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# Bend the Curve CIP-News - January, 2008

Bend the Curve Continuous Improvement Practitioners

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## There's rust in our coke !



I was reading a book recently by William Levinson, titled Henry Ford's Lean Vision: Enduring Principles from

the First Ford Motor Plant, which prompted me to go back and read Henry Ford's original writings. Two books written by Henry Ford which I managed to get a hold of were Moving Forward and Today and Tomorrow.

Levinson's book makes the case that Henry Ford was the original inventor of the Lean methods that we CI-Ps practice. We have studied a lot about Toyota and the Toyota Production System and how successful it is in producing automobiles that meet customer expectations in quality and economy. But Levinson points out that many of the fundamental ideas used by Toyota were developed by Ford.

There is a famous story of how American automakers went to Toyota in Japan to learn the key to their success. The Japanese hosts kept referring to 'the book'. When someone actually asked what book they were referring to they were told they got all their ideas from what Henry Ford had written.

— *Walter E. Lowell*

This is an amazing story considering the state of American automakers today and certainly begs the question of what Ford was talking about that we seem to have forgotten.

At our last clinical, we discussed the importance of respect for employees and how this respect is manifested in work. This value is critical to our work as CI-Ps since we operate from the assumption that the employee — the person closest to the customer — knows the problems (i.e. waste) and also has ideas about how to fix them.

The article we were discussing illustrated how Toyota demonstrated respect to its employees compared to another company.

My reading, interestingly enough, has Henry Ford way ahead of everyone. As with all geniuses, he saw deeper and farther than most of us.

Henry Ford's respect for people not only included his employees but reached out to the nation and the world. At the turn of the century, it was not uncommon for people, including children, to work from sun-up to sun-down. Often the work was back-breaking.

Cont'd on p.7 —

January 2008

Volume 3, Issue 1

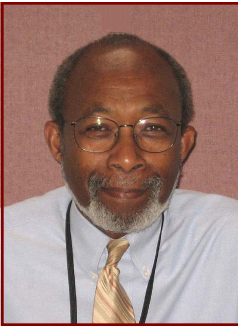
### Inside this issue:

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### Special points of interest:

- Next Clinicals
  - › February 15
  - › March 21
- DOP 2-2 tentative for April 7-11, 2008 at China Lake Conference Center .

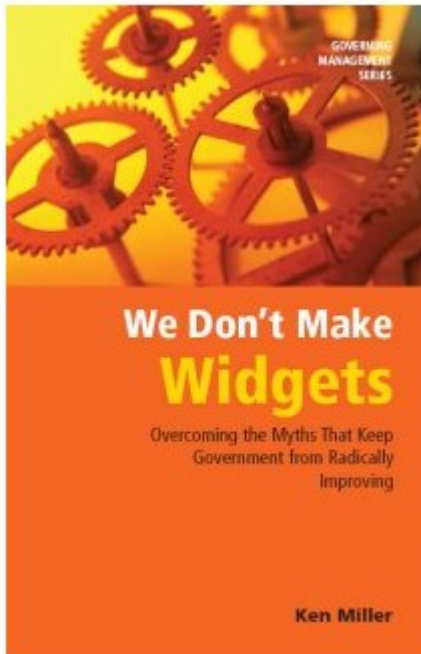
A HAPPY  
NEW YEAR



# Upcoming Ken Miller Workshop !



- Arthur S. Davis



**Do you accept Dr. W. E. Deming's (P. B. Crosby and Dr. J.M. Juran) premise that "all work is a process"?**

**Do you struggle or have difficulty with the concept 'process mind-set'?**

**Perhaps you are looking for a practical application of these concepts in your work, work area, or in Maine State government?**

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**If all goes as planned, you will have an opportunity in March 2008 to experience why these concepts are more than theory. Why they are vital to government – "Overcoming the myths that keep government from radically improving." Ken Miller, the author of "We Don't Make Widgets," will lead a series of workshops here in Maine. One of the workshops will be dedicated to CI-P training. The workshop design will make clear the connection between the theory (promoted by Dr. Deming, Crosby and Dr. Juran) and your work and the work of your Agency, Bureau, Division, or work unit.**

**The projected cost of the workshop is approximately \$200.00 per person. Contact Arthur Davis ( [arthur.s.davis@maine.gov](mailto:arthur.s.davis@maine.gov) ) for more information.**

# Notes: December 21st Clinical Supervision

## Welcome

Joan Cook facilitated this Clinical.

