Lean:
Driving Engagement, Driving Improvement, Driving Success

Tuesday, October 17, 2017
Gary Vansuch and Amber Sander
Our expectations

Cell phones on stun

Focus

Active involvement

The only really dumb question is the one you don’t ask
The ability to learn is the most important quality a leader can have.

-- Sheryl Sandberg, COO of Facebook
This session seeks to help answer this question:

How do we grow a culture of engagement and improvement?
The ability to learn is the most important quality a leader can have.
- Sheryl Sandberg, Chief Operating Officer, Facebook

My learning objective(s) for today’s session is/are:

… to support this (these) organizational goal(s) at my own DOT:

<table>
<thead>
<tr>
<th>My Key Takeaways and My Action Items</th>
<th>What I am going to do with this, and by When</th>
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First things first: safety
Let’s start with a quick exercise
Without lifting pencil/pen from paper, **draw no more than four (4) straight lines** that will cross through all nine dots.
Did you think you were NOT supposed to let the pencil go outside an imaginary square drawn around the nine dots?
Again -- Without lifting pencil/pen from paper, draw no more than three (3) straight lines that will cross through all nine dots.
A 3-line solution

Did you think the lines must pass through the center of the dots?
**BONUS POINTS**

Without lifting pencil/pen from paper, draw one straight line that will cross through all nine dots.
And Yes, one of the 1-line solutions

A more subtle and more pervasive mental block is the assumption that the problem must be solved within a two-dimensional-plane!

One solution: If you think in 3 dimensions, you can roll the paper to form a cylinder, and it becomes possible to draw a single straight line that spirals through all nine dots.
Thinking outside the box

Some of the most wonderful people are the ones who don’t fit into boxes.
The most dangerous phrase in the language is, "We've always done it this way".

- Admiral Grace Hopper
Every organization’s greatest assets are the knowledge, experience, and ingenuity of its people. Driving engagement – helping people utilize their knowledge, their experiences, and their ingenuity – is what we have been striving to do at two transportation agencies: Colorado Department of Transportation (CDOT) and the Washington State Department of Transportation (WSDOT). During this session, we will discuss harnessing the powerful and often overlooked abilities of our people to drive improvement – and to drive success. The core principal we employ at CDOT and at WSDOT respect for people: empowering our people and giving them the tools and the knowledge necessary to improve their processes.
Lean is kind of cool, trendy.

And, it can be hard! Really hard.

So, why even try?

And, if I do try / when I do try, can you please give me some tips today?
Learning objectives for this session

Some answers to these issues / skepticism:

1. **Why would state government transportation groups be interested in Lean, anyways?**
   I know about Lean, and I know that it helps in a lot of ways, including with efficiency. But come on, most people don’t usually use the words “government” and “efficient” in the same sentence!

2. **OK, I am from Missouri, so “Show Me”.**
   Is it really doing any good for government transportation services, or is it just another “flavor of the month”, a “flash in the pan”?

3. **So, maybe Lean CAN work in one place in government, someplace special. But it can’t catch-on** all over the place for government transportation services, right?
Why is this topic important?
The Director of the Office of Research Integrity (ORI), David Wright (no relation), has resigned. His resignation letter reads as a comprehensive indictment of the federal bureaucracy which he worked for and called “remarkably dysfunctional” raising questions over the future of American research and innovation.

Wright had the job for 2 years and came to the post well qualified previously being a consultant to ORI as well as a historian of science at Michigan State University in East Lansing. He said one of his goals upon taking the job was to improve training programs. But what he encountered once taking his post frustrated him immensely.

In a letter to Dr. Howard Koh, Assistant Secretary for Health at the Department of Health and Human Services, Wright detailed his frustrations:

"The rest of my role as ORI Director has been the very worst job I have ever had and it occupies up to 65% of my time. The frustration I have with the research and the paperwork is tremendous, and I have spent navigating the regulatory requirements, the use of human and animal subjects, and the required reviews, and, yes, get me out of here.

http://news.firedoglake.com
“… Wright explains that the 35 percent of his job that was spent working with science investigators in his department “has been one of the great pleasures of my long career. …”
“... The rest of my role as ORI Director has been the very worst job I have ever had and it occupies up to 65% of my time. That part of the job is spent navigating the remarkably dysfunctional bureaucracy to secure resources and, yes, get permission for ORI to serve the research community. I knew coming into this job about the bureaucratic limitations of the government, but I had no idea how stifling it would be...”
“… What I was able to do in a day or two as an academic administrator takes weeks or months in the government …”
Do you know people in government who experience this?

