



**Lean
Collaborative**

2013 Lean Systems Summit Proceedings

AUGUST 8-9, 2013

*Where Manufacturing, Services, and
Government Meet*

**Pre-Summit
Seminars**

**Thursday
August 8th**

**Networking
Gathering**

**Thursday
Evening
August 8th**

**Summit
Speakers &
Workshops**

**Friday
August 9th**

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**Holiday Inn by the Bay
88 Spring Street
Portland, Maine**

Sponsors

We would like to thank all the organizations that have given their resources and time to make this annual meeting of Lean continuous improvement leaders and innovators possible.



Maine Manufacturing Extension Partnership

GeigerGroup



IDEXX Laboratories, Inc.

Lonza Rockland



Greater Boston Manufacturing Partnership

**SME
DownEast 46**



ASQ—Pine Tree State Section

Hosts

Hosts



State of Maine *Bend the Curve*

Maine Department of Health & Human Services



Maine MEP

Jøtul North America



Albany Medical Center
New York

Connecticut Department of Labor



Lean Capitol, LLC

IDEXX Laboratories, Inc.



Lonza Lonza Rockland

Maine Department of Labor



Town of Durham, New Hampshire

NY State Office of Alcoholism & Substance Abuse Services



Infinite Services, Inc.

Speakers

Summit Moderator: Jon Kirsch



Operational Excellence Manager Lonza Rockland

Jon Kirsch is a Lean Practitioner, Trainer, and Advisor with nearly forty years of practical experience throughout the military, public, and private sectors.

He is currently the Operational Excellence Manager at Lonza Rockland with responsibilities at the Rockland Site as well as acting in a training and advisory role at other Lonza sites. Lonza is one of the world's leading suppliers to the pharmaceutical, healthcare, and life science industries.

Prior to his position at Lonza, Jon was a Project Manager with the Maine Manufacturing Extension Partnership, training and implementing Lean methods in various industries and organizations including shipbuilding, submarine repair, healthcare, government, bioscience, wood products, seafood processing, gourmet foods, power generation and transmission, and a host of other manufacturing businesses. Jon is an active member of the Lean Collaborative.

Opening Keynote Speaker: Kevin D. Hancock

President & CEO Hancock Lumber & Hancock Land Companies

Kevin Hancock is the President of Hancock Lumber Company. Established in 1848, Hancock Lumber is a six-generation family business headquartered in Casco, Maine. Hancock Lumber operates 10 retail stores and three sawmills and with approximately 400 employees. The Hancock organization also owns and manages 12,000 acres of timberland in Cumberland and Oxford counties.

Hancock Lumber was recognized in 2012 as the Maine International Trade Center 'Exporter of the Year'. The company is also a past recipient of the Maine Family Business of the Year as well as the Governor's Award for Business Excellence.

Kevin is a past chairman of the Northeast Retail Lumber Dealers Association, the National Lumber Dealers Association, and the Bridgton Academy Board of Trustees. Kevin has also spent many years coaching as a volunteer for the Lake Region School District.

Kevin is a graduate of Lake Region High School and Bowdoin College and is currently writing a book about the Oglala Sioux Indians living on the Pine Ridge Indian Reservation in South Dakota.



Strengthening Voices

- ◇ Lean transformations are personal transformations. It's more about how you change than it is about how others change.
- ◇ Lean transformations free up capacity for growth and strengthen an organization's competitive position.
- ◇ Most importantly, Lean transformations strengthen the VOICES of the employees and the customers within an organization.

Speakers

Keynote Speaker: Laurie S. Moncrieff



President

Adaptive Manufacturing Solutions (AMS)

Laurie Moncrieff's pioneering leadership has brought together state, national and regional government agencies, foundations, multi-national and small businesses, community colleges and universities, and business associations in the groundbreaking Manufacturing & Innovation Technology Institute (MITI). The group's collaborative initiatives focus on moving intermediate-stage innovation and technology to full-scale market commercialization through access to advanced manufacturing and links with educational institutions for talent and skilling-up the advanced manufacturing workforce, as well as connections with government and private investment leadership. Identifying and matching innovations to commercialization opportunities, MITI aims to create a total system solution to bridge resources and readiness gaps, in turn boosting rebuilding opportunities and investments in U.S. business.

Laurie Moncrieff is president of Adaptive Manufacturing Solutions (AMS). After receiving a BS in packaging engineering from Michigan State University, she held various business development and executive-level positions with several Fortune 500 companies. She joined her father's company, Schmald Tool & Die, as sales manager in 1995 and later purchased the business. In 2007, Laurie established AMS, a vertically-integrated collaborative of Michigan-based companies. She established Restructuring Skills thru Education & Technology (ReSET) in 2011. ReSET works with students grades K-12 and educational institutions, community colleges and universities to provide hands-on learning through MITI, a fully-operating facility focused on advanced manufacturing, innovation and entrepreneurship.

Clustering Together to Revitalize Ourselves

We stayed afloat during the great recession complete with a liquidity crisis, fiscal cliff, staggering unemployment, and challenges too numerous to name. So what do we need to do next to rebuild ourselves and our economies? We must be proactive, not reactive, to navigate treacherous waters -- willing to invest in collaborative initiatives and renewed strategies that embrace our best thinkers and most innovative leadership from private and public sectors.

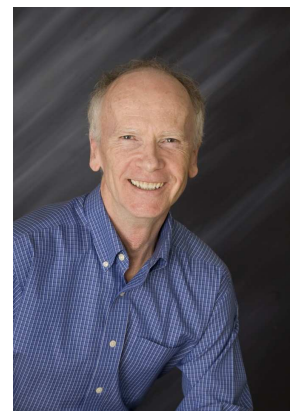
Closing Keynote Speaker: Randy Judkins

Randy Judkins is a unique inspirational speaker and has presented his original, interactive programs on humor in our lives, change, stress, self concept and teamwork for numerous professional groups, schools and companies in over 25 U.S. states, Canada and Europe.

He has appeared in television commercials and independent films in his native state of Maine. He has instructed at the Ringling Brothers Barnum and Bailey's Clown College in Florida and has served as a character consultant for Tri-Star Pictures and a Circus of the Stars trainer in Hollywood.

The Juilliard School of Drama in New York City has hired Randy to teach a series of master classes in character and physical comedy. In 2002, he founded the comedy trio, the Maine Hysterical Society, called 'The best variety comedy act in New England'. In July of 2008, MHS performed with Lucie Arnaz at "Birdland", the legendary NYC Jazz Club.

Randy served as Master of Ceremonies twice for the Patrick Dempsey Challenge Banquet for Hope and Healing — and cycled the 100 mile course the next day. In 2010, he held a visiting artist position at Stephens College in Missouri teaching circus arts, mime and comedy to dance and theater majors.



L.E.A.N. on ME

Love - Passion for the service/product must be evident.

Exhilaration - Embrace Enthusiasm & Excitement & model it for your Employees .

Attitude - Is Everything - How you feel/talk about your business perpetuates its success.

Now! - Live in the present, achieve attainable goals - today and every day.

Pre-Summit Agenda—August 8, 2013

7:15am – 8:00am	Registration & Continental Breakfast. <i>(There will be a mid-morning break with refreshed drinks and a mid-afternoon break with drinks and “nibbles” to boost your energy!)</i>					
	Room #1	Room #2	Room #3	Room #4	Room #5	Room #6
8:00am - Noon		PS-1 Lean Enterprise Transformation – Simulation	PS-2 Transition from Good to Great Performance Improvement	PS-4 Implementing Lean I *Managing Critical Sub-contracts – the Intersection of Supply Chain & Engineering (8am-10am) *Lean Systems Project Management (10:15am-Noon)		PS-6 Increasing the Impact of Lean Strategies through Expanded Collaboration & Innovation – Simulation
Noon – 1:00pm	Lunch (is provided and includes a variety of choices for entrees, salads, desserts, etc.)					
1:00pm – 5:00pm	PS-7 Implementing Lean II *Not Your Typical DMV (1pm-2:10pm) *Using the Visual Workplace & Standardization to Create a Competitive Advantage (2:20pm-3:30pm) *Using OEE to Prioritize Improvement (3:40pm-5pm)	PS-1 Lean Enterprise Transformation – Simulation (cont'd.)	PS-2 Transition from Good to Great Performance Improvement (cont'd.)	PS-8 The Shingo Model: Principles, Systems and Tools to Promote Operational Excellence Behaviors	PS-9 Enhancing Your Lean Culture Through Positivity	PS-10 Learning Lean Systems – Simulation
5:00pm	Adjourn for the day. Hope to see you at tonight’s Networking Gathering and tomorrow at the Summit!					

Thursday Evening Networking Get-Together

DiMillo’s on the Water, 6PM
Portland, Maine

Directions: DiMillo's is right off Commercial Street in the historic Old Port of Portland at 25 Long Wharf. Parking is free for DiMillo's guests; be sure to bring your parking ticket into the restaurant to be validated. If you are using a GPS device, enter 154 Commercial St. Portland, Maine and that will direct you to the entrance of its parking lot.

Summit Agenda—August 9, 2013

Agenda

7:15 AM — 8:00 AM	Registration, Networking, Continental Breakfast				
8:00 AM — 8:15 AM	Welcome: Jon Kirsch, Lonza Rockland				
8:15 AM — 9:00 AM	Opening Speaker: Kevin Hancock, Hancock Lumber				
	Daily Management	Innovation & Collaboration	Value Stream Support Systems	Implementing Lean	Visual Systems
<i>Room</i>					
9:15 AM — 10:30 AM	A1: See Waste. Eliminate Waste	A2: "OHNO" Green Goes Lean Through Collaboration & Innovation	A3: Cost Saving Opportunities & Continuous Improvement	A4: Capacity Building in the City of Fredericton, NB	A5: Utilizing Visual Management in Office Settings
10:30 AM — 10:45 AM	Break, Refreshments				
10:45 AM — 12:00 PM	B1: Performance Excellence Process: LSS Projects & Waste Walk Successes	B2: Innovation & Collaboration	B3: An HR Perspective on Competency Development	B4: Connecting Lean Efforts & Technology Deployment	B5: Going to the Gemba: Enabling True North Thinking
Noon — 1:00 PM	Lunch (provided)				
1:00 PM — 2:00 PM	Keynote Speaker: Laurie Moncrieff, Adaptive Manufacturing Solutions				
2:00 PM — 2:15 PM	Break, Refreshments				
2:15 PM — 3:30 PM	C1: Going to the Gemba with Accounting & Finance	C2: Building a Lean Network in New Hampshire	C3: Lean Sales & Marketing: Application of Value-Based Pricing	C4: Process Improvement Through Kaizen and 5S	C5: Real Time Performance Management Using Gemba Boards
3:30 PM — 3:45 PM	Break, Refreshments				
3:45 PM — 4:45 PM	Closing Speaker: Randy Judkins, L.E.A.N. on Me				
4:45 PM — 5:00 PM	Wrap-Up — Next Steps				

Thursday Evening Networking Get-Together

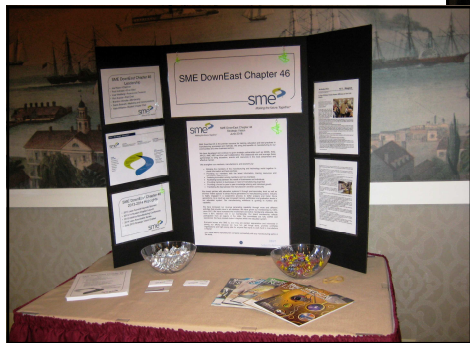
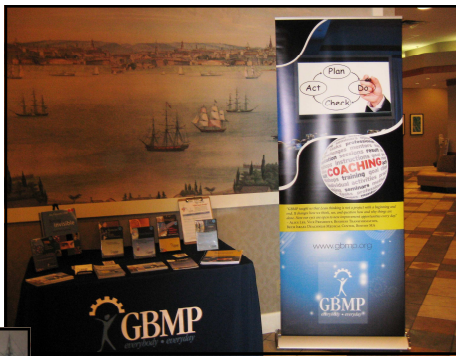
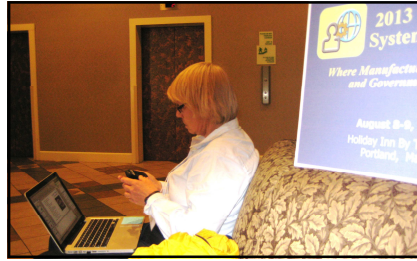
DiMillo's on the Water, Portland, Maine 6PM

The Thursday evening get-together at DiMillo's on the Water will be a casual, small gathering in the Starboard Room and is open to any Summit (or Pre-Summit Workshop) registrant. Since some of the Speakers/Presenters arrive for the Pre-Summit and/or before the Summit, it will also be a good opportunity to chat with them, as well as other participants. It is a cash bar but plentiful and filling appetizers/hors-d'oeuvres will be provided. It will start around 6pm as folks make their way over there – however, in the years before, some were already there at 5:30.

