

2019 LEAN SYSTEMS SUMMIT

PRE-SUMMIT WORKSHOPS

THURSDAY, AUGUST 8, 2019

7:00am – 8:00am	Registration & Continental Breakfast. (There will also be a mid-morning break with refreshed drinks and a mid-afternoon break with drinks and “nibbles” to boost your energy!)					
	Room #1	Room #2	Room #3	Room #4	Room #5	Room #6
8:00am – Noon	PS-AD 1 Building an Internal Lean or Operational Excellence Department M. Saleh (Continued below)	PS-AD 2 Lean into Leadership: How to Integrate Leadership with the Best of Lean Converset & R. Maxwell (Continued below)	PS-HD 3 A3 Problem Solving – Learn By Doing Wallner & Murphy	PS-HD 4 Lean in the Office – From Cubicles to the C-Suite Critchley	PS-HD 5 Using Performance Management to Develop Lean Leaders Jekiel	PS-HD 6 A. Gov't Process Improvement Innovations NH - Barto & Lencki B. Performance Mgt. & Data Visualization VT-Guilford & Sainz C. Traveling on the Public Sector Journey to Lean McGovern
Noon – 1:00pm	Lunch (is provided and includes a variety of choices for entrees, salads, desserts, etc.)					
1:00pm – 5:00pm	PS-AD1 (Cont'd) Building an Internal Lean or Operational Excellence Department M. Saleh	PS-AD2 (Cont'd) Lean into Leadership: How to Integrate Leadership with the Best of Lean Converset & Maxwell	PS-HD7 Mixed Model Production – Achieving One Piece Flow Armstrong & Boyd	PS-HD8 Creating Lean Culture in Information Technology Scott	PS-HD 9 A. Kaizen Events: the Art, the Tools, and the Science G. Saleh B. Using the WIIFM (What's In It for Me?) UNH Vlahos	
5:00pm	See you at the Networking Gathering immediately after these sessions -- and tomorrow at the Summit !					

Pre-Summit Workshop Descriptions

All Day Workshops – 8 hours (8AM-5PM)

PS-AD1: Building an Internal Lean or Operational Excellence Department

Mohamed Saleh, Principal, Vizibility. LLC

In architecting a design that follows the need of an organization, many organizations struggle with how best to organize the Lean or Operational Excellence Department as they embark on the Lean journey. This workshop outlines the considerations and approaches that could be taken and the variety of models that exist that come with many benefits.

As organizations embark or evolve on the Lean journey, it is critical that they assure that their journey and Lean “office” fit the strategy of the organization.

The reviews of the possible designs to consider will emphasize the need and link to both immediate and long-term strategies. You will be immersed in exercises to better understand the needs, the benefits of each design with respect to those needs, and begin to craft a design that complements that need. This includes unraveling many topics such as where Lean, Project Management, Change Management, Organizational Development, Strategy, Quality departments would sit and the benefits that both generalization and specialization brings.

This workshop will also allow leaders and practitioners in the beginning or advanced stages to formulate opportunities and walk out with key takeaways that can be immediately applied, such as --

- Understanding the need of the organization and not the want.
- Insights into staffing and deployment of Lean resources in a diverse and inclusive way.
- Consider different consultative models and structures as your organization matures on its Lean journey with defined roles and responsibilities of the Lean Office.
- Identifying different training venues for the Lean Office to advance capability that focus on current organizational gaps.
- Identify leverage points within your structure that can expand beyond the Lean Office
- Defining communication venues and promotional marketing needs for the Lean Office to secure internal talent.
- Tools and techniques to use to further these exercises when you go back to your respective organizations.

Mohamed Saleh

Principal, Vizibility. LLC



Mohamed Saleh has over 18+ years of experience, with the past 11 Years of Lean experience at Hartford Healthcare, most recently as the Senior Sensei and Executive Director of the Lean Office, first as the Director of Continuous Improvement for the Medical Group then Hartford Hospital, as well as before that with Franklin Products, a division of Boeing Aerospace.

He is a Professor at Central Connecticut State University for the Graduate Department of Engineering and Technology Management with a focus on Lean Management, Operational Management and Project Management. He is currently the Principal at Vizibility, llc.

He holds a Masters in Engineering and Technology Management and Bachelors in Mechanical Engineering from Central Connecticut State University and is currently working toward a PhD in Business Administration from Northcentral University. He has several certifications, including a Six Sigma Master Black Belt (Kaplan University) and is a past Malcolm Baldrige Examiner (PIPEX).