*takes* weeks or months *in the government …*
We have a problem in public service

YEP, SON, WE HAVE MET THE ENEMY AND HE IS US.
We in public service **CAN** do something about that problem!

We **MUST** do something about that!
And at CDOT and WSDOT, we **ARE** doing something about that!

And, so are other transportation agencies
We hope you will have several takeaways today
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The ability to learn is the most important quality a leader can have. — Sheryl Sandberg, Chief Operating Officer, Facebook

What are your expectations?
And, of course, the Customer Pledge
Thank goodness for great competition!

- **Exhibit Hall B**: Building an Intentional Culture
- **Ballroom A**: A Lean Approach to Problem-Solving: Facilitation Skills for Team Leaders
- **Ballroom BC**: All In: How I Learned to Stop Worrying and Love My Own Kaizen
- **Ballroom D**: Hope Inspired Leadership
- **Room 315**: Stories and Tools for Reflecting on and Reducing Failures
- **Room 317**: Creating Giants of Others: Developing Tomorrow’s Leaders from Today’s New Hires
What’s inside today

1. Lean at the Washington State Department of Transportation
2. Lean at the Colorado Department of Transportation
3. Multinational Transportation Lean Forum
4. Your questions
What’s inside today

1. Lean at the Washington State Department of Transportation

2. Lean at the Colorado Department of Transportation

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4. Your questions
WSDOT at a Glance

Adding value to WSDOT employees…our customers… by providing services that enable employees to do their work simpler, faster, and less expensively through the practical use of tools and principles.
Lean Office

Russell Burgess, Lean Administrator
- Lean Six Sigma Master Black Belt
- 8 Years of Lean Experience
- 21 Years in the Air Force

Amber Sander, Lean Manager
- Lean Six Sigma Black Belt
- 16 Years at Alaska Airlines
- 5 Years at Alaska Airlines Lean Six Sigma Project Office

Sam Wilson, Lean Manager
- Lean Six Sigma Black Belt
- 6 Years at Washington’s Lottery
- Small Business Owner for 6 years
WSDOT Lean Journey

What are the employees doing with the provided training?

Green Belt Certification Program

Measured results for projects
What is Lean at WSDOT?

- Systematic Problem Solving
- Elimination of wastes
- Customers define value
- People-first philosophy
Types of Waste

8 Types of Waste

WOODMITE
Solution: Stop printing “Leads”

...saves Todd 41 hours per year + 2 reams of paper.

One sample year!
Solution: DIY backpacks for plants

...saves 5,000 hours per year.
Solution: Glove on pesticide sprayer

...saves 420 hours per year plus increases safety.
What’s inside today

1. Lean at the Washington State Department of Transportation
2. Lean at the Colorado Department of Transportation
3. Multinational Transportation Lean
A (very) little bit about us
Maintain and Keep Transportation Safe
- 23,000 lane-miles of Interstate and State highway system
- 3,400 bridges
- routine maintenance
- bridge repair and resurfacing
- snow removal
- safety improvements
- FLOOD RESPONSE!

Get More Out of the System
- traveler information
- ramp metering
- signal synchronization
- express toll lanes on I-25

Distribute Funding to Local Governments
- aviation
- federal funds to Metropolitan Planning Organizations
- grants to local governments
- transit
WHO is CDOT
All the great leaders and organisations communicate the same way...

START WITH WHY

Simon Sinek

www.startwithwhy.com

TED TALK

DO BUSINESS with people who believe what you believe

IT LINKS DIRECTLY to how our BRAIN WORKS

LAW OF DIFFUSION of INNOVATION

Few people or organisations know WHY they do what they do.

