

5-1-2008

## Bend the Curve CIP-News - May, 2008

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 - May, 2008" (2008). *MDOL Bend the Curve Archive*. Paper 79.

[http://digitalmaine.com/mdol\\_btc\\_news/79](http://digitalmaine.com/mdol_btc_news/79)

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).

## A Lean Parable of the Boy, the Maze and the Lost Girl ...



Once upon a time there was a boy playing in a park.

He came to the park every day because there were lots of interesting things to do there. There were playgrounds, sandboxes, swings, and slides. He liked the slides and sandboxes best.

In the very center of the park was a maze. In fact, the park was famous for its maze.

Now the boy knew about the maze but never went near it because his mother instructed him not to. He was a very obedient boy so he played with the other boys and girls in the sandboxes and swings.

One day, as an outfielder in a game of baseball, he had to chase a ball that landed very close to the maze. He picked it up and threw back and then turned and walked over to the maze.

The maze was very large and made of tall thick evergreens, as is the fashion of most mazes, and in the center was a remarkable statue that you had to see to believe.

The boy walked along the outside of the maze for a while — forgetting totally about the ballgame he left behind — when he came upon a girl,

— *Walter E. Lowell*

whom he had never seen before, standing at the entrance of the maze.

She said "Hello" and asked if he had ever been in the maze? He said that he wanted to but was instructed by his mother not go near it. He also said he was a little afraid of it. The girl said she wanted to go in as well but was afraid, too.

Just then she gave the boy a big smile and stepped into the maze, held out her hand to the boy and said if he would go with her and hold her hand, she would not be afraid to go in. And so they did.

The maze was very big and they walked for a long time.

As they walked, they became hopelessly lost because they were having so much fun talking and laughing. He, of course, told her about his favorite sandbox and slide.

And as they walked, he had this thought that of all the boys and girls he played with in the park she was the most fun.

She was the pea in his pod so-to-speak. And as he was having this thought, she was having a similar thought too! He fit like a glove to her hand.

May 2008

Volume 3, Issue 5

### Inside this issue:

Op. Excellence & McKinsey -ASD 2

Challenges Implementing Lean —J.Fussell 3

ME Sunday Tel. Editorial 3

Schedule of Lean Events 5

4/18 Clinical Notes 6-7

CI-P Listing 8

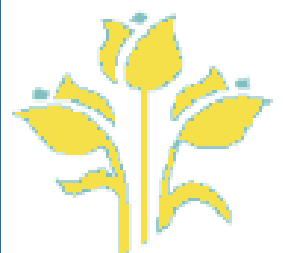
### Special points of interest:

#### • Next Clinicals

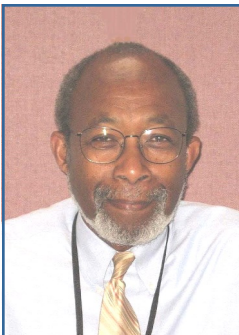
- › June 20
- › July 18
- › August 15

• DOP 1-5 not being held 6/9-13; will be re-scheduled.

• Remember that the three summer Clinicals will all be Study Missions. Be sure to sign up !



Cont'd on p.4 —



# Operational Excellence (Lean) and Elements of McKinsey & Company



— Arthur S. Davis

The May 2007 *McKinsey Quarterly* states, “Although lean (I prefer *Operational Excellence*) principles were originally developed for manufacturing environments, they are increasingly (and successfully) being applied to service businesses, especially those with many routine processes.”<sup>1</sup> (Information Technology) application development and maintenance is a prime candidate for lean (*Operational Excellence*) method not only because it involves a great many processes with the potential to be optimized but also because large differences in productivity among organizations suggest that some are far less efficient than others.”<sup>2</sup>

In its June 2006 Quarterly, McKinsey said, “By improving an “operating system” - the configuration of assets, material resources, and staff - a lean approach can cut cost dramatically, typically 15 to 30 percent. But cost savings are only part of lean’s appeal...lean aims to optimize cost, quality, and customer service constantly. It does so by engaging employees to focus on creating and delivering value in the eyes of the customer and eliminating whatever does not contribute to this goal.”<sup>3</sup>

Some (quite a number in fact) would argue that *Operational Excellence* (lean) has no place in Maine State government. The facts simply do not support this position: \$6,000,000.00 saved at MDOL, \$4,133,000.00 identified for savings at DHHS, and several degrees of productivity improvement recognized at MDOT validates yet another McKinsey observation. The uninformed will find these results unbelievable, or perhaps even insignificant. “Yet practical experience suggests that they (are incorrect in their assumption). Organizations can apply lean principles in almost any environment where process can be defined at the working level.”<sup>4</sup>

As a trained CI-P, are you doing your part, i.e. are you actively engaged?