Last year's was great fun, meeting and talking with the other participants. The view of Portland, the harbor, and toward the islands is, of course, wonderful — even with fog and foghorns! Afterward, you might expect to break off into small groups and stay at DiMillo's or go off to, by then, late walks or dinners at any of the many renowned restaurants.

Pre-Summit

Out-Front & Registering



~~At~~ Lita Klobb
Kladins
[Redacted]
Presenter
Will not be able
to present today
cell - ([Redacted]) [Redacted]

Pre-Summit Seminars: 8am — 5pm



Pre-Summit Seminars: All Day 8am— 5pm

PS-1: Lean Enterprise Transformation - Simulation

ROBERT BURKE, Executive Director, Value Innovation Partners, Ltd.

This full-day workshop demonstrates a company journey's through a Lean Enterprise Transformation by using the tools and concepts of Lean and World Class Manufacturing. You will see how your company can go from a traditional business approach where customer satisfaction and company performance is far below desired levels to Lean Enterprise Excellence through transformation concepts where customer satisfaction is exceeded.

Participants will focus on the entire Enterprise and Value Chain from Suppliers to Customers from Sales through Shipping. This Lean Transformation Simulation is an interactive workshop where participants learn the reason for change, the methods of change and the tools and techniques of change. Attendees will learn how to assess a current situation, plan an execution, and install controls for sustainability. The session has been a top-performing/scoring workshop at AME, IIE and ASQ for the last 10 years and renowned for its ability to get to the "AHA" as well as energize and motivate participants to action.

Upon completion of this workshop, participants will be able to -

1. Understand the reason for change.
2. Learn how to structure a Lean Transformation.
3. Basic and Advance Lean Tools, like, KanBan, SMED, 5S and Cellular Manufacturing.
4. Value Stream Mapping with NVA Analysis.
5. Holistic Enterprise Change Methodology.
6. Inventory Optimization and Rationalization.
7. Analysis, Execution, and Sustainability.



Pre-Summit Seminars: 8am — 5pm

PS-2: Transition from Good to Great Performance

MICHAEL BREMER, CMC, CPA, President, The Cumberland Group - Chicago & Executive Director of Chicagoland Lean Enterprise Consortium Group

Organizations adopt improvement programs hoping to best the competition and significantly improve business performance. Unfortunately a true transformation only happens in a small number of companies. The primary reason for this conundrum is the way most organizations try to improve, is pretty similar to the way most other organizations try to improve. Thus everyone gets better, but nothing much changes. If leadership hopes to significantly improve an organization's competitive position using lean or any other improvement methodology. They need to follow a different pathway. That is not a comforting thought to most people. It is much easier to do what everyone else is doing.

In this full-day seminar you will learn what world-class companies (those that are highly effective at improving) do differently than the rest. Three organizations, which have been outstanding at improving for more than 10 years running, opened their doors to share their stories in the research for our upcoming book (Autoliv, O.C. Tanner & Cogent Power). All three were once average in terms of improvement effectiveness, and then became highly effective at improving.

Each organization has experienced a transformation in the way leadership leads the business. We will discuss five key differences in their approach vs. how most organizations go about improving --comparing organizations that are highly effective at improving vs. the rest (organizations that do a good job of improving). Participants will assess the effectiveness of their organization

for each key difference. Positive actions can be taken at various levels even if the overall organization has not embraced these concepts.

When you look at the effectiveness of your improvement activities, think about 'world-class' athletes. First of all they are few in number. Most athletes in any given sport are average at best. You might be good in your home-town, in your school or at your club. But on a global level, most athletes are not world class. The same is true with improvement programs. Most are average at best. Participants in this session will learn actions they can take to elevate their level of improvement effectiveness for their organization.

Participants should have a basic understanding of Lean tools and have experienced some degree of frustration with trying to help their organization improve more effectively. People with 'real-world experience' will benefit from the ideas and actions suggested in this seminar.

Pre-Summit Seminars: 8am — 10am

PS-4: Managing Lean

* *Lean Systems Project Management*

MARGO LUKENS, Dir. IE Academic Programs, UMO-Foster Center for Innovation &

JOHN KARP, Project Manager, Maine MEP

This session will encompass a highly structured approach to efficient project management. The Deming Learning cycle is

used by many leading companies such as Proctor & Gamble, Ford, Disney and others to constantly drive progress in their projects. This management system will be demonstrated in interactive exercises, along with instruction on the principles of Innovation Engineering. Participants will discover that this marries highly effective idea generation techniques to project management for pushing projects forward with minimized risk and therefore minimized wasted ef-

fort and expense.

This system may also be used as a tool within the stage-gate project management system.

Learn how to identify key issues which threaten a project's success and reduce their threat levels, cycle by cycle creating steady progress and steady risk reduction as you manage a demonstration project in a Lean, efficient way.



Pre-Summit Seminars: 10:15am — Noon

PS-4: Managing Lean

* *Managing Critical Sub-Contracts: The Intersection of Supply Chain & Engineering*

LARRY SEIDLER, Consultant.
(Ret. Senior Supply Chain Manager, Raytheon Co.)

In a world where outsourcing has become the norm, the procurement of increasingly complex hardware subsystems and software development programs demands a planned and strate-

gic approach to subcontract management. In this environment it's critical that teamwork drive the procurement process.

This seminar provides a learning environment that turns disparate functions into a high performance team. It applies to both defense and commercial programs. It includes claim settlement, purchase price, and terms and conditions negotiations. It describes processes for developing sound technical direction, repeatable quality assurance, and bottoms-up program direction.

This learning experience will provide interactive opportunities for team development through real world examples that explore multiple outcomes in a drive toward the successful purchase and delivery of a complex product that meets the customer's performance requirements.

This workshop is for anyone involved in the negotiation and/or management of a complex or critical contract for goods and services.



Pre-Summit Seminars: 8am— Noon

PS-6: Increasing the Impact of Lean Strategies through Expanded Collaboration & Innovation

BOB LALIBERTE &
CHERI TORRES, Partners,
Innovation Partners International

Imagine aligning the commitment and the creative capacity of the members of your system--employees, customers and suppliers--with organizational challenges. Envision the potential of a system fully engaged in LEAN in ways that ensure collaboration and innovation are key elements of process improvement. If this image inspires or intrigues you, join us and experience for yourself how you can

make this a reality.

Those who use LEAN know it is an excellent strategy for improving existing processes or procedures; it has enabled significant improvements in most every environment it has been applied to. Our work tells us that LEAN can have an even greater impact by integrating processes that support high engagement collaboration and innovation. Our experience in working with organizations to integrate our processes and tools with LEAN has demonstrated an added return-on-collaboration for their LEAN efforts.

Your participation in this simulation will provide you with experiential insights into an effective approach for expanding the collaborative and innovative ca-

pability of LEAN.

This is an experiential seminar, offering participants an opportunity to take part in a simulation demonstrating collaborative and high engagement processes to enhance the innovative capacity of LEAN. Using a real and practical LEAN challenge from one of the participants, we will use a series of tools that enable them to expand their thinking, challenge their assumptions, disrupt patterns of seeing and thinking that inhibit creativity, and prototype strategies that improve productivity and/or expand opportunity.

You can expect to gain an experiential appreciation of the power of using high engagement and collaborative processes that support and boost the potential to reach LEAN goals, as well as a set of tools you can apply immediate-



Pre-Summit Seminars: 1pm— 2:10pm

PS-7: Implementing Lean –Three Improvement Methods

* *Not Your Typical DMV*

ROBERTA BOURQUE, Business System Analyst , New Hampshire Department of Safety
LT. CHRIS WAGNER, Troop Commander, NH State Police

This seminar outlined how Lean is conducted at the NH Department of Safety, including

the development and training of Lean facilitators.

It described how in one of its improvement efforts, using Lean principles, the DMV used Current and Future state mapping and implemented standardized staff training for new procedures.

In 2009, DMV changed the process by which a recipient receives their license. DMV went from an “over the counter” model to a central print system. As

part of the new system the verification of residency rules became critical.

Our objective was to develop a process that would yield little to no fall-out/return and be standardized statewide.

This objective was met with outstanding improvement results, including data controls and significant ongoing savings.

Our approach and methodology can be generalized widely to other programs and efforts.



Pre-Summit Seminars: 2:20pm—3:30pm

PS-7: Implementing Lean –Three Improvement Methods

** Using the Visual Workplace & Standardization to Create a Competitive Advantage*

HARVEY SMITH, VP Operations, Kennebec Technologies

BILL WHITTIER, Project Manager, Maine MEP

This seminar described and visually outlined the timeline, pictorial progression of change at Kennebec Technologies.

Participants learned about engagement strategies for change, as well as benchmarking best practices found in Maine.

Kennebec Technologies, even though in a very highly competitive field, has shown year over year productivity improvement, made the jobs “easier”, and has found that customer perceptions have changed.

From this, participants were able to learn how to –

- Improve business profits and customer confidence using lean tools.
- Achieve competitive price/cost advantage from setup reduction.
- Impress your customer when they visit your facility.



Pre-Summit Seminars: 1pm— 5pm

PS-7: Implementing Lean – Three Improvement Methods

** Using OEE to Prioritize Improvement Efforts*

JOHN PERROTTI III, CMRP,
Vice President, Fuss &
O'Neill Manufacturing Solutions, LLC

Overall Equipment Effectiveness is a powerful and essential tool that is used to determine how well a process or machine is running.

Understanding how to use the data is a vital part of prioritizing an organization's improvement efforts.

Assuming an understanding of basic Lean concepts, OEE was explained in detail and how it is used.

This seminar walked participants through examples where OEE data is used for prioritizing efforts.

It helped them to understand the power of using it in coordination with their continuous improvement efforts, as well as how to use this data to leverage the most return for their improvement efforts.



Pre-Summit Seminars: 1pm— 5pm

PS-8: The Shingo Model: Guiding Principles, Systems and Tools to Promote Operational Excellence Behaviors

PAT WARDWELL, COO, Greater Boston Manufacturing Partnership

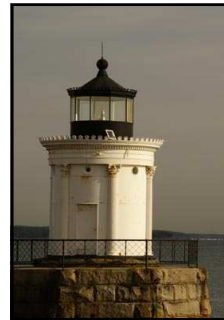
The Shingo Prize model and guidelines provide a framework for identifying and evaluating the standard for operational excellence. The model and guidelines generally do not prescribe

one single best method, system, or route to attaining operational excellence. Principle-driven organizations are clearly viewed as the best paradigm for achieving operational excellence.

The way people behave when they come to work has a direct impact on the bottom-line of any organization. Successful organizations have cultures that drive ideal behavior. Ideal behaviors, aligned with proven principles of operational excellence, result in continuously improving quality, cost, and delivery to customers. The Shingo Prize has been assessing organizational performance for 25

years and has developed a methodology for determining the degree to which the behaviors of leaders, managers, and associates are aligned with the ideal. The challenge has been to simplify this methodology so that any organization can easily evaluate itself on a regular basis to determine where it stands relative to the global standard.

Session participants will gain an understanding of the Shingo model and the underlying principles behind The Shingo Prize philosophy and approach. Participants will learn and gain experience in aligning their organizational principles and core values with their



Pre-Summit Seminars: 1pm— 5pm

PS-9: Enhancing Your Lean Culture Through Positivity

JANET EDMUNSON, President, JME Insights &

KATHERINE MALONEY, Principal, Work Paths Consulting

Chances are you've seen the unfortunate impact of negativity in the workplace. In a Lean environment, negativity is waste. Negative mindsets and interactions can breed conflict and erode productivity. Research in the field of positive psychology shows that positivity can be learned and, when applied, can lead to high performing teams and workplaces.

In this Pre-Summit session participants learned how to apply this research through techniques that increase optimism,

build on strengths and foster the proper balance between inquiry (asking questions) and advocacy (stating viewpoints). Participants learned how certain mindsets and perceptions of others can limit the choices we have in approaching conversations and in maintaining healthy, conflict-free relationships.

Through exercises and case studies participants practiced these skills and prepared to apply them immediately back into their Lean continuous improvement processes at work. The outcome is a mature Lean culture that truly respects each individual in the progression toward operational excellence.

Research studies have shown that teams with the highest ratio of positive interactions to negative perform significantly better than those who are neutral or

more negative. Other studies have demonstrated that techniques can be learned to change the negative interactions and replace them with positive ones, to get to better team performance. In a Lean environment, where negativity is waste, these techniques can be powerful.

