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**20
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Washington State Government
**Lean Transformation
Conference**

Greater Tacoma Convention Center
November 6-7, 2018



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Washington State Government Lean Transformation Conference

*“Improving the Washingtonian’s experience...
one human at a time.”*



I'm pleased to welcome you to the seventh annual Washington State Government Lean Transformation Conference.

This conference continues to be the largest of its kind in the country and is an outstanding example of Washington's commitment to continuous improvement. It's an opportunity for each of us to learn, reflect and discover new ways that our state government can deliver better results for Washingtonians.

I greatly appreciate your commitment to bringing effective Lean practices into state and local government. I know that Lean or other continual improvement processes aren't always incorporated as an integral part of an organization's operations, but I am constantly impressed at how well we have adopted Lean practices and how other states and organizations are looking to replicate our success.

Lean principles encourage, inspire and engage state employees and our partners in creative, fact-based problem-solving. These principles help us continuously ask how we can better serve Washingtonians, as well as how we can work better together – within and outside of state government. It helps us always think first about our customers and their needs.

And the results speak for themselves: simpler processes, easier-to-understand documents, cost avoidance, and shorter wait times for our customers.

Results Washington has once again recruited dozens of top-tier experts from across the country and throughout state and local government. We are so fortunate to have them join us and strengthen our capacity as state government to improve the lives of all Washingtonians.

I urge you to take full advantage of this incredible opportunity to learn, grow, and share with your coworkers who cannot be here. I look forward to hearing about your innovations.

On behalf of those we serve, thank you for your commitment to continuous improvement.

A handwritten signature in blue ink, which appears to read "Jay Inslee".

Jay Inslee
Governor



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Day 1

Tuesday, November 6, 2018

7:00 a.m. Registration	
8:30 a.m. Welcome	Master of Ceremonies: Ayanna Colman, Senior Performance Advisor, Results Washington
	Opening Remarks by Lt. Governor Cyrus Habib
	Keynote Speaker Robert Martichenko, Founder & CEO, LeanCor Supply Chain Group
	Lean 101 by Hollie Jensen, Director, Continuous Improvement, Results Washington
9:50 a.m. Networking & Exhibits	
10:15 a.m. Breakout Sessions	
11:15 a.m. Networking & Exhibits	
11:40 a.m. Breakout Sessions or Lunch Break #1	
12:40 p.m. Networking & Exhibits	
1:05 p.m. Breakout Sessions or Lunch Break #2	
2:05 p.m. Networking & Exhibits	
2:30 p.m. Breakout Sessions	
3:30 p.m. End of Day 1	

Day 2

Wednesday, November 7, 2018

7:00 a.m. Registration	
8:30 a.m. Welcome	Opening Remarks
	Keynote Speaker Cordila Jochim, Founder & CEO, Corhouse
	Recap by Hollie Jensen, Director, Continuous Improvement, Results Washington
9:50 a.m. Networking & Exhibits	
10:15 a.m. Breakout Sessions	
11:15 a.m. Networking & Exhibits	
11:40 a.m. Breakout Sessions or Lunch Break #1	
12:40 p.m. Networking & Exhibits	
1:05 p.m. Breakout Sessions or Lunch Break #2	
2:05 p.m. Networking & Exhibits	
2:30 p.m. Breakout Sessions	
3:30 p.m. End of Day 2	

Robert Martichenko, Founder & CEO, LeanCor Supply Chain Group

Narrative Leadership and Lean Thinking

Building cultures of continuous improvement is an evolution and never-ending search for opportunities. Join Robert Martichenko as he discusses his lessons learned while implementing and practicing operational excellence across many industries and organizations. In this thought provoking and engaging keynote, Robert will share the power of narrative leadership and Lean thinking to successfully engage teams and create a high-performance organization.



Day 1

Biography:

Formally educated in mathematics, history, finance, and lean six sigma, Robert is the Founder and CEO of LeanCor Supply Chain Group, and Chairman of Karmack Publications. He is also an entrepreneur, thought leader in lean management, professional education instructor, business author, poet, and novelist. He is a board advisor for a private company and volunteers for universities focused on supply chain and leadership.

Robert speaks globally on relevant topics and lessons learned from over 25 years of transforming end-to-end supply chains and organizations at large. Weaving in themes of “business disruption,” “systems thinking,” “respect for people,” and “personal narratives,” Robert leaves his audiences supercharged and ready to improve their organizations and personal journeys.

Robert has written several business books and one novel – most recently, *Discovering Hidden Profit* (Karmack Publications). His others include two Shingo Research award-winning books: *People: a leader’s day to day guide to building, managing, and sustaining lean organizations* (Karmack Publications) and *Building a Lean Fulfillment Stream* (Lean Enterprise Institute). Additionally, Robert is the author of *Everything I Know About Lean I Learned in First Grade* (Karmack Publications) and *Lean Six Sigma Logistics* (J. Ross Publishing). His debut novel, *Drift and Hum* (Karmack Publications), has won multiple awards including the IBPA Benjamin Franklin Gold Winner Award for Best First Book-Fiction.

He is a recipient of the 2015 Distinguished Service Award by the Council of Supply Chain Management Professionals (CSCMP), a “Pro to Know” by Supply & Demand Chain Executive, a 2014 “Rainmaker” by DC Velocity, and a 2015 C-Suite honoree by Venue & LEAD Magazine.

Robert complements his professional experience with a bachelor’s degree in Mathematics, an MBA in Finance, and a Six Sigma Black Belt. Born in Timmins, Ontario, Canada, Robert and his family have lived in the United States for the past two decades.

Cordila Jochim, Founder & CEO, Corhouse



Day
2

Transforming From The Core

Powerful transformation comes from the core. The core is the center of any individual or organization. It is home to the Character, Obligations, Resources and Experiences that make you, you and is the leverageable story that makes you a conduit of connection to the world. Aligning with the core removes the trap of where we all get caught up - in the identity of the ego - and shifts how we think about service. The “Why” has been handled. We’re all here to serve humanity. Who you are, what you do and how you do it - that’s what’s under your control.

Biography:

Cordila Jochim is a transformational catalyst and agent of change. Cor offers a new way forward for people and organizations pursuing the inspirational through exceptional performance.

Cor launched her career in the world of apparel, climbing quickly to VP of International Licensing for Aris Industries. She then tried her hand as an entrepreneur designer with her luxury accessories brand Thickskin and won international acclaim in venues as varied as GenArt, The Oprah Winfrey Show, The Wall Street Journal, The Academy Awards and the international Olympic Museum in Lausanne, Switzerland.

When a debilitating neurological disorder left her bed-bound for eight years with little hope of recovery, Cor liquidated her beloved business and pivoted toward using her experience to move others forward. As Chief Marketing Officer for apparel company Babylegs, and then as Chief Branding Officer and Chief of Staff for technology company Agio, she had a direct hand in driving the business to acquisition and \$24M in revenue respectively, despite working from bed.

Tireless in her quest for healing, she marshalled her creativity to conduct research, consult with healthcare specialists, find solutions and in the end found healing for herself, much to the amazement of the medical community but not to the legions of Cor’s true believers who draw energy from her spirit, tenacity, fearlessness and grit.

