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## Bend the Curve CIP-News - September, 2009

Bend the Curve Continuous Improvement Practitioners

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## The Soft Side of Lean

— *Walter E. Lowell*



I have been thinking a lot lately about what I have come to call the 'soft side' of Lean.

We talk a lot about the 'soft side' in our Development of Practitioners training. It is part of the 5 competencies: Self, Lean, Process, Group, Change.

We learned about the 'soft side' because of the recognition that Lean is not just about tools.

Lean is about continuous Change for the better - towards Perfection.

The tools and methods only start the process.

Once started, however, there is no going back. Sort of like getting your first kiss.

You remember? What was that all about anyway? How do you go back to just riding your bike?

But I digress.

No, once started on the Lean journey you are not the same.

Something happens to your head, your heart, your soul.

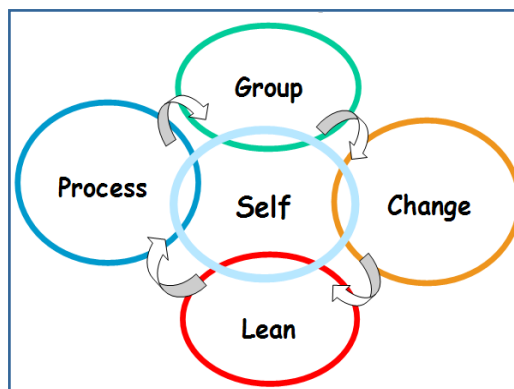
It's what Ken Miller meant when he said, "Get it, Do it, Live it".

There's no going back.

The change that happens inside you is one aspect of 'the soft side' of Lean.

It means you are no longer the same.

Nor is your organization.



Remember Lean is about people:

- respecting them,
- valuing them,
- empowering them.

September 2009

Volume 4, Issue 9

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### Special points of interest:

- Next Clinicals
  - September 18
  - October 16
  - November 20
  - December 19
- December Miller workshops tentatively planned.
- October 15<sup>th</sup> Lean in Maine Summit
- November DOP 1-5



— continued on p. 4

## Printed & Other Matters

### ON THE VALUE OF SIMULATION AS A THIRD WAY OF DOING SCIENCE:

“Induction is the discovery of patterns in empirical data. For example, in the social sciences induction is widely used in the analysis of opinion surveys and the macro-economic data. Deduction, on the other hand, involves specifying a set of axioms and proving consequences that can be derived from those assumptions. . . Simulation is a third way of doing science. Like deduction, it starts with a set of explicit assumptions. But unlike deduction, it does not prove theorems. Instead, a simulation generates data that can be analyzed inductively. Unlike typical induction, however, the simulated data comes from a rigorously specified set of rules rather than direct measurement of the real world. While induction can be used to find patterns in data, and deduction can be used to find consequences of assumptions, simulation modeling can be used as an aid [to] intuition.”

Robert Axelrod. “Advancing the Art of Simulation in the Social Sciences.” Conte R, Hegselmann R, Terna P, eds. *Simulating Social Phenomena*. New York, NY: Springer; 1997. pp. 24–25.

## BTC Lean Events

Date	Time	Topic	Location	Contact
<b>Sept 18</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
<b>Oct 14</b>	8-4	Pre-Summit MEP Lean 101	EMCC, Bangor	M.Ballesteros
<b>Oct 15</b>	9-4	Lean in Maine Summit 2009	EMCC, Bangor	M.Ballesteros
<b>Oct 16</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
<b>Nov 2-6</b>	Tentative	DOP 1-5 (TBA)	221 State, Lean Lab	ASD / WEL
<b>Nov 20</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
<b>Dec 2-4</b>	Tentative	Ken Miller Workshops	TBD	ASD / WEL
<b>Dec 18</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
<b>Jan 22</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
<b>Feb 19</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
<b>March 19</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
<b>April 16</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL

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

# LEAN IN MAINE SUMMIT 2009



**COME TOGETHER WITH MAINE'S PRIVATE AND PUBLIC BUSINESS LEADERS INTERESTED IN LEAN METHODS AND PRINCIPLES USED TO IMPROVE BUSINESS.**

- Hear keynote speakers, attend breakout sessions from a variety of private and public sectors, and network with Lean practitioners.
- Hear highlights from businesses & organizations where Lean methods & practices are successful.
- Share your organization's knowledge and successes.
- Let government leaders know about the importance of using Lean methods and practices in a globally competitive economy.

