

4-1-2013

## Bend the Curve CIP-News - April, 2013

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 - April, 2013" (2013). *MDOL Bend the Curve Archive*. Paper 57.

[http://digitalmaine.com/mdol\\_btc\\_news/57](http://digitalmaine.com/mdol_btc_news/57)

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).

April 2013

Volume 8 Issue 4

## Inside this issue:

|                         |   |
|-------------------------|---|
| On Leadership           | 2 |
| Two Types of Leaders    | 3 |
| Gemba                   | 4 |
| Ins & Outs of CI-Ps     | 5 |
| Are you a leader?       | 5 |
| Lean Summit             | 7 |
| Schedule of Lean Events | 7 |
| BTC & CI-P Listing      | 8 |

## Special points of interest:

- Next Clinicals
  - › May 17
  - › June 21
  - › July 19
  - › August 16



## What's in a name? A lot !

— Lita Klavins

I have had long-standing and sporadic discussions with others involved in a variety of Lean efforts and implementations about calling it *Lean*: Should we talk about *Lean* or, as I prefer, talk about *continuous improvement*?

Almost needless to say, but not quite, I've pretty consistently been the "loser" in these discussions.

Let me explain: It has always seemed to me that using the "label" and not the descriptive "purpose" is inhibiting and often leads others to react intuitively/emotionally to the label — based on past experiences, "fads" they've been through, assumptions (e.g. it's only about manufacturing), fears, misunderstandings of the term, stories they've heard, prejudice, and so on.

*Continuous improvement*, on the other hand, does not seem to me to be as specific to a definitive approach or methodology or to carry the sometimes attendant baggage. It seems to be broader and allow for more flexibility to use what one considers the best of various change/improvement approaches (including *Lean*), melding them into a coherent whole.

To be fair, *Lean* does define distinct, cogent principles, methods, techniques and — while challenging and exciting — can also be comforting in its "definedness." And those familiar with the term, understand what you are

talking about. It is a shorthand. It is clear, associating you with practiced others and credible, proven efforts, eliciting an emotional response, and encouraging involvement and participation.

Most not-in-the-*Lean*-know people, however, would at least get the basic idea of *continuous improvement* while when hearing *Lean* may not have a clue what that means.

Moreover, I have to ask: have we, in *Lean*, created — in a sense — a separate religion, an orthodoxy that actually separates us, one from the other?

We are *Lean*; you are not — you are Six Sigma; you are *Lean Six Sigma*; you are *Balanced Scorecard*; you are *Kai-zen*; you are *TQM*; you are *Toyota Production System*; you are *Innovation*.

You are not really *Lean* unless you're really *Lean*.

Our intent is to be *Lean* and evangelize *Lean*, going forward armed with our conviction that, by its distinction, implies that our belief is better than your belief.

Regardless of our protests of respect for others, of diversity, of egalitarianism, we are after all better. We are going to "heaven". We are *Lean*. We know the right approach to improvement.

*Cont'd on p. 6*

# Printed & Other Matters — On Leadership

## On Leadership. John W. Gardner. 1990.

We are all faced with a series of great opportunities —  
brilliantly disguised as insoluble problems.

★ Confusion between leadership and official authority has a deadly effect on large organizations. Corporations and government agencies everywhere have executives who imagine that their place on the organization chart has given them a body of followers. And of course it has not. They have been given subordinates. Whether the subordinates become followers depends on whether the executives act like leaders.

(p.3)

— or —

★ In corporate and governmental bureaucracies, employees appear to have less choice: They are supposed to accept their superiors in the hierarchy as their leaders. But, of course, quite often they do not. One reason corporate and governmental bureaucracies stagnate is the assumption by line executives that, given their rank and authority, they can lead without being leaders. They cannot. They can be given subordinates, but they cannot be given a following. A following must be earned. Surprisingly, many of them do not even know they are not leading. They mistake the exercise of authority for leadership, and as long as they persist in that mistake they will never learn the art of turning subordinates into followers. (John W. Gardner. "Leaders and Followers". *Liberal Education*. 73(2). March-April 1987.)

