

AUGUST 10-11, 2017



Continuous Improvement
Lean Collaborative

2017 LEAN SYSTEMS SUMMIT

*Where Government,
Services, and
Manufacturing Meet*

PORTLAND, MAINE
Holiday Inn by the Bay

Continuous Improvement Lean Collaborative



The Continuous Improvement Lean Collaborative (CILC) is a not-for-profit, multi-state network of public and private individuals, organizations, and companies who together promote continuous improvement in business, government, and services.

Its goal is to provide opportunities for business, government, and service 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 and organizational learning -- with active collaboration and sharing of knowledge, experience, and resources across all sectors.

In its evolution, the Collaborative's Leadership Board has included representatives of Maine Manufacturing Extension Partnership; Jotul North America; governments of

Maine, Connecticut, New Hampshire, 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 collaborate with others.

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

This August marks the Collaborative's eighth annual *Lean Systems Summit*.

Pre-Summit Seminars

Thursday
August 10

Networking Gathering

Thursday
Evening
August 10

Summit Speakers & Learning Sessions

Friday
August 11

PROGRAM

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SPONSORS

*Thank you to all the organizations
that have given their resources and time
to make this annual meeting of Lean continuous
improvement leaders and innovators possible.*



Geiger Group

<https://www.geiger.com/>

IDEXX Laboratories

<https://www.idexx.com/corporate/home.html>



Maine State Library

www.maine.gov/msl/

Lonza Rockland

<http://www.lonza.com/>



**Greater Boston
Manufacturing Partnership**

<http://www.gbmp.org/>

University of Kentucky

<http://www.uky.edu/UKHome/>



Lean Leadership & Management



HOSTS

**Continuous Improvement
Lean Collaborative**



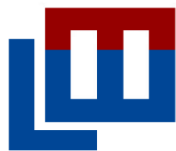
Maine Department of Labor

Lonza Rockland



Connecticut Department of Labor

Value Innovation Partners



Lean Capitol

Lean Enterprise Institute



City of Fredericton, NB, CA



MODERATOR

Summit Moderator

Patricia Wardwell

Director of Continuous Improvement, Americas, Watts Water Technologies



Patricia (Pat) Wardwell has over 25 years of experience in continuous improvement and manufacturing and operations.

Prior to her association with Watts Water Technologies, she served as the Chief Operating Officer for the Greater Boston Manufacturing Partnership (GBMP), a widely known Boston-based not-for-profit organization that trains and consults in Continuous Improvement for a wide variety of client companies.

Before joining GBMP, she was the Vice President of Operations at United Electric Controls Company, a 1990 winner of the Shingo Prize for Manufacturing Excellence. She has led and participated in hundreds of cross-functional improvement teams in a wide variety of industries, supporting both administrative and operational improvement efforts.

Pat is co-author of the Lean workbook The e2 Continuous Improvement System: Managing & Sustaining Your Lean Transformation Through the "e2 everybody, everyday" Approach to Lean. She is a Shingo Prize recipient in the research category for the instructional video Toast Value Stream Mapping, and acts as an examiner and certified facilitator for the Shingo Prize for Enterprise Excellence. She is also an assessor for and member of the leadership council of the AME Excellence Award.

She is one of a handful of people who have attained Gold Certification through a Lean certification program that is jointly sponsored by AME, SME, ASQ and the Shingo Institute.

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



SPEAKERS

Opening Keynote Speaker

Alan G. Robinson, Ph.D.

Lean Champion, Educator & Author



Alan Robinson specializes in managing high-performing organizations, creativity, ideas, innovation, and Lean production. He is the co-author of ten books, many of which have been translated into more than 25 languages, including

—**Modern Approaches to Manufacturing Improvement**, his 1991 book with Shigeo Shingo, according to SME, “remains a must-read for anyone interested in Lean production.”

—**Ideas Are Free**, co-authored with Dean Schroeder, is based on a global study of more than 150 organizations in 17 countries, describes how the best companies go about getting large numbers of ideas from their front-line employees, as well as the competitive advantages they gain

from this. The book was named Reader’s Choice by Fast Company magazine. Syndicated Scripps-Howard small business columnist, Paul Tulenko, wrote “I rate this book 5 1/2 stars, a first in this category. It’s that powerful. Only The Bible and the U.S. Constitution receive 6 stars.”

—**The Idea-Driven Organization**, his latest book and also co-authored with Schroeder, is the sequel to Ideas Are Free and the result of more than 5 years of further research in a new set of organizations. It was named the best book in 2014 on Management and Leadership by USA Book News and won the 2015 Beverly Hills Book Award in the General Business Category.

Alan Robinson has advised more than 300 companies in twenty five countries on how to improve their performance.

Over the years, his research has been written about in almost every major newspaper in the United States, as well as a large number of business publications. He has been interviewed on numerous local and national radio and television shows and also co-hosted a two-hour show on innovation for PBS/The Business Channel.

He has served on the Board of Examiners of the United States’ Malcolm Baldrige National Quality Award and on the Board of Examiners for the Shingo Prizes for Excellence in Manufacturing. He is on the faculty of the Isenberg School of Management at the University of Massachusetts. He has also taught at St. Petersburg Technical University in Russia, the Athens Laboratory of Business Administration in Greece (affiliated with INSEAD), the Jagiellonian University in Poland, the University of Porto in Portugal, the Hanoi Business School, and Tianjin University in China.

He received his Ph.D. in applied mathematics from the Whiting School of Engineering at Johns Hopkins University, and a B.A. and M.A. in mathematics from the University of Cambridge.



SPEAKERS

Mid-Day Keynote Speaker

Paul Manikas

Senior Industry Solutions Executive, Microsoft Corporation



Paul Manikas is a Senior Industry Solutions Executive for Microsoft Corporation's Discrete Manufacturing US Industry team, which focuses on automotive, aerospace, industrial, and high tech & electronics companies.

He is responsible for advising lines of business executives on industry solutions that help manufacturers drive digital transformation across Product Development, Manufacturing Operations, Sales and Service, with a focus on emerging capabilities, including High Performance Computing, Industrial Internet of Things (IIoT), Predictive Analytics, and Augmented Reality.

Mr. Manikas brings over 35 years of experience applying advanced technologies to address challenges in discrete manufacturing. Prior to joining Microsoft, he drove Partner Strategy engagements at PTC with a primary focus on IIoT.

He was also a Partner at CSC Consulting and a Vice President of Professional Services at i2 Technologies where he engaged in global supply chain and business transformation initiatives at Global 500 manufacturing organizations across North America.

He holds a Bachelor's degree in Electrical Engineering from Case Western Reserve University.



SPEAKERS

Closing Keynote Speaker

Cheryl M. Jekiel

CEO & Founder, Lean Leadership Resource Center



"HR CAN 'WOW' YOUR RESULTS "

Do you believe that people are the foundation of Lean? Of any successful organization? That it is based on human resources, not just personnel? Cheryl Jekiel does.

Cheryl M. Jekiel is the Founder of the Lean Leadership Resource Center (LLRC) which helps CEOs of innovative companies and organizations who view their people as a competitive advantage, weaving Lean principles into the very fabric of their company culture in order to get sustainable, constantly improving results that exponentially change the business.

ness.

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

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

Ms. Jekiel has held Vice President of Human Resources positions for a number of companies, including Tri-Arrows Aluminum, Inc., FONA International, Inc., and Flying Food Group, LLC.

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

Ms. Jekiel brings a tremendous passion for continuous improvement in her commitment to building HR for Lean Enterprises.



PRE-SUMMIT AGENDA

Thursday, August 10, 2017

7:00am - 8:00am	Registration & Continental Breakfast. (There will also be a mid-morning break with refreshed drinks and a mid-afternoon break with drinks and “nibbles” to boost your energy!)					
	Somerset	Off-Site	Cumberland	York	Oxford	Kennebec-Lincoln
8:00am - Noon	PS-AD1 Lean Champions: Maximize Business Performance through Lean, Six Sigma, and Team Performance Improvement <i>Cont'd below</i>	PS-AD2 Study Mission with Alan Robinson at Jotul North America <i>(Continued below)</i>	PS-HD1 Daily Management - A Toolset for Communication and Collaboration	PS-HD2 Becoming an Effective Communicator by Connecting with Others	PS-HD3 Sustaining Success	PS-HD4 Learning Lean -- Interactive Simulation
Noon - 1:00pm	Lunch (is provided and includes a variety of choices for entrees, salads, desserts, etc.)					
1:00pm - 5:00pm	PS-AD1 <i>(Cont'd)</i> Lean Champions: Maximize Business Performance through Lean, Six Sigma, & Team Performance Improvement	PS-AD2 <i>(Cont'd)</i> Study Mission with Alan Robinson at Artel	PS-HD5 Training Lean Concepts through the Use of Lean Activities and Games	PS-HD6 How to Engage a Reluctant Workforce	PS-HD7 Lean in Support Service Functions: Deploying a True Company-Wide Strategy of Excellence	PS-HD8 Tools...Not Rules
5:00pm	See you at the networking gathering immediately after these sessions -- and tomorrow at the Summit !					

Thursday 5PM Networking Get-Together

Holiday Inn by the Bay, Portland, Maine

The Thursday early evening get-together is a casual, small gathering at the Inn by the Bay and is open to any Summit or Pre-Summit registrant. It will start around 5pm, though any time you can get there is fine. Since some of the Speakers/Presenters arrive early for 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.

Last year's was great fun, meeting and talking with the other participants. Afterward, you might decide to break off into small groups and stay at the Inn by the Bay or go off for a late stroll or dinner at any of Portland's many other renowned restaurants.



