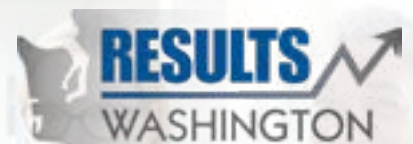


Courage, Connection, Community — getting better together.

2019

Washington State Government
**Lean Transformation
Conference**

Greater Tacoma Convention Center
October 8-9, 2019



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2019

Washington State Government Lean Transformation Conference

*“Courage, Connection, Community -
getting better together.”*



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 a 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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AMY LENEKER

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75-Minute Keynote
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Dare to Lead™ Workshops

How do we develop *braver, more daring leaders*?
How do we value *courage to navigate change*
and drive performance results?

Based on the research of Dr. Brené Brown, Dare to Lead™ is an empirically based courage-building program for Leaders and Change Agents. Brené Brown is the author of five #1 New York Times bestsellers including *Dare to Lead*.

What is Dare to Lead™ Training?

The most significant finding from Brené's latest research is that courage is a collection of four skill sets that are teachable, measurable, and observable. The Dare to Lead™ program focuses on building brave cultures and driving performance by:

- Navigating Vulnerability
- Leading with Values
- Building Trust
- Rising from Setbacks

Participants will explore Dr. Brené Brown's research, learn how to connect and navigate difficult conversations, and hold others accountable for success.

Delivered by Certified Dare to Lead™ Facilitator Amy Leneker.

Amy Leneker, MPA (360) 701-9022
Leadership Consultant

Amy@AmyLeneker.com
AmyLeneker.com

Day 1

Tuesday, October 8, 2019

7:00 a.m.	Registration
8:30 a.m.	Welcome
	Master of Ceremonies: Nathaniel Petty, Director of Lean, Department of Labor and Industries
	Opening Remarks by Govenor Jay Inslee
	Keynote Speaker August de los Reyes, Chief Design Officer, Varo
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, October 9, 2019

7:00 a.m.	Registration
8:30 a.m.	Welcome
	Opening Remarks
	Keynote Speaker Kimberly Davis, Author
	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

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 MDesS with distinction from Harvard and is a Fellow of the Royal Society of Arts.



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 county 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 on-line 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 latte 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](#)

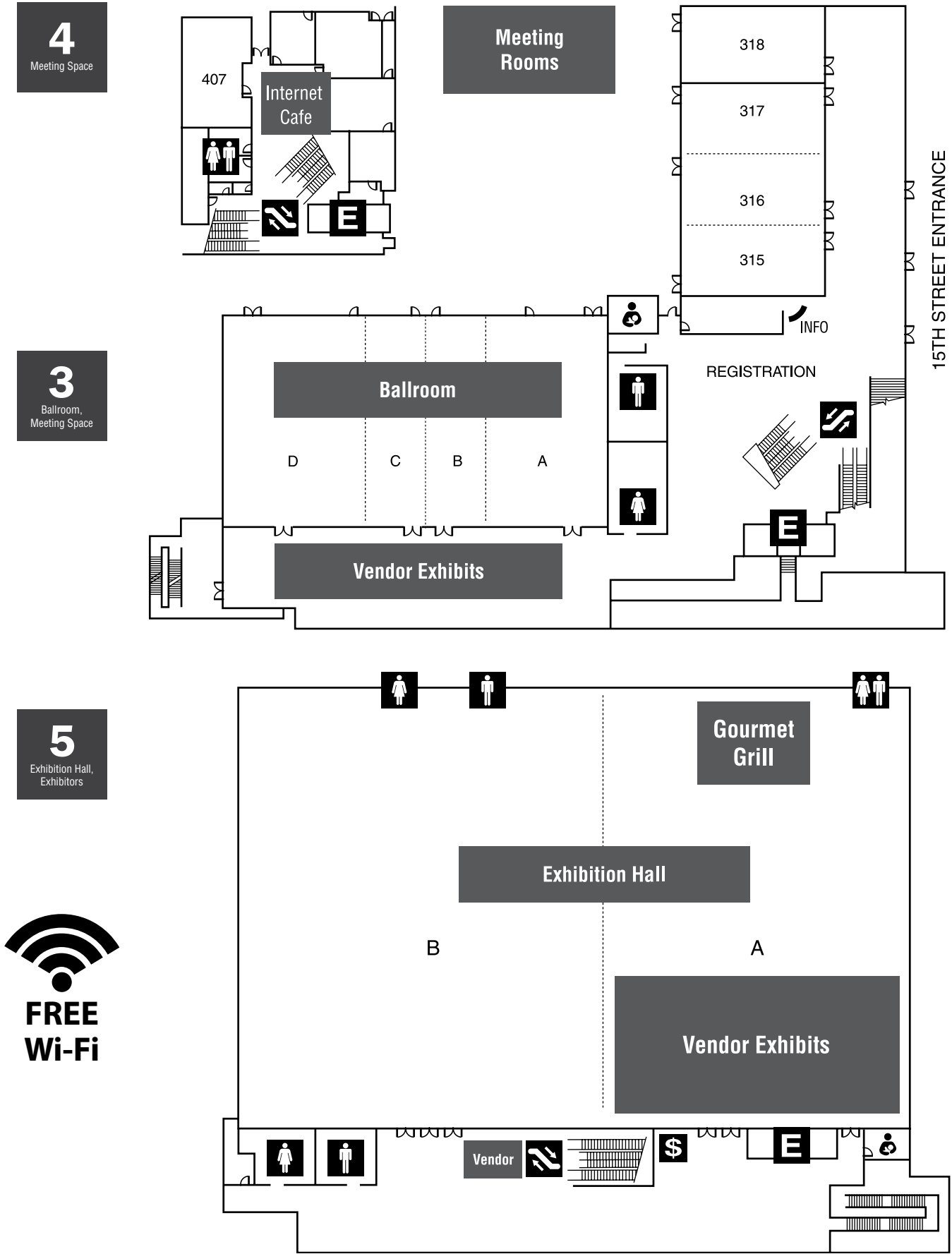
[Twitter: @ResultsWA](#)

