2019 Washington State Government Lean Transformation Conference

Greater Tacoma Convention Center

October 8-9, 2019

Courage, Connection, Community — getting better together.
Message from the Governor

I am delighted to welcome you to the 8th 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.

This year’s theme; Courage, Connection, Community...Getting Better Together helps to remind us that it takes courage to stay committed to bringing effective Lean practices into state and local government and emphasizes the need for connection and community to continue to be inspire innovative and collaborative customer-centered problem solving. I know that many 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. Lean helps 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, their needs and their experiences with our products and services. The results speak for themselves.

From 2013 to 2018:
- 39,000 state employees have received Lean training; among them, 5,000 have received in-depth problem-solving training and 1,400 have been trained to lead Lean improvement projects
- Employees participated in over 6,500 Lean projects leading to vast array of improvements for our customers

Results Washington has brought together 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 invite you to take full advantage of this incredible opportunity to learn, grow, and share with your coworkers who cannot be here. We look forward to hearing about your innovations and how you’re delivering better results for all Washingtonians.

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

Jay Inslee
Governor
Thank You To Our Sponsors!

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**August de los Reyes, Chief Design Officer, Varo**

**Design and Play for Continuous Improvement**

Play has often been relegated to the realm of leisure and entertainment. This talk delves into how the core elements of play can be harnessed for more productive and satisfying everyday experiences. (No, this discussion is not about gamification.) As an accomplished designer in the video game industry, August will tell a story about a life-transforming accident that brought a new lens to his work and opened up the possibilities of Inclusive Design, an approach that can be applied to a broad spectrum of work. Audience members will leave with a high-level framework for how to think about applying these principles to generate a sense of accomplishment in their own work and the possibilities of how their work contributes to the greater good.

Bio: August de los Reyes is a designer dedicated to harnessing technology for human well-being. He was recently Director of User Experience at Google leading the Ecosystem Design team within the Search and Google Assistant organization, a portfolio which included initiatives as broad-ranging as Food Ordering, Multi-modal Frameworks, and Ambient Computing. Prior to Google, August led teams at Pinterest and Microsoft, where he spent over a decade helping pioneer multi-touch interfaces, new ways of measuring emotion, and, most recently, breaking ground for Inclusive Design in the digital arena. August holds an MDes with distinction from Harvard and is a Fellow of the Royal Society of Arts.

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**Kimberly Davis, Author**

**Brave Leadership: Unleash Your Most Confident, Authentic, and Powerful Self to Get the Results You Need**

While we may think that we need to follow some kind of prescription to get results, the most amazing leaders are those who dare to be their true selves, powerfully. People want to give them their best. But in a world that’s so complex and uncertain, how do you connect with others more authentically to tap into their illusive want? Wherever you are in your leadership journey – new, seasoned, young, or old – if you aspire to be the best leader you can be, Brave Leadership is essential in today’s ever-shifting world. Based on Kimberly Davis’ newly released book, Brave Leadership: Unleash Your Most Confident, Authentic, and Powerful Self to Get the Results You Need, this talk will help you:

- Learn to manage stress and anxiety
- Take purposeful action for better results in every situation you face
- Prepare for high-stakes meetings and conversations
- Have greater influence
- Get re-energized in your career
- Connect powerfully - Feel more confident, courageous, satisfied, and purposeful

Drawing from years of working with leaders of all experience levels and industries and the latest research in psychology, sociology, business, and the arts, this provocative and inspiring session bridges traditional business how-to with a personal development approach to demystify what it takes to be the brave leader you were born to be.

Bio: An expert on authentic leadership, Kimberly Davis shares her inspirational message of personal power, responsibility, and impact with organizations across the country and teaches leadership programs world-wide; most notably, her program “OnStage Leadership” which runs in NYC and Dallas, TX. Additionally, Kimberly teaches Authentic Influence and Executive Presence for Southern Methodist University’s (SMU) Cox School of Business’s Executive Education Program and their Latino Leadership Initiative. She is also privileged to teach for the Bush Institute’s WE Lead Program (empowering female leaders from the Middle East). Kimberly is a TEDx speaker and her award-winning book, Brave Leadership: Unleash Your Most Confident, Authentic, and Powerful Self to Get the Results You Need, which has been named as the number one book to read in Inc. Magazine’s “The 12 Most Impactful Books to Read in 2018,” with a cover endorsement by best-selling author Daniel Pink, is available at all online and brick-and-mortar bookstores everywhere.
Welcome

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.

Refuel and rehydrate!
The agenda has been organized so that there are suggested lunch break times at 11:40 AM or 1:05 PM each day. With a wide variety of food options in downtown Tacoma, here are a few ideas:

- The Gourmet Grill is located on the fifth floor of the conference center and two late carts with grab-and-go items are located on the third and fifth floors.
- A dining guide is available at the registration area, with restaurants located along the free Tacoma Link light rail route.
- Order via Uber Eats, DoorDash, or explore restaurant delivery options – though we ask you utilize the first floor entrance facing Commerce Street to meet your driver.
- Bring your own lunch, be aware that you will need to keep it with you for the duration of the conference.

Join the conversation!

Tune in and capitalize on timely and relevant conversations taking place right now!
Use #GoLeanWA in your social media posts on Facebook, Twitter and Instagram!

Facebook: @resultswa
Twitter: @ResultsWA
Instagram: resultswashington

Visit our Results Washington website at www.results.wa.gov to learn more about what we do. For general communication and questions, please e-mail us at results@gov.wa.gov.
### Breakout Sessions Schedule

#### Day 1

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<tr>
<th>Time</th>
<th>Location</th>
<th>Session Title</th>
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<tr>
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<td>Exhibit Hall</td>
<td>Solving the People Problem: Building Work Relationships That Really Work</td>
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<tr>
<td></td>
<td>Balroom A</td>
<td>Regional Law and Justice Reforms - Success Through Teamwork</td>
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<td></td>
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<td>Strengthening and Repairing Trust at the Organizational Level</td>
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### Breakout Sessions Descriptions

#### Day 1

**Solving the People Problem: Building Work Relationships That Really Work**

**Skill Level:** EVERYONE

Most everything we do at work requires collaboration between people. Why is it sometimes so difficult to establish work relationships that really work, where all parties communicate effectively and work together efficiently to achieve shared goals? For almost 20 years, Brett Cooper and Evans Kerrigan have been helping organizations address this challenge. In their upcoming book, Solving the People Problem, Brett and Evans dig into the mysteries of the thought and behavioral patterns that influence the health of our work environments every day.

During this engaging and entertaining presentation, Brett and Evans will share stories and insights from their research, including:

- Why people do what they do in work and team environments
- Brain science that helps us better understand ourselves and those around us
- Strategies for improving work relationships with colleagues, managers, and customers, even the difficult ones

**Presenters:** Brett Cooper, President & Co-Founder, Integris; Evans Kerrigan, CEO & Co-Founder, Integris

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**Regional Law and Justice Reforms – Success Through Teamwork!**

**Skill Level:** INTERMEDIATE

Large, multijurisdictional reform initiatives are very challenging for a variety of reasons. Since 2010, Spokane County has received almost $5m in grant funding from The MacArthur Foundation’s Safety and Justice Challenge, which is focused on safely reducing our jail population and addressing the racial and ethnic disparities in our system. Difficult stuff, yet we’ve found that by utilizing Lean principles, it’s enabling regional stakeholders to identify and directly face our root cause system issues and collectively lean into the very challenging solutions. An active community involvement has been essential. During this presentation, you’ll experience how utilizing the key concepts of Lean are enabling our historically feuding multijurisdictional agencies to courageously and respectfully work together as a team on our regional law and justice reforms – and getting better together!

