



## Tuesday, October 15, 2013

8:00 Registration

9:00 Welcome

9:15 Opening remarks by Governor Jay Inslee

9:45 Keynote Presentation by Sarah Patterson, Virginia Mason Medical Center

### **From the C-Suite to the Front Lines and Back: A World-Class Management System for Spreading Improvement**

Eight years into using lean management methods inspired by the Toyota Production System, Virginia Mason leaders faced a concerning trend. Despite remarkable progress, organization metrics showed standard work – the foundation of quality and safety improvement – had not been consistently implemented. Evidence pointed to areas at risk of losing the gains from early efforts to streamline work flows.

Returning to the principles of the Toyota Production System revealed a new approach: shifting to a world-class management system. This system is defined by strategic goal-setting, staff engagement, bridging organizational silos, transparency and managing daily work. It provides a clear road map for connecting goals to the actions needed to reach them. It allows for regular reflection on the big picture alongside monitoring of daily work – and it's all under the umbrella of continuous improvement.

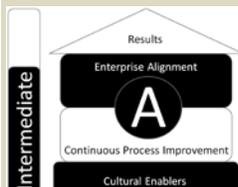
Implementing the world-class management system means a new chapter in the Virginia Mason Production System story. The management system is equipped with the tools and methods necessary for developing goals, deploying tactics, measuring results and sustaining improvement. Most important, it helps assure all team members remain continual learners and engaged participants in Virginia Mason's vision to lead the industry in health care quality and innovation.

11:00 Lunch

Enjoy lunch on your own at one of the many restaurants within walking distance ([click here for a list](#)) or purchase a meal from the convenient, on-site Grab & Go stations.

– or – Breakout Sessions

### **From Taxis to Bus Routes: Creating an Integrated Delivery and Removal System** *Greg Beach & Jennifer Christison, Seattle Children's Hospital*



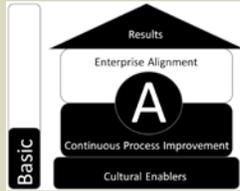
In spring of 2013, Seattle Children's expanded into a brand new facility, aptly named Building Hope. Hospital leadership, clinicians, and support staff have partnered with architects to design a facility that supports a healing environment for our patients and families. Guiding principles of this breakthrough design emphasize patient safety and require processes that enable just-in-time material and information flow. The Director of Supply Chain, partnered with a Lean Consultant, share Seattle Children's journey towards a reliable delivery and removal system that supports patient care at the bedside.

Attendees will learn about the continuous performance improvement process used to design an FTE neutral delivery and removal system that supports a 50% reduction in staff travel distance and search time, and achieves a 50% reduction in unplanned equipment deliveries.



## Rapid Office Kaizen: a Lean “quick-start” for government

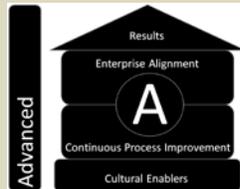
*Carlos Venegas, Lean Office Innovation*



Learn how you—and your entire organization—can be practicing Lean and building a Lean culture in just a few days. Launching a Lean initiative with expensive, multi-day workshops is a common practice, as well as a well-intentioned mistake. What many don't understand is that culture change is requisite to the long-term adoption of Lean. In this session you will learn a practical strategy to implement Lean in a faster, more economical way.

## Courage, Humility and Kaizen: The Key Elements of Lean

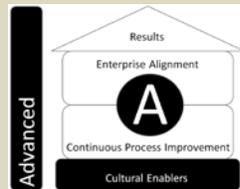
*Darril Wilburn, Honsha Associates*



Organizations are often fixated on the tools of Lean. In this presentation you will hear how Toyota battled this same fixation and the steps they took to reaffirm the foundational principles of Continuous Improvement and Respect for People. You will also hear how other organizations have embraced this approach and are reaping the benefits.

## Employee Driven Performance Excellence; Managing the Hearts and Minds

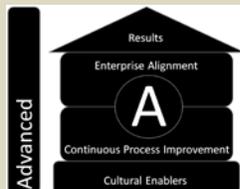
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Organizations are always faced with the challenges of transferring ownership to the appropriate employees and creating engaged employees who are accountable and responsible for their work and work processes. This session will cover: how ownership is recognized and transferred to the proper levels in the organization; creating high respect for everyone; setting up local data collection at the worksite to allow employees to know how they are doing and also allow them to determine root causes of the issues/problems they face which leads to employee determination of corrective actions; setting up an idea generation model that is 100X more effective than traditional suggestion systems; and visual controls/metrics to monitor progress and hold the gains.