[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.



Greater Tacoma Convention Center Maps



Day 1 Breakout Sessions Schedule

Breakout Session Skill Level KEY: **B = BEGINNER** No experience with lean. **I = INTERMEDIATE** Some experience with lean.

Breakout Session Skill Level KEY: **B = BEGINNER** No experience with lean. **I = INTERMEDIATE** Some experience with lean.
A = ADVANCED Extensive experience with lean. **E = EVERYONE**

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

	Exhibit Hall	E	Solving the People Problem: Building Work Relationships That Really Work
	Ballroom A	I	Regional Law and Justice Reforms – Success Through Teamwork!
	Ballroom B/C	I	Strengthening and Repairing Trust at the Organizational Level
	Room 317	A	Lean Leader Coaching Program
	Room 318	B	Growing the Team, Enhancing the UW Community
	Room 407	I	Public Assistance: What Happens When We Have the Courage to Change?

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

Ballroom D	B	The Courage to Innovate
Room 315/316	E	A Human Workplace: Emotional Intelligence Reboot

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

	Exhibit Hall	B	Hire the Best, Fast!
	Ballroom A	B	Adventures in Storytelling: Get Results, Build Community, and Influence Others by Telling Stories
	Ballroom B/C	B	GROW – Effective Gemba Walks and So Much More
	Room 317	I	Lonely Planet’s Guide to Lean
	Room 318	I	How Having Fun with a Focus Can Impact Your Results
	Room 407	I	Results DOC – A Structured Approach to Implementing Outcome Based Management

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

	Exhibit Hall	B	Lean in Washington – The Basics!
	Ballroom A	E	What Makes Government Sector Continuous Improvement Successful? Is it Different from the Private Sector?
	Ballroom B/C	I	Reveal the Skeletons in Your Closet: Invite Customers to the Workshop Table as Equals
	Room 317	B	Motivation, Desire and Courage
	Room 318	B	Imagine, Design, and Build Your Internal Coaching Program
	Room 407	B	Connecting Employees to Their Customers Through an Aligned Strategy

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

Ballroom D	I	Dare to Lead™ - Developing Brave Leaders and Choosing Courage Over Comfort
Room 315/316	E	Courageously Creative: Reimagining Experiences with Design Thinking

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

	Exhibit Hall	A	The Courage to Defy Tradition: A New Way to Help Veterans Thrive
	Ballroom A	E	Getting to YES: Providing the Best Possible Customer Experience, Every Time.
	Ballroom B/C	B	How Continuous Process Improvement Changed Culture and Reduced Lab Result Delivery Time by Over 30%
	Room 317	I	20 Questions to Better Understand Your Data
	Room 318	B	Psychological Safety in the Workplace
	Room 407	A	Measuring Impact on Communities Served

Breakout Sessions Descriptions **Day 1**

Day 1

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

Regional Law and Justice Reforms – Success Through Teamwork!

