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Bend the Curve Continuous Improvement Practitioners

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February 2013

Volume 8 Issue 2

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Special points of interest:

- Next Clinicals
 - March 15
 - May 16
 - June 21
- Building Your Strategic Plan— March 15 Workshop



True North

We've all heard the expression "True North" and have generally applied it on a personal level — that is, finding our "True North", our passion, our purpose in life toward which we want to direct our energy and efforts.

Of course, if you happen to be a navigator or wilderness explorer, you'll also know about true north and that true north and magnetic north (your compass north) are not the same. Magnetic north is influenced by your location, by the varying magnetic forces of the earth.

True north is constant. If you're steering a ship or out hiking, the difference could be a matter of survival and most certainly of getting to where you want to go.

True North is also a critical concept in continuous improvement. As most of us know, it is one that Toyota has embraced, realizing that identifying and holding fast to organizational True North — its values, guiding principles, and vision — is fundamental to staying on course and moving, while every-changing, toward one's true destination.

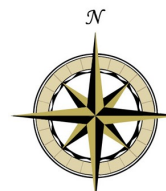
So, think of what operational excellence means for the transformation of you and your organization. Think of how, within the context of these values, principles, and vision, you plan to get there.

Think of your True North and how not to be misdirected by the forceful, compelling, magnetic pull of daily crises, political pressures, bureaucratic & hierarchical constraints, and your own comfort and fear zones,

Admittedly, it is hard work and requires discipline, determination, and

often courage but, don't you think, is well worth the challenge and effort?

It is if your True North as a Continuous Improvement Practitioner aligns with that of your work and your organization.



Strategy Development & Deployment: What is Your True North?

Jon Kirsch, Manager of Operational Excellence for Lonza Rockland, led a special February 15th morning workshop on strategic planning and implementation and its deployment at Lonza. Both the public and private sectors were well-represented at the workshop.

Workshop:

Lean continuous improvement and Six Sigma are great tools; however, we all need to focus on the prize. Developing goals for one or five years, developing strategies to get there, and then deploying those strategies will keep us all heading in the right direction.

An organizational strategy is a great thing to have, but what do you do with it once you have it?

This workshop focused on strategy development and strategy deployment (hoshin kanri), asking -

- How do we set our "True North", our direction for the organization?
- How do we let all employees know what their (our) role is?
- How do we get all employees engaged in the deployment of those strategies?

True North: Key Learnings

John L. Rioux Maine Dept. of Labor

Leading an organization without alignment and direction is like herding cats! To gain alignment you need a process starting at leadership and permeating the organization down through so that each part knows its role in directing the organization to the one “true north”.

Jon presented the process at Lonza as follows:

- Leadership presents goals for the organization to achieve in the time period (1 year, 2 years, 5 years) — the “True North”.
- Local leadership meets and determines what factors in their control influence the goals, focusing on areas that are likely to achieve the goals. They determine several phrases that (with explanation and guidance) define the goals for the local organization participants. This is to keep focus on the “True North” — what matters in the cycle.
- Managers and workers look at their work and what factors in their control influence the goals and what measures feed into them.
- The managers and leadership monitor the measures and results to be sure the numbers follow the desired path to True North and that they are appropriate and are changing appropriately for changes that are proposed and made.
- Change is evaluated in terms of how they influence the numbers and prioritized by how much they influence the numbers versus the effort and resources required to make the change.



Andrews L. Tolman Maine DHHS, MeCDC

You need to be willing and able to devote both personal and team time to maintaining focus on your goals. I was particularly impressed with the discussion of daily standing meetings at the Lonza project board, where issues could be raised and solutions worked on. Keeping a modest but focused amount of time on process refinement is something we have difficulty with. The big issues get attention, but the fine tuning that makes continuous improvement a reality is hard.

