

11-1-2010

## Bend the Curve CIP-News - November, 2010

Bend the Curve Continuous Improvement Practitioners

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### Recommended Citation

Bend the Curve Continuous Improvement Practitioners, "Bend the Curve CIP-News - November, 2010" (2010). *MDOL Bend the Curve Archive*. Paper 28.

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## There's gold in them thar ~~hills~~ processes

— *Walter E. Lowell*



When I was a kid, I remember a common phrase used in all the cowboy movies I used to watch on Saturday afternoons. It went something like this:

"There's gold in them thar hills!"

I think it was a Gabby Hayes' line.

In any case, it's a fitting phrase for the enormous potential to be exploited here in Maine.

For there is gold in Maine State Government, deep veins of it, scattered throughout its systems and processes.

Like most gold, it lays buried, invisible to the naked eye, but with the right methods and tools is there for the taking.

The gold, of course, is the money tied up in the inefficiencies found in our systems and processes — those that are used to provide goods and services to the citizens of Maine.

The gold is mostly in the form of time - and time, of course, is money.

How can we be so sure?

Because we have found it in the process improvement work we have been doing for the past six years.

Actually, we have found quite a bit of it, to the tune of \$12 plus million dollars so far and we've only just scratched the surface.

It's almost unbelievable isn't it?

But, we know there is more, a lot more, possibly a mother lode.

We might think of Bend-the-Curve as being in the business of prospecting, with CI-Ps working as its field representatives (i.e. its prospectors).

CI-P's, along with teams from all over state government, look for gold in work processes.

Over the years we have learned where to look, where to find it, and what tools are useful in collecting it. "We got the tools and we got the know-how!" so to speak.

As CI-Ps report back from the field we worry about a stampede, a gold rush to find more.

So what is preventing it?

Well, just four words.

Go and get it!

Have a great Thanksgiving!

*Walter*

November 2010

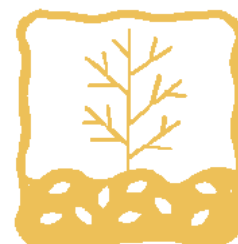
Volume 5, Issue 11

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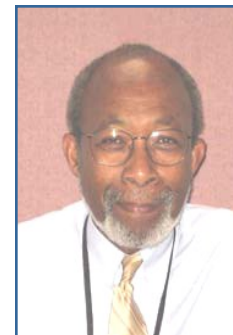
- Next Clinicals
  - December 17
  - January 21
  - February 18
- DOP 2-2 scheduled for January 31 — February 4, 2011.



# A Definition of the 21<sup>st</sup> Century Management Paradigm

— Arthur S. Davis

*“A new idea is delicate. It can be killed by a sneer or a yawn; it can be stabbed to death by a quip and worried to death by a frown on the right man’s [or woman’s] brow.”*  
Ovid (43 BC — 17 AD)



In my last article I wrote about the origin and nature of a paradigm shift -- about how paradigms shift and about the role of the CI-P. There’s more. Pragmatically, you might ask, “What on earth is this ‘paradigm’ that he’s writing about?”

Saying that it’s a 21<sup>st</sup> century management method is ok. However, what does that tell me?

Here are a few salient characteristics of the 19<sup>th</sup> and 20<sup>th</sup> century management method (Paradigm A) and a few significant characteristics of the 21<sup>st</sup> century management method (Paradigm B):

Activity	Paradigm A	Paradigm B
Achieving organizational performance outcomes and improvements in government (costs, delivery, quality, functionality, customer satisfaction, improvements, etc.)	Primary focus is on the management of <b>people, budgets, and program performance</b> .	Systematic focus on and <b>management of processes and systems</b> (i.e. “a set of interacting or inter-dependent components forming an integrated whole” - adapted from Wikipedia).
Making ongoing improvements.	Encouragement (sometimes suggestion systems); ‘the push’ to get better; reward & punishment.	Systemic process improvement is <b>the work</b> ; systemic PDCA is the routine.
Improving organizational outcomes (i.e. the ‘what’ is designed and delivered to meet or exceed expectations in terms of quality, performance, and functionality).	Restructure, “reward excellence and remove incompetence”, “decentralization and empowerment of employees”, etc.	Systemic and deliberate design and management of <b>The Operating System</b> (services designed for both ‘ease-of-transformation’ and for ‘ease of end-use’).
Increasing productivity, efficiency, effectiveness.	Private sector productivity increases at 3.0% to 3.5% per year. Public sector productivity increases at 0.04%.	Productivity is initially improved by 45% to 75% and maintained at ± 4.4% to 6.0% per year. (private and public sector).
Identifying the focus, the center of attention.	‘making the system work’, crisis management, and ‘putting out fires’.	Recognizing and removing <b>waste as defined by the customer</b> .