**Presenter:** John Dickson, Chief Operations Officer, Spokane County

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**Say What You Need to Say**

**Skill Level:** INTERMEDIATE

John has been an executive in private industry, state and now county government. He’s successfully led large organizational Lean transformations in each sector. In March 2013, he became Spokane County’s Chief Operations Officer. Since then, over 600 improvement projects have been initiated and run by county staff. And by collaborating with local government and business leaders, many regional law and justice reforms are successfully being implemented. John is also an award-winning Dale Carnegie leadership trainer.
**Breakout Sessions Descriptions**

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

**Lean Lead Coaching Program**

**Skill Level: ADVANCED**

Why? #1 reason most Lean deployments fail is lack of leadership support. Training classes are not enough.

What? Executive Lean lead coaching program grounds leaders in the basics and gives them an opportunity to experiment with tools to solve their pressing business problems.

How? 8-16 month engagement - typically 1 hour weekly 1:1 coaching session. Measured improvement in 3 areas: 50% improvement over gap in Lean Behaviors & Lean Concepts and practical application in 3 projects with measurable results.

In addition, hear from an executive that graduated from the program and is now coaching others within the organization using the same program.

**Presenters:**
- Deborah Schaal, Director of Operational Excellence, Farmers Life Insurance
- Judith Henderson, Head of Enterprise Operations, Farmers Life Insurance

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

**Growing the Team, Enhancing the UW Community**

**Skill Level: BEGINNER**

Share the Mailing Services Lean journey, beginning in 2010. Mailing Services has used Lean to propel the services offered to campus. What use to be a transactional mail delivery service has turned into a larger service to the community, including moving Library books, delivering Staff service awards, delivering sustainably using Hybrid/Electric trucks off campus and Electric-Assisted Bicycles on and around campus.

**Presenters:**
- Steven Roberts, Assistant Director, UW Mailing Services
- David Williams, Program Support Supervisor 2, UW Mailing Services

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

**Public Assistance: What Happens When We Have the Courage to Change?**

**Skill Level: INTERMEDIATE**

A look at Community Service Division’s Continuous Improvement Journey in Service Delivery and Performance Management. We will discuss:

- Our history - The impact of the economic downturn to our customers and employees
- Our process - How we used Lean strategies to streamlined service delivery and performance management
- Our results - How streamlining impacted our customers and our employees
- Our future state - Continue building a coaching culture

**Presenters:**
- Babs Roberts, Director, Community Services Division, DHHS - ESA
- Hermelina Esqueda, Workforce Optimization Manager, Community Services Division, DHHS - ESA

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**Breakout Sessions Descriptions**

**Room 307  10:15 a.m. - 11:15 a.m.**

**Strengthening and Repairing Trust at the Organizational Level**

**Skill Level: INTERMEDIATE**

Some organizations face systemic trust issues that if left unresolved can plague morale, connectivity, and productivity for years. Applying trust repair strategies at a large system level takes some different approaches than working at a group or individual level. If you are curious about the latest research and applications for repairing trust on a larger scale, then join this session and learn some strategies.

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

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

**Lean Lead Coaching Program**

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- Hermelina Esqueda, Workforce Optimization Manager, Community Services Division, DHHS - ESA

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The Courage to Innovate

**Skill Level: BEGINNER**

Innovations start with being vulnerable enough to acknowledge we know just a little and there is much to be learned. In this highly interactive workshop Master Trainer and Innovation Catalyst Joe Vansyckle and members of the Washington State Lottery will take you through the process Innovators engage to build products and services that delight customers. Based on the best-selling book, The Innovators Method participants will learn how to remove their shoes (biases) so they can walk in their customer’s shoes. Participants will learn the importance of finding and addressing human Social, Emotional, and Functional Jobs to be done; and the three discovery practices innovators use to discover customer pain and delight points.

**Presenter:** Joe Vansyckle, Master Trainer and Innovation Catalyst, The J. Alton Group

Joe is a leadership and strategy coach with over 20 years of experience working with public, private, and non-profit sectors. He is a master trained facilitator of the VitalSmarts Cultural Operating System and the Innovators DNA program. He is an Associate Certified Coach with the International Coaching Federation. He sees his work as helping leaders navigate complexity and change, lead with clarity, and achieve internal alignment and coherence. Joe strongly believes people deserve to have a consultant, coach, facilitator who genuinly cares about their well-being and improvement.

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A Human Workplace: Emotional Intelligence Reboot

**Skill Level: EVERYONE**

It’s time for an Emotional Intelligence Reboot! After all, emotions are part of our make up as human beings, yet what should we do with emotions at work? If we are going to welcome people bringing “whole selves to work” then what about the emotional aspects of our humanity? In this high-engagement session you will:

- Learn the universal aspects and the unique individual aspects of feelings and emotions
- Review the components and practices of emotional intelligence and learn how and when to apply them at work
- Consider how to balance emotional authenticity and performance
- Identify emotional skills team members and leaders need
- Practice essential emotional skills to create greater psychological safety for better performance, engagement, and satisfaction

This session is a special gathering of A Human Workplace, a monthly event that takes place in Olympia and Seattle to discover and practice what it means to be human at work through connection, reflection, dialogue, practice, and application. Join us to experience what regular participants are calling “the best two hours of their month” and “life-changing!”

**Presenter:** Renée Smith, Director of Workplace Transformation, Results Washington

Renée Smith, MSOD, is a mom, grandma, world-traveler, writer, and artist. AND serves as Director of Workplace Transformation at the Governor’s Results Washington Office. She leads a statewide program to Make Government More Human by providing state agencies with human-centered culture support, training, and resources to create more psychologically safe organizations that are workplaces of choice. She founded A Human Workplace movement to decrease fear, increase love, and build a human-centered workplace through primary research, writing, speaking, and consulting. She hosts A Human Workplace Olympia and co-hosts A Human Workplace Seattle, two monthly gatherings where participants explore and practice being human at work. She is a sought after key note speaker, teacher, blogger, and advisor; her work has been described as transformative, compelling, and life-changing.

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Hire the Best, Fast!

**Skill Level: BEGINNER**

The time it takes to fill an open position in the government is one of the most challenging processes to innovate. Yet, it is totally possible when a team wants to prove they are the best recruiters in the country. This session will highlight how the City and County of Denver’s Talent Acquisition department, in partnership with the Denver Peak Academy, leveraged Lean methodologies to drive innovation and process improvement to transform their hiring process to stay competitive in a tight job market. The presentation will describe the transformation of the recruit to hire process, from beginning to end, which resulted in the city reducing the time it takes to hire a new employee by 50%. Prepared to be inspired and uplifted while discussing some of the biggest roadblocks and failures ever experienced by the Peak Academy.

**Presenters:** Brian Elms, Innovation Practice Lead, Change & Innovation Agency; Anna Forsberg, Talent Acquisition Manager, City and County of Denver

Brian is the author of Peak Performance and is the former Director of the Peak Academy and Analytics for the City and County of Denver. He specializes in government innovation and process improvement with more than 15 years of experience providing management expertise to government agencies, elected officials, trade associations, and nonprofits. “Innovent, honest and straightforward,” Brian is nationally recognized for sparking innovation in governments throughout the country. His work has been replicated in more than a dozen cities around the country. Brian is a Lean Black Belt, a certified Six Sigma Green Belt, and a Change Management Professional. In his prior role as Director of the Peak Academy, he developed curriculum, training, and consulting services that focus on employee-led performance management and continuous improvement. Since its inception in 2012, Peak Academy initiatives have saved the City and County of Denver more than $33 million and the Academy has provided training to more than 7,000 public and nonprofit professionals.

Anna Forsberg is the Recruiting Manager for the City and County of Denver. In this position, Anna leads city wide recruitment efforts, resulting in 3,800 hires annually. Anna has dedicated her entire career to the talent acquisition field and has designed and led talent acquisition initiatives for large organizations with a consistent focus on designing talented rich organizations, improving performance and continuous process improvement through innovative HR solutions. Anna has authored and published articles related to talent acquisition, and has facilitated best practices and consulted on emerging trends and latest technologies to a variety of agencies. Anna is Black Belt certified and holds a Master’s of Science degree in Industrial/Organizational Psychology from California State University. When not immersed in work, you will likely find Anna enjoying her favorite sport, snowboarding, in the beautiful mountains of Colorado.