Julita Klavins Maine DHHS, OCQIS

Hoshin Planning involves developing longer-term objectives while managing short-term ones:

- ♦ Strategic Planning & Alignment
- ♦ Everyday Operational Fundamentals

The targets at Lonza, Jon explained, focus on revenue, EBIT (Earnings Before Interest & Taxes), budget decrease, and no lay-offs. Its “mother” strategies are Profitability, Delivery, Customer Service (Quality), and Employee Satisfaction. [*IDEXX participants noted theirs were Cost & Productivity. The Shingo Prize focuses on Quality, Cost, and Delivery.*] Lonza develops functional objectives for each tactical objective.

Flexibility – Speed – Cost – Innovation



Focus & Delivery

Jon described some of the methods that Lonza uses, including a Communication Board (daily), a Hoshin Board (weekly), and performance evaluations 2x/year, with one-on-one sessions biweekly/monthly as appropriate.

Jon pointed out two of the essential Hoshin Planning questions one should ask:

- Am I going after the right thing?
- What am I doing to support the organization/program/unit goals?

True North: Key Learnings

David J. Back OpEx—L6S

Jon presented very practical and perceptive insights into the concept and implementation of a business system that ensures alignment of precious improvement resources to enterprise level business goals.

While many organizations may feel that they have this, previous improvement methodologies have not focused on this aspect, leading to internal frustrations and less than optimal use of resources.

While this requirement may appear obvious, it requires a lot of work, and Jon shared both the importance of the system, the importance of formalizing this, and several learnings on the how to design goals and strategies to realize the benefits.



Jon Kirsch, Operational Excellence Manager
Lonza Rockland, Inc.
jon.kirsch@lonza.com
<http://www.lonza.com>

Jon Kirsch is a Lean Continuous Improvement Practitioner, Trainer, and Advisor with nearly 40 years of practical

experience throughout the military, public, and private sectors.

He is currently the Manager of Operational Excellence at Lonza Rockland, as well as acting in a training and advisory role at other Lonza sites.

Lonza is one of the world's leading suppliers to the pharmaceutical, healthcare & life science industries.

Prior to his position at Lonza, Jon was a Project Manager with the Maine MEP, training and implementing Lean methods in various industries and organizations including shipbuilding, submarine repair, healthcare, government, bioscience, wood products, seafood processing, gourmet foods, power generation and transmission, and a host of other manufacturing businesses.

Dana Duncan Maine DHHS, OCQIS

Jon's presentation got me thinking about our role as service providers in an environment not terribly inclined to strategic planning. Agencies operate as though they have a plan, but when we really look at what we are doing we are often simply reacting to the last ugly situation we had to handle and end up building a structure that is more about avoiding that disaster than it is about constructing a plan around what we need to accomplish.

So I left the meeting with a bit of a personal challenge. I am still asking myself, "How do I help our organization look at our work in a way that defines our true north?"

We will need to start with some basic understanding of what we are about:

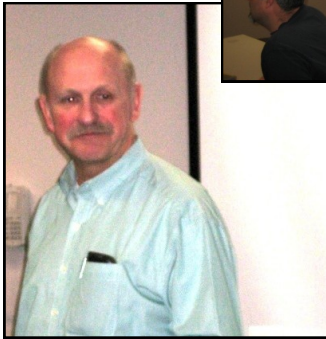
- What do we deliver? (Are we really doing what we say on our web page?)
- When do we know it's done? (Or is it ever done?)
- How do we get it done?
- What happens if we don't get it done?
- Who would notice if we don't do it?
- What are our focus areas?
- What is OUR true north?
- What are our goals?

We have a bit of journey ahead.

Two other things struck me deeply during the open discussion at the end of the meeting. One, the assertion that teams are not structures that work naturally in our culture. I absolutely agree, and I, unfortunately, resemble the reasons described. And two, "try storming" is not a way we look at our challenges. I need to find ways to get better at both.



