

8-1-2010

Bend the Curve CIP-News - August, 2010

Bend the Curve Continuous Improvement Practitioners

Follow this and additional works at: http://digitalmaine.com/mdol_btc_news

Recommended Citation

Bend the Curve Continuous Improvement Practitioners, "Bend the Curve CIP-News - August, 2010" (2010). *MDOL Bend the Curve Archive*. Paper 25.

http://digitalmaine.com/mdol_btc_news/25

This Text is brought to you for free and open access by the Labor at Maine State Documents. It has been accepted for inclusion in MDOL Bend the Curve Archive by an authorized administrator of Maine State Documents. For more information, please contact statedocs@maine.gov.

Friday the 13th



Portland, Maine.
Friday, August 13th,
2010 is a day to
remember.

The first, and what
we plan to be an annu-
al, Lean Systems Summit-Northeast
took place at the Eastland Park Hotel
here in Portland, Maine.

The purpose of the Summit was to
join private and public business lead-
ers for a day to discuss and learn how
Lean continuous improvement princi-
ples and methods are being used to
improve organizational effectiveness.

It was great success.

I had the pleasure of serving as
the Emcee for the event.

My responsibilities included intro-
ducing the various speakers and gen-
erally facilitating the Summit's vari-
ous activities for the day.

Some of our CI-PS were partici-
pating or in attendance.

We here at *CI-P News* are plan-
ning a "Special Addition" on the Sum-
mit so you'll hear a lot more about the
Summit in a subsequent issue.

The Eastland Park is an old famil-
iar place to me given that my roots
are in the Portland environs.

— *Walter E. Lowell*

I noted during my introductory
remarks to the one hundred and
twenty or more attendees that the
Ballroom they were sitting in was
the site of my Senior Prom back in
1964!

Little did I know then that I
would return again in a role that at
that time I could never have imag-
ined.

Who in America back in 1964 was
concerned about continuous improve-
ment?

Why should we have been? We
were on top of the world.

The room had not changed much
since then — the chandeliers looked
the same, the dance floor, now cov-
ered with conference tables, was
still visible — but as I looked down
at a text message coming on my cell
phone, I got to thinking about how
dramatically the world has changed
over these last 46 years.

Who amongst the class of 1964
would have dreamed of a cell phone?

Dick Tracy -of the comic strip
fame for you youngsters - talking in
his wrist watch was as close as we
got and that was all make believe.

continued on p. 4

August 2010

Volume 5, Issue 8

Inside this issue:

Lean Six Sigma Workshop	2
CI-PS & Change Agents - ASD	3&5
Printed & Other Matters	5
Shingo Prize Model	6-7
Schedule of Lean Events	7
CI-P Listing	8

Special points of interest:

- Next Clinical
 - > September 17
 - > October 15
- September Clinical:
J. Arthur Workshop —
Lean Six Sigma
(Reservation Required)





Jay Arthur's Lean Six Sigma Workshop — September 17, 2010

September Clinical will be a full-day workshop on *Lean Six Sigma* conducted by Jay Arthur. He is the author of the Six Sigma System, The QI Macros SPC Software for Excel, Your Seventh Sense - How to think like a comedian, Motivate Everyone, the Motivation Profile, and has written six popular John Wiley & Sons books on software engineering. He has over 25 years of experience in aligning people, process, and technology in a wide variety of environments to deliver business results, as well as extensive experience developing software on everything from mainframes to PCs. As an improvement specialist, he knows how to use data to pinpoint broken processes and helps teams understand their communication styles and restore broken connections. (*You must reserve a space in order to participate in this workshop.*)

Workshop Learning Objectives

- Understand Lean Six Sigma and what it can do for your bottom line.
- Learn the differences between Lean and Six Sigma and the surprisingly simple methods and tools you need to start making big improvements immediately.
- Understand how to implement Lean Six Sigma using a crawl-walk-run approach that will, surprisingly, maximize your benefits while minimizing your risks and costs.
- Understand how to laser-focus your improvement teams for breakthrough results.
- Understand how to use a few key tools for measurement/analysis to drive breakthrough improvement in your mission critical processes.