Today, Cor is the founder and CEO of Corhouse, a strategy and innovation consultancy with a 360 degree approach to change. She offers services as a business and brand strategist, a movement maker, a developer of talent, and an inspirational speaker and houses an innovation lab within Corhouse. Her goal is to equip people and organizations with the tools and approach to shape a game-changing vision and bring it to life, whether personal, professional, or business. Her offerings for organizations include leadership coaching, brand strategy, culture development, and innovation and growth strategies. For individuals, Corhouse offers a series of online courses on personal branding, vision architecture, and developing a polished appearance. As a speaker, her topics include: The Power of Story; Brand Strategy for Game-Changers; Vision Architecture for Big Change; Becoming a Full Dollar; and, in very personal speeches, The Resurrection of a Life. She is finalizing a book on this topic to be released soon.

Cor walks the talk as an innovator and movement maker having recently launched ARCHETYPES OF STYLE, a unique platform that provides a custom shopping experience for individuals based on their main personality archetypes. AoS combines technology with story-based content and live industry events for the ultimate blending of virtual and high-touch experiences.

Boards & Volunteer:

Former Lean In Seattle lead, growing the chapter 1900% to over 5,000 members in 2 years
Lean In Women Veterans Co-Founder with women veteran members worldwide

Past Speeches & Upcoming include:

Deloitte’s Transforming Government

Starbucks From the Core

Team Red White and Blue Leadership Convention

Information Processing Management Association Annual Convention

Washington State Department of Natural Resources Annual Convention

Washington State Department of Licensing Diversity and Inclusion Convention

Conference Guest Speaker

Hollie Jensen, Director, Continuous Improvement, Results Washington

Day 1: Lean 101

Day 2: Recap

Biography:

As part of her role with the State of Washington, Hollie Jensen developed and leads the Lean Fellowship program and as the Director of Continuous Improvement, coaches state leaders to improve on the governor's statewide priority goal areas. She joined state government in the spring of 2013 as an enterprise lean consultant after her 17-year tenure with Starbucks, where she started in the field managing stores and continued to the corporate headquarters with roles in human resources, global strategy and operations. Most recently she was a Lean practice strategy manager with a focus on teaching Lean principles and designing the store system of work and the leadership coaching program. Jensen is on faculty with the Lean Enterprise Institute and holds a bachelor's degree from the University of Washington. Hollie has been the focus on articles, Lean blogs and podcasts as well as quoted in a number of books sharing her experience. In her spare time, you will find her enjoying the sunshine in Washington State with her friends and family or on the road exploring shops and boutiques in cities across the country. She loves to read, play games, shop and spend time with people. Her energy and passion are demonstrated in her work by growing and deepening understanding others.



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Greater Tacoma Convention Center & Maps



We welcome you to the Greater Tacoma Convention Center! This is one of Washington State's largest meeting and convention facilities.

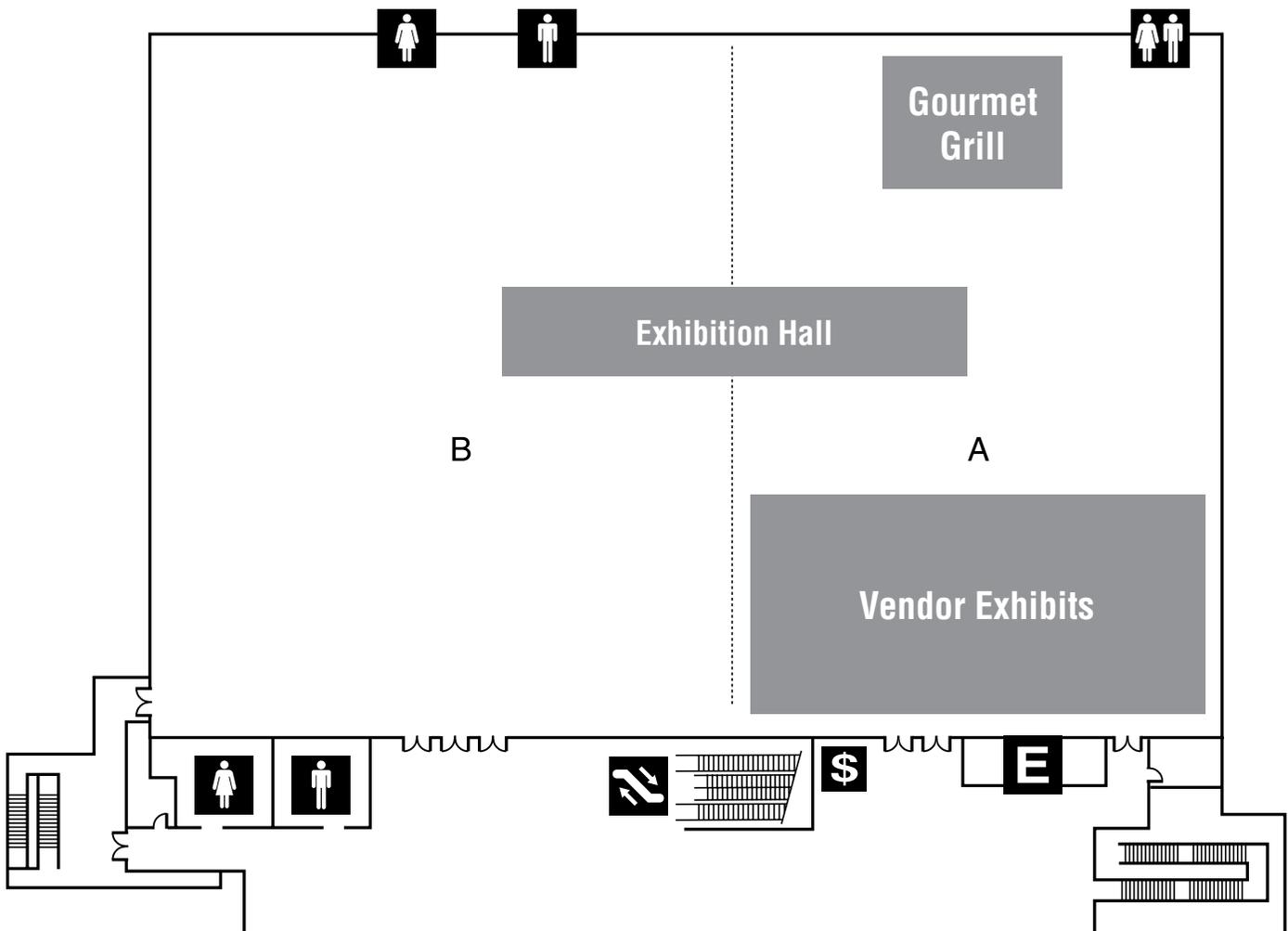
This is a smoke-free facility. Smoking and tobacco use is restricted to the designated smoking locations. Contact the nearest Guest Services Representative for the location of the designated smoking area.

The Greater Tacoma Convention Center's food service partner, Aramark, manages concession services. The Gourmet Grill, located in the 5th Floor Exhibit Hall, offers items such as gourmet burgers, sandwiches, wraps, salads, pretzels, hot dogs, assorted soda, and much more. The Gourmet Grill is open for select events and Visa, MasterCard, American Express, and Discover are accepted. Outside dining options are listed in the back of this program booklet.

There is one ATM machine located on the fifth floor level near the escalators. Restrooms and elevators are accessible on every level. You will find clearly marked bins in high-traffic areas for you to dispose of your recyclables.

Lost and found is located at the 24-Hour Security office at the Greater Tacoma Convention Center and can be reached by calling 253.830.6600. Lost items will be kept for one month; those unclaimed after that time will be donated to charity. In most cases, any unclaimed credit or debit cards are destroyed immediately as recommended by the issuing financial institution.