The “Available Management Methods” diagram, on the following page, is yet another representation of the two paradigms. Major Practitioners and experts continue to miss the point. As grandiose as this sounds, “Public officials” will not “make major change in operations.....”<sup>1</sup>; “do more with less”<sup>2</sup>; or “.....as Mainers, free ourselves from the 10 Myths That Hold Us Back,”<sup>3</sup>; or “fix the “.....Division-of-Labor Pains”<sup>4</sup> if we don’t change the leader/manager leadership/ management paradigm. That is, free ourselves from our 19<sup>th</sup> and 20<sup>th</sup> century management method and embrace the 21<sup>st</sup> century management method that has been presented to us.

By the way, as I’ve experienced it, the management paradigm that exists in the public sector isn’t significantly different than that of the private sector – the leaders/managers in both are taught at (or aspire to be taught at) the “Harvard Universities” of the world which are still teaching 19<sup>th</sup> and 20<sup>th</sup> century management. For example, Management By Objectives (the current Maine State Government performance management system), the State of Maine’s and Agencies’ strategic planning system and methods, the day-to-day management of events -- the list goes on -- are all tools of Paradigm A. They are all products of the private sector management system – i.e. *Mass Production/ Taylorism*. Very little else is taught in this country, indeed the world.

My point in all of this is to create clarity (or more clarity). I was in a discussion at least twice over the past two weeks where the point I was making was an aspect of Paradigm B. But, no matter how diligently we tried, we kept talking “apples” and “bricks”.

## Paradigm B vs. Paradigm A.

The only thing our points had in common was that both happened to be made of matter. Remember; Jamie Flinchbaugh and Andy Carlino, in The Hitchhiker’s Guide to Lean, say that a transformation to Lean “....when done, right...changes everything. It changes the way people think, talk, see, act and react.” Literally, EVERYTHING is different!

So, when -- or if -- you read the referenced articles, see if you see what I see. In Armajani’s article, the author lays out a robust change strategy. However, the first sentence states that there are ‘operations’ in State governments (true, they do exist). However, he implies that they are managed. With literally 37 years (from 1962 to 1999) of manufacturing and operations experience in four industries and approaching 12 years of observation in Maine State government, I have not seen one (with the exception, perhaps, at MDOT) operations function in actual practice.

We will continue to apply solutions that yield inadequate results if we don’t, with a high degree of accuracy, define the problem we are trying to solve before we decide on the solution. Albert Einstein said it best, “Insanity: doing the same thing over and over again and expecting different results.”

A new management method, Toyota Production System (TPS) -- Paradigm B, has been in our presence since the 1960’s .....that’s 50 years already!

— Arthur

# AVAILABLE MANAGEMENT METHODS

## PERFORMANCE LEVELS

**Future State**  
TPS\* (aka *Lean*)  
21st Century MGMT.  
Method

Excellence = 99.9997%  
Perfection, 3.4 PPM\*\*

**Paradigm<sup>2</sup> B**

LEARNING & Continuous  
Improvement CURVE  
For example: >70 improvement  
ideas per year per worker<sup>1</sup>

**Current State**  
Mass production/  
Scientific MGMT\*\*\*  
-19th & 20th century  
MGMT. Method

Excellence = 95% to  
98% quality yield  
or  
50K to 20K PPM

**Paradigm A**

LEARNING & Periodic  
Improvement CURVE  
For example: (1) < 1 improvement idea per 7  
years per worker<sup>1</sup> (2) Special projects,  
mergers, acquisitions, and consolidations, etc.

**TIME**

1970's

Present

### KEY

<sup>1</sup> Adapted from Holm, Malin, "Leadership for Lean Operations," Frontiers in Leadership Research. Spring 2010.

<sup>2</sup> Paradigm: "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 just does not happen, but rather it is driven by agents of change." - Thomas Kuhn. *The Structure of Scientific Revolution*. 1962.