True North: Getting Settled

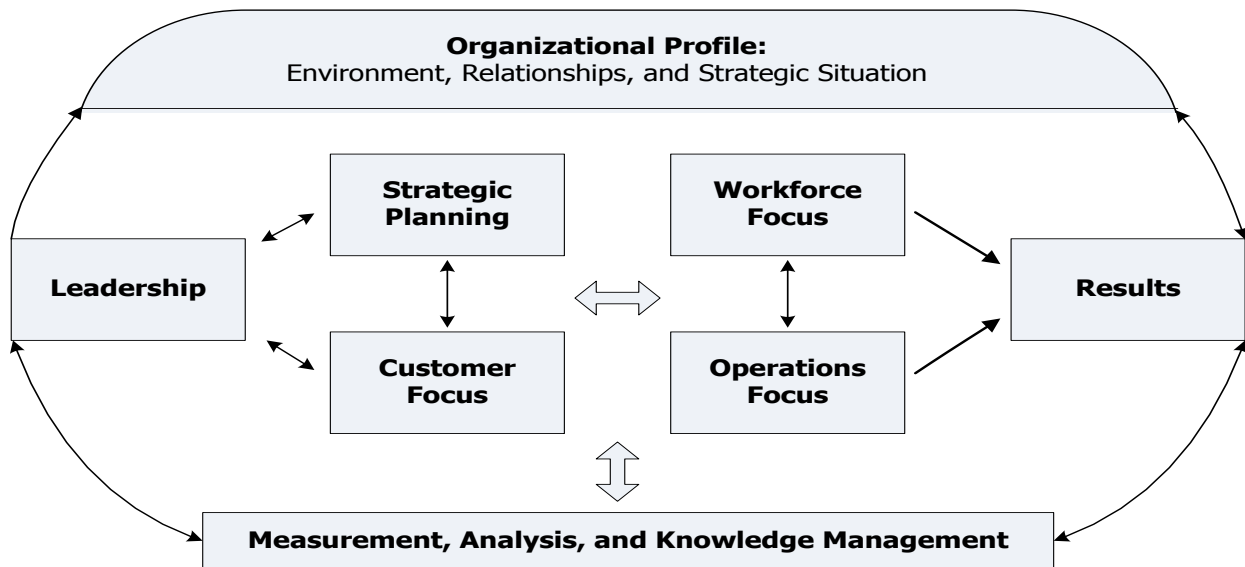


The
Future



The
Dream
Vision
Aim

Baldrige Criteria for Performance Excellence Framework A Systems Perspective



— Adapted from *Criteria for Performance Excellence* (2011-2012). NIST/Dept. of Commerce.

While the performance excellence Baldrige Award and operational excellence Shingo Prize approaches come from different perspectives, they complement each other. The four major Shingo transformation criteria areas are based on continuous improvement and respect for people (it is Lean, after all): cultural enablers, continuous process improvement, enterprise alignment, and results.