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

Adventures in Storytelling: Get Results, Build Community, and Influence Others by Telling Stories

**Skill Level: BEGINNER**

The stories we tell have POWER! At their best, stories can inspire, influence, motivate, teach, change, and create the abstract concepts, and build community. Have you admired great storytellers and wondered how to bring this skill into your practice? The conference theme this year is “Courage, Connection, Community – getting better together”. This breakout session is designed to explore the power of storytelling, learn some practical skills about how stories can improve how we connect and build community, and lead you up with the courage you need to get out there and tell your story!

**Presenter:** Jennifer Haury, CEO, All Angles Consulting LLC

Jennifer is an Organizational Anthropologist, Lean/ Six Sigma Master Black Belt, and CEO for All Angles Consulting, LLC. She leads and supports cultural transformation, human centered design, and optimization engagements with organizations in government, healthcare, nonprofit, and other industries. Jennifer is beyond excited to be speaking at her 6th Washington State Lean Transformation Conference! Jennifer’s favorite title is “Mom” to 3 amazing humans who have taught her the most about how to apply her professional trainings in a chaotic environment where a culture of continuous improvement is always in “learning lab” phase!
**Breakout Sessions Descriptions**

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

**Lonely Planet's Guide to Lean**

**Skill Level: BEGINNER**

As part of Lean, it is recommended that practitioners take Gemba walks to gain information through observations and interactions with workers. GROW coaching can help leaders be more effective during Gemba walks by:

1) Helping them focus on the right questions to maximize ability to take action,

2) Ensuring that workers feel fully heard and information received matches the authentic experience of the worker,

3) Systematically exploring possible options and assessing the realistic probability of success.

The success in any Lean project is dependent on how accurately the plan incorporates the "true" current state rather than relying on the limited perception of the leader overseeing the project. This session on GROW coaching will help Lean practitioners get out of their perceptual bubble by learning a systemic methodology that helps others feel fully heard and provides actionable information that will greatly increase the effectiveness of Lean projects.

**Presenters:** Damon Drown, Chief Scientist, Thrive at Work; Doric Olson, Director, Thrive at Work

Damon Drown holds a PhD in Organizational/Industrial Psychology. He brings a vast amount of knowledge on leadership that he gained through academia and from the top companies in the world. He was in charge of leadership evaluation at Microsoft before leaving to join Thrive At Work. Damon is leading development of a leadership model that is non-biased across culture, gender, and age.

Doric Olson has more than 20 years of experience consulting in organizations and coaching people. He also has more than 25 years of experience working and managing in Washington State Government - and was the 2013 recipient of the Governor's Award for Leadership in Management.

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

**How Having Fun with a Focus Can Impact Your Results**

**Skill Level: INTERMEDIATE**

This session will focus on the value of people having fun with their improvement work and how it impacts team engagement and can drive results. It will include an overview and examples of:

1) Allowing teams to balance their own personality within core principles and concepts

2) Providing ways for people to showcase a full array of their interests and talents.

**Presenter:** Doug Merrill, Associate Director of Operations Excellence, University of Washington

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

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

**Results DOC – A Structured Approach to Implementing Outcome Based Management**

**Skill Level: INTERMEDIATE**

We will discuss the journey to develop and implement an employee and customer focused outcome based management system, which began in the Prisons Division and is now being integrated into the other six Divisions. Developing standard systems, formats and tools is necessary, though it is critical to focus on the people side of change and empower those closest to the work to improve their work processes, service delivery and environment.

**Presenters:** Julie Martin, Deputy Director, Department of Corrections; Rob Herzog, Prisons Division Assistant Secretary, Department of Corrections; Jim Dunivan, Enterprise Results Director, Department of Corrections

Julie has 25 years of managerial and leadership experience in the public and private sector, and is currently the Deputy Secretary at Department of Corrections (DOC). She has led budget, HR, HR, continuous improvement, security, sales, marketing, legislative and business development teams to achieve organizational goals and outcomes. Julie enjoys helping individuals develop their skills, talents, and leadership abilities. She has a graduate degree in Public Administration from the University of Washington Evans School.

Rob joined the DOC in 1982 as an on-call Correctional Officer, has held progressively responsible positions, and is currently the Prisons Division Assistant Secretary. Throughout his career, Rob has focused on maintaining the safety and security of incarcerated individuals, staff, volunteers, and visitors with an employee engaged approach to problem solving. Rob has been a champion in his leadership implementing outcome based management (Results DOC) in the Prisons Division. He has a Bachelor of Science in Business Management.

Jim began his career in Corrections in 1996 as a Correctional Officer, and is currently the Enterprise Results Director. Jim is leading the DOC to establish an integrated outcome-based management system (Results DOC) that utilizes strategic planning, project management, performance measurement and continuous improvement across Divisions and at all levels of the organization to achieve its goals and priorities. Jim seeks to advance the department through employee engagement and organizational development. He has a Bachelor of Arts in Business Management.
Ballroom A 1:05 p.m. - 2:05 p.m.

Factors That Influence the Success of Lean Programs: Differences Between the Public and Private Sector

Skill Level: ADVANCED

Leveraging his unique experience in leading continuous improvement programs, Shane will discuss the differences in implementing Lean in public versus private sectors. He will also discuss differences between public and private sector that many practitioners and leaders overlook such as budgeting, frequent rotation of key leaders in government and the potential of tenure employees to prevent successful Lean deployment.

Presenter: Shane A. Wentz, Co-owner, A Change in Latitude Consulting

Shane is a certified Lean Six Sigma Master Black Belt with over 15 years’ experience in operational excellence. He began his career with the US Army where he became Black Belt then Master Black Belt certified while doing projects that were mostly enterprise-level in nature. He was honored by the Secretary of the Army in 2011 for leading the best Enterprise Level Project in the Army. Upon retiring from the Army in 2011, Shane was a contractor for the Army in Kuwait doing Green Belt trainings and working on logistical projects before returning to the US Army as a civilian to run the US Army Human Resources Command Process Improvement Office. He then transitioned to the private sector with roles at Siemens (Director of Business Excellence for Siemens North American Rail Division), Nike (Global Lean Master and Director of Lean and Quality), and Radial (Global Director of Continuous Development). His current role is Global Director of Continuous Improvement for EPI (Electronics for Imaging). In addition, he and his wife Susie run A Change in Latitude Consulting, a firm whose mission is to leverage continuous improvement to help organizations in both the public and private sector “change their latitude” in order to get closer to their “true north”.

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

Reveal the Skeletons in Your Closet: Invite Customers to the Workshop Table as Equals

Skill Level: INTERMEDIATE

Learn how Virginia Mason adapted and applied experience-based design to their Lean culture and how it evolved into a routine of co-design. You’ll hear about challenges and successes, tips and lessons gained from 15+ years applying Lean and eight years of using experience-based design. Participants will interact in small groups to discuss fears and opportunities, and document a plan for getting started.

Presenters: Amy London, Product Innovation Specialist, Virginia Mason; Amy Tufano, Administrative Director of Patient Experience, Virginia Mason

Amy London is a Product Innovation Specialist who has worked at Virginia Mason since 1999. At work, she focuses on enhancing a culture of innovation, involving customers in design and spreading the love of kaizen. At home, she and her husband chase their two young sons around on paddleboards and mountain bikes.

Amy Tufano, MBA, is the Administrative Director of Patient Experience at Virginia Mason Medical Center. She oversees a team of professionals who partner with caregivers across the institution serving in various roles such as coaching, teaching, consulting and providing data analytics. For more than twenty five years, she has worked in a variety of leadership positions including clinic operations, Call Center, Patient Access, the Kaizen Promotion Office, and Patient Experience.

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

Breakout Sessions Descriptions
Imagine, Design, and Build Your Internal Coaching Program

Skill Level: BEGINNER

Have you ever wanted to build an internal coaching program but felt overwhelmed just considering it? Where do you begin? Why does it need to exist? And who do you involve to gain support within the organization?

