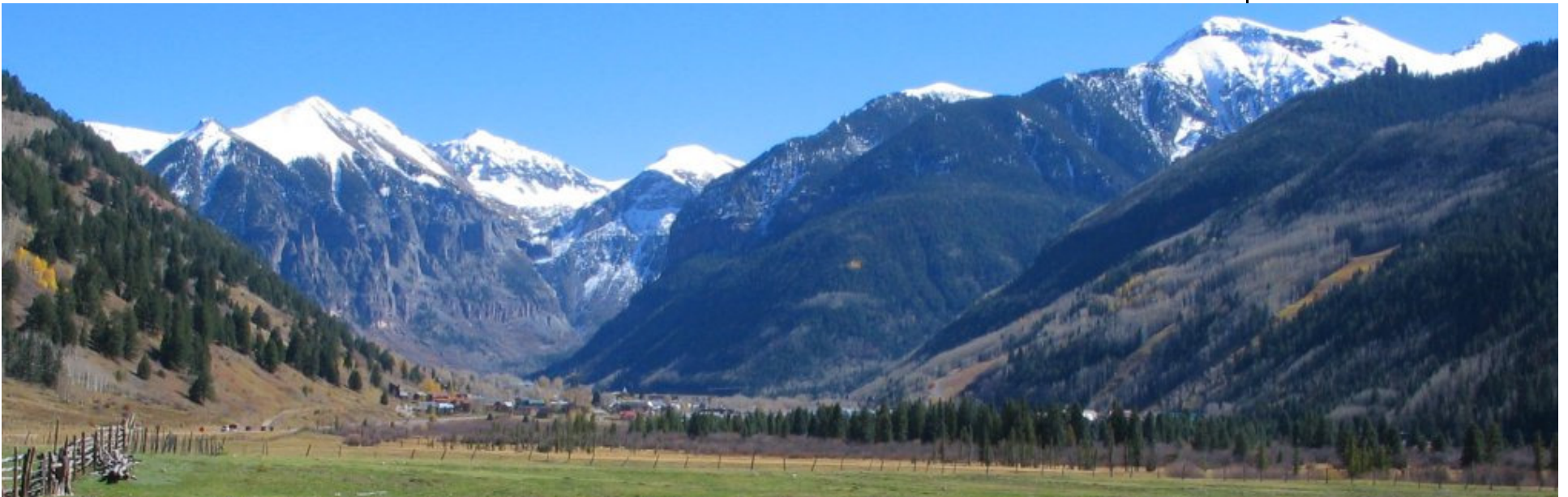


Improving Lean Through Communities of Practice



Tuesday, October 18, 2016

Gary Vansuch



Helps answer this question

How do we grow a culture of engagement and improvement?



First things first: safety

Colorado National Monument



What was advertised for today: long version

Improving Lean Through Communities of Practice



Communities of Practice (CoPs) are formed by people who engage in a process of collective learning in a shared domain of human endeavor: a tribe learning to survive, a band of artists seeking new forms of expression, a group of engineers working on similar problems --- and, Lean practitioners in the same industry, facing the same set of issues and problems. That is exactly what the Transportation Lean Forum is: Lean practitioners in government transportation agencies, supporting each other!

This presentation would cover:

1. The origins of the Transportation Lean Forum;
2. The Forum's membership;
3. How the Forum operates;
4. Successes from the Forum; and
5. Future plans for the Forum

Additionally, the session will provide participants with tips and guidance regarding formation of similar Communities of Practice.

What was advertised for today: **short version**

Lean is cool



And, it can be hard!

Do you ever wonder if there are others out there, trying to do the same thing?

And, if so, how can Communities of Practice help? What are the first steps?

My expectations

Cell phones on stun


Focus

Active involvement

The only really dumb question is the one you don't ask



3 sheets in the back – take one of each



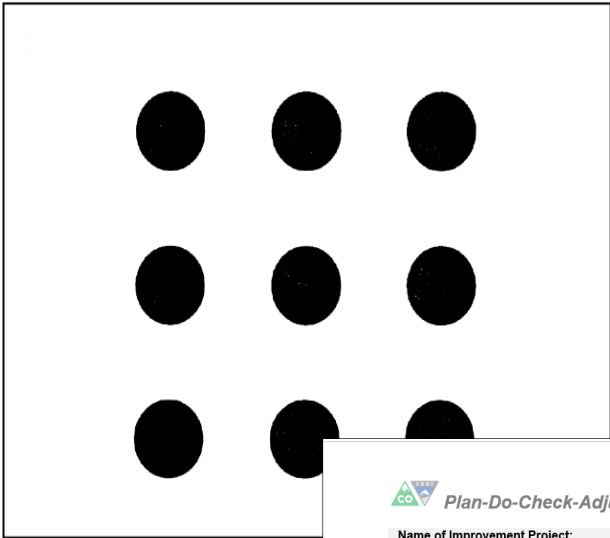
Improving Lean Through Communities of Practice
Tuesday, October 18, 2016


My learning objective(s): _____

... In support of this (these) organizational goal(s) : _____

My Key Takeaways and My Action Items	What I am going to do with this, and by When	People I need to involve

over





Plan-Do-Check-Adjust method for improvement

Name of Improvement Project: _____

1 PLAN
What do you want / need to improve, and why.
How much "impact" do we need to get (how much improvement) - including a clear, measurable target (goal) that quantifies that desired impact.
Who is in charge of making this improvement happen, and who is helping.

2 DO
Implement a) "quick hits", and b) other items that require additional analysis and/or testing – using good project management practices.

QUICK HITS ("Just Do It's")

Task	Person Responsible	Start Date	Deadline	Dependencies and other notes
Task 1:				
Task 2:				
(etc)				

ITEMS REQUIRING ADDITIONAL ANALYSIS AND / OR TESTING

Task	Person Responsible	Start Date	Deadline	Dependencies and other notes
Task 1:				
Task 2:				
(etc)				

3 and 4 CHECK and ADJUST

Did we do what we planned to do (from step 2 above)?

- a. If NO: why not, and what do we need to do about that? Adjust your plan as needed, and continue to implement.
- b. If YES: did we actually get the impact (the improvement) we wanted / needed?
 - If NO: why not, and what do we need to do about that? Adjust your plan as needed, and continue to implement.
 - If YES: Celebrate! Then, move onto your next improvement.



Improving Lean Through Communities of Practice

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over 



Improving Lean Through Communities of Practice

Tuesday, October 18, 2016


My learning objective(s): _____

... In support of this (these) organizational goal(s) : _____

My Key Takeaways and My Action Items	What I am going to do with this, and by When	People I need to involve

**I hope you will have
several takeaways
today**

--	--	--

over 



Improving Lean Through Communities of Practice

Tuesday, October 18, 2016

My learning objective(s): _____

... In support of this (these) organizational goal(s) : _____

My Key Takeaways and My Action Items	What I am going to do with this, and by When	People I need to involve

What are your expectations?

--	--	--

over 

An aerial photograph showing a town nestled in a valley. The foreground consists of rolling hills with dry, yellowish-brown grass. A winding road is visible in the lower center. In the background, there are layers of blue mountains, with a prominent range of snow-capped peaks under a clear blue sky. The text "And, of course, the Customer Pledge" is overlaid in large white font across the middle of the image.

And, of course, the Customer Pledge

View west from Cripple Creek

Thank goodness for good competition!

- **Exhibit Hall B:** Lean Culture at Dept. of Enterprise Services
- **Ballroom A:** A Model for Change: Harnessing the Speed of Thought (HST)
- **Ballroom BC:** Simulation: You Can Learn A Lot By Doing the Work
- **Room 315/316:** Lean is part of the change management equation
- **Room 317:** Coaching Leaders to Create a Culture of Engagement and Improvement
- **Room 318:** Mapping Your Continuous Improvement Journey
- **Room 407:** Leading Lean for Success: How to Drive Out Fear

What's inside

- A little bit about CDOT
- A little bit about one Community of Practice: the Transportation Lean Forum
- Some tools and tips
- Recommendations on what you could and should do regarding Communities of Practice



“I See What You Mean”

What's inside

- A little bit about CDOT
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“I See What You Mean”

WHAT is CDOT



WHAT is CDOT

Maintain and Keep Transportation Safe

- 23,000 lane-miles of Interstate and State highway system
- 3,400 bridges
- routine maintenance
- bridge repair and resurfacing
- snow removal
- safety improvements
- FLOOD RESPONSE!

Get More Out of the System

- traveler information
- ramp metering
- signal synchronization
- express toll lanes on I-25

Distribute Funding to Local Governments

- aviation
- federal funds to Metropolitan Planning Organizations
- grants to local governments
- transit



WHO is CDOT



What's inside

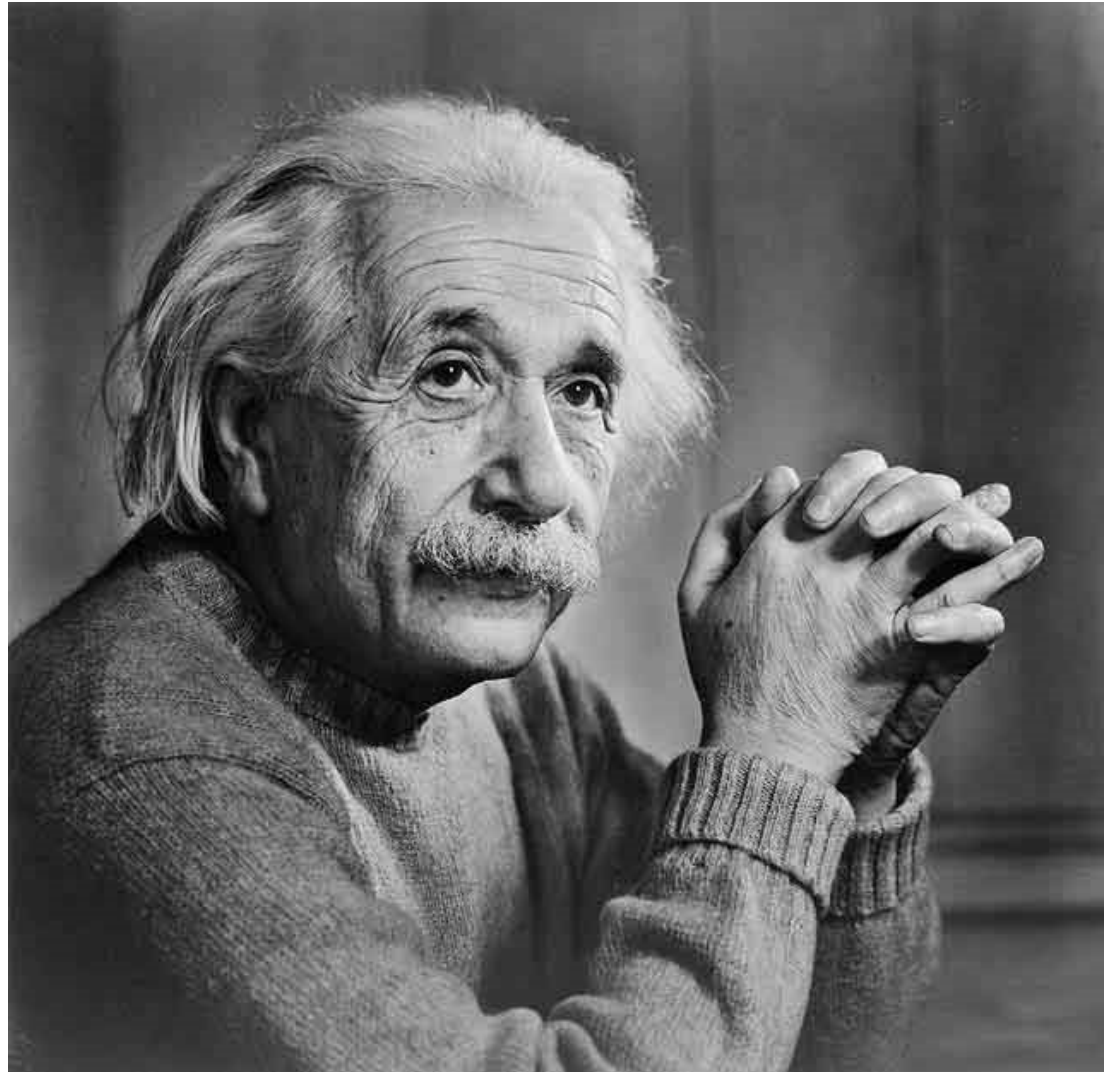


“I See What You Mean”

- A little bit about CDOT
- A little bit about one Community of Practice: the Transportation Lean Forum
- Some tools and tips
- Recommendations on what you could and should do regarding Communities of Practice

“The significant problems we face cannot be solved at the same level of thinking we were at when we created them.”

