

# Presenters



Washington State Government  
**LeanTransformation  
Conference**

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## **Amy Masterson, Improvement Coach, Global Operations, Starbucks**

Amy Masterson (senior operations testing manager, Global Operations) joined Starbucks 20 years ago as a barista and has held a variety of roles with U.S. and international operations and product development. Amy has championed Lean at Starbucks since 2010 and led the development of an introductory Lean and Problem Solving curriculum for the company. Amy currently serves as an Improvement Coach for Starbucks Canada where she supports leaders and Improvement Coaches in building capability to observe and coach the work. In the coming year, Amy will support the operations organization in applying Lean principles to understand and enable the work of innovation and emerging brands.

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

Becky 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. Her background and experience in organizational development and in instructional design, delivery and facilitation provide a foundation for leading a team to implement a Lean transformation.

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## **Bill Cooper, Vice President, Leading Beyond Tradition, LLC**

Bill Cooper is the Director and Associate Professor of Criminal Justice programs at Northwest University in Kirkland. He is a retired Chief of Police and former Corporate Senior Manager. Bill is the author of two books involving Lean Six Sigma, the most recent being *Leading Beyond Tradition: Exceeding Expectations in Any Economy*. He is the creator of the widely successful Cooper Management Model – a combination of proven business management principles that, working together, markedly enhance the outcomes Lean produces. His model has been adopted most recently by the Veterans Affairs Police in the Greater Los Angeles area, and after having taught his model that department produced nearly \$3 million in cost savings, double digit reductions in crime, improved performance of the department, and enhanced morale – those improvements continue to grow. Bill is a Motorola-trained Six Sigma Black Belt and Lean Six Sigma Master Black Belt. He lectures, speaks and trains extensively on Lean principles and methods, and has consulted with various public and corporate organizations, resulting in multiple millions of dollars in cost savings. Bill holds an MBA and second Master's Degree in Public Administration. He provides keynote speaking, lectures, training, and consulting services.

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## **Brett Cooper, Managing Partner, Integris Performance Advisors**

Recognizing that too many organizational improvement efforts failed to deliver against expectations, Brett co-founded Integris Performance Advisors, a performance optimization consulting and training firm's purpose is to expand the existence of healthy organizations great work. For over 15 years Brett has helped public and private organizations achieve outcome-based objectives such as improving measurable leadership behaviors, enhancing customer experience, increasing workforce engagement and improving financial results. Brett earned an MBA from the Stern School of Business at New York University and a Bachelor's degree from San Diego State University. He is a frequent speaker on topics relating to leadership, business change and performance excellence. Outside of Integris, Brett is a volunteer coordinator for the East Bay Stand Down program, a not-for-profit serving the needs of homeless Veterans throughout the San Francisco Bay Area.

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

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Brett currently performs as a Workshop Leader and Facilitator for Rapid Process Improvement Workshops/Kaizen events and educates Lean Leaders in Lean methods, principles and tools. Brett joined the Kaizen Promotion Office in October of 2005 as the first KPO specialist at Premera. Prior to the 8 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.

## **Carlos Venegas, Principal, Lean Office Innovation**

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Carlos Venegas, principal of Lean Office Innovation and Straus Forest LLC, holds a Masters degree in Applied Behavioral Science. He is a certified Lean Consultant, and has studied Lean in both Japan and the United States. He has led successful Lean Office implementations in a wide range of organizations, including governments at the city, county, regional, state and federal levels. Carlos is the author of *Flow in the Office: Implementing and Sustaining Lean Improvements*, published by Productivity Press. He is also the author of *Rapid Office Kaizen for Government* and co-author, with Kelly Spangler, of *Rapid Office Kaizen for Law Enforcement and the Criminal Justice System*.

## **Carol Knight-Wallace, Principal, KnightVantage, LLC**

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Carol Knight-Wallace is an operational and performance excellence expert who has spent much of her career launching programs and services or improving processes and organizations. She spent more than a decade in financial services as an internal consultant/project manager, program manager, and process engineer (Lean Six Sigma). She also served more than 20 years in state (DOL, DOH, WTSC) and local government managing efforts in quality/performance excellence, public relations, operations management, and social services. She holds a Lean Six Sigma Black Belt Certification from ASQ, a Project Management Professional (PMP) certification from PMI, a Certificate in Total Quality Management from the University of Washington, and is a Senior/Alumni Examiner for the Baldrige Criteria for Performance Excellence. In addition, she holds a Bachelor of Arts from TESC and a Masters and Bachelors in Business Administration from City University.

## **Charles Kennedy, Associate Vice President for Facilities, University of Washington**

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Charles Kennedy is UW's Associate Vice President for Facilities, the largest unit (about 980 FTE) in Finance & Facilities. Mr. Kennedy's functional areas of responsibility include Maintenance & Construction, Building Services, Emergency Management, Transportation Services, Organizational Resources, Business Services, and Campus Engineering & Operations. He also serves as Executive Co-Sponsor for Lean in F2, and is an enthusiastic pioneer of aligning strategy with operations, in service and support to the Campuses' students, faculty and staff.