Attending: Peter Diplock, Walter Lowell, Merle Davis, Clough Toppan, Rae Brann, Arthur Davis, Tim Griffin, Lita Klavins, John Rioux, Sheryl Smith, Nancy, Eric Dibner, Joan Cook.

Check-in: Attendees introduced themselves & their status of Certification and answered — How are you feeling? What is happening with you? Joan reviewed the agenda for the Clinical.

## Lean Learnings

**“Decoding the DNA of the Toyota Production System”** by Steven Spear and H. Kent Bowen. Harvard Business Review. 1999.

**Process:** 1) *One word impression.* 2) *Everyone participates.* 3) *Major Ideas*

- People centered – think, react, work w/ standards but w/ freedom to be creative.
- Respect for people is inherent in Toyota system and culture.
- Paradox of scientific method vs. self initiated thinking (as defined by Toyota).
- Paradoxical – squelch creativity on surface-but allows creativity.
- It is not about being a scientist, it's about being a problem solver, testers of hypotheses & retesting.
- Culture of learning.
- Does free will = variation?
- Process built to handle variations.
- Practical Application.
- Use perfect expectations to “drive” toward CPI, PRCA, testing Hypothesis.
- Use data to drive decisions.
- Share testing/hypothesis results.
- Easy/quick way to test a declaration.
- “How do you know”
- How is that working for you?”
- Concept of developing a community of scientist (seeing workforce as such). How do we develop this?
- People are not good problem solvers or comfortable with it.
- Concepts seem obvious but actually represent fundamental leaps.
- How to apply to situations where professional judgment is used.
- Creativity comes in positing and testing a hypothesis.
- Start w/hypothesis “It can be done”/ example of Wright Brothers).
- Reaching perfection after continuous testing.
- Scientific method applied practically.
- Scientific method is a way to accountability.
- If there is a problem/defect how or who to fix.
- Workers improve using scientific method = comfort for the worker.
- Constant elimination of waste can still happen in service environment. (example. Dirty walkways-dirty hallways=more wasted work).
- Inconsistency between prescribed process & opportunity to experiment – at their leisure or on the job (as a result of a difference in the outcome).



— Cont'd. on next page

### Practice - Case Study: Community Dental Clinics VSM, Nancy Desisto

Five offices (Portland, Saco, Lewiston, Farmington, Sanford) were involved in the modified, 2-hr. mapping of their current states for their Scheduling process. Everyone wanted to participate, including the dentists, hygienists, and administrators. They all wanted to work on scheduling. There was no resistance.

Nancy began the intervention with Arthur's slide presentation and used Walter's flowers and leaves evolution to illustrate a model for efficiency.

The 60+ staff broke out into the five teams, ranging in size from 5-15 (thinks that 15 was too big & that group floundered, not producing a CS map). They mapped without all the usual metrics, including only step (cycle) time, patient wait time, value by pt. (low, medium, high — not %), and # of staff. There was concern about non-standard work. The problem: Lots of variation. They want to standardize, to cross-train and move staff.

Next is to do a similar session for Future State with representation from the five offices. Supervisors will then take the FS back to each of the office for input from all staff. It will be implemented!

June will be next training day: Flow. Skills and challenge. Gave them less of a challenge. A look at what worked (lean) was about. Begin to see a process. Basic concepts. Need to share the experience of Lean. Hence simplify process.

Used illustration of different size sponges with different amounts water to show two processes and can have different amounts.

### Open Forum

**ELT & Widgets (10m):** Met with MDOL Commissioner and then asked people to present Widget concepts. Have them come to do presentation to

Clinical? There is real concern that they will have enough time to do this. The message was to read the Widget book.

Sent out a questionnaire as a pre-test. Someone came out as a muse. How are we going to present to group? Role played as a Muse and brought out the 3 myths: profit, customer, and widget. They walked around to the points on the compass (NESW). What are your widgets? Who are your customers? How do you measure customer satisfaction? Next ELT to read the book and what your answers to the pre-test are. JC was impressed that ELT group "got" the book and there was an expectation that managers would read and understand the Widget concepts and export to larger department.

