Hammond, Technical Strategist, Northwest Cadence**

---

Cheryl Hammond, a.k.a. bsktcase, has more than 16 years experience as a software developer in the private and public sectors. She led her team's successful adoption of Scrum for a mission-critical regulatory compliance project under multi-agency state and federal government oversight, and mentored former COBOL devs into true-believing unit-testing XP evangelists, all of which leads her to believe that anything is possible. Cheryl is a Technical Strategist at Northwest Cadence, using Lean principles and agile practices to improve her clients' working lives and strengthen their organizations.

---

## **Jennifer Haury, Director of Performance Excellence, CHI Franciscan Health**

---

Jennifer Haury is passionate about helping others learn ways to improve their work. She has spoken to audiences in healthcare, manufacturing, government, education, and others about how to apply improvement methods and get results. Her favorite application is in her own home or office—just ask her three children about how they level their chores!

---

## **André Helmstetter, Senior Consultant, Koné Consulting**

---

André Helmstetter, senior consultant, has 15+ years of leadership experience in IT quality assurance, project management and facilitation. His expertise includes lean value stream improvement, Lean and agile coaching, work visualization and Lean business process improvement. He is also a certified agile Scrum Master.

---

## **Stewart Henderson, Lean Fellow, Results Washington**

---

Stew is a Lean Fellow for Results Washington's Goal 3 (Energy, Environment, and Climate Change), has been supporting innovation in government for over 20 years. Since moving to Olympia in 1999, he has worked at Labor & Industries (L&I) and Employment Security (ESD), and consulted with a wide range of state agencies.

Stew helps leaders and teams honestly face conflicts and challenges; set challenging, important goals; and then exceed those goals by re-thinking their work. A certified Lean/Six Sigma Black Belt, Stew holds a BA from Dartmouth College and an MA from the Leadership Institute of Seattle.

---

## **Scott Heydon, Senior Coach, Lean Enterprise Institute**

---

Scott Heydon is a proven C-level leader with a passion for developing people and helping companies transform through thoughtful strategy and continuous improvement. Results achieved by developing and communicating compelling vision and strategies that inspires others to act towards a common goal. Extensive experience in supporting Fortune 500 companies in their strategy development, alignment, and execution. Deep experience in driving Lean transformations, helping Starbucks and other companies develop their team members' capabilities to achieve game-changing improvements in quality, profit, customer satisfaction and team member engagement.

Scott holds a BS in Computer Science from the University of Vermont and an MBA from the Tuck School of Business at Dartmouth.

---

## **Brett Jackson, Kaizen Promotion Office Workshop Leader, Premera Blue Cross**

---

Consultant and educator in Lean methods, principles and tools, Brett joined the Kaizen Promotion Office (KPO) in October of 2005 as the first KPO specialist at Premera. Prior to the nine years of facilitating continuous improvement, Brett was a practicing Acupuncturist. The philosophies and cultural context of East Asian medicine provides a unique background to understand the dynamics of healthy and unhealthy change within an organization. Brett has worked in manufacturing, clinical, as well as administrative environments.

Brett holds a BA in East Asian Studies from Western Washington University and a MS in Acupuncture and Oriental Medicine from Bastyr University.

---

## **Fred Jarrett, Deputy County Executive, King County**

---

Fred Jarrett oversees and directs the work of the Executive Branch, including its departments, operations, and policy development. He is head of the Executive Leadership Team and leads the Executive's Reform Agenda, creating a single management system focused on improved performance and transparency for citizens and stakeholders. Previously a state senator, Jarrett served four terms in the state House of Representatives, after stints as Mercer Island Mayor and as a city council and school board member. Jarrett has also had a 35-year career at The Boeing Company.

*Presenter Bios. continued*

## **Hollie Jensen, Enterprise Lean Consultant, Results Washington**

---

As part of her role with the State of Washington, Hollie Jensen is developing and implementing a Lean Fellowship and Leadership program while also consulting on the governor's priority goal areas. She joined state government in the spring of 2013 as an enterprise lean consultant after her 17-year tenure with Starbucks, where she began as a barista on the front line and worked her way up through the organization with roles in human resources, global strategy and operations. Most recently she was a lean practice strategy manager with a focus on implementing the store system of work and the leadership/coaching program. Jensen holds a bachelor's degree from the University of Washington.

## **Kelly Johnston, Senior Consultant, Mass Ingenuity**

---

Kelly brings 13 years as a strong organizational development background including extensive experience coaching senior leadership teams on performance management as well as individual development needs. At Mass Ingenuity, Kelly leads senior leadership teams in the customized development of their agency's management system including setting goals, identifying processes, and developing organizational performance measures. She has worked with several Washington State agencies, including Department of Licensing, Commerce, Lottery, and the Health Care Authority.

Prior to working with Mass Ingenuity, Kelly served as an internal change consultant with local government agencies. She has led large-scale organizational transformation initiatives and worked closely with teams to optimize their performance. She knows first-hand the challenges and rewards of being a public servant, and is passionate about the power of good government to make a difference in the lives of people.

## **Brian Kerr, Senior Consultant, Koné Consulting**

---

Brian Kerr, senior lean consultant, has 10+ years experience creating web-based applications and products including experience supporting teams in software development through training, developer tools, and product planning and maintenance. Mr. Kerr focuses on collaborative software development and information system creation and design. He has worked in facilitating and coaching teams to reach design consensus.

## **Linda Kleingartner, Director, Continuous Improvement Office, Department of Social and Health Services**

---

As Director of the Office Continuous Improvement, Linda works with all levels of management to plan, lead, organize and implement best practices in strategic planning and process improvement methodologies that optimize performance and support a continuous improvement culture within the Department of Social and Health Services (DSHS). She brings a wealth of knowledge and skills in the areas of process improvement, performance management and project management. She has implemented a Lean Practitioner program and the Excellence Leader Development workshop series using existing talent, resources and experience from within DSHS. The core principles of Lean align very closely with her values in empowering staff to do their best and recognize them as the subject matter experts of the work they do.

## **Pat Kohler, Director, Department of Licensing**

---

Pat Kohler, Director of the Washington State Department of Licensing, was appointed by Governor Jay Inslee, June 1, 2013.

She is charged with overseeing the licensing and regulation of drivers, vehicles and vessels registration, and the management of over 44 professional and business licensing programs. In addition, she ensures the fair and efficient collection of over \$2.8 billion in gross state revenue annually.