After the session, participants were able to:

- Describe scientifically validated understandings of positive psychology principles and their impact on individual, workplace performance and Lean processes.
- Identify and apply strategies to decrease negative emotional patterns and increase positive emotions personally and within their work teams.
- Identify where they fit in the inquiry/advocacy continuum and practice techniques to balance these in communication

Pre-Summit Seminars: 1pm— 5pm

PS-10: Learning Lean Systems

FRED SHAMBURG, President & TOM DZIALO, Vice-President
Leanovations, LLC

This seminar provided an experiential simulation for an ideal introduction to Lean Manufacturing and the Toyota Production System principles that can be applied in any enterprise (Manufacturing, Healthcare, Government, Services, etc.).

It presented basic Lean management principles, elements, and techniques and how they interact. This workshop was “an eye opener” even for the most experienced Lean practitioner – all that’s needed is a mind open to new ideas and learning new concepts.

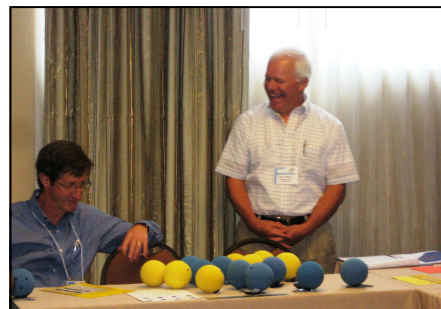
Participants learned the 5 Key principles of the Toyota Production System (TPS), learn the importance of Standard Work, developing employee skills, having Key Performance Indicators (KPIs), and experiencing the Kaizen Team approach to improve their processes. They visually saw the “opportunities” through the value stream mapping process, and how critical Lean Leadership is to the organization’s success.

This learning experience truly had all the “real world” examples of what happens in a traditional “push” style setting with no employee engagement and allowed the participants to build a teamwork approach. Participants operated a simulated factory and then redesigned it through a kaizen team event with their newly learned Lean

Management principles and experience the improved results.

Participants learned, among other things, the importance of eliminating wastes to create flow where possible and pull where flow is not possible, along with the value of a visual factory. They also created a value stream for the current and future states. Participants walked away knowing how to implement a Lean Learning Organization (LLO), with an ability to develop a high performance workplace where employees are engaged and empowered to pursue continuous improvement.

This seminar provided the emotional and intellectual framework for understanding Lean, exploring leadership issues in the context of Lean Transformations and other situations where radical change in behavior and culture is necessary.



Thursday Evening Gathering—Networking

Networking



Networking

Pre-Summit

Pre-Summit Seminars: 1pm— 5pm

Summit Workshops

A-1: See Waste. Eliminate Waste.

SCOTT LAVOIE, DARCY COULOMBE, NANCY TONNESON, Lean Six Sigma Specialists, IDEXX Laboratories, Inc

In the Lean world, we all know waste is bad. Does it matter how bad? Many managers focus too heavily on quantifying the dollars around waste and its elimination, rather than just eliminating waste. This workshop illustrated the power in seeing and eliminating waste and discussed some of the tools IDEXX has used in its efforts.

Organizations and managers need to focus the majority of their efforts on eliminating waste rather than trying to quantify it. By engaging the front line employees and empowering them to “see waste, eliminate waste”, the benefits will come.

By eliminating the requirement of quantifying the waste, IDEXX aims to empower front-line employees to eliminate waste in their areas when they see it, knowing the cost savings sought after will come and will improve the organization. By both engaging and empowering

the employees doing the work, IDEXX provides a sense of ownership and accomplishment geared towards continuous improvement.

Participants were helped to take away -

- The seven wastes.
- Different tools used to identify waste.
- Guidelines and four rules of use around just-do-it waste elimination.
- Training of front line employees.
- IDEXX examples of “See waste - Eliminate waste”.

Summit Workshops

A-2: "OHNO" Green Goes Lean through Collaboration and Innovations -CT DEEP LeanPlus Journey

JEFF CAIOLA, Lean Coordinator; Supervising Civil Engineer, Connecticut Dept. of Energy and Environmental Protection

FRED SHAMBURG, President, Leanovations, LLC

Strategically, organizations must implement both Lean and Innovations to compete in today's challenging environment. It is just as critical for State Government agencies to adopt both Lean and Innovations (LeanPlus) if they are going to be able to meet the ever-increasing demands for their services from all sectors, including new legislation, federal requirements, business community and other constituencies. With the economic issues facing America today, all Government agencies are being asked to "do more with less".

The only way for State agencies to develop increased capabilities and provide service is through creating new capacities by eliminating waste through Lean, as well as applying innova-

tions and technology to free up employee time and speed up processes for customers.

In February 2008, Connecticut's Department of Environmental Protection decided they wanted to learn more about the Lean process and Ohno's principles to see how they might apply at the department. They engaged in training with Leanovations, LLC through a collaboration, a "Partnership for Success". CT DEEP has enjoyed a tremendous Lean Transformation, now referred to as LeanPlus!

CT DEEP's culture has always focused on being "Green", but over the last 5 years they are "Lean" through learning and applying many of Ohno's principles. They have undertaken many projects including improved hands-on manual processes by eliminating wastes, through applying innovative use of information and communication technology through eGovernment solutions, and providing and improving services, transactions and interactions with citizens, businesses, and other arms of government. DEEP has taken processes that use to take months down to hours with LeanPlus, through innovations, where the first innovation is to ask "do we even

need to do this"?

Due to CT DEEP LeanPlus success, CT's Governor Malloy has established a CT Lean Steering Committee and initiated Lean throughout all agencies in Connecticut. LeanPlus has allowed CT DEEP to become more responsive, effective and efficient & supports what DEEP Commissioner Esty calls the "Third E" of his agency's responsibility: "Economy".

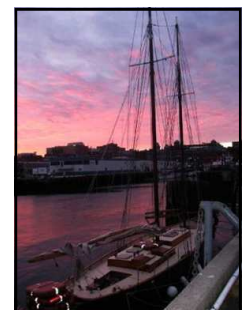
The participants of this workshop will briefly review some of Ohno's principles and the Toyota Production System. They will hear from CT DEEP's Lean Leader examples from their successful Lean Transformation journey using their own LeanPlus approach. They will have the opportunity to engage in conversation and ask questions on how they might be able to enjoy the same success that CT DEEP has had.

The workshop includes a 10" "Green and Lean" video highlighting CT DEEP's application of "learning to see the waste" and the power of kaizen team events. This workshop should motivate participants and is a *must attend* for those interested in learning how Toyota's Production System applies to any type of process and supports all organizations.



6σ

Portland
Observatory



Summit Workshops

A-3: How cost savings opportunities support continuous improvement in the organization and the customer experience.

BARBARA GRUNER, Mgr., Continuous Improvement, L.L. Bean &

BRENDA MITCHELL, Sr. Supervisor Inventory Control and Inspection &

PATRICK STEINER, Continuous Improvement Analyst &

ADAM PRIDE, Continuous Improvement Sr. Analyst

Addressing LL Bean's emphasis on Operational Excellence

and the Associated Customer Experience, this workshop included a discussion of -

- Cost of Quality - definitions, elements, opportunities and efforts towards reduction.
- Process Standardization - examples leading to efficiency improvements via non-value added task analysis.
- Inventory Control overviews and examples including how IT is brought into continuous improvement efforts, and sharing standard practices - also resulting in cost savings and efficiency improvements.

Founded over a century ago, a satisfied customer is still L.L.

Bean's most important goal.

Participants took away the following learnings:

- Improved customer satisfaction -
 - *Process control*
- Cost savings throughout the supply chain -
 - *Paradigm shifts*
- Incremental improvement -
 - *Internal/External Customers*
- Work team member involvement -
 - *Process failure costs*

IMPORTANT THINGS TO KNOW

Summit Workshops

A-4: Capacity Building in the City of Fredericton NB

ANN FLYNN, Manager Improvement and Innovation, City of Fredericton, NB Canada

In less than 2 years the City of Fredericton, a city of 50,000 people and 650 employees, has gone from sometimes working on continuous improvement to everyone working on continuous improvement every day. Participants in this workshop will learn how the City of Fredericton is building capacity to reach its efficiency goals.

Like many municipalities the City of Fredericton is facing

financial challenges, changing workforce demographics, and increased expectations from citizens. The City decided in 2011 that, along with a long-term financial strategy, increased attention to improvement and innovation initiatives would be the best strategy to achieve our goals. The goal for the past 2 years has been to build capacity internally to reach financial targets and meet citizen expectations.

By July 2013 we will have trained over 30 of our managers in the practice of "waste walks", trained 9 employees as Black Belts (5 full-time) and 16 part-time green belts. We will have delivered results on over 20 projects and have stated a financial

savings of 1.5 million. We will have involved over 30 % of our employees on improvement projects.

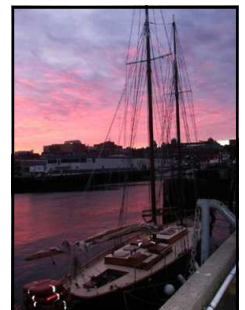
The City of Fredericton doesn't have all the answers -- we continue to figure out how to measure gains, how to align projects with corporate objectives, and how to make improvement part of our daily management practices.

But we have started by building internal capacity and an excitement towards improvement in our workplace, capacity building, change management, and integration with management practices. This seminar offered them the opportunity to share this with participants.



6σ

Portland Observatory



Summit Workshops

A-5: Utilizing Visual Management in an office setting to align resources, engage staff, and improve operational performance

JASON ALVAREZ, Senior Process Improvement Business Partner, Martin's Point HealthCare

Martin's Point Healthcare has been deploying a Lean-based management system (Martins Point Management System) since late 2011 built on a foundation of Lean healthcare principles and methodology, including staff training, strategy development/deployment efforts, and

Kaizen events. MPMS is designed to create internal focus, discipline and financial sustainability in support of our vision of healthcare transformation.

We will share the impact, the results, and key lessons learned along our journey and how the concepts of managing for daily improvement and visual management is helping align our organization with our strategy, improving operational performance and creating value for our customers. Participants will also receive an overview of the system to developing metrics and leading indicators, creating ways to present (visual management), and effective ways that we have seen drive performance

improvement.

Martin's Point is a health care organization leading the way to provide better care at lower costs in the communities we serve. As a not-for-profit organization, our primary mission is helping our patients and health plan members live healthier lives, with the promise of treating each one with warmth, care, and concern. Martin's Point is unique because we provide both health care services and health insurance plans. Understanding both the clinical side of health care as well as the health plan administrative side gives us the insight we need to make meaningful improvements to the health care system.

IMPORTANT THINGS TO KNOW

Summit Workshops

B-1: Performance Excellence Process – Focus on Lean Six Sigma Projects and Waste Walk Successes

MICHEL LEBLANC, Master Black Belt, Lean Six Sigma, Office of Strategy Management/ Bureau de la gestion stratégique, Government of New Brunswick Canada

JOEL DICKINSON, Manager, Continuous Improvement, Service New Brunswick

The Government of New Brunswick has embarked on a performance excellence journey. The Office of Strategy Management (part of the Executive

Council Office) is responsible for building the best practice processes that government leaders can use to enhance performance.

Our aim is to develop a sustainable leadership process in order to drive a culture of continuous improvement. Our system is designed to drive improvement and to engage employees at all levels.

One of the objectives that the Government of New Brunswick has brought forward on its Renewal platform is to formalize continuous improvement. The motivation is to help address the fiscal challenges our government is facing, i.e. an annual deficit of \$477 million. Our ob-

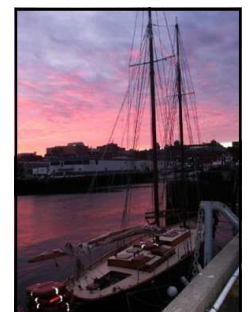
jective is to create a formal management system that is sustainable and drives improvement. We have exceeded our stretch target on our GNB scorecard for “Dollars saved by continuous improvement”.

Participants will be given an overview of the Performance Excellence Process, learn of example successful implementations of LSS projects, and discuss the Waste Walk success story (engage and empower the workforce), including reference to the Balanced Scorecard and Six Sigma. While not required, workshop participants would benefit if they were already informed on the application of LSS methodology.



6σ

Portland Observatory



Summit Workshops

B-2: FHC's Innovation Center: An interactive look at the process used to champion collaboration and fast track innovative custom research products to customers.

NICK MESIERES, Innovation Center Manager;
SARAH KELLEY, Innovation & Dev. Projects Leader;
MIKE GRAFFAM, Engineering;
ROB BEAUDOIN, Production Manager;
FRED HAER, Founder and Chairman, FHC, Inc.

FHC's motto is "Innovation through Collaboration" as we contribute to the advancement of neuroscience research and neurosurgical treatment.