INSPIRED leaders and organisations communicate from the INSIDE OUT

why

HOW

WHAT

THE GOLDEN circle

why

HOW

WHAT

Your Purpose (not profit)

Your cause

Your belief

Why should anyone care?

We know why we do...

Martin Luther King

We know what we do...

I believe

by www.lynnecazaly.com

People don't buy WHAT you do, they buy WHY you do it.
All the great leaders and organisations communicate the same way...

**START WITH WHY**

Simon Sinek

[www.startwithwhy.com](http://www.startwithwhy.com)

TED Talk

---

People don't buy WHAT you do, they buy WHY you do it.

Do business with people who believe what you believe.

It links directly to how our brain works.

Law of diffusion of innovation

Inside out

Crossing the chasm

2.5 13.5 34 34 16

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Few people or organisations know WHY they do what they do.

We know how we do it.

I believe

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We know what we do...

Martin Luther King

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Your purpose (not profit)

Your belief

Why should anyone care?

---

The golden circle

---

It's the world's simplest idea.

---

Cause

---

Your belief

---

Your purpose (not profit)

---

All the great leaders and organisations communicate the same way...
“Making government more effective, efficient and elegant means listening to our state employees and learning from them how we can do better.”

- Colorado Governor John Hickenlooper
“That is why we initiated the Lean program in almost every state agency, where employee teams are now actively identifying waste and inefficiency to create savings.”
To tackle bureaucracy, too, so we keep good people
All the great leaders and organisations communicate the same way...

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Law of DIFFUSION of INNOVATION

by www.lynnecazaly.com
So, What is Lean at CDOT?

Lean involves **Respect for people and continuous improvement**

Specifically, **the people** who work within the system being improved (and, people like customers!)

**Continuous improvement:** Challenge and improve everything.

Everyone, every day, improving every process and every product, to benefit every customer
1. Global (cross-functional) Improvement

2. Lean Everyday Ideas

3. Change management: the people side of change
1. Global (cross-functional) Improvement

2. Lean Everyday Ideas

3. Change management: the people side of change
“All improvement happens project by project, and in no other way.”

– Joe Juran
Access Permits Process Improvement

1. Reducing total permit cycle time and decreasing variability of on-time delivery
2. Improving visibility and customer communications
3. Establishing tracking of customer satisfaction and a plan to improve this measure over time
Sustained reduction (38% average) in time to issue access permits (*from submittal of application until applicant has permit*).
Access Permits Process Improvement

1. Reducing total permit cycle time and decreasing variability of on-time delivery
2. Improving visibility and customer communications
3. Establishing tracking of customer satisfaction and a plan to improve this measure over time

Finalist for the International Team Excellence Awards!!
Oversize / Overweight (OS/OW) Permits process improvement project

- 60% fewer errors
- 32% faster

In 2012, we streamlined how we issue Oversize / Overweight (OS/OW) Permits to truck drivers. We reduced the number of steps in the process from 25 to 11. Doing this reduced the turnaround time by over 30% and also reduced the error rate by 60%!

Since 2012, we have kept the error rate low and the turnaround time fast. And, we continue to make additional improvement: in 2014, we will launch a new OS/OW system that will make the process even easier for our customers!

And, in May 2013, our Team was recognized as a Finalist for the International Team Excellence Award!

The Improvement Team: Kevin Mindenhall, Tanya Davis, Dan Wells, Craig Smith, David Johnson, Phillip Anderle, Jack Stieber, Mac Hasan

Also a Finalist for the International Team Excellence Awards!!
Oversize / Overweight (OS/OW) Permits process improvement project

ASQ Case Study online

Lean Project Helps Colorado DOT Provide Disaster Response Following Historical Flood

Construction crews begin cleanup on Hwy US 36 in Colorado following the September 2013 floods. When flood waters ravaged portions of Colorado in September 2013—killing crops, inundating homes, and buckling many miles of roadways—countless federal, state, and municipal government workers sprang into action helping citizens. The disaster damaged 220 lane miles of the state’s highway system and damaged 133 bridges. While the Colorado Department of Transportation (CDOT) expected to have its highway system repaired and recovered by winter, the recovery could have taken much longer had it not been for the performance of one Lean improvement project team.