Those were just a few of the questions we wrestled with as we imagined, designed and built our internal coaching program over the last three years. An internal coaching program helps you multiply your efforts by developing a cohort of coaches that can cost-effectively be deployed to influence a culture of coaching - a culture that values learning, engagement and intentional action and results. During this interactive session, we'll share the questions we encountered and our stories of success and learning as we guide you to consider how you might design and build a coaching program for your organization.

Presenters: Doug Nathan, Learning & Development Manager, King County Department of Transit; Tamir Hasan, Applications Developer, KCIT; Eunjoo Greenhouse, Deputy Director, King County Finance and Business Operations; Kara Cuzzetto, Continuous Improvements Manager, King County Finance and Business Operations.

As the Learning & Development Manager for King County Department of Transit, Doug provides organization and leadership development services for transit workforce. For over 18 years, Doug worked with both the public and private sectors supporting leaders, managers, and teams to improve their results during times of conflict and change. Doug has a Master’s degree in Organization Systems Renewal and brings systems thinking to enhance team dynamics and support healthy work environments. He is certified Results Coach and ICF Associate Certified Coach, and launched the King County Coaching Program, which trains and deploys employees as coaches throughout King County agencies. In his free time, Doug enjoys the wonderful chaos of life with his wife and near-adult children on an island in the Seattle area.

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, procedure-to-pay, and billing-to-cash finance value streams. She has led efforts to build a management system to sustain the divisions Lean cultural transformation. She is a veteran finance manager with over 17 years experience in financial management, budget, and financial modeling. In her free time, she loves to spend time with her husband Stephen and their two young children.

Tamir Hasan is an Applications Developer in KCIT, with puzzles that routinely come across his desk in need of a creative solution. As a coach, the analytical skills developed through solving these puzzles allow him to see a client’s bigger picture, to provide them tools to see the bigger picture, and to identifying underlying parts contributing to their current circumstances. Tamir supports employees in gaining new awareness and creating meaningful experiences for themselves and their working teams.

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 teams on the power of Crucial Conversations, and helped others to become better teams using 5 Behaviors of a cohesive model. Using Lean principals, she is helping to build 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 helped maintain Leader Standard Work through the use of visual controls and management, huddles, rounding, and problem solving thinking. Kara is a Seattle native that has been married and raised her three children there for the past 27 years. Her and her family are avid sports fans and enjoy all the Pacific Northwest has to offer.
Courageously Creative: Reimagining Experiences with Design Thinking

Skill Level: EVERYONE

Creativity starts with courage – the courage to try something new, to put yourself, your ideas, and your voice out into the world. Each day brings opportunities to use your creativity courageously to improve experiences for those you work with and serve. In this hands-on, experiential workshop, you’ll dive into the mindsets and methods of design thinking – putting both your courage and creativity to work!

Together we’ll discover how to: immerse and empathize, identify insights, curate ideas, and develop a reimagined experience to test. You’ll leave this session excited to embark on your own creative journeys.

Presenter: Jessica Dang, Senior Design Strategist, Results Washington

Jessica Dang works as a 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 to 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 Transformation Office, and served to two Washington governors throughout her tenure, advising on a range of topics from economic vitality to government efficiency.

The Courage to Defy Tradition: A New Way to Help Veterans Thrive

Skill Level: ADVANCED

This session will discuss the growing dilemma of veteran suicide and what the State of Arizona has done to become a national standard in intervention and prevention. Using the Lean tools included in the Arizona Management System, we have thrown away traditional methodologies and created an invigorating system that is based on our customer’s (veterans and their families) needs and provides a network of care that enables high-risk veterans to seek help before they have suicidal ideation. We used tools like target setting and metric deployment, huddle meetings and 4-box problem solving to devise a system that provides resources and help that are vital to Arizona’s military and veteran community. We will discuss all the tools and how we used them to further advance the care of those who have served.

Presenters: Scott Kurish, Administrator, Office of Continuous Improvement for the Arizona Department of Veterans’ Services; Col. Wanda Wright, Director, 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 16 years. Scott has a BA from the University of Dayton in Political Science with a minor in Business Management.

Arizona Department of Veterans’ Services Director, Col. Wanda Wright is the third generation of her family to serve in the U.S. military. She has three decades of military experience. As a 1985 United States Air Force Academy graduate, Col. Wright began her military career as Deputy Budget Officer with the Tactical Air Command at Myrtle Beach, South Carolina with a follow-on assignment to Davis-Monthan AFB as the Budget Officer. Leaving active duty in 1990, Col. Wright joined the Arizona National Guard. During 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 in Phoenix. Among her proudest achievements was to serve as Air Commander of Operation Joint Start from June 2006 to December 2008, during which she commanded more than 4,000 airmen from 52 states and territories on our northwest border. Col. Wright holds a B.S. in Management from the U.S. Air Force Academy, a M.B.A from Webster University in South Carolina, a M.P.A. from the University of Arizona, and a M.A. in Educational Leadership from Arizona State University. Col. Wright’s decorations and awards include the Legion of Merit, the Meritorious Service Medal with oak leaf cluster, and the Air Force Commendation Medal. In 2018, Col. Wright was appointed to the VA’s Advisory Committee on Women Veterans, an expert national panel that advises the secretary on issues and programs impacting women veterans.

Getting to YES: Providing the Best Possible Customer Experience, Every Time.

Skill Level: EVERYONE

How many times a day do you feel like you have to say no to a customer or client? How many times does that feel good or like you are providing a perfect experience? We are all providing customer service to someone every day, the way we respond to and act on requests to us from customers has an impact on how our customers perceive our agency, general government and/or the State (or company we represent). What can we do to ensure each and every opportunity we have to provide a customer experience the best is the best, no matter the service we are providing and how can we help our teams, peers and colleagues do the same?

• Better understanding of why providing the customer experience is critical to the future
• Better understanding of how to handle situations that feel like the only answer is no
• Clearer strategies for helping team members navigate regulating and providing excellent experiences
• Next steps for how to improve the customer experience in your agency.

Presenter: Hollie Jensen, Director of Continuous Improvement, Results Washington

Hollie Jensen is a mother, wife, daughter, friend and she is the Director of Continuous Improvement with Results Washington. She pioneered and led the Lean Fellowship program from 2013-2018 and continues to develop state leaders through teaching, coaching and advising on the governor’s statewide priority goal areas. She leads a team of Senior Advisors who are responsible for running the Results WA system of work integrating performance management and continuous improvement. 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. Her most recent role was a Lean 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. In her spare time, you will find her enjoying the sunshine 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. She derives great joy from people and process transformation and consistently looks for ways to make things better.

Presenters: Elizabeth Moos Zimianski, Senior Laboratory Manager, Alliance Lab; Jenni Hurner, Associate, Continuous Performance Improvement Department, Seattle Cancer Care Alliance

Originally from Dearborn, Michigan, Elizabeth moved to the PNW after graduating from Michigan State University as a certified Clinical Laboratory Scientist. She has worked in several clinical laboratories as a Scientist, Quality Control Lead and now Senior Manager, and has also taught Clinical Laboratory Science courses at both Renton Technical College and Shoreline Community College. Elizabeth holds an MBA in Healthcare Management and she is a Specialist in Blood Banking certification, and is an aspiring novelist, amateur ballerina and world traveler.

Jenni Hurner is an Associate on the Seattle Cancer Care Alliance’s CPI Team, where she focuses on developing, improving, and providing educational experiences that transform the knowledge and skill of SPDCA members to improve their own work and enjoyment of their jobs. She enjoys the intersection of theory and practice, and believes the fun of the improvement journey is just as important as the results. Jenni holds a Masters in Teaching from UW, a Masters in Organizational Development from LDS Graduate School, and enjoys playing in the outdoors.

