

3-1-2010

Bend the Curve CIP-News - March, 2010

Bend the Curve Continuous Improvement Practitioners

Follow this and additional works at: http://digitalmaine.com/mdol_btc_news

Recommended Citation

Bend the Curve Continuous Improvement Practitioners, "Bend the Curve CIP-News - March, 2010" (2010). *MDOL Bend the Curve Archive*. Paper 20.

http://digitalmaine.com/mdol_btc_news/20

This Text is brought to you for free and open access by the Labor at Maine State Documents. It has been accepted for inclusion in MDOL Bend the Curve Archive by an authorized administrator of Maine State Documents. For more information, please contact statedocs@maine.gov.

A Parable of the Leaves



I heard a robin yesterday morning.

A sure sign that spring is on its way.

There are other signs too.

Signs of change.

The trees on the horizon still stand stark and barren.

You can see through them to vistas and things beyond such that you hardly notice them.

Trunks and branches dissolve like a screen on a window.

You have to look at it to even notice its presence.

Soon, though, these insubstantial giants will undergo a change and force their presence on us.

You can see it coming too.

Small buds here and there will soon, in a few weeks, turn into leaves that will fill every horizon with green.

The distant horizons now seen, shift closer.

The airy space of treeless winter will close in on us with a warm brilliant green.

This is a time not only of change but of re-awakenings.

— *Walter E. Lowell*

It comes at its own pace. Not quickly either, nor quietly.

I think of the leaves.

Their design.

Tens of hundreds of millions of them growing as I write.

Each one an individual taking its place.

Each one helpless, stuck to a twig to a branch to a tree.

The leaves give presence to the tree.

More so, at least to my mind, than the solid wood that support them.

Now though they wait for the light to begin their work.

Big ones and small ones.

Smooth ones and rough ones, of all colors, there now, in the tree, ready to burst forth into life.

Living on the light.

Entities of the wind.

Yet bound and rooted to the earth whence they came and whence someday they go.

Only to return again.

March 2010

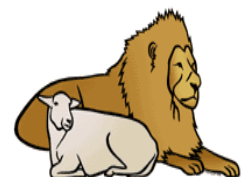
Volume 5, Issue 3

Inside this issue:

2010 Lean Summit— Northeast	2
Schedule of Lean	2
DOP 1-5 Participants	3
Value & Failure Demand	4-5
CI-P Listing	6

Special points of interest:

- [Next Clinicals](#)
 - > April 16
 - > May 21
- DOP 1-5 conducted March 22-26.
- Lean Summit — Northeast scheduled for August 11-13.





2010 Lean Systems Summit – Northeast

Where Government, Services, and Manufacturing Meet

AN OPPORTUNITY TO JOIN PUBLIC AND PRIVATE BUSINESS AND SERVICE LEADERS TO DISCUSS AND LEARN HOW LEAN MANAGEMENT PRINCIPLES AND METHODS ARE BEING USED TO IMPROVE ORGANIZATIONAL EFFECTIVENESS.

- Take this opportunity for both the public and service sectors to learn from the manufacturing sector.
- Learn how using Lean systems' methods and practices can make your organization more competitive in a global economy.
- Hear speakers from a variety of sectors, and network with Lean Practitioners.
- Attend breakout sessions to learn LEAN best practices and applications.
- Hear highlights from government, businesses, and organizations where Lean methods and practices are successful.
- Share your organization's knowledge and successes.

Participants: Businesses & organizations interested in Lean management and operational principles and methods, including Financial Services, Health Care, Services, Non-Profits, Local & State government, Manufacturing, Construction, etc.

For Information Contact: Walter E. Lowell (207-287-4307) walter.lowell@maine.gov

Summit Dates & Time: **Friday, August 13, 2010. 8 AM – 4PM**
Portland, Maine

Pre-Summit Offering: “Lean 101 – Principles of Lean Manufacturing” An introductory experiential workshop presented by Maine Manufacturing Extension Partnership.
Thursday, August 12, 2010, 8:00 a.m. to 5p.m.