PS-AD2: Lean into Leading: How to Integrate Leadership with the Best of Lean

Catherine Converset, Senior Partner of Productivity Inc., Lean Master, and Lean Lecturer.

Bill Maxwell, President, Bill Maxwell and Associates

Leaders should understand the power of a Lean transformation – a transformation of short and long-term organization growth - to uncover the huge benefits that a well-led program can bring to their organization and to themselves. Lean is a deep change, which engages all the organization's levels in new ways of working:

- Focus everyone on better and better service for customers.
- Remove the waste which prevents professionals from greater productivity.
- Generate employee satisfaction.
- Innovate through better use of team members' time.
- Take better advantage of available resources.

This requires leaders to model Lean behavior and inspire a shared vision where everyone is included in doing work the "Lean way." Remember, leaders are not just C suite level professionals -- everyone can lead in their own positions, regardless of title.

Catherine Converset and Bill Maxwell combine their practical experience in leadership development and transformation of organizations to create a one-day Lean Leadership session,

Lean into Leading: How to Integrate Leadership with the Best of Lean, with the purpose of showing leaders how to create a Lean transformation. This workshop combines simulations, lectures, fun and reflection to share practical ideas instilling the desire to start the Lean journey: The workshop will inspire you to see how the path will greatly benefit your personal development, career, and legacy.

You will --

- be able to discuss how the path to Lean transformation will tremendously benefit your organization.
- understand how this same path will greatly benefit your own personal development, career, and legacy.
- be able to immediately transfer the knowledge about leading continuous change to your workplace.

Catherine Converset

President, Productivity Innovation & Executive Partner, Productivity Inc.



After graduating from the Ecole Supérieure de Commerce de Paris (ECSP), Ms. Converset successfully held several positions within the PECHINEY group in Italy and France, becoming worldwide export manager of aluminum rolled products for Pechiney Rhenalu and then director of packaging development for the Pechiney Group. After ten years in the aluminum business, she spent five years managing a plastic packaging activity in Italy.

Ms. Converset joined Productivity in 1994. Following extensive Lean and Six Sigma training in the USA, she became a partner of Productivity in France, then in Europe and the USA. She is now President of Productivity Innovation Europe and Executive Partner of Productivity Inc.

Her areas of expertise include:

- Lean education and support for Executive and Management teams to build Lean Strategy, define an implementation roadmap, and create a Lean Management System.
- Policy Deployment (Hoshin Kanri).
- Lean Management and Lean leadership training and coaching
- Lean in Services: Financial industries (banks, insurances, lease solutions), Corporate support services (HR, Finance, Customer Service...), R&D, Marketing and Sales.
- Lean in pharmaceutical and biotech environments (manufacturing, CMC&E, and R&D).

Ms. Converset has developed a deep understanding and practical experience in the execution of Lean transformation in all business environments to drive to tangible, measurable and proven results. She is experienced in guiding Executive Committees in defining their operational and strategic objectives and in building management and organizational systems. She has acquired extensive experience implementing Lean in pharmaceutical, R&D and service environments. She is fluent in French, English

and Italian, and teaches Lean Management in Service Industry at the Center for Operational Excellence at The Ohio State University.

Bill Maxwell

President, Bill Maxwell and Associates



Bill is the President of Bill Maxwell and Associates--*putting realistic optimism at the center of leadership and change*, a leadership and change consulting firm located in Cape Elizabeth, Maine. Founded in 2010, the firm has successfully served organizations and individuals in a wide variety of fields.

Its services include coaching & organizational development projects—as well as performance lifting business presentations, workshops, and seminars. It believes what some call “soft” skills are actually essential skills, focusing in favor of practical experiences that ignite real and positive change.

As a coach, Bill is certified by the Management Research Group in Strategic Leadership Development. This allows him to build individualized coaching programs based on world-class assessment products. Using his experience as a mentor, teacher, and learner, he partners with clients in a spirit of realistic optimism.

His areas of practice include:

- Organizational development
- Leadership program design and implementation
- Leadership and storytelling
- “Community-ship” and inspiring a shared vision
- Executive coaching
- Building teams through building trust
- Communicating with confidence
- Conflict resolution

Bill is a part-time instructor in the University of Southern Maine’s Leadership and Organizational Studies Department. As a leadership and change instructor, Bill has worked with The Learning Group, South America and with SCILs Management Training Center in Helsinki, Finland.

Bill has also teamed on Lean projects at the Institute for Continuous Improvement (ICI), a cooperative effort of the Lewiston-Auburn Chamber of Commerce and Lewiston-Auburn College/University of Southern Maine. His role was to help integrate the role of leadership as part of any Lean initiative.

