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Bend the Curve CIP-News - March, 2012

Bend the Curve Continuous Improvement Practitioners

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March 2012

Volume 7, Issue 3

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Special points of interest:

- Next Clinicals
 - April 20
 - May 18
- Check out the Printed & Other Matters.



The Hunger Games & Other Matters of State

— *Walter E. Lowell*



This past week I got caught up in *The Hunger Games* movie hysteria and ended up going to see it with my daughter.

It is an interesting story with two themes: one overt, a teenage love story; the other dark and not so overt, the oppression of the State — not Maine of course.

But a brief digression to be clear about terms.

A.J. Nock makes a distinction between a State and a government. Nock writes about the evolution of 'the State' - think Federal or State systems - and points to its origins in the conquest of one group over another.

The conquerors set up an exploitive "system" where one group expropriates the labor and wealth of another and develops administrative structures to support it.

And while the nature of the State has evolved from monarchical to merchant, according to Nock, it still retains this exploitive characteristic to this day — however benign or threatening one chooses to view it.

Government, on the other hand, is more akin to the way Native American tribes conducted their affairs. That is, they managed crime, wealth, equality and justice without setting up a State (i.e. one group not exploiting another).

This is an interesting distinction since for many the State and government are synonymous and exploitation is generally not part of the equation.

In *The Hunger Games*, the love story was predictably Hollywood cute — why, no doubt, it is the rage of the middle school crowd.

Hovering above the youthful love story, however, was the overbearing and threatening nature of the State, opulently disguised in outrageous fashion, material wealth, and computerized control of every nook and cranny of the young lovers' world.

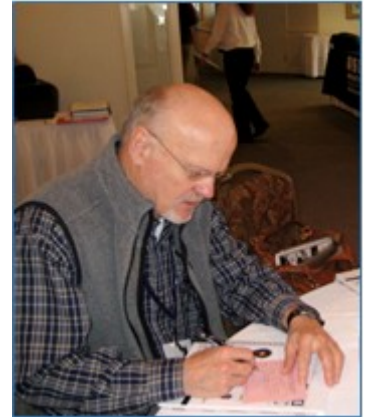
It was this theme that drew my attention.

If you have been following this column, you are aware that I have been writing a lot about the differences between the State and private enterprise.

— *cont'd on p. 4*

Innovation Engineering Leadership Institute

An *Innovation Engineering Leadership Institute* (IELI) was held the first of March in Freeport. The Institute was led by Doug Hall, founder and CEO of the international Eureka! Ranch. Eureka! Ranch is an innovation and research think tank specializing in developing and delivering reliable systems for increasing innovation speed & decreasing risk. Doug Hall, a Mainer, is working closely with the National Institute of Standards & Technology-Maine Manufacturing Extension Partnership (NIST-MEP) and the University of Maine system, principally through the Foster Center for Student Innovation-Orono. CI-P Nancy DeSisto attended the first Institute conducted, and CI-Ps Walter Lowell and Lita Klavins attended the IELI earlier this month and will be sharing the learning and, with the CI-Ps, incorporating the knowledge into *Bend the Curve* practice.



As IE says -

The Problem:

*Innovation is critically necessary
but can be slow and risky.*

The Promise:

A complete innovation system, the Innovation Engineering Management System, that increases innovation speed (6x) and decreases risk (30% to 80%) with tools to help a team think smarter & more creatively. It is a proven system of tools developed through scientific inquiry—grounded in hard data. The Innovation Engineering System accelerates a continuous flow of innovations - big and small to address any departments', divisions' & companies' Very Important Problems and Opportunities. Major innovation projects have a dramatic impact on sales and profits. Minor projects help transform the culture. It's a four-stage process of Define, Discover, Develop, and Deliver. It enables every employee to think smarter and more creatively about innovation.

Website: <http://www.innovationengineering.info>

***"Good. Better. Best. Never let it rest, until
your good is better and your better is best."***

*Old children's nursery rhyme — but attributed on the net to Tim
Duncan and Adlai Stevenson, among others.*

Printed & Other Matters

Developing a Lean Thinking Workforce

By Tom Southworth

Label & Narrow Web Magazine. August 27, 2010

“ Much time and energy has been spent and will continue to be spent on learning and using the tools of Lean that we've all become very familiar with. Tools like value stream mapping, 5S, point-of-use-storage and kanban can be easy to understand since each one is something tangible. We can put our hands on, or our arms around, a value stream map, tools that are stored at point-of-use, or on inventory that is controlled through the use of a kanban system. We can see these things and we can understand what they are and what they're used for.