★ Some individuals newly risen to leadership have a hard time adjusting to the reality that they are symbols. I recall a visit with a young college president who had just come into the job fresh from a professorship, with no prior administrative experience. He confided that he was deeply irked by an incident the preceding day. In his first speech before faculty, students, trustees and alumni he had simply been himself — a man of independent mind full of lively personal opinions — and many of his listeners were nonplussed and irritated. They were not interested in a display of idiosyncratic views. They had expected him to speak as their new leader, their symbol institutional continuity, their ceremonial collective voice. I told him gently that they had expected him to be their spokesman and symbol, and this simply angered him further. "I'll resign," he said, "if I can't be myself!" Over time, he learned that leaders can rarely afford the luxury of speaking for themselves alone.

★ Most people in most organizations most of the time are more stale than they know, more bored than they care to admit. All too often it is because they have not been encouraged to use their own initiative and powers of decision. And if they are not expected to use their decision-making powers, they are off the hook of responsibility. That is the damaging element.

Unrelenting autocracy down the chain of command undermines initiative. It says by implication that your responsibility is not to identify problems beyond those implicit in your orders, not to think of solutions. Wait for the next order! If something goes wrong that is not strictly within the scope of your orders, you need not worry about it. Followers who are passively awaiting orders have lost much of their capacity to be of help.

It is a loss we cannot afford. It is in the very nature of large-scale organization that its only hope of vitality is the willingness of a great many people scattered throughout the organization to take the initiative in performing leaderlike acts, in identifying problems at their levels and solving them.

*The greatest asset of any society is the talent and energy of its people. Yet no society has ever fully recognized or honored that asset; indeed, most societies have effectively stifled both talent and energy. The release of human possibilities is one of the most basic of social objectives and leadership goals.*

# Two Types of Leaders – Which Are You?

“We've all had experience with two dramatically different types of leaders. The first drains intelligence, energy, and capability from the people around them and always need to be the smartest ones in the room. They are the idea killers, the energy sappers, the diminishers of talent and commitment. On the other side of the continuum are leaders who use their intelligence to amplify the smarts and capabilities of the people around them. With these leaders, light bulbs go off over people's heads, ideas flow, and problems get solved. These are the leaders who inspire employees to stretch themselves to deliver results that surpass expectations. These are the Multipliers. And the world needs more of them, especially now, when leaders are expected to do more with less. It explains why some leaders create intelligence around them, while others diminish it.”

Source: interview with Liz Wiseman, author with Greg McKeown of the book [Multipliers: How the Best Leaders Make Everyone Smarter](http://www.huffingtonpost.com/karen-leland/management-skills_b_1416347.html). [http://www.huffingtonpost.com/karen-leland/management-skills\\_b\\_1416347.html](http://www.huffingtonpost.com/karen-leland/management-skills_b_1416347.html)

“It’s not that Diminishers don’t get things done. They do. It’s just that the people around them feel drained, overworked and underutilized. Some leaders seem to drain the “intelligence and capability out of the people around them. Their focus on their own intelligence and their resolve to be the smartest person in the room [has] a diminishing effect on everyone else. For them to look smart, other people had to end up looking dumb.” In short, **Diminishers are absorbed in their own intelligence, stifle others, and deplete the organization of crucial intelligence and capability.**

Multipliers get more done by leveraging (using more) of the intelligence and capabilities of the people around them. They respect others. “Multipliers are leaders who look beyond their own genius and focus their energy on extracting and extending the genius of others.” These are not “feel good” leaders. “They are tough and exacting managers who see a lot of capacity in others and want to utilize that potential to the fullest.”

In many ways, as leaders, we can become accidental Diminishers. The skills that got us into a position of leadership, are not the same skills we need to lead. Leadership requires a shift in our thinking. Wiseman and McKeown write, “Most of the Diminishers had grown up praised for their personal intelligence and had moved up the management ranks on account of personal—and often intellectual—merit. When they become ‘the boss,’ they assumed it was their job to be the smartest and to manage a set of ‘subordinates.’