SUMMIT AGENDA

Friday, August 11, 2017

7:00AM-8:00AM	Registration, Networking, Continental Breakfast				
8:00AM-8:15AM	Welcome: Patricia Wardwell, Director Continuous Improvement, Americas, Watts Water				
8:15AM-9:00AM	Opening Keynote: Alan G. Robinson, Lean Champion/Educator/Author (Ideas are Free & The Idea-Driven Organization)				
9:00AM-9:15AM	Transition to Learning Sessions				
Room	Cumberland	York	Kennebec-Lincoln	Oxford	Somerset
9:15AM-10:30AM	A1: That's Not Lean !	A2: Creating Systemic Change Through Continuous Process Improvement	A3: Lean Healthcare Design: Old Wine in New Casks. Avoiding Broken Systems in Shiny Spaces	A4: Leadersights: Leader Development for an Uncertain Future	A5: Are we there yet? History and Lessons Learned by the City of Fredericton on their Journey to Lean
10:30AM-10:45AM	Break - Change Learning Sessions				
10:45AM-Noon	B1: The Cost of Belonging—Ongoing improvement can happen only if one owns their process	B2: Why Hoshin Kanri (Policy Deployment) is Critical in Deploying a True Company-Wide Strategy of Excellence	B3: Barriers to Reducing Variance in Hospitals: Stories from the Frontlines of Healthcare	B4: How to Engage Front-Line Managers in Lean Daily Management System	B5: Getting Lean: From 0 to 80+ in 18 Months: Adoption of Lean at the Maine Public Employees Retirement System
Noon-1:00PM	Lunch (provided)				
1:00PM-1:45PM	Afternoon Keynote: Paul Manikas, Industry Solutions Executive, Microsoft Corp.				
1:45PM-2:00PM	Break - Transition to Learning Sessions				
2:00PM-3:15PM	C1: Big Data; Little Information	C2: Situational Leadership	C3: Improving Patient Experience	C4: The Integration of Lean and Safety - Is It Possible or Do They Conflict?	C5: How Ohio is Using Lean Six Sigma to Power Improvement
3:15PM-3:30PM	Break - Refreshments				
3:30PM-4:15PM	Closing Keynote: Cheryl Jekiel, CEO, Lean Leadership Resource Center (Lean HR)				
4:15PM-4:30PM	Wrap-Up -- Next Steps				
See you again next year !					

Lean = Respect for People + Continuous Improvement



WORKSHOPS

PS-AD1: Lean Champions: Maximize Business Performance through Lean, Six Sigma, and Team Performance Improvement

Thomas Barto, Program Manager, TMG, Inc.

Joe Barto, Program Manager, TMG, Inc.

Learn how to Lead High Performance Teams by aligning and executing a Lean, Six Sigma, & Team Performance Improvement strategy to increase profit year over year.

As we recover from the economic recession, business is under increased pressure to deliver better products at a cheaper price with higher quality. High Performance Organizations are leveraging their current workforce by driving innovation throughout the entire organization. This workshop will teach you how to implement Lean, Six Sigma, and Team Performance Improvement systems to achieve the growth goals of your organization.

This presentation will focus on 3 major topics:

- Lean (War on Waste),
- Six Sigma (War on Variability), and
- Team Performance Improvement (Leader Development).

We will discuss Best Practices from organizations that have successfully integrated these 3 areas of training to engage their teammates, improve leader behaviours, and improve business performance.

Attendees will receive a Leader Toolkit they can use to implement these principals with their teams when they return to work.

PS-AD2 Study Missions with Alan G. Robinson

Alan G. Robinson, Ph.D., Lean Champion, Educator, and Author.

This is *an exciting, not-to-be-missed opportunity* to observe how Lean is being implemented at two thriving companies in the greater Portland area and to learn from Alan Robinson's expert observations and consultation with each organization.

Remember that Lean concepts, principles, and methods are generic and apply across all sectors, whether you're in government, manufacturing, or services -- so, be prepared to integrate all you learn here and apply it to yourself and your organization.

Two on-site study missions will be conducted:

1) Jotul North America in the morning (8am-Noon), Address: 55 Hutcherson Dr, Gorham, ME 04038, Phone: (207) 797-5912

2) Artel- in the afternoon (1-5pm), Address: 25 Bradley Drive, Westbrook, ME 04005, Phone: (207) 854-0860

Study missions usually follow an agenda, developed with the host company beforehand and with the host in charge, such as –

- Company Overview & its Lean Journey and experience/lessons learned,
- Going to the gemba, and
- Follow-up discussion/consultation after the gemba walk.

And then, immediately after, be sure to go to the gathering back at the Holiday Inn by the Bay. Networking and delicious hors-oeuvres!



WORKSHOPS

PS-HD1 Daily Management - A Toolset for Communication and Collaboration

Wade Kierstead, Manager, Innovation, Improvement, and Technology, City of Fredericton, New Brunswick, Canada

Nina McCarthy, Facilitator, City of Fredericton, New Brunswick, Canada

Daily Management contributes to a culture of Continuous Improvement by ensuring all employees understand the metrics, have the opportunity to explain and understand roadblocks being encountered, and collectively generate ideas to deal with issues as they arise. It ensures ideas are captured, assigned, and actioned, that employees are aware of upcoming work and events, and successes are celebrated. This workshop will empower participants to take Daily Management and apply it to their own organization and workgroups.

The City of Fredericton has been using Daily Management for three years as a toolset for two-way communication within workgroups and is expanding to Departmental roll-ups and a CAO Dashboard. This workshop will cover the three pillars of daily management, how they work and integrate together, and describe sample formats and merits of the boards in use at the City. There will be general discussion on what has contributed to the success in various areas and styles of board, and how to give freedom to customize within standardization requirements.

By then simulating daily huddles at each board, participants will see what works best for their situations, and be able to take the information back to their work place for implementation.

PS-HD2 Becoming an Effective Communicator by Connecting with Others

Amy L. Modglin, Founder/Chief Inspiration Officer, Modglin Leadership Solutions

Everyone struggles with effective communication; at home, at work, and with family and friends. Communication is a two-way exchange between people — though often the message is not clear or is grossly misunderstood. This results in missed opportunities, conflict in the workplace, and dissension among colleagues.

To use a Lean mindset of continuous improvement, we must make a concerted effort to learn how to connect with people, not just communicate “at” them. For Lean practitioners, going into an organization and getting people to buy in to the Lean culture and the change it takes to get there requires the ability to connect with others so that your communication is heard and accepted and that your ideas are endorsed. Only one thing stands between you and success. It’s not experience or talent. It is the ability to turn communication into a powerful connection.

In this transformational workshop, you will learn:

- To understand the value of connecting with people
- Identify with others and increase your influence
- How to get people to listen to you
- Practice connecting with others
- Identify your connecting strengths
- Be yourself and build on your strengths
- Ask for feedback about your connecting style

→ You will leave with new skills and tools that you can use immediately.



WORKSHOPS

PS-HD3 Sustaining Success

Scott Gauvin, CEO, Macresco, Inc.

Even the most modest performance initiatives involve a degree of change. And the ease, success, and sustainability of that change has everything to do with how it's perceived and the culture in which it's introduced. Though the customer is king, your employees hold the keys to the kingdom. Yet, employee engagement and company culture continue to be among business' most misunderstood, underestimated and elusive performance drivers. You will learn --

- Why Lean process without employee engagement fails 95% of the time.
- How to put in place the five cultural enablers upon which successful CI depends.

What is Respect for People? This workshop aims to demystify the complex undertaking that is "the people side of Lean" with real world examples of how to manage change in context and affect the behaviors and attitudes that drive engagement and enhance performance.

You will understand --

- How leaders get motivation wrong.
- Seeing change through the process to the organizational structure.
- Moving past haphazard attempts to address engagement to involve your people.
- The 4 simple things your employees need from you to enhance performance.
- How common organizational governance innocently undermine these cultural enablers every day.

PS-HD4 "Getting" Lean – An Interactive Simulation

Fred Shamburg, President, Leanovations, LLC

Kimberly Cunningham, Vice President, Leanovations, LLC

No matter your Lean experience, knowledge, or practice level (beginner or experienced practitioner), this is a "don't miss" workshop! It will be an experiential "eye opener" for even the most experienced Lean practitioner- all that's needed is a mind open to new ideas and learning new concepts. You will leave with new Lean learning, knowing how to implement a Lean Learning Organization and have the ability to develop a high performance workplace, where the employees are engaged & empowered to pursue continuous improvement.

This Nerf Ball Factory simulation is a fun hands-on learning experience and ideal introduction (or broadening) to Lean Manufacturing and the 5 Toyota Production System principles, applicable in any enterprise (Manufacturing, Healthcare, Government, Service , etc.). You will learn the basic Lean principles, elements, and techniques and how they interact to help an organization grow. You will learn the importance of Standard Work, developing employee skills, having Key Performance Indicators (KPIs), and experiencing the Kaizen Team approach to improve processes.

You will literally see the "opportunities" and how critical Lean Leadership is to organizational success. You will learn the importance of eliminating wastes to create flow where possible and pull where flow is not possible, as well as explore leadership issues in Lean Transformations and other situations where radical change in behaviour and culture is necessary.



WORKSHOPS

PS-HD5 Training Lean Concepts through the Use of Lean Activities and Games

Anne Frewin, Lean Six Sigma Leader, IDEXX Laboratories, Inc.

Daniel Pfendt, Operations Manager – Slide Manufacturing, IDEXX Laboratories

Learning by doing is one of the best ways to understand Lean concepts. This is your opportunity to learn techniques that can be of use to you in your own Lean practice and understanding and, even more, to use in developing a Lean understanding and culture in your teams and in your organization.

At IDEXX, through extensive experience, we have found and refined a number of instructional activities that help individuals and teams learn about and use Lean concepts and methods such as–

- 5S,
- One-Piece Flow,
- Poka Yoke,
- Continuous Improvement, etc.

During this four-hour session, you will –

- Learn through experiencing some of the games/activities, and, importantly, also
- Receive facilitator instructions so that you can take the activities back to your facility and start engaging your teams.