While these tools are essential in any Lean Enterprise, there is one thing, one intangible, that is much, much more important than any single tool or collection of tools. Many would say it's the most important "thing" and that, without it, an enterprise will never truly become Lean. What is it? It's a Lean Thinking Workforce.

. . . Lean Thinking, ...coined by Jim Womack and Dan Jones for ... their critically acclaimed book Lean Thinking: Banish Waste and Create Wealth in Your Corporation (Simon & Schuster, New York, 1996), is a term used to describe a mindset whereby an organization is focused on providing value to a customer or client, rather than on "the numbers." We call this type of organization a Lean Enterprise.

. . . In order for an organization to be a Lean Enterprise, its employees must become a Lean Thinking Workforce. A Lean Thinking Workforce is one with the right number of employees, who possess the right skill sets, and who are working on the right thing, at the right time, and in the right quantity.”

" 'Training is what you do so that the person can perform the job and meet the numbers. Development is growing the person so that they can become increasingly capable at doing the job.'

(Jeff Liker and Mike Hoseus, Toyota Culture, 2008)"

Read the whole article:

http://www.labelandnarrowweb.com/issues/2010-09/view_printing-lean/printing-lean-46100/

Also, take a look at another of his articles:

'I don't have time'

Label & Narrow Web Magazine. November 18, 2011.

http://www.labelandnarrowweb.com/issues/2011-11/view_printing-lean/i-dont-have-time/

The Hunger Games & Other Matters of State (cont'd. from p.1)

As citizens, we expect the State to serve, at minimum, two functions:

- ♦ to be efficient and effective in its operations, and
- ♦ to deliver justice and fairness equally.

Since the State does its work through systems and processes, the idea of efficiency and effectiveness makes good sense and, consequently, has become the focus of *Bend the Curve* and other Lean initiatives.

Getting tax returns, having pot holes filled, plowing streets and sanding quickly, and so on are a few examples of this. In these examples, faster is better and almost always cheaper.

The first function, efficient and effective, is what we have in common with private enterprise. But the second function, fairness and justice, is unique to the State and, in point of fact, must be considered its primary purpose.

When fairness and justice are not primary goals of the State, citizens are at risk. Witness the consequences of European Fascism or Soviet Communism as recent examples.

Moreover, efficiency and effectiveness will always be sacrificed for justice and fairness — as in, for example, our judicial system.

People who are arrested are not sent immediately to prison. In China, on the other hand, protestors at Tiananmen Square were efficiently and effectively

dispatched; though I doubt that anyone in the West would agree that is how we want our legal systems to work.

Efficiency and effectiveness and fairness and justice are two essential priorities we must always balance in the application of Lean principles to State systems. It can never be as simple as more efficiency alone being necessarily better.

In fact, strong arguments have been made that our whole system of representative democracy and tripartite government is designed to be inefficient — since our nation's founders were very suspicious of the dangers of an oppressive State, given the one in particular that they revolted against.

There is another difference as well that separates a State system from private enterprise. It is the means employed to achieve its objectives: namely coercion and force.

To achieve its outcomes, private enterprise must compete to survive. It must design, develop, manufacture, and market products and services that people want. It must do this as efficiently and cheaply as possible while still preserving value for their customers.

The State, on the other hand, does not compete because it has behind it the force of law, as well as coercion if necessary, to achieve its objectives (one reason we do not have Marketing Departments). In fact, it holds a monopoly on these things. Sad

— *cont'd on next page*

The Hunger Games & Other Matters of State (cont'd. from p.4)

but true, only the State can get away with murder as witnessed in past and current wars.

As State employees, we tacitly embody the directive of force in all our dealings with our customers (i.e. citizens) because our actions are driven by law - or the policy that created it - and not what we Continuous Improvement Practitioners (CI-PS) may think is necessarily best for customers at a given time.