## **Chris Anibarro, Continuous Performance Improvement Consultant, Seattle Children's Hospital**

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Chris Anibarro brings over 17 years of facilitation and consulting experience in the fields of education, social services and health care. He currently serves as a senior consultant in the Continuous Performance Improvement department at Seattle Children's Hospital providing consultation on their Lean transformation journey. Chris brings a wide range of expertise to his consulting including leadership development, operational assessment, strategic planning, value stream mapping and continuous improvement.



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

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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 ASQ. 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 Bachelors of Science degree in Electrical Engineering from the University of Nebraska.

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

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Chris Liu has been Director for the Washington State Department of Enterprise Services since June 1, 2013. Prior to his current position, Liu was Director for the Washington Office of Minority and Women's Business Enterprises, a state agency designed to improve the participation of minority- and women-owned businesses in state and federal contracting. Liu has also served as Director of Retail at the state Liquor Control Board and for five years beginning in April 2005, he directed Washington's Lottery. Previous to government service, Liu had a 30-year career in corporate executive positions. Chris has applied Lean thinking, tools and techniques since 1984 when he trained at Toyota in Japan. He earned a Bachelor of Science in business marketing from the University of Hawaii, his native state. As the son of a military father, Liu has lived in Argentina, Brazil, Canada, China, Germany, Italy, and Spain as well as numerous locations in the United States. Liu is a Navy veteran, avid outdoor enthusiast, and holds a private pilot's certificate.

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

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Over the past 20 years, Christine Frishholz has focused her consulting career in the areas of customer experience management, process improvement (Lean Six Sigma, TQM, Baldrige criteria, Continuous Improvement), training and organization development. She has held executive positions in the hospitality, retail and financial services industries, but started her career in the public sector, focused on education. She has served as a senior examiner for the Washington State Quality Award, and completed her TQM certificate from the University of Washington. A certified Six Sigma Black Belt and a Master Trainer, she is a featured speaker at corporate and industry events. 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.

## **Collin McLoughlin, President, Enna**

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In 1996, Collin McLoughlin embarked on a tour that would change his life and become a turning point in his professional year. He toured some of the best manufacturing companies in the world while in Japan. He became focused on process improvement even though his degree was in Finance. He went from a person focused on numbers to a person focused on people. In the next 12 years Collin led the startup of an internationally recognized consulting firm. His next step took him to Brussels, Belgium where he helped DHL Express Logistics implement a strategic process improvement plan for 300 fulfillment and distribution centers across Europe, Middle East, and Africa. Collin is an exceptional leader and knowledgeable about how to create the right structure for success. His training in Lean Manufacturing is shop floor grown and his practical skills along with education are unparalleled. In 2004 he left his career at DHL to establish, Enna.com, a publishing business focused on providing companies with the material to lead their own continuous improvement efforts without the aid of external help. You will find him always stating that "our



products focus on providing the trainer with all the knowledge and support implementing continuous improvement.” This is the slogan of his publishing company, Enna, “Knowledge into Practice”. He also leads businesses on best-practice study trips to Japan and has forged relationships with the best businesses to ensure the highest level of learning. He has trained over 6000 people in process improvement and has experience in 12 different industries. Collin is the author of over 300 published products from books to posters to videos. His latest venture, 2013, is the launch of [uttana.com](http://uttana.com) an online Lean Video Library Platform. With the launch of [uttana.com](http://uttana.com), Collin is drawing on experience as a life-long learner. “We need to bypass the formality of training, to allow people to learn at will. This is the future of learning; where information is passed from peer-to-peer.” To do this we need to use the capability of the internet to get access to high quality content at anytime, anywhere. As a visionary, Collin is pushing the world of employee continuing education forward. Collin’s most unique asset is empowering others to succeed. He will divulge all secrets to success and put you in contact with the resources and people to accomplish that success. Education: 2012 – Master Black Belt, Fulton School of Engineering, ASU; 2008 – Six Sigma Black Belt, Fulton School of Engineering, ASU; 2007 – MBA, Operations Strategy, Warwick Business School; 1998 – BBA, Honor’s in Finance, Trinity

## **Daniel Hanson, M.D., Virginia Mason Medical Center**

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Dr. Daniel Hanson is a hospital based physician (Hospitalist) at Virginia Mason Medical Center. He has been involved in hospital leadership as a VMPS certified workshop leader and was chosen as a 2012-13 Kaizen Fellow. His Fellowship experience included 18 months of intense study of Lean methods, tours of Japanese manufacturing facilities in varying stages of Lean implementation, and a culminating project. Kaizen Fellows also supported Washington State Value Stream Mapping Workshops where Dr. Hanson served as a participant and advisor to the Washington State Parks Department.