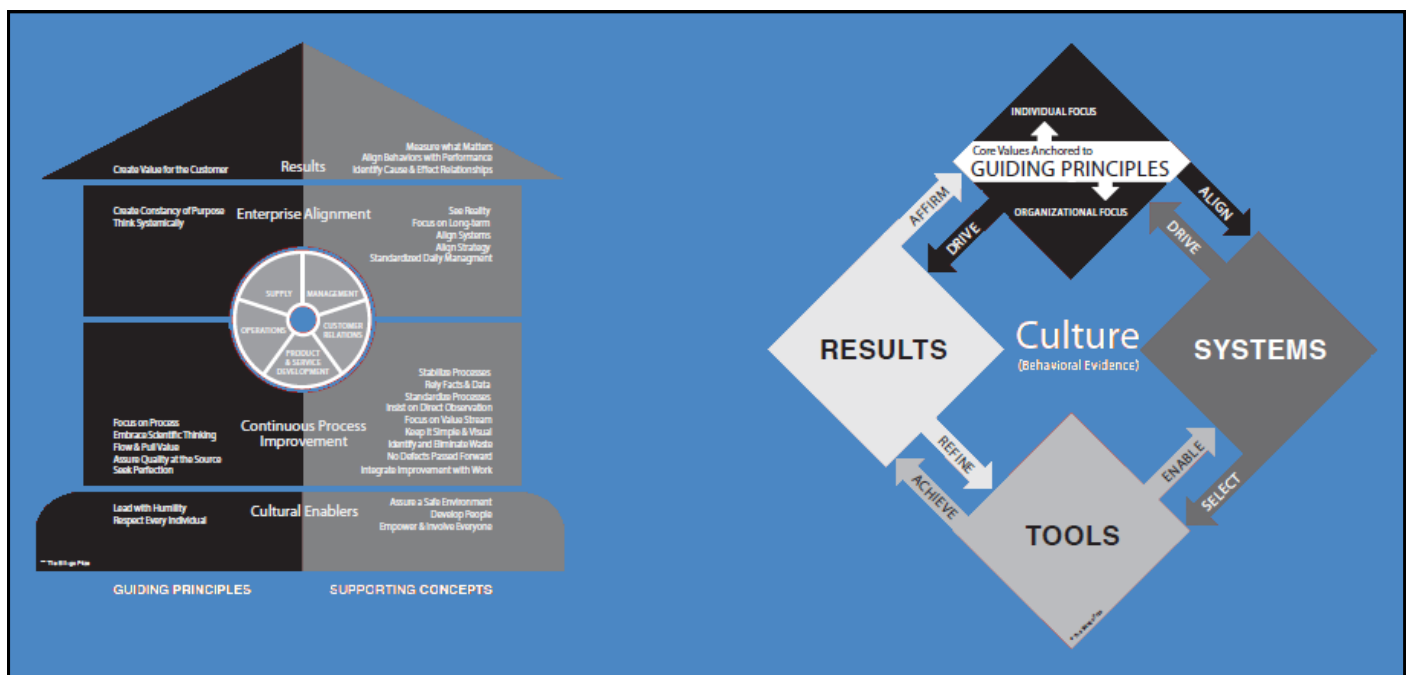
It is important, however, to keep uppermost in your minds is that these awards should not be the end in themselves or goal you seek, rather they can be used as “benchmarks” of improvement concepts and best practices that organizations can use to guide their paths.

The Shingo Model

(http://www.shingoprize.org/files/ModelsGuidelines_v5.pdf)

Shingo Principles of Operational Excellence

Shingo Transformation Process



Printed & Other Matters

What do you think? Do you agree?

* * * * *

“Functional separation is one reason why process improvement is so futile. The problems that need to be tackled by organizations are systemic and not process-related. Today’s organizational problems are larger—and strangely, much simpler—than we make them out to be. Trying to solve them by separation of work is like bringing a knife to a gunfight.

CEOs and top management badly need to learn to synthesize, to put the pieces together again. The best way for them to begin is by studying their organizations as a system, end-to-end, from a customer’s point of view.”

Tripp Babbit . *Has Your Organization Contracted Humpty Dumpty Syndrome?* Quality Digest. 2/6/2013. <http://www.qualitydigest.com/inside/quality-insider-column/has-your-organization-contracted-humpty-dumpty-syndrome.html>

“Remark on quality of teaching. How do you define quality of teaching? How do you define a good teacher? I offer comment only in respect to higher education. The first requisite for a good teacher is that he have something to teach. His aim should be to give inspiration and direction to students for further study. To do this, a teacher must possess knowledge of the subject....

In my experience, I have seen a teacher hold a hundred and fifty students spellbound, teaching what is wrong. His students rated him as a great teacher. In contrast, two of my own greatest teachers in universities would be rated poor teachers on every count. Then why did people come from all over the world to study with them, including me? For the simple reason that these men had something to teach. They inspired their students to carry on further research. They were leaders of thought...”

— W. Edwards Deming. *Out of the Crisis*. MIT:Cambridge. 1982. p.173.

“The purpose of studies in consumer preference is to adjust the product to the public, rather than, as in advertising, to adjust the public to the product.”

—Irwin Boss. *Design for Decision*. Macmillan. 1953. p.95.
Source: *Out of the Crisis*



The Ins & Outs of CI-Ps



★ Marcel Gagne, MaineCare Staff Development & Training Coordinator, is retiring from Maine State government on February 28th. As of March 11th, he will be working for Goodwill Industries of Northern New England in Lewiston as their Business Rep/Community Outreach person.