Skill Level: INTERMEDIATE

Large, multijurisdictional reform initiatives are very challenging for a variety of reasons. Since 2015, 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



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.

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

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



Brett & Evans are long-time friends to Washington state. Since 2012, the team from Integris Performance Advisors, the company they founded, has been supporting Washington's Lean Journey with a broad range of training and coaching services related

to leadership, teamwork, and operational excellence. In 2019, for the 8th year in a row, Integris is a Platinum Sponsor for the WA Lean Conference. The Integris mission is to expand the existence of healthy organizations and great places to work. By creatively bringing together concepts from the Five Dysfunctions of a Team (by Patrick Lencioni), The Leadership Challeng (by Jim Kouzes and Barry Posner), Everything DiSC and Lean Six Sigma, Brett, Evans and 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.

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



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 in Lean Six Sigma courses at the University of _____ and in the MBA program at St. Martin's University. _____ of the book *Trust Repair: It IS Possible*, and is a speaker, _____, or, volunteer, and international humanitarian.

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 streamline 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, DSHS - ESA; Herminia Esqueda, Workforce Optimization Manager, Community Services Division, DSHS - ESA

A black and white portrait of Babs Roberts, a woman with dark hair and glasses, wearing a dark top. She is smiling slightly and looking towards the camera. The background is dark and out of focus.

Babs Roberts currently serves as the Director for the Community Services Division (CSD) within the Economic Services Administration of the Department of Social and Health Services. Babs has been the director since December 2009. CSD has primary responsibility for the policy development and implementation of public assistance programs such as Temporary Assistance for Needy Families (TANF), Refugee Cash Assistance (RCA), Aged/Blind/Disabled (ABD) and Pregnant Women's Assistance (PWA) as well as Supplemental Nutrition Assistance Program (SNAP commonly referred to as Basic Food) and Food Assistance for Legal Immigrants (FAP). In addition, CSD provides eligibility determination services for a multitude of medical assistance. Prior to serving as the CSD Director, Babs spent nine years in ESA's Fiscal Office and has a long time understanding of our policies, programs, and the budget process.



Herminia Esqueda has worked for the Community Services Division (CSD) for 30 years. She is on the CSD IT Team specializing in data, analytics, and management of the Workforce Optimization application. She trains supervisors to use performance management tools to help coach their staff so they can manage their own performance. Herminia is a Certified Public Manager, Certified Instructional Designer and Master Trainer. Herminia enjoys facilitating Equity, Diversity, and Inclusion workshops and mentoring young Latinas.

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**



Steven Roberts is the Assistant Director of Mailing Services with 23 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.



David Williams is a Mail Carrier Bicyclist in Mailing Services with years of experience in the bicycling industry. David's team huddles are engaging and dynamic, and have had award-winning results, including two Husky Green Awards the 2019 Distinguished Staff Award for the supervisor of the program.

The Courage to Innovate

Skill Level: BEGINNER

Innovations starts 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 genuinely cares about their well-being and improvement.

[illegible]

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 bring their “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.

[illegible]**Exhibit Hall 11:40 a.m. - 12:40 p.m.**

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 Elms is the author of *Peak Performance* and is the former the Director of 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. "Irreverent, 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 talent 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.

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 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 learnings in a chaotic environment where a culture of continuous improvement is always in “learning lab” phase!

[illegible]

Lean in Washington – The Basics!

Skill Level: BEGINNER

Are you brand new to Lean? Do you have Lean experience, but wish to better understand Washington state's Lean vision? Do you wish you could answer questions about what Lean is more easily? This interactive session provides an overview of Lean fundamentals in Washington.