PS-HD6 How to Engage a Reluctant Workforce

Paul Critchley, CEO, New England Lean Consulting

In order to properly practice Lean, you must first Engage Your Workforce. Yet one of the biggest challenges with Lean can be overcoming a reluctant workforce. Engaging your workforce can be a delicate balancing act at any point but especially if you are just beginning your Lean journey after years of “but we’ve always done it this way”.

We will discuss the most popular objections that you may encounter when beginning (or continuing) your Lean journey. These can come from all levels of the organization - from the CEO to the janitor. The most popular objections will be discussed, including those you may have encountered, then how those objections typically stem from 1 of 3 possible areas. We will delve into examples from each and teach you how to address them. You will learn how to “speak in your customer’s language” in order to garner support for a Lean culture change and how to create an environment that is primed to enjoy a successful Lean implementation.

You will learn techniques on how to work with people in each type in order to overcome objections and build a Lean culture. In breakout groups, teams will take a “scenario” and develop a response to a Lean objection from a certain level of the organization.

Understanding the reasons why people may be resistant to implementing Lean principles and what you can do to address & overcome these concerns positions you for Lean success.



WORKSHOPS

PS-HD7 Lean in Support Service Functions

Catherine Converset, President, Productivity Europe and Executive Partner, Productivity Inc. and Productivity Lean Services, Inc.

Most industrial companies have been engaging in Lean and TPM activities in their manufacturing operations for several years, and their efforts have paid off with increases in product reliability, reductions in lead times, and reductions in overall costs.

But chances are the gains achieved are being offset by inefficiencies in other organizational functions. To get the most from your Lean effort, it is essential that all company functions – HR, R&D, Finance, Marketing, etc. -- challenge their processes.

Not merely a set of tools or projects, Lean is a dynamic and organic journey, based on trust and teamwork, where traditional hierarchical relationships give way to joint commitment and accountability, with all in the organization working towards a shared vision, flow management, and efficient processes. While not hard to understand, this approach is often difficult to implement.

In this case-based workshop, you will gain an understanding of key operational excellence principles applied to support services and learn --

- To implement an organizational operational excellence strategy.
- How the application of Lean techniques in Marketing, Quality, R&D, HR, Sales and Finance, drives the organization to a new culture and a quantum leap in performance.
- To tie improvement initiatives to organizational goals.
- How the importance of establishing leadership routines ensures sustainment.

PS-HD8 Tools Not Rules

Mark Adams, Senior Engineering Services Manager, Flex

We are all mechanics -- mechanics of broken and/or under-performing processes that is. Regardless whether we are a team leader or facilitator for Kaizens, a change agent and/or program manager, a practitioner, or someone simply interested in learning more.

Our tool box consists of Value Stream Mapping, Root Cause Analysis, Standard Work, and the like. However, any effective mechanic will tell you that each tool has a purpose, and each mechanic may use the tool differently depending on the task at hand.

Yet, many of us process mechanics treat these tools as rules. We follow them blindly and try to use as many as possible, even if the task doesn't require it.

Based on years of CI experience for organizations including healthcare, MRO, military, and manufacturing, you will learn how to best use these tools to achieve greater success. It will help fellow change agents to understand these are tools, not rules, and therefore, recognize the problem, culture, and other aspects of the environment to help wield and adapt the tool to best fit the job.

The workshop will showcase how these tools have been adapted over the last 8 years, as well as the "Promising Practice" for Kaizen Standard Work which will aid a practitioner to know what tools to use and when. You will leave knowing that tools can be adapted to better fit their problem, environment, and their own skillset



LEARNING SESSIONS

A1 That's Not Lean !

Jason Dix, Continuous Improvement Manager, Geiger Group

As Lean practitioners, we have all heard "That's not Lean" more times than we can count. This simplistic, superficial exclamation has become a running joke amongst skeptics.

So, how do we turn a negative experience into a teachable moment? We will all look at immediate countermeasures to open the minds of your future Lean champions.

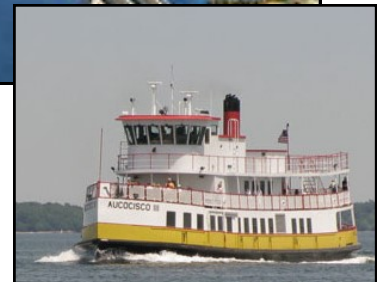
This learning session will look at common restraining factors to Lean implementation and countermeasures to dispel skepticism and unconstructive criticism. It will identify actions that can be taken to reduce friction with Lean implementation and how to create teachable moments.

You will learn basic disarming tools, common disarming phrases, and in-the-moment root cause analysis techniques, such as 5 Whys. You will also learn specific questions that can be used to enable the shift of thinking from traditional methods to customer focus and Lean methodology. It can be difficult to gain the buy-in of everyone. Attitude is contagious -- opening the minds of your key players will be critical to success.

We will also look at some of the common fears associated with standard work, idea generation, and A3 thinking (PDCA). You will learn how to --

- Solidify customer focus concepts,
- Use in-the-moment root cause analysis tools, and
- Employ effective techniques to create teachable moments.

This session will provide tools for diffusing conflict. It will give you a better sense on how to push forward through Lean start-up.



LEARNING SESSIONS

A2 Creating Systemic Change Through Continuous Process

LtCol. Ted Sturgeon, USMC (Ret.), Program Director, Institute for Defense and Business
Dr. Deborah Manzo, CLSSBB, NBCT, ISO Auditor, Continuous Improvement Program
Director, North Carolina State University

This session will help you effectively guide and support teams engaged in a process improvement project, intended to help your organization perform better, by using continuous process improvement methodologies and tools.

The session provides a retrospective, contemporary, and prospective examination of the organizational leaders creating systemic change by using continuous improvement approaches. It investigates both the management and leadership of successful continuous improvement projects. As such, this session, designed for leaders and others preparing for organizational change, innovation, and sustainability, requires critical thought and systematic reflection. You will be introduced to various concepts centered on planning change projects and ensuring continuation of effective change.

It will discuss process improvement methods and tools, CPI deployment methodologies, and management practices from both public and private sector perspectives, as well as the role of senior leaders in leading and managing CPI deployment and implementation strategies. It will share best practices from organizations implementing process improvement strategies and discuss deployment and implementation strategies, lessons learned, and practices to facilitate sharing, partnering, and understanding.

After attending, you will have learned how to:

- Communicate using Lean and Six Sigma concepts.
- Relate Lean and Six Sigma concepts to the overall business objective.
- Think about your work as a process, with inputs that determine the output.
- Use the Lean tools and the five-step DMAIC model to improve processes.



LEARNING SESSIONS

A3 Lean Healthcare Design: Old Wine in New Casks. Avoiding Broken Systems in Shiny Spaces

Isaac B. Mitchell, MBA, CPHQ, PMP, LSSBB, Director, Lean Continuous Improvement, East Tennessee Children's Hospital

Featured in the book Lean Hospitals, East Tennessee Children's Hospital opened its state-of-the-art patient- and family-centered care tower in November 2016. In 2012, East Tennessee Children's Hospital (ETCH) began to plan, design, and build a state-of-the-art patient and family centered care tower for clinics, surgery, and a Neonatal Intensive Care Unit (NICU). Join us to learn about how we integrated architectural and Lean process design over our journey over the past 5 years. Learn how we used our cross-functional team's clinical experience and critical thinking skills to design and deliver high value, effective, and efficient patient care.

Learn about --

- Integrating Lean methodologies in designing healthcare facilities and processes, resulting in cost avoidance and savings.
- Designing a patient and family-centered care tower that delivers high-value surgical care on one floor, provides private Neonatal Intensive Care Unit (NICU) rooms, and offers turnkey clinic space to serve the needs of pediatric patients across East Tennessee.
- Improving processes to reduce patient wait time along with a reduced patient length-of-stay by 30%+,
- Improving OR on-time to starts 66%+ while improving patient throughput.
- Developing and implementing a management system focused on Lean continuous improvement to sustain performance gains.

A4 Leadersights: Leader Development for an Uncertain Future

David Veech, Senior Lecturer, Fisher College of Business, The Ohio State University
CEO, D. Veech & Company, Inc.

Love, learn, let go. Three decisions. Three actions. Three habits. Together, these offer leaders insight (Leadersights) into the true nature of leadership and can create the type of workplace that can thrive in a demanding future.

If you're stuck in a culture of compliance with an increasingly frustrated workforce, this session may be just what you need to focus your leadership efforts. Learn how to create the structure necessary to engage leaders & people, driving new behavior & changing your culture. Learn how to build an effective leader development system based on change research, leadership, group and team dynamics, job satisfaction, intrinsic motivation, psychological flow, and self-efficacy. Create the kind of workplace where people love coming to work and where they become better thinkers, better leaders, and better teachers.

Regardless of the type of organization or the type of work, leaders have the responsibility of shaping the capability of the organization to handle the demands of the future. If we do a poor job of developing those leaders, it puts at risk the things we hold most important.

In this session we will discuss:

- Trends that are shaping the future.
- How we need to reshape our definition of Lean to respond to the future.
- How thinking drives behavior and behavior drives culture.
- More about the Integral Leadership Model.
- The three macro leadership behaviors.
- The four focused coaching behaviors.

You will leave with both concrete ideas to improve your existing programs and ideas that should make you question everything about what you are doing now.



LEARNING SESSIONS

A5 Are we there yet? History and Lessons Learned by the City of Fredericton on their Journey to Lean

Wade Kierstead, Manager, Innovation, Improvement, and Technology, City of Fredericton,
New Brunswick, Canada

Nina McCarthy, Process Improvement Facilitator, Innovation, Improvement, and
Technology Division, City of Fredericton, New Brunswick, Canada

Many organizations want to get into Continuous Improvement and Lean, and start out with great intentions. However, many hit the same hurdles – lack of engagement, miscommunication, and unclear goals.