– Dr. Albert Einstein



One way to help us change our thinking: Communities of Practice



Communities of Practice

Communities of practice are groups of people who share a concern or a passion for something they do, and learn how to do it better as they interact regularly.



Communities of Practice

- A community of practice is not merely a club of friends or a network of connections between people.
- It has an identity, defined by a shared “domain of interest” (concern, passion, issue, etc.)
- Membership therefore implies a commitment to the domain.

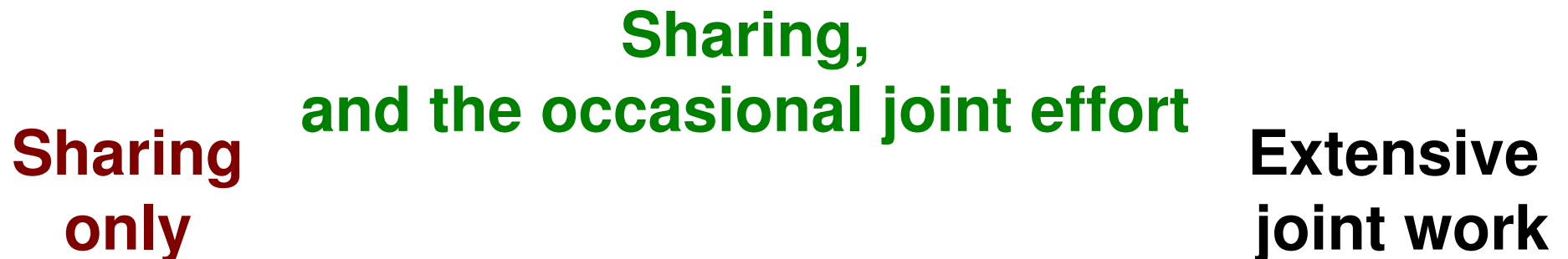


“Great things in business are never done by one person; they are done by a team of people.” – Steve Jobs



Building and Implementing a Community of Practice

Spectrum of “types” of Communities of Practice: level of commitment



Building and Implementing a Community of Practice

Spectrum of “types” of Communities of Practice: level of commitment

Transportation Lean Forum started here



Sharing,
and the occasional joint effort

Sharing
only

Extensive
joint work

Transportation Lean Forum: What it is

- Many governmental organizations which operate highway and transportation systems are utilizing Lean.
- To help promote Lean and provide support to each other, some of these organizations formed the “Forum for Lean Process Improvement in Governmental Highways / Transportation organizations” in June 2012.
- This group is also referred to as the **Transportation Lean Forum** (TLF).

**“Never doubt
that a small
group of
thoughtful
people can
change the
world.
Indeed, it is the
only thing that
ever has.”**

– Margaret Mead



“Making government more effective, efficient and elegant means listening to our state employees and learning from them how we can do better.”

-Governor John Hickenlooper, State of the State address, 2011

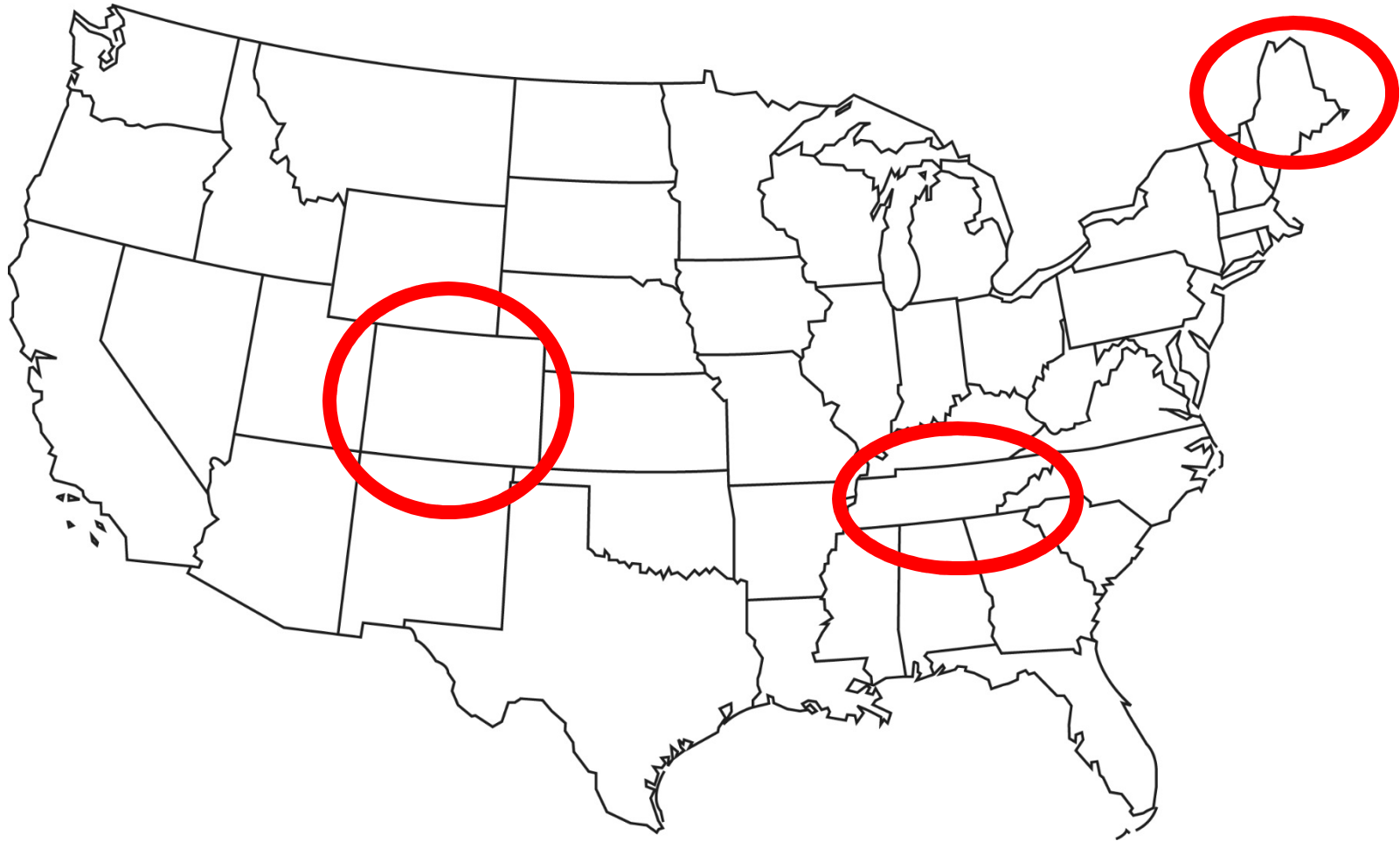


Transportation Lean Forum ... Origins



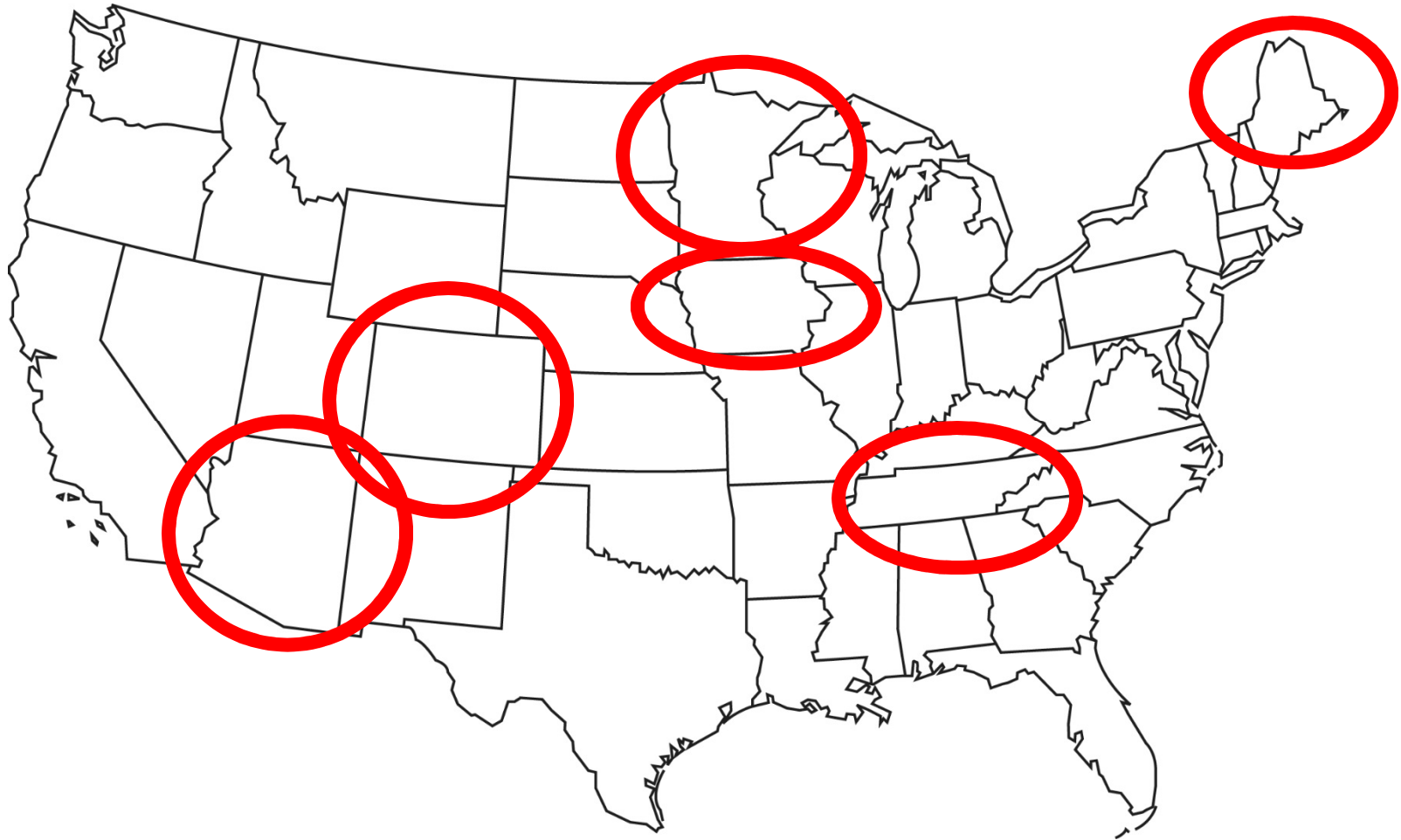
... early 2012

Transportation Lean Forum ...



