

Improving the Washingtonian's experience...one human at a time.

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Washington State Government
**Lean Transformation
Conference**

Greater Tacoma Convention Center
November 6-7, 2018



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Washington State Government **Lean Transformation Conference**

*“Improving the Washingtonian’s experience...
one human at a time.”*



I'm pleased to welcome you to the seventh annual Washington State Government Lean Transformation Conference.

This conference continues to be the largest of its kind in the country and is an outstanding example of Washington's commitment to continuous improvement. It's an opportunity for each of us to learn, reflect and discover new ways that our state government can deliver better results for Washingtonians.

I greatly appreciate your commitment to bringing effective Lean practices into state and local government. I know that Lean or other continual improvement processes aren't always incorporated as an integral part of an organization's operations, but I am constantly impressed at how well we have adopted Lean practices and how other states and organizations are looking to replicate our success.

Lean principles encourage, inspire and engage state employees and our partners in creative, fact-based problem-solving. These principles help us continuously ask how we can better serve Washingtonians, as well as how we can work better together – within and outside of state government. It helps us always think first about our customers and their needs.

And the results speak for themselves: simpler processes, easier-to-understand documents, cost avoidance, and shorter wait times for our customers.

Results Washington has once again recruited dozens of top-tier experts from across the country and throughout state and local government. We are so fortunate to have them join us and strengthen our capacity as state government to improve the lives of all Washingtonians.

I urge you to take full advantage of this incredible opportunity to learn, grow, and share with your coworkers who cannot be here. I look forward to hearing about your innovations.

On behalf of those we serve, thank you for your commitment to continuous improvement.

A handwritten signature in blue ink, appearing to read "Jay Inslee".

Jay Inslee
Governor



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Day 1

Tuesday, November 6, 2018

7:00 a.m.	Registration	
8:30 a.m.	Welcome	Master of Ceremonies: Ayanna Colman, Senior Performance Advisor, Results Washington Opening Remarks by Lt. Governor Cyrus Habib Keynote Speaker Robert Martichenko, Founder & CEO, LeanCor Supply Chain Group Lean 101 by Hollie Jensen, Director, Continuous Improvement, Results Washington
9:50 a.m.	Networking & Exhibits	
10:15 a.m.	Breakout Sessions	
11:15 a.m.	Networking & Exhibits	
11:40 a.m.	Breakout Sessions or Lunch Break #1	
12:40 p.m.	Networking & Exhibits	
1:05 p.m.	Breakout Sessions or Lunch Break #2	
2:05 p.m.	Networking & Exhibits	
2:30 p.m.	Breakout Sessions	
3:30 p.m.	End of Day 1	

Day 2

Wednesday, November 7, 2018

7:00 a.m.	Registration	
8:30 a.m.	Welcome	Opening Remarks Keynote Speaker Cordila Jochim, Founder & CEO, Corhouse Recap by Hollie Jensen, Director, Continuous Improvement, Results Washington
9:50 a.m.	Networking & Exhibits	
10:15 a.m.	Breakout Sessions	
11:15 a.m.	Networking & Exhibits	
11:40 a.m.	Breakout Sessions or Lunch Break #1	
12:40 p.m.	Networking & Exhibits	
1:05 p.m.	Breakout Sessions or Lunch Break #2	
2:05 p.m.	Networking & Exhibits	
2:30 p.m.	Breakout Sessions	
3:30 p.m.	End of Day 2	

Robert Martichenko, Founder & CEO, LeanCor Supply Chain Group

Narrative Leadership and Lean Thinking

Building cultures of continuous improvement is an evolution and never-ending search for opportunities. Join Robert Martichenko as he discusses his lessons learned while implementing and practicing operational excellence across many industries and organizations. In this thought provoking and engaging keynote, Robert will share the power of narrative leadership and Lean thinking to successfully engage teams and create a high-performance organization.



Day 1

Biography:

Formally educated in mathematics, history, finance, and lean six sigma, Robert is the Founder and CEO of LeanCor Supply Chain Group, and Chairman of Karmack Publications. He is also an entrepreneur, thought leader in lean management, professional education instructor, business author, poet, and novelist. He is a board advisor for a private company and volunteers for universities focused on supply chain and leadership.

Robert speaks globally on relevant topics and lessons learned from over 25 years of transforming end-to-end supply chains and organizations at large. Weaving in themes of “business disruption,” “systems thinking,” “respect for people,” and “personal narratives,” Robert leaves his audiences supercharged and ready to improve their organizations and personal journeys.

Robert has written several business books and one novel – most recently, *Discovering Hidden Profit* (Karmack Publications). His others include two Shingo Research award-winning books: *People: a leader’s day to day guide to building, managing, and sustaining lean organizations* (Karmack Publications) and *Building a Lean Fulfillment Stream* (Lean Enterprise Institute). Additionally, Robert is the author of *Everything I Know About Lean I Learned in First Grade* (Karmack Publications) and *Lean Six Sigma Logistics* (J. Ross Publishing). His debut novel, *Drift and Hum* (Karmack Publications), has won multiple awards including the IBPA Benjamin Franklin Gold Winner Award for Best First Book-Fiction.

He is a recipient of the 2015 Distinguished Service Award by the Council of Supply Chain Management Professionals (CSCMP), a “Pro to Know” by Supply & Demand Chain Executive, a 2014 “Rainmaker” by DC Velocity, and a 2015 C-Suite honoree by Venue & LEAD Magazine.

Robert complements his professional experience with a bachelor’s degree in Mathematics, an MBA in Finance, and a Six Sigma Black Belt. Born in Timmins, Ontario, Canada, Robert and his family have lived in the United States for the past two decades.

Cordila Jochim, Founder & CEO, Corhouse

Day 2

Transforming From The Core

Powerful transformation comes from the core. The core is the center of any individual or organization. It is home to the Character, Obligations, Resources and Experiences that make you, you and is the leverageable story that makes you a conduit of connection to the world. Aligning with the core removes the trap of where we all get caught up - in the identity of the ego - and shifts how we think about service. The "Why" has been handled. We're all here to serve humanity. Who you are, what you do and how you do it - that's what's under your control.

Biography:

Cordila Jochim is a transformational catalyst and agent of change. Cor offers a new way forward for people and organizations pursuing the inspirational through exceptional performance.

Cor launched her career in the world of apparel, climbing quickly to VP of International Licensing for Aris Industries. She then tried her hand as an entrepreneur designer with her luxury accessories brand Thickskin and won international acclaim in venues as varied as GenArt, The Oprah Winfrey Show, The Wall Street Journal, The Academy Awards and the international Olympic Museum in Lausanne, Switzerland.

When a debilitating neurological disorder left her bed-bound for eight years with little hope of recovery, Cor liquidated her beloved business and pivoted toward using her experience to move others forward. As Chief Marketing Officer for apparel company Babylegs, and then as Chief Branding Officer and Chief of Staff for technology company Agio, she had a direct hand in driving the business to acquisition and \$24M in revenue respectively, despite working from bed.

Tireless in her quest for healing, she marshalled her creativity to conduct research, consult with healthcare specialists, find solutions and in the end found healing for herself, much to the amazement of the medical community but not to the legions of Cor's true believers who draw energy from her spirit, tenacity, fearlessness and grit.

Today, Cor is the founder and CEO of Corhouse, a strategy and innovation consultancy with a 360 degree approach to change. She offers services as a business and brand strategist, a movement maker, a developer of talent, and an inspirational speaker and houses an innovation lab within Corhouse. Her goal is to equip people and organizations with the tools and approach to shape a game-changing vision and bring it to life, whether personal, professional, or business. Her offerings for organizations include leadership coaching, brand strategy, culture development, and innovation and growth strategies. For individuals, Corhouse offers a series of online courses on personal branding, vision architecture, and developing a polished appearance. As a speaker, her topics include: The Power of Story; Brand Strategy for Game-Changers; Vision Architecture for Big Change; Becoming a Full Dollar; and, in very personal speeches, The Resurrection of a Life. She is finalizing a book on this topic to be released soon.

Cor walks the talk as an innovator and movement maker having recently launched ARCHETYPES OF STYLE, a unique platform that provides a custom shopping experience for individuals based on their main personality archetypes. AoS combines technology with story-based content and live industry events for the ultimate blending of virtual and high-touch experiences.

Boards & Volunteer:

Former Lean In Seattle lead, growing the chapter 1900% to over 5,000 members in 2 years
Lean In Women Veterans Co-Founder with women veteran members worldwide

Past Speeches & Upcoming include:

Deloitte's Transforming Government

Starbucks From the Core

Team Red White and Blue Leadership Convention

Information Processing Management Association Annual Convention

Washington State Department of Natural Resources Annual Convention

Washington State Department of Licensing Diversity and Inclusion Convention

Hollie Jensen, Director, Continuous Improvement, Results Washington

Day 1: Lean 101

Day 2: Recap

Biography:

As part of her role with the State of Washington, Hollie Jensen developed and leads the Lean Fellowship program and as the Director of Continuous Improvement, coaches state leaders to improve on the governor's statewide priority goal areas. She joined state government in the spring of 2013 as an enterprise lean consultant after her 17-year tenure with Starbucks, where she started in the field managing stores and continued to the corporate headquarters with roles in human resources, global strategy and operations. Most recently she was a Lean practice strategy manager with a focus on teaching Lean principles and designing the store system of work and the leadership coaching program. Jensen is on faculty with the Lean Enterprise Institute and holds a bachelor's degree from the University of Washington. Hollie has been the focus on articles, Lean blogs and podcasts as well as quoted in a number of books sharing her experience. In her spare time, you will find her enjoying the sunshine in Washington State with her friends and family or on the road exploring shops and boutiques in cities across the country. She loves to read, play games, shop and spend time with people. Her energy and passion are demonstrated in her work by growing and deepening understanding others.



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Greater Tacoma Convention Center & Maps



We welcome you to the Greater Tacoma Convention Center! This is one of Washington State's largest meeting and convention facilities.

This is a smoke-free facility. Smoking and tobacco use is restricted to the designated smoking locations. Contact the nearest Guest Services Representative for the location of the designated smoking area.

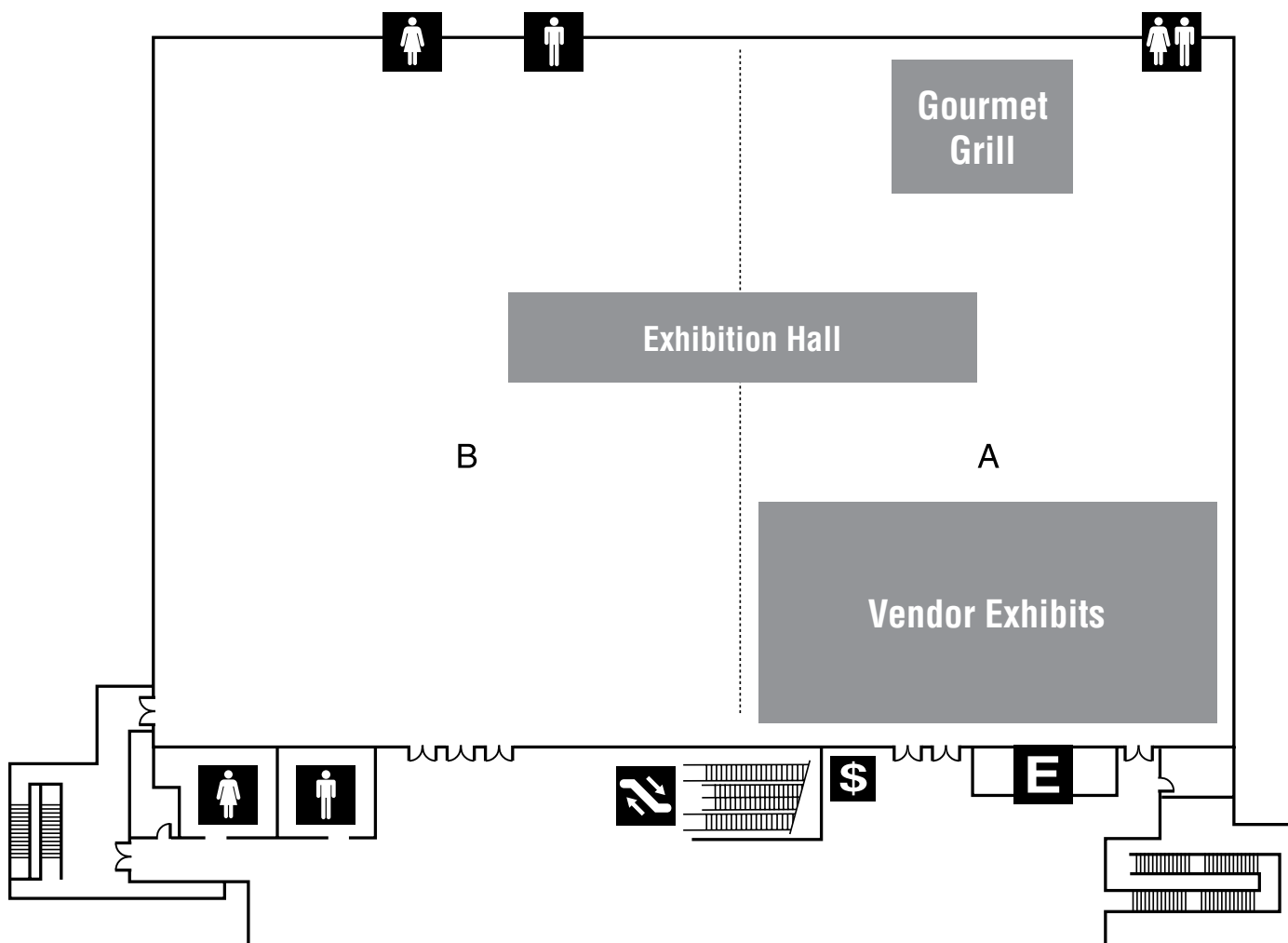
The Greater Tacoma Convention Center's food service partner, Aramark, manages concession services. The Gourmet Grill, located in the 5th Floor Exhibit Hall, offers items such as gourmet burgers, sandwiches, wraps, salads, pretzels, hot dogs, assorted soda, and much more. The Gourmet Grill is open for select events and Visa, MasterCard, American Express, and Discover are accepted. Outside dining options are listed in the back of this program booklet.

There is one ATM machine located on the fifth floor level near the escalators. Restrooms and elevators are accessible on every level. You will find clearly marked bins in high-traffic areas for you to dispose of your recyclables.

Lost and found is located at the 24-Hour Security office at the Greater Tacoma Convention Center and can be reached by calling 253.830.6600. Lost items will be kept for one month; those unclaimed after that time will be donated to charity. In most cases, any unclaimed credit or debit cards are destroyed immediately as recommended by the issuing financial institution.