5 Exhibition Hall, Exhibitors





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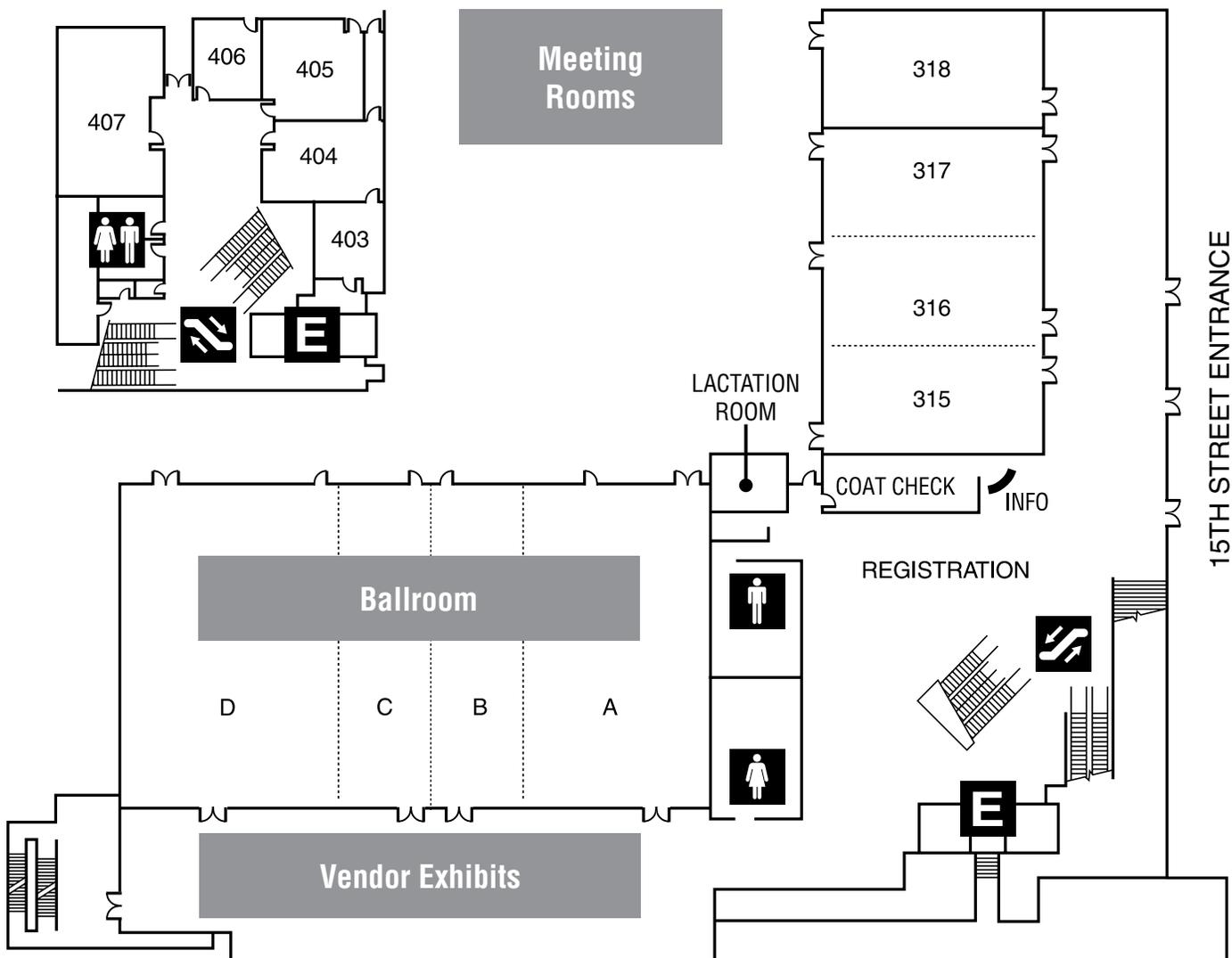
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4
Meeting Space

3
Ballroom,
Meeting Space



Day 1 Breakout Sessions Schedule

10:15 a.m. - 11:15 a.m.

10:15 a.m. - 12:40 p.m.

 These two sessions will be videotaped.			
Exhibit Hall	Ballroom A	Ballroom BC	Ballroom D
Lean Project Governance - A Key to Senior Leadership Engagement!	From Quick Fixes to Sustained Results: Lessons Learned About Change, Culture and People-Focused Process Improvement	Letting the Wilderness Teach us How to be Lean Leaders	The People Side of Lean – An Interactive Experience for Improving Teamwork

11:40 a.m. - 12:40 p.m. — Breakout Sessions or Lunch #1

 These two sessions will be videotaped.			
Exhibit Hall	Ballroom A	Ballroom BC	
How Lean Structures Liberated the Department of Natural Resources Employee Experience	Take Your Dog to Work Day: Identifying and Understanding Your Customers	Value Measurement Made Easy: How to Become a Measurement Superhero!	

1:05 p.m. - 2:05 p.m. — Breakout Sessions or Lunch #2

1:05 p.m. - 3:30 p.m.

 These two sessions will be videotaped.			
Exhibit Hall	Ballroom A	Ballroom BC	Ballroom D
Come and Learn How to Build a Cohesive Team - King County's People Side of Lean	Sustaining Transformation after the Fanfare	5 Ways Lean tools Can be Used to Close Equity and Social Justice Gaps When Delivering Customer Service	Getting Unstuck: Strategies for Repairing Trust in Groups

2:30 p.m. - 3:30 p.m.

 These two sessions will be videotaped.			
Exhibit Hall	Ballroom A	Ballroom BC	
Finding Joy in the Journey, Starting Now	Scalability: How to Flip the Conventional Training Classroom and Get Better Improvement Results	The Importance of Emotional Awareness in Creating Value, Understanding and Inclusiveness for Customers	

Breakout Session Skill Level KEY: = **BEGINNER** No experience with lean.

Breakout Sessions Schedule **Day 1**

10:15 a.m. - 12:40 p.m.

10:15 a.m. - 11:15 a.m.

Room 315/316	Room 317	Room 318	Room 407
Why Do People Do What They Do? A Human-Centered Approach to Influencing Sustainable Change	Is Your Organization Ready to Embrace Continuous Improvement?	Engaging our People – Improving our Processes – Serving our Veterans	Lean’s BFFs: The Customer and Employee Experiences
	<i>Breakout Sessions or Lunch #1 – 11:40 a.m. - 12:40 p.m.</i>		
	Room 317	Room 318	Room 407
	A Success Story Through Engaging People	Principles for Brain Based Training	Clarify and Lead from Your Core Values

1:05 p.m. - 3:30 p.m.

Breakout Sessions or Lunch #2 – 1:05 p.m. - 2:05 p.m.

Room 315/316	Room 317	Room 318	Room 407
A Human Workplace: What’s at the Center of Your Work?	Fostering a Culture of Trust	How Your Virtual Team Can Succeed (Even better than a traditional team)	How Lean Leadership Drives Employee Engagement Improvements: A Data-Driven Case Study
	2:30 p.m. - 3:30 p.m.		
	Room 317	Room 318	Room 407
	Customers Are People, Too! Insights From Local Governments Beyond the Cascade Curtain	Mundane to Marvelous: Reimagining Meetings Using Design Thinking	The Engagement Contagion – Achieving High Participation in Continuous Improvement

 = **INTERMEDIATE** Some experience with lean.

 = **ADVANCED** Extensive experience with lean.

 = **ALL**

Room 315/316 10:15 a.m. - 12:40 p.m.