As a function of this commit-

ment, FHC developed its Innovation Center, where new ideas from our customers can be explored and developed without the typical quality system-based medical device design control and process. Our Innovation Center provides a Lean platform for our customers, limiting time, risk and cost. A collaborative process this efficient is often unheard of in the medical research community. We can quickly bring customer ideas and project-specific needs to a prototype stage for their use in research by utilizing our technical, engineering, and production resources.

These values align greatly with our mission to serve the neuroscience community, and we have found great success with the Center in its three years of operation, having collaborated on 119 projects to date. The

challenge lies in being able to continually grow the Center's use and capacity while remaining a cost-efficient asset which does not disrupt sales, production, or engineering.

We will introduce the Innovation Center as a functional example of a Lean approach to customer collaboration and innovation. We will invite workshop participants to take a deeper look at our process as a case study, and work in small groups guided with a selection of particular Lean principles to challenge and brainstorm improvements to this process.

A dynamic discussion will provide workshop participants a real problem-solving case, with exposure to points of ROI, Service-based Lean Tools, alignment of value-principles with lean processes and the application of lean in a medical device setting.

IMPORTANT THINGS TO KNOW

Summit Workshops

B-3: An HR Perspective on Competency Development

FRANZ-JOSEF KAHLEN, Professor, University of Cape Town, Dept. of Mechanical Engineering, South Africa & SHANNON FLUMERFELT, Professor, Oakland University, Michigan

It is a challenging task to identify the development stage or the moment in time where complexity first enters the design of a new project or the delivery of a service. While experience with technical sub-projects or service delivery is often available, all such sub-projects or service deliveries must be adapted to operate and function in the new structure, infrastructure, or architecture. Further, cause-effect networks between sub-systems typically are non-linear and mostly unknown. The task requires more than just a tech-

nical integration and becomes more challenging and dominated by workforce diversity, team composition, geographic dispersion (communication), and issues such as technical language, terminology, direct vs. descriptive problem statements and risk assessments and other factors. While technical expertise is available, mastery of environmental challenges leaves much to be desired.

Workshop participants are invited to step back and recognize two seemingly disconnected but complementary developments which are relevant for the discussion: Systems Engineering and Lean Engineering. Both implicitly demand opportunities for people to further their qualifications, develop their systems thinking competencies, and to more meaningfully engage with their co-workers. The presenters firmly believe that this form of competency development will

define professional practice in engineering and other fields for the foreseeable future.

To close the gap, the presenters apply their systems, education, and Lean engineering knowledge to proposing a different approach to the development of the current and next generation workforce — and to workforce infrastructure.

They will share their expertise and experience in product development and service delivery, from farming equipment manufacturing to health care service delivery.

They will emphasize the necessity to operate from a joint set of standards of communication, appreciation of risks and joint development of a design strategy and its tactical deployment. Participants will understand the importance of a systems perspective in technical and service delivery environments and appreciate and embrace the necessity to convert unconnected activities into synchronized processes.

Summit Workshops

B-4: Connecting Lean efforts and technology deployment: Leveraging Electronic Medical Record (EMR) deployment to advance standard work and improve flow.

TERRY BALDWIN, Senior Process Improvement Business Partner &

JASON ALVAREZ, Senior Process Improvement Business Partner, Martin's Point HealthCare

In late 2011, Martins Point Healthcare embarked on a journey to create and deploy its Lean-based "Martins Point Management System", built on a foundation of lean healthcare principles and methodology. MPMS is designed to create internal focus, discipline, and fi-

ancial sustainability to support our vision of healthcare transformation. This included staff training, strategy development/deployment efforts, and Kaizen events. While Martin's Point has had experience with EMRs since 2005, it replaced its EMR and practice management systems with a new integrated system. In support of our efforts to reduce operational waste across the 9 healthcare centers in our delivery system, this wide-scale deployment provided multiple opportunities to deploy Lean thinking and advance standard concepts across the system. This session will focus on the challenges and lessons learned from this effort.

Martin's Point, a not-for-profit organization unique in that it provides both health care services and health insurance plans, is leading the way to provide better care at lower costs in

the communities we serve and helping our patients and health plan members live healthier lives. Understanding both the clinical side of health care as well as the health plan administrative side gives us the insight we need to make meaningful improvements to the health care system.

Specific project focus areas included: Ensuring system alignment with practice flow approach, leveraging the deployment effort to 'spread' standard work, creating Lean concept focus as part of system training efforts, and targeted rapid improvement engagements post-deployment.

Participants will learn about the importance of understanding the relationship between 'processes/value streams' and 'workflow' associated with electronic records, large system deployment and associated disruption, and front-line problem-solving techniques to

Summit Workshops

B-5 Going to the Gemba: Enabling True North Thinking

RONALD N. DUPUIS, JR.,
Ph.D., Operations Manager,
IDEXX Laboratories, Inc.

This workshop provided an overview of culture change management and organizational alignment to True North activities enabled through GEMBA walks on the shop floor.

As IDEXX continues its Lean journey, "Going to the GEMBA" provides the forum where activities and metrics align with the company's strategy and True North metrics.

The workshop described the process of initiating GEMBA walks on the instrument manufacturing and service shop floor and how that process has evolved to be part of standard work in the area. Examples of

GEMBA boards and schedules provided the specifics of the process, with the cultural changes on the shop floor discussed as well.

Benefits of the process include increased employee engagement, more focus on safety and 5S activities in order to be "audit ready" at all times, running lower inventory levels for WIP and raw material, and maintaining finished goods availability at 100%.

Participants had an opportunity to review the steps needed to implement a successful GEMBA walk process that ties daily metrics and activities to organizational True North metrics.

They learned about the advantage a strong GEMBA process provides the organization by aligning shop floor activities and line-of-sight metrics to the overall True North metrics of the company. The evolution of re-

sponsibilities from a management-driven GEMBA process to a shop floor-driven process are key lessons learned, as well as the cultural changes needed to implement this process from the shop floor to Senior Management.

Recommendations for sustainability as well as participant perspectives added a needed understanding of how these types of processes affect production line technician's daily duties.

The results show faster time to solve problems and more ideas feeding into the company ideas program -- which leads to activities in support of the True North metrics around Quality, Cost, Delivery, and People. The "metrics pyramid" was discussed to demonstrate the line of sight metrics and how the GEMBA Walk process supports the attainment of these success factors in the organization.

Summit Workshops

C-1: Going to the Gemba with Accounting and Finance as Team Members

DAVID MACKAY, Finance Operations Manager &

JOHN MCLELLAN, Lean Six Sigma Black Belt, Sr. Staff, IDEXX Laboratories, Inc.

As Finance Teams start to kaizen their processes, their role will change in a Lean Six Sigma Enterprise. They become true agents for change. Going well beyond the traditional approach of attempting to affect improvement through budgetary and other processes, they profit from becoming deeply engaged in kaizen events and other improvement efforts outside their own department(s). Accounting and Finance professionals bring

a fresh set of eyes along with the strong analytical skills necessary to tackle complex problems and improvement efforts. Their active involvement also works to develop a collaborative relationship between the finance department and the other operational functions, rather than the adversarial ones that commonly exist.

Toward this objective, Accounting and Finance professionals need to understand various kaizen methodologies so that they can not only better contribute to but also better support significant improvement efforts.

The opportunity for Lean focus within IDEXX is the alignment and line of sight that True North metrics can provide for everyday activities. GEMBA

Walks or Waste Walks are the vehicle to tie performance to these metrics and align daily activities in order to successfully attain operational goals. Maturity of Lean top management-driven processes to a shop floor, as well as the cultural changes needed to implement this process from the shop floor to Senior Management, is essential to this process.

Participants had an opportunity to review the steps needed to integrate Finance and Accounting successfully at the GEMBA level process that ties daily and organizational metrics and activities together and to understand that having a strong partner in Finance and Accounting provides the organization with the means of aligning shop floors activities and line-of-sight metrics to the overall True North metrics of a company.

Summit Workshops

C-2: Building a Lean Network in New Hampshire

KATE MCGOVERN, Director,
NH Bureau of Education &
Training

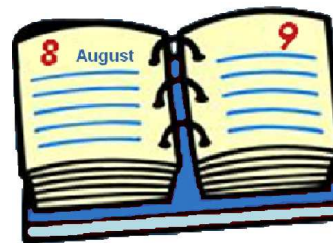
In the fall of 2012, former New Hampshire Governor John Lynch hosted the first New Hampshire Lean Summit, with more than 300 people in attendance. It featured displays of Lean projects from seven State agencies and the NH Army National Guard. The Governor

moderated a panel discussion with private sector, public sector, and non-profit sector panelists speaking about how they implemented Lean in their organizations.

Projects in NH Lean Network organizations have been increasingly successful as expertise and experience has developed. The Network's quarterly meetings provide an opportunity to share information and discuss best practices. A State Lean website has also been developed.

This workshop will provide an overview of the growth and development of Lean process improvement techniques among New Hampshire State agencies.

In addition to providing specific examples of successful projects, the workshop will include a description of the training program developed and used to certify Lean Practitioners. We will also describe the structure of the NH Lean Network, which uses a "community of practice" model that includes state, local, federal government, and non-profit organizations.



Summit Workshops

C-3: Lean Sales and Marketing: Application of Value-Based Pricing

ROB KILGORE, Continuous Improvement Coordinator, GeigerGroup

This workshop will review Lean sales and marketing with particular regard to the use of the voice of the customer, PDCA, and value-based pricing.

Lean is about more than just processes. It is about under-

standing value from the customer's point of view and providing that value at customer demand. While Lean Sales is more abstract and theoretical than perhaps continuous flow, 5S, or Standard Work, it serves a great purpose.

You can have the "Leanest" process in the world, but if your marketing is not effective and your prices aren't what the customer wants to pay, you will not get orders. By paying close attention to the voice of the cus-

tomer, you can maximize value for them while simultaneously maximizing profits for your organization.

Participants will be able to go back to their organizations and take a look at their own sales, marketing, and pricing practices. They will, with fresh eyes, have a better understanding of the customer's perspective, allowing them to achieve a more effective balance between business needs and customer satisfaction.

Summit Workshops

C-4: Process Improvement through Kaizen and 7S

JIM DEMINT, Lean Manager & Goodwill Industries of Northern New England

This workshop reviewed the Kaizen process at Goodwill Industries of Northern New England, the evolution of 5S to 6S to 7S, and how these tools drive process improvement throughout the organization.

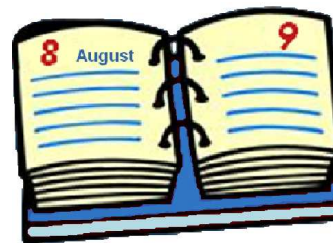
Goodwill Industries of Northern New England has an 80-year

history of providing innovative retail, administration, and human services that include 27 retail stores and programs throughout Maine, New Hampshire, and Vermont. Last year it served over 30,000 individuals in its job training and placement, career counseling, youth employment opportunities, brain injury programs, and other community support services for people with disabilities.

Lean methodology has helped it to improve safety, eliminate waste, improve processes and create sustainable standardized

work in its retail, administration, and human services. It strives to share the Lean story with every employee and help every department with organization, process improvement, and waste reduction/elimination.

Participants learned about creating a network for benchmarking and sharing best practices through all types of organizations. Goodwill shared success stories as well as failures, measures, and learnings as it has gone down the Lean path.



Summit Workshops

C-5: Real Time Performance Management Using Gemba Boards

DAWN KING, Nurse Manager
DEBORAH A. KARTER, Administrative Director,
MaineGeneral Medical Center

One of the most frustrating moments an inpatient nurse manager faces is when s/he looks at their patient satisfaction scores 45 days after the quarter has ended and tries to remember what influenced the scores. Of course there are reasons: "It's because of....", "We had a high census...." And finds a justification for the scores.

This behavior always helps to make nurses feel better but it doesn't help to improve patient satisfaction -- to increase the scores.

Inspired by a field trip to Idexx Labs, MaineGeneral's Lean team and a Med-Surg Nurse Manager developed a GEMBA process improvement board.

The goal was to determine in the moment how we are doing and what the obstacles or issues are that we need to overcome to improve our patient satisfaction scores in these areas.

Sometimes it is a quick fix; other times the solution is not that easy.

Participants in this workshop learned how to incorporate gemba boards and process to become more proactive managers and healthcare providers and to improve patient satisfaction.

MaineGeneral Health, serving 88 cities and towns throughout the Kennebec Valley region, is a comprehensive non-profit system that includes a medical center with three campuses; the Alford Center for Cancer Care; physician practices; nursing homes; specialized rehabilitation, mental health and substance abuse services; home health care and hospice services; outreach programs; and retirement living options.

Presenters

Jason Alvarez, RN



Senior Process Improvement Business Partner, Martin's Point HealthCare

Contact:

jason.alvarez@martinspoint.org

Workshop: Utilizing Visual Management in an office setting to align resources, engage staff, and improve operational performance.