## **Darrell Damron, Enterprise Lean Consultant, Results Washington, Office of the Governor**

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With a passion for public service, Darrell joined Washington state government in 1991 and has served in the Department of Corrections and Department of Revenue. Darrell is helping Washington state government learn to use lean thinking and tools to deliver better value to more Washingtonians and make public service a delightful experience for employees for generations to come. Prior to joining state government, Darrell earned a BA in Communications and served six years on active duty in U.S. Marine Corps.

## **Darril Wilburn, Managing Partner, Honsha Associates**

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Darril Wilburn was a leader in the development and implementation of some of Toyota Motor Manufacturing’s highest profile leadership development programs. Darril led the Toyota Way 2001 (Toyota core values and principles) implementation at Toyota’s largest manufacturing plant in North America. Darril worked with The Toyota Institute in Japan to develop the Toyota Business Practice (TBP) leading the global pilot of this program as well as the North American Senior Executive sessions. While at Toyota, Darril studied the Toyota Production System as a student of OMDD, Toyota’s internal Sensei group. As a Managing Partner at Honsha, Darril has had the opportunity to work with the public and private sector on projects that reflect the current global economic condition including a lecture series for Harvard Business Review in Latin America. Darril is also co-author and co-editor of the recently released book, *Toyota by Toyota*.



## **Delila Katzka, Manager, Research Continuous Performance Improvement, Seattle Children's Research Institute**

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Delila is an accomplished Lean Leader and Project Manager with over 15 years of contributions in Program Development, Project Management, Lean Consulting and Strategic Planning. She leads a team of consultants and project managers at Seattle Children's Research Institute focused on increasing staff and faculty engagement in Continuous Performance Improvement (CPI) and integrating CPI into daily work. She is skilled in leading large scale improvement efforts facilitating Value Stream Mapping, Rapid Process Design and Rapid Process Improvement Workshops; however, over the past two-three years has shifted focus to growing lean leaders with a daily management framework based on Toyota's 14 Key Principles. Delila has taken the lead in creating new and reinventing existing training programs focused on experiential learning and the application of lean thinking under the leadership of a coach. This approach has propelled Research Support Services (RSS) in their lean journey. Several key RSS departments have revolutionized their office work by employing lean production line concepts to "intelli-lines" emphasizing the importance of flow, first-in-first-out (FIFO) and stopping to fix problems as they occur.

## **Doug Merrill, Associate Director for Operational Excellence, UW Finance and Facilities (F2)**

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Doug Merrill is Associate Director for Operational Excellence, Finance & Facilities, University of Washington. He oversees Lean coaching, launches, improvement cycles, team maturation, and other program components. Prior to coming to UW in 2008, Doug spent 28 years at Macys, in various management positions, and has a Lean Six Sigma Black Belt.

## **Greg Beach, Senior Director, Seattle Children's**

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Greg Beach is the Senior Director of Seattle Children's Supply Chain Department. Supply Chain strives to provide quality processing and distribution services to Children's 24 hours a day, 7 days a week. They manage and distribute medical supplies, equipment, and linen for patient care both on and off the main campus. In addition, they offer a variety of processing services for reusable medical devices, instruments, and sets. Supply Chain also performs consultations on supply chain issues and initiatives to internal departments and assists departments with recycling and equipment disposal.

## **Harry Kenworthy, Principal and Manager, QPIC, LLC**

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Harry is a Lean Six Sigma (LSS) Master Black Belt and also Principal & Manager of the Quality and Productivity Improvement Center (QPIC, LLC and [www.leangovcenter.com](http://www.leangovcenter.com)) in a full time role since 2004. Previously, he was VP, Manufacturing for Rogers Corporation and, in concert with GE, developed and deployed Lean Six Sigma throughout Rogers in the US, Europe, Japan and China. He worked with Dr. W. Edwards Deming in 1983-85 on a series of seminars throughout the US. He has spoken at over 90 conferences on Leadership, Quality, Productivity, Lean, and Six Sigma, and has been published in numerous magazines. Harry also had extended relationships with Dr. Joseph Juran and Dorian Shainin. For 9 years, he was on the Board of Directors of a Japanese Joint Venture based in Nagoya, Japan. The JV was a key supplier to Toyota and Harry studied Lean from the Toyota perspective. From 1989-1991 he was a Malcolm Baldrige National Quality Examiner. Harry was one of the first practitioners to apply Lean Six Sigma (LSS) in the Government sector in the mid-90s. His work is focused on partnering with leadership to change the culture of organizations. QPIC's clients have included numerous Local, State and Federal Government agencies that have been improved by removing wastes and reducing costs while also reducing overall process cycle times and improving customer service. QPIC, LLC is also the Lean government service provider for the International City/County Management Association (ICMA) and the Government Finance Officers Association (GFOA). QPIC has been awarded statewide Lean government master contracts in CO, CT, UT and WA.