## The Neuroscience of Continuous Improvement: Why continuous improvement is so hard and what to do about it

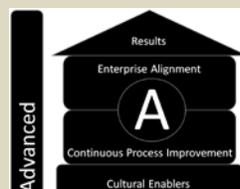
*Robert Brown, Collective Wisdom Inc.*



Numerous research studies have documented that 80% of change initiatives don't work. Yet people learn and change all their lives. With each new smartphone model, we learn and adapt. We flow with schedule changes on TV. We buy what's new and improved. We learn to dance, take up painting, try a new plant in our garden. Why is change at work so hard? The reason is that we attempt to change groups of people without fully understanding how collective minds do not function the same as individual minds. The brain is hard-wired to make continuous improvement more difficult than it needs to be. In this presentation, Dr. Brown explains how the brain normally approaches and solves problems and how this process actually limits the effectiveness of group problem-solving and inhibits creating workable continuous solutions. This is a practical, non-technical (no knowledge of neurobiology, anatomy or physiology required) presentation of how the brain does and should work in continuous improvement. This topic is a perfect example of the warning from Dr. Shingo: *The most dangerous kind of waste is the waste we do not recognize*. Few, if any CI leaders are aware that this problem exists. Even fewer know how to overcome it.

## Lean Culture: What is it? Why do we want it? How do we get it?

*Brett Cooper & Tracy O'Rourke, Integris Performance Advisors*



Over the past few years, Washington State has had great success with Lean. Hundreds of projects have delivered wonderful results, and awareness of the tools and techniques are higher than ever. Now is the time to take our collective efforts to the proverbial "next level." But how do we move beyond tools and projects, and into the realm of instituting a



sustainable cultural shift? The term we've been hearing is "Lean Culture." But what exactly *is* a "Lean Culture?" And how do we get it? During this fast-paced and interactive session, we will explore a proven framework, based on the Shingo model of operational excellence, that explains that Lean Culture takes shape as organizations become more mature across four interconnected dimensions: Customer-Focused Results, Enterprise Alignment, Continuous Improvement and Leadership Throughout the Organization. From this session, employees at all levels of State government will gain both a holistic understanding of what their agencies must do to achieve Lean Culture, as well as a renewed focus on the personal ownership they must take to ensure success.

## 12:15 Lunch

Enjoy lunch on your own at one of the many restaurants within walking distance ([click here for a list](#)) or purchase a meal from the convenient, on-site Grab & Go stations.

### – or – Facilitated Networking Session

Two things make any conference experience amazing – what you learn and who you meet. The conference agenda is packed with inspiring sessions to help you learn about Lean thinking and tools. Join this facilitated networking session to expand your network and meet incredible people who can encourage you on your journey. This session will make it easy for you to connect with people who can help you make amazing things happen. We'll provide the organization and prompt questions, you bring the amazing.

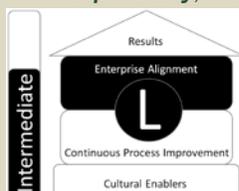
## 1:30 Results Washington Overview by Wendy Korthuis-Smith

Results Washington is Governor Inslee's data-driven performance management and continuous improvement system. Results Washington is built on an award-winning history of performance management and continuous improvement, and significantly expands Lean thinking and tools across the enterprise. Governor Inslee believes we can do more to ensure a faster, smarter and more accountable state government – a government focused on key goals that will help strengthen our economy, improve our schools and make Washington an ideal place to live and do business. By setting clear goals and continually tracking results, the state will be better equipped to engage its employees, partners and the public in building a healthier, better-educated and more prosperous Washington.

## 2:15 Breakout Sessions

### Lean Daily Management

Ralph Seely, Point B

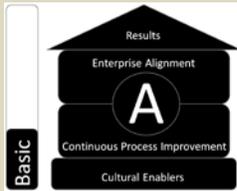


Many of today's companies who have been doing lean for some time, are moving away from an event-based approach to lean. Instead, they are integrating lean activities into their daily work routines. This style is called lean daily management (LDM) and offers key advantages. One advantage is that the LDM helps ensure that your lean efforts remain ongoing and continuous, relying primarily on the team members having to do the work, instead of continuous improvement (CI) leaders. A second advantage is that LDM helps to enhance sustainment. With lean events, the gains are sometimes lost after the event is over. This is often attributed to the team members returning to do their normal job duties or CI leaders rushing off to cover the next event. A third advantage of LDM is to serve as an auditing function. Similar to lean events, employees need training to identify information gaps. Any countermeasures for problem resolution must include a way to communicate the new standard or practice to others. LDM helps determine whether there is compliance to the standard. This training on lean daily management will assist in helping organization's ensure their improvement efforts are more effective, sustainable, and integrated into the culture.