The City of Fredericton is recognized as a leader in Continuous Improvement. You will learn about the City's journey and, especially, what we would do differently starting over. This session is for both people starting their Lean journey and those who are not seeing the traction they would like to see. Applicable to all organizations, the session will help identify the issues we found and what we did to correct them.

You will learn what has worked well and not well for the City, what we would do differently starting over, an overview of the various toolsets we use in our Continuous Improvement journey, and a general overview of our lessons learned. You will leave with points to ponder – and if starting out, evaluate your approach in different areas to avoid bumps along the way.

B1 The Cost of Belonging — Ongoing Improvement Can Happen Only If One Owns The Process

Marcel Gagne, Business Ownership Conversion Specialist, Cooperative Development Institute

Any deeper dive towards understanding that with 'ownership' comes with two very significant and different aspects of that ownership: • rewards (which we all seek), and • responsibility (which many are not prepared to embrace or understand).

In this creative economy, an appreciation for and the implementation (or 'ownership') of Continuous Improvement is crucial for sustainability and on-going success.

How is this accomplished? - By ownership! Ownership of issues requiring constant improvement, being customer-centric and driven by the voice of the customer, elimination of waste (the benign thief that robs from all), and idea generation that must come from all and from within.

So, in this collaborative world of embracing LEAN, all must fully understand the paradigm of "this organization belongs to all of you; and you belong to it"! And this begins by owning your job. Lean fundamentally leads to owning one's job.

This session will highlight the principles that support the empowering of the individual by teaching them skills and establishing a supportive environment of respect for people.

While many owners of organizations have a high commitment to seeing their organizations survive and prosper and have adopted Lean systems thinking, many struggle with sustaining Lean.

The values underlying Lean - trust, respect for people, long-term thinking, continuous improvement, valuing front-line staff as an asset give employees a "stake" in the current and future state of the company. The investment in employees represents 'a cost of belonging' to the owner/company but in the long-term creates for employees a sense of 'ownership' of their jobs and of the organization, which is a key strategy for sustaining Lean initiatives and meeting goals and achieving desired outcomes.



LEARNING SESSIONS

B2 Why Hoshin Kanri (Policy Deployment) is Critical in Deploying a True Company-Wide Strategy of Excellence

Catherine Converset, President, Productivity Innovation & Executive Partner, Productivity Inc.

Transforming an organization into one that is operationally excellent requires a long-term customer-focused, company-wide strategy. Management committees must define and continuously refine the strategic drivers of the organization and deploy them to ensure everyone is aligned and working toward the same goal. Doing so requires the establishment of a framework known as a Lean Management System.

Central to a Lean Management system is Hoshin Kanri. Hoshin Kanri (policy deployment) is a method for ensuring that an organization's strategic goals drive progress and action at every level of the organization. The fundamental purposes of Hoshin Kanri in a Lean enterprise is to focus a company's improvement efforts on a small number of very well-defined initiatives to align and mobilize SBU's, plants, departments, and all supporting personnel in the transformation process.

You will be introduced to the importance of Hoshin Kanri, the proven business renewal planning and deployment process, which allows you to incorporate your strategic priorities into daily work at every level in your organization. The need for enterprise-wide waste elimination, as well as key performance indicators, targets to improve, and countermeasures to ensure you remain on course.

You will learn to: • Understand the cornerstones of a Lean Management System. • Learn a systematic approach to the implementation of Lean. • The key concepts and principles of Hoshin Kanri (policy deployment). • The 5 steps of policy deployment and how to use the X-Matrix. • The 4-level performance review system ensuring success

B3 Barriers to Reducing Variance in Hospitals: Stories from the Frontlines of Healthcare

Dr. Lawrence Crystal, Podiatrist/Consultant, The Aroostook Medical Center

Reducing variance has been shown to result in increased quality of services and goods across a wide range of business settings. The health care industry, specifically hospitals, continue to lag behind their manufacturing and service industry counterparts in reducing variance. In fact, medical errors are now identified as the third leading cause of death in the United States.

Peter Drucker stated that "health care is the most difficult and chaotic industry to manage today." Hospitals are hierarchical in nature with multiple silos of care. The essence of Lean is that it fosters a culture which encourages all employees to continually look for improvement. The greatest challenge for Lean to be successful in hospitals is for leadership to adopt the culture of lean which encourages everyone involved in the patient's care and to place the patient first.

While barriers exist to implementation of Lean processes in hospitals, there are examples of Lean processes which improved patient outcomes and decreased costs. Cultural change is key to success.

This session, through a series of stories, will review barriers which exist in hospitals preventing them from achieving the quality achieved in other business sectors. Its goal is to empower you to be an advocate for improved health care.



LEARNING SESSIONS

B4 How to Engage Front-Line Managers in a Lean Daily Management System

Jordan Peck, Senior Director, Center for Performance Improvement (CPI), MaineHealth
Ghassan Saleh, Program Manager of Value Improvement, MaineHealth Center for Performance Improvement

The MaineHealth Lean Daily Management System is a system wide approach that focuses on its ability to push for Culture Shift in the way it manages day-to-day workflows in Healthcare. MaineHealth uses a very structured process in implementing Lean Daily Management which, effectively and efficiently, most importantly involves the vast majority of its employees. However; front line managers gave signals that a great structure to engage front line staff and senior managers had been created but not necessarily the front line managers. The Center listened to the feedback and worked hard on creating a structure to also clarify and standardize the role of front-line managers.

Depending on the design of a Lean Daily Management (LDM) System, different people end up with different levels of engagement. This session will review the recommendations of a task force that did a great deal of work to re-engage the managers in the process. You will learn about—

- MaineHealth's OpEx model.
- The core components of our lean daily management system.
- The structured approach MaineHealth has adopted to engage front-line managers.

B5 Getting Lean - From 0 to 80+ in 18 Months: Adoption of Lean at the Maine Public Employees Retirement System

Valerie E. Scott, Associate Deputy Director for Special Projects. Maine Public Employees Retirement System (MainePERS); David Jones, Retirement Services Specialist; Stacey Beckim, Administrative Assistant

This session will share the Maine Public Employees Retirement System's Lean adoption process, process improvement gains, and lessons learned along the way to sustainable system-wide Lean practice.

Believing its business processes would benefit from a structured approach to business process re-engineering, MainePERS, a quasi-governmental agency, MainePERS selected the Lean approach after careful consideration. In October 2015, MainePERS began the process of Lean adoption.

Over the course of the next 18-months, with Orion Development Group, and participation from all levels of the organization (>80%), MainePERS conducted Kaizen events, held introductory training for the organization as a whole, and hosted green belt training. Working toward sustainable practice MainePERS supported employees in achieving Lean Green Belt status, established a Lean Oversight Council, and is now independently conducting Lean process improvement efforts.

In this session, you will learn about –

- MainePERS' all-in commitment to Lean philosophy & the commitment of the Senior Management.
- Building organizational knowledge & reshaping cultural norms-even in long established orgs.
- Staff training, coaching, & opportunity for hands-on Lean process improvement experiences.
- Empowerment of front-line staff to identify and implement improvements.
- Development of oversight/management structure.
- MainePERS' core customer service philosophy, aligned with both its guiding principles and mission.
- Efforts to assure sustainability.



LEARNING SESSIONS

C1 Big Data; Little Information

Raymond G. Taylor, Manager, Polymetrics LLC

Rapid advances in computing technology and the development of inexpensive mass storage devices have encouraged the emergence of specialized databases for Big Data. Much is being made of the implied capacities of newcomers to the world of massive data infrastructure. As megabytes once gave way to gigabytes, terabytes now give way to petabytes, with more and more data, faster and faster processing -- but what is happening on the information front?

Ask yourself--

- Is the kind of data analytics needed by decision-makers keeping up with the rapid development of “big” data technology?
- Do decision makers have enough information to ask the “right” questions?

Remember: Data needs to inform questions before it yields answers. It is a discovery process.

As you may have already experienced, information discovery is key to truly effective Lean continuous improvement implementation and sustainment. In this session, you will learn an approach to information discovery that does not have as a prerequisite the formation of the “right question.”

The “simple” extraction of summaries from data is of little help and is burdened by their static nature. Infographics, such as Tableau, are a step in the right direction and they do help with the problem of comprehension, but they only speak to the questions that their designers had anticipated.

The session will demonstrate an open source machine learning approach to data mining with a remarkably flexible graphics overlay. This analytic method can be applied to a wide range of Lean-approaches and topics. For example, given the complex trade-offs among quality, cost, and delivery, what is the ideal allocation of limited resources among these competing demand factors? However, there is no limit to the number of variables that can be explored simultaneously if enough reliable data is available to the system.

From this session, you will gain insight into the ways information can be extracted from data without the need to first formulate all the right questions. Likewise, you will have a better understanding of how questions can be informed by dynamic real-time machine learning .



LEARNING SESSIONS

C2 Situational Leadership

Robert Burke, COO & Executive Director, Value Innovation Partners & President, AME-Northeast Region

All of us, of course, in different ways and different times, are leaders. Do you think Leadership requires --

- Different strokes for different folks?
- Different strokes for the same folks?

Situational Leadership, developed by Hersey and Blanchard based on University of Michigan and Ohio State studies during and after WWII, asserts that leader behavior has to be adjusted to match specific situations. It identifies four different situations and the appropriate leader behaviors for each and is supported by extensive research.

In this session, you will learn about – • The four Leadership behavior styles.

- The Situational Leadership Matrix.
- How to determine the style of leadership to use for a specific person(s) in a specific task .
- The components of Readiness and relationship to leadership.
- The 20 Keys Lean Leadership.

You will also learn about how to create a culture of empowerment and accountability and Lean:

- Understand what is and isn't empowerment and accountability and their roles.
- How to create a culture of empowerment, its elements, and what is needed for it to work.
- What an empowering organization is.
- The Freedom Scale and how it relates to situational leadership.
- The relationship of Empowerment and Accountability.