With over 30 years of progressive professional experience and documented success in Washington state government, Pat most recently served as the Director of the Washington State Liquor Control Board overseeing the daily operations and the regulatory and enforcement functions for more than 17,000 liquor licenses. In 2012 she oversaw the privatization of liquor (Initiative 1183) in the State of Washington and the implementation of the new regulatory system for Cannabis.

Pat is a graduate of Central Washington University with a B.S. in Accounting and is a Certified Public Accountant. She achieved LEAN Six Sigma Green Belt Certification from the University of Washington in July 2012.

## **Jitinder Kohli, Director, Deloitte Consulting LLP**

---

Jitinder Kohli is a globally recognized specialist on government reform. He is a director in Deloitte Consulting's public sector practice where he leads work on government performance. Prior to joining Deloitte in summer 2012, he led the Doing What Works project at the Center for American Progress focused on ways to improve the efficiency and effectiveness of the federal government. He has written widely on how data can be used to improve the effectiveness of government programs as well as ways to promote innovation across the public sector. He regularly speaks at public events in the U.S. and abroad on these subjects. His recommendations form the basis of the new GPRA Modernization Act and his work on Social Impact Bonds helped the concept to take root in the United States. He has advised numerous agencies in the U.S. and internationally on government performance, and budgeting reform as well as regulatory reform and economic growth. Prior to arriving in the U.S. in 2009, Mr. Kohli worked as a senior official in a range of agencies in the British government. Highlights include his time as chief executive of Better Regulation Executive leading regulatory reform in the UK, serving as head of the Productivity and Structural Reform team at the British Treasury, which was responsible for increasing national competitiveness, and as director for Active Communities, leading the British government's relationship with the nonprofit sector. Mr. Kohli is a fellow of National Academy of Public Administration and the Young Foundation and a senior fellow at the Center for American Progress.

*Presenter Bios. continued*

## **Wendy Korthuis-Smith, Director, Results Washington**

---

Wendy Korthuis-Smith is the director of Results Washington, Governor Jay Inslee's data-driven performance management and continuous improvement initiative. Korthuis-Smith leads the state-wide transformation effort including 53 state government agencies and partners.

Prior to leading Results Washington, Korthuis-Smith was the Director of Accountability and Performance for Governor Christine Gregoire's award winning Government Management Accountability and Performance (GMAP) program. With extensive experience in change management, leadership development and performance improvement in the private and public arena, Korthuis-Smith has worked within multiple sectors such as health care, aerospace, government operations, and higher education. During 25+ year career, she has also held positions such as assistant professor at Chapman University's graduate school, management consultant for Sterling Associates and Virginia Mason Medical Center, and project management leadership for multiple state government projects, including development and implementation of Washington State's \$5 billion-per-year Medicaid management information and payment system. Korthuis-Smith has a doctorate degree in Educational Leadership with an emphasis in organizational development from Seattle University, as well as a M.S. and B.S from University of Wisconsin, LaCrosse.

## **Carly Kujath, Strategic Operations Manager, Department of Corrections**

---

Carly Kujath has worked in the Washington State Department of Corrections since 2008. She was the principal designer of Operation Place Safety, a group violence reduction strategy based on the community ceasefire model, and has partnered with research and advocacy groups to improve prison conditions for special populations including the design of Restrictive Housing interventions. As the Strategic Operations Manager, Carly oversees Operation Place Safety in the Department's high security facilities and continues to work with the criminal justice community in implementing theory-based practices in both prisons and community corrections. She holds a Master's in Public Administration from Evergreen State College.

## **Arun Kumar, Founder/Chief Executive Officer, Kerika**

---

Arun Kumar is the founder and CEO of Kerika. Prior to founding Kerika, Arun was the Director of Program Management for Onvia, a consultant at Microsoft, a member of the board at Polopoly in Stockholm, a co-founder of the Jiway companies in London and Stockholm, and an E-Business Strategist for Morgan Stanley's investment banking and trading businesses in the New York, London and Tokyo.

Earlier in his career, Arun managed complex software development projects, built new products, and provided strategic consulting to companies in the U.S., Germany, Argentina, Singapore, Hong Kong and Japan.

Arun was educated at the Indian Institute of Technology and Washington State University, and has been awarded two patents for inventing visual collaboration techniques. He has presented at conferences in over nine countries.

## **Suzanne Lahl, Master of Science in Organization and Development, Graziadio School of Business and Management, Pepperdine University, California**

---

Suzanne Lahl, MSOD (Master of Science in Organization Development, Graziadio School of Business and Management, Pepperdine University, CA) is a specialist in strategic thinking, leadership and organization development. Suzanne applies neuroscience discoveries to her international coaching and leadership development practice. Suzanne and Terri Egan have created an evidence-based cutting edge model for developing leader mindsets to meet the challenges of a fast-moving and complex world. Their model includes four capabilities: Dynamic Attention, Whole Person Integration, Strategic Clarity and Authentic Collaboration. Suzanne serves as adjunct faculty in the MSOD program and is cofounder of the SyncUp Leadership Group ([www.syncupleadership.com](http://www.syncupleadership.com)).

## **Whitney Law, Senior Continuous Improvement Manager, Global Operations, Starbucks**

---

Whitney has been a Starbucks Partner (employee) for 13 years. After seven years in store operations she joined the Operations Services team and has been actively involved in the development, testing, and training of the service delivery and management work systems for Starbucks stores. Additionally, she served field leaders as an Improvement Coach. Currently, Whitney is leading work to improve the core training experience and enjoys the opportunity to engage in Kaizen with her friends at the Rainier Valley Food Bank. Whitney's best Kaizen occurs after an Iced Grande No Classic Green Tea.

## **Christopher Lindstrom, Managing Partner, Ceptara Corp.**

---

Chris Lindstrom is the founder and Managing Partner at Ceptara Corporation, a company dedicated to helping organizations drive performance excellence. Chris has over 20 years of management consulting experience with technology companies such as AT&T, T-Mobile, Lucent and Microsoft. His experience includes: product design and manufacture, supply chain optimization, software design, development and delivery, consumer service cost reduction and cycle time improvement, and e-business management. Prior to founding Ceptara, Chris held several executive positions for AT&T including Vice President Service Activation, Vice President Installation and Maintenance, and Director of Quality. In addition to his AT&T experience, he provided leadership, management and engineering expertise for companies including Infospace, Motricity, Microsoft, Lucent and NCR Corp.