Lean Six Sigma Overview

- What is Lean?
- What is Six Sigma?
- TQM versus Six Sigma.
- How to Successfully Implement Six Sigma and Avoid the Pitfalls.

Morning Break

Laser Focus for Breakthrough Improvement

- Three Key Processes: Focus, Improve, Sustain.
- The Master Improvement Story.
- The 4/50 Rule.

Improve the Process

- How to Double Your Speed Using Lean Thinking.
- How to Double Your Quality Using Six Sigma.

Lunch Break

- Working Session to Create a Improvement Stories.
- Identify Mission Critical Processes.
- What are the key areas of customer pain about our service?
- Link areas of pain to process improvement efforts.

Sustain the Improvement

- Flowcharting the Process.
- Choosing and Using Control Charts.
- Analyzing Stability.
- Analyzing Capability.

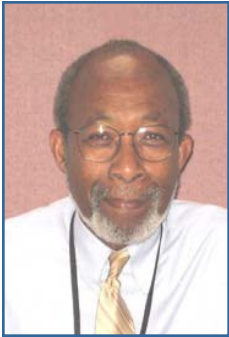
Workshop Deliverables

- Improvement Stories for Your Business.
- Identification of Data to be Used or Gathered.
- Understanding of Lean Six Sigma and How to Implement It to Avoid the Common Pitfalls.

Post-Workshop Webinar: A webinar will be held one to two weeks after the workshop to solidify participants' knowledge and answer additional questions.

Why are CI-P's Change Agents?

by Arthur S. Davis



There are at least two very powerful, very much needed, and soon to be “handsomely” recognized CI-Ps currently in Maine State Government: the technician and the change agent. We need them both. Which are you? Or, are you both?

What is becoming increasingly clear is that a successful and sustainable transformation to *Lean* requires everything to change. And, as Jamie Flinchbaugh and Andy Carlino say in The Hitchhiker's Guide to Lean, “Lean changes everything when done right. It changes the way people think, talk, see, act, and react. It is a battle for people's minds and hearts....” When done right, it's a paradigm shift.

In 1962, [Thomas Kuhn](#) wrote The Structure of Scientific Revolution, putting forward and popularizing the concept of “paradigm shift.” [Kuhn](#) proposed that scientific advancement is not evolutionary but is, rather, a “series of peaceful interludes punctuated by intellectually violent revolutions”. In those revolutions “one conceptual world view is replaced by another.”

Think of a [Paradigm Shift](#) as a change from one way of thinking to another. It's a revolution, a transformation, a sort of [metamorphosis](#). It doesn't just happen but rather is driven by agents of change.”¹

In other words, getting an organization to become a “Lean Organization” is about a paradigm shift. That is, a transformation from 19th /20th century management method (Mass Production / Scientific Management) to a 21st century management method; the Toyota Production System method of management (aka *Lean*).

So, let me repeat that for a paradigm to shift, it must be driven by agents of change.

A change agent is not necessarily a technical expert in a specific functional area such as counseling, information technology, accounting/finance, or case management. He/she is a “behavioral scientist” who knows how — has a knack for — getting people in an organization involved in defining and solving their own problems. The change agent has a better than average understanding of human behavior which is supported by a variety of deliberate intervention techniques. “The change agent can be either external or internal to the organization. An internal change agent is usually a staff person who has expertise in the behavioral sciences and in the intervention technology....”²

These are some of the significant characteristics of a change agent:

A change agent lives in the future, not the present. *Regardless of what is going on today, a change agent has a vision of what could or should be and uses that as the governing sense of action. To a certain extent, a change agent is dissatisfied with what they see around them, in favor of a much better vision of the future. Without this future drive, the change agent can lose their way.*

A change agent is fueled by passion, and inspires passion in others. *Change is hard work. It takes a lot of energy. Don't underestimate this. I like to think about the amount of energy it takes to boil water. From 212 degree water to 212 degree steam takes a lot more energy than heating water from 211 degrees to 212 degrees. In my experience, without passion, it is very difficult indeed to muster up enough energy to assault the fortress of status quo that seems to otherwise carry the day.*

cont'd on p. 5

Friday the 13th *(cont'd from p.1)*

Now technology has surpassed our wildest '64 dreams and, incidentally, America no longer manufactures much of anything anymore (but that's for another column).