Bill co-authored an article in Maine Policy Review this past year entitled "A Positive Change Trinity: Lean, Servant Leadership, and Maine". (Maine Policy Review 27.1 (2018) : 72 -78, <https://digitalcommons.library.umaine.edu/mpr/vol27/iss1/19>)

Bill holds a Master’s Degree in Educational Leadership and a Bachelor of Arts in Secondary Education/English.

Half-Day Workshops -- 4 hours (or less)

PS-HD3 A3 Problem Solving – Learn By Doing

Bob Wallner, Operational Excellence Leader, Hitchiner Manufacturing

Brian Murphy, Operational Excellence Leader, Hitchiner Manufacturing

A3 can be an effective learning method and tool when working through the PDCA strategy of problem-solving. In this hands-on workshop, you will walk through a case study where you collaborate with a team applying the PDCA strategies by developing an A3. Your goal will be to eliminate the problem to improve customer satisfaction.

All organizations face problems, but a learning organization will use a scientific approach to solving and learning from their problems. The A3 can be used as an important piece of this learning process. A3 is both a versatile learning and problem-solving method and tool. You will walk away with a practical grasp of how to apply A3 thinking in problem-solving of your own.

A3 thinking is a structured method for solving, learning, and communicating across an organization. Yes, it's an 11x17 illustrated sheet of paper, but when used appropriately, it is a highly powerful tool.

The benefit of the A3 process lies in its ability to provide a structured scientific improvement method for walking through each step of the Plan-Do-Check-Act cycle. It can serve as a coaching tool allowing the learner to systematically document their thoughts while allowing the coach to understand the learners thought process as they work through the problem together. Due to its compressed nature, the A3 makes an excellent storyboard to explain your improvement goals and progress thus eliminating the need for lengthy reports or "Death by PowerPoint."

In this workshop, you will take on a problem in a fictional company. As you break into small teams, each member will get an opportunity to act as both the problem-solver and the teacher as your team is guided through the PDCA Cycle. You will leave with a practical understanding of the PDCA / A3 problem-solving methodology.

While a basic understanding of lean principles is helpful, it is not required for this workshop.

Bob Wallner

Operational Excellence Leader
Hitchiner Manufacturing



Bob Wallner is part of the team of Operational Excellence Leaders for Hitchiner Manufacturing in Milford, New Hampshire.

He has been practicing lean since 2006 and Six Sigma since 2014. His experience is in both commercial and aerospace component manufacturing.

Bob holds a Master's Degree in Lean Manufacturing from Kettering University, as well as a Six Sigma Black Belt and Shingo Bronze Certification.

Brian Murphy

Operational Excellence Leader
Hitchiner Manufacturing



Brian Murphy is part of the team of Operational Excellence Leaders for Hitchiner Manufacturing in Milford, New Hampshire.

He has been practicing Lean Six Sigma since 2005. His experience is in automotive, medical, healthcare, and aerospace industries.

Brian holds a Master's Degree in Six Sigma Quality Business Management from Southern New Hampshire University and is a Lean Six Sigma Black Belt.

PS-HD4 Lean in the Office – From Cubicles to the C-Suite

Paul Critchley, President, New England Lean Consulting

One of the most beautiful things about Lean concepts and methods are that they are universal. Although born in manufacturing and thought of by many as a “manufacturing thing” or even a “high volume environment” thing, Lean can help any process become more efficient, less wasteful and help us deliver more value to our customers and clients.

So, why don't more companies focus their efforts in the office environment?

As Lean has evolved and become more accepted, organizations are looking to do just that. However, many still struggle to adapt the concepts to an environment where work is often less visual and more virtual.

In this workshop, you'll learn how to apply Lean thinking to the office, including VA vs. NVA, 5S, 7 Wastes, etc., as well as take part in a hands-on simulation that emphasizes the ideas and methods presented.

Paul Critchley

President, New England Lean Consulting



Paul Critchley is a recognized thought leader on employee engagement and management interaction. He has helped businesses around the world achieve greater levels of success through the application of Lean techniques. He has been a featured guest on numerous shows, including Gemba Academy's Lean podcast. Many of his written articles have appeared in the pages of Quality Magazine, Industry Week and at Leanblog.org.

He is passionate about Lean and creating organizational cultures that are sustainably engaged. He co-authored his first book - The Whole Professional, A Collection of Essays to Help You Achieve a Full and Satisfying Life to bring a fresh perspective on Work/Life Balance and how individuals and organizations can work together to achieve greater levels of attainment

Paul is a former Board Member of the Northeast Region of AME. He holds M.S. degrees in both Management and Organizational Leadership and a B.S. in Mechanical Engineering.

