

Welcome to the Washington State Government, Lean for Dummies, book review. I'm Darrell Damron with the Governor's Office and I'm glad you've joined us today.  
Each week we review one chapter of the book, Lean for Dummies, and this is our final session.  
As you can see on the schedule, we've had a special guest joining us each week.  
Today is no exception. I now have to find and unmute my special guest. LuAnn Stokke. Can you hear me LuAnn?

LuAnn: I do. Can you hear me?

Darrell: She is director of operational excellence at the University of Washington finance and facilities. It has been a pleasure to have your partnership and advice and help on this Lean journey. Not only am I thankful for you joining us today but you and the executives have been great to help us on this journey so we appreciate your partnerships and thanks for joining us today.

LuAnn: I am happy to be here.

Darrell: A reminder, we record the sessions and post the recordings on the website. The material from the Prezi is available 24 seven online so you can watch the recorded sessions by going to our website or you can go state to the Prezi and navigate all of the slides and content at your own pace and watch it at your own pace.

Everyone is put on mute during the session to avoid background noise. When you have a question, use the chat feature. Select everyone in the drop-down so all the facilitators and the special guest conceded question in the chat.

If you haven't already answered the poll question, type in your city and the number of people who are at your location.

If you want to look at the course information for this webinar, it is in the Prezi. I won't go through all of that so we can slide out to the section that deals with our last chapter in this book, chapter 19. 10 places to go for help.

Check to 17, 18 and 19 make up part six, the last part of the book and each of the chapters present lists of tens. In the previous two sections, we looked at the 10 best practices of Lean and the 10 pitfalls to avoid, in today's session, the 10 places to go for help.

The table of contents for chapter 19 is the 10 places to go for help. We will move into each of these 10 places you can go for help and at the very end of the session, after we cover the content presented in the book, LuAnn and I will give our list of favorite places to go for help as well. The first place to go for help his books and publications. The book list, the Lean for Dummies book list productivity press which has been publishing works on continuous improvement for 20 years. They have a huge selection. Some of the first publications were translations about Toyota and the Toyota production system by [inaudible]. Lots of stuff worth looking at. Toyota culture, focuses on the human systems Toyota put in place in the book explains Toyotas four stage process for developing and keeping quality people. Those four stages are attract, develop, engage and inspire. [inaudible] it explains the improvement in coaching -- deliberate practice routines to make them better at achieving the goals of your organization. This is a fantastic book, Mike's website which goes with the book is full of additional material to help you learn about and practice the improvement in coaching routines for first level, mid-level and executives. Also listed is, Stomp the Elephant in the Office. This book is meant to help you put an end to toxic workplace. Learned to get more done and get excited about work again if you may have lost that excitement. We are all leaders who have the power to transform ideas into action so I like the concept that it's not just people in leadership positions but every one of us is a leader and we have that power to help transform ideas into action. The final book listed is Lean hospitals by Mark Reagan. This book was awarded the shingle prize in the second edition of Mark's book explains how to use the Lean management system to reduce cost and improve safety, quality, access to employee morale. It gives a good overview of Lean methods and there are great case studies in this book as well. LuAnn, any comments on these books before we move on to the next slide?

LuAnn: I would say the productivity press like you say is enormous and I would say if you have a particular tool you want to use like visual management there's a really good descriptive detail book there. You have to know what you're looking for. Toyota Kata is a good book if you need to sustain and create a daily rhythm. Improvement for life. That is where we are at. I would make a note about Mark Graben, even though it is called Lean hospitals there are several principles that apply to others it is helpful for other industries.

Darrell: That's a great point. Mark's area of expertise is the health care world that he is a broad thinker so all of this stuff is worth checking out it's not just focused on healthcare and hospital stuff. Let's go on to the next place to go for help which is the world of online stuff. The book list for websites. I put screenshots up to talk to each of them. Wikipedia, which is on the list and you have to be careful of courts with Wikipedia especially when articles are being newly formed and haven't been well vetted. At Wikipedia the entry only in manufacturing is very good and many of the entries like value stream mapping or [inaudible] were being terms, they have a bunch of references to books and articles in the Wikipedia link. Those are worth checking out. The next one is the Syque page. David worked at Hewlett-Packard in the early 80s. He is a consultant and author, orator and teacher in this website is an unbelievably huge collection of stuff on change, creativity, innovation and quality. His quality ToolBook, if you go to the site and look for the ToolBook section, it has great explanations about 35 different tools in their therefore each tool, he provides information about when to use it, examples of it being used and step-by-step instructions.