C3 Improving Patient Experience through the Hard Work of Incremental Workflow Transformation

Catherine A. Palleschi, Director Cardiology Services, Maine Medical Center
Suneela Nayak, Director Operational Excellence, Maine Medical Center

Healthcare reimbursement, public reporting of performance, and growing pressure from payers and consumers of healthcare are placing unprecedented demands for measurable improvement in patient care metrics. While much is known about best practices, little evidence exists about methods to secure workflow transformation resulting in the successful adoption of best practice. This session will share the lessons learned, as well as the strategies for successful frontline team engagement and deployment resulting in incremental, sustainable improvement.

You will learn about the process to sustainably improve workflow, resulting in dramatically improved patient experience scores in a critical care environment in a tertiary care teaching hospital. Key elements for sustainable team-based workflow improvement are described.

Employing Lean tools & techniques, MMC improved its HCAHPS responsiveness to care scores from 52% to 73% in 2 quarters. This remarkable improvement was realized by using DMAIC and carefully progressing along a data-driven path. Beyond the clear improvement in the patient's experience of care, our team has realized many unexpected positive results: Joy in work, improved teamwork, empowerment,



LEARNING SESSIONS

C4 The Integration of Lean and Safety - Is It Possible or Do They Conflict?

John Perrotti III, CMRP, Vice President, Fuss & O'Neill Manufacturing Solutions, LLC

Our Lean journey takes us down many roads to remove waste and make our processes work more efficiently. There are times that this process uncovers new hazards or hidden risks that are not always obviously apparent. During this session you will hear of examples of Lean approaches that unknowingly created greater safety risks, or hidden risks that were not initially identified. The session will also show solutions to the examples where a Lean approach was still maintained.

This session will show and emphasize the necessity for a strong cross functional team when implementing your Lean strategies.

Often, when companies integrate Lean methodologies, they look to remove waste. Sometimes during this process it produces new hazards and risks. The concept of removing waste during a process; or looking for ideas to reduce set-up times often inadvertently exposes hazards and dangerous conditions.

You will learn how you can employ Lean tools and use them to become more efficient while increasing safety. In the context of how Lean and safety can be integrated, you will learn about:

- Risk assessments
- Ergonomics
- Maintenance

You will come away understanding that, while employing Lean, new hazards can be exposed, but that there are alternate methods that could increase safety and reduce waste, as well as some tools and techniques that will help you to perform improved and more consistent continuous improvement activities while maintaining compliance.

When properly integrating lean and safety, organization will be able to reduce waste, while improving overall safety.

C5 How Ohio is Using Lean Six Sigma to Power Improvement

Cindy Money, Lean Coordinator and Training Manager, Ohio Environmental Protection Agency

In this session you will have the opportunity to see how Lean, Kaizen and Six Sigma principles, tools, and strategies are being deployed in the state of Ohio government agencies.

It will focus on how Ohio is using Lean and Six Sigma to make government services in Ohio simpler, faster, better, and less costly through teaching, coaching, and spreading the concepts of process improvement throughout state government.

This improvement method is helping Ohio's state agencies cut red tape, remove inefficiencies, improve customer service, and achieve measurable results.

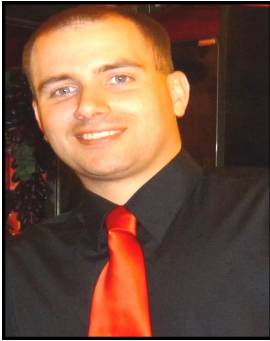
Specific examples will be provided from numerous Lean projects that have been completed. These results range from major week-long Kaizen events to daily improvements and everything in-between.

All of the examples will relate to four key areas used to measure a successful project: simpler, faster, better, and less costly.



PRESENTERS

Mark Adams



Senior Engineering Services Manager, Energy Division, Flex
Mark.Adams@flextronics.com
Workshop: Tools...Not Rules

Mark is a process improvement enthusiast who has been facilitating the change management process for almost a decade. Mark has facilitated strategy deployment and continuous improvement supporting industries such as Manufacturing, Training, Operations, Aerospace, Solar/Energy, Recruiting, Maintenance, Medical and other diverse fields. His passion lies in teaching and coaching continuous improvement that fits into an organization's culture and needs.

Currently, Mark serves as the Senior Engineering Services Manager in the Energy Division of Flex, responsible for Quality, Compliance, and Continuous Improvement of Flex's Energy Solutions \$2B/year portfolio which includes its Energy Sketch to Scale, Flex Living & NEXTracker business units.

Additionally, Mark continues to serve the United States Air Force as the Strategy and Continuous Improvement Manager for the 445th Maintenance Squadron in the US Air Force Reserves stationed at Wright-Patterson Air Force Base.

Mark earned his Bachelors of Science in Management at Wayland Baptist University and earned his Lean Six Sigma Black Belt through the United States Air Force in partnership with the University of Tennessee Center for Business Excellence.

Joseph C. Barto, IV



Program Manager, TMG, Inc.
Jbart04@tmgva.com

Workshop: Lean Champions: Maximize Business Performance through Lean, Six Sigma, and Team Performance

Currently Program Manager, Joe Barto has been a member of the TMG Team since January 2007, certified as a Lean Six Sigma Black Belt by the United States Navy in August 2009. TMG is a values-driven Program Management Services Company dedicated to Continuous Improvement. TMG provides its partners with World Class

Expertise, Flawless Execution, Self-Governing Program Management, In-Process Agility and an unwavering focus on solving the "Big Picture" Problem: We win only when our partners win.

Throughout his career, he has led Continuous Improvement, Leader Development, and Talent Acquisition and Retention projects for clients such as Ball Metal Beverage Packaging, BAE Systems Ship Repair, Earl Ship Repair, MHI Ship Repair, The United States Army's Distributed Learning Program, Busch Vacuum Pumps and Systems, the Kimberly-Clark Corporation, and MAR-BAL Inc. He has also participated in projects at STIHL, Oceaneering, JCI Metal, Cangene Pharmaceuticals, and North Florida Shipyards.

Before TMG, Joe worked as a Shipfitter at the Newport News Shipyard. He participated in the construction of the USS George H.W. Bush (CVN-77) as well as several vessels in the Virginia Class Submarine Program, most notably the USS North Carolina (SSN-777).

He is a member of the Hampton Roads Quality Management Council (HRQMC) and the Association for Manufacturing Excellence (AME).



PRESENTERS

Thomas Barto



Program Manager, TMG, Inc.
tbarto@tmgva.com

Workshop: Lean Champions: Maximize Business Performance through Lean, Six Sigma, and Team Performance

Tom joined the TMG Team in April 2011 and has served as Project Lead and Program Manager helping to deliver world class programs for our Partners. TMG is a values-driven Program Management Services Company dedicated to Continuous Improvement.

As a Program Manager for TMG, Tom has been working with partners across all industries to implement Team Performance Improvement Programs, Talent Acquisition and Retention Systems, as well as Lean and Six Sigma Training & Certification Programs. Tom has been involved with programs for many TMG's Partners since 2011. He also served as Program Manager for TMG's Vet-STRONG Program, a National Public/Private Partnership focused on training employers across the country how to recapitalize their workforce by recruiting transitioning Veterans and serving Guard and Reservists. Tom also served as the Program Manager for the Commonwealth's Virginia Values Veterans (V3) Program from its inception in 2012 through February 2014. The V3 Program was awarded with the 2013 Virginia Commonwealth University Innovation in Government Award.

Tom received his ASQ Green Belt Certification in 2015 and a Bachelor's Degree in Philosophy with a concentration in Values and Professions and a Spanish Minor from Christopher Newport University in 2005. Tom was also a Contracts Manager from 2006 to 2011 working for several Government Contracting firms, managing millions of dollars' worth of contracts and subcontracts for both Federal and State Agencies including DoD, DoL, DHS, and all branches of the Armed Forces.



Stacey Beckim



Administrative Assistant , Maine Public Employees Retirement System (MainePERS)
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Learning Session: Getting Lean - From 0 to 80+ in 18 Months: Adoption of Lean at the Maine Public Employees Retirement System

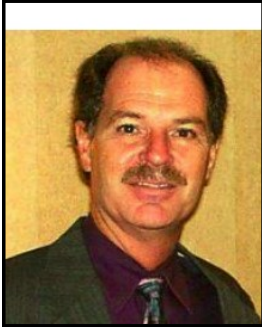
Stacey has been employed by the Maine Public Employees Retirement System for 13 years. She is currently working in the Executive Department as an Administrative Assistant of Special Projects.

Stacey was one of the first employees to earn her Green Belt at MainePERS. Her project focused on establishing data monitoring metrics for the collection of benefit overpayments. She is an active Kaizen co-facilitator and serves on the agency's Lean Oversight Council and Fundraising Committees .



PRESENTERS

Robert Burke



COO/Executive Director, Value Innovation Partners & President, AME—NE Region
rburke@vipgroup.us

Workshop: Situational Leadership

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 is the President of the Association for Manufacturing Excellence-Northeast Region.

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.

He has co-authored dozens of published articles on the subject of Lean operations. He has also presented Lean Sigma workshops and sessions at both national and international conferences. He is a member of AME, IIE, ASQ and APICS. He has a B.S. in Business Administration.

Catherine Converset



President, Productivity Europe and Executive Partner, Productivity Inc. and Productivity Lean Services, Inc.

bpost@productivityinc.com www.productivityinc.com

Workshop: Lean in Support Services Functions—Deploying a True Company-Wide Strategy of Excellence

Learning Session: Why Hoshin Kanri (Policy Deployment) is Critical in Deploying a True Company-Wide Strategy of Excellence

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

Ms. Converset joined Productivity in 1994. Following Lean and Six Sigma training in the USA, she became partner of Productivity in France, then in Europe and the USA. She is now President of Productivity Innovation Europe and Executive Partner of Productivity Inc. Her areas of expertise include: ♦ Policy Deployment (Hoshin Kanri); ♦ Management and leadership training; ♦ Executive & Management team Lean training & support, with vision, objective, & roadmap definition; ♦ Lean management system implementation strategy; ♦ Lean in pharmaceutical environment (manufacturing, CMC&E) and R&D.