Of course, these changes did not happen overnight and, more importantly, represent the power of ideas.

What better proof do we need of the power of science than to reflect on the changes it has wrought in our world over these last 46 years?

During that time, this author was trained as a scientist so it is not so surprising that I am attracted to the ideas of Lean and continuous improvement.

The heart of Lean and continuous improvement is Plan-Do-Check-Act.

This is a basic tool in our CI-P tool box: the scientific method simplified.

Lean is science in action, everyday.

For CI-Ps, it's science in action in the service of your organization.

It's what Toyota means when they say that people don't come to Toyota to work, but to think.

Perhaps you never thought about Lean quite this way before.

The forces of the Universe are pretty much lined up against us. Entropy, the constant unwinding of order to randomness and chaos, prevails.

This is expressed in [the Second Law of Thermodynamics](#).

It haunts us daily and why things rarely go as planned.

Why our systems and processes need to be continuously improved and why,

"No problem is a problem."

It also makes the scientific and technological achievements of the last 46 years all the more impressive.

These achievements started as an idea in someone's mind and were made manifest by the application of science.

But, dear reader, I digress.

Two and half years ago *Bend the Curve* had an idea.

Wouldn't it be great to bring together people interested in Lean and continuous improvement from all kinds of different business sectors, government, education, manufacturing and services and get them talking together?

Many of you know that our first plan for the Summit was to be held in Bangor, but we cancelled it at the last minute because we didn't think we had enough interest.

In retrospect, that decision was a mistake, but we learned from it and decided to try again.

The first of W. Edwards Deming's Fourteen Points is 'Constancy of Purpose'. By that he meant, define your goal and stay focused. This we did, and the Northeast Lean Collaborative was born . . . again.

With persistence, patience, and a lot of hard work and support by many people, new and old, on Friday the 13th the idea of a Lean Systems Summit-Northeast became manifest.

continued on next page

Change Agent (cont'd from p.2)

- * **A change agent has a strong ability to self-motivate.** *There will be many days where everyone around does not understand and will not offer props. The change agent needs to find it within themselves to get up every day and come to work and risk being misunderstood and mis-appreciated, knowing that the real validation may be far in the future and may be claimed by someone else.*
- * **A change agent must understand people.** *At the end of the day, change is about people. If you change everything but the people, I doubt you'll be effective as a change agent. Change will really stick when people embrace it. Therefore, change is part sales, part counseling and part encouragement. It's all about people.*

What is the point of all this? Since about 1982, I have listened carefully to practitioners -- external and internal and researched and studied the literature carefully. Yet, in 2010 there are still more than needed of us who are focused exclusively on process improvement alone, not including thinking and culture. My intent here is to facilitate clarity of focus. We can't solve a problem if we don't know that we have a problem.

Hear me well: we, the State of Maine and Bend the Curve, need you. As I said at the outset, there are at least two very powerful, very much needed, and soon to be well-recognized CI-Ps currently in Maine State Government: the technician and the change agent. Which are you?

— Arthur

¹ Kuhn, Thomas. The Structure of Scientific Revolutions. University of Chicago Press. 1962.

² http://en.wikipedia.org/wiki/Organization_development

³ <http://www.prsolutions.biz/blog/what-is-a-change-agent-and-why-might-you-need-one>

Printed & Other Matters

William D. Eggers & John O'Leary
Governing Magazine. Management Insights

"Serious Cost Cutters Only, Please"

This column is for those public leaders who are looking to make structural changes that will bend the cost curve of government down.

August 18, 2010

<http://www.governing.com/columns/mgmt-insights/serious-cost-cutters.html>

"Sustainable Government is Attainable Government"

Don't wait for a crisis to drive change, make change a constant feature of government.