You will walk out with:

- A basic understanding of how we define Lean in Washington state
- Knowledge about how Lean has evolved over the years, our state's journey
- Exposure to some of the most common Lean tools or terms (A3, VSM, and more!)
- Insight into how Lean goes beyond tools...what other parts of a system are required for long-term success
- Resources for reference or further exploration

Presenter: Ariana Wood, Senior Lean Advisor, Results Washington



Ariana is a Senior Lean Advisor at Results Washington. A graduate of The Evergreen State College, she has experience in a variety of industries, including retail customer service for a global corporation, a national retail cooperative, a family-owned manufacturing business and government. Ariana is a skilled facilitator, trainer, consultant, and leadership coach with a passion for helping others apply Lean continuous process improvement principles and tools. She enjoys

hiking, climbing, gardening, animals and spending time with family and friends.

[illegible]

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

What Makes Government Sector Continuous Improvement Successful? Is it Different from the Private Sector?

Skill Level: EVERYONE

Over the last decade, we have witnessed the emergence of highly successful continuous improvement (CI) initiatives in government organizations. This is not just the adoption of the latest new management fad borrowed from the private sector, but is a small and growing revolution in the way government organizations are lead and managed. And the benefits are huge! This talk is based upon a comprehensive five-year study of public sector CI practices. The study tracked the emergence and spread of CI concepts and practice in more than fifty government organization in five different countries. The talk will share key insights into what was discovered to work, what didn't, and why. It highlights the differences that were identified between the practices of CI in government organizations and those in the private sector.

Presenter: Dean M. Schroeder



Dean M. Schroeder is a scholar, author, and consultant recognized for his work helping organizations improve management outcomes.

He is in the final stages of completing his latest book, which is based on a five-year study of continuous improvement in public sector organizations. He and his co-author, Alan Robinson, studied over 50 government organizations in six different counties. His previous book, *The Idea-Driven Organization*, was selected book on leadership by the Washington Post and was the best book on Leadership for 2014 by USA Book News. His book, *Ideas Are Free*, was voted the Reader's Choice by *Entrepreneur* magazine and selected as one of the 30 best business books by Soundview Executive Books.

As a consultant, Dr. Schroeder has worked with many types of companies and organizations in North America, Europe, and Asia. He has personally led organizational turn-around and transformation initiatives in four companies. He has authored more than 100 articles, for which he has received a number of awards, including two Shingo Prizes.

Dr. Schroeder has served on the Board of Examiners of the Malcolm Baldrige National Quality Award for five years. He is a Senior Research Professor at Valparaiso University, and has taught at The University of Minnesota, The Saint Petersburg Technical University in Russia, and The Athens Laboratory of Business Administration in Greece. Dr. Schroeder earned his PhD. in Strategic Management from the Carlson School of Management at the University of Minnesota, an MBA from the University of Montana, and a BS in Mechanical Engineering from the University of Minnesota.

Ballroom B/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.

[illegible]

Motivation, Desire and Courage

Skill Level: BEGINNER

We grow up in a world where we're constantly manipulated, without even realizing it. Surprise!—the same thing happens at work. Learn how to break this cycle and help team members find the courage to act; do they want to work for the organization or just attend work? If you're thinking about tapping into your team's potential, this session will help you understand how to do it. Walk away knowing how to channel your team's ambition and make your own job easier!

Presenter: Marty Lyons, Lean Practitioner, The Boeing Company, and Certified Instructor, Dale Carnegie Training



Marty is a senior Lean practitioner at The Boeing Company, Renton, WA. 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 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 killing me down." Outside of Boeing, Marty is a certified Dale Carnegie instructor for Human Relations and Leadership Training.

[illegible]

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

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



As the Learning & Development Manager for King County Department of Transit, Doug Nathan 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.



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, roundlings, 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.



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.

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

Connecting Employees to Their Customers Through an Aligned Strategy

Skill Level: BEGINNER

Learn how Creative Communications (C2) at the University of Washington uses and adjusts their strategic framework to align up to their parent organization and the UW's goals, and align down to every team and team member. There will be examples of how C2 connects with their customers and their employees alike, and how each team within the organization translates the voice of the customer to meaningful goals and metrics to create focus. In this session, C2 will share their success story in having the courage to address changing customer needs, connect with employees through a shared vision, aligned strategy, while making it fun, and create community to succeed together.