Jason Alvarez RN is a Senior Process Improvement Business Partner at Martin's Point Healthcare, Office of Management System, serving as the internal expert for the organization with the development and deployment of a Management System built on core Lean principles.

He has over 10 years of healthcare experience working in a wide variety of roles and settings.

Prior to joining Martin's Point he served as a staff educator and manager of an emergency department. It is in these roles that he started to understand the importance of strategic alignment, staff empowerment, coaching, value stream thinking and continuous improvement focused on improving processes

as core components of his role as a leader.

At Martin's Point he has played an integral role in coordination with John Kim and Associates developing and delivering a robust training program that is building skills for managing daily improvement and Lean thinking across the organization.

He serves as an internal coach and mentor at all levels of the organization from the executive offices to the front lines to see how their work aligns to organizational strategy and how they could approach it differently to maximize value for their patients and members. He has helped teams create systems for alignment and sustainment and has lead or co-lead multiple events yielding measurable business results for the organization.

The first rule of any technology used in a business is that automation applied to an efficient operation will magnify the efficiency. The second is that automation applied to an inefficient operation will magnify the inefficiency.

— Bill Gates

Terry Baldwin



Senior Business Partner, Martin's Point HealthCare

Contact:

Terry.Baldwin@MartinsPoint.org

Workshop: Connecting Lean efforts and technology deployment – leveraging an Electronic

Medical Record deployment to advance standard work and improve flow.

Terry has been a Senior Business Partner at Martin's Point Health Care, focusing on process improvement and the launch of their Lean-based management system since 2011. Working with John Kim and Associates, Terry's primary focus has been on Martin's Point Health Care Centers, including working with leadership on strategy development/deployment, goal setting and kaizen events.

Terry's work at Martin's Point leverages extensive experience in technology and operational excellence across a variety of industries.

She has operated as an inde-

pendent business consultant serving a variety of for-profit and non-profit organizations in Maine.

She also held the position of Chief Information Officer and VP of Enterprise Solutions at Diversified Business Communications – a global business-to-business media corporation based in Portland, Maine. In this role, Terry was responsible for technology (IT and e-media products), marketing operations, project management, analytics and print publishing operations.

Terry has studied a variety of process improvement and iterative development methodologies (six sigma, lean, agile). She holds a Master's Degree in Applied Mathematics.

Presenters

Roberta L. Bourque



Business Systems Analyst, New Hampshire Department of Safety

Contact:
roberta.bourque@dos.nh.gov

Seminar: Not Your Typical DMV: How Lean improvements assured residential security, sizable revenue savings and customer satisfaction.

While managing both people and projects, Roberta' is co-championing DOS Lean initiatives and strategic plan. In short, they are revolutionizing their approach to processes!

Most recently, a data-driven approach has helped administrators use qualitative and quantitative directives for the State of NH.

Roberta has an MBA from Southern New Hampshire University. She began teaching fourteen

years ago at SNHU in a hybrid environment. As technology and reach has changed, she has taught on line in their Marketing Masters program for the past six years.

Roberta's career began in Marketing for a multinational components company, working with other integral disciplines integrating the needs of Finance, Technology, Production, and HR. Through B2B marketing, she devised sample packages that afforded early design in, propelling us toward sales growth of 38% and standard lead time decreases by 60%!

Michael Bremer, CMC, CPA



President, The Cumberland Group -Chicago & Executive Director, Chicagoland Lean Enterprise Consortium Group

Contact:
Michael@cumberlandchicago.com

Seminar: Transition from Good to Great Performance Improvement

Michael has had over 30 years of experience in Management Con-

sulting Services with many well-known companies, Public Firms (20+ yrs), and Fortune 30 Multi-National Conglomerate - Beatrix Companies, Inc. (12 yrs).

He originally learned about productivity improvement studying under the guidance of Dr. W. Edwards Deming, Joseph Juran and Phil Crosby (the measurement guy...not the Comedian). In addition to articles for business publications, he is the author of several business books: Escape the Improvement Trap, Six Sigma Financial Tracking and Reporting, and Six Sigma Black Belt Handbook.

Michael divides his time into four quadrants:

- President Cumberland Group - a consulting organization established in 1991; working with leadership teams to assess the effectiveness of internal improvement initiatives & identifying actions to elevate level of improvement maturity; also co-

leads process improvement teams working on critical organizational projects.

- Executive-Director - Chicagoland Lean Enterprises Consortium a group of Chicago area companies seeking to learn from one another on how to more effectively improve.

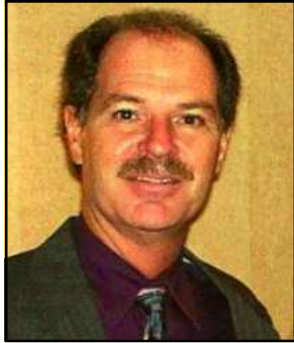
- The Association of Manufacturing Excellence where he has served on the national board and currently is Chairman of the AME Manufacturing Excellence Awards Council

- Family - which probably should be first on this list. During his free time he skis and kayaks with his wife of 30+ years and is a first-time brand new grandfather.

Michael is a Certified Master Black Belt (Motorola), Certified Bronze Level Lean (AME/SME), Certified Management Consultant (CMC) and Certified Public Accountant (CPA).

Presenters

Robert Burke



Executive Director, Value Innovation Partners, Ltd

Contact: rburke@vipgroup.us

Seminar: Lean Enterprise Transformation Through Simulation: Learn how to transform an organization through hands-on participative simulation exercises.

Mr. Robert Burke is a Partner and Executive Director of Value Innovation Partners, Ltd. He is a certified Six Sigma Black Belt, Lean Sensei, CPIM from the Association of Operations Excellence (APICS), and holds an ISO 9000 Assessor certificate. He has a B.S. in Business Administration.

He has held positions ranging from Materials Director, Production and Inventory Control Manager, Master Planner and Machinist. He has a broad background and experience in many different industries such as: Pharmaceutical, Medical Device, Packaging, Heavy Equipment, Aerospace and Defense, Chemical, Printing, Service, Stamping, and Specialty/ Engineered-To-Order Manufacturing. Bob provides

training and implementation methods in areas of Lean Sigma Manufacturing, Pharmacovigilance, Supply Chain Management, Kaizen, Vendor Managed Inventory, Logistics Planning, and Supplier Certification.

Mr. Burke has co-authored dozens of articles published in *Pharma-Chem Magazine* (An international Pharma Journal) on the subject of Lean operations and an article published in the AME's *Target* magazine on Lean manufacturing. He has presented Lean Sigma workshops and sessions at both national and international conferences: AME, IIE Lean, ASQ Lean Sigma, SHS, NAM, Kavaq, MESW, Quality Expo. He is a member of AME, IIE, ASQ and APICS.

Jeff Caiola



Lean Coordinator; Supervising Civil Engineer, Connecticut DEEP

Contact: jeff.caiola@ct.gov

Workshop: OHNO" Green Goes Lean through Collaboration and Innovation - CT DEEP

Jeff Caiola's journey as a DEEP Lean Coordinator began over five years ago with his membership on Connecticut's initial DEEP Lean implementation committee in 2008 and graduation from the Lean Leadership Certification training.

Based on his Lean expertise and his experience in Lean events as a Team Leader and Team Member, he has been selected to lead Lean for DEEP's Bureau of Water Protection and Land Re-use. Jeff is currently collaborating with his DEEP Deputy Commissioner and the agency's Lean administrator and is assisting the Statewide CT Lean Executive Steering Committee, formed by Governor Malloy, to transform

the entire State culture to that of a Lean learning culture.

Jeff has over 18 years of experience in the field of water resources, with the past few years focusing on overseeing and managing several environmental regulatory programs for the CT Department of Energy and Environmental Protection (DEEP) Inland Water Resources Division. This includes the development of regulatory program policies and procedures for the Inland Water Resources Division's permitting programs, oversight of staff regulatory actions, and provision of technical assistance to municipal, state and federal officials.



Portland Head Light,
Cape Elizabeth



Presenters

Darcy Coulombe



Lean Six Sigma Specialist,
Worldwide Supply Chain and
Distribution
IDEXX Laboratories

Contact:
darcy-coulombe@idexx.com

Workshop: See Waste. Eliminate
Waste.

Darcy has worked at IDEXX Laboratories for the past six years, fulfilling roles in Quality Assurance, Research and Development, and most recently, Supply Chain. In her current role, Darcy is tasked with extending Lean rationale to the planning and procurement functions, while furthering the advancement in IDEXX's distribution centers through inventory management (ie. Space utilization, material flow, transactional and physical material movements).

She received her BS in Biology from the University of Maine in Orono and is currently pursuing her MS in Applied Medical Sciences from the University of Southern Maine. Having completed her Lean Six Sigma certification, she has found many of the Six Sigma problem-solving

approaches for root cause analysis to be truly instrumental while working in R&D on the Rapid Assay Product Support team. Darcy has recently joined the Society of Manufacturing Engineers, finding the workshops to be extremely helpful tools, both educational and thought-provoking.

In her new role, she is continuing to gain experience in Lean tools and methodologies through hands-on experience and mentoring. Darcy is a firm believer in constant questioning and challenging of the current state as well as true root cause analysis rather than Band-Aid fixes.

"It is better to debate a question without settling it, than to settle a question without debating it" - Joseph Joubert



Kimberly Curry



Director of Community Relations
Goodwill Industries of Northern
New England

Contact:
Kimberly.curry@goodwillnne.org

Workshop: Process Improvement
through Kaizen and 7S

Kimberly Curry has been with Goodwill Industries of Northern New England for three years. She is a Lean facilitator for Goodwill which includes 27 retail stores, 23 group homes, and six Workforce Solutions across three states of Maine, New Hampshire, and Northern Vermont.

Prior to her work at Goodwill, she was at United Way of Great-

er Portland for ten years and managed the Summer Champs Camp Scholarship program which provided scholarships each year to over 2,000 students to go to summer camp in Maine.

Kimberly currently serves as the vice-chair of the board at Salt Institute for Documentary Studies. She maintains an active art studio in Portland, working in encaustic paint and watercolor.

She holds a BS degree from Wentworth Institute of Technology.

Presenters

Jim DeMint, Jr.



Lean & G.R.O.W.T.H Manager
Goodwill Industries of No. New
England

Contact:

jim.demint@goodwillnne.org

Workshop: Process Improvement
through Kaizen and 7S

Jim has been with Goodwill since 2003. He started in the retail division and became a Lean facilitator in 2009. He was part of the original Lean Team trained by Wayne Messer from Maine MEP. In 2012, Jim became the manager of the Lean Team and works with all departments throughout the organization on process improvement.

Goodwill Industries of New England provides innovative retail, administration, job training, and employment and human services that include 27 retail stores and programs throughout Maine, New Hampshire, and Vermont.

Jim worked at L. L. Bean prior to Goodwill, helping open stores on the West Coast and Mid Atlantic before retiring in 2003.

He holds a BS in Education from the University of Nevada, Las Vegas.

Joel Dickinson



Manager, Continuous Improvement,
Service New Brunswick

Contact:

Joel.Dickinson@snb.ca

Workshop: Performance Excellence
Process: LSS Projects &
Waste Walk Successes.

Joel Dickinson is the Manager of Continuous Improvement at Service New Brunswick. He is responsible leading a team of Black Belts who are driving cultural change throughout the organization with Lean Six Sigma project work, Kaizen's, and Waste walks. He and his team provide training and coaching to employees,

management and executive in Lean Six Sigma methodology.

Over the course of his 7 years of work in the continuous improvement field, Joel has gathered a wealth of project implementation and Lean program development experience. A Lean Six Sigma Black Belt, Joel has worked with private sector companies that have well-developed Lean programs and is now helping grow and foster a successful culture of continuous improvement in the public sector with Service New Brunswick.

Ronald N. Dupuis, Jr. Ph.D.



Operations Manager
IDEXX Laboratories, Inc.

Contact:

RONALD-DUPUISJR@IDEXX.COM

Workshop: Going to the GEMBA:
Enabling "True North" Thinking
on the Shop Floor

As Operations Manager for
Instrument Manufacturing & Ser-

vice, Ron manages day-to-day & strategic activities to expand product quality and support Six-Sigma and Lean programs—to achieve improved quality, cost, and availability for all products.

Ron has 30+ years' experience working in manufacturing companies in Maine, primarily in semiconductor and bio-tech industries. He was a Production & Equipment Maintenance Mgr. at National Semiconductor and Director of Manufacturing & Supply Chain Mgt. at Fairchild Semiconductor.

Ron's current position provides the opportunity for continued Lean improvements, helping to sustain leadership in the area of veterinary medical instrument manufacturing and service.