Why Do People Do What They Do? A Human-Centered Approach to Influencing Sustainable Change

Do you ever wish that people would just behave differently at work, home or in your community? Have you tried to implement a new system or process only to see it fail due to ineffective human behavior? One of the most important capacities we possess is our ability to influence behavior. Yet few of us have a systematic way to influence sustainable change. We may change systems and processes but without changing behavior, things will go back to the way they were. If you want to succeed as an influencer, you have to answer this one question: Why is this person doing what they are doing? In this interactive and engaging workshop we will discover how to answer that question. You will be introduced to the VitalSmart's Six-Sources of Influence, a proven model that has been used successfully around the world and here in Washington. You will hear from organizations who are actively engaged in solving influence challenges. Join us and be prepared to take your ability to influence to a whole new level!

Presenters: Amy Leneker, Leadership Development Consultant, Compass Consulting and Joe Vansyckle, Consultant, Organizational Learning and Change, Experience Learning Project and Vital Smarts



Amy Leneker is a Leadership Development Consultant and the founder of Compass Consulting. Having spent over 20 years in state government in various leadership roles, she is known for her trusted advice, her track record of delivering results, and her optimistic attitude. Amy is a Certified Trainer and has designed and delivered training to thousands of executives, leaders and practitioners. Because of her ability to engage and energize audiences, Amy has had the

opportunity to appear before hundreds of audiences as a presenter and keynote speaker. She holds a Masters of Public Administration and teaches graduate level courses in leadership development and public administration. Amy and her husband have two mostly well-behaved children (and two rarely-behaved Labradoodles) and make their home in Olympia.



Joe Vansyckle is the founder of the J. Alton Group where he partners with world-class learning firms like VitalSmarts, The Innovators DNA, and The Center for Creative Leadership to bring human-centered learning, coaching and consulting to his clients. His passion is helping people see new ways of being that leads to greater results for themselves, their organizations, families and communities. He was the first Chief Learning Officer for the State of Washington and has

led teams for private sector companies, including Microsoft and Amazon.com. He proudly serves his community as a Court Appointed Special Advocate for Children (CASA) and family and community mediator.

Room 317 10:15 a.m. - 11:15 a.m.

Is Your Organization Ready to Embrace Continuous Improvement?

Come with us on an exploration of what it takes to be committed to a culture of continuous improvement – for yourself and your team. During this session you will learn the phases of maturity that an organization goes through on its journey to become a culture of continuous improvement with an emphasis on 1) the role of leadership in each phase and 2) the meaning of commitment as you move through each phase. As leaders navigate their way through the phases of change, they need tools and techniques to help themselves and to lead their team through the change. During the session you will learn best practices in change leadership through interactive activities. Finally, you will hear from two local leaders, Jason Krum and Toni Lindstrom from City of Auburn, who have been on the journey of establishing a culture of continuous improvement – their challenges and learnings for themselves and the people of their organization.

Presenters: Susan Kerosky, Principal and Beau Bennett, Associate Principal, Coraggio Group



With an emphasis on helping our clients to capture opportunities and adapt to new business environments, Susan helps leaders think through critical strategic decisions and implement complex organizational change initiatives. As a self-declared “transformation junkie,” she has led large-scale transformation efforts as an internal corporate leader and a trusted advisor to clients across a wide range of industry sectors. During her career, she

has provided expert guidance and counsel to CEOs and senior leaders, helping organizations to achieve new levels of effectiveness through new work processes and systems, culture transformations and by creating high performing teams. Susan has 25+ years’ experience in finance, operations management and organizational development. She spent 7+ years as an internal change leader at Nike, most recently as the lead for Nike’s Global Procurement organization where transformation efforts under her leadership quadrupled the value delivered to the company.



With a passion for problem solving, Beau analyzes the biggest problems organizations face to develop practical solutions. His critical thinking and objectivity challenges clients to think beyond conventional ideas to discover more effective approaches. By combining diverse points of view and methodologies, he delivers customized solutions that meet each clients’ unique functional and cultural needs. Beau’s passion for continuous improvement can be seen in

everything he does both at Coraggio and with his clients. His talent for embedding improvement practices, drives him to maintain accountability on each engagement ensuring his client’s project deliverables, scope, and budget are met. Prior to joining Coraggio, Beau led continuous improvement initiatives as a management consultant for seven years in the manufacturing sector. He spent several years in Europe leading the assessment of business processes and facilitating process redesign for clients across a wide array of company and national cultures. Previously, Beau also worked in the IT industry developing and implementing management software and systems for business clients.

Ballroom BC 1:05 p.m. - 2:05 p.m.

5 Ways Lean tools Can be Used to Close Equity and Social Justice Gaps When Delivering Customer Service

King County Wastewater Treatment Division used Lean tools to close the equity and social justice gap when delivering customer service. We will show how we used Lean tools to improve the payment process to community-based organizations for the Division's environmental Rainwise rebate program. As result, not only was there a more positive impact on the environment, but jobs provided by local community based organizations were protected, and more residents from low income neighborhoods had access to the Rainwise rebate program. The speakers will also share on ways Lean can help you close the equity and social justice gap when delivering customer service.

Presenters: Hien Dung, Quality Program Manager IV and Jo Sullivan, Water Quality Planner and Project Manager, King County Wastewater Treatment Division



Nguyen "Hien" (Hee-an) Dung works for King County Wastewater Treatment Division, and practices Lean while doing property acquisition and permitting work on capital projects, and relocation policy work. Hien has also served as Lean Coordinator for King County Wastewater Treatment Division and as Real Estate Section Manager in King County's Facilities Management Division. Prior to landing at King County, Hien was a commercial real estate appraiser, a real

estate branch manager, and a US Army cryptologist/linguist. Hien is a passionate believer that Lean not only can help us cut waste at work, but can increase engagement that comes from the heart. She also believes Lean tools and data can help us apply a more focused equity and social justice lens when we deliver customer service.



Jo Sullivan is a Water Quality Planner and Project Manager at King County Wastewater Treatment who has worked for over two decades on clean water, water conservation, and sanitation in various capacities. She currently manages outreach for the RainWise program, a program that incentivizes private property owners to install small-scale stormwater systems to help control combined sewer overflows. She has extensive expertise in public engagement and involvement, recycled water, and green stormwater infrastructure solutions. She has managed several grant programs and thrives on solutions that can be implemented with community partnerships and collaborations. She has extensive experience educating the public on wastewater treatment issues and how the choices individuals make affect the treatment system. She was part of a three woman team that created the Brightwater Education Center's Exhibit Hall on Water.

Ballroom D 1:05 p.m. - 3:30 p.m.

Getting Unstuck: Strategies for Repairing Trust in Groups

Trust permeates relationships. When there is trust within groups, information flows, and issues can be resolved easier. These are core ingredients in a Lean culture. However, when groups experience low trust or a violation of trust, it can be very disruptive to relationships and work systems. So how can groups work through it? This workshop will highlight doctoral research on trust repair and bridges it to sustaining a work culture using Lean principles. Further, Wendy will share a research-based model and provide strategies that become an immediate take-away for all participants to apply at the group or organizational level.

Presenter: Wendy Fraser, PhD, Chief Inspiration Officer, Fraser Consulting, LLC



Wendy mentors the collective wisdom in organizations by engaging the talents and hearts of people. She fosters and builds capacity by strengthening human relationships and systems, so groups and organizations thrive. She brings fresh approaches with a flare of humor and gets results. Wendy works primarily with public, education, and nonprofit clients in the US, Canada, Caribbean, and China. She teaches Black Belt courses at the University of Washington-Tacoma and in the MBA program at St. Martin's University. She is an author, speaker, consultant, mentor, volunteer, and international humanitarian.