Chris is a Lean Six Sigma Master Black Belt and senior member of the American Society for Quality. He has a Master's of Science degree in Electrical and Computer Engineering from the University of South Carolina with an emphasis in neural networks and artificial intelligence. He holds a Bachelor's of Science degree in Electrical Engineering from the University of Nebraska.

*Presenter Bios. continued*

---

## **Chris Liu, Director, Department of Enterprise Services**

---

Chris Liu directs the Department of Enterprise Services (DES) and aims to live the principles of Lean every day. Chris gave up his office and works with his laptop and cell phone in open cubicles embedded with various teams throughout the headquarters building, where he connects with teams and learns about their work. Prior to DES, he led the Washington State Office of Minority and Women's Business Enterprises, directed retail services for the state Liquor Control Board, and headed up Washington's Lottery, all following a 30-year career in corporate executive positions.

Chris earned a bachelor's of science in business marketing from the University of Hawaii, his native state. He is a Navy veteran, holds a private pilot's certificate and is an avid outdoor enthusiast.

---

## **Susan Lucas, Chief Operating Officer, Washington State Health Care Authority**

---

Susan Lucas is the Chief Operating Officer for the Health Care Authority. Susan has been in Washington state service for over 25 years. Susan received her bachelor's degree in Business Administration from the University of Washington and her Master's degree in Public Administration from the Evergreen State College. She began her career in accounting and auditing. Susan has been employed by several agencies including the Washington State Senate, the Office of Financial Management, Department of Corrections, Department of Social and Health Services, and other agencies.

---

## **Adnan Mahmud, Founder and CEO, LiveStories Anders Maul, Marketing Manager, Live Stories**

---

Adnan Mahmud is the founder and CEO of LiveStories - a Seattle-based startup building data tools for non-data people, simplifying data analysis, visualization, and presentation for everyone. LiveStories is being used by governments and large nonprofits, like the Bill and Melinda Gates Foundation, government of Nigeria, and county health departments in California, to make smarter decisions. Prior to LiveStories, he founded and grew Jolkona.org, a nonprofit focused on supporting up-and-coming social entrepreneurs around the world. He also worked eight years in Microsoft where he managed the two biggest data pipelines for the company, obtaining few patents around data analysis and visualization, and ran incubation projects in Microsoft Research, contributing technologies to major Microsoft products like Office, Windows, XBOX Kinect, and Bing.

Anders Maul is the Marketing Manager at LiveStories where helps spread the love of data. He has a background in business intelligence and spent 5 years analyzing, visualizing, and presenting data to executive management teams.

## **Mike Martyn, Founder/Director, SISU Consulting Group/ Shingo Institute**

---

Mike Martyn is the Founder of SISU Consulting Group and a Director Emeritus for the Shingo Institute. Mike has 15 years experience working with Shingo as a Senior Team Leader, Regional Director, member of the Shingo Examiner Committee and most recently, Senior Curriculum Advisor. As a former turnaround specialist, Mike has held numerous senior executive positions, rapidly driving business results in both service and manufacturing environments. Mike is a two time winner of the Shingo Research Prize and his implementation model (as seen in Own the Gap) is currently being used by more than 300 organizations around the world.

## **Ellen Matheny, Assistant Director of Operations, Washington Student Achievement Council**

---

Ellen Matheny is the Assistant Director of Operations in the Policy, Planning and Research Division at the Washington Student Achievement Council in Olympia. She holds a Master of Arts degree in Special Education and a Master of Science degree in Industrial Engineering both from Arizona State University. She is the Lean leader for the division. Her goal is to find simple, inexpensive ways to make work tasks more efficient for her division and the agency.

## **Colleen McAleer, President, Washington Business Alliance**

---

Colleen currently serves as a Port Commissioner at the Port of Port Angeles and was previously the Port's Director of Business Development. She has a proven track record as a very successful business owner in a rural community. She is a decorated combat veteran who served 10 years in the US Army as a helicopter and fixed wing pilot and as a military intelligence officer.

As a Port employee and as Commissioner, Colleen spearheaded collaborative efforts in carbon fiber composite technologies with state and community partners. These efforts evolved into the Composite Technology Recycling Center. That program has been awarded tens of millions in federal, state, county, port and private funding. Senator Cantwell asked her to testify to the US Senate Committee on Energy and Natural Resources in June 2015 about the effort and it's extensive economic, educational and environmental impacts to the community and the state.

Colleen is the Port of Port Angeles' first female Port Commissioner in the Port's 91-year history.

## **Scott McAllister, Vice President of Business Development, Prosci**

---

Scott McAllister is a results-driven leader with a passion for change management. Scott leads Prosci's growth efforts by partnering with clients to architect outcome-oriented change management solutions, and spent the last 15 years helping clients initiate transformational change through a combination of strategy, operational excellence and innovation platforms. He has worked across a broad range of industries, ranging from healthcare and biotech, to financial services and telecom, and has to date delivered services for more than 80 clients in over 28 countries.

*Presenter Bios. continued*

## **Lis McNicholl, Organization and Leadership Development, Boeing**

---

Lis McNicholl works as an Organization and Leadership Development coach, harnessing her experience in IT, Agile, Leadership Development and Lean to foster a productive workplace. Her work stems from a deep passion and belief that everyone has the capacity to create the future they envision. She continues to experiment with simple ways to involve people to unleash their creativity to get results. Currently she is weaving Graphic Facilitation, Liberating Structures, Clean Language and Training Within the Industry (TWI) to create practical leadership development.

## **Diane Miller, Executive Director, Virginia Mason Medical Center**

---

Diane Miller is the Executive Director of the Virginia Mason Institute. Her responsibilities include the design and delivery of education and training services in the Virginia Mason Production System (VMPS) for healthcare providers and organizations. She also oversees the Center for Health Care Solutions, an innovation unit working to create a new model of healthcare delivery based on VMPS principles. Diane maintains the Virginia Mason Production System Certification and has extensive training in applying the Toyota Production System to healthcare including a study mission to Japan to the Shingijutsu Genba Kaizen. She has led many Rapid Process Improvement Workshops and has developed healthcare curriculum for the training of leaders and staff. Diane is a frequent speaker on the application of the Toyota Production System to healthcare, the Virginia Mason Production System and leading cultural change.