He also has a [inaudible] with hundreds entries including every Lean term known to man. Lots of stop at that website. The third one is the Lean library which was started by [inaudible] and it is a huge collection of recommended books to read about Lean as well as reviews of those books. It has a great organization of the books and you can browse the collection of books by the reviews or topic or alter or the years they were published. In the quick start guide section, you can see all kinds of books. That are organized by topics for example. If you want to learn about the history of Lean it will show you books related to that. It also has the blog, aggregator which gives you links to blog posts which have been posted in the last few days so it is automated words only the last few days and most recent hits that show up so you don't have to fish through a lot of history of block post just the ones for you to see. The fourth one is the Lean Enterprise Institute. This was founded by [inaudible] in 1997. It is a nonprofit organization that helps individuals as well as organizations on their Lean journey and they provide education, learning materials, they do webinars and they put on conferences. And workshops. All around the country and world. If you haven't been to that site you want to check it out. LuAnn, comments about these websites?

LuAnn: A couple. I went to back up and say I haven't had the benefit of being able to look out and around and see how much information is out there, it's incredible how much is out there. The trick is to siphon it down to something manageable. There are terms that come up especially terms that I don't use all the time so sometimes I just use Google. Usually I get a pretty good definition first try. That's another one I would add. The thing I like about Wikipedia is Lean a higher education, service industries, software, you can kind of look at specific links at Wikipedia. I've never looked at the Syque. It is recreational reading and you can find anything and everything on their. I love the blog aggregator. And the Lean library. For me that is adjustable and you don't have to sit through a bunch of stuff. I would say with the Lean enterprise Institute, if you want to find leadership these are the heavy hitters on that site and if you need to prepare something for your management or executives about Lean, that's the place I would go to get the [inaudible] get the inventors and Lean on that site. It is great for networking. I haven't been to the conference and I would love to go but it's really leadership and Lean there at that site.

Darrell: Thank you. That's true. Lean enterprise Institute is tapped into the thought leaders on the Lean channel around the world really. They are great networking organization as well. Let's look at the next section in the book, the next place to go for help is blog sites. In terms of the list the book provides, all of these are great. Again, Mark Graban is a prolific blogger and webcast host and he has great stuff and people he connects with to do the podcast and webinars. Mark's home state is in Texas that he is nationally renowned author and speaker on Lean especially in the health care world. Mark and one of our other Lean expert partners, Jim Benson, are doing a workshop at the University of Washington in Seattle on July 29. I think it's called the introduction to Lean for knowledge work and the following day Jim Benson is going to be putting on the third annual camp right there at the same location. LuAnn, any thoughts about the blogs were once listed here in the book?

LuAnn: That's the one I'm most familiar with. It's the one I really like. He has like 50,000 followers were some really good everyday examples. Of Lean applied in his life. The last one, Gemba Panta Rei, we looked at that early on but it is manufacturing focused. Mark's seems more applicable to the work we do. The other two I am not that familiar with.

Darrell: Mark's blog is always looking for the application of Lean thinking to whatever he is doing whether it's a flying around the country to speak somewhere were the one who posted this morning was about the level in a wine glass and the idea of the dual management, he is always making practical application to things going on in his life. It's fun to read and very informative. Let's move onto the next section, place to go for help, professional societies and associations. The Shingo prize, the first one listed here this is for operational excellence [inaudible] alignment of management systems and note wise application of improvement techniques across the entire organizational enterprise. That is right out of the literature. The other three, the Society of Manufacturing engineers or association for manufacturing excellence or the Manufacturing extension partnership, all these folks are primarily focused on the manufacturing world but the Shingo model is applicable to any journey. LuAnn, how has this model helped on your Lean journey?

LuAnn: We happened to get lucky enough to hire a consultant compared back in 2010 who we didn't know it at the time that he was on the board of governors for Shingo and was eight examiner for a long time. It's based on principles, there are 10 principles that are universal. Lead with humility, respect every individual, a sure quality, 10 principles that guide -- the guiding principle and the black section on the left. You can see they are in four areas. From cultural enablers up to result at the top. It is about aligning both the practice and the behaviors of an organization. It's really designed for an organization that adopts Lean not as a set of tools but as tool systems -- it is very long-term and a journey and the organizations that are most mature have been doing it 15 or 20 years. It's a great benchmarking group because you kind of see your way forward by looking at those who win the Shingo prize which is an audit and assessment, very aggressive and it's really impressive to see the company to win the prize. The prize is awarded every year. At his international. Our journey,, someday if we get on the journey to successfully apply for a Shingo [inaudible]. If you are familiar with the [inaudible] criteria, it is similar in a way in that it is balanced and principle-based and leadership is involved so that is our spring work for not only the Lean but the way we operate the finance organization from the executive level.

Darrell: Would you say this Shingo model can help the organization see the guardrails of what direction to head on a Lean journey even if they are not applying for the prize itself to go into the application process?

LuAnn: Absolutely. We started with a balanced scorecard framework and work across and so it was a natural progression into this and it makes sense for even an organization that has never done a strategy before because it does lay it out in an organized, a logical framework. The cool thing is it does not just tie cross-sections and results together it also ties people dimension. It is very strong on the people dimension. Both in terms of leadership and how people treat each other and how leaders treat staff so it's kind of all-encompassing and you can start anywhere I would say. It fits every organization even though it started a manufacturing. Winners are from healthcare and services and banking and all different countries and manufacturing. It is pretty universal.