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Exhibition Hall,
Exhibitors





Networking & Maps




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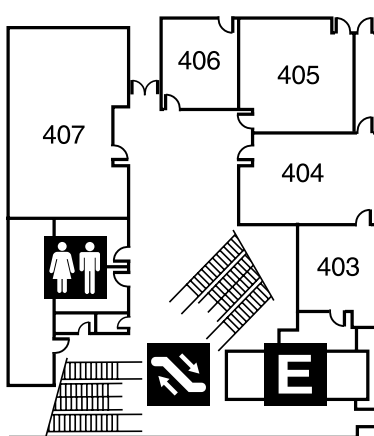
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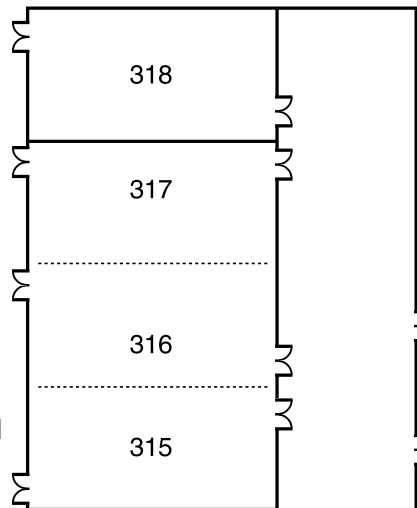
Meeting Space



Meeting Rooms

3

Ballroom,
Meeting Space



LACTATION ROOM

COAT CHECK

INFO

REGISTRATION

Ballroom

D

C

B

A


Vendor Exhibits

15TH STREET ENTRANCE

Day 1 Breakout Sessions Schedule



10:15 a.m. - 11:15 a.m.

10:15 a.m. - 12:40 p.m.

 These two sessions will be videotaped.			
Exhibit Hall	Ballroom A	Ballroom BC	Ballroom D
Lean Project Governance - A Key to Senior Leadership Engagement!	From Quick Fixes to Sustained Results: Lessons Learned About Change, Culture and People-Focused Process Improvement	Letting the Wilderness Teach us How to be Lean Leaders	The People Side of Lean – An Interactive Experience for Improving Teamwork
11:40 a.m. - 12:40 p.m. — <i>Breakout Sessions or Lunch #1</i>			
 These two sessions will be videotaped.			
Exhibit Hall	Ballroom A	Ballroom BC	
How Lean Structures Liberated the Department of Natural Resources Employee Experience	Take Your Dog to Work Day: Identifying and Understanding Your Customers	Value Measurement Made Easy: How to Become a Measurement Superhero!	

1:05 p.m. - 2:05 p.m. — *Breakout Sessions or Lunch #2*

1:05 p.m. - 3:30 p.m.

 These two sessions will be videotaped.			
Exhibit Hall	Ballroom A	Ballroom BC	Ballroom D
Come and Learn How to Build a Cohesive Team - King County's People Side of Lean	Sustaining Transformation after the Fanfare	5 Ways Lean tools Can be Used to Close Equity and Social Justice Gaps When Delivering Customer Service	Getting Unstuck: Strategies for Repairing Trust in Groups
2:30 p.m. - 3:30 p.m.			
 These two sessions will be videotaped.			
Exhibit Hall	Ballroom A	Ballroom BC	
Finding Joy in the Journey, Starting Now	Scalability: How to Flip the Conventional Training Classroom and Get Better Improvement Results	The Importance of Emotional Awareness in Creating Value, Understanding and Inclusiveness for Customers	

Breakout Session Skill Level KEY:



= **BEGINNER** No experience with lean.

Breakout Sessions Schedule **Day 1**

10:15 a.m. - 12:40 p.m.

10:15 a.m. - 11:15 a.m.

Room 315/316	Room 317	Room 318	Room 407
Why Do People Do What They Do? A Human-Centered Approach to Influencing Sustainable Change	Is Your Organization Ready to Embrace Continuous Improvement?	Engaging our People – Improving our Processes – Serving our Veterans	Lean's BFFs: The Customer and Employee Experiences
	Breakout Sessions or Lunch #1 – 11:40 a.m. - 12:40 p.m.		
	Room 317	Room 318	Room 407
	A Success Story Through Engaging People	Principles for Brain Based Training	Clarify and Lead from Your Core Values

1:05 p.m. - 3:30 p.m.

Breakout Sessions or Lunch #2 – 1:05 p.m. - 2:05 p.m.

Room 315/316	Room 317	Room 318	Room 407
A Human Workplace: What's at the Center of Your Work?	Fostering a Culture of Trust	How Your Virtual Team Can Succeed (Even better than a traditional team)	How Lean Leadership Drives Employee Engagement Improvements: A Data-Driven Case Study
	2:30 p.m. - 3:30 p.m.		
	Room 317	Room 318	Room 407
	Customers Are People, Too! Insights From Local Governments Beyond the Cascade Curtain	Mundane to Marvelous: Reimagining Meetings Using Design Thinking	The Engagement Contagion – Achieving High Participation in Continuous Improvement

 = **INTERMEDIATE** Some experience with lean.

 = **ADVANCED** Extensive experience with lean.

 = **ALL**

Exhibit Hall 10:15 a.m. - 11:15 a.m.

Lean Project Governance – A Key to Senior Leadership Engagement!

Many organizations struggle to 1) sustain process improvement gains after Lean events and 2) effectively engage senior leaders in their Lean activities. Far too often, Lean implementation and sustainment failures are unfairly blamed on ‘unengaged’ senior leaders. Most senior leaders want (and need) to be involved as their perspectives and guidance on organizational reform activities are crucial factors for success. At Spokane County, we’ve established senior leadership governance committees to guide our larger Lean improvement implementations. Formal project charters are created for these implementations that clearly identify the project manager, sponsor, team, subject matter experts, scope, deliverables and budget. During this presentation, you’ll hear many stories and learn simple yet effective ways to utilize structured project management techniques in conjunction with senior leadership governance committees to significantly increase the success rate of your larger Lean implementations!

Presenter: John Dickson, Chief Operations Officer, Spokane County



Over the past 20 years, John has been an executive in private industry, state and now local government. He successfully led very large Lean transformations in each sector giving him a unique perspective on how to be an effective leader of system-wide improvements in any organization. Since 2013, he’s been Spokane County’s Chief Operations Officer. He’s also a highly-rated Dale Carnegie leadership trainer since 2003.

John and his wife Kim enjoy the outdoors, especially hiking, and are currently building their dream house and shop in Spokane County.

Ballroom A 10:15 a.m. - 11:15 a.m.

From Quick Fixes to Sustained Results: Lessons Learned About Change, Culture and People-Focused Process Improvement

Quick fixes are easy. Sustaining results can be much harder. Effective, long-term improvement efforts often meld change management, cultural strategies and an empathetic focus on ripple effects for employees and customers. Using an improvement effort with life-changing human impacts as an example, our team will describe what worked, what didn’t, and how you can adapt those lessons learned to your own work.

Presenters: Vickie Kennedy, Assistant Director for Insurance Services; Shelli Lackey, Operational Change Lead; and Amy Nagley, Organizational Culture Change Architect, Washington State Department of Labor and Industries



As Assistant Director for Insurance Services at the Washington State Department of Labor and Industries (L&I), Vickie oversees one of the nation’s largest workers’ compensation insurers. Prior to that role, she was the Director’s Chief Policy Advisor and has more than 45 years’ experience in the workers compensation field.



Shelli Lackey provides operational change management support to high-risk projects as well as developing change management skills enterprise-wide. A certified change manager, she holds a master’s degree in organizational leadership and a bachelor’s in business administration.



Amy Nagley has a Ph.D. in Industrial-Organizational Psychology, and serves as L&I’s Organizational Culture Architect. Her work entails assessing and measuring workplace culture, but most importantly, working with leaders and employees to build structures and systems that are most conducive to holistic cultural well-being.

Ballroom BC 10:15 a.m. - 11:15 a.m.

Letting the Wilderness Teach us How to be Lean Leaders

Many leaders think of Lean as a technique for unlocking results. At REI we know that Lean is a philosophy for unlocking people. In this session we share one method we use to strip away the distractions and see the work at its most basic; a group of people working together to achieve a common goal. By placing the challenges we face into a frame an outdoor expedition, decisions about direction become easier to make, tools find their place in service of the mission, and the value of the fundamental principles of Lean become undeniable. We offer our audience the framing of a trip outside as a tool for guiding Lean Leadership in a way that emphasizes the human in a system. When this happens, results follow.

Presenters: *Jim Barker, Program Manager, Operational Excellence Training & Development and Tim Runge, Supply Chain Process Improvement Program Manager, REI*



Jim Barker has been leading Lean efforts for nearly 10 years in medicine and now retail. As the Program Manager of training and development for continuous improvement, Jim works with people all across REI as the Co-op navigates a rapidly changing retail industry.



Tim Runge has worked for REI for 17 year in roles ranging from the call center, four stores, the distribution center, and now as the Program Manager for continuous improvement in the Supply Chain division. He has been leading continuous improvement for 4 years in REI and holds an MA in Leadership and Organizational Development from the Leadership Institute of Seattle.

Ballroom D 10:15 a.m. - 12:40 p.m.

The People Side of Lean – An Interactive Experience for Improving Teamwork

Don't miss this opportunity to learn practical techniques you can use to make your agency the healthiest it's ever been! Join us if you want to help your teams:

- Engage in more productive Conflict
- Exhibit higher levels of Trust and Respect
- Communicate with each other more effectively

This special accelerated workshop was designed by Integris in partnership with Results Washington specifically for the Lean Transformation Conference. Please arrive early to save your seat.

BONUS: Brett will be joined by special guests who will share intriguing stories of how they transformed their teams.

Presenter: *Brett Cooper, President, Integris Performance Advisors*



Brett is the visionary President of Integris Performance Advisors, a professional development firm he co-founded to expand the existence of healthy organizations and great places to work. Integris is a member of Washington State's Lean Expert Partner Network, and has been a Lean Conference Platinum Sponsor for each of the last seven (7) years.

By creatively bringing together concepts from The Five Dysfunctions of a Team (by Patrick Lencioni), Lean Six Sigma, The Leadership Challenge (by Jim Kouzes and Barry Posner), and Everything DiSC, Brett and his team have influenced thousands of people in government, non-profits and corporate America to work together in more productive, more effective and more human ways.

Room 315/316 10:15 a.m. - 12:40 p.m.

Why Do People Do What They Do? A Human-Centered Approach to Influencing Sustainable Change

Do you ever wish that people would just behave differently at work, home or in your community? Have you tried to implement a new system or process only to see it fail due to ineffective human behavior? One of the most important capacities we possess is our ability to influence behavior. Yet few of us have a systematic way to influence sustainable change. We may change systems and processes but without changing behavior, things will go back to the way they were. If you want to succeed as an influencer, you have to answer this one question: Why is this person doing what they are doing? In this interactive and engaging workshop we will discover how to answer that question. You will be introduced to the VitalSmart's Six-Sources of Influence, a proven model that has been used successfully around the world and here in Washington. You will hear from organizations who are actively engaged in solving influence challenges. Join us and be prepared to take your ability to influence to a whole new level!

Presenters: *Amy Leneker, Leadership Development Consultant, Compass Consulting and Joe Vansyckle, Consultant, Organizational Learning and Change, Experience Learning Project and Vital Smarts*



Amy Leneker is a Leadership Development Consultant and the founder of Compass Consulting. Having spent over 20 years in state government in various leadership roles, she is known for her trusted advice, her track record of delivering results, and her optimistic attitude. Amy is a Certified Trainer and has designed and delivered training to thousands of executives, leaders and practitioners. Because of her ability to engage and energize audiences, Amy has had the

opportunity to appear before hundreds of audiences as a presenter and keynote speaker. She holds a Masters of Public Administration and teaches graduate level courses in leadership development and public administration. Amy and her husband have two mostly well-behaved children (and two rarely-behaved Labradoodles) and make their home in Olympia.



Joe Vansyckle is the founder of the J. Alton Group where he partners with world-class learning firms like VitalSmarts, The Innovators DNA, and The Center for Creative Leadership to bring human-centered learning, coaching and consulting to his clients. His passion is helping people see new ways of being that leads to greater results for themselves, their organizations, families and communities. He was the first Chief Learning Officer for the State of Washington and has

led teams for private sector companies, including Microsoft and Amazon.com. He proudly serves his community as a Court Appointed Special Advocate for Children (CASA) and family and community mediator.

Room 317 10:15 a.m. - 11:15 a.m.

Is Your Organization Ready to Embrace Continuous Improvement?

Come with us on an exploration of what it takes to be committed to a culture of continuous improvement – for yourself and your team. During this session you will learn the phases of maturity that an organization goes through on its journey to become a culture of continuous improvement with an emphasis on 1) the role of leadership in each phase and 2) the meaning of commitment as you move through each phase. As leaders navigate their way through the phases of change, they need tools and techniques to help themselves and to lead their team through the change. During the session you will learn best practices in change leadership through interactive activities. Finally, you will hear from two local leaders, Jason Krum and Toni Lindstrom from City of Auburn, who have been on the journey of establishing a culture of continuous improvement – their challenges and learnings for themselves and the people of their organization.

Presenters: *Susan Kerosky, Principal and Beau Bennett, Associate Principal, Coraggio Group*



With an emphasis on helping our clients to capture opportunities and adapt to new business environments, Susan helps leaders think through critical strategic decisions and implement complex organizational change initiatives. As a self-declared “transformation junkie,” she has led large-scale transformation efforts as an internal corporate leader and a trusted advisor to clients across a wide range of industry sectors. During her career, she

has provided expert guidance and counsel to CEOs and senior leaders, helping organizations to achieve new levels of effectiveness through new work processes and systems, culture transformations and by creating high performing teams. Susan has 25+ years' experience in finance, operations management and organizational development. She spent 7+ years as an internal change leader at Nike, most recently as the lead for Nike's Global Procurement organization where transformation efforts under her leadership quadrupled the value delivered to the company.



With a passion for problem solving, Beau analyzes the biggest problems organizations face to develop practical solutions. His critical thinking and objectivity challenges clients to think beyond conventional ideas to discover more effective approaches. By combining diverse points of view and methodologies, he delivers customized solutions that meet each clients' unique functional and cultural needs. Beau's passion for continuous improvement can be seen in

everything he does both at Coraggio and with his clients. His talent for embedding improvement practices, drives him to maintain accountability on each engagement ensuring his client's project deliverables, scope, and budget are met. Prior to joining Coraggio, Beau led continuous improvement initiatives as a management consultant for seven years in the manufacturing sector. He spent several years in Europe leading the assessment of business processes and facilitating process redesign for clients across a wide array of company and national cultures. Previously, Beau also worked in the IT industry developing and implementing management software and systems for business clients.

Room 318 10:15 a.m. - 11:15 a.m.

Engaging our People – Improving our Processes – Serving our Veterans

The Arizona Management System (AMS) is an intentional management system based in Lean principles. This session will bring to life the concepts of AMS, showing how involving our teams in problem identification and resolution can lead to outstanding operational results. You will see specific examples of how teams are more engaged and customers are happier and more enriched. We will display how a people-centric problem-solving culture removed long-standing barriers, enhanced our outcomes, and produced stellar results while making our jobs more rewarding.

Presenters: *Scott Kurish, Office of Continuous Improvement Administrator, and Colonel Wanda Wright (retired), Director, Arizona Department of Veterans' Services*



Scott Kurish is the Administrator of the Office of Continuous Improvement for the Arizona Department of Veterans' Services. Prior to that he was a senior consultant for the Arizona Government Transformation Office and a strong contributor to the development of the Arizona Management System. Scott has over 35 years Operations Management Experience holding key leadership positions. He has been a Lean Practitioner and coach for the past 15 years. Scott has a B.A. from

the University of Dayton in Political Science with a minor in Business Management.



Arizona Department of Veterans' Services Director, Col. Wanda Wright has three decades of military experience. As a 1985 United States Air Force Academy graduate, Col. Wright began her military career as a Deputy Budget Officer at Myrtle Beach, South Carolina with a follow-on assignment to Davis-Monthan Air Force Base. Leaving active duty in 1990, Col. Wright joined the Arizona National Guard. Over the next 21 years, she served in various positions including accounting

and finance officer, communications officer, executive officer and, finally, as the Director of Staff for the Adjutant General. Col. Wright holds a B.S. in Management from the U.S. Air Force Academy, M.B.A from Webster University in South Carolina, M.P.A. from the University of Arizona, and a M.A. in Educational Leadership from Arizona State University. Col. Wright is also on the Veterans' Affairs Advisory Committee on Women Veterans, an expert national panel that advises the Secretary on issues and programs impacting women veterans.