That is to say, entrepreneurship is greatly limited and, some might argue, discouraged because State employees provide products and services that the public's representatives have defined, set into law, and appropriated money for, even if the process to deliver them is not well thought out — as is often the case.

In this regard, the State is different. Not understanding this difference can hamper our ability as CI-PS to effect improvements. Government can pay lip service to improvement because it is not designed nor operates - currently—with an improvement mindset.

Improvement can and does occur through a legislative process which reflects the desires of the citizens through their elected representatives. Desires that, it is hoped, will improve some aspect of citizens' lives.

Once an improvement is enacted, it now carries the force of law, which by the way includes coercion and, yes, even violence, if not obeyed. Try not paying your taxes or

running the toll booth! Note, too, that government funds its improvements through taxation which appropriates money from its citizens to fund them. In Taxation, efficiency and effectiveness and fairness and justice, equally applied, are writ bold for all to see and debate.

While in private markets improvement is voluntary and necessary, in government it may well be neither. Some or even many may not agree with the law or the expenditure for the improvement and, therefore, resent the taxes to pay for it in the first place.

It is true that the execution of policy requires processes and, therefore, should entail all the ensuing mechanisms, principles, and methods associated with Lean.

However, the danger is that delivering them efficiently and effectively — always important — can be problematic. For instance, an executive order to achieve an immediate objective without data to support its long-term consequences (executing American citizens suspected of terrorism as a current and controversial example).

So, here we are as CI-PS well trained to design efficient and effective systems which are mandated by our citizens yet faced with the real politics that constantly surround and sometime thwart our efforts.

The Hunger Games points to even larger issues of the State becoming so large and dominant that individual freedom of action becomes jeopardized and, even more dangerously, individual thought and expressions well.

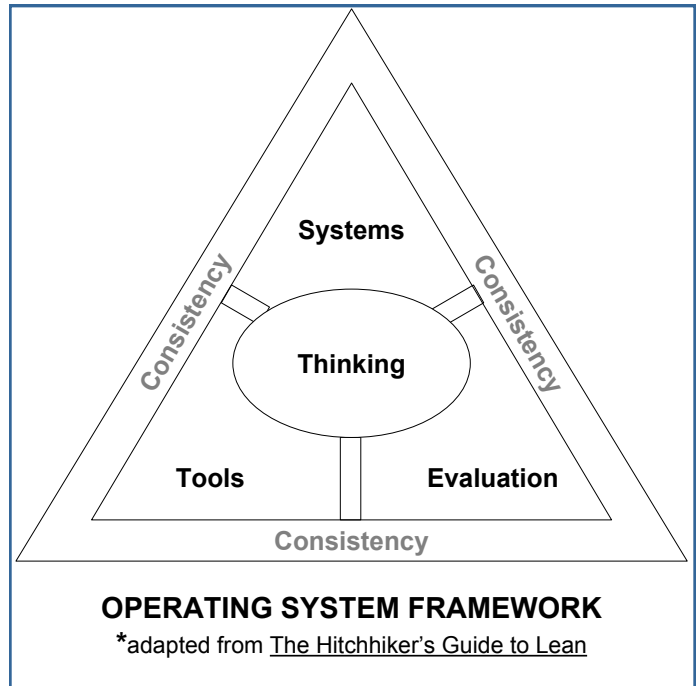
— cont'd on page 6

The Hunger Games & Other Matters of State *(cont'd. from p.5)*

In private enterprise, more customers and more growth are desirable goals, but for the State more can never be seen necessarily as desirable; for more taxes, more regulation, and more services, more bureaucracy and more government leads to a place which history has shown may well threaten the prosperity and peace of its citizens: a scenario vividly portrayed in *The Hunger Games* and noted throughout history.

It was the intention of our country's founders to design our system of government to prevent this from happening; efficiency, effectiveness and improvement were not the first items on their agenda, but perhaps even the opposite to include limiting its size and scope.

As CI-PS we must recognize that we serve in a very unique capacity that is unlike our private enterprise counterparts. We both work in systems, true, but systems with entirely different goals and objectives, different



management methods, and different means to deliver ends.