## Lean for Knowledge Workers Using Personal Kanban

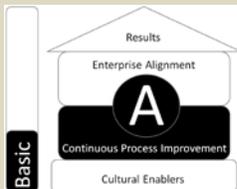
*Jim Benson, Modus Cooperandi, Inc*



Lean is filled with principles, patterns, and practices. There are so many that it can be a challenge to know where to start – especially in a government environment where people have many projects, distributed teams, and a wide-array of oversight to satisfy. In this talk, Jim Benson and Tonianne DeMaria Barry will discuss the challenges of Lean in a public service environment and how the Shingo Award-winning Personal Kanban technique can provide a foundation for a healthy and effective Lean implementation.

## The 7 Wastes

*Brett Jackson, Premera Blue Cross*

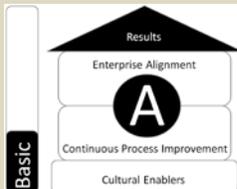


To give practical help to see waste hiding in plain sight. Waste can appear in several forms and often it looks like useful work! In a Lean culture, waste is defined as anything that doesn't add value to your customer.

How well do you know your wastes?

## Agile 101 & Lean IT

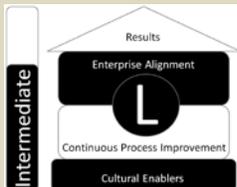
*John Okoro, Point B*



Many of today's companies are encountering Agile in their IT and related business areas. Agile is closely related to Lean principles and is a component of Lean IT. The focus of this presentation will be two-fold – first to introduce the fundamentals of Agile, and second to show how Agile is related to Lean and can be included as a part of a Lean IT approach. Using an Agile approach honors Lean principles and allows the organization to focus on delivering business value in the IT space.

## Are Middle Managers Really the Biggest Obstacle to Lean?

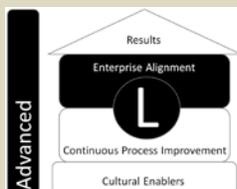
*Carlos Venegas, Lean Office Innovation & Hope Wiljanen, Wiljanen and Associates*



A famous survey blames resistance from middle managers as the “biggest obstacle to Lean enterprise.” Why is that? Are middle managers just naturally resistant to Lean, or is there some other dynamic at play? Managing from the middle is a challenging task under any circumstances, not to mention in an organization undergoing a Lean transition. The fact is that the middle manager's role is pivotal in changing the culture to embody Lean principles. In this session, we will tackle these important questions: What role does the middle manager play in a Lean organization? What does a middle manager actually do during a Lean transition? What challenges does the middle manager face in the Lean organization, and what Lean systems and measures will help overcome them?

## The Six Critical Questions Every Organization Must Be Able to Answer

*Tracy O'Rourke, Integris Performance Advisors*



Every organization has a “System of Management,” whether it is intentionally designed or generated spontaneously and organically. We know from Lean that all processes include waste and inefficiency. Management processes are no different. During this session we will review the Six Critical Questions every organization must answer, and will present an easy-to-use framework for how each question can be addressed.

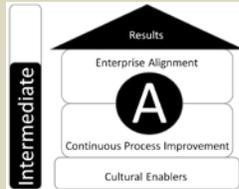
1. Who are we and where are we going as an organization?
2. How do we measure our performance against what is important?
3. How are we doing?
4. How do we decide where to focus our efforts and allocate resources?



5. What actions do we take to improve our ability to achieve our desired outcomes?
6. How do we sustain improvements and ensure our efforts are making an impact?

## Improving Hospitalized Patients' Experience Through Physician Work Flow

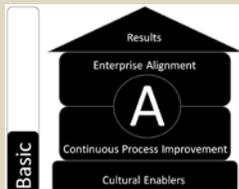
*Daniel Hanson, Virginia Mason Medical Center*



Hospitalized patients commonly experience waits and delays in their care. They wait in Emergency Departments or doctors' offices to be admitted to the hospital. Once in the hospital, they do not know when their doctor will come see them and can wait many hours from the time they are told they can go home until they actually leave the hospital. Once at home, they often call the outpatient clinics with questions about their condition or their care plan, yet providers in the clinics are unaware of their discharge care plan. At Virginia Mason Medical Center, our Hospital Medicine Service has applied our process improvement methods (Virginia Mason Production System or VMPS) to improve the flow and efficiency of hospital physician teams and reliably communicate with outpatient care teams. These efforts have resulted in improvement in early morning discharge orders and outpatient care team communication as well as a reliable hospital physician schedule for patients and families to refer to.