The authors have identified five key behaviors or disciplines that distinguish Multipliers from Diminishers. You are not either/or but are somewhere along a continuum. These are all learned behaviors and have everything to do with how you view people. We don’t have to be great in all disciplines to be a Multiplier, but we have to be at least neutral in those disciplines we struggle with. “

| DIMINISHER         |  | MULTIPLIER        |  |
|--------------------|--|-------------------|--|
| The Empire Builder | Hoards resources and underutilizes talent                                    | The Talent Magnet | Attracts talented people & uses them at their highest point of contribution  |
| The Tyrant         | Creates a tense environment that suppresses people's thinking and capability | The Liberator     | Creates an intense environment that requires people's best thinking and work |
| The Know-It-All    | Gives directives that showcase how much they know                            | The Challenger    | Defines an opportunity that causes people to stretch                         |
| The Decision Maker | Makes centralized, abrupt decisions that confuse the organization            | The Debate Maker  | Drives sound decisions through rigorous debate                               |
| The Micro Manager  | Drives results through their personal involvement                            | The Investor      | Gives other people the ownership for results and invests in their success    |

Source: [http://www.leadershipnow.com/leadingblog/2010/06/multipliers\\_how\\_the\\_best\\_leade.html](http://www.leadershipnow.com/leadingblog/2010/06/multipliers_how_the_best_leade.html)  
Based on [Multipliers: How the Best Leaders Make Everyone Smarter](http://www.huffingtonpost.com/karen-leland/management-skills_b_1416347.html),

# Gemba . . . . .

John Rioux, MDOL CI-P, pointed this out, saying "The first meaning is a nice one if waste is seen as a crime !"

From Wikipedia, the free encyclopedia:

*"Genba (現場, genba?, also romanized as gemba) is a Japanese term meaning "the real place." Japanese detectives call the crime scene genba, and Japanese TV reporters may refer to themselves as reporting from genba. In business, genba refers to the place where value is created; in manufacturing the genba is the factory floor. It can be any "site" such as a construction site, sales floor or where the service provider interacts directly with the customer. [Imai, Masaaki. 1997]*

In lean manufacturing, the idea of genba is that the problems are visible, and the best improvement ideas will come from going to the genba. The genba walk, much like Management By Walking Around (MBWA), is an activity that takes management to the front lines to look for waste and opportunities to practice genba kaizen, or practical shopfloor improvement.

In quality management, genba means the manufacturing floor and the idea is that if a problem occurs, the engineers must go there to understand the full impact of the problem, gathering data from all sources. Unlike focus groups and surveys, genba visits are not scripted or bound by what one wants to ask.

Glenn Mazur introduced this term into Quality Function Deployment (QFD, a quality system for new products where manufacturing has not begun) to mean the customer's place of business or lifestyle. The idea is that to be customer-driven, one must go to the customer's genba to understand his problems and opportunities, using all one's senses to gather and process data."

## New AHRQ evidence report details top patient safety strategies

"...one of the most commonly found contextual factors facilitating successful implementation is leadership support, either at the top level or the unit/program level or both. If the leaders are 100 percent behind making something happen, it most often does. Implementation of a patient safety practice might still succeed even if the leaders aren't all-in on it. But when problems arise during an implementation, as they almost always do, without the leaders' active support it is harder to overcome barriers to success.

...making care safer is mostly not a matter of exhorting individual clinicians to do a better job or check their work more carefully, but rather building systems that will produce safer care."

Paul G. Shekelle, M.D., Ph.D.

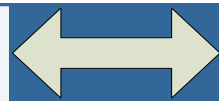
Director of the Southern California Evidence-based Practice Center.

"New AHRQ evidence report details top patient safety strategies". Research Activities. U.S. Department of Health and Human Services. No.392. April 2013.

<http://www.ahrq.gov/news/newsletters/research-activities/13apr/index.html>



# The Ins & Outs of CI-Ps



★ Kim-Marie Jenkins started a new position April 8th with the University of Maine—Orono in Human Resources as a Human Resources Officer and its Lean Coordinator. USM's Lewiston-Auburn College has already made it quite clear that they miss her greatly.