PS-HD5 Using Performance Management to Develop Lean Leaders

Cheryl Jekiel, CEO, Lean Leadership Center

An often overlooked development tool for creating Lean Leaders is the Performance Management Process. During this interactive workshop, you will learn how each step of the performance management process can be used to engage leaders to develop more lean ways of managing their teams. You will learn techniques that can be applied to your own environment using the takeaway tools from the session.

From this session you will:

- Be able to use a coaching based model to build your performance management skills.
- Develop a working model for performance management that includes: Setting up for Success, Training for Results, Coaching for Independence, Feedback for Improvement and Recognition for Motivation.
- Utilize a positive-based approach to leading teams that delivers better results and reduces time spent managing performance problems.

Cheryl Jekiel

CEO, Lean Leadership Center



Cheryl M. Jekiel is the CEO of the Lean Leadership Center which helps CEOs of innovative companies and organizations to view their people as a competitive advantage through weaving Lean principles into the fabric of their company culture so they get sustainable, constantly improving results that exponentially change the business.

The Lean Leadership Center partners with companies to drive results by building the skills of their leaders, redesigning human resources practices and improving the culture of their organization. The Center's resources include workshops, presentations, virtual learning communities, publications and various other on-site supports.

Ms. Jekiel served as Vice President of Human Resources at Flying Food Group, LLC, and Chief Operating Officer at Parco Foods, LLC.

Prior to her recent senior leadership roles in Human Resources, Ms. Jekiel served for five years as Chief Operating Officer, after several other leadership roles, at a specialty bakery in the Chicagoland area. She has developed an expertise in Lean manufacturing with a particular focus on Lean cultures. Ms. Jekiel has made countless significant improvements in reducing operating costs and leveraging a Lean culture to obtain new business. She has over 30 years of manufacturing experience.

As the author of *Lean Human Resources: Redesigning HR Practices for a Culture of Continuous Improvement*, Ms. Jekiel brings a tremendous passion for Continuous Improvement and is committed to building HR for Lean enterprises as a recognized field of work.

PS-HD 6A: Process Improvement Innovations in Government

Heather Barto, Senior Process Improvement Specialist, New Hampshire Department of Health and Human Services

Thomas Lencki Jr., Sergeant, New Hampshire Department of Safety, NH State Police

Times are changing in state government; more now than ever. As with most businesses, the budget is more slim with less resources being allocated, and yet we are charged with keeping the government afloat. One method for addressing wasteful and inefficient systems and practices has been the introduction and uptake of Lean in New Hampshire.

Being able to build and sustain a Lean program through governmental changes is pivotal for success. Development of programmatic objectives has been and is pivotal for Lean sustainment in state government.

This workshop will provide an overview of the innovations at both the New Hampshire Departments of Health and Human Services (DHHS) and Safety (DOS) with their varying approaches and strategic innovations for Lean application in state government, as well as how each agency has weathered

the uphill challenges in state government. DHHS and DOS has led the way for Lean program development state-wide with employee and stakeholder engagement, advancement with program change outcomes, and integrating process improvement into every day work application.

The philosophy of engaging with people at every level in the organization is pivotal for change management. The model of “meeting them where they are at” has contributed to much of the successes that Lean has at both agencies. These benefits continue to be enjoyed.

DHHS has worked to integrate staff both in pre and post training so there is an embedded support system for Lean skill attainment across the learning continuum. DOS has built their facilitator bench and extensively advanced their culture at the Division of NH State Police.

From this session, you will learn the stories, project examples, culture advancement approach considerations, and both implementation &, especially, the integration of lessons learned. You will—

- ◇ Receive a review of recommendations and considerations when building a Lean program.
- ◇ Learn at least one new method or approach of Lean application for consideration in building and sustaining a Lean program.
- ◇ Learn the main “channels” selected for Lean application and program advancement in state government.
- ◇ Be able to transfer the human connection side of process improvement work and apply that in future Lean work.

Heather Barto

Senior Process Improvement Specialist, New Hampshire Department of Health and Human Services



Heather has been with the New Hampshire Department of Health and Human Services for 18 years. Heather is currently supporting the department in a senior Lean process improvement leadership role. She has held previous leadership and management positions in Medicaid Managed Care, public health, and mental health rehabilitation services. She contributes to the advancement of Lean in New Hampshire with legislative work, training support, various mentoring and coaching roles, project facilitation, and much more. She also serves as a guest faculty and course advisor for the NH Bureau of Education and Training Lean program, and is the co-chair of the NH Lean Executive Committee, leading efforts

with strategy to provide faster and smoother services to the citizens of New Hampshire who interact with state government needs.