Room 407 10:15 a.m. - 11:15 a.m.

Lean's BFFs: The Customer and Employee Experiences

It is well known that Lean's primary focus is to improve the customer experience. This is done by your staff looking at work processes "through the customer's eyes" and identifying opportunities to reduce waste and improve performance. It is also known that by improving the employee experience you will improve the customer experience. However, many Lean activities do not focus sufficiently on improving the employee experience. As a result, these improvement efforts often do not realize their full improvement potential. The session will explore the relationship between the employee and customer experience and present actionable methods to improve the employee experience throughout all Lean activities: workshops, projects, and continuous improvement day-to-day operations.

Presenter: *Scott Sideman, Manager, Tokusaku Consulting*



For more than 30 years, Scott Sideman has helped his employers and clients transform the performance of their processes and organizations. Starting out applying Just-in-time/Lean manufacturing philosophies to the banking industry, his career evolved to include quality, process improvement, process redesign/reengineering, performance measurement, and customer-focused organizational design. Scott's industry experience includes not only Banking but also

Insurance, Government, Criminal Justice, Mail-order Retail, Customer Care, Behavioral Health, High-tech, Utilities, Higher Education and Healthcare. To assure the organization's success, each of his projects included the development and implementation of performance metrics (Key Performance Indicators). Scott has a BS in Computer Science (Tufts University) and a MS in Industrial Administration (Carnegie-Mellon University). He has achieved ASQ Certifications as both a Certified Six Sigma Black Belt and Certified Manager of Quality/Organizational Excellence. He is a leader and frequent speaker for the American Society for Quality (ASQ).

Exhibit Hall 11:40 a.m. - 12:40 p.m.

How Lean Structures Liberated the DNR Employee Experience

Across the state in all six regions, nearly 1,000 Department of Natural Resources (DNR) employees collaborated with each other to forge a common vision for the future and a roadmap to get there. At the end of the engagement, 8 out of 10 employees reported “I can see myself in our strategic priorities.” Liberating Structures are easy-to-learn microstructures that enhance relational coordination and trust - Lean Strategy Deployment is a comprehensive macro-structure. Fused together, they provide a supercharged, fun and extremely effective way to engage people and gather data quickly. Join us for a highly interactive experience of structured liberation and hear how DNR is spawning new innovations in organizational health and staff-driven community engagement.

Presenters: Larisa Benson, Consultant, The Athena Group; Charley Haley, Black Loop Consulting Group; Megan Duffy, Agency Supervisor, DNR; and Lauren Burnes, Lean Advisor and Executive Policy for Forests and Conservation, DNR



Larisa Benson is a three-time national award winner for innovation in public service, a teacher of management disciplines, an explorer of new frontiers in human development and a lifelong fan of people who choose to dedicate their careers to public service. An early catalyst for performance improvement under former Washington State Governor Gregoire, she currently consults with The Athena Group, teaches lean at UW Tacoma and hosts the Government Joy Network.



Charley Haley is with Back Loop Consulting Group where she helps organizations launch and establish structured practices that boost the types of generative collaborations necessary for sustained innovation. She mixes the processes and principles from Agile, Lean, Design Thinking, Liberating Structures, and Complexity Science to help groups productively work together. Her commitment to collaborative interactions is rooted in her previous career leading research teams for NASA.



Megan Duffy is the agency supervisor of DNR. Before coming to DNR, Megan was executive coordinator of the Governor's Salmon Recovery Office with the State Recreation and Conservation Office. She earned her J.D. from Vermont Law School.



Lauren Burnes is the DNR's Lean Advisor and Executive Policy Advisor for Forests and Conservation. Prior to DNR, she worked at the Washington State House of Representatives. She has a B.A. from the University of Washington Bothell and a black belt in Lean Six-Sigma from the University of Washington Tacoma.

Ballroom A 11:40 a.m. - 12:40 p.m.

Take Your Dog to Work Day: Identifying and Understanding Your Customers

How do you understand your customer's experience as they navigate your businesses' processes and services? When is the right time to engage your customers during change? In this engaging and interactive session, you'll learn not only how to identify your customers, but also how to understand what is important to them by putting yourself in their shoes. We'll explore what is important to customers in-depth through a fun and fictional exercise: "Take Your Dog to Work Day." You'll leave this session inspired to apply new critical and strategic thinking with new tools that you can apply immediately for actionable results, and hear about Department of Licensing's (DOL) journey using these tools.

Presenters: Alysha Myers, Business Architect; Dan Cooke, Senior Research Analyst; and Sara Crosby, Lean Program Administrator, Department of Licensing



Alysha Myers is a Business Architect with DOL's Enterprise Architecture Team, and has helped DOL plan for future state capabilities, understand impacts for transformational change, and create insight through connections that exist across the agency enterprise. She has also held roles as an HR Technology team manager, business analyst, HR data analyst, and change management practitioner.



Dan Cooke is a Senior Research Analyst with the DOL's Research & Analysis Office. His current focus is on Target Zero Traffic Safety efforts with a special emphasis on Young Driver and Motorcycle Safety. Prior to coming to DOL in 2016, he worked for the National Security Agency as an Intelligence and Language Analyst. Dan retired from federal service after 22 years and returned home to Washington in 2016.



Sara Crosby is an Improvement Manager with DOL's Lean Program. Sara piloted DOL's first external focus group in a Lean Project, which inspired her to continue finding where customer experience and Lean tools align. She teaches 9 Steps to Problem Solving and certifies Green and Yellow Belts, and excels at making tools and concepts real and relevant to everyone at DOL.

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Ballroom BC 11:40 a.m. - 12:40 p.m.

Value Measurement Made Easy: How to Become a Measurement Superhero!

If we know we can't improve what we can't measure, then why do we spend so much time and effort on process improvement efforts when it's so hard to measure the benefit? Many of us measure what we can instead of what we should. Even then, it's easy to confuse direct savings, indirect savings and capacity savings, and to make promises about improved value to our customers that our organizations only see on paper. Each day, teams of people work together to save costs, increase capacity and improve the quality of service to their customers and often wind up feeling frustrated and disappointed by their inability to show the value they thought they would achieve. Using simple case study examples, this session will introduce a proven and actionable approach to help you estimate and realize the benefits of improvement efforts and transform your thinking about measuring and capturing value...without requiring a new investment in technology. Become a measurement superhero!

Presenters: Pat Edmonds, Senior Principal Consultant and Jeremy Hutton, Senior Associate, Point B Consulting



Pat Edmonds is an experienced management consultant, business leader, university educator, and published author, specializing in operational transformation. In 2010, Pat co-founded and is currently National Senior Principal of the Operations and Process Improvement practice at Point B Consulting, which specializes in Lean Six Sigma transformation and supply chain consulting. Pat's past and current clients include C-level executives across

leading private corporations in every industry, as well as government and non-profit leaders. He has also been on the teaching faculty at the UW Foster School of Business for several years. Prior to joining Point B Consulting, Pat co-founded and led a successful healthcare consultancy, held leadership roles in business and with a Big Four consulting firm, and was a U.S. Navy pilot. Pat received his MBA and Post Graduate Certifications in Global Management and Public/Non Profit Management from Stanford University, and he has a Bachelor of Science degree from the U.S. Naval Academy. He is a certified Six Sigma Master Black Belt and Agile Scrum Master. He has served and currently serves on several corporate and non-profit boards.



Jeremy Hutton is a strategic operations and performance improvement leader who has supported dozens of organizations and institutions along their transformational journeys. He is a Sr. Associate in the Operations and Process Improvement practice at Point B, which specializes in Lean Six Sigma consulting. For over 15 years, Jeremy has worked across numerous industries with all levels of organizations to investigate, train and sustain performance improvement efforts

using proven practices and methodologies, including Lean, Six Sigma, Agile Scrum, Change Management, Measurement Strategy and Business Intelligence. Jeremy has an MBA in Technology Management from the UW. He is a certified Lean Six Sigma Black Belt and Agile Scrum Master and a regular speaker on the subject of Lean transformation. Prior to joining Point B, Jeremy led intelligence teams to develop and implement measurement solutions that transformed organizations through the effective use of data collection, insight and action. He teaches the UW's accredited Lean Six Sigma Green Belt certification program jointly sponsored by the UW Foster School and School of Industrial Engineering.

Room 317 11:40 a.m. - 12:40 p.m.

A Success Story Through Engaging People

Creative Communications was nearly shut down in 2010. Learn how this department at the University of Washington used Lean to change and thrive by engaging every team member to improve the work and the process. We will give a virtual tour of our Lean work areas. Start at the leaders daily huddle board, and then see a team huddle board, and learn how every employee connects and has a voice by using idea system. Using Lean, every employee has the ability to impact their work and the work delivered to the customers. Customer satisfaction is at an all-time high!

Presenters: Katy Folk-Way, Interim Director and Steven Roberts, Manager of Mailing Services, University of Washington Creative Communications



Katy Folk-Way is the Interim Director of Creative Communications at the University of Washington. She has 20 years of progressive senior management experience in a \$12 million/year department at the University of Washington. Using Lean continuous improvement methodologies, the department is thriving.



Steven Roberts is the Manager of Mailing Services with 22 years of experience in the department, and oversees a team of 38 employees. Under Steven's direction, every team member is encouraged to contribute ideas, and many of the ideas have changed the way the department does business.

Room 318 11:40 a.m. - 12:40 p.m.

Principles for Brain Based Training

Looking to advance your training skills and share your knowledge with others? In this session, attendees will learn and practice six brain based training concepts based on the works of Sharon L. Bowman. These principles help make training stick, translate well to a team environment and can be applied to Lean trainings, events or coaching. By the end of this session, we will have leveraged the power of our Lean community to collaborate, knowledge share and learn!

Presenter: Jennifer Yeaman, Lean Philanthropist



Jennifer Yeaman has over 20 years combined experience working in local/federal government. Her career began in the industrial maintenance field and has since focused on process improvement, leadership and diversity. Throughout her career, she has benefited greatly from guidance and coaching from others. She enjoys paying it forward. Jennifer uses a combination of Lean, Agile, and diversity knowledge to help people reach their professional goals and help organizations

reach their business goals.

Room 407 11:40 a.m. - 12:40 p.m.

Clarify and Lead from Your Core Values

Kouzes and Posner in the book, *The Leadership Challenge* state that "A crucial first step toward becoming an effective leader is to understand one's personal values and beliefs. It's essential to know what matters most at your core in order to discover your own 'voice' in order to be authentic as a leader." Using an exercise adapted from the Department of Enterprise's Leadership Development Program, this breakout session will, in a fun and engaging way, help you to define your core values. You will leave the session with increased self-awareness and be able to articulate the benefits of being an authentic leader that leads in alignment with their values.

Presenter: Patrick Seigler, Leadership Development Manager, Workforce Learning & Performance, Department of Enterprise Services



Patrick Seigler is the Leadership Development Manager for the Department of Enterprise Services. He is a former faculty member at Pacific Lutheran University and taught at the University of Alabama and Stillman College. Pat has been a certified 7 Habits of Highly Effective People instructor for the last 12 years and is also a certified Crucial Conversations instructor. He has professional experience in e-Learning development, Learning Management System (LMS) administration and management, and leadership development.

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Exhibit Hall 1:05 p.m. - 2:05 p.m.

Come and Learn How to Build a Cohesive Team- King County's People Side of Lean

King County Finance and Business Operations Division has been working with the division to strengthen team cohesion using the Five Behaviors of a Cohesive Team model. Come to this session to hear about our learning along the way and the how and the why you should care about building a stronger team. We will share the transformation teams have gone through using the model to build norms, have long needed conversations, and transform into highly functioning teams.

Presenters: Eunjoo Greenhouse, Deputy Director; Kara Cuzzetto, Senior Continuous Improvement Manager; Ken Guy, Director, King County; and Gwen Voelpel Consultant, Integris Performance Advisors



Eunjoo Greenhouse is Deputy Director of King County Finance and Business Operations. She leads the division with approximately 200 employees and is passionate about growing employees. The division operates as the business process owner for the county's budget-to-report, procure-to-pay, billing-to-cash finance value streams. She has led efforts to build a management system to sustain the division's LEAN cultural transformation. She is a veteran finance

manager with over 17 years of experience in financial management, budget and financial modeling.



Kara Cuzzetto is currently the senior Continuous Improvements Manager in Finance and Business Operations for King County. In this role, she has facilitated many process improvement events, trained team on the power of Crucial Conversation, and helped others to become better teams using 5 Behaviors of a cohesive model. Using lean principals, she is helping to building a culture where employees are empowered to improve their own processes by seeing the waste

that prevents them from meeting their customer's needs. She has also helps maintain Leader Standard Work through the use of visual controls and management, huddles and roundings, and problem solving thinking.



Ken Guy has been in public service leadership positions for regional and local governments for over 30 years. Since 2005, he's held the position of Finance Director for King County, the 13th largest county in the nation serving 2.1 million residents. Ken has a Master's degrees in public administration from the University of WA and a Bachelor's degree in political science from WA State University.



Gwen Voelpel joined Integrus two years ago after having served as a change agent in Washington government for more than 25 years. She began her service with the Department of Labor & Industries in 1989 and her last public sector position was as City of SeaTac's Assistant City Manager. Gwen holds a Master's in Public Administration in Local Government Management and is a certified facilitator of The Leadership Challenge and Five Behaviors of a Cohesive Team, as well as

a Lean Six Sigma Green Belt. She is currently pursuing her Master's in Education specializing in Adult Education and Training.

Ballroom A 1:05 p.m. - 2:05 p.m.

Sustaining Transformation after the Fanfare

The presenters will discuss the trials and successes of sustaining and growing a high performing organization after being recognized for its accomplishments. They will recap how Lean played a leading role in transforming Oregon State Hospital from an organization threatened by takeover from the Department of Justice to becoming a high performing psychiatric hospital. After praise and recognition for its successes, the organization is challenged with balancing appreciation for what has been accomplished and the need to continue the journey. The presenters will discuss executive leadership, agency sponsorship, management commitment, workforce engagement, and strategies for sustainment.

Presenters: Katie Hurckes, Lead Lean Leader, Oregon State Hospital and Liz Rife, Lead Lean Leader, Oregon Health Authority



Katie Hurckes is a Lead Lean Leader and has been a member of the Oregon State Hospital Performance Improvement team for 7 years. She serves on the Gero/Medical Population Program Executive Team, leads the hospital-wide implementation of Rapid Process Improvements, provides coaching/training on Lean Thinking at all levels of the organization and is the process owner of PI Project standards. Before joining the PI team, Katie held a variety of positions

including Recreational Therapist and Treatment Care Plan Specialist. This diverse background gives Katie a unique understanding of the culture and performance opportunities in state government. She graduated from the University of Wisconsin and is a Certified Oregon Project Management Associate.



Elizabeth (Liz) Rife is a Lead Lean Leader, Project Management Professional, Certified Hermann Brain Dominance Instrument facilitator and has been a member of the Oregon State Hospital Performance Improvement team for 5 years. She supports the Aid & Assist population Program Executive Team, leads small work teams as well as hospital wide Performance Improvement initiatives, and is the Lean Daily

Management System process owner. Liz has a degree in Business Administration with an emphasis in Organization, Leadership, and Management, 10 years of customer service experience and is a licensed Insurance Agent with six years of extensive project management experience serving her community.