**Target Audience:** Businesses and organizations interested in Lean management principles and methods. Sectors include financial services, health care, food service, non-profits, local and State government, manufacturing, and construction.

**Cost: \$75** (Registration Code for Summit Only: CED-R73-23)

## Summit Date and Time

**Thursday, October 15, 2009**

**9:00 a.m. to 4 p.m.**

at Eastern Maine Community College  
Rangeley Hall, Sylvan Road, Bangor

Register: 974-4621 or 1-800-286-9357, Ext 4621

In Person: Enrollment Center, Katahdin Hall, EMCC Campus, 354 Hogan Road, Bangor, Maine

## Pre-Summit Offering

### **"Lean 101 – Principles of Lean Operations"**

*An introductory all-day experiential workshop presented by  
the Maine Manufacturing Extension Partnership*

**Wednesday, October 14, 2009**

**8:00 a.m. to 4 p.m.**

Eastern Maine Community College, Rangeley Hall, Sylvan Road, Bangor

**Limited space available.**

**Cost: \$50 for Summit attendees.** (For both dates: CED-R75-23)

**\$295 for those not attending Summit.** (Lean 101 only: CED-R74-23)

## The Soft Side of Lean

— cont'd from p. 1

But what happens to you and them is as invisible as the processes we work in.

And no less important.

It's not easily seen or measured, it's part of the 'soft side' of Lean.

A VSM team participant once said at the end of mapping a Current State, "Now I understand why we have been having so many problems!"

For the first time they were able 'to see' the problem.

Think about what a difference that makes to that individual - to the team and to the organization.

What must they think about the process that led them to this discovery?

It's part of the power of 'the soft side' within the individual, and it is not fully knowable and measurable.

I have a good friend and colleague who makes the claim that, regardless of the

organizational structure of an organization, once Lean thinking is introduced the organization changes for the better. Even if management initially does not fully embrace Lean thinking.

How so you might ask?

Management's intent is on meeting customer/client needs - better, faster, cheaper. So, what's not to like about that? Often the intention and actuality are not aligned.

Lean enables its people - the organization - to solve problems better, faster, cheaper. They become better problem-solvers, better team members, and better employees.

When performance improves even management processes change.

A provocative hypothesis don't you think, and it's part of 'the soft side' of Lean.

— Walter



## The Ins & Outs of CI-Ps



★ You may have noticed — or not — that Nancy Cronin appears to be *en-ciente*. C'est vrai ! She and her husband, Dan, are expecting their first child, a boy, the latter part of November! She will, of course, be taking maternity time off. So, if you have strong opinions about names and such, you might want to start talking to her now about potential monikers.

**Congratulations, Nancy & Dan !!!**

# Study Mission: w/Durham, New Hampshire Town Government — August 21, 2009

*This was originally planned as a study mission to the Town Government of Durham, New Hampshire. Sam McKeeman had read about their Lean initiative and contacted them. However, because of State budget constraints, we were unable to travel there, and Durham offered to come to Augusta instead. The agenda for the study mission portion of this Clinical Supervision day included a presentation by the Durham staff, an overview of BTC and our process by the CI-Ps, and a general discussion.*

— contributed by Rae Brann

## Durham, New Hampshire Town Government:



Todd Selig, Town Administrator  
James Campbell, Director of Planning and Community Development  
Thomas Johnson, Zoning and Code Enforcement Officer  
Sean Kelly, Lieutenant, Police Department  
Corey Landry, Fire Chief  
Luke Vincent, Information Technology Manager

BTC CI-P Participants: Rae Brann, Arthur Davis, Eric Dibner, Marcel Gagne, Tim Griffin, Lita Klavins, Walter Lowell, Sam McKeeman, Ann O'Brien, John Rioux, Terry Sandusky, Clough Toppan

## Study Mission Preparation

Sam McKeeman explained that the Durham town government had recently begun their 'Lean Journey' with a Payroll Kaizen and a Permitting VSM. Durham, he said, like all government entities, was being asked to do more with less. After departments had 'tightened their belts' as much as they could, Todd Selig, the Town Administrator, approached a Durham resident who had retired from Toyota and thus had been exposed to Lean manufacturing. This volunteer offered to work with the Town to 'Lean up' their processes. With help from the volunteer, Payroll and Permitting groups were formed.

A remarkable delegation of Durham Town Government arrived about 10:00 AM (a great honor, and wonderful opportunity for all of us!).