CASE STUDY AT A GLANCE . . .

Lean Project Helps Colorado DOT Provide Disaster Response Following Historical Flood

- The Colorado Department of Transportation oversize and overweight truck permit writing team initiated a Lean improvement project in May 2012 to quicken response times and remove unnecessary steps for truck drivers.
- By May 2012, the permit team not only streamlined processes, but also reduced its major error rate from 8 percent to 2.4 percent.
The grant reimbursement process was streamlined to **eliminate 26 low-value-add steps**; this reduces the reimbursement process time to approximately 10 business days (from the previous 45-plus days)
1. Global (cross-functional) Improvement

2. Lean Everyday Ideas

3. Change management: the people side of change
Improvement by Front-line people

“It can be very difficult for managers to accept the fact that front-line ideas offer **four times** more improvement potential than their own. But it is true.”
Hydraulic Fluid Holding Box

An improvement for this issue:

When I take hydraulic fluid hoses off of our equipment, what do I do so that I am not “wearing” the hydraulic fluid?
Hydraulic Fluid Holding Box

And, how can we stop spilling this hydraulic fluid into the environment??
Hydraulic Fluid Holding Box

Featured Everyday Idea for October 2013

Over 340 replications to date!

Still “replicating”: we have about 1,000 pieces of equipment which could benefit
New Toolkit Makes Guardrail Repair Faster, Easier, Safer

Featured Everyday Idea for November 2013
Figuring Out Safer Delineation Repairs

“Our employees used pipe wrenches or whatever other devices they had. Sometimes the tools would slip. I thought we could do something safer.”

New tool replicated 66 times so far

- **Safer:** less opportunity for tool to slip
- **Faster:** 5 minute job now takes less than 1 minute
- **Less costly:** Reduction in replacement of delineators, saving approximately $19,000 annually
Wing cart allows faster, safer removal and installation

Safer and faster: From 4 staff-hours to 5 staff-minutes
Cable guardrail spreader tool improves efficiency and safety

“This is a much better way to do cable rail post repairs,” Heidenreich, a seven-year CDOT employee, said. “It reduces the physical force required to separate the cables, and it keeps them firmly in place while work is being done.”
Template improves efficiency, quality when marking and drilling holes to install signs
Simplification of data entry for Project Managers saves equivalent of about $400,000 annually

- It often took many hours for a project manager to input data -- as much as eight full hours each month for a single project – due to double data entry requirements.

- This improvement has slashed that to less than 30 minutes per month.
Poz-Loc Wedge Puller

Reason for the improvement:
Wedges that lock Poz-Loc road signs in place would rust or freeze which made it difficult or impossible to remove using a slide hammer.

The Innovation:
The Poz-Loc Wedge Puller uses a hydraulic press to remove the wedge.

The Benefit:
- Works on posts in all conditions
- Eliminates risk of injury from using the slide hammer
- Durable design
- $52 to replicate

Read more at: http://bit.ly/2yJoBQ6
Improvement of the Month: Working with Customers to Reduce Time-to-Hire

Working with R1 customers, reduced time-to-hire for Region 1 Maintenance - from 90 days to 50 days: **40% improvement**!
Improvement Of The Month

On-Boarding Orientation

Reason for the improvement:
Orientation binders were bulky and out of date.

The Innovation:
Catie used Power Point to convert presentation materials and reduced them to the minimum required by the state to bring on new employees.

The Benefit:
- **Saves $10,000+/year** in labor and supplies
- More effective orientation
- New employees get more time training with their supervisor

Improvement of the Month: Bhatt Chat August
Many more online at LeanIdeas.CoDOT.gov

Everyday Lean Innovations & Ideas

At CDOT, the Vision for Lean is: “Everyone, Every Day, Improving Every Process and Every Product, To Benefit Every Customer”. Some of these improvement efforts are larger, cross-functional process improvements projects; the “Lean Case Studies” on this website summarize some of these larger efforts. Many other Improvements are more localized, where teams of people are improving the processes within their own functions and workgroups; some examples of those are provided on the “Local Lean” page on this website.