Ballroom BC 2:30 p.m. - 3:30 p.m.

The Importance of Emotional Awareness in Creating Value, Understanding and Inclusiveness for Customers

In order for any change management program to be effective and customers to gain the greatest value from improvement efforts, the change management professional must be relatable, empathetic and able to meet process improvement team members on a human level. Sure, we can introduce people to new techniques and processes all day long, but if we are not self-aware and able to connect with these people who actually do the work, we won't be able to engage with them in a way that motivates and inspires them to buy into the process mentally and take ownership. As such, the program will fail or never be implemented at all, and, ultimately, neither those who administer or receive the services will benefit from the program. By engaging the social side of the change management process, and working to really understand the participants' needs, concerns, and emotions, change management professionals will be better able to understand how to approach/reach participants on a level that resonates with them, tapping into those emotions to work toward positive outcomes related to building better, more inclusive teams and service administrators. In so doing, organizations will be able to attain better results and implement a sustainable change management program where participants are fully engaged and accountable for the process on an emotional and technical level.

Presenter: LeKisha McKinley, Chief Executive/Business Transformation & Process Improvement Consultant, LQM Business Strategists



LeKisha McKinley, MBA, PMP, CSSBB, is Sr. Business Consultant and founder and Chief Executive of LQM Business Strategists. She holds a Bachelor of Business Administration (Marketing and Management) and Master of Business Administration from Texas State University; a Six Sigma Black Belt from American Society of Quality; and a PMP from PMI. LeKisha has been performing process improvement, business advising, and strategic program development for government, international public, and private entities for over 14 years. Her expertise and uncanny ability to operate comfortably with minimal or ambiguous information allows her—and the organization's internal process owners—to devise clear-cut, comprehensive and smart solutions even in some of the most convoluted environments. LeKisha believes that those who do the work can best help determine, implement, and sustain the most optimal solutions to business problems. LeKisha is a regular speaker at international conferences; is a regular guest speaker to local universities and businesses; teaches technical applications and ITLS methodologies to adult learners and business professionals; and has written and provided input on numerous articles and discussions regarding organizational change management, transformative business topics and tools. Her can-do attitude, quick wit, and down-to-earth personality allows her to quickly and genuinely gain clients' and learners' trust alike, relate to and reach her audiences, as well as mentor and coach numerous executives with mutual respect.

Room 317 2:30 p.m. - 3:30 p.m.

Customers Are People, Too! Insights From Local Governments Beyond the Cascade Curtain

As Lean principles and tools become mainstream in large government organizations, many small, local governments, especially those east of the Cascade mountains, are starting to embrace Lean as a management system. Working with these smaller organizations who have a more direct and personal relationship with their customers, the Lean Specialists at the Washington State Auditor's Office learned to focus on mastering the basics elements of Lean as a strategy to bring the whole organization forward together. Seeing the customer as a human being who enters our world for a short time with a specific need is the foundation for excellent customer service and personal job satisfaction. During this session, you will hear several stories about local governments in Washington state who made small changes in their processes that sometimes were challenging to implement, but eventually delivered better service and improved communication to their residents.

Presenters: Debra Hentz, BSME, MPA and Steven Thomson, PhD, Performance Center Lean Specialists, Washington State Auditor's Office



Debra Hentz is a Lean Specialist for the Performance Center within the State Auditor's Office specializing in Lean methodology training and facilitation. Prior to joining the State Auditor's Office in 2014, Debra spent 5 years with Clark College Student Affairs in Vancouver, WA, and 20 years at the Hewlett Packard Company as an Engineering Manager in the areas of product design, Lean manufacturing, and worldwide operations. Her primary areas of concentration included project management, continuous process improvement and leading change initiatives. Debra holds a Master of Public Affairs degree from WSU and a BS degree in Mechanical Engineering from The University of Texas at Austin. Her interests outside of work usually include spending time with animals and her revitalized interest in horseback riding.



Steven Thomson is a Lean Specialist for the Performance Center within the State Auditor's Office. Before joining the State Auditor's Office in 2018, Steven had a private consulting firm working with local governments on Lean process improvements. His practice focused on integrating various aspects of Lean management. Earlier in his career, he taught Cultural Anthropology at the university level at several institutions. Trained as a political anthropologist, his research and teaching focused on local politics in culturally diverse communities, interactions between local and national institutions, and economic development. Steven received masters and doctoral degrees in anthropology from Boston University and a BA in African Studies from Beloit College (Wisconsin). He also holds project management and Lean Six Sigma Black Belt certificates from the UW Tacoma.

Day 2 Breakout Sessions Schedule

10:15 a.m. - 11:15 a.m.

10:15 a.m. - 12:40 p.m.

 These two sessions will be videotaped.			
Exhibit Hall	Ballroom A	Ballroom BC	Ballroom D
Lean Would Be Easy If It Weren't for the People	Recruit, Retain, and Develop – Hiring and Professional Development at Ecology	Humanizing Work through Creativity and Innovation	The People Side of Lean – An Interactive Experience for Improving Teamwork

11:40 a.m. - 12:40 p.m. – *Breakout Sessions or Lunch #1*

 These two sessions will be videotaped.		
Exhibit Hall	Ballroom A	Ballroom BC
LEAD Lean	People at the Center: A Case Study of Transforming Snohomish County Government	It's Not About the Shark! How Arizona Uses 1:1 Coaching to Navigate Barriers and Reach the Shore

1:05 p.m. - 2:05 p.m. – *Breakout Sessions or Lunch #2*

1:05 p.m. - 3:30 p.m.

 These two sessions will be videotaped.			
Exhibit Hall	Ballroom A	Ballroom BC	Ballroom D
Lean Survival Guide: How to Create and Sustain a Continuous Improvement Culture	Engaging Employees Every Day	Releasing Potential through Investing in People's Growth	Getting Unstuck: Strategies for Repairing Trust in Groups

2:30 p.m. - 3:30 p.m.

 These two sessions will be videotaped.		
Exhibit Hall	Ballroom A	Ballroom BC
Everyone is a Leader: One Program's Leadership Development Approach at the Department of Ecology	Building Partnership with our EMS teams	Hope Inspired Leadership

Breakout Session Skill Level KEY: = **BEGINNER** No experience with lean.

Breakout Sessions Schedule **Day 2**

10:15 a.m. - 12:40 p.m.

10:15 a.m. - 11:15 a.m.

Room 315/316	Room 317	Room 318	Room 407
A Human Workplace: “Does Love Belong at Work?”	Improving Municipal-level Development Review Processes Using Lean Methods and Practices: Creating Lasting Results for the Community Through Improved Processes and Collaboration	Creating Motivation and Desire	Igniting and Sustaining Culture Change
	Breakout Sessions or Lunch #1 – 11:40 a.m. - 12:40 p.m.		
	Room 317	Room 318	Room 407
	Building Lean for People	Building a Healthy Workplace Culture from the Ground Up	Taking on Opioids with World Class Management

1:05 p.m. - 3:30 p.m.

Breakout Sessions or Lunch #2 – 1:05 p.m. - 2:05 p.m.

Room 315/316	Room 317	Room 318	Room 407
Why Do People Do What They Do? A Human-Centered Approach to Influencing Sustainable Change	Meaningful Purpose to Drive Lasting Cultures of Improvement	Lean Lands at Sea-Tac Airport!	Partnership between Lean Process Improvements and Change Management
	2:30 p.m. - 3:30 p.m.		
	Room 317	Room 318	Room 407
	Relieving the Pain of Performance Measurement	The Platinum Rule: Treating Others They Way They Want to Be Treated	Things No One Ever Told Me: “It’s About the People” (Lessons learned from facilitating over 24 rapid process improvement workshops.)