## **Tom Moore, Regional Vice President Professional Services, Mass Ingenuity, LLC**

---

Tom brings 20 years of Lean experience to his work. By combining his technical skills and ability to build strong relationships with his clients, Tom is able to transform the way his clients do business. He has worked with several of Mass Ingenuity's clients including Washington State Department of Retirement Systems, Oregon State Department of Human Services, the Oregon Health Authority, and currently the Washington State Health Care Authority. Prior to joining Mass Ingenuity, Tom was a leader at StanCorp Financial Group where he led large scale transformation and organizational development initiatives.

Tom has extensive background leading and coaching organizations with leadership, change management and Lean methods. He has demonstrated a passion to support new levels of performance in organizations with a focus on unleashing the potential of people.

## **David Mort, Assistant Director of Behavioral Science, Hawes Financial Group**

---

David Mort is the Director of Kaizen, Coaching and Education for Hawes Financial Group; a six affiliate financial service organization providing services to assist organizations increase their revenue and bad-debt recovery. He leads the Lean Transformation at Hawes Financial Group and is also a certified Allenbaugh Coach. His leadership experience includes both the nonprofit as well and private sector which gives him a unique perspective on resource management and performance training. David's passion is helping others become great leaders and managers.

## **Nathan Navarro, UW Faculty/Boeing Program Manager, University of Washington/Boeing**

---

Nathan Navarro teaches Value Stream Mapping, Lean Six Sigma Green and Black Belt courses for The University of Washington, Tacoma. Nathan also works for The Boeing Company as a program manager and has over 15 years of practical hands-on experience in initiating and implementing successful process improvements for government, manufacturing, retail, service and medical organizations. He earned his Lean Six Sigma Black Belt certification through UW Tacoma and his MBA through the University of Phoenix, Western Washington Ground Campus. He is considered a senior specialist and process improvement consultant to executive leaders, managers, customers, employees, and work teams.

## **Becky Nowlin-Baird, Kaizen Promotion Office Manager, Premera Blue Cross**

---

Becky Nowlin-Baird, is the manager of the Kaizen Promotion Office and currently oversees and supports the team in facilitating Lean events and education of Lean methods, principles and tools. She has more than 25 years of experience in business with a particular interest and passion for people development. She welcomes and embraces every opportunity to encourage and facilitate the successful development of others.

## **Samuel Obara, Managing Partner, Honsha. ORG**

---

Sammy learned while implementing Lean at Toyota facilities in Japan, Brazil, Venezuela, and in the United States. He has taught Lean to a multitude of consulting firms, educational organizations such as Harvard and Stanford, and humanitarian missions thru Asia and Africa. With over 30 years of Lean experience, he has helped more than 400 companies. These include Toyota Production System projects in environments ranging from schools, to hospitals, to military and many others and in 35 countries.

Mastered in Technology Management, he also is a faculty member with the Lean Enterprise Institute and San Diego State University. He is fluent in Portuguese, Spanish, Japanese and English. He currently aids companies implementing lean through Honsha.ORG.

## **John O'Donnell, Executive Director, Lean Enterprise Institute**

---

John O'Donnell joined the Lean Enterprise Institute (LEI) in November 2007 to serve as the first Executive Director of the Lean Global Network. From July 2010 to June 2014, John served as the interim Chief Operating Officer at LEI. During that period he oversaw operations and was actively involved in defining LEI's research mission. In July 2014 John took responsibility to understand opportunities and develop strategies to accelerate lean thinking and practice in public service sectors – government, universities, nonprofits, and social service organizations.

John joined LEI after 30 years of service with the U.S. Department of Transportation's Research and Innovative Technology Administration (RITA). Within RITA, John ran a fee-for-service organization leading a staff of 160 transportation professionals overseeing a \$50 million research portfolio. John holds degrees in Economics and Management from Boston College and was a member of the federal government's Senior Executive Service.

## **Tracy O'Rourke, Managing Partner, Integris**

---

Integris is a firm with a vision to expand the existence of healthy organizations and help build great places to work. Tracy advises companies and spearheads implementation on many aspects of cultural change, leadership development, customer experience, strategic alignment, and Lean process improvement for over 15 years. Tracy is an instructor at San Diego State University and University of California, San Diego in process improvement. Integris has helped many government organizations at the city, county and state level in Washington.

## **David Padrino, Chief Performance Officer, Governor's Office, State of Colorado**

---

David Padrino joined the Hickenlooper administration in September 2014 and is the State's Chief Performance Officer (CPO). As CPO, David's mission is to help the administration define, measure and achieve its goals. He also works with the Cabinet to build a customer focused culture of operational excellence across government services. Before joining the administration, David spent seven years with the Boston Consulting Group (BCG), advising private and public sector organizations on topics such as strategy, operations, talent management and organizational transformation. As part of BCG's global leadership development program, David spent a year in Australia advising government leaders. Prior to BCG, David worked in Mayor Bloomberg's administration in New York City. He developed workforce policy and programs at the New York City Department of Small Business Services, and led the development of the first strategic plan for the City's Workforce Investment Board. He also worked at the New York City Economic Development Corporation, focusing on neighborhood development. David joined city government after completing a Coro Fellowship in Public Affairs.

David received an MBA from the Wharton School at the University of Pennsylvania, where he was a Mitchell Fellow and a Morgenthau public service award winner. David graduated with honors from Vassar College, where he was awarded a Kautz Fellowship for academic achievement and leadership, and participated in varsity basketball.

David and his wife live in Denver. They have 1.5 year old daughter named Isla who will become a big sister in December. While not chasing Isla around, David and Lindsey like to travel, backpack, and barbeque.

## **Tom Pearce, Integris Performance Advisor, Integris Performance Advisors**

---

Tom Pearce has deep experience working with leaders and teams around the world to develop better leaders and stronger teams. Tom has an MBA from Duke University along with 16 years of corporate experience working with ARCO and Mobil in Dubai, Nigeria, Indonesia, China, the UK, and Canada. Recently Tom has worked with King County on Lean initiatives tied to Waste Water, Finance and Business Operations Division, and Records and Licensing Services.

## **Jim Pendowski, Program Manager, Department of Ecology**

---

Jim has been at the Department of Ecology (Ecology) for 24 years. He has managed the Toxics Cleanup Program since 1998. His current responsibilities include administering the state's clean up law (the Model Toxics Control Act) and Underground Storage Tank Program. He has also managed Ecology's Solid Waste Program.

Prior to coming to Washington, Jim worked at both the Illinois Environmental Protection Agency and the Illinois Department of Transportation. He has also managed permitting water quality, solid waste and transportation projects at the local level in both Illinois and Arkansas.