Additionally, CDOT encourages all employees to identify opportunities to make smaller-scale improvements that are within their control. These are Innovations and Ideas where an employee identifies a problem or opportunity, develops an innovative way of doing something better, does testing and implements the solution. These Improvements are the embodiment of the continuous incremental improvement that defines Lean: “Everyone, Every Day, Improving Every Process and Every Product, To Benefit Every Customer”. Some examples of this are listed below.

Putting our Innovation to Work

References for Everyday Ideas

1. Highway Sign Cover Innovation
2. Figuring Out Safer Delineation Repairs
3. Hydraulic Fluid Holding Box
4. Wing Cart Allows Faster, Safer Removal and Installation
5. Improved Drain Assembly Eliminates Decker Spills
6. Innovation for Removing Wing Towers Makes Job Safer, Improves Efficiency
7. Innovative Shoulder Attaching Improves Efficiency, Quality for Grading Operations
8. Improved Air Lift Exhaust Line Reduces Noise, Improves Personnel Safety
10. Tire Chain Storage Innovation Reduces Costs, Makes Installation Easier
11. Innovation for Highway Debris Removal Improves Safety and Efficiency
12. Water Spray Unit Makes Delineation Washing Easier, More Effective
1. Global (cross-functional) Improvement

2. Lean Everyday Ideas

3. Change management: the people side of change
“In order to change the world, you have to get your head together first.”

– Jimi Hendrix
Helping all Team CDOTers be successful with each and every change

**The “technical side”** – The application of knowledge, skills, tools and techniques to project activities to meet an improvement project’s requirements, including Lean Projects.

“The change” itself – Improving performance by moving from a current state to a future state and changing how work is done.

**The “people side”** – The process, tools and techniques to manage the people side of change to achieve the required business outcome.
The Five Building Blocks for Successful Change

Awareness

Desire

Knowledge

Ability

Reinforcement®
More tomorrow!
Wednesday @ 1:45, Room 317

Change Management: Helping Our People Be Successful With Each and Every Change

Carl Greer
Gary Vansuch
Scott McAllister
A Winning Combination

Global (cross-functional) Improvement

Lean Everyday Ideas

Change management: the people side of change
CDOT Lean Process Improvement Program Recognized as 2015 Harvard Ash Center Bright Idea in Government

February 18, 2015 - DENVER – The Ash Center for Democratic Governance and Innovation at the John F. Kennedy School of Government, Harvard University, recognized today the Colorado Department of Transportation’s Lean Process Improvement Initiative as a part of the 2015 Bright Ideas program.

Bright Ideas is an initiative that recognizes creative and promising government programs and partnerships. The initiative is offered through the Innovations in Government Program, a program of the Ash Center for Democratic Governance and Innovation at Harvard Kennedy School.
What’s inside today

1. Lean at the Washington State Department of Transportation
2. Lean at the Colorado Department of Transportation
3. Multinational Transportation Lean Forum
4. Your questions
“The significant problems we face cannot be solved at the same level of thinking we were at when we created them.”

– Dr. Albert Einstein
One way to help us change our thinking:
Communities of Practice
Communities of Practice

Communities of practice are groups of people who share a concern or a passion for something they do, and learn how to do it better as they interact regularly.
Communities of Practice

- A community of practice is not merely a club of friends or a network of connections between people.
- It has an identity, defined by a shared “domain of interest” (concern, passion, issue, etc.)
- Membership therefore implies a commitment to the domain.
“Great things in business are never done by one person; they are done by a team of people.” – Steve Jobs
Transportation Lean Forum: What it is

- Many governmental organizations which operate highway and transportation systems are utilizing Lean.
- To help promote Lean and provide support to each other, some of these organizations formed the “Forum for Lean Process Improvement in Governmental Highways / Transportation organizations” in June 2012.
- This group is also referred to as the Transportation Lean Forum (TLF).
Building and Implementing a Community of Practice

Spectrum of “types” of Communities of Practice: level of commitment

Sharing only
Sharing, and the occasional joint effort
Extensive joint work
Building and Implementing a Community of Practice

Spectrum of “types” of Communities of Practice: level of commitment

Transportation Lean Forum started here

Sharing, and the occasional joint effort

Sharing only

Extensive joint work
“Never doubt that a small group of thoughtful people can change the world. Indeed, it is the only thing that ever has.”

