

2-1-2012

## Bend the Curve CIP-News - February, 2012

Bend the Curve Continuous Improvement Practitioners

Follow this and additional works at: [http://digitalmaine.com/mdol\\_btc\\_news](http://digitalmaine.com/mdol_btc_news)

---

### Recommended Citation

Bend the Curve Continuous Improvement Practitioners, "Bend the Curve CIP-News - February, 2012" (2012). *MDOL Bend the Curve Archive*. Paper 43.

[http://digitalmaine.com/mdol\\_btc\\_news/43](http://digitalmaine.com/mdol_btc_news/43)

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](mailto:statedocs@maine.gov).

February 2012

Volume 7, Issue 2

## Inside this issue:

DOP 1-7 2-5

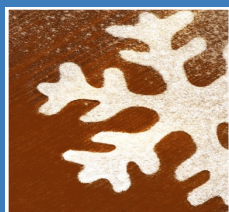
Ins & Outs of  
CI-Ps 6

Schedule of  
Lean Events 7

BTC & CI-P  
Listing 8

## Special points of interest:

- Next Clinicals
  - March 16
  - April 20
- Be sure to check out the DOP 1-7 Windowpane & photos.



## Lean: The Science of Improvement

— Walter E. Lowell



The Biblical story of the Garden of Eden can also be read as a metaphor for the birth of Man.

We leave a place where all our needs

are perfectly met and are literally pushed into a world where we must struggle continually to meet them.

The environment we are born into offers no free lunch. If anything, it is hostile. Life is a struggle to quench thirst, hunger, warmth, and companionship, which are primal needs for us as infants -- just as they were daily actions for us as early man.

The quest to meet these needs is driven by an ever-changing environment that creates a desire in us to find a more satisfying state than the one we are currently in. Life in the Garden of Eden may have been perfect but life in the garden called Earth is in need of constant tending.

The drive to continually improve our current situation must be genetically wired into the human genome. I would hypothesize that the resolution of dissatisfaction is the expression of a set of molecules buried in our genetic makeup created by a continuously changing and adverse environment.

This genome when coupled with the other unique hallmark of human beings,

Reason, has brought us out of the caves and into the sky and beyond.

What we call Progress is simply humans constantly seeking better ways to do things. While we know of isolated tribes that live in environments that have required little change for hundreds if not thousands of years, they are the exception more than the rule.

Man as it turns out is, in fact, *Homo Amplexus* — Man the Improver.

Continuous Improvement Practitioners (CI-Ps) as practitioners of Lean, the Science of Improvement, are in no doubt being true to these hereditary roots.

Over the centuries, Mankind has refined and capitalized on these 'genetic' traits to evolve them into a powerful way of understanding and controlling our environment.

A process we now call Science.

Science is a disciplined way of learning through discovery. While a Paleolithic teenage boy poking at hot lava with a stick (who else would do it?) and discovering fire is a far cry from today's science, admittedly his action embodies the beginnings of the elements of science: planning, doing, checking, and acting.

Perhaps it is from this perspective that we need to re-think how we

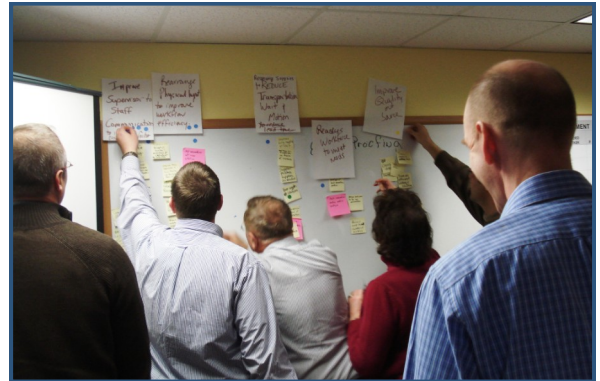
— *cont'd on page 6*

# BTC Development of Practitioners 1-7

The seventh session of the week-long *Bend the Curve* 'Development of Practitioners 1' introductory training was held February 6-10, 2012 in the Lean Lab at 221 State Street in Augusta and included both public and private sector participants. This intensive introductory training enables participants to begin the journey toward effectively consulting and working with individuals and teams interested in moving their organizations to Operational Excellence, using *Lean* thinking and concepts and continuous improvement methods, tools, and interventions.

This *Bend the Curve* training is the first step in an ongoing developmental journey for each Practitioner to begin –

- ♦ actively working with teams and individuals engaged in system/process improvement activities in transactional environments;
- ♦ coaching leaders, managers, and team in appropriate continuous improvement and problem-solving methodologies, implementation, and oversight strategies;
- ♦ enabling appropriate documentation, measurement, and reporting of results;
- ♦ providing broad Lean/continuous improvement expertise and consultation, and
- ♦ becoming a major contributor to their respective organization's efficient and effective operation in service to meeting their customers' needs.