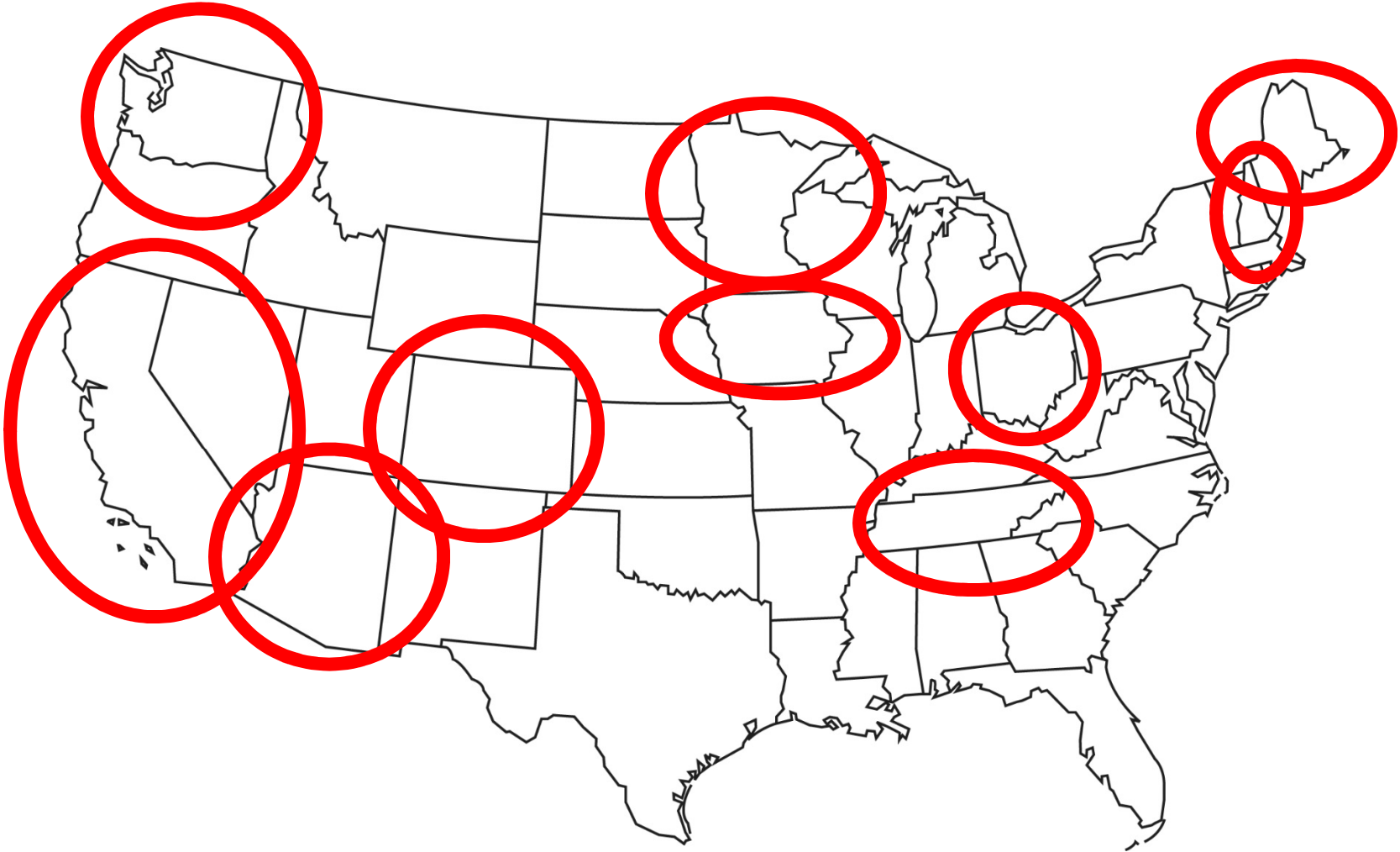
... the start, in June 2012

Transportation Lean Forum ...



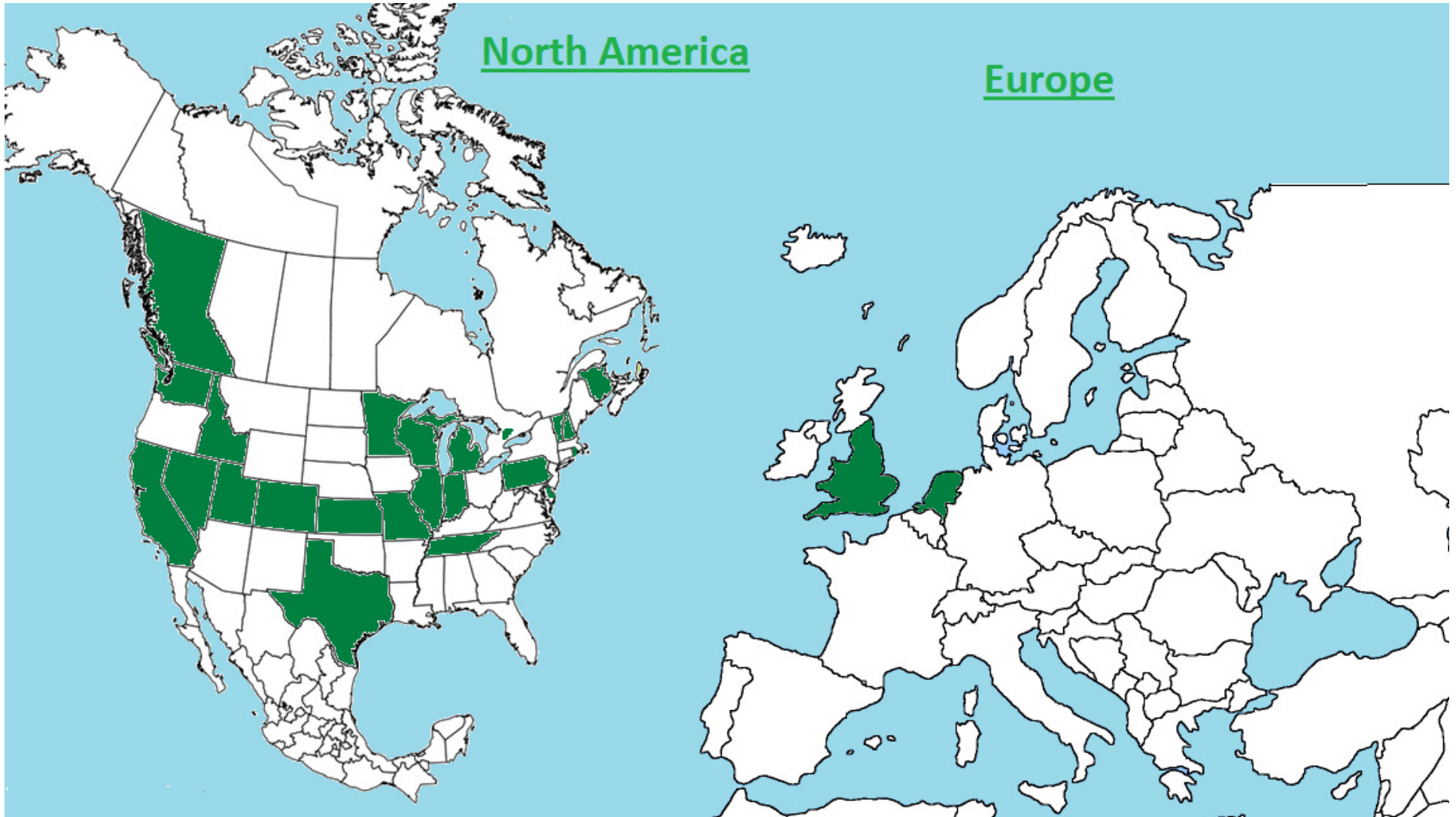
... September 2012

Transportation Lean Forum ...



... December 2012

Transportation Lean Forum ...



... participants on October 18, 2016 teleconference

Transportation Lean Forum ... every-other-month teleconferences

- 1 INTRODUCTIONS AND ROLL CALL** Where are we all located?
- 2 John Baranzelli** Office of Rapid Results - State of Illinois - Central Management Services
- 3 Jason Hallett, Dawn Vincent-Dixon, & Greg Bryden**
Lean Six Sigma tools & principles used during their org. realignment - New Brunswick Department of Transportation and Infrastructure
- 4 Molly Bly & Chavirat Burapadecha** Lean Interchange - Colorado Department of Transportation - Office of Process Improvement
- 5 AASHTO** SCOPM Organizational Excellence Task Force
- 6 OPEN FORUM** What's on your mind?
- 7 CLOSE OUT**

AGENDA

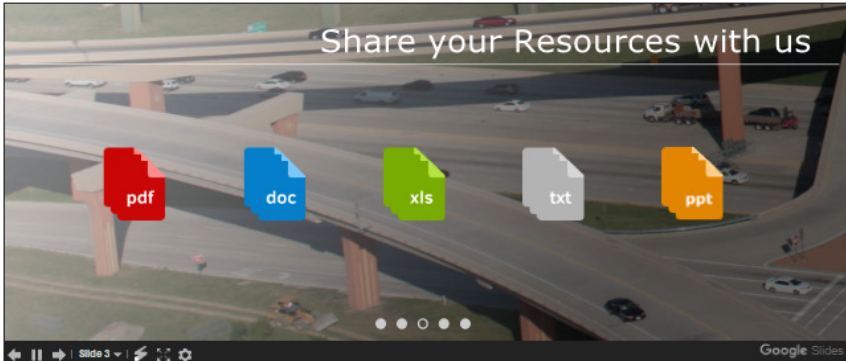
Oct 18, 2016

Between meetings: “The Lean Interchange”

Search this site






HOME ANNOUNCEMENTS RESOURCES DISCUSSION MEMBERS TOOLKIT

WELCOME TO THE LEAN INTERCHANGE NETWORK



Do you have resources and announcements to share? Please email Gary.Vansuch@state.co.us for permission.

RECENT HIGHLIGHTS

ANNOUNCEMENTS	RESOURCES
 <p>Ebook: The Definitive Guide to the Leadership Behaviors that Create a Culture of Continuous Improvement "Have fun with continuous improvement!" Toyota's Pascal Dennis describes the 'Kaizen Spirit' as having a cheerful or playful tone. You're doing serious work and serious improvements, but having ... Posted Sep 22, 2016, 10:24 AM by Michael Shull - CDOT</p>	<ul style="list-style-type: none">Definitive Guide to the Leadership Behaviors that Create a Culture of Continuous Improvement - Lean.pdf 4179k - Sep 22, 2016, 10:46 AM by Michael Shull - CDOT (v2)Lean Six Sigma Resources-LDP.pdf 1534k - Sep 19, 2016, 10:11 AM by Lori Richter (v2)SIFOC diagram.pptx 58k - Sep 19, 2016, 10:08 AM by Lori Richter (v2)Lean_CP_Handout on teams.pdf 639k - Sep 19, 2016, 10:06 AM by Lori Richter (v2)09.7.2016 TLF PowerPoint September 2016.pptx 32826k - Sep 13, 2016, 1:05 PM by Michael Shull - CDOT (v2)Lean_Strategy_Document_2015-2020.pdf 2447k - Jul 22, 2016, 8:56 AM by Chavirat Burapadecha - CDOT (v2)LCI NW 30 06 16.pptx 30160k - Jul 11, 2016, 8:14 AM by Greg Mooney (v2)2016_07_06 TLF (convert-video-online.com).mp4 0k - Jul 8, 2016, 11:00 AM by Chavirat Burapadecha - CDOT (v2)Video for Forum of Lean Interchange Meeting on July 6,2016 2016_07_06 TLF.mp4 0k - Jul 8, 2016, 10:59 AM by Chavirat Burapadecha - CDOT (v2)Video for Forum of Lean Interchange Meeting on July 6,2016 a3-plan.jpg 88k - Sep 7, 2016, 10:05 AM by Chavirat Burapadecha - CDOT (v2)A3 plan for Toolkit <p>Showing 10 files from page RESOURCES.</p>
 <p>Launch of the Wisconsin Lean Government Program website The Lean Government Program is pleased to announce that its new website is live. Attached is a factsheet about the site. We have worked hard to align our site with ... Posted Sep 19, 2016, 10:00 AM by Lori Richter</p>	
 <p>2016 Wisconsin Lean Government Conference Join the Community of Excellence in Madison, Wisconsin at the sixth annual Lean Government Conference hosted by the Wisconsin Center for Performance Excellence. Discover lean methods and practices that lead ... Posted Sep 19, 2016, 9:48 AM by Lori Richter</p>	
 <p>25 Years Later, What Happened to 'Reinventing Government'? September's <i>Governing</i> magazine has an article titled "The Reinventors" that gives a historical overview of the "Reinventing Government" and "Lean" movements in State government. Find the article at the ... Posted Sep 9, 2016, 1:21 PM by Molly Bly - CDOT</p>	
 <p>Update your member landing page in Lean Interchange website We need your action! Please update your member landing page in Lean Interchange website. Click on the link below: TLF Member's Information Posted Sep 9, 2016, 1:34 PM by Molly Bly - CDOT</p>	