BTC Lean Events

Date	Time	Topic	Location	Contact
April 16	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
May 21	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
June 18	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
July 16	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
Aug 12-13	8:00-4:00	2010 Lean Summit	Portland	ASD / WEL
Aug 20	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL
Sept 17	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
Oct 15	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
Nov 19	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL
Dec 17	8:15-4:30	Clinical Supervision	221 State, Lean Lab	ASD / WEL

* To add or see more events or detail, go to the Bend the Curve Calendar in Outlook's Public Folders.

Welcome to the new BTC Practitioners !

DOP 1-5 / March 22-26, 2010

(More photos, information, and discussion will be in the April *CI-P News*)



Front: Bonnie Tracy, Mark Tolman, Kim Jenkins, Mike Lynch, Dave Kurz, Gloria Payne, Todd Selig.

Rear: Hank McIntyre, Kelly Grenier, Anne Rogerson, Jerry Melville, Scott Thompson, Bridget Bagley, Steve McCusker, Maayan Lahti.

DEVELOPMENT OF PRACTITIONERS — LEVEL ONE WINDOWPANE

Day 1- Monday	Day 2- Tuesday	Day 3- Wednesday	Day 4- Thursday	Day 5- Friday
Developing a Process Mindset	Making Work Visible	Improving the Process	Implementing the New Process	Perfecting the Lean Process
7:30 Gather, Network 8:00 Welcome • Start-up & BTC Overview • Roles & Responsibility of CI-Ps • Break (10:00-10:15) • Learning Community & Learning Self (<i>Learning Trios</i>) • System of Work • Visualize the Process: <i>Walk the Dog</i>	7:30 Gather, Network 8:00 Start-up • Video • Consulting Process: Intro-Contracting & Chartering • Types of Interventions • Intervention Methodologies • Break • CI-P Intervention Tools • Give & Receive Feedback • Measures: Mustang Exercise	7:30 Gather, Network 8:00 Start-up • Language of Waste+3B's + Analysis Questions (p.142) • Applying Continuous Improvement Concepts • Break • Mapping the Future State	7:30 Gather, Network 8:00 Start-up • Development & Use of the Improvement Implementation Plan • Break • 5 Lean Operational Principles • Problem-Solving Approaches	7:30 Gather, Network 8:00 Start-up • Project Management • Change: Organizational & Individual • Break • Change: Organizational & Individual (<i>cont'd</i>) • Improvement Project - <i>Reflection & Integration – Improvement Team Membership & Report Out</i>
12:15 · Lunch	12:00 · Lunch Trios	12:00 · Lunch	12:00 · Lunch Trios	12:00 · Lunch Trios
1:00 • Simulation • Break (2:30-2:45) • Lean Concepts • Process Mindset • Improvement Project - <i>Reflection & Integration - Background / Customer / Product / Supplier</i> 5pm · Adjourn	12:45 • Measurement: <i>What is it you need to know?</i> • Intervention: Mapping the Current State • Break • Intervention: Mapping CS (<i>cont'd</i>) • Improvement Project - <i>Reflection & Integration – Define the Problem - Measurement</i> 5:00 · Adjourn	12:45 • Mapping Future State (<i>cont'd</i>) • Break • CS & FS Comparisons & Implications • Learning Trios • Improvement Project - <i>Reflection & Integration – Outcomes/ Goals/Targets & Measurement</i> 5:00 · Adjourn	12:45 • Problem-Solving Tools • Standardization • Break • Improved Simulation • Improvement Project - <i>Reflection & Integration -- Proposed Intervention Type & Method</i> 5:00 · Adjourn	12:45 • Intervention Follow-up /Role of the CI-P & Consulting Process: • CI-P Development & Re-Entry Planning • Break • Summary, Next Steps & Wrap-Up • Closing Ceremony 4:00 · Adjourn

Notes from John Seddon's "Rethinking Lean Service" Podcast

The importance of understanding the type/nature and frequency of demand:

➤ Value Demand. What we're here for. What we want the customer to bring us. (Tells us how to design the service system)

➤ Failure Demand. A failure to do something or to do something right for the customer. (This can be as much as 50-60% of the work and in some organizations as much as 80-90%. Deming would call this sub-optimization; Ohno would call it a type of waste.)

– And –

➤ Its predictability (thus for failure demand potentially preventable/removable).