\*TPS: the Toyota Production System method of management

\*\*PPM: parts per million, defective per opportunity

\*\*\*MGMT: management

## Clinical Supervision Date Changes

Hi CI-Ps ! Because of holidays and furlough days, Clinicals will not always be on the third Friday of the month. So be sure to make the date changes (see below) on your calendars !!!



### The Ins & Outs of CI-Ps



★ Stephen Crate has left State service to work for Aetna Insurance as a Vocational Rehabilitation Consultant for long-term and short-term disability claims. He said that he "would love to continue" with BTC if it's possible. He noted, by the way, that Aetna has a number of Six Sigma and Lean practitioners internally that he had already had connections with on LinkedIn.

## BTC Lean Events

Date	Time	Topic	Location	Contact
<b>Dec 17</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
<b>Jan 21</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL
<b>Jan 31- Feb 4</b>	8:15-5:00	DOP 2-2	221 State, Lean Lab	ASD / WEL
<b>Feb 18</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL
<b>March 25</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL
<b>April 15</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL
<b>May 13</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL
<b>June 17</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL
<b>July 15</b>	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.



# Development of Practitioners (DOP) 2-2 Bronze Level — Week Two

**January 31 – February 4, 2011 8AM - 5PM daily (except Friday at 4pm)**  
**Lean Lab, 221 State Street, Augusta**

**Focus:** This second week of bronze-level intensive training will enable participants to continue their journey toward effectively consulting and working with leaders, managers, supervisors, team leaders, work teams, and work units interested in moving their organizations to Operational Excellence using *Lean* thinking, principles, methods, and interventions.

The training is intended for CI-PS who have completed DOP-1 and who are interested in enhancing their continuous improvement knowledge and skills and are committed to actively working with individuals and groups engaged in various continuous improvement activities, as well as coaching sponsors, managers, and team leaders in appropriate continuous improvement and problem-solving methodologies, tool selection, implementation, and oversight strategies; ensuring appropriate documentation, measurement, and reporting of results; and providing broad *Bend the Curve (BTC)*/Lean expertise & consultation.

**Commitment:** This *Bend the Curve* training is part of the ongoing developmental journey to –

- Lead or co-lead *Lean* continuous improvement interventions;
- Become a State of Maine Bronze-Level Certified Continuous Improvement Practitioner, using
- private/public sector standards, and
- Become a major contributor to their organization's efficient & effective operation.

Entering this training affirms a minimum 24-month commitment to fulfilling the responsibilities of a Continuous Improvement Practitioner, including regular monthly day-long development work sessions and the active development, facilitation, and follow-up of improvement interventions. Because this training and improvement work is done on regular work time and might constitute at least 25% of the applicant's time, the applicant's practice and ongoing development *require the full and active support of the individual's supervisor*.

Attendance for the full five days of this introductory training is required. The logistics and other materials for the training will be sent to all participants upon acceptance.

**Cost:** There is no cost to active CI-P for this DOP 2-2. Books, materials, and food are included.

**Confirm reservation by January 12, 2011** – (by returning hard copy of completed application form)

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[walter.lowell@maine.gov](mailto:walter.lowell@maine.gov)

## **Want more information?**

Call Arthur Davis at 621-5091/John Rioux at 623-7924 or Walter Lowell at 287-4307/Lita Klavins at 287-4217.

You can also go to the BTC Website: <http://www.maine.gov/dhhs/btc>

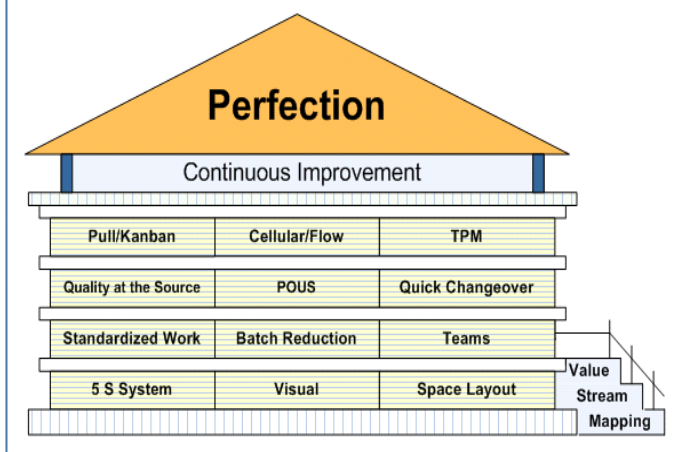
# Application Systems Inventory

Check out the following feature in the October OIT Newsletter:

[http://www.maine.gov/tools/whatsnew/index.php?topic=oit\\_news&id=147306&v=article](http://www.maine.gov/tools/whatsnew/index.php?topic=oit_news&id=147306&v=article)

Although now addressed by others in OIT, remember when Rae Brann started working on an inventory? Go back and take a look at the graphic she originally did for DHHS (Feb. 2008 *CI-P News*, pp.6-7). It was not only an inventory but also showed the business relationships of the applications/systems.

## The House of Lean Thinking



## 2010 Lean Systems Summit — Northeast

The [Summit Proceedings](#), including a summary of the workshops and related PowerPoint presentations, is available out on the **Bend the Curve** website in the “Events & Announcements” section.

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

## Printed & Other Matters

We’ve often talked about how to get the Bend the Curve/Lean message across to others and to have it stick with them. If you haven’t already, you might want to check out the following books. They’re engaging, well written, and do “stick” with you:

Malcolm Gladwell —

- 1) The Tipping Point
- 2) Blink.

Chip and Dan Heath —

- 1) Made to Stick: Why Some Ideas Survive and Others Die
- 2) Switch: How to Change Things When Change is Hard.

*(Wonderful rider and elephant Analogy.)*

Walter Lowell also strongly recommends Mike Rother’s Toyota Kata.

Rother discusses the importance and role of “kata” (organizational routines / behavior patterns, ways) and improving management’s approach through the use of two kata: improvement kata and coaching kata.

*(Mike Rother co-authored Learning to See with John Shook.)*





## 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:

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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/>

**Bend  
the Curve**

### Continuous Improvement Practitioners: BTC Intervention Facilitation Status

DHHS		DOL		DAFS	
Bridget Bagley	IA-O	Jorge A. Acero	IA-O	Rae-Ann Brann	IA-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	L	Lyndon R. Hamm	IA-CL
Julita Klavins	L	Arthur S. Davis	L	Billy J. Ladd	IA-CL
Don Lemieux	C-O	Merle A. Davis	L	Maayan L. Lahti	IA-O
Muriel Littlefield	C	Eric Dibner	CL	Michaela T. Loisel	IA-L
Walter E. Lowell	L	Peter D. Diplock	O	Henry B. McIntyre	O
Jerrold Melville	O	Brenda G. Drummond	IA-O	Gloria R. Payne	IA-O
Ann O'Brien	L	Anita C. Dunham	IA-CL		
Cheryl Ring	C-CL	Karen D. Fraser	IA-L	<b>DOT</b>	
Anne Rogerson	O	Timothy J. Griffin	L	Michael Burns	C-O
Terry Sandusky	L	Gaetane S. Johnson	IA-O	Jessica Glidden	IA-O
Bonnie Tracy	IA-O	Michael J. Johnson	O	Rick Jeselskis	IA-O
<b>Sec. of State-BMV</b>		James J. McManus	IA-CL	Robert McFerren	IA-O
Scott Thompson	O	Scott R. Neumeyer	IA-O	Sam McKeeman	C-O
<b>OPEGA, Legislature</b>		Bruce H. Prindall	IA-L	Jeffrey Naum	IA-O
Matthew K. Kruk	IA-O	John L. Rioux	L	Mark S. Tolman	IA-O
<b>Univ. of Maine</b>		Sheryl J. Smith	C	<b>DEP</b>	
Kim Jenkins	O			Carmel A. Rubin	IA-O
<b>Community – Private Sector *</b>					
Stephen C. Crate	IA-O	James Fussell*	IA-L	Jack Nicholas*	IA-O
Nancy Desisto*	IA-L	Kelly Grenier*	CL	Clough Toppan*	IA-CL
Jane French*	IA-L	<b>Town of Durham, New Hampshire</b>			
Alicia Kellogg*	IA-O	David Kurz	O	Michael Lynch	O
		Steve McCusker	O	Todd Selig	O
<b>* Community CI-P</b>		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 scheduled for January 31 — February 4, 2011. 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.