Ballroom BC 1:05 p.m. - 2:05 p.m.

5 Ways Lean tools Can be Used to Close Equity and Social Justice Gaps When Delivering Customer Service

King County Wastewater Treatment Division used Lean tools to close the equity and social justice gap when delivering customer service. We will show how we used Lean tools to improve the payment process to community-based organizations for the Division's environmental Rainwise rebate program. As result, not only was there a more positive impact on the environment, but jobs provided by local community based organizations were protected, and more residents from low income neighborhoods had access to the Rainwise rebate program. The speakers will also share on ways Lean can help you close the equity and social justice gap when delivering customer service.

Presenters: Hien Dung, Quality Program Manager IV and Jo Sullivan, Water Quality Planner and Project Manager, King County Wastewater Treatment Division



Nguyen "Hien" (Hee-an) Dung works for King County Wastewater Treatment Division, and practices Lean while doing property acquisition and permitting work on capital projects, and relocation policy work. Hien has also served as Lean Coordinator for King County Wastewater Treatment Division and as Real Estate Section Manager in King County's Facilities Management Division. Prior to landing at King County, Hien was a commercial real estate appraiser, a real

estate branch manager, and a US Army cryptologist/linguist. Hien is a passionate believer that Lean not only can help us cut waste at work, but can increase engagement that comes from the heart. She also believes Lean tools and data can help us apply a more focused equity and social justice lens when we deliver customer service.



Jo Sullivan is a Water Quality Planner and Project Manager at King County Wastewater Treatment who has worked for over two decades on clean water, water conservation, and sanitation in various capacities. She currently manages outreach for the RainWise program, a program that incentivizes private property owners to install small-scale stormwater systems to help control combined sewer overflows. She has extensive expertise in public engagement and involvement, recycled water,

and green stormwater infrastructure solutions. She has managed several grant programs and thrives on solutions that can be implemented with community partnerships and collaborations. She has extensive experience educating the public on wastewater treatment issues and how the choices individuals make affect the treatment system. She was part of a three woman team that created the Brightwater Education Center's Exhibit Hall on Water.

Ballroom D 1:05 p.m. - 3:30 p.m.

Getting Unstuck: Strategies for Repairing Trust in Groups

Trust permeates relationships. When there is trust within groups, information flows, and issues can be resolved easier. These are core ingredients in a Lean culture. However, when groups experience low trust or a violation of trust, it can be very disruptive to relationships and work systems. So how can groups work through it? This workshop will highlight doctoral research on trust repair and bridges it to sustaining a work culture using Lean principles. Further, Wendy will share a research-based model and provide strategies that become an immediate take-away for all participants to apply at the group or organizational level.

Presenter: Wendy Fraser, PhD, Chief Inspiration Officer, Fraser Consulting, LLC



Wendy mentors the collective wisdom in organizations by engaging the talents and hearts of people. She fosters and builds capacity by strengthening human relationships and systems, so groups and organizations thrive. She brings fresh approaches with a flare of humor and gets results. Wendy works primarily with public, education, and nonprofit clients in the US, Canada, Caribbean, and China. She teaches Black Belt courses at the University of Washington-Tacoma and in the MBA program at St. Martin's University. She is an author, speaker, consultant, mentor, volunteer, and international humanitarian.

Room 315/316 1:05 p.m. - 3:30 p.m.

A Human Workplace: What's at the Center of Your Work?

Being "human-centered" is a fresh way to express putting people, both customers and team members, first in Washington State government. But, "What does it really mean to be human-centered?" "And how do I know if people are at the center of my work?" "And besides, what else could be at the center of my work and why does that matter?" This session begins with a foundation of a humane, psychologically safe workplace based on decreasing fear and increasing love at work. Then you will deeply explore what's at the center of your work through personal reflections, group activities, and open dialogue. Walk away with insights on the importance of putting people at the center of your work, what happens when you don't, and clarity for how to do that day to day. A Human Workplace: Olympia is a monthly gathering of public servants who explore and ignite efforts to make work more human. With chapters coming to Seattle, Spokane, and Barcelona (!), you can experience this gathering yourself at the Washington State Government Lean Transformation Conference. The special closing that ends each gathering of A Human Workplace will be part of this session.

Presenter: Renée Smith, Director of Workplace Transformation, Results Washington, Office of the Governor



Renée Smith serves as the Director of Workplace Transformation at Results Washington. She conducts primary research, writes, teaches, and speaks widely on cultivating a more human workplace (www.MakeWorkMoreHuman.com) as the foundation for Lean culture, employee engagement, and a high performance organization. She leads the growing Human Workplace community across the state and provides human-centered resources to leaders,

teams, and Lean advisers. Prior to joining Results Washington, Renée directed Organization Development at the Department of Enterprise Services for almost seven years. Her division provided Lean, change, and organizational consulting services for DES and numerous other governments. Renée earned a Master of Science in Organization Development from Pepperdine University.

Room 317 1:05 p.m. - 2:05 p.m.

Fostering a Culture of Trust

With any journey, we often first think of obtaining the right tools and equipment. However, you also need the right team and mentality. In thinking of Lean as a journey, we come across many tools, from visual controls to value stream mapping. These tools are only as useful as your investment in the people that are to use them. As a leader how do you make your team comfortable enough to discover, disclose, and improve upon their work when fear is present? It all begins with fostering a culture of trust.

Presenters: Javier Carrasquero, Kaizen Consultant and Shawn Lackman, Manager-Quality Review & Reporting, Premera Blue Cross



Javier Carrasquero is currently a Kaizen/Lean Consultant at Premera Blue Cross. His Lean journey began in 2015 when first joining Premera with the Quality Review & Reporting department. Lean quickly became part of his everyday activities through various tools such as Kaizen problem-solving sheets and visual controls. Lean developed into part of his standard work and was fundamental to improve his capacity, turnaround times, and the quality of his work. Javier has a BA of Global Studies and policies from the University of Washington. He has been in the health insurance industry for over three years with previous experience in the banking industry.



Shawn Lackman is currently a Manager at Premera Blue Cross in the Quality Review & Reporting Department. His team is responsible for maintaining performance audit programs related to Premera's Blue Cross Blue Shield licensure. His initial exposure to Lean occurred in an Organizational Management course at the University of Washington, while obtaining his Masters in Public Administration (2010). During his nearly seven years with Premera, Shawn has become a certified Lean Leader and continues to work with his team on their Lean journey. Continuous improvement never ends.

Room 318 1:05 p.m. - 2:05 p.m.

How Your Virtual Team Can Succeed (even better than a traditional team)

Virtual teams can be as successful, even more so, than traditional (collocated) teams – but you need to understand how the project dynamics change when everyone can't be in the same room at the same time. In this session we will cover the key success factors to building high-performing virtual teams: how you can plan your work, run your daily standups, communicate and share content. We will discuss different roles and expectations of Project Leaders, Team Members and Visitors, and how people can juggle multiple projects at the same time. This session will highlight real-life examples of successful project teams from the public, private, and nonprofit sectors.

Presenter: Arun Kumar, Chief Executive Officer, Kerika



Arun Kumar is the founder and CEO of Kerika, a developer of work management software for Lean, Agile and distributed teams. Arun has over 30 years experience in software, consulting and financial services, spanning four continents. Prior to founding Kerika, Arun was Director of Program Management at Onvia in Seattle, a board member at Polopoly in Stockholm, founder of a stock exchange in London, and E-Business Strategist for Morgan Stanley's investment banking and trading businesses in New York and London. Arun has presented and sponsored at the Lean Transformation Conference every year since 2014.

Room 407 1:05 p.m. - 2:05 p.m.

How Lean Leadership Drives Employee Engagement Improvements: A Data-Driven Case Study

In order to improve Washingtonians experiences and outcomes, state employees need to be highly engaged in their agency's mission, long-term vision, and Lean methodologies. Join us for a practical and inspiring session where we describe how Lean leadership drives employee engagement improvements, resulting in better citizen experiences and outcomes. Based on a focused commitment and equipped with five primary Lean leadership tools and principles, Director Chris Lamb has a compelling case study and the data to support his approach. This session will describe why employee engagement matters and the proven impact of Lean leadership in a data-driven management system. In addition, Chris and Scott will demonstrate how access to real-time performance data and analytics improves employee engagement and Lean-driven improvements. They will share personal stories about employee engagement and Lean working in tandem to improve Washingtonians' experiences and outcomes. So, whether you want to give employees more input on decisions impacting their work, tools and resources to more effectively do their job, provide them with more meaningful recognition, communicate how your agency measures its success, or encourage employees to come up with better ways of doing things, a data-driven Lean management system is vital.

Presenters: Chris Lamb, Director, Chief Information Officer, Office of Financial Management and Scott Harra, Executive Vice President, Marketing and Government Relations, Mass Ingenuity



Since July 2015, Chris Lamb has been the Chief Information Officer at Services and Enterprise Support Administration (SESA) and Financial Services Administration (FSA) and Director of the Technology Services Division (TSD) at DSHS. He served as an IT manager with the Texas State Comptroller. With 28 years in the IT field, Chris can bring "strategy to execution" in the complex arena of enterprise technology. Chris is recognized as an accomplished government leader who blends technology, leadership, employee engagement, and Lean management disciplines and has addressed large, diverse audiences on the state and national level. These accomplishments led to Chris receiving Governor Inslee's 2018 Award for "Leadership in Management," an annual award recognizing managers in state government who demonstrate extraordinary leadership through performance results.



Scott Harra is an Executive Vice President with Mass Ingenuity. He is an economist with 30 years of management experience in state government. The bulk of Scott's career has been with the Oregon Department of Consumer and Business Services, the state's largest regulatory agency with oversight of the insurance, banking, credit union, workers' compensation, and building codes arenas. In his nearly 20 years at the agency, he has served as the budget director, chief financial officer, deputy director, and director. He was appointed to head the Oregon Department of Administrative Services by then Governor Kulongoski, a role he served in during the final three years of that administration. Later in his career, Scott was appointment by State Treasurer Ted Wheeler as Chief Administrative Officer and Executive Advisor.

Exhibit Hall 2:30 p.m. - 3:30 p.m.

Finding Joy in the Journey, Starting Now

Are you joyful at work? Would you like to be? In this fun and engaging workshop, we will explore joy in the workplace – how do we create it and sustain it, especially during difficult times? You will leave the workshop with a personal mission statement and action plan to finding joy in the journey, starting now.

Presenter: Amy Leneker, Organizational Development and Leadership Consultant, Compass Consulting



Amy Leneker is a Leadership Development Consultant and the founder of Compass Consulting. Having spent over 20 years in state government in various leadership roles, she is known for her trusted advice, her track record of delivering results, and her optimistic attitude. Amy is a Certified Trainer and has designed and delivered training to thousands of executives, leaders and practitioners. Because of her ability to engage and energize audiences, Amy has had the

opportunity to appear before hundreds of audiences as a presenter and keynote speaker. She holds a Masters of Public Administration and teaches graduate level courses in leadership development and public administration. Amy and her husband have two mostly well-behaved children (and two rarely-behaved Labradoodles) and make their home in Olympia.

Ballroom A 2:30 p.m. - 3:30 p.m.

Scalability: How to Flip the Conventional Training Classroom and Get Better Improvement Results

Do you have limited resources to support process improvement? Do you want to increase your rate of real-world application and get better results? This presentation is for you. We'll provide the method and helpful examples of "Flipped Classrooms." Flipped classroom is a concept that shifts internal resources from the traditional classroom to focus on application and results. We'll explore the concept, ways to make it happen, and we'll share success stories from organizations that have implemented this innovative approach.

Presenters: Tracy O'Rourke, Managing Partner, and Elisabeth Swan, Managing Partner, GoLeanSixSigma.com

Tracy O'Rourke and Elisabeth Swan are Managing Partners of GoLeanSixSigma.com; Authors of *The Problem-Solving Toolkit: A Surprisingly Simple Guide To Your Lean Six Sigma Journey* and co-hosts of the industry-focused podcast The Just-In-Time Café.

Both Elisabeth and Tracy have been teaching and consulting in the process improvement space for over 20 years. They are frequent speakers at industry conferences and Lean Six Sigma Green Belt Instructors at University of California at San Diego (UCSD).



Tracy got her start as a Six Sigma Black Belt at GE Appliances in the late 1990s with Jack Welch at the helm. She is an accomplished facilitator, trainer, coach and presenter. She has trained over 2,000 people, mentored 500+ people and has helped complete 400+ projects with results that range between \$50,000 and \$50 million dollars in savings. Tracy teaches at UCSD and teaches in the Lean Enterprise Certificate Program at San Diego State University.



Elisabeth got her start in the 1980s at a consulting firm that pioneered Lean Techniques and helped with the reconstruction of Japan after World War II. During the mid 1990s, when Jack Welch brought Six Sigma into all GE businesses, she worked as a Green Belt and Black Belt instructor for dozens of GE lines of business. Elisabeth has trained thousand of people, coached hundreds more and continues to help organizations complete multiple Lean Six Sigma projects. Improvement results range from cutting out minutes of wasted cycle time to savings millions of dollars.

Ballroom BC 2:30 p.m. - 3:30 p.m.

The Importance of Emotional Awareness in Creating Value, Understanding and Inclusiveness for Customers

In order for any change management program to be effective and customers to gain the greatest value from improvement efforts, the change management professional must be relatable, empathetic and able to meet process improvement team members on a human level. Sure, we can introduce people to new techniques and processes all day long, but if we are not self-aware and able to connect with these people who actually do the work, we won't be able to engage with them in a way that motivates and inspires them to buy into the process mentally and take ownership. As such, the program will fail or never be implemented at all, and, ultimately, neither those who administer or receive the services will benefit from the program. By engaging the social side of the change management process, and working to really understand the participants' needs, concerns, and emotions, change management professionals will be better able to understand how to approach/reach participants on a level that resonates with them, tapping into those emotions to work toward positive outcomes related to building better, more inclusive teams and service administrators. In so doing, organizations will be able to attain better results and implement a sustainable change management program where participants are fully engaged and accountable for the process on an emotional and technical level.

Presenter: LeKisha McKinley, Chief Executive/Business Transformation & Process Improvement Consultant, LQM Business Strategists



LeKisha McKinley, MBA, PMP, CSSBB, is Sr. Business Consultant and founder and Chief Executive of LQM Business Strategists. She holds a Bachelor of Business Administration (Marketing and Management) and Master of Business Administration from Texas State University; a Six Sigma Black Belt from American Society of Quality; and a PMP from PMI. LeKisha has been performing process improvement, business advising, and strategic program development for government, international public, and private entities for over 14 years. Her expertise and uncanny ability to operate comfortably with minimal or ambiguous information allows her—and the organization's internal process owners—to devise clear-cut, comprehensive and smart solutions even in some of the most convoluted environments. LeKisha believes that those who do the work can best help determine, implement, and sustain the most optimal solutions to business problems. LeKisha is a regular speaker at international conferences; is a regular guest speaker to local universities and businesses; teaches technical applications and ITLS methodologies to adult learners and business professionals; and has written and provided input on numerous articles and discussions regarding organizational change management, transformative business topics and tools. Her can-do attitude, quick wit, and down-to-earth personality allows her to quickly and genuinely gain clients' and learners' trust alike, relate to and reach her audiences, as well as mentor and coach numerous executives with mutual respect.

Room 317 2:30 p.m. - 3:30 p.m.