– Margaret Mead
Transportation Lean Forum … Origins

... early 2012
Transportation Lean Forum …

… the start, in June 2012
Transportation Lean Forum ...

... September 2012
Transportation Lean Forum …

… December 2012
Transportation Lean Forum ...

... participants on October 18, 2016 teleconference
Transportation Lean Forum ... every-other-month teleconferences

1. INTRODUCTIONS AND ROLL CALL  Where are we all located?

2. John Baranzelli  Office of Rapid Results - State of Illinois - Central Management Services

3. Jason Hallett, Dawn Vincent-Dixon, & Greg Bryden  Lean Six Sigma tools & principles used during their org. realignment - New Brunswick Department of Transportation and Infrastructure

4. Molly Bly & Chavirat Burapadecha  Lean Interchange - Colorado Department of Transpiration - Office of Process Improvement

5. AASHTO  SCOPM Organizational Excellence Task Force

6. OPEN FORUM  What’s on your mind?

7. CLOSE OUT

AGENDA
Oct 18, 2016
Between meetings: “The Lean Interchange”
Building and Implementing a Community of Practice

Spectrum of “types” of Communities of Practice: level of commitment

Transportation Lean Forum started here

Sharing, and the occasional joint effort

Sharing only

Extensive joint work
Transportation Lean Forum successes
Transportation Lean Forum successes

Borrowing of Lean “Project Selection Toolkit”
**PROJECT SELECTION ASSESSMENT**

**INSTRUCTIONS:** Read each item, then check a box on the 1-to-5 scale to show how often this occurs in your workplace:

- **1 = never**  
- **2 = rarely**  
- **3 = sometimes**  
- **4 = often**  
- **5 = very often**

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>Scale</th>
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<td>1</td>
<td>In my work area, we spend too much time looking for the items we need to do our jobs: files, materials, equipment, and so on. If the physical work area was better organized, we’d be more productive and less frustrated.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>2</td>
<td>When we get inputs from customers or from other sources (from paper forms or online web forms, for example), we often find that the incoming information is incomplete or inaccurate. We have to circle back to people to get the information we need. If we received complete information from them the first time around, we’d be a lot more efficient.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>3</td>
<td>We find ourselves wondering what our customers are thinking. Are we meeting their needs and expectations? Are they happy with our work? Are there things we can do to increase their satisfaction? If we had answers to these questions, we could serve our customers better.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>4</td>
<td>My co-workers and I don’t really know whether our day-to-day work is having a positive impact. We can’t tell for sure whether it’s meeting customer expectations, helping the agency achieve larger goals, or contributing in some other way. If we had a set of meaningful measures that were easy to see and understand, we’d have a better sense of how our work makes a difference.</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>5</td>
<td>I work with good people, but it sometimes seems like one person doesn’t know what the other person is doing, even though we all work in the same work process. If we had a better sense of what each person does and how we all fit together as one system, we’d be more productive and probably even happier.</td>
<td>1 2 3 4 5</td>
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</table>
“... Can’t thank you enough for sending ... been a great resource as I work through the content to get a flavor of the body of work. ...”
“… the Transportation Lean Forum continues to grow – and we are thrilled to be a part of that. …”
Transportation Lean Forum successes

Benchmarking about Change Agent Network, February 2016
Building and Implementing a Community of Practice

Spectrum of “types” of Communities of Practice: level of commitment

Transportation Lean Forum evolving to here

Sharing, and the occasional joint effort

Sharing only

Extensive joint work
“I use not only all of the brains that I have, but all that I can borrow.

– President Woodrow Wilson
What we covered

1. Lean at the Washington State Department of Transportation
2. Lean at the Colorado Department of Transportation
3. Multinational Transportation Lean Forum
4. Your questions
“A good plan, violently executed now, is better than a perfect plan executed next week.”

– General George Patton
What’s on your list to do?

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Thank you!