## Durham NH Discussion

After introductions, Todd Selig, Town Administrator, gave a presentation about Durham and its Lean journey - called their 'Kaizen Initiative'.

Todd described Durham's government infrastructure and gave us a brief but comprehensive demographic and history of the town. (He distributed copies of the Town Report.) Durham's unique challenges lie in its strengths, it seems. As a 'university town', the population fluctuates seasonally. Full-time residents include a significant number of retired UNH faculty members, and they demand a high level/quality of service for their substantial tax payments. One of the greatest problems is accommodating a 200% variance in population with limited fiscal support from the college. Also, there is a need to balance development with natural and historical resources.

The Town Council/Town Administrator model was arrived at after it became obvious that the selectmen/town meeting model was not meeting the needs of the town. Todd took the position in 2001 after a quick series of 8 predecessors had left the job.

— continued on next page



Todd's personal TQM journey in Durham began with the need to communicate to the Town Council on a regular basis. So, 'administrative notes' were distributed to them every Friday. This was a mechanism to let them know what was going on in town, and served to 'vet' issues. Since this communication tool worked well, Todd next distributed it to Department Heads. These admin. notes got very good reception here, and improved communication served the purpose it always does – problems identified early were solved early. There was some resistance to sharing the Admin Notes with all staff, but it was tried - and worked beautifully. Since this was so successful, the move was to go town-wide. It was decided to establish a listserv to distribute what were, by now, 'Friday Updates' to the community. Emergency alerts/guidance was added as part of this site. Currently, the 'Friday Updates' are published on the town Web-site (they actually came out during our session), and are available via the Internet <http://ci.durham.nh.us/>. Todd stated that a recent survey showed that 82% of those responding in Durham used 'Friday Updates' as their primary source of information.

Todd stressed the importance and effectiveness of this "transparency" for both the work of the town government and the understanding and involvement of its residents.

In addition to this very impressive level of communication, there is a bi-monthly meeting of Department Heads. This meeting includes a 'Round Table' discussion, where managers get to present current issues, plans, status, and give and receive feedback, suggestions.

He and the other Durham staff also discussed the very collaborative and constructive relationships that the town has with the University of New Hampshire. Lt. Sean Kelly explained that this was particularly true of the University and Town police, who work very closely together.

Budget: In the never-ending struggle to do more with less, departments have been streamlining operations. Cost savings have been realized through collaboration and examining options.

When gaining further savings would result in reductions in staffing levels, Todd has found it challenging to clarify for the Town Council 'decreased level of service' as a necessary outcome. It is difficult, he explained, to quantify what 'might have been' or 'didn't happen'.

The Kaizen Initiative: It was, therefore, well worth a try when a retired Toyota employee volunteered to help Durham Government become Lean. Department Heads and the Town Council were brought into the 'Kaizen Initiative'. There were immediate challenges:

- The Town Council wanted immediate cost cuts.
- Departments did not think of participation in the Kaizen events as 'real work'.

Regardless, moving forward, two processes were identified as obvious 'targets' -

1) Payroll: This improvement mapping process adhered to the fundamental Lean principle of fixing the problem at the source, of involving people closest to the processes being studied, and did not include Todd or Department Heads/Managers. An unintended consequence was that there was no transfer of lean process learning to them and no input from them. Participants thought of the 'exercise' as simple problem-solving – something they could have done themselves. (*BTC note: We've found that this initial reaction is not unusual, for Lean can be described as "common sense uncommonly applied."*) Among the reported results of the improvement process were a 70% reduction in the error rate (!) and increased personnel satisfaction with the process.

2) Permitting: In a decision to manage scope, this Kaizen involved only permits granted by the Fire Department. Here, there were a finite number of permits, with opportunity to 'cull' and to improve processes. This process is still ongoing but is nearing completion in the very near future.

This was the quandary Durham town Government were presented: While they were, to varying degrees, committed to the idea of Lean, they had never actually seen it. And, like any learning organization, they were already using many of the problem-solving, communication, and process-examination methods. For example, in preparation for accreditation, the Police Department had already standardized their processes.

### Bend the Curve Presentation

After hearing the Durham presentation, it was obvious that our planned presentation, while it might have been interesting (and inspirational?), would not be the best that we could do for them. Accordingly, the presentation of our BTC 'journey' was abbreviated, and time left for some practical knowledge transfer/plan for collaboration.