\*\*\*The following training windowpane reflects the theme of each of the five days and the flow of the learning and practice segments.

## DOP 1-7 Participants & Faculty



Seated l-r: Ted LaCrone, Ericka Deering, Theresa Dube, Thomas Crosby, Dennis Corliss

Standing l-r: John Rioux, Walter Lowell, Kristopher Michaud, Brynn Riley, Douglas Patrick, Lita Klavins, Ghassan Saleh, Arthur Davis

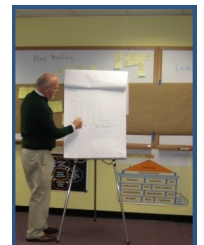
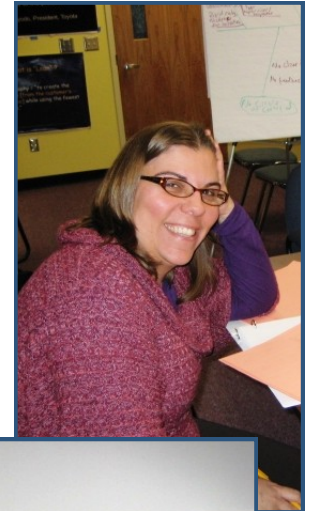
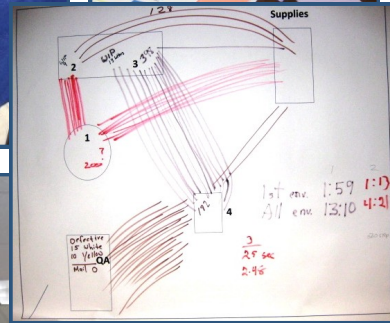
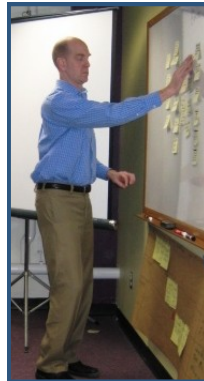
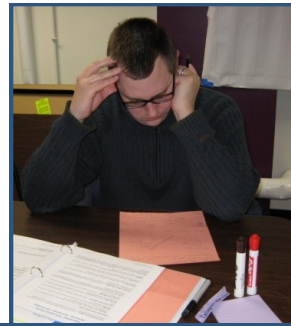
## Bend the Curve: Development of Practitioners Introductory Training 1