= **INTERMEDIATE** Some experience with lean.
 = **ADVANCED** Extensive experience with lean.
 = **ALL**

Ballroom BC 11:40 a.m. - 12:40 p.m.

It's Not About the Shark! How Arizona Uses 1:1 Coaching to Navigate Barriers and Reach the Shore

Think of the progress we could make, the results we could achieve and the leaders we could grow if we focused less on problems and more on goals and positive outcomes. In this session, you will learn how the methodology behind Arizona's 1:1 Coaching for Continuous Improvement:

1. Leveraging Plan-Do-Check-Act (PDCA) and Appreciative Inquiry to develop critical thinking skills and independent problem-solving capability.
2. Facilitating manager/employee alignment on expectations and quick course corrections while building trust and driving stronger performance outcomes.
3. Adopting Lean principles at the individual, agency and enterprise levels to produce better, faster and more cost effective results.

Participants will leave with an understanding of why and how Arizona developed and implemented its 1:1 Coaching methodology, tools to facilitate effective 1:1 Coaching sessions using the model, and insight into key challenges and breakthroughs Arizona experienced bringing its 1:1 Coaching model to life in state agencies.

Presenters: Chris Weakland, People Systems Project Manager and Alishia Jeremiah, People Systems Project Manager, Arizona Department of Administration



Chris Weakland has more than 25 years of HR management experience, primarily in the financial industry. She joined AZ state government in 2013 serving as a Chief Human Resources Officer and then as a founding member and project lead of the state's human resources Organizational Effectiveness Team (OET) in 2016. The OET develops and implements critical "People Systems" that promote the thinking and behavioral practices to support Arizona government's transformation as a Lean enterprise. Chris is also an entrepreneur, having owned a business consulting firm specializing in new business start-ups. She has been an HRCI-certified Senior Professional in Human Resources since 1996.



Alishia Jeremiah brings 22 years of public and private sector experience in HR and leadership to her current role as an executive consultant and project lead for the state's Organizational Effectiveness Team. Alishia has a Master's Degree in Leadership and is a Society of Human Resources Management (SHRM) Certified HR Professional. She joined AZ state government in 2014 and served as a Chief Human Resources Officer for the Department of Juvenile Corrections. Her calling and passion is to help people be successful, which she does by implementing several statewide organizational development initiatives, including 1:1 Coaching for Continuous Improvement.

Room 317 11:40 a.m. - 12:40 p.m.

Building Lean for People

The Employment Security Department has undertaken radical change in our culture over the past 5+ years. We have made significant strides, and are currently shifting our focus to help employees see how lean benefits them and helps them better serve customers. We are breaking down lean "requirements" and building an approach where employees can pull the services that work for them, and the lean team adapts tools and approaches to better meet other employees' needs. We are generating excitement with our service approach, and building competence throughout the agency. We believe this shift will accelerate our change to a lean culture.

Presenters: Anna St. Mullaire, Lean Engagement and Development Lead; Bill Kysor, Lean Leader; and Brian Mark, Lean Leader, Employment Security Department



Anna Saint Mullaire joined ESD in September 2016, after more than 13 years with the Washington State Department of Transportation, where she was a founding member of the WSDOT Lean Office for the prior 2+ years. Anna earned Master's degrees in Civil Engineering and Leadership & Organizational Development. Anna blends her strong background in data analytics and organizational change to support teams in their efforts to improve processes while effectively managing the people side of change. Seeing people engaged with their work and empowered to make things better is what Anna loves most about this work.



Bill Kysor joined ESD in November 2017, bringing a diverse background of lean application, including within military munitions, medical device manufacturing and healthcare (to name a few!) He has shared his lean knowledge and experience in past organizations through formal and informal training environments. Some of the highlights of Bill's career include opportunities to initiate lean transformations and helping others solve complex organizational issues using the tools of lean. Prior to getting started with lean continuous improvement, Bill served in the Marine Corps, worked in law enforcement, and taught grade school classes as a substitute teacher while completing college.



Brian Mark joined ESD in May 2017. He is passionate about people, building relationships, and being in service to his communities inside and outside of ESD. Brian brings a diverse background of lean application, including time in supply chain, grocery management, and non-profit work. Brian believes that Lean is part of the bigger puzzle that includes customer service, project management, strategic planning, and engagement with people. Brian believes in having a voice in the future of his community and is actively involved in homeless outreach in Thurston County and as an ambassador for GRuB in Olympia. He also is a coach for 2nd and 3rd grade soccer for the Olympia area YMCA.

Exhibit Hall 1:05 p.m. - 2:05 p.m.

Lean Survival Guide: How to Create and Sustain a Continuous Improvement Culture

It's a jungle out there and it's easy to get overwhelmed, sidetracked, and even a little discouraged when building a culture of continuous improvement! From lackluster engagement at all levels, to disagreement on who the customer is, to frustration at all the "stops and starts," we've seen--and survived--it all! Come consider some creative ideas for how to initiate and sustain a culture of continuous improvement. Leave with practical plans to re-energize your efforts and minimize the gap between where you are now and where you want to be.

Presenters: Jennifer Haury, Chief Executive Officer/Organizational Anthropologist, All Angles Consulting LLC and Lori Erickson, Chief Executive Officer/Continuous Improvement Consultant, Calliope Consulting LLC



Jennifer Haury is an Organizational Anthropologist and Lean/Six Sigma Master Black Belt who brings a holistic approach to process improvement and leadership systems. She is CEO and Principal Consultant for All Angles Consulting, LLC. Jennifer brings a passion and talent for understanding the important cultural aspects of an organization, department, team, or individual. She's helped hundreds of teams and leaders transform their current culture into a culture of continuous

improvement, a learning culture, or a highly collaborative culture. Her work shows proven results in: implementing Lean/six sigma process improvement methodologies, leadership and executive coaching, strategic visioning and deployment, hoshin planning, ethnographic analysis, cultural assessment, change management, organizational development, systems design/implementation, and operations management. She is excited to be speaking at her 5th WA State Lean Transformation Conference. Jennifer also holds the coveted title of "Mom" to three amazing humans who have taught her the most about how to apply her professional learnings in a chaotic environment where a culture of continuous improvement is always in "learning lab" phase!



Lori Erickson is a Lean/Six Sigma Master Black Belt who enjoys stretching the minds of others in the worlds of process improvement, organizational development and change management. She has 13 years of experience in healthcare, education, and local/state government work. Lori has a passion for developing people and believes in meeting people where they are in their learning, helping them set the path for success, and then gently pushing them to go

further through experimentation, practice and coaching. She has worked with leaders at all levels, from C-Suite executives to frontline staff, and takes pride in helping organizations to keep their customer at the center of every decision. Some of Lori's favorite work includes "blowing up" broken current state processes, helping frontline teams to dream big and futuristically, and then designing an "ideal" customer-centric future state. Lori currently works as a professor at the College of Business at Central Washington University.

Ballroom A 1:05 p.m. - 2:05 p.m.

Engaging Employees Every Day

This session describes a simple tool that serves as a catalyst to create an engaged workforce toward building an improvement oriented and customer-centered culture. We will explore how to leverage this tool to celebrate engagement and coach on improvement (Lean) skills, while capturing improvement results in quality, costs, delivery, safety and customer satisfaction. This tool was instrumental in Employment Security Department receiving IAWP awards for creating an innovative workplace.