How Continuous Process Improvement Changed Culture and Reduced Lab Result Delivery Time by Over 30%

Skill Level: BEGINNER

From September 2018 to April 2019, we reduced delivery time for hematology test results from 86 to 54 minutes, while engaging three organizational levels and nearly the whole department. We achieved this through a combination of focused knowledge & skill building with key staff, and a rigorous method of small, incremental experiments. What were the key technical and social moves that resulted in these delivery results, and how can teams engage? What did we do that was not helpful in creating the results or culture we aimed for? What leadership challenges required courage of each the Leader and Coach along the way? Join us to learn an approach that can be situational applied to increase connection and improve work in any field.

Presenters: Elizabeth Moos Zimianski, Senior Laboratory Manager, Alliance Lab; Jenni Hurner, Associate, Continuous Performance Improvement Department, Seattle Cancer Care Alliance

Presenter: Scott Kurish, Administrator, Office of Continuous Improvement, Results Washington

How Continuous Process Improvement Changed Culture and Reduced Lab Result Delivery Time by Over 30%
Psychological Safety in the Workplace

**Skill Level:** BEGINNER

Psychological Safety is foundational in the success of this movement. Based on the research and teachings of Harvard University’s Dr. Amy Edmondson, we will explore what psychological safety is, the impact on teams in the workplace, and behaviors that create and maintain psychological safety with others. This will be a thought-provoking and highly interactive experience.

**Presenters:** Anne Hansen, Leadership Development Manager, Department of Enterprise Services; Elizabeth Fontanilla, Learning Design and Delivery Professional, Department of Enterprise Services; Mike Kohlhorst, Learning Design and Delivery Professional, Department of Enterprise Services

Elizabeth facilitates leadership development courses across Washington State, as a Learning Design and Delivery Professional for the Department of Enterprise Services. Since April, she has been a co-chair of the Rainbow Alliance & Inclusion Network (RAIN), the Washington State LGBTQ+ Employees’ Business Resource Group. In addition to serving in leadership roles at several nonprofit organizations, she previously provided training and development services at the Health Care Authority and the Department of Social and Health Services.

Mike Kohlhorst works at the Department of Enterprise Services as a Learning Design and Delivery Professional. He was directly involved in leadership development during his 21 years of military service. As an Employee Development Specialist for the Department of Licensing he brought mentoring, supervisor forums, and tuition assistance to staff. Consulting throughout the agency, he assessed specific training needs and created online and instructor-led trainings. Mike sees professional development as key for any organization to be successful and enjoys helping others reach their full potential. As a certified Motorcycle Safety Foundation Instructor, he has extensive experience teaching basic, intermediate, and advanced learners. Mike is motivated, enthusiastic, and excited for the opportunity to contribute to the Leadership Development Team’s success.

Anne started her career in the Intellectual or Developmental Disabilities (IDD) field in 1997, working through a variety of positions from direct care, and evolving into leadership roles. Anne is a certified Person Centered Plan Facilitator and uses this approach to see each person as a unique individual with life experiences that inform their personal values, communication needs and learning styles.

She most recently was the Leadership Development Manager for DDA in DSHS. Anne received her Certified Diversity Executive (CDE) credential in 2018, in hopes to influence support and drive Diversity, Equity, and Inclusion principles in all leadership development efforts for the state of Washington’s most valuable asset: our workforce.
Ballroom B/C  10:15 a.m. - 11:15 a.m.

10:15 a.m. - 11:15 a.m.
- Ballroom A  E Building a Culture of Care
- Ballroom B/C  I Achieving Operational Excellence
- Room 317  E Building a Culture of CPI: One Fishing Boat at a Time
- Room 318  A Client Empathy and the Lean Charter
- Room 407  I Creating Meaningful Problem Statements

10:19 a.m. - 12:40 p.m.
- Exhibit Hall  E Human-Centered Leadership: New Behaviors, Mindsets and Attributes for the 21st Century
- Balloon D  I We’ve Got It Wrong: Redesigning the Feedback Process so It’s Meaningful
- Room 315/316  B Understanding Customer Expectations Through Better

11:40 a.m. - 12:40 p.m.
- Ballroom A  B Psychological Safety in the Workplace
- Ballroom B/C  B Hire the Best, Fast!
- Room 317  B Adventures in Storytelling: Get Results, Build Community, and Influence Others by Telling Stories
- Room 318  B Voice of the Community
- Room 407  B How Virtual Teams Can Succeed (Even Better Than Traditional Collocated Teams)

1:05 p.m. - 2:05 p.m.
- Exhibit Hall  E Make Leadership More Human
- Balloon A  B Challenging Cultures to Improve Care at State Hospitals
- Balloon B/C  I Regional Law and Justice Reforms - Success Through Teamwork!
- Room 317  B Short Talks - Everyone Matters
- Room 318  B 20 Questions to Better Understand Your Data
- Room 407  B Breaking Down Sticks for Better Performance

1:05 p.m. - 3:30 p.m.
- Balloon D  I Dare to Lead™ - Developing Brave Leaders and Choosing Courage Over Comfort
- Room 315/316  B Storytelling as a Strategic Tool for Change

2:30 p.m. - 3:30 p.m.
- Exhibit Hall  E A Brave, Human Conversation with Kimberly and Sesil
- Balloon A  B Modernize Your Community Through Business Transformation
- Balloon B/C  I Learning About Learning in a Lean Environment
- Room 317  B Inspiration, Instigation, Integration; Keeping Lean Alive and Kicking
- Room 318  B Playing Monopoly at Someone Else’s House: Connect with Standardized Work
- Room 407  I The Lean Rapid Process Improvement Workshop: A Better Way

Breakout Session Descriptions

Building a Culture of Care
Skill Level: EVERYONE
San Diego Humane Society is one of the largest Humane Societies in the world, handling almost 50,000 animals per year. In 2018, the organization doubled in size and scope (to more than 600 employees) and invested significantly in employee and team development. The results have been impressive:
- Employee engagement rate on latest employee survey is 90%
- Added 200 new employees within 60 days
- Of the 200 new employees hired July 1, 2018, 80% still employed (they were hired for good culture fit)

This presentation will explain how they did it, sharing practical ideas that your agency can apply to build respect, inclusiveness and empathy. And given that this is a story about a Humane Society, there will be plenty of visuals and stories about cute puppies, kittens and other furry (and feathered and scaled) friends!

Presenter: Audrey Lang, MS, SPHR, Sr. VP for Organizational Development at San Diego Humane Society

Audrey is an experienced transformational nonprofit leader with a demonstrated history of position HR/ OD leadership and change management. She is SPHR certified and skilled in strategic planning and execution, operations, executive coaching, nonprofit management, program evaluation, conflict resolution, board relations, and training and facilitation. With a strong professional acumen, Audrey has an MS in Human Resource Management and an Executive Certificate in Nonprofit Leadership from Duke University.

Achieving Operational Excellence
Skill Level: INTERMEDIATE
Learn how the Department of Labor and Industries is strategically designing partnerships and maximizing internal resources to continually improve for their customers. Integrating continuous improvement, change management and project management ensures improvement efforts have maximized support structures, further advancing the value of people, process and technology.

Benefits include:
- Increased partnership and collaboration
- Assurance that all attributes of change are planned for and sustained (people, planning, process)
- Allows inclusive information sharing/updates - encourages contribution from all angles
- Expands the opportunity and ability to learn from other professionals and share resources. By integrating congruent tools/methodologies, staff gain increased experience in application
- Enables increased awareness of opportunities and gaps and allows a timely response

Presenters: Chastity Walck, Senior Lean Consultant, Department of Labor and Industries; Nathan Petty, Director of Lean, Department of Labor and Industries

Chastity Walck is a Senior Lean Consultant with L&I’s Lean Transformation Office. Chastity led the pilot for L&I’s first Lean Six Sigma training from 2016-2018 and is currently part of a team to deploy an enterprise continuous improvement training system. Chastity served in the US Coast Guard, attended Grays Harbor College and Western Governor’s University. She is a certified Change Management practitioner, Society of Human Resource Management (SHRM) certified and received both her Lean Six Sigma Green Belt and Black Belt from the University of Washington, Tacoma.