Walter and Arthur gave a brief history of the 'birth of Bend-the-Curve', our training/maintenance of skill level process, and 5 core competencies (Self, Lean, Group, Process, and Change) for the Continuous Improvement Practitioners. Our methodology was described as a 'standardized way for doing Process Analysis'. Lita and Terry whipped up a demonstration of a VSM they were working on – using functional swim-lanes for the mapping -- to show the Durham group how we work with groups.

#### Success Stories:

- Sam described a 5S activity in which a Department of Transportation Fleet group streamlined and dramatically reduced the time it takes to outfit a plow truck.
- Rae shared the 'Death Certificate' Value Stream Mapping, where Lead time to clear a Death Certificate went from 92 to 4 days – and now even less.
- A Bureau of Rehab Services 'Wait List' intervention which resulted in a revamping of the way BRS works with customers.
- Walter spoke about DHHS's Health and Environmental Testing Lab (HETL), whose managers have worked towards turning this division into a 'Lean Shop'.

### What's Next?

We asked the Durham group what they would see as next steps:

- They want to learn more about Lean and find some internal 'champions' - potential practitioners.
- They had not used texts that have become "standard" in our BTC practice. They were given copies of the 'Widgets' & 'Hitchhiker' books and a reading list, with a promise of links for Lean and related sites (LEI, Governing, McKinsey, US EPA, etc.) to be sent to them. Ken Miller's 'Change Agent's Guide to Radical Improvement' was strongly suggested, especially for its 'cookbook' approach.
- Arthur and Walter noted our upcoming Development of Practitioners (DOP) training and Ken Miller ('Widgets') sessions and extended an invitation. The Durham staff expressed interest, and we agreed to forward the relevant information to them.
- Sam gave Todd the name of a resource in NH state government.
- The possibility of the development of a Lean curriculum at UNH or some other NH college was also mentioned.
- Todd left a CD of a video about Durham with us. It can also be seen on the town website.





## 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**  
221 State Street  
Augusta, Maine 04333-0011

**FAX:** 207-287-3005  
**TTY:** 1-800-606-0215  
**Lean Lab:** 207-287-6164

### OLM/BTC Staff:

**Walter E. Lowell, Ed.D. CPHQ, Director**

**Phone:** 207-287-4307  
**walter.lowell@maine.gov**

**Julita Klavins, M.S.W.**

**Phone:** 207-287-4217  
**lita.klavins@maine.gov**

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

**More Miller  
workshops &  
DOP 1-5 being  
planned !**

*Additional workshops  
with Ken Miller are be-  
ing planned. We'll keep  
you posted.*

*The intensive introduc-  
tory CI-P Bronze first  
level training (DOP 1-5)  
is being rescheduled to  
later in 2009.*

*You can also check the  
BTC Calendar in Out-  
look's Public Folders &  
come to the planning  
meetings for both.*

DHHS		DOL		DAFS	
Kate D. Carnes	IA-L	Jorge A. Acero	O	Rae-Ann Brann	L
Nancy Cronin	IA-O	Michael T. Brooker	IA-O	Wendy Christian	IA-O
Nancy Desisto*	IA-L	Deidre A. Coleman	IA-O	Rebecca S. Greene	IA-L
Jane French*	IA-L	Joan A. Cook	CL	Lyndon R. Hamm	IA-CL
James Fussell*	L	Stephen C. Crate	O	Alicia Kellogg	C-O
Marcel Gagne	CL	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	<b>DOT</b>	
Walter E. Lowell	L	Brenda G. Drummond	IA-O	Michael Burns	C-O
Jack Nicholas*	IA-O	Anita C. Dunham	IA-CL	Jessica Glidden	IA-O
Ann O'Brien	L	Karen D. Fraser	IA-L	Rick Jeselskis	IA-O
Cheryl Ring	C-CL	Timothy J. Griffin	L	Robert McFerren	IA-O
Terry Sandusky	L	Gaetane S. Johnson	IA-O	Sam McKeeman	C-O
Clough Toppan*	CL	James J. McManus	IA-CL	Jeffrey Naum	IA-O
Helen Wiczorek*	IA-O	Scott R. Neumeyer	IA-O		
		Bruce H. Prindall	IA-L	<b>DEP</b>	
OPEGA, Legislature		John L. Rioux	L	Carmel A. Rubin	IA-O
Matthew K. Kruk	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