Showing posts 1 - 6 of 26. View more »

MEMBERS

SLIDE 1 OF 2

• updates from workgroups on their progress

36

Building and Implementing a Community of Practice

Spectrum of “types” of Communities of Practice: level of commitment

Transportation Lean Forum started here

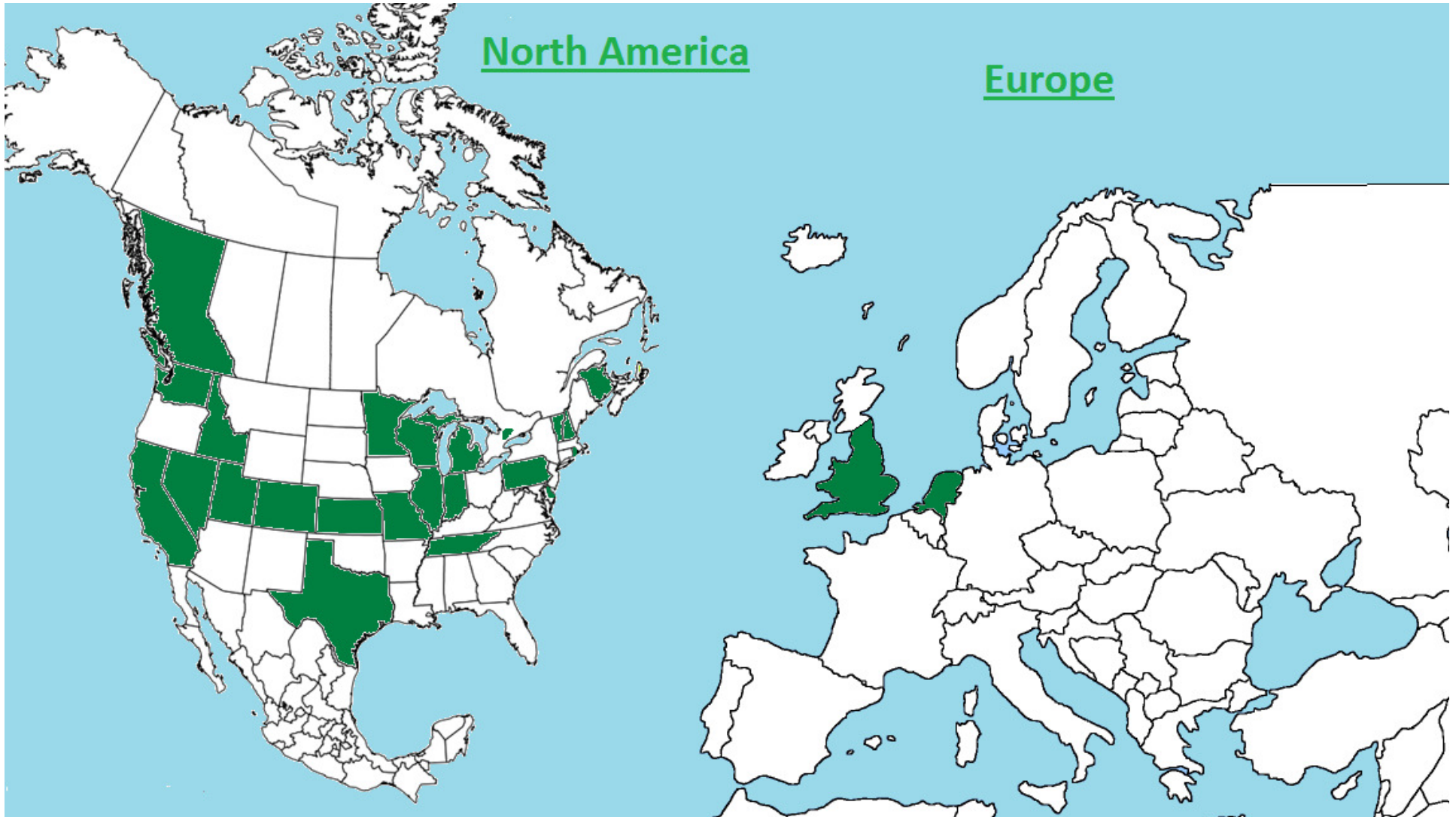


Sharing,
and the occasional joint effort

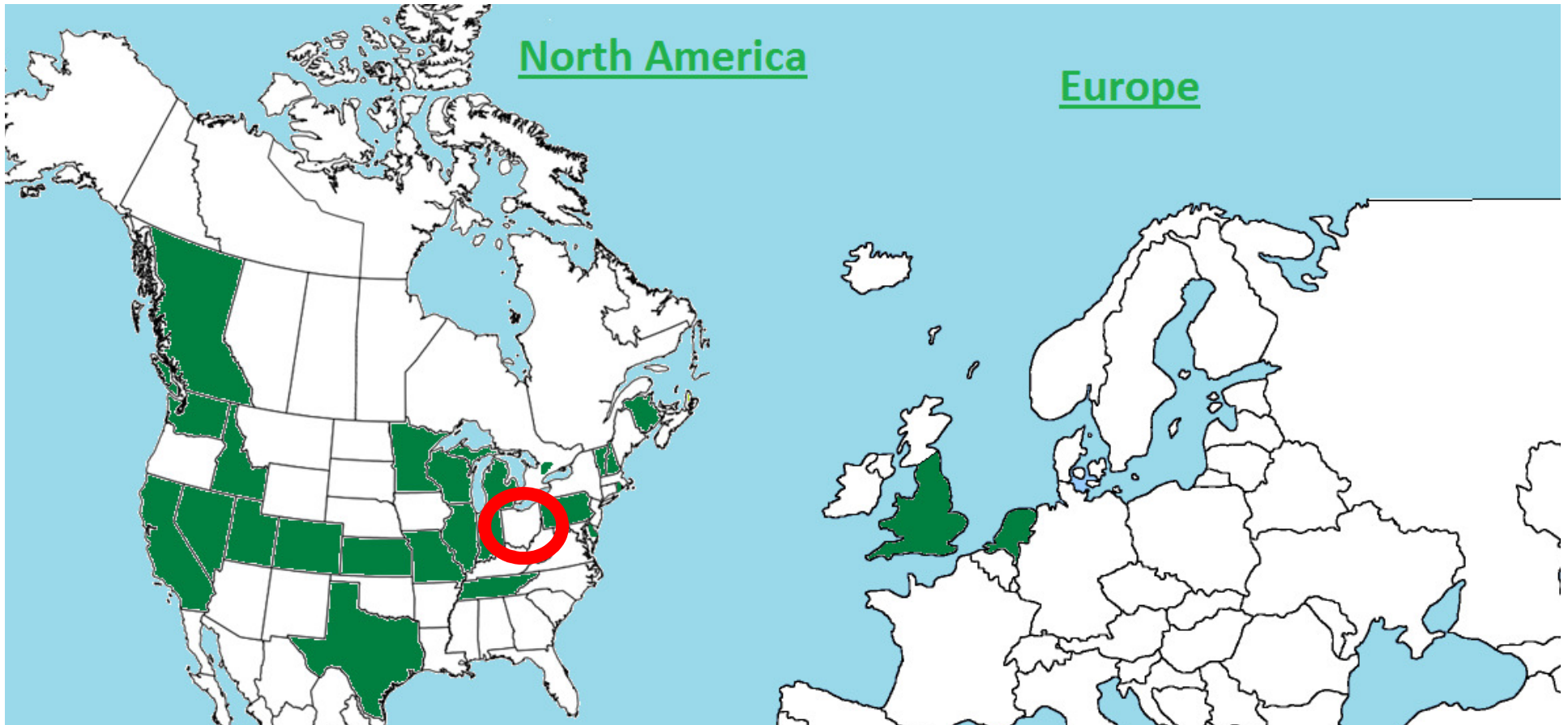
Sharing
only

Extensive
joint work

Transportation Lean Forum successes



Transportation Lean Forum successes



Borrowing of Lean “Project Selection Toolkit”

LEANOhio

PROJECT STARTER KIT

With this quick-take assessment, you can pinpoint opportunities for putting your Lean know-how to work.

PROJECT SELECTION ASSESSMENT

INSTRUCTIONS: Read each item, then check a box on the 1-to-5 scale to show how often this occurs in your workplace:
1 = never 2 = rarely 3 = sometimes 4 = often 5 = very often

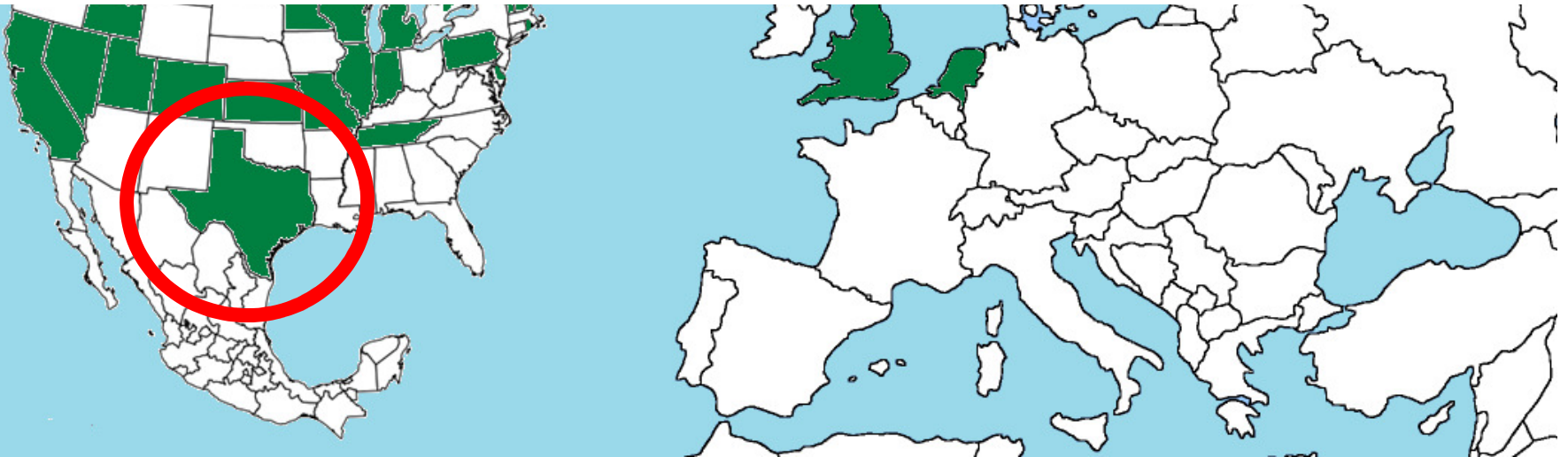
- ! Have a well-defined scope as you respond to each assessment item. Avoid trying to evaluate the agency as a whole.
▪ Rather, focus on the work area or office or section that you manage, and maintain this same scope throughout the assessment. If you don't manage a given office or section, narrow your scope to your immediate work area.