Nathan Petty serves as the Director of Lean at L&I. Nathan is a leadership and team alignment coach with deep skills helping leaders and their teams work toward greater accountability, clear alignment, and breakthrough results. Nathan is a Certified Lean Leadership Coach, Certified Lean Problem Solving Practitioner, and Certified Trainer of Value Stream Management. A graduate of the Evergreen State College himself, he is Adjunct Faculty for the MPA program at Evergreen. Additionally, he is a faculty member within the L&I Leadership Capstone Program.
Building a Culture of CPI: One Fishing Boat at a Time

Skill Level: EVERYONE

Fisherman’s Terminal, home of the North Pacific Fishing Fleet, serves commercial fishing vessels as well as recreational boats. Commercial vessels often have a short timeframe, and an urgent need to get underway. In some situations, their actions under this pressure created unsafe conditions that affected everyone left on shore—workers, recreational boaters, other fishing vessels and the visiting public. The leadership team had to demonstrate the courage to act. They stepped outside their normal circle to create a connection with diverse departments across the Port, and with the tenants of Fisherman’s Terminal, to create a safer environment for all. Come learn about their process, the challenges they faced, and how they are continuing to get better, together.

Presenters: Delmas Whittaker Senior Manager, Fishing Vessel Services, Port of Seattle; Pennie Saum, Continuous Process Improvement Program Manager, Port of Seattle

Client Empathy and the Lean Charter

Skill Level: ADVANCED

The champion meeting is one of the ceremonies providing Lean practitioners the information we need to scope a successful event. Sometimes as practitioners we can get caught-up in capturing the technical aspects of the charter that we lack client empathy or perspective. Other times we may forget to focus on the needs we have as practitioners. Failing to address both these areas can lead to a lack of event buy-in.

This session offers concepts and techniques to facilitate client empathy and communicate practitioner needs. This information can be used during charter meetings to build buy-in and proceed with respect and empathy. Attendees will also have the opportunity to share their experiences and help others succeed!

Presenter: Jennifer Yoaman, Co-Member, Full Circle Strategies, LLC

Creating Meaningful Problem Statements

Skill Level: INTERMEDIATE

How do we know that a problem we have identified is really a problem? How do we avoid making our problem fit the solution that we already have in mind? In this session you will learn how to develop a clear problem statement using a systematic, data-driven approach. A problem well stated is a problem half solved. Come join us as we walk through a real world example to create a Lean Six Sigma Problem statement.

Presenters: Janina Oestreich, Planning and Performance Manager, Division of Childhood Support; Maureen Jensen, Management Analyst 5, Division of Childhood Support

Human-Centered Leadership: New Behaviors, Mindsets and Attributes for the 21st Century

Skill Level: EVERYONE

Employee engagement surveys around the world show that workers often feel disengaged, and under-appreciated for their talents, and unacred for in terms of well-being. Leaders too struggle silently with the reality of their roles leading to sadness, depression and anxiety. We believe today’s leaders, both formal and informal, can shift this dynamic by embracing their humanity and become role models for the 21st century, leading the way in growing new capability, expanding capacity, supporting sustainability, and creating a lasting legacy. In this session we will consider how our world is in transition, benefit from understanding the impacts of our biological human evolution, and explore the exciting and promising ways forward as human-centered leaders.

In this session we will consider how our world is in transition, benefit from understanding the impacts of our biological human evolution, and explore the exciting and promising ways forward as human-centered leaders. These insights are based on new, breakthrough research conducted by Sesli Pır Consulting and Stanford University’s Center for Compassion and Altruism Research and Education. Discover new five human-centered leadership behaviors, eight mindset choices, and eight essential attributes needed to successfully lead organizations. Then experience one attribute deeply to better understand how these qualities can help you be more effective in and even shift your current professional reality.

Presenter: Sesli Pır, Founder & Principal Consultant, SESLI PİR Consulting GmbH

Sesli Pır is Founder and Principal Consultant as well as HR Functional Thought Leader, of SESLI PİR Consulting GmbH, a boutique management consulting, focusing on changing the status quo of work, and Founder of Whirling Chief, a global digital collaboration & learning platform, championing humanity in the global workplace.

Sesli is an active contributor to Forbes, has been published in the Harvard Business Review, HR Zone, and the UK’s HR Magazine, and has contributed to several Human Resources Management books. She started her career as a Marketing Consultant with Deloitte & Touche in 1999. Since, she has worked for Honeywell International, Cargill Inc., Microsoft Corporation, and Novartis AG as an HR Functional Leader. She holds an MA-IRIR from Carlson School of Management, an Executive MBA from Harvard University, and a BA from Eastern Michigan University, and is a certified Six Sigma in project management. She is an honorary faculty at the Indian School of Business and at Istanbul University. She was recently recognized as “40 Thinkers Under 40” in Europe and “101 Employees Engagement Influencers” globally.
Understanding Customer Expectations through Better Listening

**Skill Level: BEGINNER**

Lean emphasizes the importance of seeking the voice of the customer to illuminate blind spots and get key insights for improving our work, but how do we know if we are listening effectively? In this session, we will discuss the importance of fully understanding customers’ expectations and the crucial role that listening plays. We will demonstrate practical, hands-on techniques that are the backbone of truly listening to understand. These techniques can benefit you as you listen to your customers, team members, or even people in your personal life. You will leave with an awareness of your own listening skills and a plan for taking your personal listening to the next level.

**Presenters:** Eden Teachout, Senior Lean Consultant, Department of Enterprise Services; Hold Lovell, Senior Lean Consultant, Department of Enterprise Services

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Psychological Safety in the Workplace

**Skill Level: BEGINNER**

Psychological Safety is foundational in the success of this movement. Based on the research and teachings of Harvard University’s Dr. Amy Edmondson, we will explore what psychological safety is, the impact on teams in the workplace, and behaviors that create and maintain psychological safety. This will be a thought-provoking and highly interactive experience.

**Presenters:** Anne Hansen, Leadership Development Manager, Department of Enterprise Services; Elizabeth Fontanilla, Learning Design and Delivery Professional, Department of Enterprise Services; Mike Kohlhorst, Learning Design and Delivery Professional, Department of Enterprise Services

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Hire the Best, Fast!

**Skill Level: BEGINNER**

The time it takes to fill an open position in the government is one of the most challenging processes to innovate. Yet, it is totally possible when a team wants to prove they are the best recruiters in the county. This session will highlight how the City and County of Denver’s Talent Acquisition department, in partnership with the Denver Peak Academy, leveraged Lean methodologies to drive innovation and process improvement to transform their hiring process to stay competitive in a tight job market. The presentation will describe the transformation of the recruit to hire process, from beginning to end, which resulted in the city reducing the time it takes to hire a new employee by 50%. Prepared to be inspired and uplifted while discussing some of the biggest roadblocks and failures ever experienced by the Peak Academy.

**Presenters:** Brian Elms, Innovation Practice Lead, Change & Innovation Agency; Anna Forsberg, Talent Acquisition Manager, City and County of Denver

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We’ve Got It Wrong: Redesigning the Feedback Process so It’s Meaningful

**Skill Level: INTERMEDIATE**

Six words people dread hearing: “Let me give you some feedback.” It’s feedback. But feedback is necessary for growth and assessment toward goals. But quite often, feedback is not delivered well nor do people know how to ask for it in a way that works for them. Fear is often the root of the mismatch between the desire to give and receive feedback. This session will share important principles of feedback and point out a way to personally own the feedback process by setting up a process that does not feel punitive. A good feedback process strengthens connectivity and community and we all need to get better at it.

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

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Voice of the Community

Skill Level: BEGINNER

This presentation is about listening to our communities needs and understanding how fulfill them accurately. This session will enlighten participants to translate what they hear from the community into goals and targets for us all, as a community, to strive for. Exercises will equip participants with quick and effective Lean tools to apply to work and everyday life, turning the voice of the community into a helpful resource.