---

<sup>1</sup>Anthony R. Goland, John Hall, and Devereaux A. Clifford, “First National Toyota,” *The McKinsey Quarterly*, 1998 Number 4, pp. 58-66.

<sup>2</sup>Noah Kindler, Krish Krishnakanthan, and Ranijt Tinaikar, “Applying Lean to application development and maintenance,” *The McKinsey Quarterly*, May 2007, p. 1

<sup>3</sup>Nina Bhatia, and John Drew, “Applying lean production to the public sector,” *The McKinsey Quarterly*, June 2006, p. 1

<sup>4</sup>Ibid p 1

# Challenges in Implementing Lean

I recently came across an article discussing Lean concepts that surprised me. As a CI-P in DHHS, I know that we are introducing this very powerful concept and tool set to a new audience in the public sector.

I have always assumed that the modern manufacturing world was far ahead of the public sector in the process of getting lean.

My surprise was that an [article](#) from the on-line publication [Spectrum](#) describes the very recent introduction of Lean into the semiconductor manufacturing sector. The reason why Lean was introduced now and not earlier is described in the article. I was led to the article by a post at the weblog [Next Big Future](#) where I found a brief summary of and link to the longer article.

The lead author of the article is Harvard Business School professor Clayton M. Christensen. The article itself offers a great real-world view of many of the Lean concepts we study and seek to bring to process improvement efforts throughout our departments.

— **Chip Fussell,**  
**DHHS**



The article highlights the role of Kanban cards, inventories, *Pull* versus *Push* delivery, the importance of cycle time, standardization, and the fixing of problems as soon as they are evident.

Although the article is about the semiconductor manufacturing industry, I recommend it to you. As an aside, the authors reference “Moore’s Law” assuming the reader is familiar with the idea. [Wikipedia](#) gives a bit more detail if you want it.

Also, in a sidebar box on the *Spectrum* website is a link to [“It’s Not Easy Being Lean”](#) by the same lead author, another good read.

Speaking of thought-provoking reading, you might also want to get your hands on an editorial in the Sunday, May 11<sup>th</sup> *Maine Sunday Telegram* :

## Next Stage in Brookings reform not easy

*A landmark study suggesting ways to improve and sustain Maine’s economy didn’t achieve a key objective.*

John W. Porter, Editorial Page Editor

*“... Brookings studied Maine and its economy and came up with three concrete, if somewhat broad, suggestions.*

*The state, it said, had to learn to better exploit what it called the “Maine brand.” .... The report had detailed recommendations for investing in Maine’s “quality of place,” including money for land conservation and preservation of historic structures.*

*It also highlighted the need for Maine to encourage technology growth through research and development.*

*Finally, the report dove into the ongoing and contentious battle here over taxes and government spending by suggesting that state and local government in Maine was inefficient. Money for needed public investments as well as relief for overextended taxpayers could be found by consolidating government functions and taking other steps toward greater efficiency.”*

And then, read on & ask how his points and recommendations (and all that’s more to come) relate to what we’re trying to do . . . .

# A Lean Parable of the Boy, the Maze and the Lost Girl ...

(Cont'd. from page 1)

Time just flew by for them, until they realized they were both having this same thought. Then the boy said, "Let's leave the maze and go play in my favorite sandbox." She agreed.

So, they looked in earnest for the way out of the maze. After a while, they came to a place where a statue stood, and they both said, "What a remarkable statue!" They had reached the center of the maze, and at that very moment she turned and whispered something in his ear. It made him smile and laugh.

As they turned to leave, they saw there were two different ways to go, and both disagreed on which way to go. The boy wanted to go right, and the girl wanted to go left.

Since they couldn't decide, they agreed that one would go a little way to the left and one would go a little way to the right. Once they saw what was next, they would come back to where they were and decide which way to go.

Then he did a fateful thing. He let go of her hand. The boy went left and the girl went right.

When the boy had gone a little way he turned and went back and waited, but the girl did not return.

So he called out to her, and she answered. He waited a little longer and called again — only this time she sounded further away. Since it was getting late and he felt alone and he missed his new friend, he decided he would go find her and as he did, he kept calling to her.

The further he walked in the maze the further away her voice seemed to be until he turned a corner and suddenly he was out of the maze and back on the playing field he had all but forgotten.

He lingered there for a long while calling to her but except for the one time he never heard her voice again. Since it was getting dark he went home saddened that he lost his new friend.

Now a good boy would have told his mother when he got home about the girl he lost in the maze, but since he was not suppose to go even near it, he was afraid to even mention it to her.

Every day from that day on, when the boy went to the park, he would walk over to the entrance of the maze in hopes of finding his friend again, but he never saw her again.

As time went by, he even wondered if that day in the maze ever really happened.