Customers Are People, Too! Insights From Local Governments Beyond the Cascade Curtain

As Lean principles and tools become mainstream in large government organizations, many small, local governments, especially those east of the Cascade mountains, are starting to embrace Lean as a management system. Working with these smaller organizations who have a more direct and personal relationship with their customers, the Lean Specialists at the Washington State Auditor's Office learned to focus on mastering the basics elements of Lean as a strategy to bring the whole organization forward together. Seeing the customer as a human being who enters our world for a short time with a specific need is the foundation for excellent customer service and personal job satisfaction. During this session, you will hear several stories about local governments in Washington state who made small changes in their processes that sometimes were challenging to implement, but eventually delivered better service and improved communication to their residents.

Presenters: Debra Hentz, BSME, MPA and Steven Thomson, PhD, Performance Center Lean Specialists, Washington State Auditor's Office



Debra Hentz is a Lean Specialist for the Performance Center within the State Auditor's Office specializing in Lean methodology training and facilitation. Prior to joining the State Auditor's Office in 2014, Debra spent 5 years with Clark College Student Affairs in Vancouver, WA, and 20 years at the Hewlett Packard Company as an Engineering Manager in the areas of product design, Lean manufacturing, and worldwide operations. Her primary areas of concentration included project management, continuous process improvement and leading change initiatives. Debra holds a Master of Public Affairs degree from WSU and a BS degree in Mechanical Engineering from The University of Texas at Austin. Her interests outside of work usually include spending time with animals and her revitalized interest in horseback riding.



Steven Thomson is a Lean Specialist for the Performance Center within the State Auditor's Office. Before joining the State Auditor's Office in 2018, Steven had a private consulting firm working with local governments on Lean process improvements. His practice focused on integrating various aspects of Lean management. Earlier in his career, he taught Cultural Anthropology at the university level at several institutions. Trained as a political anthropologist, his research and teaching focused on local politics in culturally diverse communities, interactions between local and national institutions, and economic development. Steven received masters and doctoral degrees in anthropology from Boston University and a BA in African Studies from Beloit College (Wisconsin). He also holds project management and Lean Six Sigma Black Belt certificates from the UW Tacoma.

Room 318 2:30 p.m. - 3:30 p.m.

Mundane to Marvelous: Reimagining Meetings Using Design Thinking

Merriam-Webster's definition of a meeting is "an act or process of coming together." Sounds simple enough, even enjoyable. Nearly every person reading this description likely attends one meeting a day. Meeting malaise is a real thing.

That's where a little imagination helps! This session will breathe new life into your work week. You'll learn about ways to design (not plan) meetings and get the opportunity to reimagine one of your meetings in real-time. Come and get ready to challenge organizational norms to achieve a more productive meeting!

Presenter: Jessica Dang, Senior Design Strategist, Results Washington



Jessica Dang is the Senior Design Strategist for Results Washington. In this role, Jessica is committed to "make government more human" using design thinking, human-centered design, and behavioral insights principles and tools. She has served two Washington governors throughout her tenure, advising on a range of topics from economic vitality to government efficiency. Since 2011, she has worked with executive leaders across state government to influence

performance and policy to improve outcomes for Washingtonians. Before joining Gov. Jay Inslee's Results Washington program in 2013, she worked at its predecessor, Government Management, Accountability and Performance. Prior to that, she worked for 10 years at the Washington State Department of Revenue, where she served as a process improvement, performance management and communications consultant. A self-professed "creative," and student of all things design, Jessica loves to work with leaders and line staff alike to think differently about their biggest challenges. A life-long Olympian, Jessica enjoys a five-minute commute to work and spending time with her family.

Room 407 2:30 p.m. - 3:30 p.m.

The Engagement Contagion – Achieving High Participation in Continuous Improvement

This session will share a comparative study of two organizations on a Lean journey with very different outcomes, demonstrating how improvement workshops may not be sufficient to reach the critical mass of engagement necessary for Lean transformation. You will hear a story of a hospital group which implemented a continuous improvement method, connected to their Daily Management System, and implemented over 1,000 staff-initiated improvements in their first 18 months. This will be interspersed with stories of individuals at all levels of their organizations who have caught the bug of Lean continuous improvement and shown exemplary leadership.

Presenter: Alan Talbot, Senior Consultant, Simpler Consulting



Alan's 30+ years of experience began in England as an apprentice. He worked with highly-skilled people who were disengaged with no mechanism to fix poor designs and broken systems, a recurring pattern he saw in subsequent positions in automotive and aerospace industries. He joined Genie Industries in the 90's, learning the power of engaging his own team through Lean improvement and was hooked. Moving into healthcare, Alan ran his own consulting business


in Australia then led a Lean team at the BC Children's Hospital and Mental Health Service. With JWA/Simpler Consulting, Alan has assisted mostly healthcare clients in their Lean transformation including Lean building design and Lean Management Systems. Alan has bachelor's and master's degrees in Engineering from Cambridge University and an MBA from Harvard Business School. He lives with his wife in Spokane.

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Day 2 Breakout Sessions Schedule

10:15 a.m. - 11:15 a.m.

10:15 a.m. - 12:40 p.m.


 These two sessions will be videotaped.			
Exhibit Hall	Ballroom A	Ballroom BC	Ballroom D
Lean Would Be Easy If It Weren't for the People	Recruit, Retain, and Develop – Hiring and Professional Development at Ecology	Humanizing Work through Creativity and Innovation	The People Side of Lean – An Interactive Experience for Improving Teamwork

11:40 a.m. - 12:40 p.m. — Breakout Sessions or Lunch #1


 These two sessions will be videotaped.		
Exhibit Hall	Ballroom A	Ballroom BC
LEAD Lean	People at the Center: A Case Study of Transforming Snohomish County Government	It's Not About the Shark! How Arizona Uses 1:1 Coaching to Navigate Barriers and Reach the Shore

1:05 p.m. - 2:05 p.m. — Breakout Sessions or Lunch #2

1:05 p.m. - 3:30 p.m.

 These two sessions will be videotaped.			
Exhibit Hall	Ballroom A	Ballroom BC	Ballroom D
Lean Survival Guide: How to Create and Sustain a Continuous Improvement Culture	Engaging Employees Every Day	Releasing Potential through Investing in People's Growth	Getting Unstuck: Strategies for Repairing Trust in Groups

2:30 p.m. - 3:30 p.m.

 These two sessions will be videotaped.			Getting Unstuck. Strategies for Repairing Trust in Groups
Exhibit Hall	Ballroom A	Ballroom BC	
Everyone is a Leader: One Program's Leadership Development Approach at the Department of Ecology	Building Partnership with our EMS teams	Hope Inspired Leadership	

Breakout Session Skill Level KEY:



= **BEGINNER** No experience with lean.

Breakout Sessions Schedule **Day 2**

10:15 a.m. - 12:40 p.m.

10:15 a.m. - 11:15 a.m.

Room 315/316	Room 317	Room 318	Room 407
A Human Workplace: “Does Love Belong at Work?”	Improving Municipal-level Development Review Processes Using Lean Methods and Practices: Creating Lasting Results for the Community Through Improved Processes and Collaboration	Creating Motivation and Desire	Igniting and Sustaining Culture Change
	Breakout Sessions or Lunch #1 – 11:40 a.m. - 12:40 p.m.		
	Room 317	Room 318	Room 407
	Building Lean for People	Building a Healthy Workplace Culture from the Ground Up	Taking on Opioids with World Class Management

1:05 p.m. - 3:30 p.m.

Breakout Sessions or Lunch #2 – 1:05 p.m. - 2:05 p.m.

Room 315/316	Room 317	Room 318	Room 407
Why Do People Do What They Do? A Human-Centered Approach to Influencing Sustainable Change	Meaningful Purpose to Drive Lasting Cultures of Improvement	Lean Lands at Sea-Tac Airport!	Partnership between Lean Process Improvements and Change Management
	2:30 p.m. - 3:30 p.m.		
	Room 317	Room 318	Room 407
	Relieving the Pain of Performance Measurement	The Platinum Rule: Treating Others They Way They Want to Be Treated	Things No One Ever Told Me: “It’s About the People” (Lessons learned from facilitating over 24 rapid process improvement workshops.)

 = **INTERMEDIATE** Some experience with lean.

 = **ADVANCED** Extensive experience with lean.

 = **ALL**

Exhibit Hall 10:15 a.m. - 11:15 a.m.

Lean Would Be Easy If It Weren't for the People

In this interactive session, we will explore the importance of managing the people side of change in Lean initiatives. We will present compelling research to make the case for an enhanced focus on a structured approach that helps individuals embrace, adopt and use Lean solutions. As a participant, you will gain insights into a practical framework for individual and organizational change known as the ADKAR® model. We will also explore how you can bridge the gap from theory to practical application.

Presenter: Scott McAllister, Chief Executive Officer, Prosci



Scott McAllister is a results driven leader with a passion for helping leaders think differently about the people side of change. Scott leads Prosci's growth efforts by partnering with clients to architect outcome oriented change management solutions. Scott's spent the last 20 years helping clients initiate transformational change through a combination of strategy, operational excellence and innovation programs across a broad range of industries ranging from government, healthcare and biotech, to financial services, utilities and telecom. To date, Scott has worked with more than 500 clients in over 28 countries.

Ballroom A 10:15 a.m. - 11:15 a.m.

Recruit, Retain, and Develop – Hiring and Professional Development at Ecology

Experienced managers and staff are retiring or moving to new jobs at a rapid pace. At the Department of Ecology, we are trying to embrace this transition as an opportunity to hire faster and more effectively and to use available tools to improve professional development. After years of testing, many of our programs from mentoring to employee engagement teams are taking root and making a difference. We will review our process improvement story and provide examples of tools including streamlining the hiring process, succession planning, onboarding, mentoring, job shadowing, hiring interns, and more.

Presenters: Heather Bartlett, Program Manager, Water Quality and Eli Levitt, Senior Program Planner, Water Quality, Department of Ecology



Heather Bartlett leads the Washington State Department of Ecology's Water Quality Program. The program's goals are to prevent and reduce water pollution; to clean up polluted waters and engage citizens in the work to protect and restore water quality in Washington State. The program employs 270 professionals and has a biennial operating budget of \$97.8 million. In addition, the program manages \$524 million in capital funds, most of which is passed

through to local governments, tribes, and non-profits for infrastructure and land-based projects that will benefit water quality. Heather has 25 years of natural resource and public health experience and a degree in biology from WSU. She has a track record of working through complex and controversial issues. She came to Ecology in March 2014 from the Department of Health, where she was deputy director of field operations for the state drinking water program. Most of Heather's previous public service career was at Fish and Wildlife, where she started her career as a fish biologist.

Eli Levitt is a Senior Planner in the Water Quality Program at the Washington Department of Ecology. He has six years of experience working to improve recruiting and professional development efforts at the agency. He holds a Bachelors of Arts from Carleton College and a Masters in Public Policy from the University of Washington's Evans School.

Ballroom BC 10:15 a.m. - 11:15 a.m.

Humanizing Work through Creativity and Innovation

In this dynamic workshop we will present the Innovator's DNA: The Five Discovery Skills of Disruptive Innovators. Based on years of ground-breaking academic research and work with innovative leaders like Jeff Bezos, Elon Musk, and Steve Jobs, the Innovator's DNA shows conclusively that innovation can be learned and developed. Five discovery skills in particular—Associating, Questioning, Observing, Networking, and Experimenting—allow us to tap into our innate creativity, an inherent part of our humanity. Ultimately, as we learn to bring creativity and innovation back into our daily work, we will be better equipped to generate game-changing ideas, tackle more audacious challenges, and find greater meaning in our professional lives.

Presenters: *Joe Vansyckle, Master Trainer, J. Alton Group and Curtis LeFrandt, Chief Executive Officer, Innovators DNA*



Joe Vansyckle is the founder of the J. Alton Group where he partners with world-class firms like VitalSmarts, The Innovators DNA, and The Center for Creative Leadership to bring human centered learning, coaching and consulting to his clients. His passion is helping people see new ways of being that lead to greater results for themselves, their organizations, families and communities. He was the first Chief Learning Officer for the State of Washington and has

led teams for private sector companies, including Microsoft and Amazon. He proudly serves his community as a Court Appointed Special Advocate for Children (CASA) and family and community mediator.



Curtis LeFrandt is the CEO and Co-founder of the Innovator's DNA. He has worked with some of the world's largest organizations to develop an innovation culture and capability, including United Technology Corporation, Fortive, Cisco, Johnson & Johnson, Caterpillar, and Medtronic. Curtis oversees the strategic direction and operations of Innovator's DNA's training, products, and services.

Ballroom D 10:15 a.m. - 12:40 p.m.

The People Side of Lean – An Interactive Experience for Improving Teamwork

Don't miss this opportunity to learn practical techniques you can use to make your agency the healthiest it's ever been! Join us if you want to help your teams:

- Engage in more productive Conflict
- Exhibit higher levels of Trust and Respect
- Communicate with each other more effectively

This special accelerated workshop was designed by Integris in partnership with Results Washington specifically for the Lean Transformation Conference. Please arrive early to save your seat.

BONUS: Brett will be joined by special guests who will share intriguing stories of how they transformed their teams.

Presenter: *Brett Cooper, President at Integris Performance Advisors*



Brett is the visionary President of Integris Performance Advisors, a professional development firm he co-founded to expand the existence of healthy organizations and great places to work. Integris is a member of Washington State's Lean Expert Partner Network, and has been the Lean Conference Platinum Sponsor for each of the last 7 years.

By creatively bringing together concepts from The Five Dysfunctions of a Team (by Patrick Lencioni), Lean Six Sigma, The Leadership Challenge (by Jim Kouzes and Barry Posner), and Everything DiSC, Brett and his team have influenced thousands of people in government, non-profits and corporate America to work together in more productive, more effective and more human ways.

Room 315/316 10:15 a.m. - 12:40 p.m.

A Human Workplace: “Does Love Belong at Work?”

Public servants in Washington State are discussing a bold idea: If we decrease fear and increase love in the workplace, we will deliver better results for Washingtonians and make public service deeply gratifying and meaningful. Love? Yes, love. In government? Yes, in government. This session begins with an explanation of why love belongs at work, and then gives you the opportunity to explore the question, “What kinds of love belong at work?” Through individual reflection, small group activities, and large group discussions, consider the many work appropriate expressions of love, examine the benefits as well as the concerns for increasing love at work, and explore how to put love in action for your own workplace challenges. A Human Workplace: Olympia is a monthly gathering of public servants who explore and ignite efforts to make work more human. With chapters coming to Seattle, Spokane, and Barcelona (!), you can experience this gathering yourself at the Washington State Government Lean Transformation Conference. The special closing that ends each gathering of A Human Workplace will be part of this session.

Presenter: Renée Smith, Director of Workplace Transformation, Results Washington, Office of the Governor



Renée Smith serves as the Director of Workplace Transformation at Results Washington. She conducts primary research, writes, teaches, and speaks widely on cultivating a more human workplace (www.MakeWorkMoreHuman.com) as the foundation for Lean culture, employee engagement, and a high performance organization. She leads the growing Human Workplace community across the state and provides human-centered resources to leaders, teams, and Lean advisers. Prior to joining Results Washington, Renée directed Organization Development at the Department of Enterprise Services for almost seven years. Her division provided Lean, change, and organizational consulting services for DES and numerous other governments. Renée earned a Master of Science in Organization Development from Pepperdine University.

Room 317 10:15 a.m. - 11:15 a.m.