Ron trained at the Japanese Institute of Plant Maintenance (JIPM), is a JIPM-certified Total Productive Maintenance (TPM) instructor, and is also an ASQ-certified Six Sigma Green Belt. Ron's Lean & TPM expertise is supported by his benchmarking activities throughout Japan and implementation of many programs at his prior companies. Ron is a current Board Member of the Manufacturers Association of Maine and is the chair of the Education Committee; Board Member of the Robotics Institute of Maine; Board Member for the USM STEM Advisory Board; and past Chair of Maine's Society of Mfg. Engineers.

Ron holds a Ph.D. degree in Operations Management from Walden University and an MBA in Technology Management.

Presenters

Thomas Dzialo



Vice-President
Leanovations, LLC

Seminar: Learning Lean Systems
– Simulation

Tom has over 25 years of broad Manufacturing experience and has held many leadership positions with responsibilities in Safety, Customer Service, Production Planning, Supply Chain Management, and Information Systems, promoting and supporting Lean for worldwide distribution of fast-moving consumer goods.

His wide experience includes work with manufacturing and distribution companies in diverse industries that include beverage, specialty metals, chemicals, aerospace fasteners and components, media (paper

and film), and laboratory automation equipment.

Tom is a Past-President of the Hartford Chapter of APICS, serving on its Board of Directors and as an Instructor in Operations Management including, Production and Inventory Management, Lean Manufacturing, and the Theory of Constraints.

He has been recognized as a leader in successfully implementing *Lean and Green*, where business sustainability focuses on having a positive impact on the people, planet, and profits.



Janet Edmunson, M.Ed. **Contact:**
janet@janetedmunson.com
www.AffirmYourself.com



President, JME Insights &
Partner, sPeak Performance

Seminar: Enhancing Your Lean Culture through Positivity

Janet Edmunson, M.Ed., is President of JME Insights and partner in sPeak Performance providing training, consulting and presentations to industries of all types. Janet has over 30 years' experience in leadership in both large and small organizations.

Janet was the Corporate Manager of Wellness Programs for a Fortune 50 company, Georgia-Pacific Corporation. She has also

been a leader in, or consultant to, small and mid-size businesses, including New England Telephone and the Boston Five Cents Savings Bank. She retired in 2007 from Blue Cross Blue Shield of Massachusetts as their Director of Prevention & Wellness for a staff of 20 where implementing successful quality improvement initiatives were part of her work accomplishments.

Janet, an author, has a M.Ed. from Georgia State University.

Presenters

Shannon R. Flumerfelt, Ph.D.



Professor, Oakland University.
MI

Contact: flumerfe@oakland.edu

Workshop: An HR Perspective on Competency Development

Dr. Flumerfelt is an Associate Professor in the Department of Organizational Leadership, School of Education and Human Services at Oakland University, Rochester, Michigan, USA.

She is also an Endowed Professor of Lean at The Pawley Lean

Institute at Oakland University.

Dr. Flumerfelt has published books on Lean in numerous scholarly and practitioner publications, including works of interest in engineering and engineering education.

She consults widely on the topics of Lean, organizational development, management practices, leadership development and systems thinking through *Character-ship Lean Consulting Inc.* - <http://www.charactershiplean.com/>

Ann Flynn



Manager, Improvement and Innovation, City of Fredericton, New Brunswick, Canada

Contact:
Ann.flynn@fredericton.ca

Workshop: Capacity Building in the City of Fredericton, NB

Ann Flynn is a certified Lean Six Sigma Black Belt and an experienced human resource professional who has worked in organizational development and improvement.

She currently serves as the Man-

ager of Improvement and Innovation for the City of Fredericton in New Brunswick, Canada.

Ann has considerable experience with quality management systems and has been actively integrating the principles, tools, and techniques of Lean and Six Sigma.

Ann values her work with management teams to bring about system change, is continually seeking challenges, and is always looking for opportunities for personal and professional growth and development. She enjoys teaching and facilitating learning events with



Barbara Gruner

Manager, Continuous Improvement
L. L. Bean, Inc.

Contact: bgruner@llbean.com

Workshop: How cost saving opportunities support continuous improvement in the organization and for the customer experience

Barbara manages the Continuous Improvement department for the L.L. Bean organization. Founded

over a century ago and now a global organization, a satisfied customer is still L.L. Bean's most important goal.

Barbara has over 20 years of experience in the field with roles in Process Analysis, Quality Assurance Management, and as Director of Corporate Quality Engineering & Quality Systems.

She has worked in several industries and global organizations including consumer goods and personal care products, automotive, packaging, and multi-channel fulfillment.

Barbara earned a Master's Degree in Management from NYU Polytechnic and a Bachelor's Degree in Applied Statistics from the University of Buffalo. She is also an ASQ Certified Six Sigma Black Belt and Certified Quality Engineer, and was a member of the NY State College Corporate Relations - Lean Six Sigma Center of Excellence Development Team. Past/present Professional Association affiliations include PDA, IVT, AM-STAT, IoPP, PMI, SAE, CTFA/PCPC and authoring of content for related technical journals.

Presenters

Franz-Josef Kahlen, Ph.D.



Professor, University of Cape Town, South Africa
 Contact: advmanuf@aol.com

Workshop: An HR Perspective on Competency Development

Franz-Josef Kahlen is a professor of Mechanical Engineering at the University of Cape Town, South Africa, where his research and teaching focuses on Manufacturing and Operational Excellence.

Before joining UCT in 2007, he was the founder and MD of his own consultancy, serving a global customer base in the biomedical, data storage, printing, and automotive supplier industries. He holds German and US mechanical engineering degrees, among them a PhD from the University of Central Florida.

Because of his combined global entrepreneurial and academic perspective on operational excellence, Franz-Josef is in a position of assessing the workforce needs in industrial settings, and the perceived compliance of delivering against

such needs, by academia. Today already, the discrepancies between the needed and present skills and competencies in graduating engineers are startling. While engineering sciences are usually considered unproblematic, systems thinking, root cause analyses, recognizing complexity, working in non-co-located teams and generally approaching a technical problem in a holistic manner leave much to be desired. Looking 20 years into the future, these "soft skills" and competencies are mission-critical for those entering or already in the workforce. Franz-Josef therefore sees Workforce Skills Development as an important challenge to the survival of any value-adding industry or service provision.



John Karp



Business Growth Coach, Maine Manufacturing Extension Partnership

Contact: johnk@mainemep.org

Seminar: Lean Systems Project Management

John Karp is a Business Growth Coach with the Maine MEP. He is a Mechanical Engineer by training and has worked in engineering management and business management since 1989.

John has consulted in business management for many years with a focus on technology-driven companies or those wishing to become so.

As a serial entrepreneur, John has served many functions, including positioning for funding, new product feasibility analysis, investment due diligence, strategic planning, engineering, program management, sourcing of goods and services from testing

to final product component selection, marketing and sales programs.

With several startups to his credit, including a major technology spin-out from Harvard Medical School, John brings unique national and international experience to clients.

With 5 + years of MEP experience, he has worked with many of Maine's manufacturers on projects ranging from product development to manufacturing technology improvements. John is also an experienced proposal writer for both State and Federal programs, with millions of dollars in successful proposals to his credit.

Presenters

John Karp



Business Growth Coach, Maine Manufacturing Extension Partnership

Contact: johnk@mainemep.org

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Deborah A. Karter, BSN, RN



Administrative Director
MaineGeneral Medical Center

Contact:
debbie.karter@mainegeneral.org

Workshop: Real Time Healthcare Performance Management Using Gemba Boards

Deborah is the Administrative Director of Inpatient Services, Critical Services, and Emergency Services at MaineGeneral Medical Center in Waterville and Augusta Maine. Her responsibilities include leadership and management of each service's overall operations, finances, planning, development, and marketing.

As a nurse leader, she has been involved with quality improvement measures her entire career emphasizing that in health-care today, we are not only accountable to enhance and improve the quality of patient care but our outcomes are now linked to financial reimbursement. MaineGeneral's LEAN team has been instrumental in assisting nursing care teams to strategize ways to improve efficiencies and pro-

mote effective patient care, enhancing our organization's quality outcome and financial stability. In particular, the Lean team has worked with the nursing team and physicians to develop and deliver an organized, cost-effective, and timely approach to the patient discharge process.

In her 40 year nursing career at what is now MaineGeneral Medical Center, she has also served as the Director of Cardiology and Nurse Manager of Cardiopulmonary Rehabilitation. Her areas of expertise include Critical Care Nursing, Behavioral Health Nursing, and Cardiac and Pulmonary Rehabilitation.

She will be receiving her Master's Degree in Nursing this fall from Walden University.

Presenters

Sarah Kelley



Innovation & Development Project Leader, FHC, Inc.

Contact: skelley@fh-co.com

Workshop: FHC Innovation Center: An interactive look at the process used to champion and fast track innovative custom research products to customers

Sarah Kelley joined FHC in 2013 to bring leadership and cohesiveness to the project development and innovation efforts at FHC. Filling a unique role that is both internally resource-driven and externally customer-facing, Sarah strives to keep all new product development on time and budget working with teams from engineering, sales, production, regulation and marketing.

Sarah's role is involved at all stages of innovative projects that FHC engages in collaboratively through the Innovation Center.

Sarah has a Biology degree from Mount Holyoke College and was a 2012 Tau Class graduate of *Leadership Maine* through the Maine Development Foundation. Her diverse management background includes roles in operations in the marine manufacturing industry, marketing and sales in the non-profit sector and creative direction in a technology start-up.

Robert Kilgore



Continuous Improvement Coordinator, Geiger Group

Contact: rkilgore@geiger.com

Workshop: Lean Sales & Mar-

keting - Application of Value-Based Pricing

Rob Kilgore has been the Continuous Improvement Coordinator for the Geiger Group since March 2011. He develops training materials and facilitates improvement groups at all levels of the company.

Rob is a Certified Advertising Specialist (CAS) through the Promotional Products Association International and is Lean Bronze Certified (LBC-Sensei) by the Society of Manufacturing Engineers. Rob received most of his Lean training from Pat Wardwell of the Greater Boston Manufacturing Partnership (GBMP).

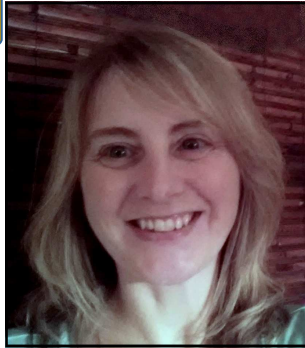
Prior to being the CI Coordinator, Rob worked for Geiger as an Accounts Receivable Specialist, managing collection of Geiger's west coast accounts. Because of his background, Rob has had a keen interest in applying Lean tools in administrative environments and leveraging all his "factory floor" Lean education and experience.

Geiger Group is a family of very diverse companies engaging in promotional product sales & distribution, marketing consulting, direct marketing via catalogs and the web, and manufacturing of planners, journals, calendars, and other like products, including the world famous Farmer's Almanac.



Presenters

Dawn King, MBA



Nurse Manager, MaineGeneral Medical Center

Contact:
dawn.king@mainegeneral.org

Workshop: Real Time Healthcare Performance Management Using Gemba Boards

Dawn is the Nurse Manager of two inpatient units at MaineGeneral Medical Center.

She has worked in leadership roles for the past eighteen years as Director of Nurses in Long Term Care, Senior Resident Care Director in an

Assisted Living, and Director of Nursing of Med/Surg and ICU units.

Throughout her healthcare career, Dawn has worked to develop continuous improvement programs. The quality of service and patient overall experience have been major focal points in the nursing leadership roles she has held.

Dawn holds an MBA and BS in Organizational Leadership from Southern New Hampshire University. Her Associate Degree in Nursing was earned at the University of Maine-Augusta.



Bob Laliberte, PMP



PMP & Partner/COO, Innovation Partners International

Contact:
bob@innovationpartners.com

Seminar: Increasing the Impact of LEAN Strategies through Expanded Collaboration and Innovation: A Simulation

Bob Laliberte has either managed or consulted to organizations for more than 30 years in the fields of high-performance

work systems, innovative design and project management.

For the first part of his career, Bob managed many engineering projects in industry and was deeply involved with high-performance work system design, plant start-ups, and plant management. Since then he has concentrated on consulting and teaching with a focus on Strength-Based Organization Design and Redesign, OD, Project Management, and enabling Innovation in Communities and Organizations.

At American Optical, he was instrumental in the technical and organizational design of a new team-based manufacturing site, later managing this successful facility. At Domtar Gypsum, Bob led the organizational design, development, and implementation of a new manufacturing site—today recognized as one of the most innovative and productive wallboard producing facili-

ties in the world. Since that time he has led the strategic planning and organization design for the start-up of four additional manufacturing sites.

Bob has consulted with an extensive number and variety of companies, and has delivered a wide range of workshops, coaching, and summits.