Darrell: Thank you. I think this is an important model to help guide us along getting started on the Lean journey. Let's move to the next place to go for help, conferences and symposia. The book lists several of these. All of these folks put on big conferences all across the country and even if you don't get a chance to attend, you can learn quite a bit about what's going on by seeing who speaking at what the topics are. Many conferences have the tools available online after the conference for some period of time. Especially the Lean educators conference. One of our other expert partnership programs from MIT involved in that it we have had the pleasure of seeing that material after each year's conference for Lean educators. A lot of good stuff here. LuAnn, comments about the conferences and symposia?

LuAnn: As a state employee, we have had a lot of money for travel and conference for a long time so, in the Lean world things can be expensive. But this is the kind of thing where if you go one time, you learn so much and you are so energized it just to get a picture of what it can be like and to network with other people the benefit is as a networking opportunity and meeting people on the same journey you are on. To me it is worth it. The tech knowledge he of Lean does not change that much year to year so it's not like you have to go every year but to be able to go at least once is worth the investment.

Darrell: Of course we were honored last October to put on our first conference at Washington State Government Lean transformation conference and thank you LuAnn for being a presenter there. That was a fantastic opportunity to share at no cost speaking of not having a lot of budget. We were able to have that conference and folks attend without having to pay a fee because of our Lean expert partnership program we thank you for volunteering and we had over 2000, actually over 2100, folks attend that conference which is actually right up there with the size of these national conferences so that was a lot of fun and we are looking into the future and planning to put on another one. Stay tuned to that channel.

LuAnn: If I can add one thing, there's something about the culture of doing Lean that people are happy to share. They want to show what they are doing. Networking is strong and Lean and part of the fabric of Lean.

Darrell: That is absolutely true. To an amazing degree. I have the privilege of having connected for Washington State Government with 48 organizations in 126 Lean experts outside of state government that have given at no cost advice, training, coaching and to worse. More than 2000 hours worth of advice training coaching into words all at no cost because they are willing to share what they know about Lean and help state government use of Lean thinking and tools to deliver better value to Washingtonians. It makes sense and I agree the Lean community across the board are giving a very generous people's. It's an honor to be part of it. Let's look at the next place to go for help, consultants facilitators and trainers. Lean experts can help you with a variety of things from Lean methods and tools to change management and the facilitation of improvement events.

When you bring an expert in though you want to make sure they have demonstrated experience in the thing you're asking them for help with. Check the references and make sure they have done work that their customers were satisfied with. That is normal contracting and makes sense but a reminder there to do the homework on their customers and make sure whoever you are bringing in to help has actually demonstrated they are capable of helping with the thing you are asking them to work with you on. The book also makes a point that many universities are teaching you gleaned from standalone classes to full degree programs. LuAnn, comments about consultants, facilitators, trainers, or the universities?

LuAnn: A couple of quick things. There's a big difference between consultants, facilitators, and trainers. If you were clear you want to do Lean and that's how people learn it, find a consultant who has done it and not just taught it. That actually practice it and save the money for his or her company for example. Before becoming a consultant. It is the doer versus the teacher model. If you want to just train people there are lots of folks who are trainers and Lean. But finding a consultant who can we do during implementation, those are few and far between. As far as facilitators, we train our own. Many agencies have their own in-house facilitators. So you can find them for low to no cost to have had the experience. My point would be, decide what you want whether you want to implement or whether you just want knowledge and someday implement. We are not one of those schools yet but we are developing a certificate program that will launch to the educational outreach office in the winter of 2014.

Darrell: That's great to hear. Let me briefly go through these last places to go for help and then display our favorite list. Periodicals, we won't most of these are related to manufacturing but if you can pick these up and see what's going on in that world. The software providers, I'm not going to spend time here these are organizations further along on the journey and getting into standardizing or software can help and that's the place to go and pay attention to. Practitioners, they make the point that they may be closer than you think. Here in state government, all 26 Cabinet agencies have Lean practitioners

who have been training lean basics and value stream mapping but again, local universities or your network on linked in our great places to get connected to learn from practitioners. The last slide about where to go for help, not just looking in the world of Lean but looking out into other genres from the industrial engineering folks or supply chain logistics, all of these communities can help you learn what's going on in the world of Lean. I wanted to end with displaying our list of favorite books, blogs and on the second page, websites. LuAnn and I wanted to share these with you. We don't have time to go through them today. On the webinar, I will send our route list this document and now it is in the recorded webinar and you can see this list there. That's all the time we have for today. LuAnn, any final words of advice or words of wisdom for us on the Lean journey?

LuAnn: My words of advice would be just start. You probably know enough already if you haven't started yet to jump in and you learn as you go. It is fun, so have fun.

Darrell: Thank you so much, LuAnn, for joining us this week. Thank all of you for joining us in the book review. Thank you for learning use of Lean thinking to give better value to Washingtonians. Take care. Go do good things