Presenters: Katy Folk-Way, Director, UW Creative Communicatons; Patrick McNelly, Assistant Director, UW Creative Communications



Katy Folk-Way is the Director of UW's Creative Communications department which delivers graphics communications, including web development, design, production and delivery to the University of Washington. Katy has worked at the UW for 30 years.



Patrick McNelly is the Assistant Director of C2 and leads the Lean process improvement. He heads up operations for C2's self-sustaining units and all of C2's HR functions. He has worked at the UW for 31 years.

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

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 skill 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 outvoted. They make their home in Olympia.

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 embrace your challenges creatively.

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 to influence performance and policy to improve shingtonians. Before joining Gov. Jay Inslee’s Results ram in 2013, she worked at its predecessor, Government countability and Performance. A self-professed student of all things design, Jessica loves to work with teams to think differently about their biggest challenges. an, Jessica enjoys a five-minute commute to work and th her family.

[illegible]**Exhibit Hall 2:30 p.m. - 3:30 p.m.**

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 innovative 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 Dayton in Political Science with a minor in 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 held positions including accounting and finance officer, operations officer, executive officer and, finally, as the Director of the Adjutant General in Phoenix. Among her proudest accomplishments is to serve as Air Commander of Operation Jump Start from December 2008, during which she commanded over 100 airmen from 52 states and territories on our Southwest border. Col. Wright holds a B.S. in Management from the U.S. Air Force Academy, a M.A. from Webster University in South Carolina, a M.P.A. from the University of Arizona, and a M.A. in Educational Leadership from the University of Arizona. Col. Wright's decorations and awards include the Meritorious Service Medal with oak leaf cluster, and the Commendation Medal. In 2018, Col. Wright was appointed to the Advisory Committee on Women Veterans, an expert national advisory board, and is the secretary on issues and programs impacting

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 high team engagement? 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 situationally applied to increase connection and improve work in any field.

Presenters: Elizabeth Means Ziemianski, 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 SCCA team 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 LIOS Graduate School, and enjoys playing in the outdoors.

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 great 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 is the best it can be, no matter the service we are providing and how can we help our teams, peers and colleagues do the same?

- Better understanding of why improving 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

A black and white portrait of Hollie Jensen, a woman with long dark hair, smiling. She is wearing a dark top. The background is slightly blurred.

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 Result 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.

[illegible]

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 ensure the data is usable and easy-to-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 visualization. LiveStories provides an online civic non-technical users to analyze data and communicate the beginning of LiveStories Adnan has worked with many regions across the U.S.

[illegible]

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 direct services at the Health Care 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

and Training 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.

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

Measuring Impact on Communities Served

Skill Level: ADVANCED

Arguably, every government agency is in the business of serving communities. However, many of these agencies only measure what they do and produce. Often, and in the worst case, these convenient measures have no connection to community impact. Leveraging real and relatable project case studies, this breakout session will demonstrate how to use Lean thinking and tools to define communities and the most appropriate measures of impact.

Presenter: Scott Siderman, Manager, TokuSaku Consulting



For more than twenty years, Scott has been helping employers and clients transform their performance. His approach is simple: Ask provocative questions while forging high-performing teams. Starting out as a consultant applying Just-in-time/Lean manufacturing philosophies to the banking industry, his career has evolved to include process improvement/redesign/reengineering, performance measurement, and organizational design in not only Banking but also

Insurance, Government, Criminal Justice, Mail-order Retail, Customer Care, Behavioral Health, High-tech, Utilities, Higher Education and Healthcare. Scott has a Bachelor of Science in Computer Science and a Master of Science in Industrial Administration. He is a certified Six Sigma Black Belt, Manager of Quality/Organizational Excellence, and Project Management Professional.



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Day 2 Breakout Sessions Schedule
Breakout Session Skill Level KEY: **B = BEGINNER** No experience with lean. **I = INTERMEDIATE** Some experience with lean.