Ms. Converset has developed a deep understanding & practical experience in the execution of Lean transformation in all business environments. She is experienced in guiding Executive Committees in defining operational and strategic objectives and building management and organizational systems. Fluent in French, English and Italian, she also teaches Lean Management in Service Industries at the Center for Operational Excellence at the Ohio State University.



PRESENTERS

Paul Critchley



CEO, New England Lean Consulting
paul@newenglandlean.com
www.newenglandleanconsulting.com

Workshop: How to Engage a Reluctant Workforce

Paul Critchley is the President and Primary Lead Consultant for New England Lean Consulting.

He has enjoyed a successful career implementing Lean in a variety of industries including Automotive, Medical Devices and Aerospace. He has used these abilities to lead numerous continuous improvement and organizational change events that have saved companies millions of dollars, improved quality, and increased employee satisfaction scores.

Paul is recognized within industry as an expert on employee engagement and management interaction and has won awards for his ability to implement positive change within organizations. He is a co-author of "The Whole Professional, A Collection of Essays to Help You Achieve a Full and Satisfying Life".

Paul holds a B.S.M.E from Clarkson University, a M.S. Management from Rensselaer Polytechnic Institute and a M.S. Organizational Leadership from Quinnipiac University.

Lawrence Crystal, MD



Consultant/Podiatrist, The Aroostook Medical Center
lcrystal@mfx.net

Learning Session: Barriers to Reducing Variance in Hospitals: Stories from the Frontlines of Healthcare

Dr. Lawrence Crystal has been practicing podiatric medicine in rural northern Maine since 1980. He has provided services to a diverse set of medical organizations including The Aroostook Medical Center (TAMC) where he is on the active medical staff, four Federally Qualified Rural Health Centers, and two Tribal Health Centers. He is Board certified in Podiatric Medicine by the American Board of Podiatric Medicine, Board Certified in Quality Assurance by the American Board of Quality Assurance and Utilization Review Physicians, and is an American Health Information Management certified physician coder.

He has served as Chair of the Maine Board of Podiatric Medical Licensure, Chief of the Medical Staff at TAMC, and Chair of TAMC's Performance Improvement Council where he was a leader in promoting patient safety. He is a content expert for the National Board of Podiatric Medical Examiners and has served on the American Board of Podiatric Medicine's board certification exam writing committee.

A graduate of the Maine-based Daniel Hanley Center for Health Leadership and a McAfee Fellow of the Center's Physician Executive Leadership Institute, he has lectured on quality of care and medical staff issues for the New Zealand Podiatry Association, the World Congress of Podiatrists, the Indian Health Service Nashville Office, and many of Maine's healthcare organizations.



PRESENTERS

Kimberly Cunningham



Vice-President, Lean-ISO Integration, Leanovations

kcunningham@leanovations.com

Workshop: “Getting” Lean – An Interactive Simulation

Kim is an ASQ Certified Quality Auditor who has over 15 years of experience in Lean and Quality as a Lean-ISO Quality Consultant, ISO quality assurance auditing, Quality Manager and Manufacturing Engineer.

She has a broad spectrum of experience with multiple standards and regulations across various industries. Kim has implemented and improved Lean-ISO Quality Management Systems in support of a Lean transformation with numerous companies. Her work has included guidance through certification process, on-going ISO maintenance documentation, Lean/ISO training, process mapping, process validation, internal auditing, supplier auditing, and standard work development.

Kim’s manufacturing and healthcare background and problem-solving skills complement her quality experience in evaluating companies and identifying areas of improvement. Working with organizations with implementations and certifications of ISO9001, ISO13485, ISO14971, ISO17025, AS 9100, and ISO/TS 16949 along with providing Internal auditing and training to the ISO9001, AS9100, ISO13485, FDA CFR Title 21 Part 820 and 211, ISO14971 and GMP requirements.

IMPORTANT THINGS TO KNOW

Jason Dix



Continuous Improvement Manager, Geiger Group

jadix@geiger.com

Learning Session: That’s Not Lean !

Jason Dix is the Continuous Improvement Manager for the Geiger Group.

In this role Jason has continued the development of Geiger’s robust internal continuous improvement certification program. He is responsible for Lean training and the continued education of Lean concepts for Geiger personnel.

Jason is the chief administrator of Geiger’s Idea Generation program and serves as facilitator and project manager for Kaizen events .

Jason has worked to build GeigerGroup’s reputation within the community by serving as a guest lecturer to the University of Southern Maine Lewiston/Auburn campus. Jason holds his Lean Six Sigma Yellow belt, and is currently working on his B.S. in Industrial Management.



PRESENTERS

Anne Frewin



Lean Six Sigma Leader, IDEXX Laboratories

Anne-Frewin@idexx.com

Workshop: Training Lean Concepts through the Use of Lean Activities and Games

Anne Frewin recently joined IDEXX as the Lean Six Sigma Leader supporting IDEXX Operations and Corporate.

As a Lean Leader she spends much of her time training teams on Lean concepts, coaching and mentoring other Lean leaders, and facilitating Rapid Improvement Events (RIPs).

Prior to joining IDEXX she was the Director of Process Improvement for four years at Central Maine Healthcare, an integrated healthcare delivery system, including hospital facilities, serving some 400,000 people living in central, western and mid-coast Maine.

Anne has a Master's in Organizational Leadership from St. Mary's University of Minnesota and a Master's in Healthcare Administration from the University of Minnesota. She has presented previously at the Lean Systems Summit, GBMP national conference, and Truven Health Analytics User Conferences.

Marcel Gagne



Business Ownership Conversion Specialist, Cooperative Development Institute (CDI)
mgagne@cdi.coop

Learning Session: The Cost of Belonging—Ongoing improvement can happen only if one owns their process

Marcel is a Business Ownership Conversion Specialist with CDI, a New England non-profit. CDI assists and supports a Cooperative Economy with locally grown food, affordable housing/ownership, and business ownership solutions to existing businesses into co-ops through employee & community buy-outs. Business Ownership Services include assisting with succession planning strategies, and/or business expansion solutions and helping with financial, feasibility, market, and business planning.

Marcel has an extensive background in workforce development and has also worked in community & economic development for a decade with a nationally known organization, CEI, as well as with the State of Maine government.

He has a training background in customer service, interviewing skills, supervisory implementation & coaching, and is a qualified Myers-Briggs' Type Indicator facilitator. He also is certified as a Continuous Improvement Practitioner (CI-P) through *Bend the Curve*. He is heavily involved in the Institute for Continuous Improvement (ICI-LA) at the University of Southern Maine's Lewiston/Auburn College and is serving as a technical advisor in its undergraduate Certificate Program in LEAN & Process Improvement.

Marcel is a notably active and engaging member of his larger community, including –

- Current Chair of Community Advisory Board at Lewiston/Auburn College-Univ. of Southern Maine);
- Board of Directors, Treasurer @ Community Credit Union Lewiston/Auburn/Turner;
- Lewiston-Auburn LA Metro Chamber of Commerce: Board of Directors, Exec. Board, Ambassador, Business Advocacy Committee; and Chair-elect Workforce Dev. /Educ. Committee.
- Past Treasurer, Vice Chair, and Chair of Empower Lewiston.



PRESENTERS

Scott Gauvin



CEO, Macresco, Inc.
scott.gauvin@macresco.com
Workshop: Sustaining Success

Scott is a seasoned change agent with over 22 years experience successfully helping organizations realize their potential. Throughout his career, Scott's focus has been on driving performance gains through organizational alignment and a progressive approach to operations strategy. He has advised companies the world over and across a wide range of industries including pharmaceuticals, biotech, consumer goods, medical devices, agriculture, packaging and industrial manufacturing.

In addition to driving the growth of Macresco's consultancy practice, Scott counsels client organizations in transition and is most often involved in strategic endeavors that include assessing a company's capabilities and capacity for change as well as innovating underperforming business models to improve market opportunity.

Prior to launching Macresco, Scott was a business management consultant and began his career in the tech space specializing in systems design and architecture.

He holds a BA from the University of Massachusetts, an MBA from Boston University, and is a Six Sigma Black Belt. Scott is also a frequent speaker and has presented, among others, for the American Society of Quality, The Shingo Conference, The Association for Manufacturing Excellence, Fabtech, Vistage and Boston University School of Management.



David Jones



Retirement Services Specialist, Maine PERS
David.Jones@mainepers.org

Learning Session: Getting Lean - From 0 to 80+ in 18 Months: Adoption of Lean at the Maine Public Employees Retirement System

David Jones is the Retirement Services Specialist for MainePERS Teacher retirement plan.

David, who holds a BA in Political Science with a minor in Financial Accounting from the University of Maine, joined MainePERS in 2013. He currently supervises staff who assist teacher retirees, employers, and members in planning for retirement.

Additionally, he serves teachers across the state by providing information about their MainePERS benefits, assisting them in planning for retirement, and by ensuring their benefits are calculated correctly.

David received his Green Belt in February of 2017 after completing a project focused on streamlining the process of determining member eligibility and documentation. He continues to apply his Lean learning as an active Kaizen co-facilitator.



PRESENTERS

Wade Kierstead



Manager, Innovation, Improvement, and Technology, City of Fredericton, NB, CA
wade.kierstead@fredericton.ca

Workshop: Daily Management - A Toolset for Communication and Collaboration

Learning Session: Are we there yet? History and Lessons Learned by the City of Fredericton on their Journey to Lean

Wade Kierstead is a Lean Six Sigma Black Belt and leads forty-six belts on the City of Fredericton's journey of Continuous Improvement.

With experience in Staffing to Demand, Daily Management, Lean Six Sigma, and other tools and methods, the Continuous Improvement team is redesigning how the City operates from the ground up.

