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Bend the Curve CIP-News - August, 2008

Bend the Curve Continuous Improvement Practitioners

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Is there good in good-bye?



I am wondering about where the good in good-bye came from.

In most every good-bye I have had recently, it was mostly sad. Sad because a good-bye always means a separation from people and places, a leaving behind of things loved or known, a going away that is often filled with fear, uncertainty, and anxiety.

In our work as CI-Ps, we are in the business of good-bye — good-bye to the current state which represents security — known procedures and people and routines — to venture forth in a future that is uncertain and whose outlines we only partially see or understand.

However, an agreement to saying good-bye to a current state is not the same as embracing or welcoming it. This may be why implementations are not so easily achieved and surely accounts for the resistance to change we encounter.

A good-bye requires an act of Faith. Faith that all things will turn out well; Faith in people doing the right thing; Faith that a mistake will not be made; Faith that people will stand by their word.

— *Walter E. Lowell*

However, the world, of course, is a very big and scary place, and illusion is often the norm. Things are never quite what they seem. Hence, our fear of the fall.

Human myths have enshrouded the fall in many disguises, all to be avoided.

Yet, it is in our very nature to do so, to fall, to make mistakes. Promises made and broken. Plans set and not achieved.

In Life, we have no manual to consult to avoid these things from happening. We write Life's instruction manual as we live each day. To step into the Future not only requires Faith but also requires us to make a Choice. We chose the world we live in.

Once I thought otherwise.

We have been taught our whole life that our current state is the result of many causes, most of which we do not control.

In this view, our lives are left to be buffeted by events, random or otherwise, outside our control. The problem is *them* — it is outside of us. Our current state is not of our making but can be blamed on something or someone else.

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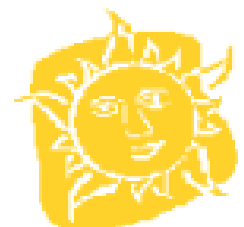
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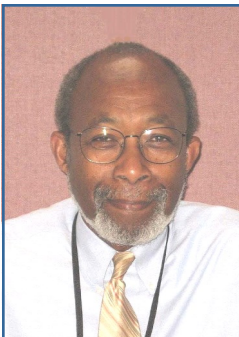
Special points of interest:

- Next Clinical
 - › September 19
 - › October 17
 - › November 21

- October DOP 1-5 training opportunity announced.



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CI-P Volunteers Needed for Implementing *Widgets* + Lean!



This is advance notice: Ken Miller is likely to come to Maine State Government in early December 2008. The Maine State Training Office and the *Operational Excellence* Committee (i.e. CI-P's from DOT, DHHS, MDOL, and BHR) are in the process of planning a series of one-day *Ken Miller* events.

If we are successful, immediately following Ken's workshop we will need **your** help enabling managers to put the "*Widgets*" + *Lean* approach into practice.

CI-P's, are you interested in helping and/or would you like to learn first-hand the details of his visit?

Come to September 19th BTC Clinical Supervision at 221 State Street, First Floor, from 8:00 to 4:30. Right now we have 17 CI-P's who have agreed to help.

We could also use your help!

— Arthur S. Davis

"Mindset is the leverage point for transforming organizations."

"Reactive leaders' unwillingness to see that they need to transform themselves in order to transform their organizations is often the biggest stumbling block to their organization's successful transformation."

- Dean Anderson & Linda Ackerman Anderson, Beyond Change Management: Advanced Strategies for Today's Transformational Leaders. San Francisco: Jossey-Bass/Pfeiffer. 2001. p. 78 & 63.

(How does this apply to me as a CI-P? Am I a leader, too?)

Mann, David. *Creating a Lean Culture: Tools to Sustain Lean Conversions*. New York, NY: Productivity Press. 2005.

Premise of book: "...culture is critical, and to change it, you have to change your management system."

"The lean management system consists of the discipline, daily practices, and tools you need to establish and maintain a persistent, intensive focus on process. It is the *process flow* that sustains and extends lean implementations."

Keep in mind the attractive features of Lean:

1. Lean is so easy to understand. (customer focus, value stream organization, standardized work, flow, pull, and continuous improvement)
2. Lean is typically not capital intensive.

Is there good in good-bye?

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It is a strangely comforting thought, but it leaves us as chronic victims.

Is it no wonder that so much of what we hear or read in our personal or professional lives smacks of victim hood. It was not *me* it was *him*. I would submit that in our daily lives this notion largely reflects the current "state-of-the world" we live in. We hear it in most of our interventions.