## Are you, as a Continuous Improvement Practitioner, a Leader?

### Relationship of Leadership and Conformity (Fig. 1.1)

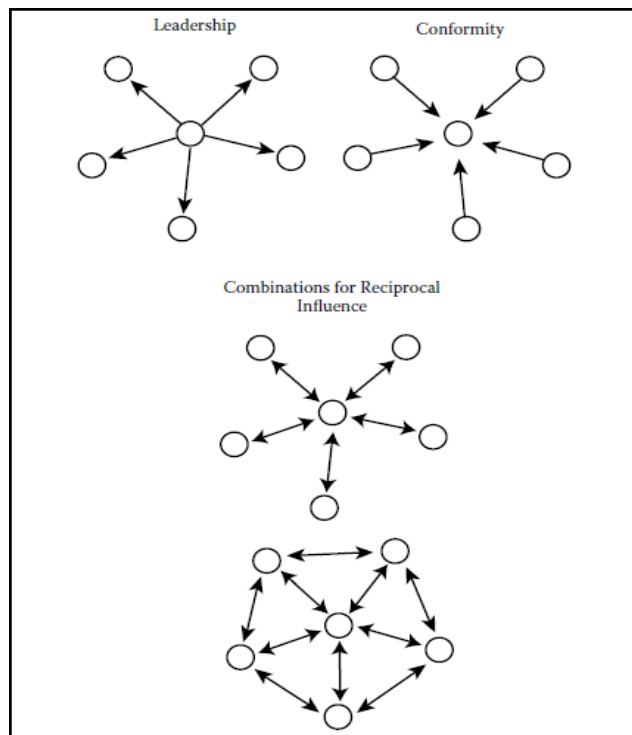
Leadership is not just about the leader, nor is studying leaders and their ability to exert influence and power all that understanding leadership involves. Leadership is a process, not a person, as McGregor (1944) put it, although the leader is usually seen as central to the process.

Leadership does not exist without followership. More needs to be known about followers and their relationship with leaders, including their needs and expectations and how they may come to be leaders.

Leadership involves much more than direction of activity but requires informing and supporting followers and their necessary activities, as well as representing and standing up fairly for their interests.

Followers feel they are entitled to good leadership, aimed at these ends, rather than bad, dysfunctional leadership. Trust and loyalty are two binding elements in the leader-follower relationship that spring from and nurture good leadership practices.

Leadership often refers to gaining direct action from individuals in an interdependent relationship. Whether that is achieved is seen to be central to a leader's role. However, active followers also are needed to achieve mutual goals.



Edwin P. Hollander. Inclusive Leadership: The Essential Leader-Follower Relationship. 2008. p.14.



# What's in a name? A lot !

(cont'd from p.1)

Is this also a not-so-simple branding, not just "religion" issue? Does my concern really center on "branding"? Well, yes, if branding is about vision and the customer.

*Lean* has, of course, become a "brand." It is not only a philosophy and methodology, a name, a term but also a symbol that defines and differentiates itself from other improvement and management approaches, that says that you, as *Lean*, are the unique approach to solving your and/or your customer's problems. This is not a bad thing!

But could *Continuous Improvement* (or continuous quality improvement) also become that unique brand that says we understand your wants and needs, your expectations? That we intend to meet them, always? That you can rely on us? That we want to be in your hearts and minds and everything you do? That we, in our

collective diversity and diverse seasoned approaches, are the promise? Be a vision, a True North, that guides your varied improvement paths?

While not a guarantee, to me, *continuous improvement* says that we will always use the best of the best. And that we will do this in a deliberate, knowledgeable, and thoughtful manner.

Always.

What do you think? Do you think that it's simply substituting one name for another? That it wouldn't carry a broader meaning? That it wouldn't make any difference? That any brand carries the same challenges, risks, and intangible associations? And that such a change would serve no purpose? Is it even worth considering or doing at all?

Lita

---

## Process Excellence Video:

<http://www.processexcellencenetwork.com/people-performance-and-change-in-process-improveme/videos/what-is-process-excellence/>

All the interests of my reason, speculative as well as practical, combine in the three following questions:

What can I know?

What ought I to do?

What may I hope?

Immanuel Kant (1724-1804) *Critique of Pure Reason*. 1787.

**Save the Date: The Lean Collaborative  
invites you to a special event:**

**2013 Lean Systems Summit**  
*Where Government, Services, and Manufacturing Meet*

Summit: Friday, August 9, 2013

Pre-Summit Seminars: Thursday, August 8, 2013

Holiday Inn by the Bay, Portland, Maine

*Collaboration and Innovation in Achieving Operational Excellence  
through Continuous Improvement*

Join private and public business leaders for a day to discuss collaboration, innovation, and using Lean continuous improvement principles and methods to improve your individual, systems, and organizational effectiveness.