Heather brings creativity, a *Can Do* Attitude, and detailed organization to her work and project teams. She enjoys a good process challenge and uses group dynamic philosophies to support each project. She believes that Lean facilitators, who connect people to process and process to good work solutions, are often unofficially titled as integration engineers.

Heather has a master’s degree in Management with a Healthcare Administration Concentration from New England College and a bachelor’s degree in Therapeutic Recreation from Utica College of

Syracuse University. She achieved her Lean Six Sigma Green Belt Certification through GoLeanSixSigma.com and Lean Black Belt, Lean Green Belt, Lean Yellow Belt, and Continuous Improvement Practitioner trainings through the NH Bureau of Education and Training. Heather has also completed advanced trainings as both a Certified Public Manager and Certified Public Supervisor.

Thomas Lencki, Jr.

Sergeant, New Hampshire Department of Safety, NH State Police



Thomas Lencki, Jr. has been employed with the NH State Police for over 19 years. He has been working on creating a positive Lean culture in the State Police and has developed a staff engagement plan for all State Police employees with the Lean White Belt Course.

Thomas is passionate about Lean and what it brings to the workplace. He believes building teams are critical for a successful project outcome. He believes Lean is a way of life, and it is not something you do once and forget about it. He enjoys facilitation of Lean events, teambuilding activities, thinking outside the box and learning new things as he meets and works with people throughout the state.

Thomas's common sense approach and Lean methodology application are used on the NH roadways to help keep citizens and visitors in NH safe.

Thomas received his Lean Black Belt, Green Belt and Yellow Belt through the NH Bureau of Education and Training. He has also completed advanced trainings as both a Certified Public Manager and Certified Public Supervisor. Prior to the State Police, he was enlisted in the United States Marine Corps.

PS-HD 6B: Process Improvement Innovations in Government

Jayna Guilford, Chief of Performance, Vermont Agency of Transportation

Manuel Sainz, Process & Performance Analyst, Vermont Agency of Transportation

The Vermont Agency of Transportation (VTrans) plans, develops, implements, and manages a state-wide transportation network - including roads, bridges, railroads, airports, park-and-rides, bicycle and pedestrian facilities, and public transportation facilities and services.

This session will illustrate –

- How we are positioning our Performance Section to promote and support performance management throughout the agency. The process we have developed to achieve this goal will be showcased. We will share lessons learned and how we will continue to improve our process moving forward.
- How Vtrans is working to create a shift where performance management is the driving force behind continuous improvement. Work has started in 4 out of the 7 Bureaus to develop metrics and visualize the data through business intelligence Power BI dashboards.

From this session, attendees will gain knowledge about the development of performance metrics and the utilization of dashboards created through Power BI. This will be good exposure for any level of lean knowledge and experience in understanding the use of these tools and taking them back to their agency.

Jayna Guilford

Chief of Performance, Vermont Agency of Transportation



Jayna Guilford recently became the Chief of Performance for the Vermont Agency of Transportation (VTrans). She previously served as the Portfolio Manager for VTrans, Department of Public Safety and the Agency of Agriculture, where she focused on creating opportunities for collaboration, breaking down barriers, and driving change through technological efficiencies.

Jayna is a shameless advocate for the benefits of continuous improvement, data-driven decision-making and agile project management. She was responsible for standing up the Project Management Office (PMO) for VTrans, creating a streamlined process for project intake, approval, and delivery. When the PMO was absorbed with the creation of a new agency, Jayna took that process and introduced it within the Department of Public Safety (DPS), as well as several other agencies and departments. She is also bringing this approach back to VTrans to build a framework for the Performance Unit's intake process. She is always working to identify where her team can provide the most value to our customers and create efficiencies for the State. Jayna strives to understand customer needs—you may find her, or one of her team members, sitting in the passenger seat of a plow truck or taking tours of laboratories, asking how state employees do their work and what challenges they experience. Jayna's passion for helping people extends outside her work life, where she is a volunteer firefighter and EMS provider.

Manuel Sainz

Process & Performance Analyst, Vermont Agency of Transportation



Manny is a Performance and Process Analyst for the State of Vermont Agency of Transportation.

In this position, he works within the Agency Divisions to develop Performance Measures and create business intelligent dashboards to analyze the performance so that the business teams can make data driven decisions.

Previously, he spent 35 years in the Telecom industry as an Engineer, Project Manager, and Business Operations Manager.