## Personal Productivity: Reducing waste in your personal value streams

*Kirk Justus, Priority Management*



In this session you will begin to examine your Value Streams as they relate to the time you spend managing your workload and completing tasks. Processes will be explored to see where you can reduce steps and actions that do not add value, or worse, negatively affect value. Behaviors will be addressed so that you can see how to improve your performance. Several tools in the Outlook Toolbox will be featured. You will leave this session with concrete steps to make your processes leaner, ideas on where to eliminate waste, and direction in finding *A Better Way To Work*.

## Connecting Your Agency to Results Washington

*John Bernard, Mass Ingenuity & Marcie Frost, Department of Retirement Systems*



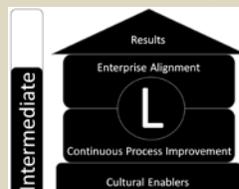
As Results Washington rolls out, no goal is more important than to engage every employee in the pursuit of Governor Inslee's five goals. So, how do agency leaders connect their goals to the Governor's, and then cascade those measures to every employee? Marcie Frost, as Director of DRS and cabinet lead for Results Washington, and John Bernard, one of the advisors to the governor's effort who is helping agencies align their own efforts, will show one potential process and set of tools for making the link between agencies and the Results Washington framework.

3:15 Break

3:30 Breakout Sessions

## Lean Transformation Case Study: Lessons Learned from Year One of the Washington State Employment Security Department's Lean Deployment

*Pat Edmonds, Point B & Jenifer Franklin, Employment Security Department*



One year ago, The Washington State Employee Security Department's (ESD) Unemployment Insurance Claims Centers (UICC) organization embarked on a rigorous Lean deployment effort. The two objectives of this effort were to transform the UICC operations and to serve as a pilot for the rest of the agency in preparation for a future Lean deployment across ESD. One year into the UICC Lean transformation, and despite massive coincidental organizational upheaval, the organization has gained considerable experience - enjoying some wins and learning from unforeseen challenges - yet all the while making progress against a long-term vision for continuous improvement.

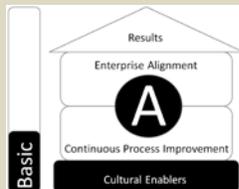
The presentation will walk through the UICC organization's first year of Lean transformation and explore the following aspects:



- Motivation for embarking on an ambitious Lean transformation program despite planned organizational upheaval
- Description of the Lean transformation plan (and how it evolved over time), including:
  - Methods – including: Standardization, visual management, Lean training deployment, kaizen and project deployment, continuous improvement teams, and development and rollout of tools and templates
  - Management Systems – including: Daily management system, measurement strategy, Lean leadership principles, and manager standard work
  - Mindset – including: Lean culture, customer-centricity, value stream alignment, employee empowerment and accountability, change management, “Gemba” mindset
- What has gone well so far
- What lessons have been learned (sometimes the hard way)
- What’s in store for Year 2

## Developing People through Continuous Improvement

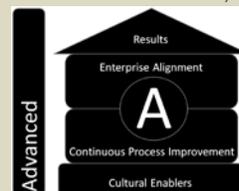
*Brett Jackson & Becky Nowlin-Baird, Premera Blue Cross*



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.

## Leadership Awareness: The Role of a Lean Leader

*Samuel Obara, Honsha*



The myths that keep leaders from unleashing the full potential of the lean implementation. This presentation will show the original concept designed by Toyota and the structure they put in place to create and sustain a lean organization. You will see key points adopted internally at Toyota to maximize the effectiveness of lean implementation from the very planning phase.

## Successful Organizational Culture Drives High Performance

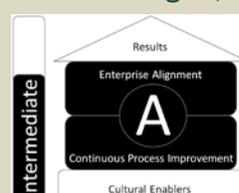
*Collin McLoughlin, Enna*



All too often people focus on symptomatic measurements related to performance. Leaders and managers are trained to manage by the budget and manage by the numbers. But in the end, the budget and the numbers are only a result of the ability to drive what really matters. Getting everyone in the organization wanting and having a personal desire to commit their discretionary effort to their work life is the key to success. This is an inner-commitment that cannot be stated as a requirement, nor can it be forced. This session will tell a story of the untold aspects to successful businesses and successful leadership styles that transcend all layers of organizations, from top leadership to front line supervisors and to each and every employee.

## Hierarchical Mapping, Discovery and Driving to Root Cause

*Mike Sangalli, ICF Internationals*

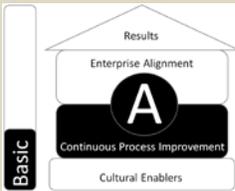


During this breakout session attendees will learn the various forms of mapping, from high level SIPOC Mapping to lower detailed level Key Process Mapping. The hierarchical structure of the mapping process and the application and timing use of each tool, as used throughout a Lean Deployment, will be discussed in detail along with examples and instances from the public sector. Examples in the areas of service, administration and operations will be utilized throughout the breakout session.