Presenter: Karl Kraber, President, Kata Consulting, LLC



Karl Kraber currently is the president of Kata Consulting, LLC, supporting companies who want to create a customer-centric and improvement-oriented culture. He has more than 25 years of process improvement experience in manufacturing, government, and health care as an operations manager, change management consultant, internal Lean consultant and manager using various operational excellence/process improvement

methods such as Lean, TQM, and Six Sigma. He has an MPA from Ball State University and Masters in Applied Behavioral Sciences. Karl served as a captain in the US Air Force. He implemented Lean at The Boeing Company, University of Washington, Franciscan Health System, Employment Security Department, and hospitals in Mississippi and Michigan.

Room 318 1:05 p.m. - 2:05 p.m.

Lean Lands at Sea-Tac Airport!

If you've taken a flight from Seattle recently, you are probably aware that the airport is busier than it used to be. That's great for business in the Pacific Northwest – and it creates problems at the airport. Come to this session to learn about our challenges and success stories in applying Lean problem-solving at this quasi-public agency. Representatives from Aviation Operations and Aviation Maintenance – will use case studies to describe what they have learned about leading improvement to engage the creativity of our workers and the cooperation of our business partners, to improve our customers' experience.

Presenters: Stuart Mathews, Director, Aviation Maintenance; Mike Ehl, Director, Aviation Operations; Ryan Pazaruski, Manager, Conveyor Maintenance; and Jim Witzman, Manager, Aviation Maintenance, Seattle-Tacoma International Airport



Stuart Mathews is the Director of Aviation Maintenance, responsible for the facility maintenance throughout Seattle-Tacoma International Airport. He leads a team of approximately 400 Port of Seattle maintenance professionals and approximately 200 contract service providers. He holds a B.S. in Mechanical Engineering from the University of Washington, is a licensed P.E. in the state of Washington, a member of the International Facility

Management Association and a designated Facility Management Professional.



Michael Ehl is Director of Aviation Operations at Seattle-Tacoma International Airport, overseeing all airfield, terminal and landside operations and facilities. Mike's team is also responsible for air cargo, air service development, and serves as the primary airline liaison for the Port of Seattle's Aviation Division. Mike has an M.B.A. from Seattle University, a B.S. in Aviation Management from Embry-Riddle Aeronautical University, is a graduate of Seattle University's

Executive Leadership Program, and is an Accredited Airport Executive (A.A.E.) in the American Association of Airport Executives.



Ryan Pazaruski is Manager of Conveyor Maintenance and Operations at Seattle-Tacoma International Airport. His team is responsible for ensuring bags move safely and efficiently through the 10+ miles of the baggage handling system. Prior to joining Aviation Maintenance in 2010, Ryan served in managerial and leadership positions with Ocean shipping companies and the U.S. Army. Ryan has an M.B.A. from Washington State University.



Jim Witzman currently works in the Aviation Maintenance department overseeing vertical conveyance, passenger loading bridges, and industrial water treatment. He joined the Aviation division after 17 years with United Airlines. During his time there, he obtained his Six Sigma Green belt certification and became an active part of United's continuous improvement team. He is currently a member of the Lean specialist program and enjoys the problem solving aspect of continuous improvement.

Room 407 1:05 p.m. - 2:05 p.m.

Partnership between Lean Process Improvements and Change Management

Agencies in many states continue to build their internal change capability and Lean process improvements to support the success of key projects and even more importantly the success of their people affected by key improvements. The Colorado Department of Transportation (CDOT) and the Washington State Department of Transportation (WSDOT) are helping their people be successful with improvement by deploying structured Change Management ("people side of change") and Lean continuous improvement processes on these key projects. During this session, we will discuss 1) the human relationship to small and large improvements, 2) the importance of collaboration between Change Management and Lean continuous improvement, and 3) the importance of the leaders role during and after process improvements to ensure that every person is setup for success.

Presenters: Carl Greer, Organizational Change Manager, Washington State Department of Transportation and Annie Severson, Organizational Change Management Director, Department of Children, Youth, and Families



Carl Greer is the Organizational Change Manager for WSDOT. Carl has implemented change management practices into the agency change initiatives ranging from organizational restructuring, process improvements and enterprise-wide technology implementations. He is currently working on implementing a change capable culture within WSDOT, which includes the nation's largest marine highway system, WA State Ferries. Carl has also worked with

other state agencies in developing change management practices and collaborated on events to develop awareness and the need for change management practices. Carl is a skilled facilitator and has led a variety of high-level meetings with executives, supervisors and managers, and front line staff. He is nationally certified in Crucial Conversations, certified as a Prosci Practitioner, recently completed the Prosci Train the Trainer course and is a member of Association of Change Management Professionals.



Annie Severson, Organizational Change Management Director, Department of Children, Youth, and Families

Glossary

A3. A problem-solving methodology developed by Toyota that is structured around Plan-Do-Check-Act improvement cycles and is named after the size of the paper the report is created on (similar to 11" x 17" paper).

Change Agent. The leader of a Lean conversation who has the willpower and drive to initiate fundamental change and make it stick.

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

Cycle Time (CT). How often a part or product is completed by a process, as timed by observation. This time includes operating time plus the time required to prepare, load and unload. Compare to Process Time, contrast with Lead Time.

Downtime. Production time lost due to planned or unplanned stoppages.

Efficiency. Meeting exact customer requirements with the minimum amount of resources.

First In First Out (FIFO). The principle and practice of maintaining precise production and conveyance sequence by ensuring that the first part to enter a process or storage location is also the first part to exit. (This ensures that stored parts do not become obsolete and that quality problems are not buried in inventory). FIFO is a necessary condition for pull system implementation.

Five Ss (5Ss). Five related terms, beginning with an S sound, describing workplace practices conducive to visual control and Lean production. The five terms in English (and Japanese) are:

1. Sort (Seiri): Separate needed from unneeded items –tools, parts, materials, paperwork- and discard the unneeded.
2. Straighten (Seiton): Neatly arrange what is left –a place for everything and everything in its place. Also known as Set in Order.
3. Shine (Seiso): Clean and wash.
4. Standardize (Seiketsu): Cleanliness resulting from regular performance of the first three Ss.
5. Sustain (Shitsuke): Discipline, to perform the first four Ss.

Five Whys. The practice of asking why repeatedly whenever a problem is encountered in order to get beyond the obvious symptoms to discover the root cause.

Gemba. The Japanese term for “actual place,” often used for the shop floor or any place where value-creating work actually occurs.

Hansei. The continuous improvement practice of looking back and thinking about how a process or personal shortcoming can be improved; the Japanese term for “self-reflection.”

Just-in-Time (JIT). A system of production that makes and delivers just what is needed, just when it is needed, and just in the amount needed. JIT and jidoka are the two pillars of the Toyota Production System.

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

Kaizen Workshop. A group Kaizen activity, commonly lasting five days, in which a team identifies and implements a significant improvement in a process.

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

Lean Production. A business system for organizing and managing product development, operations, suppliers, and customer relations that requires less human effort, less space, less capital, less material, and less time to make products with fewer defects to precise customer desires, compared with the previous system of mass production.

Muda. A wasteful practice to be eliminated. Any activity that consumes resources without creating value for the customer.

Mura. Unevenness in an operation; for example, a gyrating schedule not caused by end-customer demand but rather by the production system or an uneven work space in an operation causing operators to hurry and then wait. Unevenness often can be eliminated by managers through level scheduling and careful attention to the pace of work.

Muri. Overburdening equipment or operators by requiring them to run at a higher pace with more force and effort for a longer period of time than equipment designs and appropriate workforce management allow.