Yet, the current state of the world that science reports on almost daily paints another picture - it is a Future State we are only just now coming to terms with- it is both refreshing and enigmatic at the same time. It is the world of the Quantum in which we are told that all possibilities exist at any given moment and that the world we live in IS one of our choosing, nothing exists until we choose it to be.

We choose happiness. We choose sadness. We choose love. We choose hatred.

By no means do I fully comprehend all that is described in the science of Quantum Mechanics, and many are still trying to understand the meaning of all that this new state has for us.

What glimmer of understanding it brings to me, and, hopefully, I to you is one of Hope. Hope in the sense that we truly are the authors of our lives and that to be fully Human means to accept this fact.

We are not victims. We choose. We choose to live in the current state or not. We have no one to blame.

We can step into the Future State armed with the Faith that this is how the world works. This is the Universe we live in and that Hope is a choice we make for the Future State. It is not done to us but exists within us to make real in all our endeavors.

As CIPs, we are in this transition as well, saying good-bye to the old and embracing a future state that is already here to choose.

There is always BAU — Business As Usual — but that is the choice *we* make.

— *Walter*

BTC Lean Events

Date	Time	Topic	Location	Contact
Sept 19	8-4:30	Clinical Supervision	221 State St, 1 st Flr	ASD / WEL
Oct 17	8-4:30	Clinical Supervision	221 State St, 1 st Flr	ASD / WEL
Oct 20-24	8-5:30	DOP 1-5	China Lake Conference Center	ASD / WEL
Nov 21	8-4:30	Clinical Supervision	221 State St, 1 st Flr	ASD / WEL
Dec 19	8-4:30	Clinical Supervision	221 State St, 1 st Flr	ASD / WEL

* To add or see more events or detail, go to the Bend the Curve Calendar in Outlook's Public Folders.

Notes: Study Mission - Jøtul, Portland July 18, 2008

Agenda

- Introductions
- Jøtul Overview and Q & A
- Facility Tour
- Follow-up Q & A



Participants

State of Maine: John Rioux, Merle Davis, Joan Cook, Terry Sandusky, Sheryl Smith, Eric Dibner, Billy Jo Ladd, and Kristin LaFLamme (summer intern at MDOL)

Jøtul: Paul Andrews, Krista Irmischer, and Brett Watson

Background

Jøtul is one of Norway's oldest industrial companies. Its origins started at Kværner Brug, founded in the outskirts of Christiania in 1853.

Jøtul AS is a world-leading Norwegian manufacturer of stoves and fireplaces with subsidiaries in the USA, France, Denmark, United Kingdom, Spain, Italy and Poland. The Jøtul Group sells and markets its products under several brands: Jøtul, Scan, Kavani, Atra, and Hammerstrøm. The Jøtul Group's turnover was approximately € 103 million in 2007, of which more than 70% was exported to markets around the world.

The manufacturing units are located in Fredrikstad, Halden and Drammen in Norway; Portland, Maine in the USA; Motz en Chautagne in France; Gdansk in Poland; and Vissenbjerg in Denmark. The Jøtul Group has approximately 760 employees

Information/Observations

We began with a slide presentation and discussion and then moved to a tour. We reconvened after the tour for a continued Q&A session before departing.

The Jøtul visit was extremely edifying in that we touched on approaches to lean, building a culture which supports lean ideas, learning how to do lean with little involvement from the parent company, and practical application of lean on the manufacturing floor.

- Jøtul in Maine believes that continuous improvement is 90% people & culture and 10% tools.
- Jøtul has adopted the thinking that instead of acceptable levels of quality there is now zero defects, that profit is equal to price minus cost and that the economic order quantity is one — meaning that they strive to fill the customer's order exactly and immediately.
- They reviewed with us improvements they have made in plant layout, sheet metal processes, and assembly processes.
- They highlighted their idea generation process: Jøtul relies heavily on individual participation from its workers in the lean process. So much so that coming up with ideas for process or other improvements is a fundamental part of everyone's performance expectations. There is no (and they don't believe in) "reward" for coming up with ideas, no incentive payment system for ideas.
- There is an automated idea system utilizing a electronic user submission form. Ideas are then sorted and weighted by safety concerns, the departments affected, by users, and those directed at specific areas.