## **Maldi-Tof: Rapid Bacterial Identification & Saving Lives in the Clinical Laboratory!**

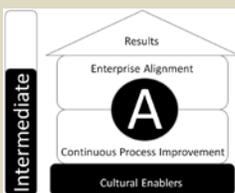
*Rosemary Martin, Seattle Children's Hospital*



The program looks at using next generation technology-MALDI-TOF coupled with Lean and Industrial Engineering principles to design a new, faster workflow system in microbiology. We will discuss methods we used for designing, creating and implementing a new workflow system. Management topics include project management, change management and ways to sustain the change. Our experience with gains in quality of patient care will be discussed with examples.

## **UW Finance & Facilities' Engine of Change: The Idea System**

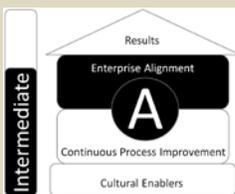
*Doug Merrill & Mark McKenzie, University of Washington Finance & Facilities*



The most evident, easy-to-spot, desired behavior of the engaged employee is idea generation. Far beyond suggestion boxes or sticky-note repositories, UW's Idea Boards are integral to moving thousands of ideas through to implementation at a reliable, measurable pace. Ideas link closely to the team's goals, and to closing performance gaps and meeting targets. Idea systems are highlighted on (or near) every team's visual board. Doug Merrill and Mark McKenzie will discuss the importance of managing ideas, the mechanics of how the boards function, and the support provided to employees through coaching and leader standard work.

## **Enterprise Alignment through a Strategy Deployment Process**

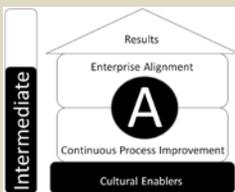
*LuAnn Stokke & Charles Kennedy, University of Washington Finance & Facilities*



Achieving the results that matter to the organization—and that 'move the dial'—occurs only when strategies, objectives, goals, measures and targets are tightly connected. This doesn't happen by chance or accident. Instead, facilitated "catch-ball" between leaders, managers and staff translate and refine the objectives at the strategic level to actionable daily and weekly targets for work-teams. UW's Finance & Facilities is on this path today, learning how to knit its 1,400 employees' activities together, continuously improving and sustaining the dramatic Lean accomplishments in Year 3 of their implementation.

## **Growing a Coaching Culture: Leading Continuous Improvement**

*Steve Crowley & Amy Masterson, Starbucks*



Coaching skills are a critical factor in Lean transformation – and true improvement of any kind - yet most organizations fail to prioritize or nurture these skills. So, where do you start in growing a coaching culture? The Starbucks team will share the role of coaches in moving beyond implementation and initiatives toward a thriving culture of continuous improvement. Learn about bridging the gap between leaders and the work and defining the role of leaders in problem solving. Starbucks Improvement Coaches will share personal learning on the significance of a coaching culture as well as tactical tips, including the Starbucks *Coaching to Improve Framework* (inspired by Toyota Kata).

4:30 Closing Remarks

Wednesday, October 16, 2013

8:30 Welcome

8:45 Keynote Presentation by Paul Akers, FastCap

### **Lean is Simple**

Come to the shop floor and explore the world of Lean thinking at Paul's company, FastCap. After 12

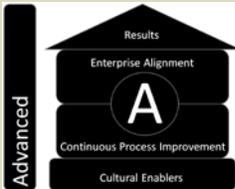


years of learning and doing Lean, Paul's goal is to unravel the mystery of building a Lean culture. Lean is no longer a management tool; it should be accessible to everyone. Lean is fun, simple, and will produce astounding results for anyone who has courage and is humble enough to learn its magic. Paul will use videos to take you to the shop floor to demonstrate what Lean looks like in his company as well as companies in Japan, Europe and the US.

## 10:00 Breakout Sessions

### Leadership Awareness: The Role of a Lean Leader

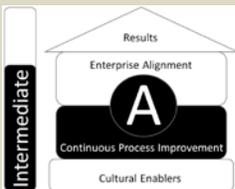
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### Transforming a Professional Office with “Intelli-lines” and Daily Management Systems

*Laurie Bolton & Delila Katzka, Seattle Children's Research Institute*



With the presentation of a case study, we will illustrate how attorneys, PhD scientists and other professionals are reinventing their workplace using lean production principles. By applying continuous flow assembly line concepts typically employed on factory floors in a complex knowledge worker environment, this team realized significant reduction in turn around time, increased visibility of work in process, and with stable and standard processes are able to identify and fix problems in real time. Implementing what this team coined “intelli-lines” and daily management increased teamwork, improved work-life balance and enabled them to partner with stakeholders to improve the overall system. Integrated in the case study are lessons on essential lean concepts and tools such as one piece flow, pull, first-in first-out (FIFO), Heijunka box and Work in Process (WIP). The team leader will also discuss how redesigning work flow has changed her leader standard work, including the team’s cultural transformation and the important role that executive leadership plays in a lean office. Participants will break out in teams to discuss application of a similar system in their environment.