Jim received his Bachelor of Science Degree from the University of Wisconsin. He also has a Masters Degree from the College of Architecture and Design from Kansas State University. He was named Distinguished Alumni Fellow for the College of Architecture and Design in 2010.

## **Gifford Pinchot, Founder, Pinchot University**

---

Gifford Pinchot is the author of the NY Times best selling book, *Intrapreneuring: Why You Don't Have to Leave the Corporation to become an Entrepreneur*, which has been published in 15 languages. He has helped clients, which include government agencies and half the Fortune 100, to launch over 1,000 innovations. He helped create the Forest Service's Enterprise Team System, which produces 80% more output per employee than traditional agency employees. He is the founder of The Bainbridge Graduate Institute, which offered the first MBA in Sustainable Business. This degree program brings environmental impact and social justice into every course.

## **Joel Sacks, Director, Department of Labor and Industries**

---

Joel Sacks is the director of the Department of Labor & Industries (L&I). Between 2004 and 2011, Joel worked at the state Employment Security Department serving as deputy commissioner and assistant commissioner for the Budget, Policy and Communications Division. Prior to joining Employment Security, he was deputy director of Field Services at L&I. He also served four years at the Occupational Safety and Health Administration in the U.S. Department of Labor.

Joel holds a bachelor's degree in political science from Haverford College and a master's degree in public administration from Syracuse University's Maxwell School of Public Affairs.

*Presenter Bios. continued*

### **Dean Schroeder, PhD, Professor of Management, Valparaiso University**

---

Dean M. Schroeder is an award-winning author, consultant and scholar whose work helping organizations improve management outcomes continues to garner praise. His best-selling book, *Ideas Are Free*, co-authored by Alan Robinson, was voted the Reader's Choice by Fast Company magazine and selected as one of the 30 best business books of the year by Soundview Executive Books. Dean and Alan's latest book, *The Idea-Driven Organization*, was recently named as the featured book on leadership for the week by the *Washington Post* online. As a consultant and speaker, Dr. Schroeder has worked with many types of companies and organizations around the world.

### **Steve Sinclair, Assistant Secretary, Prisons Division, Department of Corrections**

---

Steve is a 27 year veteran of the Washington State Department of Corrections. In his current role as Assistant Secretary of Prisons he oversees the state's 12 correctional facilities which house over 16,000 adult male and female felons. These institutions also employ 5,000 employees and their operating costs represent \$897 million of the Department of Corrections' biennial budget. Steve has also recently been appointed as Co-Director of the Sustainability in Prisons Project, a partnership with The Evergreen State College. Steve is a University of Washington graduate where he received a Master's of Public Administration.

### **Pamela Singleton, Lean Agency Advisor, Office of Financial Management**

---

Pamela Singleton has been with the Office of Financial Management for two years and a total of five years in state service. Prior to working in public sector, she worked as a Manager of Business Process Improvement for a steamship line, MOL America, Inc. She has a background in International Business and Japan Studies.

### **Lynne Smith, Deputy Director, Bill and Melinda Gates Foundation**

---

Lynne Herer Smith leads the team responsible for the design, implementation, and continuous improvement of the foundation's core business process – making and managing investments. Previously, she was a Managing Director of Strategic Consulting at Jones Lang LaSalle. She has held roles in finance and strategy with investment management organizations and has served as an adjunct professor at DePaul University. Ms. Smith received a BS from the University of Florida and an MBA from the University Of Chicago. She is a Six Sigma Master Black Belt and has leveraged Lean process improvement methodologies for corporations, government entities, and nonprofit organizations.

## **Renée Smith Nyberg, Lean Transformation Services Director, Department of Enterprise Services**

---

Renée Smith Nyberg directs Lean Transformation Services, a team charged with building Lean culture throughout state government by providing facilitation, consulting, training and coaching services. She has 13 years of experience leading Lean continuous process improvement, organizational change, strategic planning, and culture change projects for numerous organizations, community groups, and boards. Renée holds a Master of Science in Organization Development from Pepperdine University and a BA in Organizational Behavior from Seattle Pacific University. Renée is married and has four children ages 19 to 27 and two grandchildren. She lives in Tacoma where she enjoys running half marathons, entertaining and travel.

## **Alec Steel, Head of Operations and Process Management Practice, UK National Audit Office**

---

Alec works for the UK National Audit Office (NAO). He heads the operations and process management practice, focusing on how government applies principles such as lean thinking to improve whole system performance. In 2010 he published the first assessment of operations and process management maturity across UK central government, identifying common problems and evidencing the need for an effective management system to achieve sustained improvement and business benefits. Prior to joining the NAO, Alec was responsible for implementing operational change in government organizations. He advises a major UK charity and is a guest lecturer in continuous improvement at Buckingham University.

## **Kevin Summersgill, Audit Manager - United Nations and Process Management, UK National Audit Office**

---

Kevin is currently based in New York and leads the UK National Audit Office's (NAO) performance audit program with the United Nations, routinely applying management system thinking to multi-organization problems. He joined the NAO from the private sector, where he worked in textile engineering and the education sector. He has authored reports for UK Parliament including reviews of government department's continuous improvement programs and an assessment of the maturity of process management in central government. Outside of the NAO, Kevin advises the board of a major UK charity and holds an MSc in Economics.

## **Julie Thumser-Kerlee, Continuous Improvement Manager, Department of Social and Health Services**

---

As the Continuous Improvement Manager for DSHS, Julie leads Lean and continuous improvement efforts and strategies for the Department including the statewide Lean Practitioner Certification Developmental Job Assignment program that certifies staff as DSHS Lean practitioners and facilitators. Before this position, Julie oversaw the development and implementation of continuous process improvement for IT across for the Department and was a Washington State Quality Award Examiner. Julie is passionate about using Lean and continuous improvement to provide excellence in service to the clients we serve.

*Presenter Bios. continued*

---

### **Sage Vann, Innovation Strategist, Back Loop Consulting**

---

Sage uses his expertise in software technology and user focused design to bring ideas to life. Influenced strongly by the Lean Startup, Human Centered Design, and Agile methodologies Sage is a well rounded software technology veteran with experience in designing and building applications that strongly impact users.

---

### **Gwen Voelpel, Assistant City Manager, City of SeaTac**

---

One of Gwen's responsibilities is to spearhead the City's first comprehensive strategic planning, performance management and process improvement effort based on Lean Six Sigma principles. SeaTac's "Align and Improve" effort began in 2013 and has resulted in improved staff alignment with an overarching set of values and goals, a more data-driven process using dashboards for decision making, and revised processes to better serve both internal and external customers.