He also co-developed the Project Management Certificate Program delivered at the University of New England, Western New England Community College and the University of Southern Maine.

He holds a Masters degree in Management Science and Engineering from Worcester Polytechnic Institute and a Mechanical Engineering degree from Northeastern University. He is a certified Project Management Professional. In addition, Bob was a past president of the Maine Association of Psychological Type and Board and a member of the Maine PMI.

Presenters

Scott Lavoie



Lean Six Sigma Specialist
IDEXX laboratories, Inc

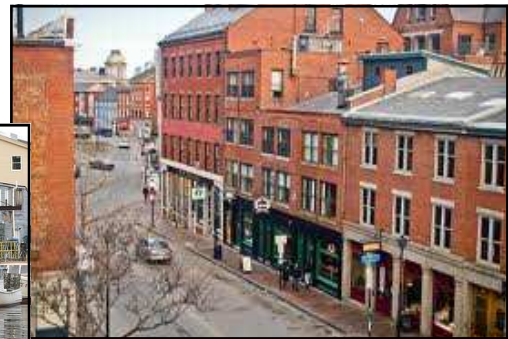
Contact: Scott-
Lavoie@idexx.com

Workshop: See Waste. Eliminate Waste

Having worked 18 years for IDEXX laboratories, Scott Lavoie has held positions in Customer Facing, Instrument Service, and Manufacturing prior to taking on the role as Lean Six Sigma Spe-

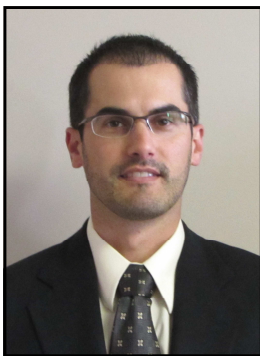
cialist for the Reagent Manufacturing Area. Scott received his Lean Belt in January 2008 and continues to lead Lean projects in the manufacturing areas of IDEXX.

Scott is a graduate of the Naval Nuclear Power program and a student at the University of Southern Maine.



Portland Old Port

Michel LeBlanc



Lean Six Sigma Master Black Belt
Office of Strategy Management,
Government of New Brunswick

Contact:
Michel.A.LeBlanc@gnb.ca

Workshop: Performance Excellence Process: LSS Projects & Waste Walk Successes.

Michel (Mike) LeBlanc is a Lean Six Sigma Master Black Belt with the Office of Strategy Management. He provides guidance, support, training and coaching to Process Improvement Facilitators (Black Belts), Alignment Champions, and other GNB employees in order to drive a culture of continuous improvement as part of the Performance Excellence Process.

Michel brings a wealth of process improvement experience to this role, as he has been working with Six Sigma tools for over 8 years, in both the private and public sectors. He became a certified Six Sigma Green Belt in 2005 and a certified Six Sigma Black Belt in 2008.

In his previous role as Acting Manager of Process Improvement and Change Management

at Service New Brunswick, Michel was responsible for coaching Process Improvement Facilitators and ensuring projects were aligned to the organization's strategic plan. Prior to joining Service New Brunswick in 2009 as a Process Improvement Facilitator, Michel worked in various progressive roles at J.D. Irving Ltd. in areas such as process improvement, harvesting and silviculture.

Michel is also a founding member of the *Community of Continuous Improvement* in New Brunswick, which has assisted a number of private and public sector organizations advance their Lean Six Sigma activities.

Presenters

Margo Lukens, Ph.D.



Director, IE Academic Programs,
UMO Foster Center for Innovation & Assoc. Professor, English UMO

Contact:
Margaret_Lukens@umit.maine.edu

Seminar: Lean Systems Project Management

Margo Lukens is Director of academic programs in Innovation Engineering and a Professor of English at the University of Maine. Since 2005 Professor Lukens has been collaborating with UMaine alumnus Doug Hall of Eureka!Ranch and with faculty from a wide range of disciplines on the development of the groundbreaking Innovation Engineering curriculum. She teaches courses at all levels of the Innovation Engineering program and oversees the Innovation Engineering Minor and the Innovation Engineering Graduate Certificate.

Professor Lukens, former chair of the University of Maine Department of English, also co-directs the University's Foster Center for Student Innovation,

helping students from all major fields and specializations become innovators and entrepreneurs. Since 2010 she has overseen the training of faculty in the University of Maine System (and beyond) in the teaching of Innovation Engineering courses.

Her research interests include finding roots of innovation in 18th - and 19th-century American literature, Wabanaki literary and storytelling history, Native American and First Nations plays and playwrights, and anti-racism work. She is a founding member of the Radcliffe Pitches (1975), the Orono Community Theatre (2000), the Stillwater Community Arts organization (2010), and the band Velma: "the love child of Ella Fitzgerald and Lyle Lovett."



David MacKay



Operations Controller
IDEXX Laboratory, Inc.

Contact:
David-MacKay@idexx.com

Workshop: Going to the GEMBA with Accounting and Finance as Team Members

As the Operations Controller at IDEXX Laboratories, David has worked closely with the Operational Excellence team, learning the value of Lean/Six Sigma. He and his team have partnered with the Operational Excellence team and business leaders to identify, track and monitor savings from Lean projects.

David has over 15 years of experience in Corporate Financial Planning & Analysis, Line of Business/ Divisional P&L management and Operations Finance. He has worked in a variety of industries including Bio-tech, High Tech, Government Contracting and Hazardous Waste Disposal.

David holds an MBA from the University of New Hampshire and a Bachelors of Science in Business Administration with a dual concentration in Finance and MIS from Northeastern University. Dave is currently a Six Sigma Green Belt Candidate.

Presenters



Kate McGovern, MPA, Ph.D.



Bureau Chief, NH Bureau of Education & Training

Contact:
Mary.mcgovern@nh.gov

Workshop: Building a Lean Network: New Hampshire

Kate McGovern serves as Bureau Chief of NH's Bureau of Education & Training, which provides training for public sector employees, supervisors and managers.

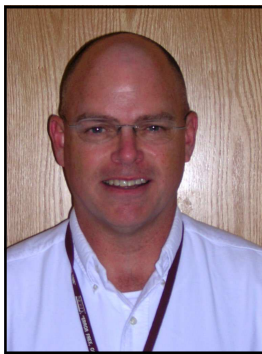
Prior to her appointment as Bureau Chief, Kate was an Associate Professor with BET. Kate is also an adjunct faculty member at Springfield College, School of Human Services. She is a graduate of the University of Hartford and Fielding Graduate University.

In 2009, Kate was inspired by Lean courses taught for BET by

Maine's Sam McKeeman, and she worked with (then) BET Bureau Chief Dennis Martino to design a series of Lean classes. BET's Lean training program now includes an introductory class, as well as Lean facilitation and change management classes.

Since 2010, more than 400 public employees have attended the introductory course, and the NH program has awarded certificates to 64 Continuous Improvement Practitioners. Kate participated in a panel at the Northeast Conference on Public Administration (NECoPA) in November, 2012 where she spoke about the use of Lean in the public sector.

John McLellan



Sigma Black Belt, Senior Staff IDEXX Laboratories, Inc.

Contact:
john-mclellan@idexx.com

Workshop: Going to the GEMBA with Accounting and Finance as Team Members

John McLellan is a Lean Black Belt, leading and facilitating IDEXX teams to achieve their safety, employee engagement, quality, and performance goals using Lean methodologies. His time working in the manufacturing and healthcare fields gives him insight into their complex nature, and allows him to utilize all the available resources to help teams accomplish their objectives, and most of all sustain the improvements made. As a Lean Black Belt facilitator, John is a resource for IDEXX teams that want to apply Lean methods to break down, analyze, and

introduce significant change to their work areas whether in manufacturing or business process.

John was employed as an industrial engineer and Manufacturing Supervisor with the emphasis of driving Lean for an automotive parts manufacturer for 16 years and 5 years within healthcare. He has trained directly with Toyota Manufacturing, learning the Toyota Production System (TPS) commonly referred to as LEAN. John has traveled extensively teaching LEAN to other corporate divisions and as a Lean Sensei. Today, John uses this experience to guide and lend perspective to teams, when applying Lean methodologies.

Presenters & Speakers

Katherine Maloney, M.B.A.



Principal, Work Paths Consulting

Contact: www.linkedin.com/in/katherinemaloneycoach

Seminar: Enhancing Your Lean Culture through Positivity

Principal of WorkPaths Consulting, is an accomplished coach, group facilitator, consultant, and trainer with over 25 years of experience in human resources, talent management, career transitions, and organization development. She has been a senior internal consultant for a variety of organizations including Blue Cross Blue Shield of Massachusetts (BCBSMA), Fidelity Investments, and BankBoston, and is currently based in York, Maine.

A seasoned consultant, Kathy initiated the launch of a major internal career management program at BCBSMA – “Steer

Your Career” -- that won a citation for excellence from the American Society for Training and Development. Other programs managed include an innovative job rotational program to develop leadership capabilities and a career center that facilitated placing 75% of staff into new roles as part of a hospital closing.

Kathy earned an MBA from Babson College and a BA in History from Boston College. She is an active member of the Human Resources Association of Southern Maine (HRASM) and Maine Career Development Association (MCDA), and has authored several articles on career management and effective leadership.

Nick Mesires, Ph.D.



Innovation Center Leader & Research Scientist
FHC, Inc.

Contact: nmesires@fh-co.com

Workshop: FHC Innovation Center: An interactive look at the process a medical device company uses to champion and fast track innovative custom research products to customers

Nick has been with FHC since September 2011. Along with managing early-stage new product research and development, providing manufacturing process support, and fielding microelectrode technical support for research customers, Nick is responsible for overseeing the FHC's Innovation Center.

The Innovation Center allows FHC to work closely with its cus-

tomers to rapidly prototype custom microelectrode and research device solutions for them. These projects in turn drive FHC's innovation and new product development efforts.

Nick has a Ph.D. in Molecular and Cellular Physiology from Tufts University Medical School, a MS degree in Food Science and Human Nutrition from Michigan State University, as well as his BS in Animal Science from Cornell University.

He has previously worked at a number of small biotechnology companies in the Portland area as well as at the Maine Medical Center Research Institute.

Brenda Mitchell

Assistant Manager, Inventory Control and Inspection, L.L. Bean.

Contact: bjmitchell@llbean.com

Workshop: How cost saving opportunities support continuous improvement in the organization and for the customer experience.

Brenda joined L.L. Bean in 2007 and manages the Cycle Count functions in all L.L. Bean Warehouses and Inbound and Out-

bound Inspection processes.

Her team reports into the Continuous Improvement Manager and works closely with the department Analysts to identify root cause issues and support related project work. She works closely with the related Operations, Internal Control Departments and Internal and External Auditors.

Prior to moving to Maine, Brenda had over 30 years of experience in the Finance Industry where

she was VP in Domestic and International Banking and Securities Operations in various institutions in London and New York. Operational responsibilities included, ongoing recommendations for process improvements, systems evaluations to ensure adequate controls, efficiencies and data integrity, as well as Project Management to support Systems Conversions, Business Transformations & Relationship Management of Service Bureaus and Outsourced Arrangements.

Presenters

Major Michael J. Moranti



Strategic Plans and Policy Officer, NH National Guard

Contact:

michael.moranti@us.army.mil

Workshop: Building a Lean Network: New Hampshire

Major Moranti serves as the senior strategic planner and consultant to the Adjutant General, the New Hampshire Army Guard Commander, Joint Chief of Staff, and Army Chief of Staff. He has also served as a Medical Evacuation pilot and an Administrative Officer responsible for coordinating the return of 1500 soldiers from active duty to civilian life. As a Supervisory Human Resource Specialist, he established a nationally recognized

suicide prevention program.

He is a graduate of Black Hills State University and has attended the Command and General Staff College, U.S. Army.

Major Moranti has implemented Lean process improvement training for the entire NH Army National Guard. He is a certified Continuous Improvement Practitioner, and he has facilitated Lean projects for state, municipal and non-profit organizations. An active member of the NH Lean Network, and the planning team for the NH Lean Summit, he is currently leading the strategic planning initiative for NH's Lean Executive Committee.

John Perrotti, III, CMRP



Vice President
Fuss & O'Neill Manufacturing Solutions, LLC

Contact: jperrotti@fando.com
www.fando.com

Seminar: Using OEE to Prioritize Improvement Efforts

Mr. Perrotti is a Vice President in our Manchester office and leads various disciplinary efforts for our Manufacturing Solutions group. He is an expert in machine guarding and developing unique machine guarding solutions. He has performed machine hazard risk analysis utilizing lean concepts. He is an expert in electrical safety - NFPA 70E compliance, and Lock Out/Tag Out Procedures. Mr. Perrotti has extensive knowledge within the metalworking industry, providing support solutions for regulatory compliance and methods for increasing production.