Presenter: Mason Gray, COO & Lean Six Sigma Consultant, SixSigmaTV.Net

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, a consultant at Microsoft, a board member at Polopoly in Stockholm, founder of a stock exchange in London, and E-Business Strategist for Morgan Stanley in New York and London. Arun has presented and sponsored at the Lean Transformation Conference every year since 2014.

How Virtual Teams Can Succeed (Even Better Than Traditional Collocated Teams)

Skill Level: EVERYONE

Virtual teams can be as successful, and 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 a high-performing virtual teams: how you plan your work, run your daily standups, communicate, and share content. We will discuss the different roles and expectations of Project Leaders, Team Members and Visitors, and how people can juggle multiple projects at the same time.

Presenter: Arun Kumar, CEO, Kerika

Presenters:

- Jennifer Haurvy, CEO, All Angles Consulting LLC
- Mason Gray, COO & Lean Six Sigma Consultant, SixSigmaTV.Net
- Arun Kumar, CEO, Kerika

Breakout Sessions Descriptions

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

Adventures in Storytelling: Get Results, Build Community, and Influence Others by Telling Stories

Skill Level: BEGINNER

The stories we tell have POWER! At their best, stories can inspire, influence, motivate, teach, caution, make the abstract concrete, and build community. Have you admired great story tellers and wondered how to bring this skill into your practice? The conference theme this year is “Courage, Connection, Community” – getting better together”. This breakout session is designed to explore the power of storytelling, learn some practical skills about how stories can improve how we connect and build community, and load you up with the courage you need to get out there and tell your story!

Presenter: Jennifer Haurvy, CEO, All Angles Consulting LLC

Jennifer is an Organizational Anthropologist, Lean/ Six Sigma Master Black Belt, and CEO for All Angles Consulting, LLC. She leads and supports cultural transformation, human centered design, and optimization engagements with organizations in government, healthcare, nonprofit, and other industries. Jennifer is beyond excited to be speaking at her 6th Washington State Lean Transformation Conference! Jennifer’s favorite title is “Mom” to 3 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!

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Presenter: Arun Kumar, CEO, Kerika
**Challenging Cultures to Improve Care at State Hospitals**

**Skill Level: BEGINNER**

Leaders are responsible for constantly challenging the philosophy of their organization’s products and services to ensure best-quality and avoid “sliding backwards.” The presenters use a story from Oregon’s iconic state hospital – filming location for “One Flew Over the Cuckoo’s Nest” – to illustrate this theory and highlight tips to aid peers as they embark on similar performance improvement journeys. The story details the hospital’s transformation from an institution on the brink of decertification to a health care facility that initiated an ongoing collaboration with other state hospitals around the country on the topic of best-practices in treatment and its coordination.

Presenters: Jason Stringer, Treatment Mall Director, Oregon State Hospital; Sean Looman-Nelson, Treatment Mall Manager, Oregon State Hospital

Jason Stringer is the Treatment Mall Director at Oregon State Hospital. The Treatment Mall is a school-like model for group therapy coordination and environments that is popular at behavioral health facilities. He has a Bachelor’s Degree from Western Oregon University in Social Science and Planning, is a Lean Six Sigma Black Belt, and has a certificate in Change Leadership.

Sean is a Treatment Mall Manager at the Oregon State Hospital working within the admissions and stabilization program. He has 12 years of experience in the mental health field and has been at the state hospital since 2014. He uses his participative leadership style to elicit buy-in from staff in order to drive change. Sean resides in Salem, Oregon and spends his free time being outdoors; fishing and hiking with his spouse and dog.

**Regional Law and Justice Reforms – Success Through Teamwork!**

**Skill Level: INTERMEDIATE**

Large, multijurisdictional reform initiatives are very challenging for a variety of reasons. Since 2005, Spokane County has received almost $5M in grant funding from The MacArthur Foundation’s Safety and Justice Challenge, which is focused on safely reducing our jail population and addressing the racial and ethnic disparities in our system. Difficult stuff, yet we’ve found that by utilizing Lean principles, it’s enabling regional stakeholders to identify and directly face our root cause system issues and collectively lean into the very challenging solutions. An active community involvement has been essential. During this presentation, you’ll experience how utilizing the key concepts of Lean are enabling our historically feeling multi-jurisdictional agencies to courageously and respectfully work together as a team on our regional law and justice reforms – and getting better together!

Presenter: John Dickson, Chief Operations Officer, Spokane County

John has been an executive in private industry, state and now county government. He’s successfully led large organizational Lean transformations in each sector. In March 2013, he became Spokane County’s Chief Operations Officer. Since then, over 600 improvement projects have been initiated and run by county staff. And by collaborating with local government and business leaders, many regional law and justice reforms are successfully being implemented. John is also an award-winning Dale Carnegie leadership trainer.

**Short Talks – Everyone Matters**

**Skill Level: BEGINNER**

We often see Lean in the context of large organizational efforts. But what about small teams, or even individuals? In Lean, everyone matters. Come join us for a modified session format highlighting two different experiences! Hear the benefits of applying Lean principles and thinking to leverage the best in each other, and ourselves.

**What I Learned Facing the Fear of the Unknown**

In 2018, I was diagnosed with Trigeminal Neuralgia, a rare, painful, chronic condition that is also known as the “Suicide Disease.” Following my diagnosis, I sank into depression and believed I would lose the ability to continue working, maintain healthy relationships, and was plagued with fear of the unknown. I had to live the words “Courage, Connection, Community – getting better together.” In order to face and overcome my fears, I will share my personal story, including the tools I used to overcome my own fears through comprehension, evaluation, and application. These skills helped me better understand my condition and seek out alternative treatments that resulted in minimizing the pain associated with this condition and a greater ability to increase my health and happiness.

Presenter: Rene Morales, WDIVA Executive Assistant and Professional Development Chair for Washington State’s Latino Leadership Network

Rene is a former military officer with over two decades of experience with administrative support, optimizing strategic planning, business process improvement, human resources management, and training and development. Additionally, Rene is a founding member of Washington State’s Latino Leadership Network (LLN), a Business Resource Group, and serves as the LLN’s Professional Development Chair.

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

**Ballroom B/C 1:05 p.m. - 2:05 p.m.**

**Room 317 1:05 p.m. - 2:05 p.m.**
20 Questions to Better Understand Your Data
Skill Level: INTERMEDIATE
So, you have data but are stuck wondering, how should I use this? Often times the issue when working with data isn’t a lack of data availability, it is the effort it takes to prepare the data is usable and to easily understand for the end audience. When communicating data, it is important especially for non-technical people, that data be quickly understood. In this workshop, we will be sharing a list of 20 questions you can use to find holes, understand trends, and identify relationships within any dataset - quickly.

Presenter: Adnan Mahmud, CEO, LiveStories
Adnan Mahmud, Founder and CEO, LiveStories in Seattle, Washington is passionate about using data and technology to tackle the world’s biggest challenges. He earned a bachelor’s degree from Angelo State University and a master’s degree from the University of Southern California. Prior to founding LiveStories, Adnan worked for over 8 years at Microsoft, where he managed their largest data pipelines and received multiple patents in data analysis and visualization. LiveStories provides an online civic data library for non-technical users to analyze data and communicate insights. Since the beginning of LiveStories Adnan has worked with many public organizations across the U.S.

Breaking Down Silos for Better Performance
Skill Level: INTERMEDIATE
Our presentation will use an example of a division workload report to describe how the Health Care Authority (HCA) is successfully breaking down silos to eliminate over processing in performance measurement. 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. We will speak to our analytics 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.

Presenters: Tim Dyeson, Performance Measurement Manager, Health Care Authority; Matt Montgomery, Management Analyst 5, Health Care Authority; Aaron Cunningham, Management Analyst 5, Health Care Authority; Trinity Wilson, MECS Operations Manager, Health Care Authority
Aaron Cunningham was born and raised in Washington and attended Western Washington University. He 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 and pets.

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 see Washington as a husband, father, public servant, entrepreneur, inventor, and farmer.