Born and raised in Washington, Gwen worked for seven years for the Washington State Department of Revenue before starting in local government in 1996. Her municipal experience includes 11 years for the City of Tacoma, two years for the City of Black Diamond and three years with the City of Snoqualmie before joining SeaTac in 2012. She serves on the Washington City-County Management Association and Emerging Local Government Leaders Washington Advisory boards.

---

### **Christine Warnock, Strategic Business Initiatives Manager, Department of Enterprise Services**

---

Christine Warnock is the Strategic Business Initiatives Manager for the State of Washington, Department of Enterprise Services, Contracts, Procurement and Risk Management Division. Christine has 31 years of procurement experience, including state, federal, manufacturing and higher education fields. She has been with the State of Washington, Contracting Division for the past 24 years, where she began as a buyer. Christine has been applying strategic Lean principles to personnel activities, procurement process improvements, and strategic planning.

---

### **Jeff Watson, Strategic Advisor, Seattle City Light**

---

Jeff Watson has been working at Seattle City Light as a Strategic Advisor in the Business Process Redesign Group since December 2014. Jeff has over 15 years of experience implementing Lean in several industries either as an external consultant or internal employee.

---

### **Shelley Whitehead, Strategy Advisory, Government of Saskatchewan**

---

Shelley Whitehead is a Strategy Advisor with the Government of Saskatchewan, Canada. She provides advice, support and oversight for enterprise projects including Lean implementation across government and its major third parties, and Public Service Renewal. Shelley has more than 30 years of experience in public sector management and has served in a variety of senior capacities including Assistant Deputy Minister, Social Services and Executive Director, Post-Secondary Education and Skills Training. She holds a MSW and BA from the University of Regina, and a BSW from the University of Calgary.

### Onsite Dining

---

The Greater Tacoma Convention & Trade Center's food service partner, Aramark, is pleased to offer convenient, onsite concession services. Debit and Credit Cards are accepted. There is also one ATM at the Greater Tacoma Convention & Trade Center. It is located on the fifth floor level near the escalators.

#### Coffee

Coffee carts will open for latte service at 7:30 am on Tuesday and 8:00 am on Wednesday.

#### Lunch

The Gourmet Grille, located in Exhibit Hall A, will open for lunch at 11:00 am. The Gourmet Grille offers an array of hot and cold items, such as burgers, sandwiches, wraps, salads, snacks, and a variety of beverages.

### Offsite Dining

---

In addition, there are many convenient options accessible via a short walk or Tacoma's complimentary Link Light Rail. A few options are listed below. A complete list is available at the information desk in the main lobby of the 3rd floor.

- *Evergreen Cafe - 1423 Pacific Ave. (253) 382-1330*
- *Aviateur French Diner - 1498 Pacific Ave. (253) 573-9000*
- *Smooth & Juicy/Satellite Coffee - 1121 Court D (253) 365-6706*
- *Cutters Point Coffee, Soups & More - 1936 Pacific Ave. (253) 272-7101*
- *Pacific Grill (next to the Marriott) - 1502 Pacific Ave. (253) 627-3535*
- *Bite (in the Hotel Murano) - 1320 Broadway (253) 591-4151*
- *TWOKOI Japanese & Sushi - 1552 Commerce St. (253) 274-8999*
- *Galanga Thai Cuisine - 1129 Broadway (253) 272-3393*
- *A Renaissance Cafe - 1746 Pacific Ave. (253) 572-1029*
- *The Swiss - 1904 Jefferson Ave. (253) 572-2821*
- *Subway (U of W) - 1910 Pacific Ave. (253) 383-5207*
- *The Old Spaghetti Factory - 1735 Jefferson Ave. (253) 383-2214*
- *The Rock Wood Fired Pizza - 1920 Jefferson Ave. (253) 272-1221*
- *Fujiya Japanese Restaurant - 1125 Court C #1 (253) 627-5319*

# Glossary

---

**4P Model of the Toyota Way:** A reference to the four categories, Philosophy, Process, People and Partners, Problem Solving, of the 14 principles of the Toyota Way, a book by Jeffrey Liker.

**Agile:** A method designed to uncover better ways of developing software that values individuals and interactions over tools, working software over comprehensive documentation, customer collaboration over contract negotiation, and responding to change over following a plan.

**CPI:** Continuous Process Improvement

**Cultural enablers:** Principles that include respect for every individual and the kind of humble leadership that assures people are developed in a safe environment.

**DMAIC:** Define, measure, analyze, improve, and control. A method for guiding the facilitation of improvement projects.

**Daily Management:** A systemic way of working (planning, measurement, and problem solving) that connects leaders to those who are closest to the work processes and customers.

**Flow: (or Continuous Flow)** Producing and moving one item at a time (or a small and consistent batch of items) through a series of processing steps as continuously as possible, with each step making just what is requested by the next step.

**Gemba Walk:** A management practice for grasping the current situation through direct observation and inquiry before taking action.

**Huddles:** Meetings at project tracking boards among improvement teams doing status reports on value-stream performance or progress toward value-stream improvement goals and action plans.

**JIT: Just-in-Time Production.** A system of production that makes and delivers just what is needed, just when it is needed, and just the amount needed.

**Kaizen:** Continuous improvement of an entire value stream or an individual process to create more value with less waste.

**Kanban Boards:** A Kanban is a signaling device that gives authorization and instructions for the production or withdrawal (conveyance) of items in a pull system. The term is Japanese for “sign” or “signboard.”

**Leader Standard Work:** Sometimes called “kaizen for management,” leader standard work, when combined with the appropriate lean leadership behaviors, changes the role of managers from being the primary problem solvers to building the problem-solving capability of employees.

**Lean Sigma:** A term used to characterize an approach that seeks to harness the power of both lean and six sigma in a single improvement effort.

**Lean Transformation Model:** A model, articulated by John Shook, CEO of Lean Enterprise Institute, organizations can use to guide lean transformation efforts.

**Personal Kanban:** A method for visualizing and tracking items of personal value, such as tasks, work, and goals. It can also be applied to team work. The title of a book by Jim Benson.

**Plan Do Check Act:** An improvement cycle based on the scientific method of proposing a change in a process, implementing the change, measuring the results, and taking appropriate action.