## Hope Wiljanen, Principal, Wiljanen and Associates

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Hope Wiljanen has a degree in Industrial Engineering from Auburn University, graduating Magna cum Laude. Hope began studying the Toyota Production System in Japan in 1985. She has held executive positions at Group Health Cooperative, CooperVision Cilico and Deltapoint Corporation. Over the last 20 years, she has applied lean techniques and methods in Aerospace, Health care, Telecommunications, and Wood Products industries. Hope is a certified Production and Inventory Manager through American Production and Inventory Control Society (APICS).

## Jennifer Becker, Vice President of Ambulatory Operations, Seattle Children's

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Jennifer Becker currently serves as Seattle Children's Vice President of Ambulatory Operations. In her time at Seattle Children's, she has lead in the roles of Director of Orthopedics, Sports Medicine, Adolescent Medicine and Obesity, as well as Senior Director of Ambulatory Operations. She previously served as the Director of Ambulatory Operations for the Fairview - University of Minnesota Health Care system in Minneapolis, Minnesota. Jennifer serves as a 'LEAN leader' at Seattle Children's where she has led numerous performance improvement activities across the health care system. She received her M.A. from the University of Wisconsin-Madison.

## Jennifer Christison, CPI Practice Manager, Seattle Children's

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Jennifer Christison manages a team of internal consultants who work with Children's Hospital Seattle clients in the development and facilitation of Value Stream Initiatives and other Performance Improvement projects using Toyota Production System principles and lean processing tools. Consultants have achieved hospital based certification to teach CPI methods to promote Children's strategy to achieve breakthrough results that are exemplary in the areas of Quality, Cost effectiveness, Delivery of service, Safety and Engagement.

## Jenifer Franklin, Director, Office of Lean Transformation, Employment Security Department

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Jenifer Franklin is currently the Director of the newly formed Office of Lean Transformation and Quality Improvement for the Washington State Employment Security Department. Jenifer's Lean journey began in 1997, when she worked at Alcoa Lafayette Operations in Indiana. Alcoa had just begun their enterprise-wide transformation from traditional manufacturing to Lean manufacturing. Jenifer spent three years as an organization development specialist, teaching leadership development and change management skills to leadership and staff to support the cultural shift to a Lean organization. Subsequently, Jenifer worked as a line manager in the Ingot Finishing department, implementing Lean manufacturing practices. Jenifer has over 20 years of experience in manufacturing, leadership and change management consulting, interpersonal skills training, small business, and state government leadership and program management. Jenifer has a Master of Arts (MA) in Applied Behavioral Science from the Leadership Institute of Seattle, Bastyr University, and a Bachelor of Arts degree from the University of California, Berkeley.

## Jim Benson, CEO, Modus Cooperandi, Inc.

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Jim is a pioneer in applying Lean and Kanban to knowledge work and software development. He is the CEO of Modus Cooperandi, which was the first company formed to train people in Lean for Knowledge Work and the use of kanban. He is the creator Personal Kanban and co-author of *Personal Kanban: Mapping Work | Navigating Life*, a 2013 Shingo Prize winning book, as well as the recipient of the Brickell Key award for Excellence in Lean Thinking in 2012. Jim is a recognized international keynote speaker. His other books include *Why Plans Fail* and *Beyond Agile*. He is @ourfounder on Twitter.



## John Bernard, Chairman and Founder, Mass Ingenuity

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John serves as an advisor to Governor Inslee's Results Washington effort. His **Now Management System**, which he details in his book *Business at the Speed of Now* (Wiley 2012), has been implemented in 14 agencies in the State of Oregon. John and his team are now working with agency teams implementing Results DRS, Results Lottery, Results Commerce, and Results Licensing. John was on the first team in the United States to implement Lean practices at Omark Industries in Portland, Oregon. He has gained a national reputation for successful implementation of results-driven government, and is currently writing a new book *Rhetoric to Results, How the States are Getting Down to Business and Rediscovering the Promise of America*.

## John Okoro, Consultant – Agile Offering, Lead Point B

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John Okoro is a consultant for Point B, a Seattle based consulting firm. John leads the Point B Agile Service Offerings. His team includes consultants in Lean, Technology and Project Leadership. John has over 15 years of project leadership and process improvement knowledge in technology related projects. John has led corporate training, executive education, and introductory Agile sessions in corporations across multiple industries. John has also taught several courses in the academic higher education setting in the business and technology space. John has proven success in numerous roles as an Agile leader. He has worked in the telecommunications, entertainment, real estate, information services, financial services and professional services industries for numerous Fortune 500 companies. John has experience with start-up and entrepreneurial ventures and working with government clients. In addition to his Project Leadership and IT Process Improvement roles, John has also served in critical roles in the areas of Technology Architecture, and New Product Launch. John has utilized Agile principles to drive culture change and improve business and technology processes that have resulted in significant improvements in cost, customer delivery and satisfaction, quality and employee morale. John has a passion for using Agile and Lean principles to create business value and competitive advantage for companies. However, his greatest excitement is through the coaching and development of team members on their technology process improvement journey, enabling them to initiate and sustain their own improvements and culture change. A key success factor for John is using a servant leadership approach and "respect for every individual" to empower teams. John has a Bachelor of Science degree (University of California Irvine), a Master of Business Administration (MBA) degree (UCLA), and a Juris Doctorate (JD) degree (Southwestern Law School). John is a Certified ScrumMaster (CSM) and a Certified Scrum Product Owner (CSPO).