- The August 9<sup>th</sup> Summit includes speakers and 15 informational workshops across healthcare, services, finance, government, education, manufacturing, and other sectors on how Lean leaders and practitioners are using Lean to change their culture and improve their way of doing business.
- There will also be informative and challenging Pre-Summit Seminars on Thursday, August 8<sup>th</sup>.

In addition, we hope you will join us Thursday evening at a networking gathering at *DiMillo's on the Water* in Portland.

## BTC Lean Schedule

| Date    | Time      | Topic                                | Location                   | Contact      |
|---------|-----------|--------------------------------------|----------------------------|--------------|
| May 17  | 8:15-4:30 | Clinical Supervision                 | 2 Anthony Avenue           | WEL/JK/JR/MD |
| June 21 | 8:15-4:30 | Clinical Supervision-Measurement     | Maine DOT, Maine Conf. Rm. | WEL/JK/JR/MD |
| July 19 | 8:15-4:30 | Clinical Supervision-Presenting Data | Maine DOT, Maine Conf. Rm  | WEL/JK/JR/MD |
| Aug 16  | 8:15-4:30 | Clinical Supervision                 | 2 Anthony Avenue           | WEL/JK/JR/MD |
| Sept 20 | 8:15-4:30 | Clinical Supervision                 | 2 Anthony Avenue           | WEL/JK/JR/MD |
| Oct 18  | 8:15-4:30 | Clinical Supervision                 | 2 Anthony Avenue           | WEL/JK/JR/MD |
| Nov 15  | 8:15-4:30 | Clinical Supervision                 | 2 Anthony Avenue           | WEL/JK/JR/MD |
| Dec 20  | 8:15-4:30 | Clinical Supervision                 | 2 Anthony Avenue           | WEL/JK/JR/MD |
| Jan 17  | 8:15-4:30 | Clinical Supervision                 | 2 Anthony Avenue           | WEL/JK/JR/MD |
| Feb 21  | 8:15-4:30 | Clinical Supervision                 | 2 Anthony Avenue           | 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

**Office of Continuous Quality  
Improvement  
Maine DHHS  
2 Anthony Avenue  
Augusta, Maine 04333-0011**

**FAX: 207-287-9351  
TTY: 1-800-606-0215**

**OCQI/BTC:**

**Julita Klavins, M.S.W.  
Phone: 207-624-7933  
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   |                           |       |
| Julita Klavins*  | L     | Timothy J. Griffin*       | L     |                           |       |
| Jerrold Melville   | LCL   | John L. Rioux*            | L     |                           |       |
| Kristopher Michaud   | O     | Sheryl J. Smith           | C-O   |                           |       |
| Ann O'Brien  | L     |                           |       | <b>Sec. of State-BMV</b>  |       |
| Terry Sandusky*  | L     |                           |       | Scott Thompson            | O     |
| Bonnie Tracy   | C-O   | <b>Univ. of Maine</b>     |       |                           |       |
|  |       | Kim Jenkins               | O     | <b>DOT</b>                |       |
|  |       | Brynn Riley               | O     | Michael Burns             | C-O   |
|  |       |                           |       |                           |       |
|  |       |                           |       | <b>OPEGA, Legislature</b> |       |
|  |       |                           |       | Matthew K. Kruk           | I-O   |
|  |       |                           |       |                           |       |
| <b>Community — Private Sector</b>  |       |                           |       |                           |       |
| Rae-Ann Brann  | L     | Kelly Grenier             | I-LL  | Douglas Patrick           | O     |
| Arthur S. Davis  | C-L   | Ted LaCrone               | C-O   | Anne Rogerson             | C-LCL |
| Ericka Deering   | C-O   | Walter E. Lowell*         | L     | Ghassan Saleh             | C-O   |
| Nancy Desisto*   | C-L   | Henry B. McIntyre         | C-LCL | Clough Toppan             | C-LCL |
| James Fussell  | I-LCL |                           |       |                           |       |
| Marcel Gagne   | LCL   | <b>Town of Durham, NH</b> |       |                           |       |
|  |       | David Kurz                | C-O   | Steve McCusker            | C-O   |
|  |       | Michael Lynch             | C-O   | Todd Selig                | C-O   |
| * Certified-Bronze CI-P      I - Inactive      C - "Champion for Lean" - not facilitating<br>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 continuous improvement meetings, Clinicals, trainings, and other events.