Improving Municipal-level Development Review Processes Using Lean Methods and Practices: Creating Lasting Results for the Community Through Improved Processes and Collaboration

Learn what it takes to practice continuous improvement in the context of development review – a process that has important, lasting results for the community. People from different disciplines are involved in doing the work, and the end product is highly visible, both politically and in terms of the built environment. Over a multi-year period, the Community Development Department has been practicing value stream improvement, A3, and other Lean methods, and we’d like to share some things we’ve learned along the way.

Presenters: Michelle Kennedy, President, Kennedy Consulting LLC; Leigh Crabtree, Community Development Department Operations Manager, City of Beaverton, Oregon; and Brian Kerr, Senior Consultant, Koné Consulting



Michelle Kennedy is the founder, owner and president of Kennedy Consulting LLC. Her expertise is in organizational development, with an emphasis on developing leaders and enhancing organizational performance.



Leigh Crabtree is an experienced operations professional with a demonstrated history of working in government administration with communities and private sector stakeholders.



Brian Kerr is helping clients improve the customer value they create by facilitating and creating space for Lean transformation, continuous improvement, and design.

Room 318 10:15 a.m. - 11:15 a.m.

Creating Motivation and Desire

We grow up in a world where we're constantly manipulated, without even knowing it. Surprise!—the same thing happens at work. Learn how to break this cycle and help team members make the right decision; do they want to work for the organization or just attend work? If you're thinking about workplace improvements, this session will help you understand why it's so hard to make them stick. Walk away knowing how to reverse this and make your own job easier!

Presenter: Marty Lyons, Trainer, Dale Carnegie Training



Marty is a Lean practitioner at The Boeing Company, Renton, WA. His second avocation is as an accredited Dale Carnegie trainer for Human Relations and Leadership Training for Managers. His eclectic career includes Lean consulting, operations manager at Amazon, Lean practitioner at a Puget Sound aerospace manufacturer and president of a specialty construction company. Drawing from behavioral economics and sociology, he's developed engagement discussions for groups of any size, with the goal of helping others discover how to learn to love what they do instead of feeling like, "It's The Man keeping me down."

Room 407 10:15 a.m. - 11:15 a.m.

Igniting and Sustaining Culture Change

Wondering how to begin with culture change? Want to be intentional about what you are building? Need some ideas for how to move your team from where they are to a new culture? In this session, we will teach you how to: assess what the current culture in your organization or work group is; define specifically what the desired culture could be; and utilize tools to transition your team to a new FUTURE! We will explore case studies, share lessons learned, and ignite inspiration for your culture change efforts.

Presenters: Betty Lochner, Owner, Cornerstone Coaching & Training and Jennifer Haury, Chief Executive Officer/Organizational Anthropologist, All Angles Consulting, LLC



Betty Lochner is an expert on workplace communication and relationships and holds Lean/Six Sigma Green Belt and SPHR certifications. She is the founder and owner of Cornerstone Coaching & Training LLC, dedicated to helping organizations create and sustain a positive culture that boosts morale and focuses on continuous improvement. She recently retired after 32 years as a public servant as an executive leader, coach, and innovator for several state programs. While she has volunteered and attended the Lean Transformation conference over the years, this is the first year she is speaking and is thrilled to share the stage with her colleague and friend, Jennifer.



Jennifer Haury is an Organizational Anthropologist and Lean/Six Sigma Master Black Belt and CEO, All Angles Consulting, LLC. Jennifer has helped hundreds of teams and leaders transform their current culture into a culture of continuous improvement, a learning culture, or a highly collaborative culture. Jennifer's work shows proven results in: implementing lean/six sigma process improvement methodologies, leadership and executive coaching, strategic visioning and deployment, ethnographic analysis, cultural assessment, change management, and human centered design. Jennifer also holds the coveted title of "Mom" to three amazing humans who have taught her the most about how to apply her professional learnings in a chaotic environment where a culture of continuous improvement is always in "learning lab" phase!

Exhibit Hall 11:40 a.m. - 12:40 p.m.

LEAD Lean

LEAD Lean is movement. One that focuses on the verb (to lead), not the noun (leadership). LEAD Lean is about engaging people's curiosity to solve problems at every level. LEAD Lean drives action!!! John Maxwell states that "Leadership is not about titles, positions or flowcharts. It is about one life influencing another." Each one of us has the ability to influence someone. We often lose people when we lead with Lean, instead of leading people to solutions through Lean.

Presenter: Crystal Y. Davis, Lean Practitioner, The Lean Coach, Inc.



Crystal Y. Davis' career spans over a number of business functions, industries and disciplines in manufacturing and supply chain: automotive, consumer-packaged goods (beverage), medical devices, strategy deployment, training, facilitation, consulting, coaching and speaking. After leading several teams throughout her career, Crystal launched The Lean Coach, Inc. a boutique Lean Six Sigma and Leadership Development consulting firm in 2009.

"I'm a passionate leader committed to helping leaders and organizations achieve amazing results to reach their full potential."

Crystal has:

- Led award winning Lean teams and garnered Lean COI industry recognition
- Delivered "hard" savings to the bottom-line (over \$100 million over career span)
- Coached 100s of mid-senior level and executive leaders
- Recipient of Delphi's Lean Supplier Development Engineer of the Year Award

Ballroom A 11:40 a.m. - 12:40 p.m.

People at the Center: a Case Study of Transforming Snohomish County Government

Are you thinking about how to bring about transformative culture change – how to create new shared patterns of behaviors and interactions in order to create an inclusive, flexible, adaptable work environment that harnesses people's ideas towards a sustainable future? Snohomish County's Service and Technology Excellence Program (STEP) mission is to develop people to continually improve their processes in order to create joy at work and to delight those we serve. We believe any transformation is dependent upon the wholehearted cooperation of people in the organization. That is why we have begun our journey by focusing on PEOPLE: people doing the work and people leading the people doing the work. Through a panel discussion with leaders at Snohomish County, we will share our approach, our learning, and how we are beginning to create the conditions where people can work at their best.

Presenters: Lis McNicholl and Fariba Fuller, Leadership Development Program Manager Director of Operational Excellence, Snohomish County Government



Fariba Fuller is an accomplished change agent and a versatile design thinker with proven success partnering with people at all organizational levels to identify, strategize, and execute on opportunities to reach desired future state. Fariba is a huge lover of the arts and is currently engaged in PhD studies in Human and Organizational Systems Design. She believes in the potential of teams and knows first-hand that process redesign can be fun!



Lis McNicholl is an organization transformation coach and innovative trainer. She weaves her experience in Agile, Lean, and Leadership Coaching to foster a productive workplace. Throughout her career she has mentored, coached, and train leaders and teams. She finds delight in learning and growing with the people she serves. Lis holds a Master of Software Engineering and a Master of Arts in Organization Leadership.

Ballroom BC 11:40 a.m. - 12:40 p.m.

It's Not About the Shark! How Arizona Uses 1:1 Coaching to Navigate Barriers and Reach the Shore

Think of the progress we could make, the results we could achieve and the leaders we could grow if we focused less on problems and more on goals and positive outcomes. In this session, you will learn how the methodology behind Arizona's 1:1 Coaching for Continuous Improvement:

1. Leveraging Plan-Do-Check-Act (PDCA) and Appreciative Inquiry to develop critical thinking skills and independent problem-solving capability.
2. Facilitating manager/employee alignment on expectations and quick course corrections while building trust and driving stronger performance outcomes.
3. Adopting Lean principles at the individual, agency and enterprise levels to produce better, faster and more cost effective results.

Participants will leave with an understanding of why and how Arizona developed and implemented its 1:1 Coaching methodology, tools to facilitate effective 1:1 Coaching sessions using the model, and insight into key challenges and breakthroughs Arizona experienced bringing its 1:1 Coaching model to life in state agencies.

Presenters: *Chris Weakland, People Systems Project Manager and Alishia Jeremiah, People Systems Project Manager, Arizona Department of Administration*



Chris Weakland has more than 25 years of HR management experience, primarily in the financial industry. She joined AZ state government in 2013 serving as a Chief Human Resources Officer and then as a founding member and project lead of the state's human resources Organizational Effectiveness Team (OET) in 2016. The OET develops and implements critical "People Systems" that promote the thinking and behavioral practices to support Arizona government's transformation as a Lean enterprise. Chris is also an entrepreneur, having owned a business consulting firm specializing in new business start-ups. She has been an HRCI-certified Senior Professional in Human Resources since 1996.



Alishia Jeremiah brings 22 years of public and private sector experience in HR and leadership to her current role as an executive consultant and project lead for the state's Organizational Effectiveness Team. Alishia has a Master's Degree in Leadership and is a Society of Human Resources Management (SHRM) Certified HR Professional. She joined AZ state government in 2014 and served as a Chief Human Resources Officer for the Department of Juvenile Corrections. Her calling and passion is to help people be successful, which she does by implementing several statewide organizational development initiatives, including 1:1 Coaching for Continuous Improvement.

Room 317 11:40 a.m. - 12:40 p.m.

Building Lean for People

The Employment Security Department has undertaken radical change in our culture over the past 5+ years. We have made significant strides, and are currently shifting our focus to help employees see how lean benefits them and helps them better serve customers. We are breaking down lean "requirements" and building an approach where employees can pull the services that work for them, and the lean team adapts tools and approaches to better meet other employees' needs. We are generating excitement with our service approach, and building competence throughout the agency. We believe this shift will accelerate our change to a lean culture.

Presenters: *Anna St. Mullaire, Lean Engagement and Development Lead; Bill Kysor, Lean Leader; and Brian Mark, Lean Leader, Employment Security Department*



Anna Saint Mullaire joined ESD in September 2016, after more than 13 years with the Washington State Department of Transportation, where she was a founding member of the WSDOT Lean Office for the prior 2+ years. Anna earned Master's degrees in Civil Engineering and Leadership & Organizational Development. Anna blends her strong background in data analytics and organizational change to support teams in their efforts to improve processes while effectively managing the people side of change. Seeing people engaged with their work and empowered to make things better is what Anna loves most about this work.



Bill Kysor joined ESD in November 2017, bringing a diverse background of lean application, including within military munitions, medical device manufacturing and healthcare (to name a few!) He has shared his lean knowledge and experience in past organizations through formal and informal training environments. Some of the highlights of Bill's career include opportunities to initiate lean transformations and helping others solve complex organizational issues using the tools of lean. Prior to getting started with lean continuous improvement, Bill served in the Marine Corps, worked in law enforcement, and taught grade school classes as a substitute teacher while completing college.



Brian Mark joined ESD in May 2017. He is passionate about people, building relationships, and being in service to his communities inside and outside of ESD. Brian brings a diverse background of lean application, including time in supply chain, grocery management, and non-profit work. Brian believes that Lean is part of the bigger puzzle that includes customer service, project management, strategic planning, and engagement with people. Brian believes in having a voice in the future of his community and is actively involved in homeless outreach in Thurston County and as an ambassador for GRuB in Olympia. He also is a coach for 2nd and 3rd grade soccer for the Olympia area YMCA.

Room 318 11:40 a.m. - 12:40 p.m.

Building a Healthy Workplace Culture from the Ground Up

Human-centered design is key to achieving a strong and positive culture which is key to organizational success. Since culture can be challenging to define, hard to measure, and difficult to change, organizations are often left with great ideas – and no roadmap to achieve them. Washington State’s Department of Labor & Industries (L&I) is working to bridge this gap and wants to share its learning with you. You’ll learn how L&I uses a human-centered approach to define and assess culture, and uses that data to engage employees. The agency will demonstrate how it conceptualizes culture, measures key drivers, and translates that information into action. The agency will share its Lean-based strategies, which support staff in becoming stewards of their own engagement. You’ll also hear from internal customers about how this approach has helped them achieve their goals and improve their experience at work.

Presenters: Ben Kaufman, M.S., Management Analyst, IO Psychologist and Amy Nagley, Ph.D., Organizational Culture Change Architect, Washington State Department of Labor and Industries



Ben Kaufman has a Master's in Industrial-Organizational Psychology, and works to enhance employee engagement as the Goal 5 Portfolio Manager at L&I. Ben strongly believes that positive and meaningful work experiences are possible for all employees and these are key to organizational success. His work at L&I is focused on two fronts: (a) workforce strategy development and the translation of strategy into tangible projects and practices; and (b) employee experience across multiple domains and then employees to be stewards of their own engagement.



Amy Nagley has a Ph.D. in Industrial-Organizational Psychology and serves as an Organizational Culture Architect at WA State Dept. of Labor & Industries. Her work entails assessing and measuring workplace culture, but most importantly, working with leaders and employees to build structures and systems that are most conducive to holistic cultural wellbeing. She believes that a healthy workplace culture isn't left at work, but is taken home to families and communities.

She is dedicated to helping people to make sense of the multi-dimensional nature of culture, and collaborating with people to make L&L the best place it can be.

Room 407 11:40 a.m. - 12:40 p.m.

Taking on Opioids with World Class Management

Partnering with patients to systematically reduce opioid use and improve pain management safety across the continuum of care, Virginia Mason team members are using the elements of World Class Management, which is foundational to the Virginia Mason Production System (VMPS), to make lasting system change and support our patients and team members. This session will review the elements of World Class Management, and the techniques we used to gain engagement, alignment, implementation and sustainability in our processes.

Presenter: Karen Blankenship, VMPS Specialist, Virginia Mason Medical Center



Karen Blankenship has been a VMPS Specialist at Virginia Mason Medical Center since 2010. She helps coordinate and align the work of the other VMPS Specialists working on the model lines and she co-facilitates in teaching the management methodology to leaders within the organization. She was asked to work on the organizational goal of taking on Opioids to assist and coach the team with applying the tools and concepts of the Virginia Mason Production System to their work.



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Exhibit Hall 1:05 p.m. - 2:05 p.m.

Lean Survival Guide: How to Create and Sustain a Continuous Improvement Culture

It's a jungle out there and it's easy to get overwhelmed, sidetracked, and even a little discouraged when building a culture of continuous improvement! From lackluster engagement at all levels, to disagreement on who the customer is, to frustration at all the "stops and starts," we've seen—and survived—it all! Come consider some creative ideas for how to initiate and sustain a culture of continuous improvement. Leave with practical plans to re-energize your efforts and minimize the gap between where you are now and where you want to be.

Presenters: Jennifer Haury, Chief Executive Officer/Organizational Anthropologist, All Angles Consulting LLC and Lori Erickson, Chief Executive Officer/Continuous Improvement Consultant, Calliope Consulting LLC



Jennifer Haury is an Organizational Anthropologist and Lean/Six Sigma Master Black Belt who brings a holistic approach to process improvement and leadership systems. She is CEO and Principal Consultant for All Angles Consulting, LLC. Jennifer brings a passion and talent for understanding the important cultural aspects of an organization, department, team, or individual. She's helped hundreds of teams and leaders transform their current culture into a culture of continuous

improvement, a learning culture, or a highly collaborative culture. Her work shows proven results in: implementing Lean/six sigma process improvement methodologies, leadership and executive coaching, strategic visioning and deployment, hoshin planning, ethnographic analysis, cultural assessment, change management, organizational development, systems design/implementation, and operations management. She is excited to be speaking at her 5th WA State Lean Transformation Conference. Jennifer also holds the coveted title of “Mom” to three amazing humans who have taught her the most about how to apply her professional learnings in a chaotic environment where a culture of continuous improvement is always in “learning lab” phase!