- | | | |
|---|---|--|
| 1 | In my work area, we spend too much time looking for the items we need to do our jobs: files, materials, equipment, and so on. If the physical work area was better organized, we'd be more productive and less frustrated. | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |
| 2 | When we get inputs from customers or from other sources (from paper forms or online web forms, for example), we often find that the incoming information is incomplete or inaccurate. We have to circle back to people to get the information we need. If we received complete information from them the <i>first</i> time around, we'd be a lot more efficient. | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |
| 3 | We find ourselves wondering what our customers are thinking. <i>Are we meeting their needs and expectations? Are they happy with our work? Are there things we can do to increase their satisfaction?</i> If we had answers to these questions, we could serve our customers better. | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |
| 4 | My co-workers and I don't really know whether our day-to-day work is having a positive impact. We can't tell for sure whether it's meeting customer expectations, helping the agency achieve larger goals, or contributing in some other way. If we had a set of meaningful measures that were easy to see and understand, we'd have a better sense of how our work makes a difference. | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |
| 5 | I work with good people, but it sometimes seems like one person doesn't know what the other person is doing, even though we all work in the same work process. If we had a better sense of what each person does and how we all fit together as one system, we'd be more productive and probably even happier. | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |

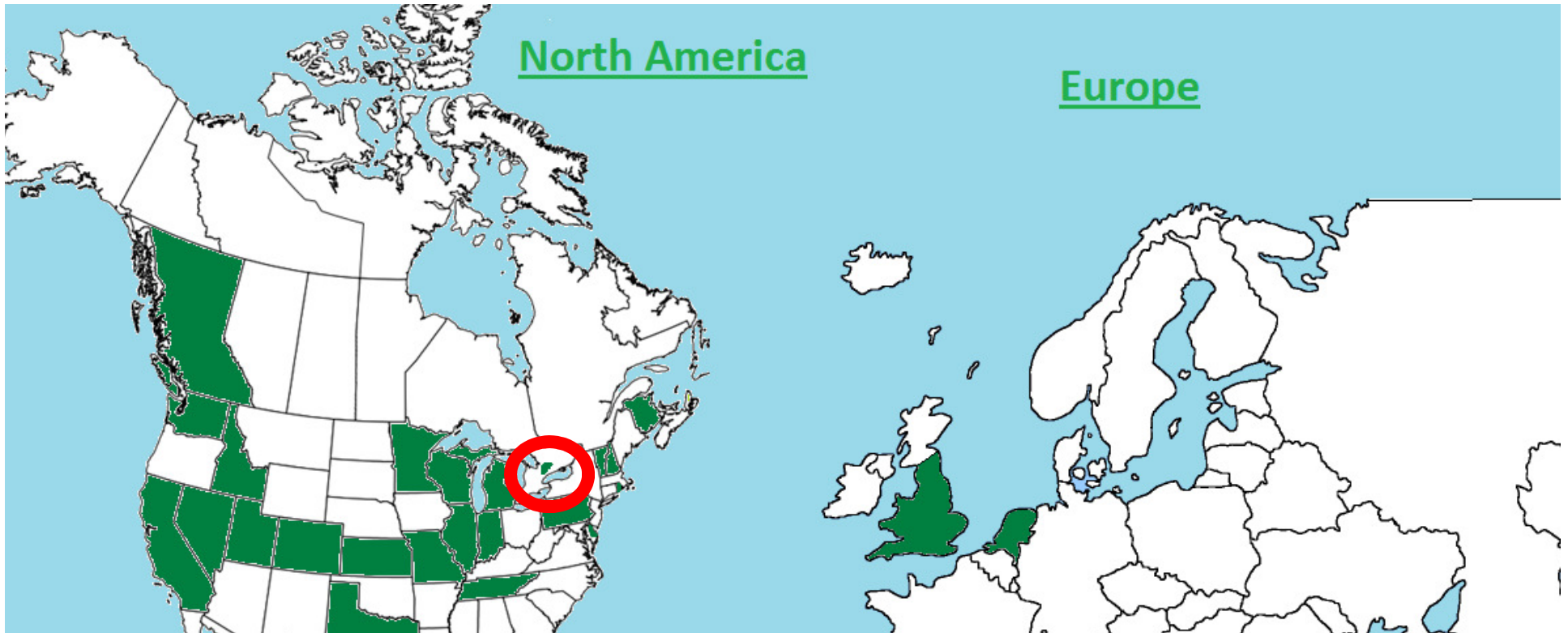
Transportation Lean Forum successes

North America

*“... Can't thank you enough for sending ...
been a great resource as I work through
the content to get a flavor of the body of
work. ...”*

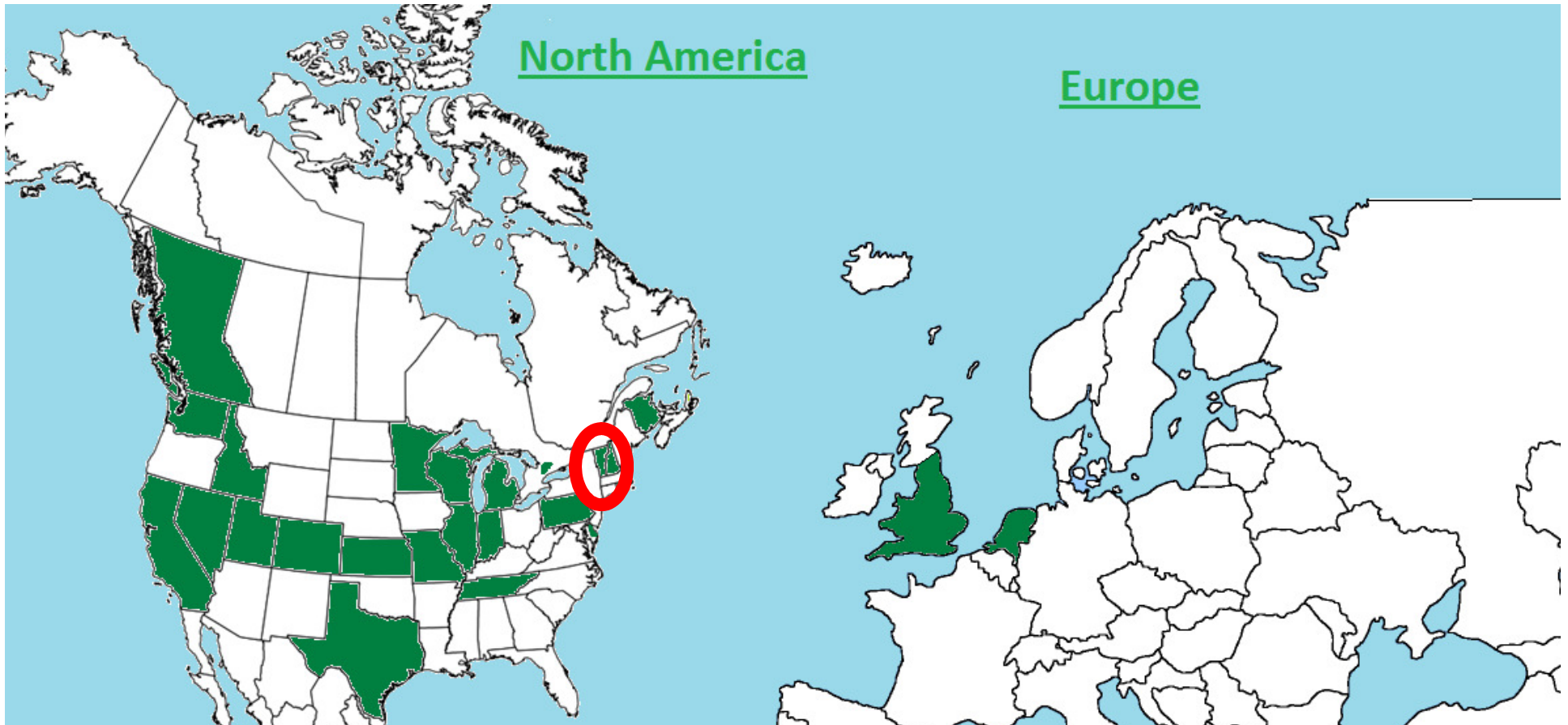


Transportation Lean Forum successes



“ ... the Transportation Lean Forum continues to grow – and we are thrilled to be a part of that. ... ”

Transportation Lean Forum successes

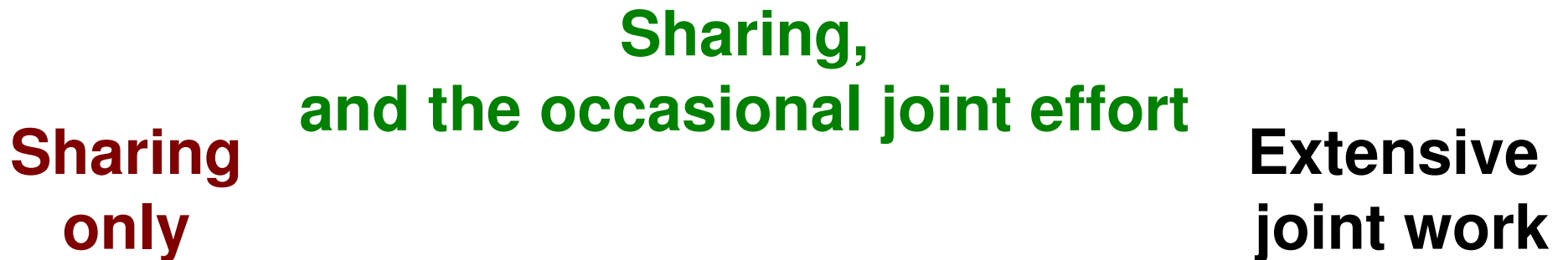


Benchmarking about Change Agent Network, February 2016

Building and Implementing a Community of Practice

Spectrum of “types” of Communities of Practice: level of commitment

**Transportation Lean
Forum evolving to here**



AASHTO SCOPM

Organizational Excellence Task Force

Created June 2015

Objectives

- Help transportation agencies achieve Organizational Excellence (OE)
- Identify, analyze and share info to improve organizational performance
- Fill gap within AASHTO to focus specifically on OE
- Support states during and beyond implementation of national performance measures



**“I use not
only all of
the brains
that I have,
but all that I
can borrow.**

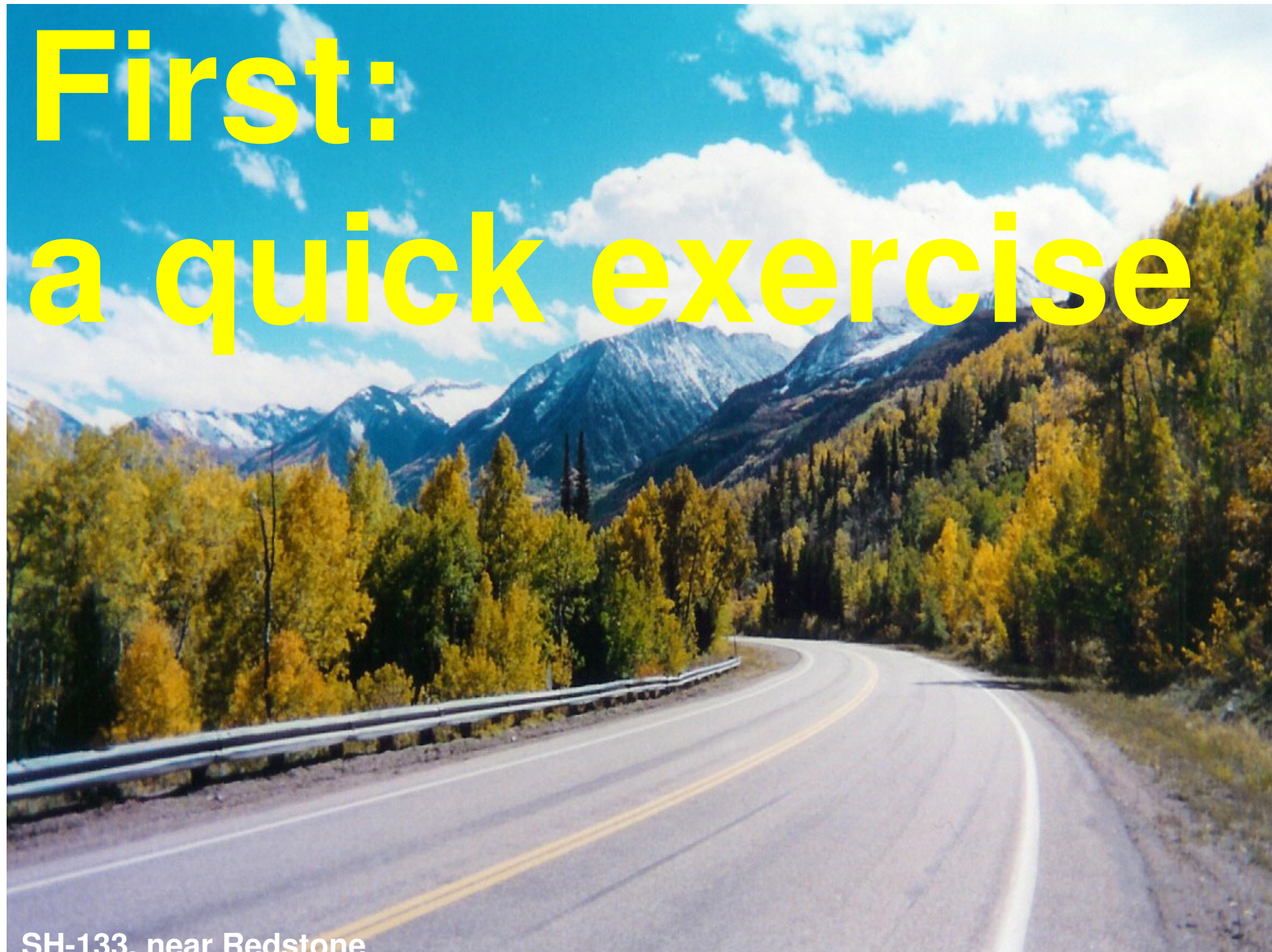
– President Woodrow Wilson

What's inside



“I See What You Mean”