Day 1- Monday	Day 2- Tuesday	Day 3- Wednesday	Day 4- Thursday	Day 5- Friday
Developing a Process Mindset	Making Work Visible	Improving the Process	Implementing the New Process	Perfecting The Lean Process
<p>7:30 Gather, Breakfast</p> <p><b>8:15</b> Welcome</p> <ul style="list-style-type: none"> <li>Start-up &amp; Overview</li> <li>Learning Community &amp; Learning Self</li> <li>Simulation</li> <li>Break</li> <li>System of Work (Process Mindset)</li> <li>Visualize the Process: Walk the Dog</li> </ul> <p>12:30 • Lunch</p>	<p>7:30 Gather, Breakfast</p> <p><b>8:15</b> Start-up</p> <ul style="list-style-type: none"> <li>Learning Community</li> <li>Lucy/Escalator Video</li> <li>Five Lean Concepts &amp; Flow (Lean Cards) Activity – Activities / Connections / Flow</li> <li>Break</li> <li>Problem-Solving Approaches</li> <li>Types of Interventions &amp; CI-P Intervention Tools</li> <li>Give &amp; Receive Feedback</li> </ul> <p>12:00 • Lunch</p>	<p>7:30 Gather, Breakfast</p> <p><b>8:15</b> Start-up</p> <ul style="list-style-type: none"> <li>Learning Community</li> <li>Language of Waste-3B's + Miller's p.142 + Value/Failure Demand</li> <li>Problem-Solving Tools</li> <li>Break</li> <li>Applying Continuous Improvement Concepts</li> <li>Mapping the Future State</li> </ul> <p>12:00 • Lunch</p>	<p>7:30 Gather, Breakfast</p> <p><b>8:15</b> Start-up</p> <ul style="list-style-type: none"> <li>Learning Community</li> <li>Development &amp; Use of the Improvement Implementation Plan</li> <li>Break</li> <li>Improved Simulation</li> </ul> <p>12:00 • Lunch</p>	<p>7:30 Gather, Breakfast</p> <p><b>8:15</b> Start-up</p> <ul style="list-style-type: none"> <li>Learning Community</li> <li>Change: Practice (Case Study Example)</li> <li>Change: Organizational &amp; Individual</li> <li>Break</li> <li>Improvement Project Integration – Improvement Team Membership &amp; Report Out</li> </ul> <p>11:45 • Lunch</p>
<p><b>1:15</b></p> <ul style="list-style-type: none"> <li>Consulting Process (Entry &amp; Contracting)</li> <li>Measures: Mustang Exercise</li> <li>Measurement: What is it you need to know?</li> <li>Break</li> <li>Chartering</li> <li>Improvement Project - Integration Background/Customer/Product/Supplier</li> </ul> <p>5pm • Adjourn</p>	<p><b>12:45</b></p> <ul style="list-style-type: none"> <li>Mission Statement</li> <li>Process Analysis Matrix</li> <li>Intervention: Mapping the Current State</li> <li>Break</li> <li>Intervention: Mapping Current State cont'd.</li> <li>Improvement Project Integration – Define the Problem – Measurement</li> </ul> <p>5:00 • Adjourn</p>	<p><b>12:45</b></p> <ul style="list-style-type: none"> <li>Mapping Future State (cont'd.)</li> <li>Break</li> <li>Measurement: Continued</li> <li>CS &amp; FS Comparisons &amp; Implications</li> <li>Improvement Project Integration – Outcomes/Goals/Targets &amp; Measurement</li> </ul> <p>5:00 • Adjourn</p>	<p><b>12:45</b></p> <ul style="list-style-type: none"> <li>5 Operational Principles</li> <li>Managing the IP</li> <li>Break</li> <li>Intervention Follow-up &amp; Role of the CI-P</li> <li>Standardization</li> <li>Improvement Project Integration -- Proposed Intervention Type &amp; Method</li> </ul> <p>5:00 • Adjourn</p>	<p><b>12:30</b></p> <ul style="list-style-type: none"> <li>Consulting Process: Closure &amp; Re-Contracting</li> <li>Roles &amp; Responsibility of CI-PPs</li> <li>Break</li> <li>CI-P Development &amp; Re-Entry Planning</li> <li>Summary, Next Steps &amp; Wrap-Up</li> <li>Closing Ceremony</li> </ul> <p>4:00 • Adjourn</p>

— cont'd on page 4

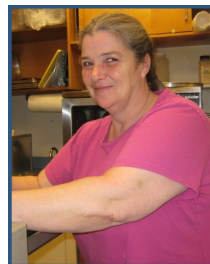
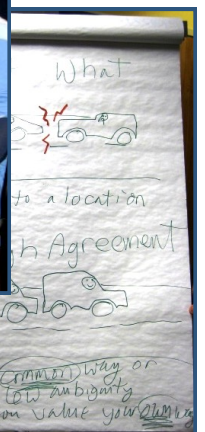


# DOP 1-7 Photos *(cont'd. from p. 3)*





# DOP 1-7 Photos (cont'd. from prior page)



Seated l-r: Ted LaCrone, Ericka Deering, Theresa Dube, Thomas Crosby, Dennis Corliss  
Standing l-r: Kristopher Michaud, Brynn Riley, Douglas Patrick, Ghassan Saleh

## Lean: The Science of Improvement *(cont'd. from p. 1)*

approach implementing the Science of Improvement in our work force.

If we have a natural predisposition to improvement by acting to achieve better conditions for ourselves why not begin the discussion of improvement there?

Science, as we apply it in *Bend the Curve*, is disciplined and codified, but it is not complicated, just novel for most people. So novel, in fact, that few recognize what power it brings to the workplace, particularly our leaders in government.

It is an interesting observation to find that somewhere along the way many people - if not most - are blind to their improvement heritage. We accept it as a given and no longer see it as an advantage that is both innate, hard fought for and won over many hundreds of years.

In our daily life, we are constantly adapting to change and seeking to improve our immediate surroundings in some way. Yet in the workplace we are often threatened when confronted with change, particularly when it comes unexpectedly — threatened no doubt because the change comes to us and not from us.

BTC has adopted a strategy of not pushing improvement work on to people. Pushing anything on to anyone implies an imposition of force, and as

science has taught us, for every action - a push - there is an equal and opposite reaction - resistance.

Given the premise of *Man the Improver*, resistance while a natural response when imposed runs counter to our nature as *Homo Amplexus*.

Resistance becomes a form of energy to capitalize upon by channeling that energy in a positive direction challenging our innate capacity that seeks improved current conditions.

Science is Man's constant pursuit of learning how to improve his current condition, but science requires a context that allows the freedom of expression, the freedom to exchange ideas, the freedom to collaborate with others, and the freedom to explore and invent — without this freedom science withers and dies and so too civilization.