Lori Erickson is a Lean/Six Sigma Master Black Belt who enjoys stretching the minds of others in the worlds of process improvement, organizational development and change management. She has 13 years of experience in healthcare, education, and local/state government work. Lori has a passion for developing people and believes in meeting people where they are in their learning, helping them set the path for success, and then gently pushing them to go

further through experimentation, practice and coaching. She has worked with leaders at all levels, from C-Suite executives to frontline staff, and takes pride in helping organizations to keep their customer at the center of every decision. Some of Lori's favorite work includes "blowing up" broken current state processes, helping frontline teams to dream big and futuristically, and then designing an "ideal" customer-centric future state. Lori currently works as a professor at the College of Business at Central Washington University.

Ballroom A 1:05 p.m. - 2:05 p.m.

Engaging Employees Every Day

This session describes a simple tool that serves as a catalyst to create an engaged workforce toward building an improvement oriented and customer-centered culture. We will explore how to leverage this tool to celebrate engagement and coach on improvement (Lean) skills, while capturing improvement results in quality, costs, delivery, safety and customer satisfaction. This tool was instrumental in Employment Security Department receiving IAWP awards for creating an innovative workplace.

Presenter: Karl Kraber, President, Kata Consulting, LLC



Karl Kraber currently is the president of Kata Consulting, LLC, supporting companies who want to create a customer-centric and improvement-oriented culture. He has more than 25 years of process improvement experience in manufacturing, government, and health care as an operations manager, change management consultant, internal Lean consultant and manager using various operational excellence/process improvement

methods such as Lean, TQM, and Six Sigma. He has an MPA from Ball State University and Masters in Applied Behavioral Sciences. Karl served as a captain in the US Air Force. He implemented Lean at The Boeing Company, University of Washington, Franciscan Health System, Employment Security Department, and hospitals in Mississippi and Michigan.

Ballroom BC 1:05 p.m. - 2:05 p.m.

Releasing Potential through Investing in People's Growth

This session will include the keys to releasing people's potential through engaging everyone, fostering learning and development at different levels of an organization and enjoying the journey by having fun with a focus. We will provide an overview of the management system and approach used that enables this release of potential along with actual University of Washington examples at the program, department, team and individual levels.

Presenters: *Doug Merrill, Associate Director of Operational Excellence, University of Washington and Mary Mahon, Program Operations Specialist of Operational Excellence, University of Washington*



Doug Merrill is the Associate Director of Operational Excellence at the University of Washington (UW). He oversees the Lean coaching program, launches used to start a team's Lean journey, team improvement cycles, team maturation, and other program components. Prior to coming to the UW in 2008, Doug spent 28 years at Macy's, in various management positions and is a certified Six Sigma Black Belt.



Mary Mahon is a Lean Coach with Strategic Consulting at the University of Washington (UW). She performs outreach and communications work for the Lean Team, but spends most of her time connecting with teams, coaching them through improvement cycles, helping them mature, and facilitating Lean launches. On her path to becoming a Lean coach, Mary spent 10 years at the UW in classified and professional staff roles for Transportation Services and Facilities Services, including team supervision and facility management. Prior to coming to the UW, she worked various management and administrative positions in real estate, and the private financial sector.

Ballroom D 1:05 p.m. - 3:30 p.m.

Getting Unstuck: Strategies for Repairing Trust in Groups

Trust permeates relationships. When there is trust within groups, information flows, and issues can be resolved easier. These are core ingredients in a Lean culture. However, when groups experience low trust or a violation of trust, it can be very disruptive to relationships and work systems. So how can groups work through it? This workshop will highlight doctoral research on trust repair and bridges it to sustaining a work culture using Lean principles. Further, Wendy will share a research-based model and provide strategies that become an immediate take-away for all participants to apply at the group or organizational level.

Presenter: *Wendy Fraser, PhD, Chief Inspiration Officer, Fraser Consulting, LLC*



Wendy mentors the collective wisdom in organizations by engaging the talents and hearts of people. She fosters and builds capacity by strengthening human relationships and systems, so groups and organizations thrive. She brings fresh approaches with a flare of humor and gets results. Wendy works primarily with public, education, and nonprofit clients in the US, Canada, Caribbean, and China. She teaches Black Belt courses at the University of Washington-Tacoma and in the MBA program at St. Martin's University. She is an author, speaker, consultant, mentor, volunteer, and international humanitarian.

Room 315/316 1:05 p.m. - 3:30 p.m.

Why Do People Do What They Do? A Human-Centered Approach to Influencing Sustainable Change

Do you ever wish that people would just behave differently at work, home or in your community? Have you tried to implement a new system or process only to see it fail due to ineffective human behavior? One of the most important capacities we possess is our ability to influence behavior. Yet few of us have a systematic way to influence sustainable change. We may change systems and processes but without changing behavior, things will go back to the way they were. If you want to succeed as an influencer, you have to answer this one question: Why is this person doing what they are doing? In this interactive and engaging workshop we will discover how to answer that question. You will be introduced to the VitalSmart's Six-Sources of Influence, a proven model that has been used successfully around the world and here in Washington. You will hear from organizations who are actively engaged in solving influence challenges. Join us and be prepared to take your ability to influence to a whole new level!

Presenters: *Amy Leneker, Leadership Development Consultant, Compass Consulting and Joe Vansyckle, Consultant, Organizational Learning and Change, Experience Learning Project and Vital Smarts*



Amy Leneker is a Leadership Development Consultant and the founder of Compass Consulting. Having spent over 20 years in state government in various leadership roles, she is known for her trusted advice, her track record of delivering results, and her optimistic attitude. Amy is a Certified Trainer and has designed and delivered training to thousands of executives, leaders and practitioners. Because of her ability to engage and energize audiences, Amy has had the

opportunity to appear before hundreds of audiences as a presenter and keynote speaker. She holds a Masters of Public Administration and teaches graduate level courses in leadership development and public administration. Amy and her husband have two mostly well-behaved children (and two rarely-behaved Labradoodles) and make their home in Olympia.



Joe Vansyckle is the founder of the J. Alton Group where he partners with world-class learning firms like VitalSmarts, The Innovators DNA, and The Center for Creative Leadership to bring human-centered learning, coaching and consulting to his clients. His passion is helping people see new ways of being that leads to greater results for themselves, their organizations, families and communities. He was the first Chief Learning Officer for the State of Washington and has

led teams for private sector companies, including Microsoft and Amazon.com. He proudly serves his community as a Court Appointed Special Advocate for Children (CASA) and family and community mediator.

Room 317 1:05 p.m. - 2:05 p.m.

Meaningful Purpose to Drive Lasting Cultures of Improvement

Good Lean organizations exist for a time, or a leadership tenure. Great Lean organizations endure generations of leadership with highly engaged cultures. In this session we will discuss what has been learned about the importance of meaningful purpose when aligned with Lean systems and tools. Case studies and examples will be shared. Finally, we will present the components of meaning and a framework for aligning and developing the organization to achieve that purpose.

Presenter: *Ted Iverson, Global Operations Expert, McKinsey & Company*



Ted Iverson is a Global Operations Expert with McKinsey & Company in Seattle, Washington. He supports leaders of large, multinational organizations to accomplish meaningful and lasting transformation. He has a wide range of experience across many industries and organizational profiles including public sector, aerospace, service, and healthcare. His clients include multiple Shingo Prize recipients. Ted holds a B.S. in Manufacturing Engineering from Weber State

University. He has been an examiner for the Shingo Prize for Operational Excellence since 1995 with assignments in India, Australia, Ireland, and Italy. He has served as adjunct faculty at several universities teaching courses in Lean and materials management.

Room 318 1:05 p.m. - 2:05 p.m.

Lean Lands at Sea-Tac Airport!

If you've taken a flight from Seattle recently, you are probably aware that the airport is busier than it used to be. That's great for business in the Pacific Northwest — and it creates problems at the airport. Come to this session to learn about our challenges and success stories in applying Lean problem-solving at this quasi-public agency. Representatives from Aviation Operations and Aviation Maintenance — will use case studies to describe what they have learned about leading improvement to engage the creativity of our workers and the cooperation of our business partners, to improve our customers' experience.

Presenters: *Stuart Mathews, Director, Aviation Maintenance; Mike Ehl, Director, Aviation Operations; Ryan Pazaruski, Manager, Conveyor Maintenance; and Jim Witzman, Manager, Aviation Maintenance, Seattle-Tacoma International Airport*



Stuart Mathews is the Director of Aviation Maintenance, responsible for the facility maintenance throughout Seattle-Tacoma International Airport. He leads a team of approximately 400 Port of Seattle maintenance professionals and approximately 200 contract service providers. He holds a B.S. in Mechanical Engineering from the University of Washington, is a licensed P.E. in the state of Washington, a member of the International Facility

Management Association and a designated Facility Management Professional.



Michael Ehl is Director of Aviation Operations at Seattle-Tacoma International Airport, overseeing all airfield, terminal and landside operations and facilities. Mike's team is also responsible for air cargo, air service development, and serves as the primary airline liaison for the Port of Seattle's Aviation Division. Mike has an M.B.A. from Seattle University, a B.S. in Aviation Management from Embry-Riddle Aeronautical University, is a graduate of Seattle University's

Executive Leadership Program, and is an Accredited Airport Executive (A.A.E.) in the American Association of Airport Executives.



Ryan Pazaruski is Manager of Conveyor Maintenance and Operations at Seattle-Tacoma International Airport. His team is responsible for ensuring bags move safely and efficiently through the 10+ miles of the baggage handling system. Prior to joining Aviation Maintenance in 2010, Ryan served in managerial and leadership positions with Ocean shipping companies and the U.S. Army. Ryan has an M.B.A. from Washington State University.



Jim Witzman currently works in the Aviation Maintenance department overseeing vertical conveyance, passenger loading bridges, and industrial water treatment. He joined the Aviation division after 17 years with United Airlines. During his time there, he obtained his Six Sigma Green belt certification and became an active part of United's continuous improvement team. He is currently a member of the Lean specialist program and enjoys the problem solving aspect of continuous improvement.

Room 407 1:05 p.m. - 2:05 p.m.

Partnership between Lean Process Improvements and Change Management

Agencies in many states continue to build their internal change capability and Lean process improvements to support the success of key projects and even more importantly the success of their people affected by key improvements. The Colorado Department of Transportation (CDOT) and the Washington State Department of Transportation (WSDOT) are helping their people be successful with improvement by deploying structured Change Management ("people side of change") and Lean continuous improvement processes on these key projects. During this session, we will discuss 1) the human relationship to small and large improvements, 2) the importance of collaboration between Change Management and Lean continuous improvement, and 3) the importance of the leaders role during and after process improvements to ensure that every person is setup for success.

Presenters: *Carl Greer, Organizational Change Manager, Washington State Department of Transportation and Annie Severson, Organizational Change Management Director, Department of Children, Youth, and Families*



Carl Greer is the Organizational Change Manager for WSDOT. Carl has implemented change management practices into the agency change initiatives ranging from organizational restructuring, process improvements and enterprise-wide technology implementations. He is currently working on implementing a change capable culture within WSDOT, which includes the nation's largest marine highway system, WA State Ferries. Carl has also worked with

other state agencies in developing change management practices and collaborated on events to develop awareness and the need for change management practices. Carl is a skilled facilitator and has led a variety of high-level meetings with executives, supervisors and managers, and front line staff. He is nationally certified in Crucial Conversations, certified as a Prosci Practitioner, recently completed the Prosci Train the Trainer course and is a member of Association of Change Management Professionals.



Annie Severson, Organizational Change Management Director, Department of Children, Youth, and Families

Exhibit Hall 2:30 p.m. - 3:30 p.m.

Everyone is a Leader: One Program's Leadership Development Approach at the Department of Ecology

Who are the leaders in your organization? Just the managers and supervisors? If your people are the foundation for a successful Lean culture, then leadership development is the most important investment your organization can make. Four years ago, Ecology's Toxics Cleanup Program partnered with Integris Performance Advisors to launch a leadership development program for all 180 of its people. Hear about their journey and how they used the Five Practices of Exemplary® Leadership to empower its staff, support change efforts, and build their Lean culture.

Presenters: *Hannah Aoyagi, Operations Planner and Chief Executive Officer, Washington Department of Ecology and Evans Kerrigan, Integris Performance Advisors*



Hannah Aoyagi is the Operations Planner for the Toxics Cleanup Program at Department of Ecology. She leads a workplace culture change team and coordinates a number of projects to improve communication, information flow, and employee development. Hannah recently became a Trained Facilitator for The Leadership Challenge® and now teaches leadership development workshops for Ecology. Her goal is to help the agency achieve its mission by supporting and empowering its bright and dedicated workforce.



Evans Kerrigan is the CEO of Integris Performance Advisors. His firm is dedicated to improving performance and results by increasing the existence of healthy organizations. Evans is a Master Black Belt in Lean Six Sigma, a Certified Master in The Leadership Challenge, an accredited facilitator of The Five Practices of a Cohesive Team and an Executive Coach. Evans works with many government agencies at the city, county and state level to improve service to constituents and internal member of the group.

Ballroom A 2:30 p.m. - 3:30 p.m.

Building Partnership with our EMS teams

At Virginia Mason Medical Center we engage with our EMS partners using numerous strategies including hosting events and partnering on our process improvement work. Using our Respect for People pillars helps align our collaboration with our EMS partners. By utilizing our Virginia Mason Production System (VMPS), we have improved quality care for our patients beginning in the field to our Hospital.

Presenters: *Karen Gifford, Administrative Director of Hospital Operations and Rea Berg, Director of Emergency Department, Virginia Mason Medical Center*



Karen Gifford, RPH, MA, has worked as a registered pharmacist for over 30 years at Virginia Mason Medical Center where she currently serves as Administrative Director of Hospital Operations. She has spent the last 20 years in various leadership positions including management of pharmacy practices, directing hospital based programs such as the Neuro-hospitalists, Hospitalists, Patient Transfer Center, and Emergency Services as well as building programs that benefit

patient care like our Comprehensive Certified Stroke Center. Karen is currently responsible for the telehealth program and has implemented telemedicine programs at various sites. Karen co-leads the Telehealth guiding team that sets the strategic direction at Virginia Mason. Karen is well versed in the concepts of the VMPS, having served as Administrative Director over the Hospital Kaizen Promotion Office for 3 years. As a certified VMMC RPIW Workshop leader, she has led numerous events across the organization and at outside organizations. She is a graduate of the Kaizen fellowship which is an intensive eighteen month study program at Virginia Mason. Karen graduated from WSU with a Bachelors in Pharmacy and her Masters of Organizational Leadership from Gonzaga University.



Rea Berg, RN, BSN, MBA/HCM, has worked as Registered Nurse for over 20 years in both clinical and leadership roles. She worked at Stamford and Greenwich Hospital in the East Coast in various roles including Critical Care Registered Nurse, Nursing Supervisor, Manager of Nursing Resource and Critical Care Unit. Rea has been at Virginia Mason Medical Center from 2012. She started there leading Nursing Supervisors, Resource Nurses and managing the

transfer center. Currently she is the Director of the Emergency Department and Observation Unit. Rea is a certified leader in VMMC Rapid Process Improvement Work and has led numerous events in the organization. Rea graduated from Molloy College with her Bachelors of Science in Nursing and MBA and Health Care Management from the University of Phoenix in Florida.

Ballroom BC 2:30 p.m. - 3:30 p.m.

Hope Inspired Leadership

Hope is the leading predictor of satisfaction and happiness in life. Research across multiple sectors shows that hope is correlated to goal achievement, physical health, academic performance and organizational productivity. Organizations with high hope leaders reach goals more often and sooner, experience higher productivity, have lower unplanned absences and less turnover and are more resilient to burnout and stress. Attend this session to learn the basics of hope theory, developing both collective hope and individual hope when building your organization and utilizing hope theory in leadership.