## Kirk Justus, Director of Facilitation and Development, Priority Management

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Kirk Justus has over 25 years of experience in corporate education, facilitation, and coaching. He has a Masters in Business Administration from Texas Tech University and a Bachelor of Arts from Austin College. Kirk works closely with the corporate office as a member of Priority's International Product Development Teams for Time Management and Project Planning curricula. His current focus is updating the Working Sm@rt with iPhone/iPad and the Working Sm@rt with BlackBerry programs. His facilitation duties regularly take him throughout North American as well as Africa, Asia, Europe, South America, and the UK as he provides workshops for Priority's customers. Whether teaching time management, effective meetings, influencing, or project planning Kirk's and Priority's objective for the participants remains the same: changing behaviors and helping people discover A Better Way To Work. He was born and raised in Dallas, Texas and currently lives there with his wife Leslie.



## **Laurie Bolton, Director, Office of Institutional Assurances, Seattle Children's Research Institute**

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Laurie leads the Office of Institutional Assurances, a team of attorneys, former researchers, and administrators who work within the regulatory framework of human subjects protection to facilitate the Institutional Review Board (IRB) processes and to empower the discovery of researchers. She has over 7 years of experience in the area of human research subjects protection as well with Lean methodology. Her department has integrated CPI into its daily work, including the creation of "intelli-lines", a daily management system, and leader standard work, which has resulted in significant improvements in overall turnaround times and transparency. Laurie employs a pragmatic and collaborative approach to engage her team in daily improvement efforts. Prior to joining Seattle Children's, Laurie practiced law as a criminal and civil litigator and brings a broad base of experience to the team.

## **LuAnn Stokke, Director of Operational Excellence, UW Finance & Facilities (F2)**

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LuAnn Stokke leads the program management and deployment of Lean across the 1,400-employee Finance & Facilities (F2) unit of the UW. She and her team oversee events, coaching, facilitation, learning opportunities, and external communication, and manage a "Lean Center" as the hub of activity for the large-scale deployment underway. As Director of Operational Excellence, Ms. Stokke and her team also integrate the metrics and reporting frameworks that support the quantifiable results that Lean is leveraging across F2. She reports to the UW Senior Vice President. Charles Kennedy is UW's Associate Vice President for Facilities, the largest unit (about 980 FTE) in Finance & Facilities. Mr. Kennedy's functional areas of responsibility include Maintenance & Construction, Building Services, Emergency Management, Transportation Services, Organizational Resources, Business Services, and Campus Engineering & Operations. He also serves as Executive Co-Sponsor for Lean in F2, and is an enthusiastic pioneer of aligning strategy with operations, in service and support to the Campuses' students, faculty and staff.

## **Marcie Frost, Director, Washington Department of Retirement Systems**

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In addition to running DRS, and serving in key roles on the Washington State Investment Board, Marcie is the cabinet lead for Governor Inslee's Results Washington. She was appointed director of DRS in 2013 by Governor Inslee where she was also recognized for her work with performance management and agency culture. Marcie 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 executive level positions, including human resource director; chief information officer; senior assistant director for operations, deputy director and, most recently, director.

## **Mark McKenzie, Program Manager for Lean, UW Finance and Facilities (F2)**

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Mark McKenzie is Program Manager for Lean, focusing on team development and operation of the Lean Center. He enjoys working with groups and teams in the Facilities Services area, and in developing frameworks and systems to support the rollout of Lean at UW. Prior to joining the F2 Lean Team, he was Strategic Initiatives Analyst in UW's Facilities Services organization. He is a 2005 graduate of UW.





## **Mary Alice Heuschel, Chief of Staff, Office of the Governor**

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Dr. Mary Alice Heuschel was appointed Chief of Staff by Governor Jay Inslee on January 16, 2013. Dr. Heuschel was superintendent of the Renton School District from July 1, 2006 until January 2013. She was previously Deputy State Superintendent for the Washington State Department of Education; Office of Superintendent of Public Instruction (OSPI) for six years. Dr. Heuschel also served as a school principal in the Yelm School District; assessment specialist in the education department in Hawaii; teacher at West Point Military Academy; teacher in Department of Defense schools in Europe; and special education teacher. Dr. Heuschel was appointed to the Washington STEM Board in 2010, elected to the Board for Education Northwest (previously NWREL) in 2008, serves on the College of Education Advisory Council for Seattle University and on the Professional Education Advisory Board for Seattle Pacific University. Dr. Heuschel also serves on the state Special Education Advisory Council, the Puget Sound Educational Service District Advisory Board, and is past-president for the Washington Association of School Administrators (WASA)-Metro region. She was named the 2011 Washington State Superintendent of the Year and received the Renton Rotary Outstanding and Dedicated Service Award. In addition, Dr. Heuschel has been recognized with four leadership awards by the Washington Association of School Administrators, the Association of Washington School Principals and the Washington State Parent Teacher Association. Dr. Heuschel is a long-standing member of several state and national educational research and leadership associations.