Wade's journey with the City spans twenty years and includes being Supervisor of IT Infrastructure, Systems Architect for the City of Fredericton's fiber and wireless carrier e-Novations, a Lean coach and champion, and Assistant Manager of Innovation, Improvement, and Technology. Previously, Wade worked with Unisys in New Brunswick and IBM Canada in Toronto, Ontario.

With Fredericton as the innovator, the second Canadian Public Sector Lean Summit was held this past April in Fredericton and was quite a success with broad participation, including from the private sector.

Deborah R. Manzo, Ph.D.



Extension Specialist, North Carolina State University
drmanzo@ncsu.edu

Workshop: Creating Systemic Change Through Continuous Process Improvement

Dr. Manzo, CLSSBB, NBCT, ISO Auditor, manages the IES e-learning program at North Carolina State University. She develops learning modules used by business and industry as well as professional development requirements for a variety of certifications. She also promotes performance excellence through her state and national work with the Baldrige Criteria for Performance Excellence.

She assists IES clients with custom designed learning activities delivered online for organizational leaders and employees and also provides direct consultation services and training in performance excellence in the areas of leadership, strategic planning, customer and market focus, workforce development, process and knowledge management, and analysis of results.

Deb serves on the Editorial Review Board for the ASQ Quality Management Journal, as well as various boards. She has been a National Baldrige Senior Examiner since 2001 with NIST.

She has 27 years of experience in developing adult learning modules focused on leadership and change management., including K-12 educational administration & higher education. She has served as the Senior Director for CI & Professional Development for a 14,000 employee organization. She also has experience in evaluation and research and has been a visiting professor with NCSU and UNC-Chapel Hill since 1999.

Deb is a master trainer in Baldrige Criteria for Performance Excellence, Quality Tools, Thinking Maps; Covey-7 Habits; Framework for Understanding Poverty; Professional Learning Communities; and Facilitative Leadership. She is a certified Six Sigma Black Belt. She received her doctorate from Columbia University in leadership and administration; her masters, B.S. and B.A. from Oklahoma State University; and a masters from NOVA Southeastern University.



PRESENTERS

Nina McCarthy



Process Improvement Facilitator, Innovation, Improvement, and Technology Division
City of Fredericton, New Brunswick, Canada

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Workshop: Daily Management - A Toolset for Communication and Collaboration

Learning Session: Are We There Yet? History and Lessons Learned by the City of Fredericton on their Journey to Lean

Nina McCarthy is a Black Belt in Lean Six Sigma with the City of Fredericton, New Brunswick, Canada and is currently seconded to the Innovation, Improvement and Technology Division as a Process Improvement Facilitator.

Her primary work is with the Fredericton Fire Department where she is a Lieutenant with the Fire Prevention and Investigation Division. She has been with the City for eighteen years and prior to working as an investigator, spent six years as a firefighter in the Suppression Division.

Nina has a BA in Criminology and is currently working on her MPhil in Policy Studies.



Isaac B. Mitchell



Director, Lean Continuous Improvement, East Tennessee Children's Hospital
ibmitchell@etch.com

Learning Session: Lean Healthcare Design: Old Wine in New Casks. Avoiding Broken Systems in Shiny Spaces

Isaac Mitchell has over fourteen years' experience driving change utilizing lean methodology in organizations ranging from automotive manufacturing, fiberglass boat production, machining job shops, and healthcare systems.

He is a full-time Lean practitioner at East Tennessee Children's Hospital, a lecturer at the University of Tennessee's Department of Industrial and Systems Engineering, and an instructor for the Institute of Industrial and Systems Engineers.

He holds a Master of Business Administration from Xavier University and Bachelor of Science in Industrial Engineering from The University of Tennessee. Additionally, he holds a Lean Six Sigma Black Belt certification through the Institute of Industrial Engineers, a Project Management Professional (PMP)[®] certification through the Project Management Institute, is a Certified Professional in Healthcare Quality (CPHQ)[®] through the National Association for Healthcare Quality, and is a Diplomate (DSHS) in the Society for Health Systems.

He serves on the Board of Directors for the Institute of Industrial and System Engineer's Society for Health Systems, is the President-elect for the Tennessee Hospital Association's Society for Organizational Improvement, and sits on the Communications Committee for the American College of Healthcare Executives (ACHE) East Tennessee Health Executives Affiliation. His passion and focus is on training and implementing lean techniques that transform work cultures to improve healthcare processes and outcomes for patients and providers.



PRESENTERS

Amy Modglin



Founder/Chief Inspiration Officer, Modglin Leadership Solutions
amy@modglinconsulting.com

Workshop: Becoming an Effective Communicator by Connecting with Others

Amy Modglin is the Founder and Chief Inspiration Officer of Modglin Leadership Solutions. She has a BS in Organizational Leadership and Management, an MA in Organizational Leadership: Coaching and Mentoring, and holds a Six Sigma Green Belt certification from Old Dominion University.

She is also a certified Coach, Speaker and Trainer with the John Maxwell Team.

Amy has had a successful career in healthcare, both on the patient care side and with leading and transforming teams, people and organizations. She has led successful Lean transformations while serving in the US Navy and in large healthcare organizations.

Amy is the Founder and Chief Inspiration Officer of Modglin Leadership Solutions which offers an array of leadership and soft skills training for adults and youth. She also coaches professionals throughout the world.

Cindy Money



Lean Coordinator and Training Manager, Ohio Environmental Protection Agency
cindy.money@epa.ohio.gov

Learning Session: How Ohio is Using Lean Six Sigma to Power Improvement

Cindy Money currently works in the Director's Office of the Ohio Environmental Protection Agency and serves as the Lean Coordinator and Training Manager for the agency.

Cindy has been working for the State of Ohio for nine years. She started her career in state government at the Department of Taxation (ODT) in 2007, spending four years in the Organizational Development Division as a Training Officer. While at ODT Cindy began studying Lean Six Sigma concepts and earned her Greenbelt status in 2012. In 2013, Cindy became a Training Supervisor for the Public Utilities Commission of Ohio (PUCO).

During the two years she was employed with the PUCO Cindy continued to pursue her interests in the concepts of Lean Six Sigma and earned her Black Belt status in 2015 from LeanOhio, an office within the Ohio Department of Administrative Services.

Cindy received a Bachelor of Arts degree in English from the State University of New York at Albany. She is also a member of the Ohio Quality Network, the State of Ohio Training Association and the SOTA Partners group. Cindy is very passionate about using the concepts and tools of Lean Six Sigma in order to improve the processes of state government making them simpler, better, more efficient and less costly.

The LeanOhio Office works to streamline work processes and deliver quality services in a cost-effective way in Ohio state government by utilizing the tools of Lean, Kaizen and Six Sigma. The mission of LeanOhio is to make government services in Ohio simpler, faster, better, and less costly. Using the improvement methods of Lean and Six Sigma, Ohio's state agencies are cutting red tape, removing inefficiencies, improving customer service, and achieving measurable results.



PRESENTERS

Suneela Nayak, MS, RN



Director of Operational Excellence, Maine Medical Center, Portland Maine
nayaks@mmc.org

Learning Session: Improving Patient Experience through the Hard Work of Incremental Workflow Transformation

Suneela serves as the Director of Operational Excellence at Maine Medical Center. As an experienced clinician and educator, Suneela has served as the Clinical Quality Specialist, consulting with learning collaboratives throughout the MaineHealth system.

Prior to joining MaineHealth, Suneela was with the Center for Clinical and Professional Development at Maine Medical Center in Portland, has been a Clinical Services Director for Oncology and a Family Nurse Practitioner at McGill University Teaching Hospitals in Montreal Canada.

Suneela holds a Black Belt in Lean/Six Sigma, a Bachelor of Science and Advanced Nursing Practice Certificate from McGill University, and a Master's degree in Education and Administration from the University of Southern Maine.

The Essential Lean

Catherine A. Palleschi



Director Cardiology Services, Maine Medical Center
pallec@mmc.org

Learning Session: Improving Patient Experience through the Hard Work of Incremental Workflow Transformation

Cathy Palleschi brings twenty five years as a nursing leader with a passion for providing the highest quality care. This passion leads her to explore Lean applications to healthcare.

As a strong patient advocate, Cathy has promoted lean thinking and applications to Maine Medical Center (MMC) senior executives after visiting Pen Bay, a Maine Health member hospital. Two years after its introduction at MMC, Cathy continues to share her excitement and passion with others as a Lean coach and leadership mentor.

Cathy is the nurse director for Maine Medical Center's Coronary Intensive Care Unit and a twenty four bed Interventional Unit. Cathy holds and a MBA from St Joseph College and a Bachelor's degree in nursing from University of Southern Maine.



PRESENTERS

Jordan Peck, Ph.D.



Senior Director, Center for Performance Improvement (CPI), MaineHealth

jpeck@maineHealth.org

Learning Session: How to Engage Front Line Managers in Lean Daily Management System

Jordan Peck is the Senior Director of the Center for Performance Improvement (CPI) for MaineHealth. He manages a team of internal consultants, project managers, management engineers, quality and process improvement experts. CPI is also responsible for the roll out of MaineHealth "Operational Excellence," a culture of an improvement-based management system.

Jordan has a PhD in Engineering Systems from MIT with a focus in Healthcare Systems Engineering and Lean Enterprise Transformation. Previously, Jordan served as a Staff engineer with the Veterans Administration and as an Adjunct Clinical Professor of Healthcare Operations Management at the Boston University School of Public Health.

John Perrotti III, CMRP



Vice President, Fuss & O'Neill Manufacturing Solutions, LLC

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Learning Session: The Integration of Lean and Safety – Is it possible, or do they conflict?

John, a Fuss & O'Neill Vice President, leads various disciplinary efforts for the Manufacturing Solutions group. He is an expert in reliability & has developed methods and approaches to evaluate systems for achieving maximum performance. He is an expert in electrical safety -NFPA 70E compliance, and Lock Out/Tag Out Procedures.