### Courage, Humility and Kaizen: The Key Elements of Lean

*Darril Wilburn, Honsha Associates*



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### Personal Productivity: Reducing waste in your personal value streams

*Kirk Justus, Priority Management*

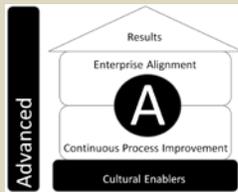


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## Employee Driven Performance Excellence; Managing the Hearts and Minds

*Harry Kenworthy, QPIC, LLC*



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## Agile 101 & Lean IT

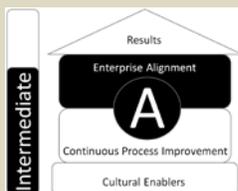
*John Okoro, Point B*



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## Enterprise Alignment through a Strategy Deployment Process

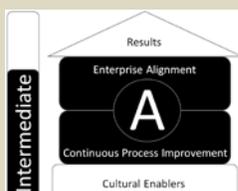
*LuAnn Stokke & Charles Kennedy, University of Washington Finance & Facilities*



Achieving the results that matter to the organization—and that ‘move the dial’—occurs only when strategies, objectives, goals, measures and targets are tightly connected. This doesn't happen by chance or accident. Instead, facilitated “catch-ball” between leaders, managers and staff translate and refine the objectives at the strategic level to actionable daily and weekly targets for work-teams. UW's Finance & Facilities is on this path today, learning how to knit its 1,400 employees' activities together, continuously improving and sustaining the dramatic Lean accomplishments in Year 3 of their implementation.

## Hierarchical Mapping, Discovery and Driving to Root Cause

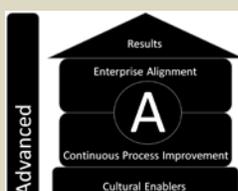
*Mike Sangalli, ICF Internationals*



During this breakout session attendees will learn the various forms of mapping, from high level SIPOC Mapping to lower detailed level Key Process Mapping. The hierarchical structure of the mapping process and the application and timing use of each tool, as used throughout a Lean Deployment, will be discussed in detail along with examples and instances from the public sector. Examples in the areas of service, administration and operations will be utilized throughout the breakout session.

## Lean Culture: What is it? Why do we want it? How do we get it?

*Brett Cooper & Tracy O'Rourke, Integris Performance Advisors*



Over the past few years, Washington State has had great success with Lean. Hundreds of projects have delivered wonderful results, and awareness of the tools and techniques are higher than ever. Now is the time to take our collective efforts to the proverbial "next level." But how do we move beyond tools and projects, and into the realm of instituting a sustainable cultural shift? The term we've been hearing is “Lean Culture.” But what exactly is a “Lean Culture?” And how do we get it? During this fast-paced and interactive session, we will explore a proven framework, based on the Shingo model of operational excellence, that explains that Lean Culture takes shape as organizations become more mature across four interconnected dimensions: Customer-Focused Results, Enterprise Alignment, Continuous Improvement and Leadership Throughout the Organization. From this session, employees at all levels of



State government will gain both a holistic understanding of what their agencies must do to achieve Lean Culture, as well as a renewed focus on the personal ownership they must take to ensure success.

## 11:15 Lunch

Enjoy lunch on your own at one of the many restaurants within walking distance ([click here for a list](#)) or purchase a meal from the convenient, on-site Grab & Go stations.

### – or – Facilitated Networking Session

Two things make any conference experience amazing – what you learn and who you meet. The conference agenda is packed with inspiring sessions to help you learn about Lean thinking and tools. Join this facilitated networking session to expand your network and meet incredible people who can encourage you on your journey. This session will make it easy for you to connect with people who can help you make amazing things happen. We'll provide the organization and prompt questions, you bring the amazing.

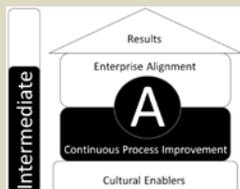
## 12:30 Lunch

Enjoy lunch on your own at one of the many restaurants within walking distance ([click here for a list](#)) or purchase a meal from the convenient, on-site Grab & Go stations.