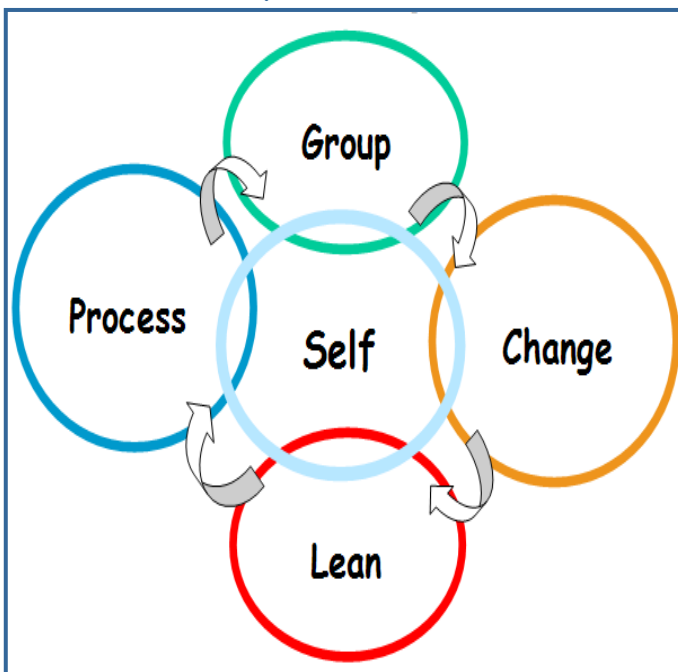
Both private and public sectors have processes to include materials, methods, people, and money, but the similarities end there.

These systems are not just designed and managed differently but have a different intent as well. To this extent, our ability as CI-PS to deploy Lean methods in a public sector environment is constrained accordingly.

The State is the environment—the context - that we CI-PS labor in, and we need to be clear about these distinctions and their ensuing constraints and opportunities in order to help direct our expectations, time frames, and strategies for intervention and for success.

— *Walter*

The Five CI-P Competencies



Lean TIPS



- For rapid improvement, as we've discussed often, implementation plan *task* time frames should be kept as brief as possible (30-90 days). One of the reasons for this is that as the time interval between the plan development and the change implementation expands, more and more other changes will occur. This means that the improvement team will be increasingly likely to be subjected to the whim of these other changes, less in control of the change process, and less likely to move forward in a planful, productive way.
- At the same time, keep in mind Doug Hall's mantra for Innovation (meaningfully unique ideas) dissipating risk through small steps, always using the PDCA model and learning: *Fail fast, Fail cheap.*

Check this out !

On Creating Public Value: What Business Might Learn from Government about Strategic Management.

Moore, Mark & Sanjeev Khagram. 2004. Corporate Social Responsibility Initiative Working Paper No.3. Cambridge, MA: John F. Kennedy School of Government, Harvard University.

<http://www.maine.gov/dhhs/btc/PDF/On-Creating-Public-Value.pdf>

BTC Lean Schedule

Date	Time	Topic	Location	Contact
April 20	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL/JK/JR/MD
May 18	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL/JK/JR/MD
June 15	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL/JK/JR/MD
July 20	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL/JK/JR/MD
Aug 9-10	8:00-5:00	2012 Lean Systems Summit	Portland, Holiday Inn on the Bay	WEL/JK
Aug 17	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL/JK/JR/MD
Sept 21	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL/JK/JR/MD
Oct 19	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL/JK/JR/MD
Nov 16	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL/JK/JR/MD
Dec 21	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL/JK/JR/MD

* 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

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.

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BTC Calendar

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

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			Sec. of State-BMV	
Kristopher Michaud	O			Scott Thompson	O
Ann O'Brien	L	Univ. of Maine			
Douglas Patrick	O	Kim Jenkins	O	DOT	
Terry Sandusky	L	Brynn Riley	O	Michael Burns	C-O
Bonnie Tracy	C-O	Ghassan Saleh	O		
				OPEGA, Legislature	
		DEP		Matthew K. Kruk	I-O
		Carmel A. Rubin	I-O		
Community – Private Sector *					
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		
Town of Durham, NH					
		David Kurz	C-O	Steve McCusker	C-O
		Michael Lynch	C-O	Todd Selig	C-O
* Community CI-P		I - Inactive	C - "Champion for Lean" - not facilitating		
L - Lead (LL-Learning)		LCL - Learning Co-Lead		O - Learning Observer	