The boy is now an old man who lives alone far far away from the park he played in as a boy, and there is not a day that goes by when he doe not think of the girl he lost in the maze and the words she whispered to him.

— *Walter*

***Next Clinical Supervision:  
Study Missions - June 20<sup>th</sup>***



## Ken Miller CI-P Workshop !

Don't forget, it's tentatively September 17<sup>th</sup>.

Arthur will be providing more information.  
(arthur.s.davis@maine.gov)

Just in case you haven't heard: The Development of Practitioners 1-5 training, originally scheduled for June 9-13th, has been postponed and will be rescheduled for late this year or early next year.

## BTC Lean Events

Date	Time	Topic	Location	Contact
<b>May 16</b>	8-4:30	Clinical Supervision	Greenlaw	ASD / WEL
<b>June 20</b>	8-4:30	Clinical Supervision— <b>Study Missions</b>	Brewer Automotive (6) Barber (20)	ASD / WEL
<b>July 18</b>	8-4:30	Clinical Supervision— <b>Study Missions</b>	Jotul (15)	ASD / WEL
<b>Aug 15</b>	8-4:30	Clinical Supervision— <b>Study Missions</b>	Brewer (6) New Balance ?	ASD / WEL
<b>Week of Sept 15<sup>th</sup></b>	TBA	Ken Miller Workshops	TBA	ASD
<b>Sept 19</b>	8-4:30	Clinical Supervision	Greenlaw	ASD / WEL
<b>Oct 20-24</b>	8-5:30	DOP 2-2	China Lake Conference Center	ASD / WEL
<b>May 2009</b>	TBA	Ken Miller Workshops	TBA	ASD

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



# Notes: March 21st Clinical Supervision

## Welcome

Billy Joe facilitated the Clinical.

Announcements: DOP-1, introductory Development of Continuous Improvement Practitioner (CI-P) training, will be held June 9- 13 at China Lake. More participants are needed. (*Postponed*)

Instead of the regular Clinical Supervision agenda, Clinicals in June-August will be study missions to New Balance, Brewer Automotive, Jotul, and Barber Foods. In addition to current CI-Ps, the missions will be open to new DOP-1 participants & departmental leadership. Each location may be scheduled 2-3 times to allow as many CI-Ps as possible to visit each site. Team leaders are needed to organize each study mission. If interested, contact Arthur or Walter. More information will be forthcoming.

Reminder to keep up the certification checklist up-to-date with your progress. John will make available through Outlook the latest version for us to review and update.

## Lean Learnings

**WHY AND WHAT TO MEASURE?** Based on two articles by Robert Behn: "What to Measure?" and "Danger of Using Too Few Measures". (*Joan & Merle*)

Merle & Joan guided the discussion and began with a skit based on the incoming mail process at UI Tax and Benefits. One-fourth of staff process incoming mail while others wait or do other tasks in anticipation of receiving the mail. Customer is the internal staff who receive the mail whose prompt payments helps the claimants, which enhances the MDOL's mission to achieve economic stability. How does improving the process enhance this mission? How do outputs (now) affect outcomes (future)? Output – checks & outcomes -- receipt of checks to pay bills/

Learnings from the discussion:

- Closer the alignment between output & outcomes ,the easier to measure.
- Output can be a thrill but needs to be measured.
- What is output and outcomes? Delivery or baby?
- Not responsible for whole mission of helping to cure economic instability—only affect a piece of that departmental mission. Contribute to, but not responsible for economic instability.
- Figuring out who the customer is important. Can be viewed at a micro or macro level; the whole value stream or by segments; supplier vs. customer.
- Need to be deliberate about what we measure.
- Support customer to focus on process.
- We get what we measure – process, products, outcomes.

## Practice—Metrics

**UNDERSTANDING LEAN METRICS** (*John & Lita*) We reviewed the value stream map using the MDOL's federal report VSM that John posted on the wall. Then we discussed the following points:

- Most common is to have one path through the value stream but may have multiple so will have to measure effects of each additional path.
- Best if current state data is entered overnight so team can see results of their work immediately.
- There are two versions - one created by Bob Morlock and certified by Jon Kirsch; the other an augmented version by Rae-Ann, including an additional worksheet with the process step data sheets. At this point, CI-Ps may use whichever suits the situation.
- Find explanations for variance, not manipulate them to get the desired results. What is causing the variance?

— Cont'd. on next page

- Need to be aware of units of conversion -- For example, is a day 8 or 24 hours? Depends: Staff time is 8 hours while cycle and lead times take 24 hours.