### – or – Breakout Sessions

#### Applying Lean Principles to a Modern Office

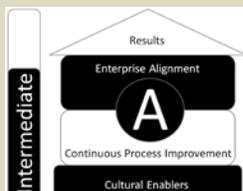
*Collin McLoughlin, Enna*



When confronted by stacks of Lean manufacturing materials, it can be a challenge adapting the principles for a modern, white collar office. This session will give you some hands-on ideas for improving your office, walk you through the latest improvements in 5S, and help you inspire a Kaizen culture in your workplace. While it might not be immediately apparent, there is plenty of waste in an office environment. We will walk you through some small ways you can standardize your work processes and reduce wasted motion using real life examples. Whether it is creating a standard naming structure for files, or creating toner cartridge Kanban, there are plenty of opportunities for improvement. For example, one of the key Lean principles that adapts smoothly to the office environment is 5S. While 5S is extremely popular in the United States, Japanese companies have taken this to the next step: 2S. Explore the changes and improvements on the popular 5S system with this session. Finally, how do you inspire your employees and coworkers to innovate in the workplace? Come and find out!

#### The A3 Approach for Problem Solving

*Mike Sullivan, Point B*



The A3 problem solving technique is a structured and effective approach to problem solving. This technique follows the logical Deming “Plan-Do-Check-Act” (PDCA) approach to problem solving and is a clear, concise and simple collaborative tool that allows teams to identify and focus on the issues at hand and thus improve the time to implement. This seminar will walk through each component of the A3 template and how it is linked to solving specific organizational issues. Additionally, this discussion will include the organizational benefits inherent in using the A3 Problem Solving Approach including:

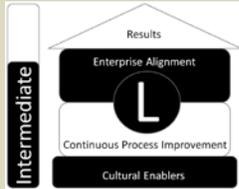
- Attainment of company goals
- Improved team-work and collaboration
- Employee development in becoming more effective problem solvers
- Development of Manager’s in becoming more effective coaches

Together these benefits ensure the organization will continually improve its capability to deploy strategies, meet goals, respond to changes in the marketplace, and to solve performance problems.



## On the Field Leadership: Transforming People and Process

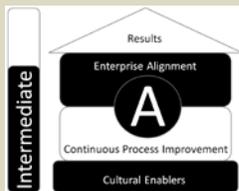
*Jennifer Becker, Seattle Children's Hospital*



Do your commitments determine your reality or does your reality (circumstances, etc) determine your commitments? Utilizing the Shingo Model as a framework for Lean transformation, we will share with you the journey Seattle Children's Ambulatory Division is currently taking. The presentation will include the approach to the assessment process, creation of individual leadership commitments, creation of the divisional vision, and the process to develop goals and challenges for FY 14. We invite you to join us for an inspirational and impactful session that will make a difference in your leadership.

## Making Standard Work Stick using Training Within Industry (TWI)

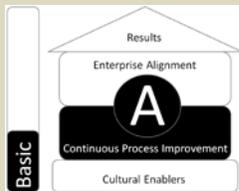
*Chris Lindstrom, Ceptara Corp.*



The Training Within Industry (TWI) service was created by the United States Department of War, within the War Manpower Commission in 1940. Its main purpose was to provide consulting services to industries that were critical to the ramp up of the war machine for World War II to assure there were enough trained and skilled personnel necessary to meet the demands of the war. At the end of its 5 year service record, the TWI program instructed over 1.6 million workers in 16,500 US plants.

## The 7 Wastes

*Brett Jackson, Premera Blue Cross*



To give practical help to see waste hiding in plain sight. Waste can appear in several forms and often it looks like useful work! In a Lean culture, waste is defined as anything that doesn't add value to your customer. How well do you know your wastes?

## 1:45 The Enterprise Services Lean Journey So Far *Chris Liu & Renée Smith Nyberg, Department of Enterprise Services*

When Enterprise Services was consolidated from all or portions of five agencies in October 2011, leaders chose to embrace and invest in developing Lean culture. This was seen as the best path to fulfill the agency's purpose of fostering more efficient and effective state government. This presentation describes the Enterprise Services Lean journey to date. Highlights include cascading measures and targets from all programs up to the agency level; universal adoption of daily huddles by all programs; robust Lean projects with measurable results; and employees who know how they contribute to agency goals and outcomes.

## 2:45 Breakout Sessions

### Lean Transformation Case Study: Lessons Learned from Year One of the Washington State Employment Security Department's Lean Deployment

*Pat Edmonds, Point B & Jenifer Franklin, Employment Security Department*



One year ago, The Washington State Employee Security Department's (ESD) Unemployment Insurance Claims Centers (UICC) organization embarked on a rigorous Lean deployment effort. The two objectives of this effort were to transform the UICC operations and to serve as a pilot for the rest of the agency in preparation for a future Lean deployment across ESD. One year into the UICC Lean transformation, and despite massive coincidental organizational upheaval, the organization has gained considerable experience - enjoying some wins and learning from unforeseen challenges - yet all the while making progress against a long-term vision for continuous improvement.