PS-HD 6C: Traveling on the Public Sector Journey to Lean

Kate McGovern, New Hampshire Bureau of Education & Training (Ret.)

While each public sector organization's Lean program has different strengths and weaknesses, commonalities can be found. We all face the risk of changing priorities of elected officials and administrative appointees. Inconsistent or absent resources for staff and train for a robust Lean program. This workshop will draw on your experience to identify common challenges and countermeasures, leading to a sustainable culture of continuous improvement.

This workshop examines the non-linear path to Lean in the public sector using a problem-solving format. Beginning by collectively identifying the optional components for a Lean initiative, you will then assess the current state of the Lean program in your own organization. After defining next target conditions and doing root cause analysis, common root causes for the gap between the current state and an optimal Lean program will be considered. Common challenges will be identified to generate an opportunity to collectively brainstorm a list of countermeasures. You will develop a plan to move your Lean program forward and, most importantly, how it can be sustained.

You will --

- Learn about lessons from *A Public Sector Journey to Lean: Fighting Muda in Times of Muri*.
- Individually and as a group, develop A3s
 - Describing the current state of the Lean program in your own organizations,
 - Defining your next target condition and
 - Doing some root cause analysis of the reasons for the gap between the current state and the target.
 - Generating a list of common root causes and brainstorming a list of countermeasures.
 - Developing a plan to move your Lean program forward and how it can be sustained.

You will leave with an A3 on a plan to advance your public sector program, with the benefit of input from others on the same journey.

Kate McGovern

New Hampshire Bureau of Education & Training (Ret.)



Kate McGovern is an MPA, Ph.D. Lean trainer and practitioner. She taught Lean at the White, Yellow, Green and Black Belt levels for the State of New Hampshire's Bureau of Education & Training (2009-2018).

She has extensive experience facilitating kaizens for state, municipal and non-profit organizations and conducted Lean training at the local and regional levels.

In addition to her Lean work, Kate has taught in the Certified Public Supervisor and Public Manager programs and at Springfield College, School of Human Services. She is the author of *Challenges in Pension Governance: A Case Study of the New Hampshire Retirement System* and *A Public Sector Journey to Lean: Fighting Muda in Times of Muri*.

PS-HD 7: Mixed Model Production – Achieving One Piece Flow

Stephanie Armstrong, Lean Operations Manager, IDEXX Laboratories

Chelsea Boyd, Lean Leader, IDEXX Laboratories

A significant, difficult challenge for manufacturing teams is learning how to produce work in a mixed model environment without the waste of waiting, transportation, and inventory. Lean is about achieving flow by eliminating waste and leveraging the people who do the work to help solve problems.

Using Lean thinking and applying small incremental changes to achieve one-piece flow not only helps improve the production process, it develops employees to be problem solvers. Come join the IDEXX team in a fun interactive session focused on eliminating waste, leveraging visual management, and building employee engagement.

During this workshop, you will learn the benefits of one-piece flow, how to visualize work better throughout the production process, and how this visualization improves departmental communication. The group, broken into teams with specific roles in the production process (including the Customer), will go through a series of simulations making small changes along the way.

You will learn how --

1. Moving to one-piece flow increases customer satisfaction and keeps inventory moving.
2. Visual signals and better product identification make communications easier.
3. Moving to a PULL process makes fulfillment better and keeps inventory from growing.

Stephanie Armstrong

Lean Operations Manager, IDEXX Laboratories



Stephanie joined the Operational Excellence department at IDEXX in March 2018 as a Lean Leader, bringing over 10 years of business experience in both corporate and small business operations.

Currently, as a Lean Operations Manager, she collaborates with her team to provide training, coaching and mentoring, and support to IDEXX's corporate departments and worldwide Manufacturing Operations. Using Lean tools and techniques, she and her team are building a strong Lean culture and facilitate many cross-functional rapid improvement projects that improve operational

efficiency.

Prior to joining IDEXX she was a Project Manager in the Results Management Office at Central Maine Healthcare where she collaborated with team members across the system, from senior leadership to front line staff, on strategic initiatives. In her tenure with Central Maine, she held process improvement roles where she was responsible for educating, coaching and mentoring leaders and front-line staff on continuous improvement.

Chelsea Boyd

Lean Leader, IDEXX Laboratories



After obtaining a B.S. Degree in Chemistry from the University of Maine, Chelsea started her career as a Manufacturing Chemist at LGC Maine Standards. It was in this role that she quickly found her passion in optimizing processes, which also turned into a passion for mentoring and coaching other individuals on operational excellence.

Chelsea's experience lies in the medical device industry. She joined IDEXX Laboratories as a Lean Leader in January 2019. Prior to IDEXX, she was the Production Supervisor / Lean Coordinator at LGC Maine Standards.