This is the loss of a significant "value-added" asset for State government but a smart move and great addition for Goodwill. We all wish him the best and know, given Goodwill's focus on continuous improvement and respect for people, that he will enjoy himself there and accomplish great things.

You cannot step twice into the same river.

— Heraclitus c.535 BC - 475 BC

BTC Continuous Improvement Schedule

Date	Time	Topic	Location	Contact
Feb 15	8:15-4:30	Clinical Supervision: True North	Me DOT, Reg. 2, Vinalhaven Rm	WEL/JK/JR/MD
March 15	8:15-4:30	Clinical Supervision: Strategic Plan	Me DOT, Main Conf. Room	WEL/JK/JR/MD
April 19	8:15-4:30	Clinical Supervision: Measures & Data	Me DOT, Main Conf. Room	WEL/JK/JR/MD
May 16	8:15-4:30	Clinical Supervision: Displaying Data — When & How	Me DOT, Main Conf. Room	WEL/JK/JR/MD
June 21	8:15-4:30	Clinical Supervision	2 Anthony Avenue	WEL/JK/JR/MD
July 19	8:15-4:30	Clinical Supervision	2 Anthony Avenue	WEL/JK/JR/MD
Aug 16	8:15-4:30	Clinical Supervision	2 Anthony Avenue	WEL/JK/JR/MD
Sept 20	8:15-4:30	Clinical Supervision	2 Anthony Avenue	WEL/JK/JR/MD
Oct 18	8:15-4:30	Clinical Supervision	2 Anthony Avenue	WEL/JK/JR/MD
Nov 15	8:15-4:30	Clinical Supervision	2 Anthony Avenue	WEL/JK/JR/MD
Dec 20	8:15-4:30	Clinical Supervision	2 Anthony Avenue	WEL/JK/JR/MD

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



Department of Health
and Human Services

Maine People Living
Safe, Healthy and Productive Lives

Paul R. LePage, Governor

Mary C. Mayhew, Commissioner

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 Maine State government and the expectations of Maine citizens.

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We're on the net !
<http://www.maine.gov/dhhs/btc>



BTC Calendar

You can check the *Bend the Curve* Calendar in the State of Maine's Outlook Public Folders for continuous improvement meetings, Clinicals, trainings, and other events.

Continuous Improvement Practitioners: BTC Intervention Facilitation Status

DHHS		DOL		DAFS	
Kate D. Carnes	C	Joan A. Cook	I-LL	Dennis Corliss	O
Nancy Cronin	C-O	Merle A. Davis*	L	Sam McKeeman	C-O
Theresa Dube	I-O	Eric Dibner	LCL		
Julita Klavins*	L	Timothy J. Griffin	L		
Jerrold Melville	LCL	John L. Rioux*	L		
Kristopher Michaud	I-O	Sheryl J. Smith	C-O		
Ann O'Brien	L			Sec. of State-BMV	
Terry Sandusky*	L			Scott Thompson	O
Bonnie Tracy	C-O	Univ. of Maine			
		Kim Jenkins	O	DOT	
		Brynn Riley	O	Michael Burns	C-O
				OPEGA, Legislature	
				Matthew K. Kruk	I-O
Community – Private Sector					
Rae-Ann Brann	L	Marcel Gagne	LCL	Henry B. McIntyre	C-LCL
Arthur S. Davis	C-L	Kelly Grenier	I-LL	Douglas Patrick	O
Ericka Deering	C-O	Ted LaCrone	C-O	Anne Rogerson	C-LCL
Nancy Desisto*	C-L	Walter E. Lowell*	L	Ghassan Saleh	C-O
James Fussell	I-LCL			Clough Toppan	C-LCL
Town of Durham, NH					
		David Kurz	C-O	Steve McCusker	C-O
		Michael Lynch	C-O	Todd Selig	C-O
* Certified-Bronze CI-P		I - Inactive	C - "Champion for Lean" - not facilitating		
L - Lead (LL-Learning)		LCL - Learning Co-Lead		O - Learning Observer	