## Open Forum

- **Practice:** The GTI Application Forms Kaizen will be discussed at the next Clinical's Practice segment. Two more GTI Kaizens are in the works: the Interdisciplinary Review Team (IRT) and the Wage Rate Determinations.
- **Lean Learnings:** Other possible materials for the lean learnings segment of Clinical:
  - Beyond Change Management: Anderson & Anderson. This is a book we already have and which is one of the underpinnings of organizational change theory. Arthur will assign readings in the future.
  - Lean for Dummies: excellent book as a research tool; clear concise reference book; will order for everyone.
- **Outreach to others:** In four years, 53 CI-Ps have been trained for \$200,000 with 15 or so active or 3.5 per year. We need to create a party that people want to come to. Also need to develop lean management training for managers.
- How to select interventions? Low-hanging fruit versus ones closer to the core? More successful is better. Those closer to the core will have greater impact and thus greater potential for success. Need to have the manager motivated to be involved. Go a little further by stepping beyond & convincing management.
- Certification – There will be enough interventions to enable CI-Ps to become certified.
- Doing more with Lean -- Without layoffs, 6000 State workers will be gone in 5 years due to aging workforce. Need to overcome the myth that keeps Maine State Government from Radical Improvement.
- Ken Miller, author of We Don't Make Widgets, will be here during the week of September 15 for four days with other days to be scheduled later in October/November. To make it work economically, need to have over 200 people attend at least one of these sessions:
  - The first day is for Commissioners, Deputy Commissioners, and other senior Departmental and bureau directors for a "Widget concept friendly" session. (2 sessions?)
  - The second day is for mid-level managers for a "Widget concept friendly" session. (2 sessions)
  - The third day is for Continuous Improvement Practitioners (CI-Ps). (one full-day session)
  - The fourth 1/2 day and subsequent days are for MDOL and selected intact teams to practice the concepts learned.
- Topics for future Clinicals:
  - Customer/suppliers relationships
  - Standardization within Bend the Curve
  - Data Elements – What to measure?

## Using Lean Tools — Lean Lab

Arthur facilitated the value stream mapping of lunch. Just like any VSM, we brainstormed the "current state" of what happened during lunch that day and put up the stickies and steps on the wall. We created a picture of the process, a practical application of measures, and the theory of metrics. Arthur said to avoid letting people sit down during the group "at the wall" brainstorming so they stay engaged.

## Wrap-Up

Next Month's Clinical Supervision: May 16th & Study Missions through the summer.  
May 16<sup>th</sup> Clinical Supervision: Terry Sandusky will be the facilitator. See you then!





# 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

47 Independence Drive, Greenlaw Bldg.

Ground Floor, Room 6

Augusta, Maine 04333-0011

### 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 process and other improvement approaches and activities for State staff and work teams as they seek to continually improve their work culture, procedures, 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

**DOP 2-2**  
**Scheduled for**  
**October 20-24,**  
**2008**

The five-day CI-P Bronze second level enhanced training (DOP 2-2) is scheduled for next October 20-24. DOP 2 is, as you know, a requirement for Bronze Level CI-P certification. If you think you should attend DOP 2, please start making arrangements now with your supervisor. Approval from your supervisor (whose support & agreement to pay are required) is critical.

DHHS		DOL		DAFS	
Kate D. Carnes	L	Jorge A. Acero	IA-O	Rae-Ann Brann	L
Nancy Cronin	O	Michael T. Brooker	IA-O	Wendy Christian	IA-O
Nancy Desisto	L	Deidre A. Coleman	O	Rebecca S. Greene	IA-L
Jane French	L	Joan A. Cook	CL	Lyndon R. Hamm	IA-CL
James Fussell	L	Stephen C. Crate	IA-O	Alicia Kellogg	C-O
Marcel Gagne	O	Arthur S. Davis	L	Billy J. Ladd	CL
Julita Klavins	L	Merle A. Davis	L	Michaela T. Loisel	IA-L
Don Lemieux	C-O	Eric Dibner	O		
Muriel Littlefield	C-L	Peter D. Diplock	O	<b>DOT</b>	
Walter E. Lowell	L	Brenda G. Drummond	O	Michael Burns	C-O
Jack Nicholas*	IA-O	Anita C. Dunham	IA-CL	Jessica Glidden	O
Ann O'Brien	L	Karen D. Fraser	L	Rick Jeselskis	O
Cheryl Ring	C-CL	Timothy J. Griffin	L	Robert McFerren	O
Terry Sandusky	L	Gaetane S. Johnson	O	Sam McKeeman	C-O
Clough Toppan*	CL	James J. McManus	IA-CL	Jeffrey Naum	IA-O
Helen Wieczorek*	IA-O	Scott R. Neumeyer	IA-O		
		Bruce H. Prindall	IA-L	<b>DEP</b>	
		John L. Rioux	L	Carmel A. Rubin	IA-O
		Sheryl J. Smith	L		
* Community CI-P		IA - Inactive	C - "Champion for Lean" -not facilitating		
L - Lead		CL - Learning Co-Lead		O - Learning Observer	