We as CI-Ps are faced with work environments that are often inimical to such freedom. Command and control, blame and shame management styles are often the biggest impediments to succeeding in transforming work cultures. As Ed Deming noted, fear is often the root cause of resistance and driving out fear in the workplace is one of the greatest challenges we face as CI-Ps.



### The Ins & Outs of CI-Ps



★ Good wishes to Sam McKeeman who left the Maine Department of Transportation as Director of Staff Development and Training on February 17th to start a new job in the Bureau of Human Resources in the Department of Administrative and Financial Services. He noted that he feels that there is good potential there for Lean implementation and that he anticipates working closely with *Bend the Curve*.



# Lean: The Science of Improvement (cont'd. from prior page)

Fear is always associated with the unknown, which in turn reflects the sense of powerlessness we experience when we think or feel we are no longer in control of events. However, personally exhilarating not knowing what tomorrow brings may be, it is downright close to paralyzing in the work place. Customers want what they want, when they want it.

The very nature of science as we translate it into our CI-P work with employees and managers is to bring the unknown into the realm of the known. What else can a value stream map be then a clarification of what is?

In clarifying 'how work works', we replace uncertainty with a higher degree of certainty, thus banishing a modicum of fear from the workplace.

As a consequence, we place power and confidence back into the hands of those who do the work which is both an investment in people as well as the organization.

Now they have a capacity to both know the work and change the work - for the better, as well as becoming more valuable workers because they have been taught means (Lean) to affect ends (outcomes).

This is everyday science at its best in the workplace. True, it is not the pure science of the laboratory, but it is every bit as effective and transformative.

This is the scientific legacy CI-Ps have inherited from all those who have gone before.

We indeed represent the best of leadership for this new revolution that offers the promise of making our institutions better places to work, our lives more enjoyable, and our world a better place to live.

*Walter*

## BTC Lean Schedule

Date	Time	Topic	Location	Contact
March 16	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL/JK
April 20	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL/JK
May 18	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL/JK
June 15	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL/JK
July 20	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL/JK
Aug 17	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL/JK
Sept 21	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL/JK
Oct19	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL/JK
Nov 16	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL/JK
Dec 21	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL/JK

\* 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

Paul R. LePage, Governor

Mary C. Mayhew, Commissioner

**Office of Lean Management Services  
Maine DHHS**  
221 State Street  
Augusta, Maine 04333-0011

FAX: 207-287-7571  
TTY: 1-800-606-0215  
Lean Learning Lab: 207-287-6164

## OLMS/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 Maine State government and the expectations of Maine citizens.

**We're on the net !**

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

**Bend  
the Curve**

## Continuous Improvement Practitioners: BTC Intervention Facilitation Status

DHHS		DOL		DAFS	
Kate D. Carnes	C	Joan A. Cook	I-LL	Dennis Corliss	O
Nancy Cronin	C-O	Merle A. Davis	L	Sam McKeeman	C-O
Theresa Dube	O	Eric Dibner	LCL		
Marcel Gagne	LCL	Timothy J. Griffin	L		
Julita Klavins	L	John L. Rioux	L		
Walter E. Lowell	L	Sheryl J. Smith	C-O		
Jerrold Melville	LCL			<b>Sec. of State-BMV</b>	
Kristopher Michaud	O			Scott Thompson	O
Ann O'Brien	L	<b>Univ. of Maine</b>			
Douglas Patrick	O	Kim Jenkins	O	<b>DOT</b>	
Terry Sandusky	L	Brynn Riley	O	Michael Burns	C-O
Bonnie Tracy	C-O	Ghassan Saleh	O		
				<b>OPEGA, Legislature</b>	
		<b>DEP</b>		Matthew K. Kruk	I-O
		Carmel A. Rubin	I-O		
<b>Community — Private Sector *</b>					
Rae-Ann Brann*	L	James Fussell*	I-LCL	Anne Rogerson*	I-LCL
Arthur S. Davis*	I-L	Kelly Grenier*	LL	Clough Toppan*	I-LCL
Ericka Deering*	O	Ted LaCrone*	O		
Nancy Desisto*	C-L	Henry B. McIntyre*	I-LCL		
<b>Town of Durham, NH</b>					
		David Kurz	C-O	Steve McCusker	C-O
		Michael Lynch	C-O	Todd Selig	C-O
<b>* Community CI-P</b>					
I - Inactive		C - "Champion for Lean" - not facilitating			
L - Lead (LL-Learning)		LCL - Learning Co-Lead		O - Learning Observer	

## BTC Calendar

You can check the  
*Bend the Curve*  
Calendar in the  
State of Maine's  
Outlook Public  
Folders for contin-  
uous improvement  
meetings,  
Clinicals, trainings,  
and other events.