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- Jøtul believes that Lean is NOT a cost reduction program but a cash flow generator, a customer service program, a capacity generator, and a people system and culture change process.
- Jøtul believes that Lean is NOT a cost reduction program but a cash flow generator, a customer service program, a capacity generator, and a people system and culture change process.
- They discussed with us their discovery about the lean culture and leadership process, namely that culture and leadership falls into four main categories, i.e., support, achievement, role, and power. This comes from another outside resource they have used.
 - In *power* cultures decisions are made at the highest level. Loyalty to the leader and adherence to the leader's standards are rewarded with parking spots and the like. People refer to leaders as firm but fair and, in general, people do not "color outside the lines". Decisions can be made quickly but growth is crippled.
 - In *role* cultures, documented processes rule. People carry out actions that would not surprise or embarrass their leaders. What needs to be done with each situation, person, or problem is spelled out. Quality of decisions may be consistent but creativity is lost because everything is "done by the book."
 - *Achievement* cultures are full of Type A personalities; the competitive drive to win rules the day. These cultures honor productivity, quality, and innovation as a measure of success. Work hard/play hard is their motto. These cultures make money, but people in them die young.
 - In *support* cultures people tend to socialize together and genuinely care for each other; it's very important to be a team player. Mentoring, coaching, and group process abound. However people may be valued and cared for, true feelings may never be heard for fear of violating the culture — poor performance might not even be addressed.
- Jøtul is trying to find the right mix of positive attributes of all these cultures.
- There was discussion on the Shingo Prize and encouragement for us as public sector participants to investigate the process for governments to aspire to the prize.
- They recommended Larry Rubrich's book, "Lean Implementation Failures". And they highly recommended "Ideas Are Free" to us. They were intrigued that we are trying to implement, or at least introduce, lean in the public sector environment and urged us to keep going.

Jøtul's Lean Journey

2001	Wake Up Call!
2001 - 2003	Lean Awakening & Educating
2004 - 2005	Manufacturing Buy-In to Lean
2006	Validation of Results, Logistics Buy-In
2007	Overarching CI Strategy & Roadmap
2008	Employee Idea System



Department of Health
and Human Services

Maine People Living
Safe, Healthy and Productive Lives

John E. Baldacci, Governor

Brenda M. Harvey, Commissioner

Office of Lean Management, DHHS

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The primary purpose of the *Bend the Curve* Team is to provide support, consultation, assistance, and leadership in process and other improvement approaches and activities for State staff and work teams as they seek to continually improve their work culture, procedures, processes, and environments – in order to meet the mission of the department and the expectations of Maine citizens.

We're on the net!

<http://www.maine.gov/dhhs/btc>

<http://www.maine.gov/labor/bendthecurve/>

Bend
the Curve

Continuous Improvement Practitioners: BTC Intervention Facilitation Status

**DOP 1-5 set
for
October 20-24,
2008**

The five-day CI-P Bronze first level training (DOP 1-5) is now scheduled for October 20-24, in place of DOP 2-2. DOP 1&2 are, as you know, requirements for Bronze Level CI-P certification. If you know of someone who might be interested in becoming a CI-P, please contact Arthur or Walter. Approval and support from the person's supervisor are critical.

DHHS		DOL		DAFS	
Kate D. Carnes	L	Jorge A. Acero	IA-O	Rae-Ann Brann	L
Nancy Cronin	O	Michael T. Brooker	IA-O	Wendy Christian	IA-O
Nancy Desisto	L	Deidre A. Coleman	IA-O	Rebecca S. Greene	IA-L
Jane French	L	Joan A. Cook	CL	Lyndon R. Hamm	IA-CL
James Fussell	L	Stephen C. Crate	IA-O	Alicia Kellogg	C-O
Marcel Gagne	IA-O	Arthur S. Davis	L	Billy J. Ladd	CL
Julita Klavins	L	Merle A. Davis	L	Michaela T. Loisel	IA-L
Don Lemieux	C-O	Eric Dibner	O		
Muriel Littlefield	C-L	Peter D. Diplock	O	DOT	
Walter E. Lowell	L	Brenda G. Drummond	IA-O	Michael Burns	C-O
Jack Nicholas*	IA-O	Anita C. Dunham	IA-CL	Jessica Glidden	O
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Cheryl Ring	C-CL	Timothy J. Griffin	L	Robert McFerren	IA-O
Terry Sandusky	L	Gaetane S. Johnson	IA-O	Sam McKeeman	C-O
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Helen Wieczorek*	IA-O	Scott R. Neumeyer	IA-O		
		Bruce H. Prindall	IA-L	DEP	
		John L. Rioux	L	Carmel A. Rubin	IA-O
		Sheryl J. Smith	L		
* Community CI-P		IA - Inactive	C - "Champion for Lean" -not facilitating		
L - Lead		CL - Learning Co-Lead		O - Learning Observer	