## **Mike Sangalli, Lean Six Sigma Master Black Belt, ICF International**

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Mr. Sangalli is a Certified Lean Six Sigma Master Black Belt with over 35 years' experience in services, operations, administration, and production manufacturing in the area of Continuous Improvement and Quality Control. He has directed large scale Improvement Deployments and has also led and managed a wide variety of Lean Six Sigma projects, Kaizen events and Value Stream Mapping Analysis efforts over the past 20 years. Mr. Sangalli has conducted numerous Lean and Six Sigma training sessions stretching from introductory level through Design for Six Sigma and currently teaches Lean Six Sigma courses and "hands-on" applications labs through a partnership with Rose State College in Oklahoma City. He has spent the majority of his career in hands-on project management as well as functioning at the corporate level for years in management of Quality and Continuous Improvement. Mr. Sangalli currently serves as the Sr. Lean Six Sigma Program Manager for ICF International, both directing all LSS efforts and serving public and private sector clients in the areas of consulting, mentoring, advising and assisting in improvement efforts. Mr. Sangalli holds a Bachelor's of Science degree from East Texas State University and a Master's of Science in Business Administration from Texas A&M University as well as numerous certifications in industrial and business areas of expertise.

## **Mike Sullivan, Senior Lean Associate, Point B Inc.**

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Mike Sullivan is a leader in Point B's Operations and Process Improvement practice, which specializes in Process Improvement utilizing leading methodologies including Lean and Six Sigma. Mike has over 20 years of proven success utilizing various Continuous Improvement methodologies including Lean, Six Sigma, Lean Six Sigma, Customer Focused Quality and Malcolm Baldrige to drive value creation for both employers and clients. Mike is an experienced performance improvement expert, trainer, coach and project leader. He has proven success in leading complex initiatives related to process redesign and re-engineering, supply chain management, customer service operations and other back office operations including new business set-up, renewals, cash processing and case management. Mike has worked in several industries including financial services, insurance, banking, healthcare, telecommunications, retail and manufacturing. Prior to joining Point B, Mike held leadership roles in business and with a Big Four consulting firm, as well as a large insurance organization and bank. Mike has a Master of Project Management (MPM) degree and Post Graduate Certifications in Project Management (PMP) and Human Resources (PHR) and a Bachelor of Arts degrees in Accounting and Management from Marietta College. He is also a certified Lean Six Sigma Master Black Belt and Lean Master.



## **Pat Edmonds, Master Black Belt, Point B Inc.**

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Pat Edmonds co-founded and is a leader in Point B's Operations and Process Improvement practice, which specializes in Lean consulting. Pat is a seasoned performance improvement expert and trainer with over 20 years of business and consulting experience in a number of quality methodologies, including Lean, Six Sigma, and TQL. He has proven success, both nationally and internationally, in leading complex initiatives related to process redesign and re-engineering, supply chain management, customer service operations, competitive strategy, financial processes, portfolio management, and merger and acquisition integration. He has worked in the public sector, healthcare, IT, telecommunications, transportation, energy, entertainment, and manufacturing industries. Prior to joining Point B, Pat held leadership roles in business and with a Big Four consulting firm, and was a U.S. Navy pilot. Pat has a Master of Business Administration (MBA) degree and Post Graduate Certifications in Global Management and Public / Non Profit Management from Stanford University, and a Bachelor of Science degree from the United States Naval Academy. He is also a certified Six Sigma Master Black Belt and Lean Master.

## **Paul Akers, Master Black Belt, Point B Inc.**

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Paul Akers is founder and president of FastCap, an international product development with distribution in 40 countries. FastCap, based in Bellingham, Washington, launches approximately 20 new innovative products per year and is regarded as a lean leader among American manufacturers. The grandchild of Greek immigrants, Paul was born and raised in Southern California where he graduated with honors from Biola University. He worked in Pasadena restoring historical homes and taught High school industrial arts. In 2000 Paul discovered Lean manufacturing or Toyota Production System (TPS). This newfound knowledge helped him and his wife Leanne to take FastCap from a small start up in their garage into the successful product development company it is today. Using Lean, Paul's company has prospered and expanded even through the economic downturn, having never laid off an employee nor cut one salary, all while continuing to offer the highest level pay for any business in the region. Paul is an energetic speaker whose core passion is helping people discover their full potential in life. His favorite quote is "You can have everything you want in life if you just help others get what they want" (Zig Ziglar). His Passion is teaching others how to implement Lean thinking in their own business and personal life. Paul has worked with the US navy, IDF Israel Defense Forces, major European Banks as well companies and organization all over the world. Paul is a master craftsman, gardener, and designer. He built his home, a Greene and Greene style house in Bellingham, Washington, as well as the furniture and guitars.