Presenters: *Jon Tunheim, Thurston County Prosecuting Attorney and Kelly Johnston, Consultant, Clarity Consulting Partners*



Jon Tunheim is the elected Prosecuting Attorney for Thurston County. He was first appointed as a Deputy Prosecutor in 1990 and served the office in that capacity until elected Prosecuting Attorney in 2010. Jon currently serves as Board President of United Way of Thurston County, and as the current President of the Washington Association of Prosecuting Attorneys (WAPA). A student of Hope Theory, Jon describes himself as a servant-leader focusing on hope as a foundation for effective leadership and organizational success. In 2016, Jon was recognized for his work on Hope Theory and named "Elected Official of the Year" by the Foster Parents Association of Washington State.



Kelly Johnston is a skilled and passionate professional focused on building healthy organizations that thrive. Her consulting practice, Clarity Consulting, includes executive coaching, team development/alignment, organizational culture, and organizational structures and systems needed for sustainable success. Kelly holds a master's degree in organizational development, which combined coursework from both MBA and graduate psychology programs. She works in the public and private sector.

Room 317 2:30 p.m. - 3:30 p.m.

Relieving the Pain of Performance Measurement

Our presentation will use the agency's training compliance report to describe how the Health Care Authority (HCA) is successfully transitioning from performance management as extra work to the work. In doing so, we will speak to our analytic and reporting strategies for achieving maximum visibility of the issues at hand, documenting the work to increase transparency, making the right answer the easy answer for our customers, and reviewing effective problem solving strategies that we continue to employ on a daily basis. The result of this great work has been an increased capacity to focus more on improving experiences and services for all of our customers while investing a great deal of time on the professional growth of our staff.

Presenters: *Tim Dyeson, Performance Measurement Manager; Gwen Grams, Senior Performance Measurement Analyst; Aaron Cunningham, Management Analyst; and Blake Ellison, Process Improvement Manager, Washington State Health Care Authority*



Tim Dyeson is currently leading an awesome group of folks called the Performance Reporting Office at the Health Care Authority. His purpose in life is to solve puzzles. He gets to experience this as a husband, father, public servant, entrepreneur, inventor, and farmer.



Gwen Grams has her PhD in Quantitative Experimental Psychology from DePaul University in Chicago. Prior to joining HCA, Gwen worked as consultant under contract to the Federal government to review data and management practices in the States' Single State Behavioral Health Authorities. She has also worked developing performance management systems in the states of Illinois and Oregon.



Aaron Cunningham has worked for the Health Care Authority since 2015 but has worked in some form of public service since 2011. In his spare time he enjoys being with his family.



Blake Ellison is currently serving as the Process Improvement Manager for The Health Care Authority of Washington State. Blake has been working in process improvement for state government since 2013. Previous to that, Blake spent 16 years as a manufacturing manager with experience in Lean/Six Sigma implementations, large scale purchasing programs, vendor contract negotiations, creation and management of domestic and international business partnerships and supply chain management.

Room 318 2:30 p.m. - 3:30 p.m.

The Platinum Rule: Treating Others The Way They Want to Be Treated

Edward Deming said, "Any two people have different ideas of what's important." It is imperative in today's market that leaders understand this principle; to respect someone is to understand them. Join Professional Credit's David Mort as he explores how to better communicate with others to cultivate deep understanding and respect. This course examines everything from the four personality types explored by Carl Jung to understanding the "why" that drives every individual. David will discuss rapport building, crucial conversations, and coaching. This class is suited for both leaders and those who assist Washingtonians.

Presenter: David Mort, VP of Government Collections, Professional Credit Service



David Mort is the VP of Government Collections at Professional Credit; a Collection Agency based in the Pacific Northwest. David has a background in Lean Management and is a certified executive coach. His leadership experience in the non-profit as well as the private sector has given him a unique perspective on resource management and performance training. David's passion is helping others become great leaders.

Room 407 2:30 p.m. - 3:30 p.m.

Things No One Ever Told Me: "It's About the People"

This is what makes up a rapid process improvement workshop: twelve staff who are the work team, one facilitator, and only four days to get results. As a beginning Lean facilitator, you learn the theory and master the tools. But soon you scrape your knees and want to quit. What's wrong? No one taught you about the people and their needs. Did you know that team members have pride in their profession that if not recognized can stall the workshop? And that a facilitator who is so anxious to please the sponsor may hurry the team beyond where they feel comfortable? Case studies: How did the facilitator and the team meet these 'people challenges?' You will hear about: two warring camps (child protective services and adoption services) with each one thinking they can do the better job; three different field offices offering the same client services... but they all do it differently (workshop is bound to fail); and a workshop sponsor dismissed from his agency job the first day the team meets (can the event go on?). Your take-away will be new techniques focusing on the people part of workshops, new tools that cut time so teams can create, and a renewed self-confidence.

Presenter: Sheilah Paddy O'Brien, Lean Coach/Consultant and Author, OBrienLean



Sheilah 'Paddy' O'Brien, MPA, LSSGB, OPMA is a Lean Coach. She spent 17 years working with state government agencies and nonprofit providers to improve their work and achieve results. Examples are: \$286,000 recouped from Medicaid program inefficiencies, food stamp processing time reduced to same-day service, and state tax settlement process steps cut by 50%. She had facilitated over 24 rapid improvement workshops and developed over 15 classroom trainings. She is also the recipient of many awards for her outstanding work and has published Lean for the Nonprofit, What you don't know can hurt you. Her second book, Navigating a Rapid Process Improvement Workshop, a Facilitator's Guide is releasing in December.

Glossary

A3. A problem-solving methodology developed by Toyota that is structured around Plan-Do-Check-Act improvement cycles and is named after the size of the paper the report is created on (similar to 11" x 17" paper).

Change Agent. The leader of a Lean conversation who has the willpower and drive to initiate fundamental change and make it stick.

Continuous Flow. Producing and moving one item at a time (or a small and consistent batch of items) through a series of processing steps as continuously as possible, with each step making just what is requested by the next step.

Cycle Time (CT). How often a part or product is completed by a process, as timed by observation. This time includes operating time plus the time required to prepare, load and unload. Compare to Process Time, contrast with Lead Time.

Downtime. Production time lost due to planned or unplanned stoppages.

Efficiency. Meeting exact customer requirements with the minimum amount of resources.

First In First Out (FIFO). The principle and practice of maintaining precise production and conveyance sequence by ensuring that the first part to enter a process or storage location is also the first part to exit. (This ensures that stored parts do not become obsolete and that quality problems are not buried in inventory). FIFO is a necessary condition for pull system implementation.

Five Ss (5Ss). Five related terms, beginning with an S sound, describing workplace practices conducive to visual control and Lean production. The five terms in English (and Japanese) are:

1. Sort (Seiri): Separate needed from unneeded items –tools, parts, materials, paperwork- and discard the unneeded.
2. Straighten (Seiton): Neatly arrange what is left –a place for everything and everything in its place. Also known as Set in Order.
3. Shine (Seiso): Clean and wash.
4. Standardize (Seiketsu): Cleanliness resulting from regular performance of the first three Ss.
5. Sustain (Shitsuke): Discipline, to perform the first four Ss.

Five Whys. The practice of asking why repeatedly whenever a problem is encountered in order to get beyond the obvious symptoms to discover the root cause.

Gemba. The Japanese term for “actual place,” often used for the shop floor or any place where value-creating work actually occurs.

Hansei. The continuous improvement practice of looking back and thinking about how a process or personal shortcoming can be improved; the Japanese term for “self-reflection.”

Just-in-Time (JIT). A system of production that makes and delivers just what is needed, just when it is needed, and just in the amount needed. JIT and jidoka are the two pillars of the Toyota Production System.

Kaizen. Continuous improvement of an entire value stream or an individual process to create more value with less waste.

Kaizen Workshop. A group Kaizen activity, commonly lasting five days, in which a team identifies and implements a significant improvement in a process.

Kanban. A signaling device that gives authorization and instructions for the production or withdrawal (conveyance) of items in a pull system. The term is Japanese for “sign” or “signboard.”

Lean Production. A business system for organizing and managing product development, operations, suppliers, and customer relations that requires less human effort, less space, less capital, less material, and less time to make products with fewer defects to precise customer desires, compared with the previous system of mass production.

Muda. A wasteful practice to be eliminated. Any activity that consumes resources without creating value for the customer.

Mura. Unevenness in an operation; for example, a gyrating schedule not caused by end-customer demand but rather by the production system or an uneven work space in an operation causing operators to hurry and then wait. Unevenness often can be eliminated by managers through level scheduling and careful attention to the pace of work.

Muri. Overburdening equipment or operators by requiring them to run at a higher pace with more force and effort for a longer period of time than equipment designs and appropriate workforce management allow.

Nonvalue-Creating Time. The time spent on activities that add costs but no value to an item from the customer’s perspective. Such activities typically include storage, inspection, and rework.

Overproduction. Producing more, sooner or faster than is required by the next process.

Plan-Do-Check-Act (PDCA). An improvement cycle based on the scientific method of proposing a change in a process, implementing the change, measuring the results, and taking appropriate action. It is also known as the Deming Cycle or Deming Wheel after W. Edwards Deming, who introduced the concept in Japan in the 1950’s. The PDCA cycle has four stages:

Plan: Determine goals for a process and needed changes to achieve them.

Do: Implement the changes.

Check: Evaluate the results in terms of performance.

Act: Standardize and stabilize the change or begin the cycle again, depending on the results.

Processing Lead Time (LT). The time it takes one piece to move all the way through a process or a value stream, from start to finish. Envision timing a marked part as it moves from beginning to end.

Pull Production. A method of production control in which downstream activities signal their needs to upstream activities. Pull production strives to eliminate overproduction and is one of the three major components of a complete just-in-time production system.

Push Production. Processing large batches of items at a maximum rate, based on forecasted demand, then moving them to the next downstream process or into storage, regardless of the actual pace of work in the next process. Such a system makes it virtually impossible to establish a smooth flow of work from one process to the next that is the hallmark of Lean production.

Toyota Production System. The production system developed by Toyota Motor Company to provide best quality, lowest cost, and shortest lead time through the elimination of waste.

Value Stream. All of the actions, both value-creating and nonvalue-creating, required to bring a product from concept to launch and from order to delivery. These include actions to process information from the customer and actions to transform the product on its way to the customer.

Value Stream Mapping (VSM). A simple diagram of every step involved in the material and information flows needed to bring a product from order to delivery.

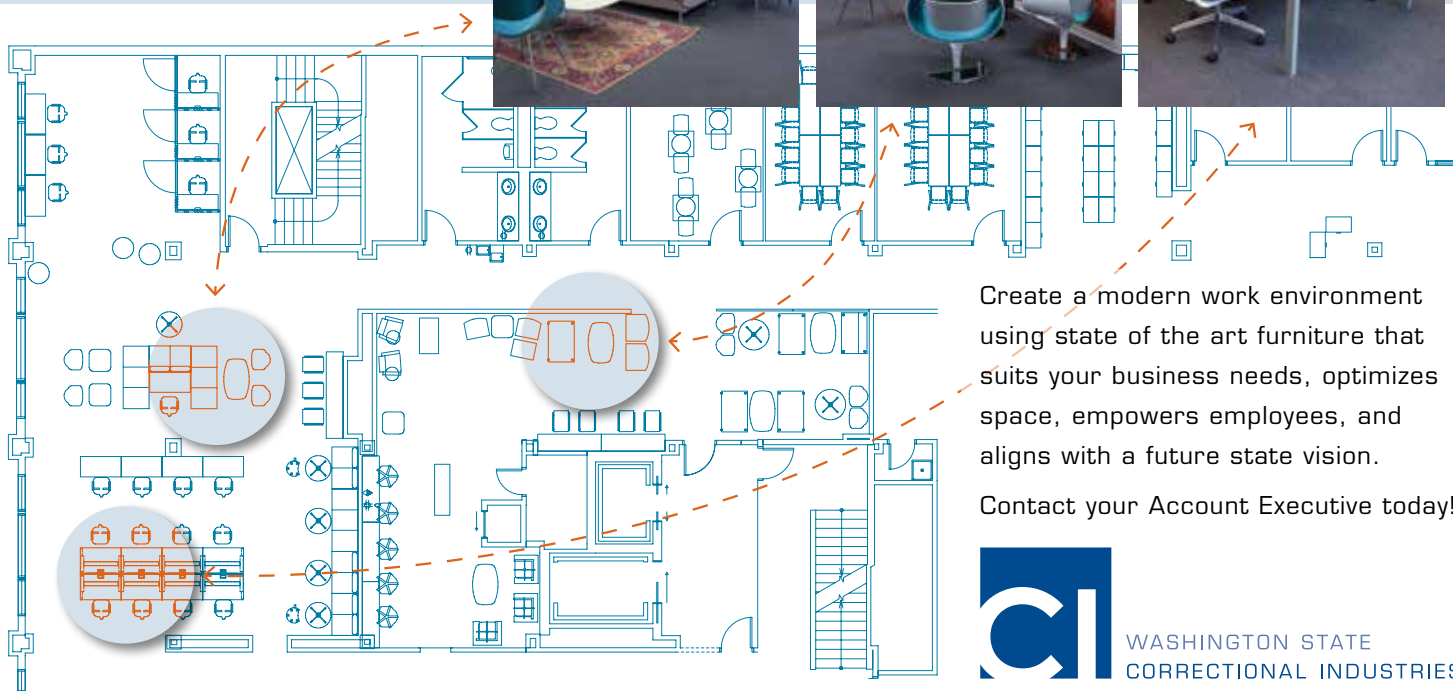
Visual Management. The placement in plain view of all tools, parts, production activities, and indicators of production system performance, so the status can be understood at a glance by everyone involved.

Waste. Any activity that consumes resources but creates no value for the customer. Most activities are waste –muda- and fall into one of two types. Type one muda creates no value but is unavoidable with current technologies and production assets. Type two muda creates no value and can be eliminated immediately. The common types of waste are:

1. Overproduction: Producing ahead of what's actually needed by the next process or customer. The worst form of waste because it contributes to the other wastes.
2. Waiting: Operators standing idle as machines cycle, equipment fails, needed parts fail to arrive, etc.
3. Conveyance: Moving parts and products unnecessarily, such as from a processing step to a warehouse to a subsequent processing step when the second step instead could be located immediately adjacent to the first step. Also known as transportation.
4. Processing: Performing unnecessary or incorrect processing, typically from poor tool or product design. Also known as over-processing.
5. Inventory: Having more than the minimum stocks necessary for a precisely controlled pull system.
6. Motion: Operators making movements that are starting or unnecessary, such as looking for parts, tools, documents, etc.
7. Correction: Inspection, rework, and scrap. Also known as defects.

Work-in-Process (WIP). Items between processing steps within a facility. In Lean systems, standardized work-in-process is the minimum number of parts needed to keep a process flowing smoothly.

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- 11 Evergreen Café | quick bites & espresso | 1423 Pacific Ave
- 12 Pacific Grill | new american | 1502 Pacific Ave
- 13 THEKOI | upscale japanese | 1552 Commerce St
- 14 TAM Café | café & light fare | 1701 Pacific Ave
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- 20 The Swiss Restaurant & Pub | pub & glass art | 1904 Jefferson Ave
- 21 Indochine | thai | 1924 Pacific Ave
- 22 Harmon Restaurant & Brewery | burgers & craft beer | 1938 Pacific Ave
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