- A little bit about CDOT
- A little bit about one Community of Practice: the Transportation Lean Forum
- Some tools and tips
- Recommendations on what you could and should do regarding Communities of Practice

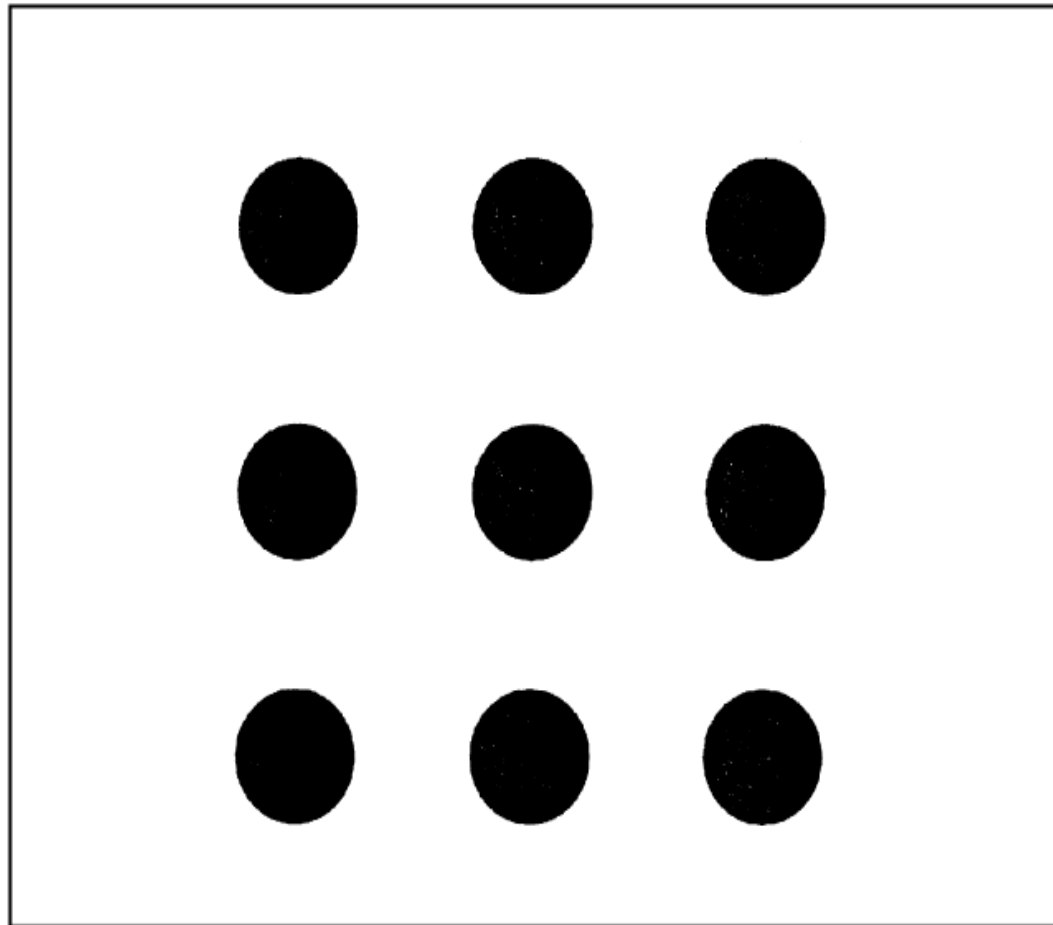


First: a quick exercise

SH-133, near Redstone

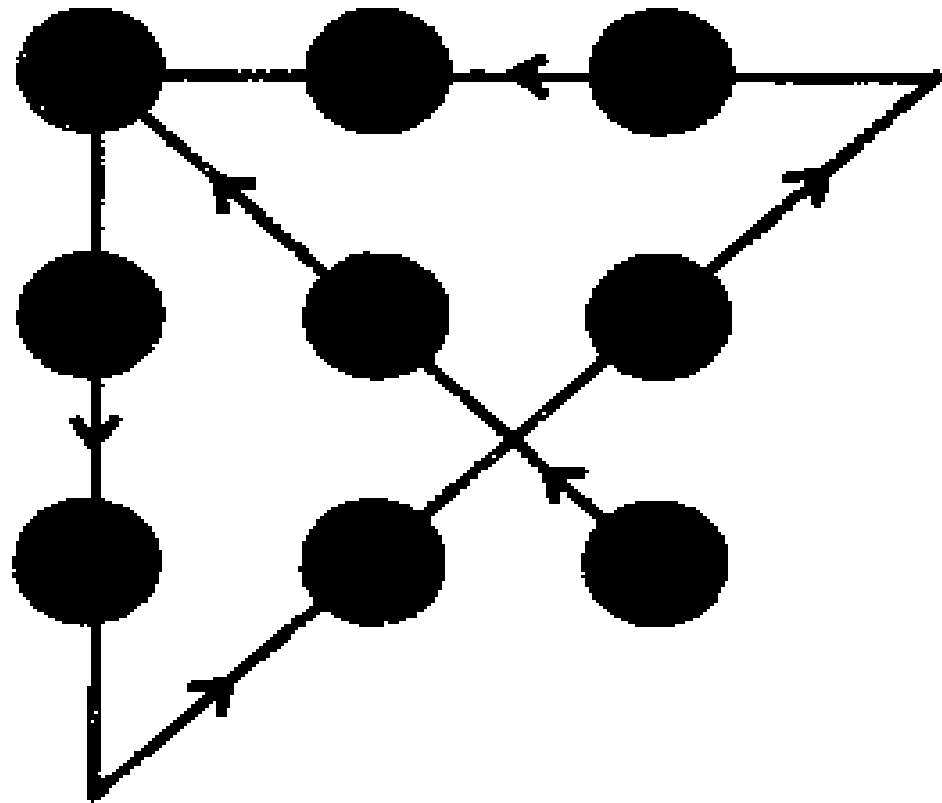
9 dots

Without lifting pencil/pen from paper,
draw no more than four (4) straight lines
that will cross through all nine dots



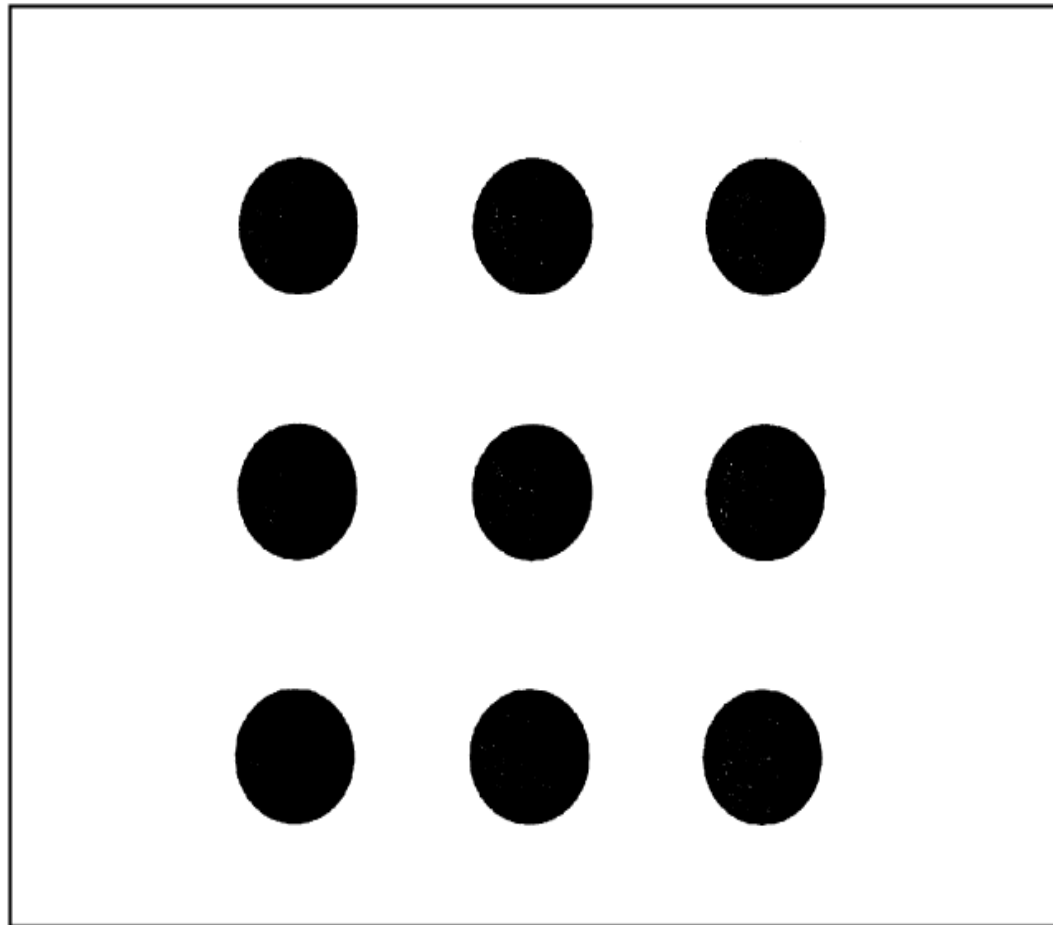
A 4-line solution

Did you think you were NOT supposed to let the pencil go outside an imaginary square drawn around the nine dots?



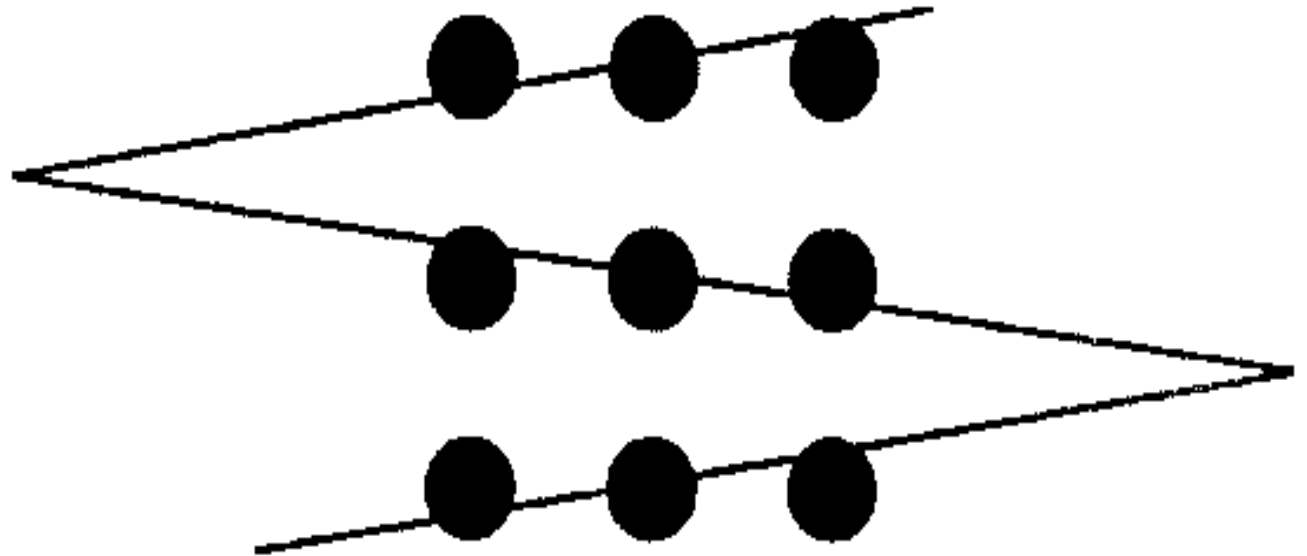
9 dots, again

Again -- Without lifting pencil/pen from paper, **draw no more than three (3) straight lines** that will cross through all nine dots