## **Ralph Seely, Senior Lean Associate, Point B Inc.**

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Ralph Seely is a lean consultant for Point B in Seattle. Ralph has over 25 years of Continuous Improvement knowledge and experience in lean business and technology related projects. Ralph has facilitated over 250 kaizen (improvement) events or projects in Manufacturing and Administrative (business) environments. Ralph has proven success in numerous roles as a Lean leader. Ralph has extensive experience and knowledge in training and applying Lean Manufacturing-Toyota Production System (TPS), Continuous Improvement (CI), Total Quality Management (TQM), Operational Excellence (OE), and Statistical Process Control (SPC) principles, tools and techniques in driving outstanding business results. He has worked in the military, consumer products, aerospace, biotechnology, construction equipment, manufacturing, and professional services industries for numerous Fortune 500 companies. Ralph's roles include being one of the pioneers in leading the Total Quality Management (TQM) transformation for the Department of the Navy. Other roles included leading a team of process improvers in creating the concept and design for a new type of equipment. He has also helped lead Administrative (Business) improvement initiatives for a Fortune 500 company. His previous role was site Process Improvement Champion of CMC Biologics in Bothell, Wa where he initiated and led a successful lean transformation for the company. In addition to his Continuous Improvement roles, Ralph has also served in critical roles in the areas of Safety, Operations, and Quality. Ralph has utilized Continuous Improvement to drive culture change and improve business processes that have resulted in significant improvements in safety, cost, customer delivery and satisfaction, quality and employee morale. Ralph was trained in Japan by Shingijutsu Consultants (former Toyota Executives who



founded what is known as the Toyota Production System of Lean) and participated in numerous Japan study missions where he was able to further develop and apply his lean skills. Ralph has a passion for Continuous Improvement and its positive impact in creating “competitive advantages” for organizations. However, his greatest excitement is through the coaching and development of team members on their Continuous Improvement journey, enabling them to initiate and sustain their own improvements and culture change. One of Ralph’s critical success factors for Continuous Improvement is the “Learn, Do, Coach” philosophy. Ralph has a Bachelor of Science degree (Penn State University) and a Master of Business Administration (MBA) degree (Golden Gate University). Ralph is advanced lean certified in Gemba (Manufacturing) and Transactional (Office) Kaizen.

## **Renee Smith Nyberg, Process Improvement Program Manager, Department of Enterprise Services**

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Renée Smith Nyberg is the Process Improvement Program Manager for the Department of Enterprise Services where she has spent the last two years fostering Lean culture in the agency. She has more than a decade of experience leading Lean continuous process improvement, organizational change, strategic planning, and culture change projects for a variety of organizations, community groups, and boards. She previously served as Organizational Effectiveness Program Manager for the University of Washington Tacoma. Renée holds a Master of Science in Organization Development from Pepperdine University, a BA in Organizational Behavior from Seattle Pacific University, a Lean Six Sigma Black Belt, and has published on the subject of international organization development. Renée enjoys big family dinners with her husband and four grown children, running 10Ks and half marathons, and traveling.

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

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Bob Brown, Ph.D., holds his doctorate in psychology, and has worked in human performance enhancement for Olympic-class athletes as well as business for 40 years. He has served as the Service Quality Department Director and Organizational Development Consultant during his twelve years at Virginia Mason, a premier Lean healthcare organization. As a leader at Virginia Mason, he was involved in both the strategic and tactical aspects of Lean implementation, from inception to maturity. He has authored 14 books including *The People Side of Lean Thinking*; *Mistake-Proofing Leadership*; *Earn Their Loyalty*; and *Transparent Management*. His most recent article is “The Neglected Half of Lean Thinking” in *Quality Digest*. Dr. Brown is a certified Lean consultant.

## **Rosemary Martin, Microbiology Supervisor, Seattle Children’s Hospital**

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Rose Martin has been with Seattle Children’s Hospital for seven years and is the current microbiology supervisor. In her time with Children’s, she has been involved in a significant amount of CPI work, including change management for new laboratory systems and conversions, A3’s focused on process improvement and patient safety, and more. She enjoys CPI because she views each change as an opportunity to do something great. She is a graduate of the University of Washington.