Helps to identify causes of waste – to remove the waste. The most common types of causes in service organizations that he has found in his experience are activity management (such as re-views of work; stupid; Deming would call this working on the 5%), standardization (that does not come from the worker), and specialization.

So, understanding the system is of primary importance:

Deming -- Need to understand and manage organizations as systems.

Ohno -- Need to get understanding as a prerequisite before making any changes.

Seddon says that in his experience, the most common types of causes of waste in service organizations are activity management, standardization, and specialization.

Source: John Seddon. "Rethinking Lean Service". August 7, 2009. podcast: <http://www.thesystemsthinkingreview.co.uk/index.php?pg=18&backto=1&utwkstoryid=186>

Series of Counter-Intuitive Truths:

1. *It's a mistake to think of unit cost. It is wrong to equate activity and cost. Cost is in the flow, not the activity. For example: Out-sourcing problems/calls to another organization/country. Is there a savings if one call turns into a series of calls or has other consequences for the system(s). (Idea of scale economy should be discarded.)*
2. *Demand is the greatest lever for improvement.*
3. *Current management controls create waste rather than control.*
4. *Giving workers control over the work using measures derived from the work achieves greater control.*
5. *Management's job shouldn't be managing people and managing budgets, they should move to working on the system.*

State of Connecticut

**“Governor Rell: State Trimming Bureaucracy
With ‘Lean’ Practices and Policies”**

February 1, 2010

<http://www.ct.gov/governorrell/cwp/view.asp?A=3872&Q=455044>

Some Thoughts on This -

Yes, yes, I know,

this will strike you at first as being very familiar, for in failure demand we're looking at waste and its causes – something we're used to doing in BTC. However, I was struck by how this view of demand and its consequences could add to our understanding of our systems and the types and frequency of demands placed on them.

For example, what are the consequences of applications/forms that are redundant and not simple or clear about their purpose and content? Or, when someone comes in or calls for services or information, and a week, a month later they're still waiting for the service or answer. Or perhaps they didn't get clear, or enough, or the right service / information. They come in or call again. Or both. Perhaps many times.

The consequences for them and our service systems can be exponential. The customer may resort to other, repeated measures such as contacting advocates, their legislative/congressional representatives, the press, the Governor's office or spiral through ever-worsening situations, showing up in ER, shelter, criminal justice, protective service, domestic violence systems, etc. What about the consequences of the damage done to the system's reputation & credibility?

Though appealing, shunting the problems/the failure demand off to another organiza-

tion or country to eliminate the problem(s) or the consequences. Nor does it increase our understanding of the causes.

How much easier and less costly it would have been to do it right the first time, to create quality throughout the system (and, yes, to reduce costs).

Ask yourself how much of the demand, how much of the work, how much of the pressure we feel is really the result of our own system's failure demand, is of our own system's creation.

Generally, we do not use value demand to design our systems.

And, most certainly, we do not do a very good job of identifying and examining the causes and frequency of failure demand or of the consequences for the customer and the system.¹

Understanding (there's that word again!) where the system fails to meet the demand – what the customer wants or needs from the system – and what causes it is important to identifying what improvements to make and how to prioritize them.

— Lita Klavins

¹ As you may remember, John Rioux, MDOL, raised the point in the last Clinical that *for an individual the result of failure is a single serious problem that they will be aggressive to resolve while in aggregate [they] can result in an exponential surge in problems--an extreme form of the crazy cycle. A single user may be responsible for 10's or 100's of requests or calls when all they want is one successful one. It is related to Ken Miller's statement about the way [to] get rid of a backlog is to never have one to begin with.*

From: Griffin, Timothy J.
Subject: NPR Story On TPS

Hi CI-Ps,

In case you missed NPR's "This American Life" on Sunday, March 28, the program told the story of GMC and its work with Toyota at a plant, Nummi, in California. GMC turned around the plant that was notoriously the worst GMC plant because of bitter conflicts between union & management, aging workforce, drugs, gambling, & sex in the plant, which was closed for those reasons and because it was not profitable. The plant was totally turned around by partnering with Toyota & using the Toyota Production system. One of the highlights is to hear some of the workers talk about how the effort changed their lives. How they went to work every day with a thermos of vodka to being energized to go to work everyday. The tragedy is that GM was never able to capitalize on the success which helped to lead to its subsequent demise. The radio segment confirms at a practical level what we have been taught as CI-Ps. If you have the time, the hour-long story is well worth listening to and can be found at -