A 3-line solution

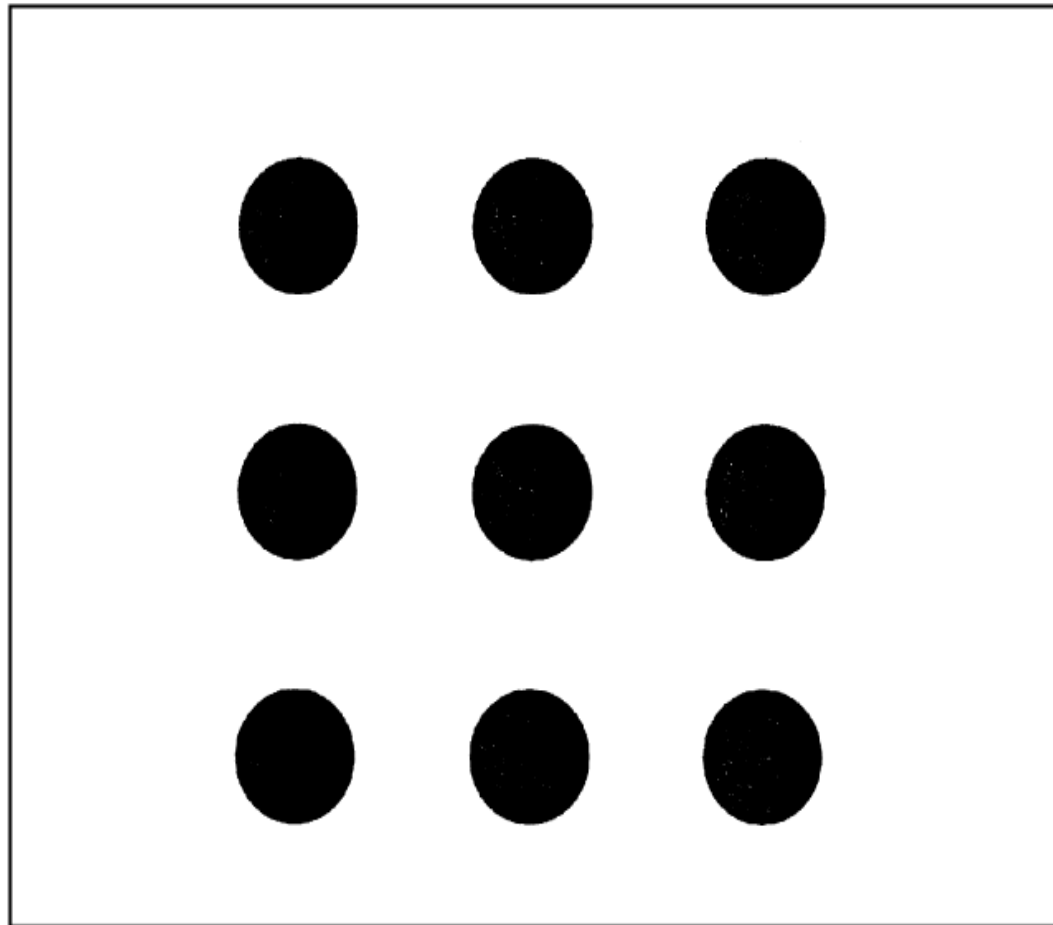
Did you think the lines must pass through the **center** of the dots?



9 dots, again

BONUS POINTS

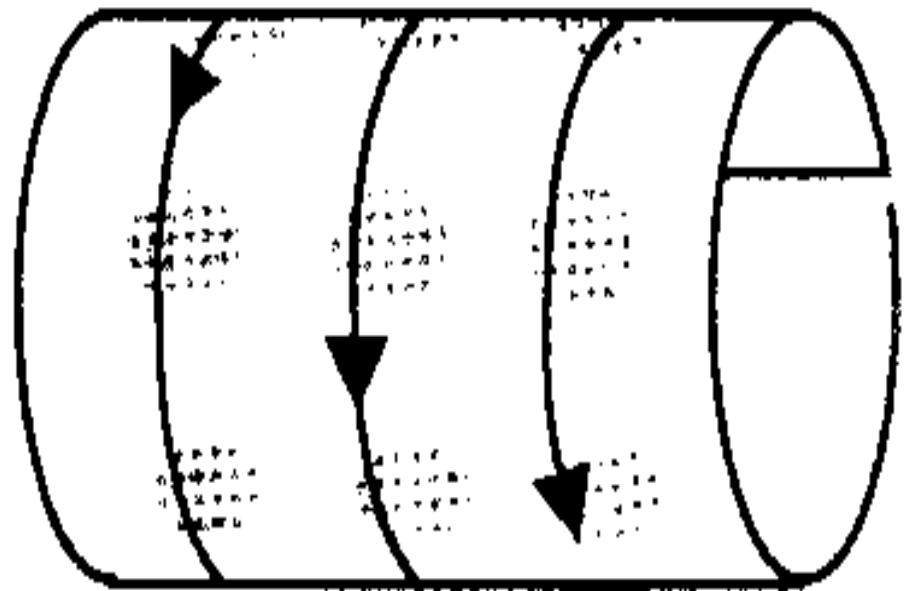
Without lifting pencil/pen from paper, draw **one straight line** that will cross through all nine dots



And Yes, one of the 1-line solutions

A more subtle and more pervasive mental block is the assumption that the problem must be solved within a two-dimensional-plane!

One solution: If you think in **3 dimensions**, you can roll the paper to form a cylinder, and it becomes possible to draw a single straight line that spirals through all nine dots



Thinking outside the box

Some of the
most wonderful
people are the
ones who don't
fit into
boxes.



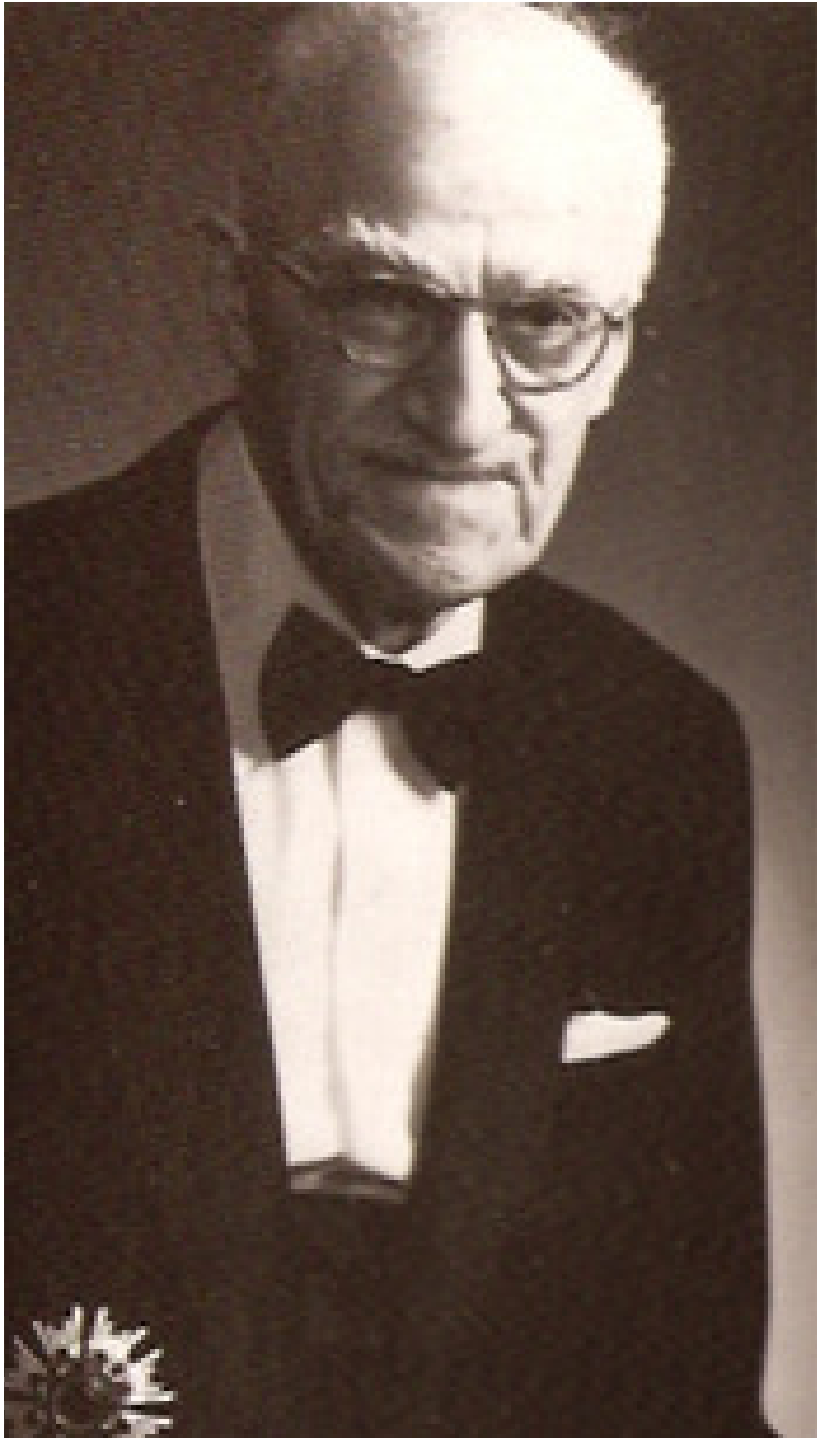
How can you help form a Community with outside-the-box thinkers, like yourself?



What do you do?

Tip 1

Treat this like an improvement project



**“All
improvement
happens
project by
project, and in
no other way.”**

– Joe Juran

Treat this like an improvement project



Plan-Do-Check-Adjust method for improvement

Name of Improvement Project: _____

1 PLAN

What do you want / need to improve, and why.

How much "impact" do we need to get (how much improvement) - including a clear, measurable target (goal) that quantifies that desired impact.

Who is in charge of making this improvement happen, and who is helping.

2 DO

Implement a) "quick hits", and b) other items that require additional analysis and/or testing -- using good project management practices.

QUICK HITS ("Just Do It's")

Task	Person Responsible	Start Date	Deadline	Dependencies and other notes
Task 1:				
Task 2:				
(etc)				

ITEMS REQUIRING ADDITIONAL ANALYSIS AND / OR TESTING

Task	Person Responsible	Start Date	Deadline	Dependencies and other notes
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Task 2"				
(etc)				

3 and 4 CHECK and ADJUST

Did we do what we planned to do (from step 2 above)?

- a. If NO: why not, and what do we need to do about that? Adjust your plan as needed, and continue to implement.
- b. If YES: did we actually get the impact (the improvement) we wanted / needed?
 - If NO: why not, and what do we need to do about that? Adjust your plan as needed, and continue to implement.
 - If YES: Celebrate! Then, move onto your next improvement.

Treat this like an improvement project



Plan-Do-Check-Adjust method for improvement

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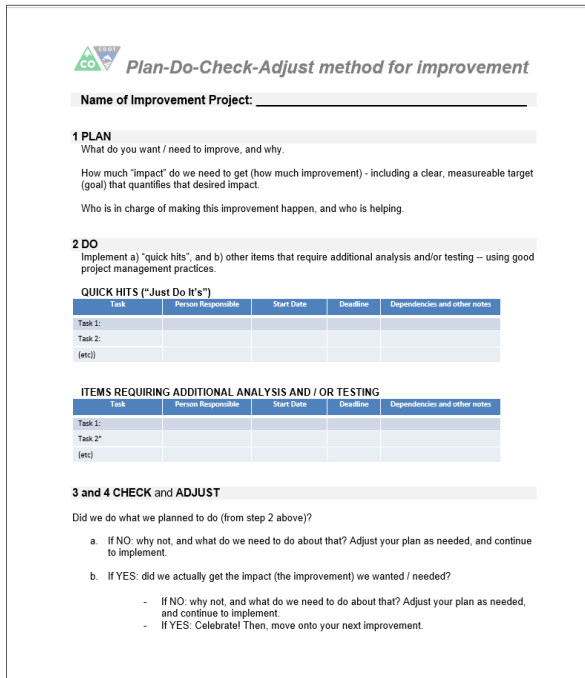
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Who is in charge of making this improvement happen, and who is helping.