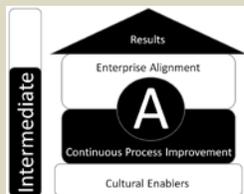
The presentation will walk through the UICC organization's first year of Lean transformation and explore the following aspects:



- Motivation for embarking on an ambitious Lean transformation program despite planned organizational upheaval
- Description of the Lean transformation plan (and how it evolved over time), including:
  - Methods – including: Standardization, visual management, Lean training deployment, kaizen and project deployment, continuous improvement teams, and development and rollout of tools and templates
  - Management Systems – including: Daily management system, measurement strategy, Lean leadership principles, and manager standard work
  - Mindset – including: Lean culture, customer-centricity, value stream alignment, employee empowerment and accountability, change management, “Gemba” mindset
- What has gone well so far
- What lessons have been learned (sometimes the hard way)
- What’s in store for Year 2

## Public and Private Sector Successes and Examples Using Lean Tools and Processes

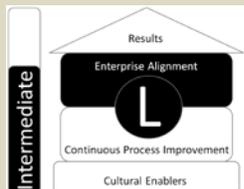
*Bill Cooper, Leading Beyond Tradition, LLC*



The presentation focuses on cost containment, performance, and accountability in both public and corporate organizations. The presentation emphasizes the application of specific Lean tools to remediate distinct problems and concerns, and the large-scale successes using the Lean philosophy. Productivity increases markedly, cost is reduced significantly, service quality is enhanced, and employee morale will improve using Lean. Examples demonstrating how Lean actually works and how to apply the tools to particular problems are provided. Attendees will learn how to describe their organization as a value proposition using Lean – how to report accomplishments such that executives/managers recognize the value of Lean. In addition, combining Lean with a well-defined business intelligence system and other business principles aligns well with the Lean philosophy of higher quality, faster service, and lower costs. Results that matter are emphasized.

## Lean Daily Management

*Ralph Seely, Point B*

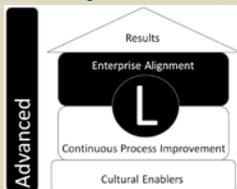


Many of today’s companies who have been doing lean for some time, are moving away from an event-based approach to lean. Instead, they are integrating lean activities into their daily work routines. This style is called lean daily management (LDM) and offers key advantages.

One advantage is that the LDM helps ensure that your lean efforts remain ongoing and continuous, relying primarily on the team members having to do the work, instead of continuous improvement (CI) leaders. A second advantage is that LDM helps to enhance sustainment. With lean events, the gains are sometimes lost after the event is over. This is often attributed to the team members returning to do their normal job duties or CI leaders rushing off to cover the next event. A third advantage of LDM is to serve as an auditing function. Similar to lean events, employees need trained to identify information gaps. Any countermeasures for problem resolution must include a way to communicate the new standard or practice to others. LDM helps determine whether there is compliance to the standard. This training on lean daily management will assist in helping organization’s ensure their improvement efforts are more effective, sustainable, and integrated into the culture.

## The Six Critical Questions Every Organization Must Be Able to Answer

*Tracy O’Rourke, Integris Performance Advisors*



Every organization has a “System of Management,” whether it is intentionally designed or generated spontaneously and organically. We know from Lean that all processes include waste and inefficiency. Management processes are no different.

During this session we will review the Six Critical Questions every organization must answer, and will present an easy-to-use framework for how each question can be

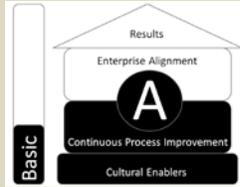


addressed.

- Who are we and where are we going as an organization?
- How do we measure our performance against what is important?
- How are we doing?
- How do we decide where to focus our efforts and allocate resources?
- What actions do we take to improve our ability to achieve our desired outcomes?
- How do we sustain improvements and ensure our efforts are making an impact?

### **Facilitation Skills for Lean Practitioners**

*Carol Knight-Wallace, KnightVantage, LLC, & Christine Frishholz, The Cicerone Group*



The success of any Lean effort hinges on the effectiveness of the facilitator. Skilled facilitators engage participants throughout the process, enabling them to arrive at a common understanding, with shared commitment to the outcomes. Attendees in this session will be introduced to key roles of the facilitator, as they experience several ideation and prioritization tools that would be useful in any Lean initiative. They will walk away with step-by-step instructions for the tools modeled.

**4:00**    **Closing Remarks**