**Root Cause Analysis:** A method for solving problems that seeks to identify why a problem occurred in the first place.

**Six Sigma:** A quality standard of just 3.4 defects per one million opportunities; 99.9996% perfect.

**Sensei:** The Japanese term for “teacher.” Used by lean thinkers to denote a master of lean knowledge as a result of years of experience in transforming the gemba (the place where work actually is done). The sensei also must be an easily understood and inspiring teacher.

**Scientific method:** A body of techniques used to investigate things that happened, gain new knowledge about the reality of such things, and integrate knowledge from what was learned. Techniques rely on empirical and measurable evidence.

**TWI:** A series of training programs developed during WWII enabling U.S. companies to hire and train huge numbers of new workers to replace those who had gone to war.

**The Toyota Way:** Title of a book by Jeffery Liker.

**Toyota Production System:** The production system developed by Toyota Motor Corporation to provide best quality, lowest cost, and shortest lead time through the elimination of waste.

**Toyota Kata:** Title of a book by Mike Rother.

**Value Stream:** All of the actions, both value-creating and nonvalue-creating, required to bring a product from concept to launch (also known as the development value system) and from order to delivery (also known as operational value stream). These include actions to process information from the customer and actions to transform the product on its way to the customer.

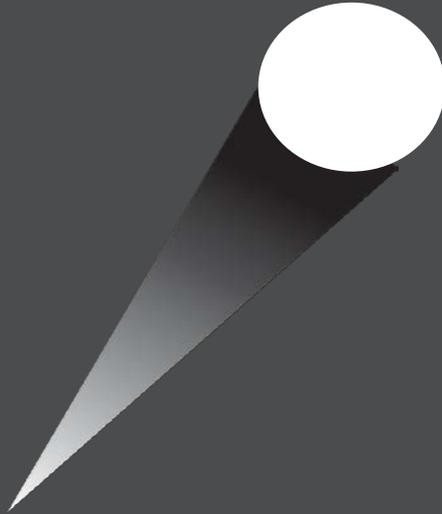
**Value Stream Mapping:** A simple diagram of every step involved in the material and information flows needed to bring a product from order to delivery.

**WIP: Work-in-Process.** Items between processing steps within a facility. In lean systems, standardized work-in-process is the minimum number of parts (including units in machines) needed to keep a cell or process flowing smoothly.

**Waste:** Any activity that consumes resources but creates no value for the consumer.



# Deloitte.



## Big challenges demand brilliant solutions

Complex issues present new opportunities to be more innovative, efficient and open. That's why state government leaders turn to Deloitte. Whether it's cost reduction, performance management, shared services, analytics, or reform, Deloitte stands ready to help. Our mix of private-sector perspective and public sector experience delivers results today and achieves more tomorrow.

See how.  
Visit [deloitte.com/us/stategovernment](http://deloitte.com/us/stategovernment)

"Deloitte" means Deloitte Consulting LLP, a subsidiary of Deloitte LLP. Please see [www.deloitte.com/us/about](http://www.deloitte.com/us/about) for a detailed description of the legal structure of Deloitte LLP and its subsidiaries. Certain services may not be available to attest clients under the rules and regulations of public accounting.

Copyright © 2015 Deloitte Development LLC. All rights reserved.  
36 USC 220506  
Member of Deloitte Touche Tohmatsu Limited



WASHINGTON STATE  
CORRECTIONAL INDUSTRIES

We manufacture success by  
applying lean principles to  
everything we produce —  
from our products to  
our people.

#### MISSION STATEMENT

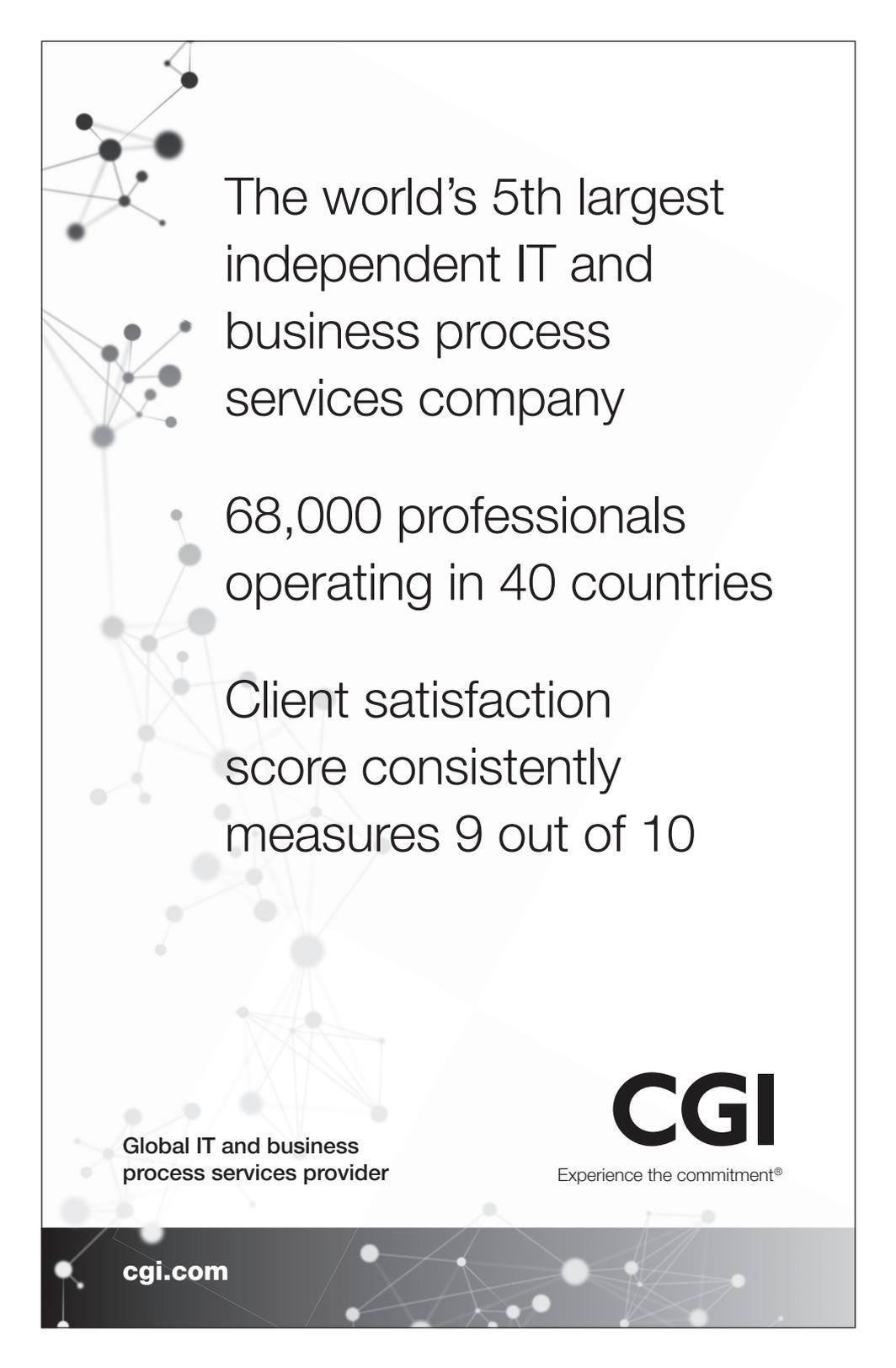
As a business, Correctional Industries is committed to maintain and expand offender work training programs which develop marketable job skills, instill and promote positive work ethics, and reduce the tax burden of corrections.