Mr. Perrotti is also a trainer for increasing production on clients' factory floors. He has led

many Total Productive Maintenance sessions. He has also performed training and support in Maintenance Manager 101, Troubleshooting Techniques, Set Up Reduction and Utilizing a Lean Approach to Safety.

TOTAL PRODUCTIVE MAINTENANCE

Mr. Perrotti believes in "hands-on" involvement and innovative team approaches to improve equipment effectiveness. He has lead clients to improve the productivity and reliability of their manufacturing equipment. Mr. Perrotti has unique problem solving abilities and troubleshooting techniques. He is a Certified Maintenance and Reliability Professional having achieved that certification in 2010.

Adam Pride

Senior Analyst, Continuous Improvement, L.L. Bean, Inc.

Contact: apride@llbean.com

Workshop: How cost saving opportunities support continuous improvement in the organization and for the customer experience.

Adam has been with L.L. Bean

since 2007 and is currently a Senior Analyst with the company's Continuous Improvement department. His responsibilities include the identification of process improvement opportunities with associated cost savings through the management of process improvement projects and supporting statistical analyses. In addition, he manages a team of Process Specialists who conduct routine process evalua-

tion for tactical issue correction and root cause issue prevention.

Adam received a BA in Applied Mathematics from the University of Southern Maine and will be completing an MS in Operations and Project Management through Southern New Hampshire University in early 2015. He is also a certified Quality Process Analyst by the American Society for Quality.

Presenters

Erika Randmere



Administrator, New Hampshire
Department of Emp. Security

Contact:
Erika.Randmere@nhes.nh.gov

Workshop: Building a Lean Network: New Hampshire

Erika Randmere serves as the Administrator of the Appeal Tribunal at the Department of Employment Security. She started with the agency over 22 years ago as a part-time interviewer. Since then, she has served as an equal employment opportunity officer, certifying officer, claim representative, and 10 years as a hearing officer before becoming the administrator of the Appeal's Unit.

While completing NH Bureau of Education & Training's Certified Public Manager Program, she

became a champion of Lean process improvement and joined the NH Lean Network. Her unit has successfully used Lean principles and methods to resolve a serious hearing backlog and to continuously improve services to the citizens of New Hampshire. The Appeals unit's project was recognized at the NH's Lean Summit in 2012 for the best Lean project (more about that in our workshop!)

Erika earned her Bachelor's Degree in Economics and Political Science at the Whittemore School of Business, University of New Hampshire.

Larry Seidler



Six Sigma Black Belt; Sr. Supply Chain Manager (ret.)

Contact:
Lseidler1029@gmail.com

Seminar: Managing Critical Subcontracts - The Intersection of Supply Chain and Engineering

Larry Seidler is a certified Six Sigma expert (black belt) who has retired from the Raytheon Company where he was the Senior Supply Chain and Subcontract Manager.

Raytheon, a defense and aero-

space systems company with a history of innovation, is an international technology and innovation leader. While at Raytheon, Larry managed large commercial and government contracts.

He previously worked at General Electric Company in various engineering management positions. Larry has also been a school board member in his community, with responsibility for negotiating labor contracts, and is currently on his town's Finance Committee.

Fred Shamburg



President, Leanovations, LLC

Contact:
fshamburg@leanovations.com

Seminar: Learning Lean Systems - Simulation

The founder and President of Leanovations, LLC was introduced to Lean by one of the originators of the "Toyota Production System" and very quickly developed a passion for teaching and applying Lean principles to the total business enterprise. He has over 25 years' experience in leadership and executive level positions for multinational corporations.

His experience embraces working with organizations in diverse industries that include aerospace, medical, automotive,

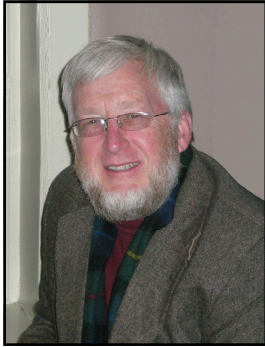
chemicals, government and service organizations.

The Board of Examiners for the National Shingo Prize selected Fred, as a Shingo Prize Examiner in 2007. A frequent guest speaker at business conferences, Fred has taught Lean worldwide and in all regions of the U.S., with experience in over 20 countries and 30 states.

He has been recognized as an international leader in successfully implementing Lean and Innovations, where Lean plus Innovations equals Leanovations.

Presenters

Harvey Smith



Vice-President, Operations
Kennebec Technologies

Contact:
Harvey.smith@kennebec.com

Workshop: Using the Visual Workplace and Standardization to Create a Competitive Advantage

Harvey Smith is the Vice President of Operations for Kennebec Technologies. For the last 10 years he has been the organization's Lean Champion leading the company on a competitiveness journey.

Prior to Kennebec Technologies, he was the Quality Manager for Sanmina-SCI for 5 years. Harvey joined SCI in 1995 when the company acquired the facility from Digital Equipment Corporation (DEC).

Harvey was Business Operations Manager at this facility, directing manufacturing operations for electronics module production. He joined DEC in 1982 and since that time has held a number of positions including responsibilities in subcontracts administration, purchasing, production planning, and master scheduling.

Harvey has a total of 35 years of experience in manufacturing and has a Bachelors degree from Babson College in Wellesley, Massachusetts.

Patrick Steiner

Analyst, Continuous Improvement, L.L. Bean, Inc.

Contact: psteiner@llbean.com

Workshop: How cost saving opportunities support continuous improvement in the organization and for the customer experience.

Patrick Steiner, CPIM, is currently a Board of Directors member of APICS Maine.

In his current work as an Operations Analyst, Patrick's focus is on Continuous Improvement — applying Lean Six Sigma tools and the DMAIC process. This includes responsibility for supporting Manufacturing, Distribu-

tion, Logistics, and Customer Service environments.

Founded over a century ago and now a global organization, a satisfied customer is still L.L. Bean's most important goal.

Cheri B. Torres, Ph.D.



Partner, Innovation Partners International

Contact:
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Seminar: Increase the Impact of LEAN Strategies through Expanded Collaboration and Innovation: A Simulation

Cheri Torres has more than 30 years experience helping people and organizations expand their capacity for collaboration and excellence. She has worked in the public and private sectors in the US and around the world training trainers and facilitators, facilitating small and large groups, and providing professional development and organizational design consultation.

Cheri's focus is grounded in the field of collaborative learning and innovation. She helps people in organizations intentionally design their workplace practices and organizational structures to ensure whole system engagement, planning, and action. She believes that in today's world, excellence is a function of learning and innovation and that these are natural outcomes for a strengths-based, outcomes-

focused organization. She partners with schools and organizations to increase their Return on Collaboration and, consequently, their triple bottom line.

Cheri holds a Ph.D. in Educational Psychology, specializing in Collaborative Learning, from the University of Tennessee. She also holds an MBA, a Masters in Transpersonal Psychology, a Level 2 certification in Cultural Transformation Tools and Level II certification in Spiral Dynamics Integral. She has authored numerous books and articles including *The Appreciative Facilitator: Accelerated Learning Practices* and *Dynamic Relationships: Unleashing the Power of Appreciative Inquiry in Daily Living*. Cheri is a full partner with Innovation Partners International and an Associate with Company of Experts.

Presenters

Lt. Christopher Wagner



Troop Commander, NH State Police - Department of Safety

Seminar: Not Your Typical DMV: How Lean improvements assured residential security, sizable revenue savings, and customer satisfaction.

While managing both people and projects, Chris is co-championing New Hampshire Department of Safety's Lean and other initiatives within State Government.

Chris currently serves as the Troop B commander in Bedford, NH, holding the rank of Lieutenant. He has additional responsibilities including Lean initiative

projects and is one of two state coordinators for the Defense Logistics Agency Law Enforcement Support Office 1033 program (DLA LESO). His past duties included being a member and team leader with the NHSP SWAT team.

Chris has a Bachelor of Science degree in Criminal Justice from University of Massachusetts at Lowell. He entered into a career in law enforcement with the New Hampshire State Police in 1995.

Pat Wardwell



Chief Operating Officer, Greater Boston Manufacturing Partnership, Inc.

Contact: Lela.Glikes@umb.edu

Seminar: The Shingo Model

Pat is a Lean Gold Certified, AME Award Committee Member and Examiner and Shingo Prize Examiner, AME Northeast Board Member.

Pat Wardwell has over 25 years of experience in continuous improvement, operations management and related support functions.

In her current role as Chief Operating Officer for the not-for-profit organization, GBMP, she is active in developing and delivering training and consulting pro-

grams and products for a diverse Lean community, one that spans industries from printing to healthcare to sporting goods.

She is the co-author together with well-known Lean authority and GBMP President, Bruce Hamilton, of the "e2 Continuous Improvement System" book and related learning series. She and Mr. Hamilton received a Shingo Prize in the education and research category in 2010 for GBMP's training DVD "Toast Value Stream Mapping".

Pat holds an MBA from Bentley College and an undergraduate degree from the University of Maine.

Carol West



Educator Consultant
Goodwill Industries of Northern New England

Contact:
carol.west@goodwillnne.org

Workshop: Process Improvement through Kaizen and 7S

Carol West has been with Goodwill Industries of NNE since 1998. After serving many years in the Human Service side of the house, she is now an Educator Consultant for both the Human Services and Retail programs.

As a Lean facilitator and trainer, she has participated in many Lean events at Goodwill, notably several Retail Kaizen "backroom" activities. Carol is one of the original Goodwill staff trained in Lean concepts several years ago.

Carol holds a Bachelor's Degree in English/Secondary Ed from Worcester State College, which has served her well in her many positions at Goodwill.

Presenters

Bill Whittier



Project Manager
Maine Manufacturing Extension Partnership

Contact: BillW@mainemep.org
Workshop: Using the Visual Workplace and Standardization to Create a Competitive Advantage

Bill Whittier is an experienced operations manager with over twenty years of experience in process and quality improvement. Since joining Maine MEP in 2010, he has used his experience in Lean Manufacturing, Six Sigma, and Systematic Layout Planning to help guide several small and medium sized Maine companies to establish or enhance their Continuous Improvement efforts. These projects

have been with companies in the Electronics, Wood Products, Marina, Window Manufacturing, Food Processing, and Precision Metals industries.

Bill has represented operations groups on software implementation teams for new product design, shop floor control, and enterprise resource planning systems.

He is a certified SQF practitioner and HACCP manager with extensive knowledge of USDA and FDA regulations. Bill's passion lies in helping companies develop their most important resource - their employees.



Lean Collaborative

The Lean Collaborative is a multi-state network of public and private individuals, organizations, and companies who together promote continuous improvement in business, government, and industry.

Its goal is to provide opportunities for business, government, and industry leaders to share enhanced approaches and methods for attaining greater excellence in operational effectiveness, efficiency, and value to customers, employees, and stakeholders. It pursues this goal through providing a forum for practitioner to practitioner, sys-

tem to system, and organization to organization learning -- with active collaboration and sharing of knowledge, experience, and resources across all sectors.

The Collaborative's Leadership Board includes representatives of Maine Manufacturing Extension Partnerships; Jotul North America; governments of Maine, New York, Connecticut, and New Brunswick; Lonza Rockland; the Town of Durham, New Hampshire; Idexx Laboratories, Inc.; Infinite Services, Inc.; Lean Capitol LLC, and New Futures – New Hampshire.

In 2008, a small informal group of individuals came together to discuss their wish to share their continuous improvement knowledge and experience and to learn from and collaborate with others.

So the idea of the Summit was born. Recognizing intertwined and interdependent relationships, it was important to the group that the Summit bring together the public and private sectors and all categories and types of organizations.

This August is the Collaborative's fourth annual *Lean Sys-*

Lean Systems Summit

Where Manufacturing, Services, and Government Meet

Collaboration and Innovation in Achieving Operational Excellence through Continuous Improvement.



Exploring the Future State

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It was once again a wonderful and productive Lean Systems Summit — the fourth of what we hope are many flourishing Lean Systems Summits. It was the continuation of a journey The Lean Collaborative and its Summit Planning Team started over five years ago.

Any continuous improvement journey is in large measure about learning and about exchanging experiences, ideas, and knowledge — essential to achieving excellence in our work.

This Summit brought us together in a remarkable opportunity to do precisely that — to explore and take advantage of what we each have learned and share it with others.

It was an extraordinary forum for sharing our passion for excellence.

As members of the Lean Collaborative's Summit Planning Team, it is our deepest wish that you found the Summit joyful and worthwhile, connected with colleagues, met new people to learn from and network with, and increased your knowledge of Lean continuous improvement and its application to your work and your workplace.

We particularly hope that we will all stay in touch with each other and that you will join us in collaborative and innovative continuous improvement efforts, as well as in planning the 2014 Lean Systems Summit.