Breakout Session Skill Level KEY: **B = BEGINNER** No experience with lean. **I = INTERMEDIATE** Some experience with lean.
A = ADVANCED Extensive experience with lean. **E = EVERYONE**

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

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

	Exhibit Hall	E	Human-Centered Leadership: New Behaviors, Mindsets and Attributes for the 21st Century
	Ballroom 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	E	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
	Ballroom A	B	Challenging Cultures to Improve Care at State Hospitals
	Ballroom B/C	I	Regional Law and Justice Reforms – Success Through Teamwork!
	Room 317	B	Short Talks - Everyone Matters
	Room 318	E	What Makes Government Sector Continuous Improvement Successful? Is it Different from the Private Sector?
	Room 407	I	Breaking Down Silos for Better Performance

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

Ballroom 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
	Ballroom A	B	Modernize Your Community Through Business Transformation
	Ballroom B/C	I	Learning About Learning in a Lean Environment
	Room 317	I	Inspiration, Instigation, Integration: Keeping Lean Alive and Kicking
	Room 318	I	Playing Monopoly at Someone Else’s House: Connect with Standardized Work
	Room 407	I	The Lean Rapid Process Improvement Workshop: A Better Way

Breakout Sessions Descriptions **Day 2**

Breakout Sessions Descriptions **Day 2**

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

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, kitties 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.

Ballroom B/C 10:15 a.m. - 11:15 a.m.

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



As Senior Manager, Fishing and Commercial Vessels, Delmas is responsible for maritime operations and facilities management of Fishermen's Terminal (home of the North Pacific Fishing Fleet), Salmon Bay Marina, and the Maritime Industrial Center. Prior to that, as Logistics Manager for Aviation Maintenance at Seattle-Tacoma International Airport, he oversaw the Aviation Maintenance Distribution Center and managed over 32 satellite storerooms containing over 6.5 million dollars for parts and materials. He served +25 years in the U.S. Navy, retired Surface Ordinance Officer, Lieutenant Commander. He has a Bachelor of Science degree from Central Washington University, and is earning a post-graduate program in Organizational Leadership from Brandman University. He notes "I'm still working on my work/life balance". He is certified as a Lean Specialist, Port of Seattle, and is a Certified Manager, Institute of Certified Professional Managers.



Pennie is a continuous process improvement professional with current emphasis in the transportation field. Her focus is on employee mentoring, training and development to drive continuous improvement, leading to improved productivity, throughput and employee engagement.

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

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 Yeaman, Co-Member, Full Circle Strategies, LLC



Jennifer Yeaman's career and education have been focused in process improvement, leadership, diversity and inclusion. As a lifelong learner, Jennifer understands the desire to gain knowledge, skills and opportunities while balancing time and budget. Her passion is helping others and she utilizes her education, skills and experience to affect change. Jennifer leverages her passion and strengths to help organizations and others reach their goals and achieve something that is bigger than themselves.

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

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



Janina Oestreich is the Planning and Performance Manager for Washington's Division of Child Support. She provides consultation in the use of tools and techniques to improve processes and report outcomes. She has 25+ years of experience in project management and leadership roles working with both State and Federal programs. Janina is a Black Belt in Lean Six Sigma and is Prosci certified. She has developed and managed a Lean Green Belt Certification Program since 2016.



Maureen Jensen is a Management Analyst 5 for Washington's Division of Child Support. She has 20+ years of experience in performance management and leadership roles working with both State and Federal programs. She provides consultation in the areas of continuous improvement and team building. Maureen has certifications in Lean Six Sigma, Life Coaching and Change Management. She is committed to promoting and expanding Lean principles and philosophy along with Excellence and Servant Leadership throughout the Division.

Breakout Sessions Descriptions **Day 2**

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

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 uncared 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 way 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 way forward as human-centered leaders.

These insights are based on new, breakthrough research conducted by Sesil Pir 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: Sesil Pir, Founder & Principal Consultant, SESIL PIR Consulting GmbH



Secil Pir is Founder and Principal Consultant as well as HR Functional Thought Leader, of SESIL PIR Consulting GmbH, a boutique management consultancy, 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.

Secil 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-HRIR 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 Employee Engagement Influencers' globally.

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 clear 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

A black and white portrait of Wendy, a woman with dark, curly hair, smiling. She is wearing a light-colored, possibly white, button-down shirt. The background is a soft, out-of-focus grey.

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 in Lean Six Sigma courses at the University of Washington-Tacoma and in the MBA program at St. Martin's University. She is the author of the book *Trust Repair: It IS Possible*, and is a speaker, consultant, mentor, volunteer, and international humanitarian.