Treat this like an improvement project



Plan-Do-Check-Adjust method for improvement

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What do you want / need to improve, and why.
How much "impact" do we need to get (how much improvement) - including a clear, measurable target (goal) that quantifies that desired impact.
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QUICK HITS ("Just Do It's")

Task	Person Responsible	Start Date	Deadline	Dependencies and other notes
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Task 2:				
(etc)				

ITEMS REQUIRING ADDITIONAL ANALYSIS AND / OR TESTING

Task	Person Responsible	Start Date	Deadline	Dependencies and other notes
Task 1:				
Task 2:				
(etc)				

3 and 4 CHECK and ADJUST

Did we do what we planned to do (from step 2 above)?


- If NO: why not, and what do we need to do about that? Adjust your plan as needed, and continue to implement.
- If YES: did we actually get the impact (the improvement) we wanted / needed?
 - If NO: why not, and what do we need to do about that? Adjust your plan as needed, and continue to implement.
 - If YES: Celebrate! Then, move onto your next improvement.

2 DO

Implement a) "quick hits", and b) other items that require additional analysis and/or testing -- using good project management practices.

Task	Person Responsible	Start Date	Deadline	Dependencies, people I need to involve and other notes
Task 1:				
Task 2:				
(etc)				

Treat this like an improvement project

 **Plan-Do-Check-Adjust method for improvement**

Name of Improvement Project: _____

1 PLAN
What do you want / need to improve, and why.
How much "impact" do we need to get (how much improvement) - including a clear, measurable target (goal) that quantifies that desired impact.
Who is in charge of making this improvement happen, and who is helping.

2 DO
Implement a) "quick hits", and b) other items that require additional analysis and/or testing -- using good project management practices.

QUICK HITS ("Just Do It's")

Task	Person Responsible	Start Date	Deadline	Dependencies and other notes
Task 1:				
Task 2:				
(etc)				

ITEMS REQUIRING ADDITIONAL ANALYSIS AND / OR TESTING

Task	Person Responsible	Start Date	Deadline	Dependencies and other notes
Task 1:				
Task 2*				
(etc)				

3 and 4 CHECK and ADJUST

Did we do what we planned to do (from step 2 above)?

- If NO: why not, and what do we need to do about that? Adjust your plan as needed, and continue to implement.
- If YES: did we actually get the impact (the improvement) we wanted / needed?
 - If NO: why not, and what do we need to do about that? Adjust your plan as needed, and continue to implement.
 - If YES: Celebrate! Then, move onto your next improvement.

3 and 4 CHECK and ADJUST

Did we do what we planned to do (from step 2 above)?

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If YES: Celebrate! Then, move onto your next improvement.



Tip 1, Revisited

- Treat this like an improvement project:
 - Plan it
 - Do it
 - Check it
 - Adjust it
 - Celebrate, and continue



“Do not wait until the conditions are perfect to begin. Beginning makes the conditions perfect.”

-Alan Cohen

Tip 2

Make First
Contract:
Don't wait
for them to
come to
you, seek
them out





How can I make First Contact, to start forming that Community?

How Can I Make First Contact?



Washington State Government Lean Transformation Conference

October 18-19, 2016 at the Greater Tacoma Convention & Trade Center

"Tackling the hard questions of today and tomorrow."

Here are some highlights of past conferences:



Welcome to the Lean Transformation Conference



How Can I Make First Contact?



Presentations by States / Provinces

Mapping your journey in continuous improvement

Brian Wakefield, State of Wisconsin - Dept. of Administration

Lessons Learned from Arizona Lean Transformation

Bob Plummer

How Can I Make First Contact?



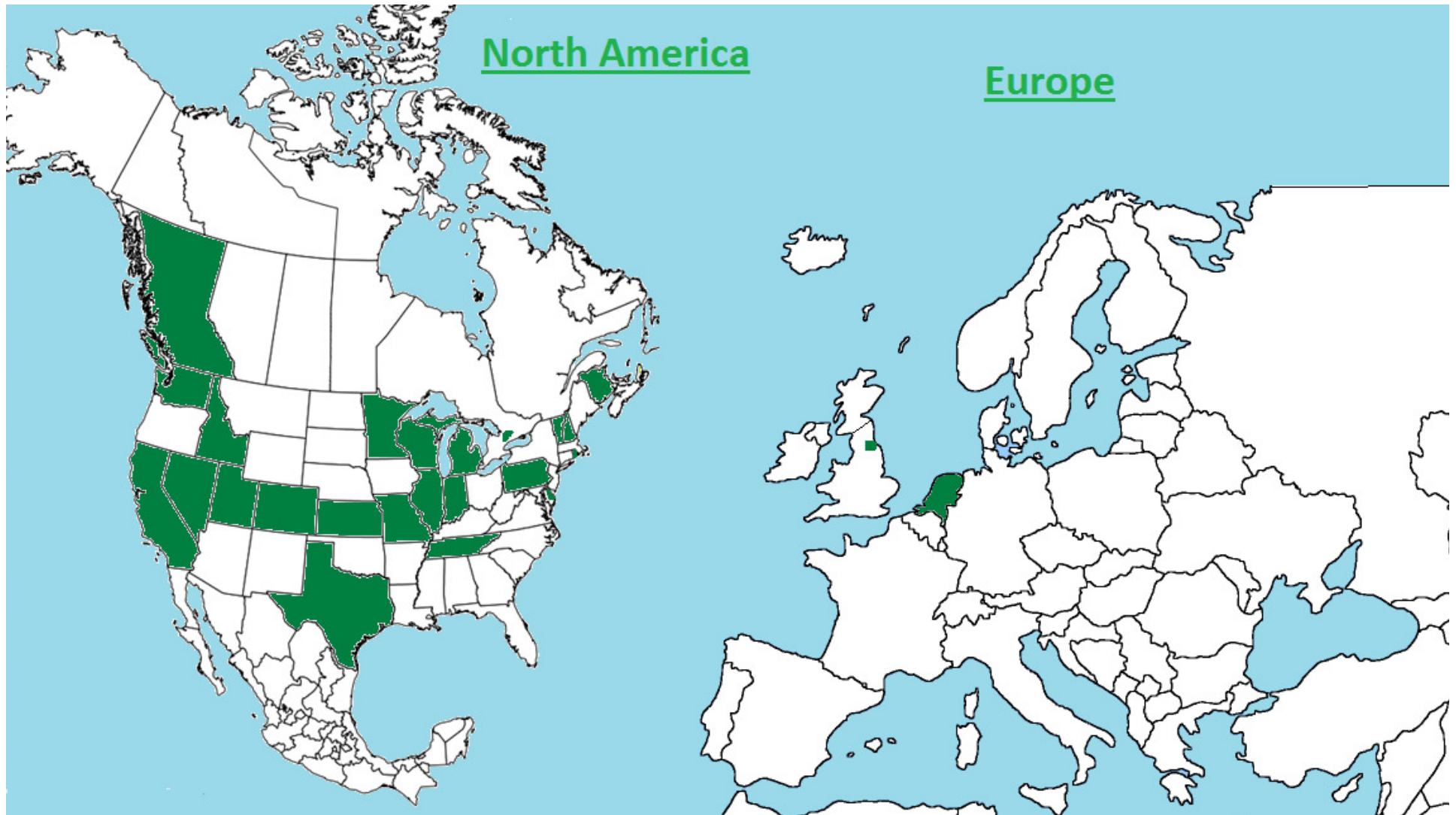
States / Provinces

Improving Lean Through Communities of Practice

Finding contacts within State-level agencies which are willing to share about Lean, as of 10-4-2016

State	Website or Contact	QR code
Colorado	sites.google.com/a/state.co.us/colorado-performance-management/performance-planning-and-lean/departments-lean-champions	
Connecticut	www.ct.gov/opm/cwp/view.asp?a=4595&Q=540012&pm=1&opNav=1	
New Hampshire	lean.nh.gov/ContactUs.aspx	
Ohio	lean.ohio.gov/Network.aspx	
Rhode Island	Andy Manca , Andrew.Manca@omb.ri.gov 415-574-8471	
Tennessee	Emily Passino , emily.m.passino@tn.gov 615-924-7543	
Wisconsin	lean.wi.gov/Pages/AgencyContacts/ContactList.aspx	
Transportation Lean Forum	www.codot.gov/business/process-improvement/multinational-transportation-lean-forum-tif	

State / provincial transportation agency ...



... join us in the Transportation Lean Forum!

How Can I Make First Contact? Local Government



Building organizational capacity for continuous improvement
Ted Burley, The Regional Municipality of York

Embracing employee ideas
Alex Ogunju, Los Angeles County

We're not robots - reorganize for speed!
John Dickson, Spokane County

Data-driven everything: The 10 plays to driving performance and impact
Michael Jacobson, King County

There are no barriers to innovation
Brian Elms, City and County of Denver

50 things we learned while implementing Lean: City and County Panel

Tip 2, Revisited

- Initiate First Contract:
 - Start today: Don't wait for them to come to you, seek them out
 - Network at this conference
 - Network elsewhere

Tip 3

- Treat this like a change

Tip 3

- Treat this like a change
 - Just because you want to do this, does not mean they will agree

Tip 3

- Treat this like a change
 - Just because you want to do this, does not mean they will agree
 - Apply change management principles

Change Management: The People Side of Change

A wareness	<ul style="list-style-type: none">• Why is the change needed?• Why now?• What if we don't?
D esire	<ul style="list-style-type: none">• Personal motivators• Organizational motivators• Inhibitors
K nowledge	<ul style="list-style-type: none">• Needed skills and competencies
A bility	<ul style="list-style-type: none">• Demonstrated capability• Overcoming barriers
R einforcement [®]	<ul style="list-style-type: none">• Mechanisms, Rewards, Celebrations, Measurement

Include change management in your improvement project plan



Plan-Do-Check-Adjust method for improvement

Name of Improvement Project: _____

1 PLAN

What do you want / need to improve, and why.

How much "impact" do we need to get (how much improvement) - including a clear, measurable target (goal) that quantifies that desired impact.

Who is in charge of making this improvement happen, and who is helping.

2 DO

Implement a) "quick hits", and b) other items that require additional analysis and/or testing -- using good project management practices.

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3 and 4 CHECK and ADJUST

Did we do what we planned to do (from step 2 above)?

- a. If NO: why not, and what do we need to do about that? Adjust your plan as needed, and continue to implement.
- b. If YES: did we actually get the impact (the improvement) we wanted / needed?
 - If NO: why not, and what do we need to do about that? Adjust your plan as needed, and continue to implement.
 - If YES: Celebrate! Then, move onto your next improvement.

**Alone we can
do so little,
together we
can do so
much.
- Helen Keller**



Recap of Tips

- Treat this like an improvement project
- Initiate First Contact
- Treat this like a change

Recap



“I See What You Mean”

- A little bit about CDOT
- A little bit about one Community of Practice: the Transportation Lean Forum
- Some tools and tips
- Recommendations on what you could and should do regarding Communities of Practice

***“A good plan,
violently
executed
now, is better
than a perfect
plan executed
next week.”***

– General George Patton





Improving Lean Through Communities of Practice

Tuesday, October 18, 2016


My learning objective(s): _____

... In support of this (these) organizational goal(s) : _____

My Key Takeaways and My Action Items	What I am going to do with this, and by When	People I need to involve

over 

What's on your list to do?

A scenic mountain landscape featuring a winding asphalt road that curves through a valley. The valley is filled with lush green vegetation and a small cluster of rustic buildings. The surrounding mountains are covered in dense evergreen forests, with some rocky slopes and snow-dusted peaks visible in the distance. The sky is bright blue with scattered white clouds.

**Do you have
any (easy)
questions?**

Near Silverton



Thank you!