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

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Samuel (Sammy) Obara is managing director with Honsha.org, an alumni association of former Toyota leaders. He has learned and implemented the Toyota Production System (TPS) at Toyota Motors in Japan, Brazil, Venezuela and in the United States. He has taught lean to over 350 organizations in industries ranging from healthcare to finance to military and government. With over 30 years of lean implementation in several countries, he taught instructors of the Lean Institute in Mexico, Denmark, Holland and is currently a faculty member of the Lean Enterprise Institute USA. He also teaches Lean at San Diego State University as well as at the Deming Institute, Shingo Prize, AME and several other educational institutions. Sammy has co-published the book *Toyota by Toyota*, where he shows an insider view of how Lean works at its birthplace. He coordinates global study missions so executives can experience the origins of lean by visiting Toyota facilities in Japan.



## **Sarah Patterson, Executive Vice President and Chief Operating Officer, Virginia Mason Medical Center**

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Sarah Patterson has been a member of the leadership team at Virginia Mason Medical Center for 30 years and currently serves as the executive vice president and Chief operating officer. She has responsibility for all operations of the clinic and hospital along with the Kaizen Promotion Office, Human Resources, Quality and Compliance, Facilities and Pharmaceutical Services. Over the past five years she has received extensive training in the Virginia Mason Production System (VMPS). VMPS is a management method based on manufacturing principles that seeks to continually improve how work is done. The training has included seven study missions to Japan. As part of the executive leadership team, she has responsibility for leading the implementation of the Virginia Mason Production System throughout the VM system. She maintains certification in Lean methodology. Patterson received her Master's in Health Administration (MHA) from the University of Washington. She was elected board chair of the Washington State Hospital Association (WSHA) in 2010/2011. WSHA represents all Washington hospitals and health-related organizations. She also serves on the Board of Directors of the Horizon House Retirement Community. Sarah and her husband, Chuck Kinsey, have two daughters, Chloe (22 years old) and Maya (20 years old). Sarah enjoys skiing (cross country and down-hill), cycling and spending time with her family.

## **Steve Crowley, Senior Operations Testing and Innovation Lab Manager, Global Operations, Starbucks**

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Steve Crowley (senior operations testing and innovation lab manager, Global Operations) joined the Lean effort at Starbucks in 2011 after operating Starbucks stores for 12 years in New England. After taking his sabbatical and completing his M.B.A. Steve moved to Seattle to support experimentation and program development in the Innovation Lab. His work focuses on establishing baseline routines for store operations, improving processes upstream, and embedding Waste consciousness in Starbucks culture. Steve currently serves as an Improvement Coach for the Southwestern United States where he supports field leaders and Improvement Coaches to understand their role in waste and begin improving through problem solving.

## **Tonianne DeMaria Barry, Partner, Modus Cooperandi, Inc.**

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Tonianne is an historian by training and a management consultant by design. She is co-author of the Shingo Research and Publication Award winning *Personal Kanban: Mapping Work | Navigating Life*, and *Why Kanban Works*. She is co-founder of Kaizen Camp™, the continuous improvement unconference with events held worldwide. Passionate about the roles purpose, collaboration, and happiness play in "the future of work," she facilitates the creation of business environments that are more humanistic than mechanistic; where effectiveness is valued over productivity, where learning and continuous improvement is ongoing and where innovation can take hold. Where healthier, fulfilling, and integrated lives can result, the effects of which can prove profound to both business and by extension, society. She sometimes blogs at [personalkanban.com](http://personalkanban.com), and oftentimes can be found either behind the lens of her Nikon or on Twitter at @sprezzatura.

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

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A Master Black Belt with 15 years of experience with Operational Excellence methodologies, Tracy has helped hundreds of organizations launch, implement and sustain process improvement initiatives. Tracy advises companies and spearheads implementation on many aspects of process improvement including strategic planning, training, implementation, mentoring, project selection, and project consulting. Tracy earned an MBA with an emphasis in Leadership and Managing Organizational Change from the Graziadio School of Business at Pepperdine University and a bachelor's degree in English Literature from San Francisco State University. Tracy loves to participate in 10k running events and to spend time with her husband and two boys.



## Wendy Korthuis-Smith, Director, Results Washington, Office of the Governor

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Wendy Korthuis-Smith is the Director of Results Washington with the Office of Governor Jay Inslee. Her role is to oversee the Governor's new performance management initiative – Results Washington – which combines statewide performance management and accountability with Lean management. Results Washington also coordinates with the State Auditor's Office on performance audits. This work involves 50+ state agencies, hundreds of stakeholder groups, and developing partnerships across the state to better serve approximately seven million Washingtonians. Prior to joining Inslee's team, Korthuis-Smith was the Director of Government Management Accountability and Performance (GMAP) for former Governor, Christine Gregoire. During her 25+ years' in the private and public arena, she has held positions such as an assistant professor for Chapman University Graduate School, a consultant for Sterling Associates, a health administrator for the Boeing Company, and a leadership business partner for Virginia Mason Medical System. Wendy holds a doctorate in Educational Leadership with an emphasis in organizational development, a M.S. in human performance, and a B.S. in community health education.