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.**Room 315/316 10:15 a.m. - 12:40 p.m.**

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; Heidi Loveall, Senior Lean Consultant, Department of Enterprise Services



Eden Teachout is a Senior Lean Consultant with Department of Enterprise Services and has a Bachelor of Arts degree from The Evergreen State College. She is experienced in facilitation, training, consultation, coaching, strategic planning, performance management, and Lean continuous process improvement principles and tools. In all of her work, she strives to create the conditions for insight so others can learn. She lives in Olympia with her husband and enjoys reading, vegetable gardening, and just about when it's sunny.



Heidi Loveall is a Senior Lean Consultant with Department of Enterprise Services. She is experienced in facilitation, training, consultation, coaching, and applying Lean principles and tools. With over ten years in state government, she is passionate about public service and the vision of making government better for Washingtonians. When not at work, she is spending time with her four children, cooking, planning epic parties, and enjoying the Northwest rain.

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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*

A black and white portrait of Brian Elms, a man with glasses and a dark jacket, looking slightly to the side.

Brian Elms is the author of Peak Performance and is the former the Director of 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. "Irreverent, 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 talent 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, 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.

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

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 direct services at the Health Care Department of Social and Health Services.

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.

A black and white portrait of Anne, a woman with dark hair, smiling. She is wearing a light-colored top.

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 and Training 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.

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 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 learnings in a chaotic environment where a culture of continuous improvement is always in "learning lab" phase!

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

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



Mason is a dedicated advocate for the prosperous sustainability of Washington State. He operates his family consulting company, SixSigmaTV.Net, with his father Jeff, as the COO and a Lean Six Sigma Consultant. He graduated from BTC in June of 2018 with a Fisheries Certificate. Ultimately, he is here to help, and here to serve. "For the good of us all, never for the good of one of us."

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

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 can 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



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 Poloply 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.

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

Make Leadership More Human

Skill Level: EVERYONE
The world has changed radically since the Toyota Production System was developed decades ago and since researchers at MIT later coined the term Lean. And yet, the human-centered leadership skills required for a Lean management system remain essentially the same. But today we know so much more about human motivation, neurophysiology, and the essential human skills leaders need to create a Lean workplace. That's a workplace where leaders are more loving and human so that team members feel safe to speak up, take risks, learn, and improve. In this session you'll learn principles and practices for leading a workplace where Lean can thrive, which means leading a workplace where people can thrive!

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.

WASHINGTON STATE
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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.

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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 2015, 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



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 speaker.

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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.

Small but Mighty Teams

Learn how the Creative Communications department at the University of Washington has used Lean to change and thrive by engaging every team member to improve the work and the process. This session will dive into the nuances of working within small teams that are dynamic and make a huge difference in the health of the larger department. We will give a virtual tour of two team huddle boards, 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: Scott Lacey, IT Group Lead, UW Creative Communications;
Bethany Martin, Client Services Manager, UW Creative
Communications**



Bethany Martin is the Client Services Manager and oversees a team of 5 employees. Under Bethany's direction, every team member is encouraged to own the change and be responsible for their part in the process.



Scott Lacey oversees the Senior Computing Specialists in the IT group at Creative Communications. Scott's team has done an outstanding job improving the work in the server and computer pool in the department, and ensuring that customer data is kept safe.

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

What Makes Government Sector Continuous Improvement Successful? Is it Different from the Private Sector?

Skill Level: EVERYONE

Over the last decade, we have witnessed the emergence of highly successful continuous improvement (CI) initiatives in government organizations. This is not just the adoption of the latest new management fad borrowed from the private sector, but is a small and growing revolution in the way government organizations are lead and managed. And the benefits are huge! This talk is based upon a comprehensive five-year study of public sector CI practices. The study tracked the emergence and spread of CI concepts and practice in more than fifty government organization in five different countries. The talk will share key insights into what was discovered to work, what didn't, and why. It highlights the differences that were identified between the practices of CI in government organizations and those in the private sector.