Currently, she serves as the Board Chair for the local chapter of SME, a non-profit organization that helps to spread industry knowledge and to grow the Maine community of industry professionals through networking and learning events.

PS-HD 8: Creating Lean Culture in Information Technology

Michael Scott, Manager, ITIL Processes and Continuous Improvement, Biogen (Former)

How can you introduce lean thinking to an Information Technology group that is rich in technical talent but is challenged by no free time for lean training?

How do you build a lean training and support program without having any budget or funding?

In this workshop, you will follow a successful grass-roots lean awareness campaign that tackled this very problem. You will learn about the strategy and work that went into creating this campaign: building leadership support, delivering learning workshops, and maintaining momentum. You will also experience the actual first workshop that was created for this campaign. Topics include the 8 Wastes, 5 Whys, Standard Work, plus a hands-on standard work exercise.

Our group (IT Infrastructure & Operations for one of the largest independent Biotech companies in the US) wanted to build a lean awareness campaign to promote and foster a lean thinking culture to support our process strategy. Constraints included:

- Little exposure to lean thinking (3 people in org. of 200).
- Target audience in "often overlooked area": IT infrastructure and operations.
- Constraints of Zero budget & zero travel.
- Multiple locations: Massachusetts and North Carolina.
- Director level resistance: people are busy and don't want to take time from "real" work.

You will learn about --

1. The thinking and artefacts used to gain Leadership buy-in, including the actual A3 report used to create a common understanding of the issues and tracking the project.
2. The workshop from the actual lean awareness campaign

- Why Lean & Six Sigma?
- Identifying Waste.
- 5 why analysis.
- Standard work with hands-on exercise.

3. Lessons learned.

The expected results for you are:

- Seeing an actual, end-to-end working model used to build lean awareness in an often-overlooked office and administrative area: IT infrastructure and operations
- Experiencing a working training model that fits severe time and resource constraints
- Following examples of lean methods in action especially A3 reporting and standard work
- Experiencing the value of laminated 3x5 index card sized leave-behinds to re-enforce learning and having these concrete examples to take away with you.

Michael Scott

Manager, ITIL Processes and Continuous Improvement, Biogen (Former)



Michael Scott is a Process Improvement Leader with the passion to make work easier and faster supported by an extensive background in IT, LEAN, business, and program management.

Michael has broad experience in biotechnology, healthcare, financial and legal industries including Biogen, Fidelity Investments, and national law firms.

He is a Certified Process Validation Professional and a Project Management Professional.

PS-HD 9A: Kaizen Events: the Art, the Tools, and the Science

The What, the Why and the How

Ghassan Saleh, Director of MaineHealth Operational Excellence, Center for Performance Improvement, MaineHealth

Kaizen is essential in process improvement. Healthcare's busy environment prevents people from committing enough time to problem solve a quality issue or a workflow problem in a kaizen event, so, often they resort to a project approach versus Kaizen/improvement event approach. Projects make people feel that they are spending less time in 1-2 hour meetings instead of a 2-5 day Kaizen event. The reality, of course, is that some of those projects run for ever, and sometimes people end up committing more time in meetings over a course of 6-9 months and yet not getting the fast results that a Kaizen event can produce. Not to mention the risk of losing momentum in long-run projects.

Over the years I have worked in three different healthcare organizations in Maine, and it is clear to me that there is quite a bit of variation in the perception, preference and even the knowledge of

those organizations about the purpose of Kaizens. Some of them will never accept the idea of dedicating 2-5 full days to solve a problem because they are too busy, only to end up tolerating the same problem for months and sometimes for years. Others have been so bought into the idea of Kaizen event, that they turn every problem into a 5 day Kaizen, even if it is simple rapid cycle improvement problem or a quick fix. The latter causes people to think that Kaizen is just a waste of people time. Over the years, I have learned the lessons of which problem type and/or size is appropriate for a Kaizen event and how to approach the kaizen event in such a way that people feel that it is indeed a good use of their time and more importantly it helps to really solve for their problem.

Easily understood by people from different backgrounds and fields of work, by the end of this session you will have learned about the following:

- 1-Kaizen methodology (PDCA) and what needs to happen in every phase of PDCA.
- 2-Know the difference between Kaizen event's focused 2-5 days continuous improvement event and projects that may last way longer.
- 3-The activities needed to embark on before the event, during the event and after the event; other words, the full cycle of problem solving: problem identification, problem analysis, establishing baseline performance, generating ideas to target the root causes of the problem, organization ideas in an easy navigable way, and narrowing down ideas to those that require less effort and have higher impact on the problem, how to pilot an idea, and how to document the improvement plan and follow up on Kaizen results using process dashboards.
- 4-Tips on successful Kaizen events.
- 5-Tips on good facilitation of Kaizens.