<http://www.thisamericanlife.org/>

Tim



Department of Health
and Human Services

Maine People Living
Safe, Healthy and Productive Lives

John E. Baldacci, Governor

Brenda M. Harvey, Commissioner

Office of Lean Management, DHHS
221 State Street
Augusta, Maine 04333-0011

FAX: 207-287-3005
TTY: 1-800-606-0215
Lean Lab: 207-287-6164

OLM/BTC Staff:

Walter E. Lowell, Ed.D. CPHQ, Director

Phone: 207-287-4307
walter.lowell@maine.gov

Julita Klavins, M.S.W.

Phone: 207-287-4217
lita.klavins@maine.gov

The primary purpose of the *Bend the Curve* Team is to provide support, consultation, assistance, and leadership in continuous improvement approaches and activities for State staff, work teams, and leaders as they seek to continually improve their work culture, systems, processes, and environments – in order to meet the mission of the department and the expectations of Maine citizens.

We're on the net!

<http://www.maine.gov/dhhs/btc>
<http://www.maine.gov/labor/bendthecurve/>



**Continuous Improvement Practitioners:
BTC Intervention Facilitation Status**

DHHS		DOL		DAFS	
Bridget Bagley	O	Jorge A. Acero	O	Rae-Ann Brann	L
Kate D. Carnes	C-L	Michael T. Brooker	IA-O	Wendy Christian	IA-O
Nancy Cronin	O	Deidre A. Coleman	IA-O	Rebecca S. Greene	IA-L
Marcel Gagne	CL	Joan A. Cook	CL	Lyndon R. Hamm	IA-CL
Julita Klavins	L	Stephen C. Crate	O	Alicia Kellogg	C-O
Don Lemieux	C-O	Arthur S. Davis	L	Billy J. Ladd	CL
Muriel Littlefield	C-L	Merle A. Davis	L	Maayan L. Lahti	O
Walter E. Lowell	L	Eric Dibner	O	Michaela T. Loisel	IA-L
Jerrold Melville	O	Peter D. Diplock	O	Henry B. McIntyre	O
Ann O'Brien	L	Brenda G. Drummond	IA-O	Gloria R. Payne	O
Cheryl Ring	C-CL	Anita C. Dunham	IA-CL	DOT	
Anne Rogerson	O	Karen D. Fraser	IA-L	Michael Burns	C-O
Terry Sandusky	L	Timothy J. Griffin	L	Jessica Glidden	IA-O
Bonnie Tracy	O	Gaetane S. Johnson	IA-O	Rick Jeselskis	IA-O
Sec. of State-BMV		Michael J. Johnson	O	Robert McFerren	IA-O
Scott Thompson	O	James J. McManus	IA-CL	Sam McKeeman	C-O
OPEGA, Legislature		Scott R. Neumeyer	IA-O	Jeffrey Naum	IA-O
Matthew K. Kruk	IA-O	Bruce H. Prindall	IA-L	Mark S. Tolman	O
Univ. of Maine		John L. Rioux	L	DEP	
Kim Jenkins	O	Sheryl J. Smith	C-L	Carmel A. Rubin	IA-O
Community – Private Sector					
Nancy Desisto*	IA-L	James Fussell*	IA-L	Jack Nicholas*	IA-O
Jane French*	IA-L	Kelly Grenier*	O	Clough Toppan*	CL
Town of Durham, New Hampshire					
David Kurz	O	Michael Lynch	O		
Steve McCusker	O	Todd Selig	O		
* Community CI-P		IA - Inactive	C - "Champion for Lean" - not facilitating		
L - Lead		CL - Learning Co-Lead		O - Learning Observer	

**More Miller
workshops &
DOP 2-2 being
planned !**

Additional workshops with Ken Miller are being planned. We'll keep you posted.

The intensive CI-P Bronze level training DOP 2-2 is being planned. More info will be forthcoming.

You can also check the BTC Calendar in Outlook's Public Folders & come to the planning meetings for both.