Presenter: Dean M. Schroeder



Dean M. Schroeder is a scholar, author, and consultant recognized for his work helping organizations improve management outcomes. He is in the final stages of completing his latest book, which is based on a five-year study of continuous improvement in public sector organizations. He and his co-author, Alan Robinson, studied over 50 government organizations in six different counties. His previous book, The Idea-Driven Organization, was selected as the featured book on leadership by the Washington Post and was recognized as the best book on Leadership for 2014 by USA Book News. His best-selling book, Ideas Are Free, was voted the Reader's Choice by Fast Company magazine and selected as one of the 30 best business books of the year by Soundview Executive Books. As a consultant, Dr. Schroeder has worked with many types of companies and organizations in North America, Europe, and Asia. He has personally led organizational turn-around and transformation initiatives in four companies. He has authored more than 100 articles, for which he has received a number of awards, including two Shingo Prizes. Dr. Schroeder has served on the Board of Examiners of the Malcolm Baldrige National Quality Award for five years. He is a Senior Research Professor at Valparaiso University, and has taught at The University of Minnesota, The Saint Petersburg Technical University in Russia, and The Athens Laboratory of Business Administration in Greece. Dr. Schroeder earned his PhD. in Strategic Management from the Carlson School of Management at the University of Minnesota, an MBA from the University of Montana, and a BS in Mechanical Engineering from the University of Minnesota.

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

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 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.

Presenters: Tim Dyeson, Performace 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 experience this 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.

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

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 fires the imagination and stirs 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.

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

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 skill 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 outvoted. They make their home in Olympia.



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A Brave, Human Conversation with Kimberly and Sesil

Skill Level: EVERYONE

Leadership experts Kimberly Davis and Sasil Pir are recognized global influencers who each 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 Sasil 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 Pir, Founder & Principal Consultant, SESIL PIR Consulting GmbH



An expert on authentic leadership, Kimberly Davis shares her inspirational message of personal power, responsibility, and impact with organizations across the county and teaches leadership programs worldwide; 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 on-line and brick-and-mortar bookstores everywhere.



Secil Pir is Founder and Principal Consultant as well as HR Functional Thought Leader, of SESIL PIR Consulting GmbH, a boutique management consultancy, 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.

 Sesil 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-HRIR 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 Employee Engagement Influencers' globally.

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.

**Presenter: Yvette Turner Stephens, Senior Manager,
Deloitte Consulting**



Yvette is a serial transformer. She has helped over 20 state and local governments significantly improve their operations and citizen's experience through business and technology transformations. She is recognized for being bold, transparent and strategic. With over 25 years of public sector experience, Yvette knows how to drive value and sustainability for organizations. At Deloitte Consulting, Yvette works with clients to identify their desired level of transformation, guides them through the transformation journey, and helps them optimize their transformation for the future.

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



Steven Thomson is a Lean Specialist for the Center for Government Innovation within the State Auditor's Office. He focuses on integrating various aspects of Lean management from process improvement to strategic planning, from staff development to performance measurement. 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 also holds project management and Lean Six Sigma Black Belt certificates from the University of Washington Tacoma.



Deborah Needham is the Emergency Management Director for the City of Renton and is a member of the Renton Results Team. She is trained as a Lean Six Sigma Green Belt and holds a Master's degree in Organizational Systems with a specialization in Leadership and Organization Development. She has thirty years of experience in adult education/facilitation, and is a certified coach that works with teams and individuals as Crisis Optimist Coaching & Consulting.

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 effectively? 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



Debbie Kruse is the Director of Patient Support Services at Seattle Children's Hospital. She supports Education Services, the Child Life Department, Therapy Pool, and Summer Camp program. Prior to working at Seattle Children's, she spent over ten years working at DSHS.



Scott Hampton is a special education teacher, and manager of the education department at Seattle Children's Hospital. His team provides education services to over 2,000 K-12th grade students in a variety of ways each year. Their aim is to help bridge the gap of time that a student is away from school while receiving medical treatment for injury or illness. Scott has been at Seattle Children's for over six years, first as a staff teacher, and now as the department manager. Prior to that he was a special education teacher in the Seattle Public Schools working with 3rd, 4th, and 5th grade students with profound disabilities. He lives in Edmonds, WA, with his wife of 16 years and is the proud father to three incredible daughters.



Tori graduated from the University of Puget Sound with a BA in English and from Lewis and Clark College with a MA in Teaching. She taught high school English for five years prior to joining the education team at Seattle Children's Hospital. Her lean journey began a year ago, and she has enjoyed the challenge of applying the foundational principles to her daily work.



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