July 28, 2010

<http://www.governing.com/columns/mgmt-insights/sustainable-government-attainable-government.html>

Robert I. Sutton
McKinsey Quarterly. August 2010

"Why good bosses tune in to their people"

Know how to project power, counsels Stanford management professor Bob Sutton, since those you lead need to believe you have it for it to be effective. And to lock in your team's loyalty, boldly defend their backs.

<https://www.mckinseyquarterly.com/Governance/Leadership/>

[Why_good_bosses_tune_in_to_their_people_2656](https://www.mckinseyquarterly.com/Governance/Leadership/Why_good_bosses_tune_in_to_their_people_2656)

Friday the 13th (cont'd from prior page)

It was a quite an achievement for all involved and a wonderful event.

And if it were not for Jackie, it was almost as fun as that June night in 1964.

(BYT: Don't think things have changed much since then? The number one song we danced to back then...[check it.](#)) ☺

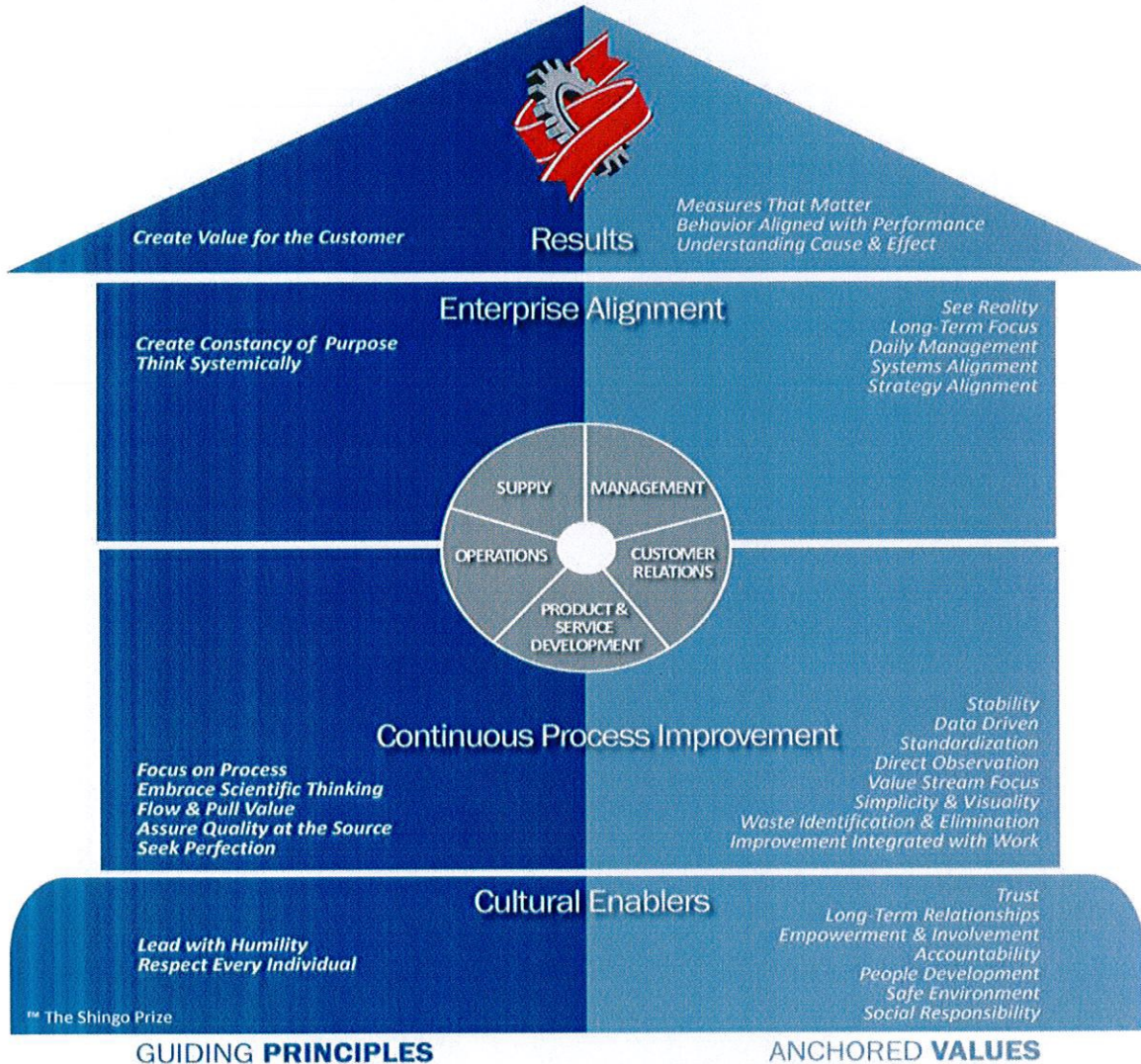
Regards, *Walter*

The Shingo Model

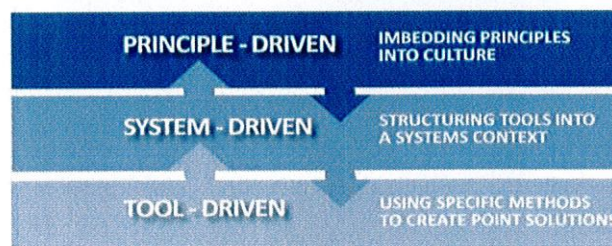
For your contemplation & integration: A graphic of the Shingo Prize model for principle-centered operational excellence.

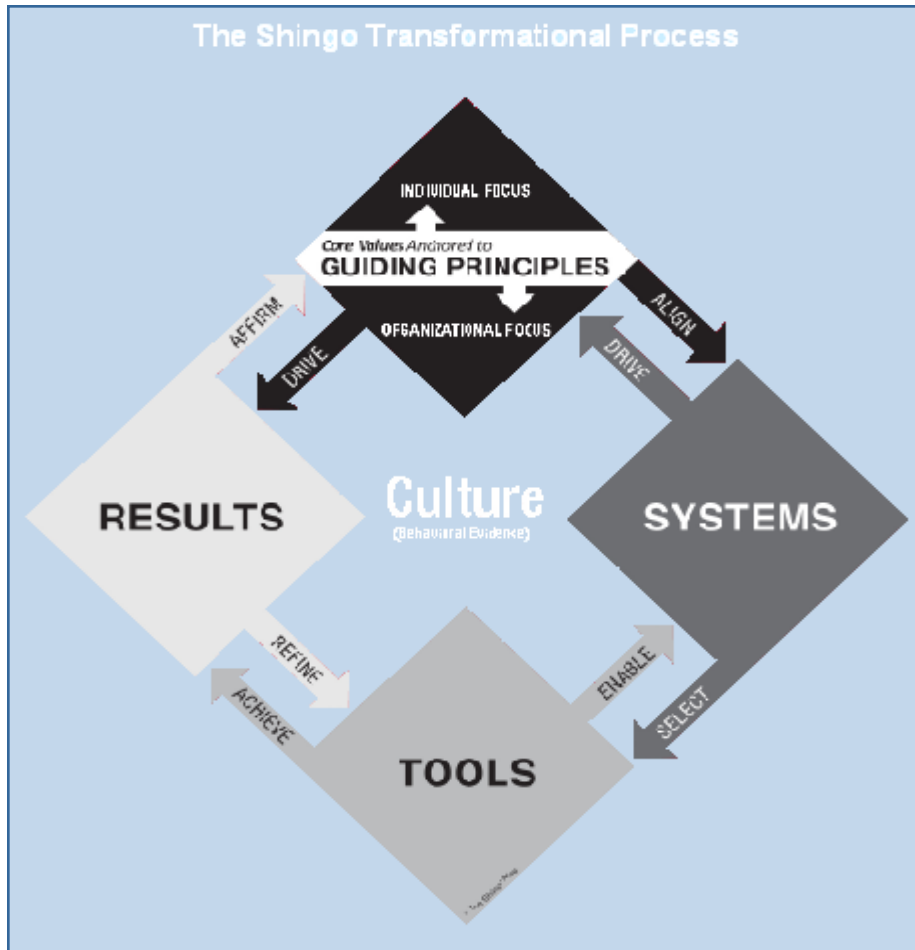
THE SHINGO MODEL

PRINCIPLE - CENTERED OPERATIONAL EXCELLENCE



LEVELS OF TRANSFORMATION





<http://www.shingoprize.org/htm/award-info/application-guidelines/shingo-prize-guidelines>

Copyright © 2010 The Shingo Prize for Operational Excellence.