Matt Montgomery is originally from Washington. He went to school to George Fox University and graduated with a degree in computer engineering. He loves to pet cats and play video games in his spare time.

Trinity Wilson is the Operations Manager for the Division of Medicaid Eligibility and Community Support (MECS) at the Washington State Health Care Authority (HCA). The MECS Operations team supports the largest division within HCA, a team of 350+ call center operators, medical eligibility staff, and Medicaid policy representatives. Day-to-day operations rely heavily on our team of lean practitioners and data analysts to identify process improvement opportunities and facilitate change management.

Dare to Lead™ - Developing Brave Leaders and Choosing Courage Over Comfort
Skill Level: INTERMEDIATE
What would happen if we chose courage over comfort? How would that impact our teams and organizations? What about our families and communities? The latest research from Dr. Brené Brown found that daring leadership is a collection of four skills that are 100% teachable. This workshop is an empirically based courage-building program designed for anyone interested in developing their leadership shift set and becoming braver in their working life, and beyond. Daring leadership is learning and practice that requires brave work, tough conversations, and showing up with our whole hearts. Let's start today!

Presenter: Amy Leneker, Leadership Consultant, Compass Consulting LLC
Amy Leneker is a Leadership Consultant and Certified Dare to Lead™ Facilitator. She is also a member of the 2019 Forbes Coaching Council. After spending 20 years in leadership roles, she is known for her trusted advice, her track record of delivering results and her optimistic attitude. Amy was trained and certified by Dr. Brené Brown in Dare to Lead™. Amy and her husband have two wonderful kiddos, two Labradoodles and one Gecko that joined their family after Amy was aviated. They make their home in Olympia.

Storytelling as a Strategic Tool for Change
Skill Level: BEGINNER
Want more influence? Tell a meaningful story. Storytelling may seem somewhat old-fashioned, today. And it is. That's what makes it so powerful. Life happens in narratives we tell one another. A story can go where quantitative analysis cannot: our hearts. Data can persuade, but it doesn’t influence people to act, to do that you need to wrap your vision in a story that tugs the imagination and stir the soul. In this highly engaging workshop, participants will learn how to harness the power of storytelling as a tool to influence and inspire people to change for the good.

Presenter: Joe Vansyckle, Leadership Development and Change Consultant, The J. Alton Group
Joe is a leadership and strategy coach with over 20 years of experience working with public, private, and non-profit sectors. He is a master trained facilitator of the VitalSmarts Cultural Operating System and the Innovators DNA program. He is an Associate Certified Coach with the International Coaching Federation. He sees his work as helping leaders navigate complexity and change, lead with clarity, and achieve internal alignment and coherence. Joe strongly believes people deserve to have a consultant, coach, facilitator who genuinely cares about their well-being and improvement.
Sessions Descriptions

Day 2

Breakout Sessions Descriptions

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

A Brave, Human Conversation with Kimberly and Sesil

Skill Level: EVERYONE

Leadership experts Kimberly Davis and Sesil Pi are recognized global influencers who bring a deep wealth of insights as trusted advisors to leaders around the world and experienced leaders themselves.

Leadership is hard, and in this candid, vulnerable conversation, Kimberly and Sesil will share from their hearts as well as their smarts their advice about the challenges, rewards, and practices of truly human leadership. Moderated by Renée Smith, this conversation will also include a question and answer segment to help you pull all the ribbons of the conference together and send you home inspired to lead and influence from a more human and brave place on Wednesday morning.

Presenters: Kimberly Davis, Author, Sesil Pi, Founder & Principal Consultant, SESIL PiR Consulting GmbH

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

Modernize Your Community Through Business Transformation

Skill Level: BEGINNER

Major business transformations provide significant opportunities for agencies to improve processes, make better and more informed decisions, and create a better experience for citizens and employees.

This session will discuss how having the courage to do things differently and creating connections through standardization together lead to a more efficient and effective community. We will demonstrate how, through business transformation, organizations can realize substantial and measurable improvements by sharing key success factors and lessons learned. We will discuss key steps agencies can take early in the process to achieve maximum value throughout this exciting journey of business transformation.

Presenters: Kimberly Davis, Author, Sesil Pi, Founder & Principal Consultant, SESIL PiR Consulting GmbH

Ballroom B/C 2:30 p.m. - 3:30 p.m.

Learning About Learning in a Lean Environment

Skill Level: INTERMEDIATE

Learning continuously is essential to sustaining an improvement culture. But how do we measure our learning? How do we know we are effective?

At Seattle Children’s, we’ve followed teams and observed how they learned and identified actions that helped improve the learning process.

Presenters: Debbie Kruse, Director of Patient Support Services, Seattle Children’s Hospital; Scott Hampton, Manager of the Educational Department, Seattle Children’s Hospital; Tori Gittings, Educator, Seattle Children’s Hospital

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

Inspiration, Instigation, Integration: Keeping Lean Alive and Kicking

Skill Level: INTERMEDIATE

Generating enthusiasm for Lean isn’t always an easy task, and neither is sustaining the initiative as time goes by. What are the clues that you might need a little extra infusion of inspiration, instigation, or integration for Lean to thrive in your organization? Come learn how we have used Liberating Structures to build a Lean community of practice both within an organization and among local government workers from multiple agencies. This workshop will show you steps and tools to include in your Lean journey that will keep you moving forward.

Presenters: Steven Thomson, Lean Specialist, Center for Government Innovation, State Auditor’s Office; Deborah Needham, Emergency Management Director, City of Renton

Breakout Sessions Descriptions

Day 2

Washington State Government Lean Transformation Conference 2019
Day 2  Breakout Sessions Descriptions

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

Playing Monopoly at Someone Else’s House: Connect with Standardized Work
Skill Level: INTERMEDIATE

Have you ever played Monopoly at someone else’s house? You’ve played before, so why were you so confused by the rules? This session will discuss how this concept ties to your work environment and how it causes defects, rework and work arounds that will cause your customer to lose confidence in your work product. We will discuss how establishing standardized work, combined with an open communication process, will help reduce confusion and can rid your workplace of the waste caused by defects and their subsequent rework. Finally, we will discuss how your team working together using frequent process reviews, Gemba walks and in-service training will aid in the smooth flow of your work product to your end user.

Presenter: Scott Kurish, Office of Continuous Improvement
Administrator, 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 17 years. Scott has a BA from the University of Dayton in Political Science with a minor in Business Management.

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

The Lean Rapid Process Improvement Workshop: A Better Way
Skill Level: INTERMEDIATE

This session presents a whole new way of facilitating a kaizen event/rapid improvement workshop. What makes this approach and manual different? It is written for state/county and nonprofit facilitators. It points out critical decision points/junctures and provides both a helicopter and jeep view of where you are and where you have to go. It divides improvements into easy and more complex.

• Displays real-life examples that show how someone else did it.
• ‘Buys you time’ so you don’t go through what doesn’t work.
• Handouts for you to get started.

Presenters: Sheilah Paddy O’Brien, MPA, GBLSS, PMA, O’BrienLean; Tori Algee, Lean Coach, BMG, Inc.

Sheilah has facilitated over 24 week-long Kaizen/Rapid Process Improvement Workshops, has developed numerous Lean trainings, and mentored over 30 Lean Leaders. She has worked on complex organizational transformation projects as well as provided technical assistance to rural nonprofit providers. Sheilah’s background is in internal auditing and evaluation, she holds an MPA from Cornell University and received a LeanSixSigma certification from Villanova University.


Tori Algee is a seasoned Change Agent and Lean Coach with over ten years of experience in Lean Management Systems. She has successfully implemented Lean tools and methods in both manufacturing and service organizations. Her clients include - Department of Human Services, Oregon State Hospital, and Dutch Bros. She has a BS in Behavioral Science from the University of Missouri and her Lean Six Sigma Black Belt from Villanova.

Washington State Government
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Innovation in Government

At CIA, we are pushing to find a better way for government to do more good.

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