Ghassan Saleh

Director of MaineHealth Operational Excellence, Center for Performance Improvement, MaineHealth



Ghassan Saleh is the Director of MaineHealth Operational Excellence at the Center for Performance Improvement for MaineHealth, an integrated, extensive healthcare delivery network of providers and organizations.

He has been teaching and coaching various quality and process improvement tools and techniques for the past 11 years. He has graduated over 65 green belts in the MaineHealth system, having now taught the in-house MaineHealth green belt class for 4 years.

Ghassan is a Lean Six Sigma Master Black Belt with four other certifications in the field including: Black belt, green belt, Lean Management Certification and certified Continuous Improvement Practitioner (CIP) from the State of Maine *Bend the Curve* program.

He has been teaching Healthcare Lean Supply Chain Management to MBA students in Thomas College for 5 years. He has been part of the team teaching in the Maine Medical Center Certificate in Healthcare Improvement program. He has just been awarded the 2019 MITE award of Inter-

professional Teaching Excellence, and the program he manages has been awarded the 2017 MaineQuality Counts Leadership Innovation Award.

He has a Master of Arts in Health Management, Planning and Policy, a post-graduate Diploma in Hospitals Administration. He practiced Dentistry as a general dental Practitioner for about 8 years in the Middle East.

Ghassan has presented in number of conferences including our esteemed Lean Systems Summit in Portland, the 2018 Northeast Lean conference, the Maine Healthcare Association conference, and the Canadian Lean Summit in April in New Brunswick Canada.

PS-HD 9B: Using the WIIFM (What's In It for Me)

The subconscious mantra guiding employees'/organizations' everyday actions for Lean Engagement

Dagmar Vlahos, Senior Process Engineer, Project Management Office,
University of New Hampshire

Struggling to build or maintain a Lean culture within your organization? Struggling with employees engaging in change? Difficulty creating an interest in Lean?

Have you thought about incorporating the WIIFM (What's In It for Me) approach?

During this session, you will first learn of their struggles with Lean engagement before learning how the University of New Hampshire (UNH) used the WIIFM, which is the subconscious mantra guiding employees'/organizations' everyday actions, to assist in building a Lean culture within a higher education environment.

With the challenges higher education is facing such as decreased state funding, rising cost, declining high school demographics, and increased competition, UNH knew something needed to be done but wasn't sure what the best approach would be. Dagmar will share how UNH went from a non-Lean culture to embracing a Lean program/culture through employee empowerment and leadership support. UNH's Lean journey will be realistic and touch upon challenges, obstacles and successes in developing a Lean culture all whilst highlighting the importance of understanding the employee' as well as leadership' WIIFM along the way.

Keep in mind that the lessons learned and experiences explored during this session can be used in any environment, not just higher education.

You can expect to learn --

- How to incorporate the WIIFM approach when building or continuing Lean engagement in your organization/work environment and to share your ideas of approach with a broader audience.
- The importance of understanding your audience's desire or non-desire to engage or change.
- The importance of knowing who your supporters are as well as your opposition so that you can tailor your lean approach and how to leverage that powerful information.

Dagmar Vlahos

Dagmar Vlahos, Senior Process Engineer, Project Management Office, University of New Hampshire



Possessing the ideals that foster strong work relationships and operating under the notion that coaching and mentoring are the key factors of a successful team, Dagmar works with all levels of staff within industries to build a culture of employee empowerment and continuous improvement.

Prior to coming to the University of New Hampshire, Dagmar worked in the Human Resources/Payroll industry for companies such as Velcro, Fidelity Investments, and Workscape. Despite not having any higher education experience she was hired by UNH to bring continuous improvement methodology into higher education. During her 7 years at UNH she has worked with leadership to incorporate Lean into higher education while building staff awareness of continuous improvement.

Her position is diversified as she:

- facilitates Lean project teams;
- develops course content and is the lead instructor for Lean training for university staff;
- mentors staff who are Lean practitioners looking to advance their skills; and
- is the lead coordinator of the yearly UNH and State of NH Lean Summit

Dagmar is a strategic leader who has demonstrated the ability to work at all levels of any organization to build Lean programs where none existed, to work within an organization that has an established Lean program and participates in building or expanding a Lean culture. She is on the State of NH Lean Executive Committee representing Lean within higher education.