BTC Lean Events

Date	Time	Topic	Location	Contact
Sept 17	8:15-4:30	Clinical Supervision—Jay Arthur & Lean Six Sigma	221 State, Lean Lab	ASD / WEL
Oct 15	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
Nov 19	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
Dec 6-10	8:15-5:00	DOP 2-2 (dates tentative)	221 State, Lean Lab	ASD / WEL
Dec 17	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
Jan 21	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL
Feb 18	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL
March TBA	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL

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



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 continuous improvement approaches and activities for State staff, work teams, and leaders as they seek to continually improve their work culture, systems, 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/>



**Continuous Improvement Practitioners:
BTC Intervention Facilitation Status**

DHHS		DOL		DAFS	
Bridget Bagley	O	Jorge A. Acero	O	Rae-Ann Brann	L
Kate D. Carnes	C-L	Michael T. Brooker	IA-O	Wendy Christian	IA-O
Nancy Cronin	O	Deidre A. Coleman	IA-O	Rebecca S. Greene	IA-L
Marcel Gagne	CL	Joan A. Cook	CL	Lyndon R. Hamm	IA-CL
Julita Klavins	L	Stephen C. Crate	O	Alicia Kellogg	C-O
Don Lemieux	C-O	Arthur S. Davis	L	Billy J. Ladd	CL
Muriel Littlefield	C	Merle A. Davis	L	Maayan L. Lahti	O
Walter E. Lowell	L	Eric Dibner	O	Michaela T. Loisel	IA-L
Jerrold Melville	O	Peter D. Diplock	O	Henry B. McIntyre	O
Ann O'Brien	L	Brenda G. Drummond	IA-O	Gloria R. Payne	O
Cheryl Ring	C-CL	Anita C. Dunham	IA-CL	DOT	
Anne Rogerson	O	Karen D. Fraser	IA-L	Michael Burns	C-O
Terry Sandusky	L	Timothy J. Griffin	L	Jessica Glidden	IA-O
Bonnie Tracy	O	Gaetane S. Johnson	IA-O	Rick Jeselskis	IA-O
Sec. of State - BMV		Michael J. Johnson	O	Robert McFerren	IA-O
Scott Thompson	O	James J. McManus	IA-CL	Sam McKeeman	C-O
OPEGA, Legislature		Scott R. Neumeyer	IA-O	Jeffrey Naum	IA-O
Matthew K. Kruk	IA-O	Bruce H. Prindall	IA-L	Mark S. Tolman	O
Univ. of Maine		John L. Rioux	L	DEP	
Kim Jenkins	O	Sheryl J. Smith	C	Carmel A. Rubin	IA-O
Community – Private Sector					
Nancy Desisto*	IA-L	James Fussell*	IA-L	Jack Nicholas*	IA-O
Jane French*	IA-L	Kelly Grenier*	O	Clough Toppan*	CL
Town of Durham, New Hampshire					
David Kurz	O	Michael Lynch	O		
Steve McCusker	O	Todd Selig	O		
* Community CI-P		IA - Inactive	C - "Champion for Lean" - not facilitating		
L - Lead		CL - Learning Co-Lead		O - Learning Observer	

More Miller workshops & DOP 2-2 being planned !

Additional workshops with Ken Miller are being planned. We'll keep you posted.

The intensive CI-P Bronze level training DOP 2-2 is tentatively being planned for December 6-10, 2010. More info will be forthcoming.

You can also check the BTC Calendar in Outlook's Public Folders & come to the planning meetings for Clinicals and other events.