Correctional Industries is proud to support the 2015 Washington State Government Lean Transformation Conference.



1 . 8 0 0 . 6 2 8 . 4 7 3 8

[www.washingtonci.com](http://www.washingtonci.com)

A background network diagram consisting of various sized grey and black nodes connected by thin lines, creating a complex web-like structure. The nodes are scattered across the page, with some clusters and some isolated points.

The world's 5th largest  
independent IT and  
business process  
services company

68,000 professionals  
operating in 40 countries

Client satisfaction  
score consistently  
measures 9 out of 10

Global IT and business  
process services provider

**CGI**

Experience the commitment®

[cgi.com](http://cgi.com)



People



Ideas



Plans



Tasks



Content



Conversations



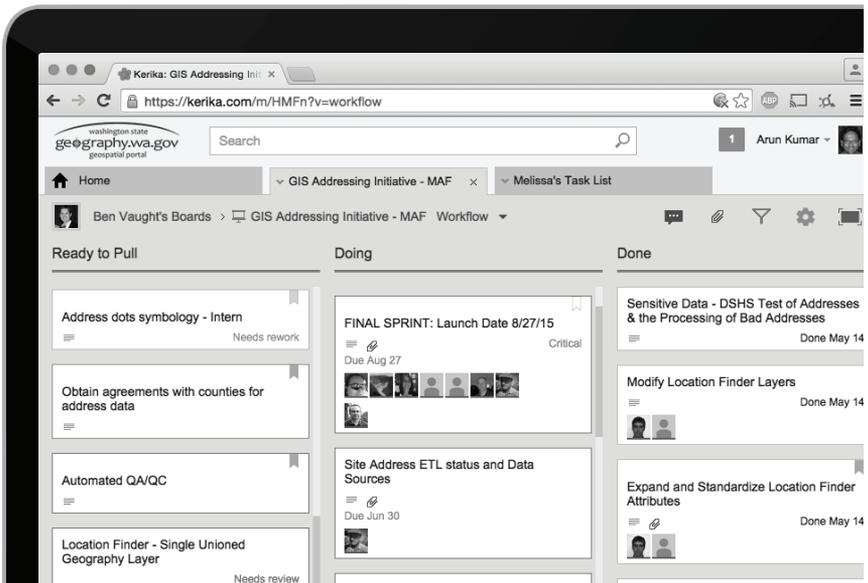
Context



# Only Kerika brings it all together.

Work management for Lean and Agile Teams, right in your browser.

Learn more: [Kerika.com/LeanGov](https://kerika.com/LeanGov)





Seattle Children's is proud to support the 2015 Lean Transformation Conference and the work of Washington State Government to implement lean principles and methods across all state agencies.

Seattle Children's is committed to continued performance improvement and lean principles thereby improving quality and safety to deliver the best healthcare to patients and families. To learn more about our lean journey, visit [www.seattlechildrens.org/cpi](http://www.seattlechildrens.org/cpi)



**Seattle Children's**<sup>®</sup>  
HOSPITAL • RESEARCH • FOUNDATION

Hope. Care. Cure.™



**CREATING SHARED  
PROSPERITY FOR ALL.**

**WSECU**

wsecu.org | 800.562.0999



## Thank You to Our Sponsors

### Platinum

---



**MassIngenuity**<sup>®</sup>  
SEE. BELIEVE. ACHIEVE.



### Gold

---

**CGI**



**Seattle Children's**<sup>®</sup>  
HOSPITAL • RESEARCH • FOUNDATION

**WSECU**

### Silver

---

Deloitte Services LP

Election Systems and Software

Kerika

Koné Consulting

Premera Blue Cross

Tacoma Pierce County Health Department

UW, Tacoma

Virginia Mason Institute

Washington State Correctional Industries

# CAN YOUR TECHNOLOGY HELP IMPROVE PROCESSES, REDUCE WASTE, AND IMPROVE SPEED?

## PEGA CAN.

Pega® helps government achieve lean efficiencies through pragmatic digital government strategies. Government agencies use Pega to help eliminate waste through:

- Building new digital solutions or simplifying existing legacy systems with an efficient approach to modernization,
- Streamlining execution of operations through process automation, and
- Continuous monitoring and improvement of end to end digitized government business solutions.

CRM Evolved • [pega.com/government](http://pega.com/government)

CUSTOMER SERVICE | SALES & ONBOARDING | MARKETING | OPERATIONS

©2015 Pegasystems. All rights reserved.





**INTEGRIS**  
PERFORMANCE ADVISORS

A Proud Partner of  
Washington State's  
Lean Journey



Building an Intentional Lean Culture  
Aligning Lean efforts across the organization  
Developing your leaders to run a Lean Enterprise  
Enabling improved teamwork and communication

---

**Thank you to our friends in Washington for the work you have done, and continue to do, in serving the state and its residents through your lean journey!**

---

(609) 630-0601

Contact@IntegrusPA.com

IntegrusPA.com



**BestBehaviors.com**

Powered by Integrus Performance Advisors

Acquire the assessment solutions and support products you need to drive excellence in leadership and team dynamics. Our mission is to enable you to unleash the power of your people!

Leadership Practices Inventory 360 (LPI)  
The Five Behaviors of a Cohesive Team  
Everything DiSC

Visit [BestBehaviors.com](http://BestBehaviors.com) to learn more!