Nonvalue-Creating Time. The time spent on activities that add costs but no value to an item from the customer’s perspective. Such activities typically include storage, inspection, and rework.

Overproduction. Producing more, sooner or faster than is required by the next process.

Plan–Do–Check–Act (PDCA). An improvement cycle based on the scientific method of proposing a change in a process, implementing the change, measuring the results, and taking appropriate action. It is also known as the Deming Cycle or Deming Wheel after W. Edwards Deming, who introduced the concept in Japan in the 1950’s. The PDCA cycle has four stages:

Plan: Determine goals for a process and needed changes to achieve them.

Do: Implement the changes.

Check: Evaluate the results in terms of performance.

Act: Standardize and stabilize the change or begin the cycle again, depending on the results.

Processing Lead Time (LT). The time it takes one piece to move all the way through a process or a value stream, from start to finish. Envision timing a marked part as it moves from beginning to end.

Pull Production. A method of production control in which downstream activities signal their needs to upstream activities. Pull production strives to eliminate overproduction and is one of the three major components of a complete just-in-time production system.

Push Production. Processing large batches of items at a maximum rate, based on forecasted demand, then moving them to the next downstream process or into storage, regardless of the actual pace of work in the next process. Such a system makes it virtually impossible to establish a smooth flow of work from one process to the next that is the hallmark of Lean production.

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

Value Stream. All of the actions, both value-creating and nonvalue-creating, required to bring a product from concept to launch and from order to delivery. These include actions to process information from the customer and actions to transform the product on its way to the customer.

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

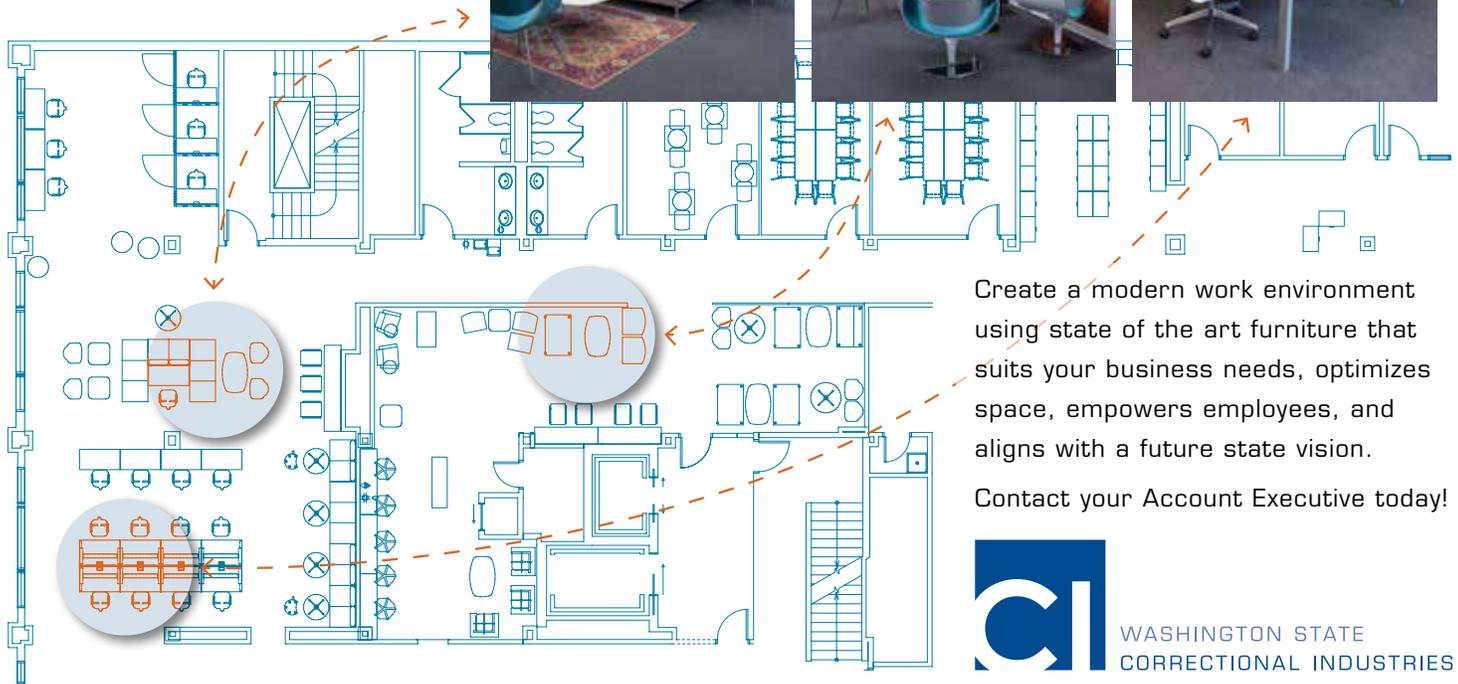
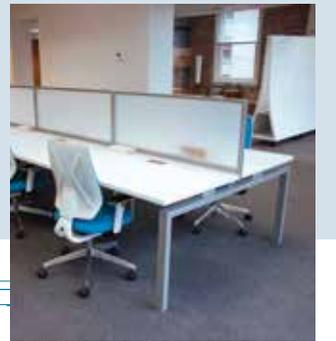
Visual Management. The placement in plain view of all tools, parts, production activities, and indicators of production system performance, so the status can be understood at a glance by everyone involved.

Waste. Any activity that consumes resources but creates no value for the customer. Most activities are waste - muda- and fall into one of two types. Type one muda creates no value but is unavoidable with current technologies and production assets. Type two muda creates no value and can be eliminated immediately. The common types of waste are:

1. Overproduction: Producing ahead of what's actually needed by the next process or customer. The worst form of waste because it contributes to the other wastes.
2. Waiting: Operators standing idle as machines cycle, equipment fails, needed parts fail to arrive, etc.
3. Conveyance: Moving parts and products unnecessarily, such as from a processing step to a warehouse to a subsequent processing step when the second step instead could be located immediately adjacent to the first step. Also known as transportation.
4. Processing: Performing unnecessary or incorrect processing, typically from poor tool or product design. Also known as over-processing.
5. Inventory: Having more than the minimum stocks necessary for a precisely controlled pull system.
6. Motion: Operators making movements that are starting or unnecessary, such as looking for parts, tools, documents, etc.
7. Correction: Inspection, rework, and scrap. Also known as defects.

Work-in-Process (WIP). Items between processing steps within a facility. In Lean systems, standardized work-in-process is the minimum number of parts needed to keep a process flowing smoothly.

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- 14 TAM Café | café & light fare | 1701 Pacific Ave
- 15 Elemental Pizza | wood fired pizza | 1702 Pacific Ave
- 16 Sam Choy's Poke to the Max | hawaiian | 1716 Pacific Ave
- 17 Anthem Coffee & Tea | espresso & light fare | 1911 Pacific Ave
- 18 hello, cupcake | cupcakes & sweets | 1740 Pacific Ave
- 19 Savor Creperie | french crepes | 1916 Pacific Ave
- 20 The Swiss Restaurant & Pub | pub & glass art | 1904 Jefferson Ave
- 21 Indochine | thai | 1924 Pacific Ave
- 22 Harmon Restaurant & Brewery | burgers & craft beer | 1938 Pacific Ave
- 23 7 Seas Brewery & Taproom | craft beer & small plates | 2101 Jefferson Ave
- 24 El Gaucho | american & steak | 2119 Pacific Ave
- 25 Brown & Haley Factory | almond roca & sweets | 110 E 26th St

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