He has led many Total Productive Maintenance sessions and also performed training and support in Maintenance Manager 101, Troubleshooting Techniques, Set Up

Reduction and Utilizing a Lean Approach to Safety. He is an expert in Overall Equipment Effectiveness and how to leverage it to prioritize the improvement effort process. He teaches for many MEP's throughout the Northeast as part of their Lean Certification programs. John has extensive knowledge in providing support solutions for regulatory compliance and methods for increasing production.

He has consulted for many Fortune 100 companies and personally managed processes from initial Risk Assessment, Design & Engineering of Solutions, to Implementation of the Machine Guarding & Risk Reduction solutions. Clients continuously reach out for his expertise to train and provide guidance, suggestions, interpretations and development of their own internal standards. John has unique problem solving abilities and troubleshooting techniques. He has led the process of performing a Failure Mode and Effects Analysis (FMEA) as a tool to formulate a complete maintenance approach.

Daniel Pfendt, LBC



Daniel-pfendt@idexx.com

Workshop: Training Lean Concepts through the Use of Lean Activities and Games

Dan is Operations Manager for Slide Manufacturing, a relatively new department, at IDEXX Laboratories in Westbrook, Maine. As Operations Manager, he has ensured that Lean principles are a part of the department's culture as it continues to grow.

Operations Manager – Slide Manufacturing,
IDEXX Laboratories



PRESENTERS

GHASSAN SALEH



Program Manager of Value Improvement, Center for Performance Improvement (CPI), MaineHealth

gsaleh@mainehealth.org

Learning Session: How to Engage Front Line Managers in Lean Daily Management System

Ghassan Saleh is the Program Manager of Value Improvement in the MaineHealth Center for Performance Improvement. He manages a team of Performance Improvement Specialists and is responsible for a program that is tasked with rolling out Operational Excellence to everyone in the extensive MaineHealth network.

Ghassan has a Master of Arts in Health Management, Planning and Policy, a post-graduate Diploma in Hospitals Administration, as well as Practice Dentistry as a general dental Practitioner for about 8 years. He has served as a Lean Specialist, Senior Advisor, trainer, and trainer manager. While with the State of Maine government, Ghassan completed training and continuing education as a Continuous Improvement Practitioner through the Bend the Curve program. Ghassan also teaches Lean Healthcare Supply Chain Management in Thomas College in Waterville as an Adjunct Instructor.

VALERIE SCOTT



Associate Deputy Director for Special Projects, MainePERS

valerie.scott@mainepers.org

Learning Session: "Getting Lean - From 0 to 80+ in 18 months: Adoption of Lean at the Maine Public Employees Retirement System"

Since joining MainePERS in 2015, Ms. Scott has led the system's Lean adoption efforts, obtaining her Lean Green Belt. She believes that process improvement & change management are keys to the healthy evolution of an organization. Enabling that growth & development in a public sector setting is her current focus.

She joined MainePERS after 30 years in basic research, research administration, and technical service operations. For the last 20 years she served as the Senior Director of Scientific Services at the Jackson Laboratory (Bar Harbor, ME and Farmington, CT). Scott has served on numerous national research related the boards including the Association of Independent Research Institutes (AIRI.org) and was an active member of the Association of Biomolecular Resource Facilities, Northeast Regional Life Science Core Directors Association and National Cancer Center Administrators Forum.

She served 3 terms as an elected member of Bar Harbor's Warrant Committee, 2 terms on the Town Council (Chair 2-yrs), and as a Boardmember of the Bar Harbor Chamber of Commerce. Ms. Scott holds a Bachelors of Science in Microbiology (University of Illinois, Urbana-Champaign, IL).

Daniel began at IDEXX in 2012 as an Advanced Manufacturing Engineer, where he developed and launched assembly lines for IDEXX instruments. Prior to coming to IDEXX Laboratories, he spent 12 years at Ford Motor Company and Visteon, where he was introduced to Lean concepts and manufacturing process launches. During this time he learned various aspects of operations through experiences as a Manufacturing Engineer, Production Supervisor, and Industrial Engineering Manager.

Dan is Lean Bronze Certified by the Society of Manufacturing Engineers. He has a Master's of Science in Operations Management, and Bachelor of Science in Mechanical Engineering from Kettering University in Flint, MI.



PRESENTERS

Fred Shamburg



President & Founder of Leanovations, LLC

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Workshop: “Getting” Lean – An Interactive Simulation

Fred Shamburg, founder and President of Leanovations, LLC, was introduced to Lean by one of the originators of the “Toyota Production System” who worked directly for Mr. Ohno at Toyota. He very quickly developed a passion for teaching and applying Lean principles to the total business enterprise and has now 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 and government 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.

LtCol Arthur T. “Ted” Sturgeon Jr., USMC (Ret.)



Program Director, Institute for Defense and Business

sturgeon@idb.org

Learning Session: Creating Systemic Change Through Continuous Process Improvement

Ted Sturgeon is a Program Director for the Institute for Defense and Business (IDB), a role he has filled since joining the Institute for Defense and Business in August of 2007. Ted directs the Depot Arsenal Executive Leadership Program, LOGTECH Advanced, and the Log21 program. Ted has also completed extensive work on the Military Vehicle High Performance Capabilities Project, the development and management of the IDB website, and the Lean and Six Sigma Champions Certification with

NC State University, as well as numerous other IDB activities and projects.

Ted has a Bachelor of Science in Mechanical Engineering Technology from Southern Polytechnic State University and a Master of Science in Management, Troy State University. His military schools include F/A-18 Weapons & Tactics Instructor School, Command and Staff College, and Amphibious Warfare School.

In addition to extensive non-flying assignments, Ted served 22 years as a Marine Aviator flying the F/A-18 and F-5 aircraft ultimately serving as the Commanding Officer of Marine Fighter Training Squadron 401, the Marine Corps only professional adversary squadron from 2002-2004. During his military flying career, he served four tours in Marine Fighter Attack Squadrons; 251, 312, 115, and 122 with three deployments to the Western Pacific, a Carrier deployment aboard the USS Theodore Roosevelt, and numerous deployments around the United States.

His last active tour of duty was the Operations Officer for the Marine Air Ground Task Force Staff Training Program in Quantico, Virginia where he managed multiple academic programs for Marine Corps University and exercises for deploying forces to OIF and OEF.



PRESENTERS

Raymond G. Taylor, Ph.D.



Manager, Polymetrics LLC
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Learning Session: Big Data, Little Information

Dr. Taylor has had a long career as a teacher and pastor. His acquisition of formal learning has led to seven university degrees and numerous honors. He has served as a full professor for 25 years in a major American university. For 9 years he was a Superintendent of Schools in Maine.

Raymond's academic focus is on operations research in the public sector. He has authored books and many scientific articles. In 1989 he founded OR/Ed Laboratories which grew rapidly both in its outreach and influence. In 1998-99 Raymond was honored by the International Forum for Operations Research and Management Science by the granting of its Edelman Award and in 2007 by the Edelman Laureate. In 2011 he received the Intellectual Benefits to Society Award from Mensa.

After just a few months of retirement in 2001, he went back to NCSU to teach doctoral level statistics and research courses. During the 10 yrs. that followed he was, for three yrs., also the Rector of St. George's Anglican Church, Malaga, Spain. While 2011 marked his firm commitment to retire (again), he soon became the Director of Data Analytics, Maine Dept. of Labor and then for the Dept. of Health & Human Services. He continued that relationship as a State employee & as a contractor through 2/2017.

David S. Veech



Senior Lecturer, Fisher College of Business, The Ohio State University
CEO, D. Veech & Company, Inc.

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Learning Session: Leadersights: Leader Development for an Uncertain Future

David Veech works with people to make workplaces more fun, exciting, challenging, and interesting. Leaders can make or break this kind of workplace, so he spends a lot of time teaching people how to be more effective leaders.

He is the founder and CEO of D. Veech & Company, Inc. and Chief Learning Officer of Leadersights, non-profit organizations dedicated to creating learning organizations that improve the quality of life of people and communities, particularly through education and healthcare.

David is a Senior Lecturer in the Fisher College of Business at the Ohio State University (an internationally recognized leader in executive and lean management education), teaching as a core faculty member in the Master of Business Operational Excellence program. He is a senior consultant with Honsha and co-founder and strategic partner with the Institute for Lean Systems (ILS); both are international consulting firms.

He is the author of "Leadersights: Creating great leaders who create great workplaces (2017, CRC Press), "The C4 Process: Four Vital Steps to Better Work" (2011, Business Innovation Press, an imprint of Integrated Media Corp.) and "FirstLine: A team leader's guide to lean thinking" (2005, PKI)



THE PLANNING TEAM

This eighth annual Summit continues a journey the Continuous Improvement Lean Collaborative (CILC) began over nine years ago.

As you know, any continuous improvement journey is, fundamentally, about learning and about exchanging and valuing each others' experiences, ideas, and knowledge — key to achieving excellence in our work.

This Summit brings us together in an exceptional opportunity to do precisely that, explore and take advantage of what we each have learned and share it with others.

It is, above all, an extraordinary forum for sharing our passion for excellence.

As members of the Collaborative's Summit Planning Team, it is our profound hope that you will find the Summit joyful and meaningful; connect with colleagues; meet new people to learn from and network with; and increase your knowledge of Lean continuous improvement and its application to your workplace and your own work.

We ask that you stay in touch and that you join us in collaborative and innovative continuous improvement efforts, as well as in planning the next Lean Systems Summit.

CILC 2017 SUMMIT PLANNING TEAM

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Lean Systems Summit

*Where Government,
Services, and Manufacturing
Meet*

***Collaboration and
Innovation in Achieving
Operational Excellence
through Continuous
Improvement.***



*Exploring
the
Future
Together*