**Customize w/in customer constraints (25m):** Nancy took the standard VSM process and modified it to meet customer constraints and needs. How far do you go to vary the process? Nancy's was not a VSM, definitely a lean tool, a real VSM would have gotten all the data and it would have taken three days. (This was still valuable however.) John pointed out that MDOL developed a measurement system in order to be able to make system-wide comparison of data. We agreed to meet for a day as a kaizen on the customization/variation question — all CIP are invited.

**Budgets as an influence on lean activity (10m):** How do we position, what tools or approach?

**CIP continuity w/clinical practice (10m)**

**Learning to see, how to infect others positively toward CI (10m):** How to give people concepts? Constant process about talking about Lean. The way that you manage — ask the question why are you doing this this way?

**How to make Lean practice visible (10m):** Work in the Wm. Looney room. Why are we collecting data that we do not use to make decision? Have no measure of anything concrete that summarizes where we are and where we should be. Used to have Fairs (MDOL). Posters were posted about savings. Where is the publicity concerning results? What do customers experience? Some customers are state employers.

**Extra letters Lean? (5m):** Someone drafts a letter after every meeting with a client. Should this be a best practice for CIPs. General discussion is “depends”. Not enough data and information to decide. No specific answer but food for thought. If letter add value then yes, but no data to know outcome and value.

**Discuss using Toyota article at next meeting (5m):** Agreed to continue this discussion next time along with comments. (Agreed to continue to January 18 session.)

## Using Lean Tools: Card Simulation, Walter Lowell

Process: Error correction for Computer Programming.

Tools & Concepts: Office Layout, spaghetti diagram, work flow

Waste: Excess people motion, waiting, errors, underutilized people

Widget: Cards represent line of code (without a dot=good; with a colored dot= bad).

Factory: Writing the code.

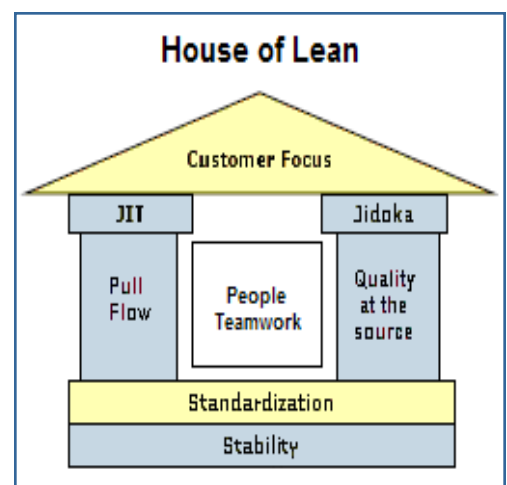
Customer: Business entity who asked for the code

Outcome: A computer generated report.

### Wrap-Up

### Future Topics

- Discussion of Womack article.
- What are other Agencies doing w/ lean.
- Skills/Challenge chart use w/CIPs in practice by CI-Ps.
  - & visuals or other representations/simulations of concepts
  - Tools vs. maturity of the audience
- Making work flow visible.
- Suite of tools, including Kaizen, to allow meeting customer needs or constraints.
- Metrics discussion.
- How to develop a case.

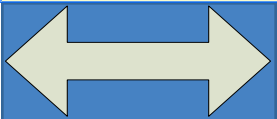


***DOP-1 Certificates:*** Certificates acknowledging each CI-P's participation in DOP-1, signed by Arthur and Walter and both MDOL & DHHS Commissioners, are available. If you have not received yours, please contact Arthur or Walter.



**Next Clinical Supervision: February 15th**

Please make every effort to attend. These are critical sessions for your professional development, certification, and the success of your CI-P work.



**The Ins & Outs of CI-Ps**

★ Now that we have associated both old and new last names (since her marriage) with Nancy, please note that Nancy Intrieri-Cronin is — as she has long planned — going by one last name alone: Nancy E. Cronin.



***BTC Lean Events***

Date	Time	Topic	Location	Contact
<b>Feb 15</b>	8-4:30	Clinical Supervision	Greenlaw	ASD/ WEL
<b>March</b>		Ken Miller Workshops		ASD
<b>March 21</b>	8-4:30	Clinical Supervision	Greenlaw	ASD / WEL
<b>April 7-11</b>	8-5:30	DOP 2-2	China Lake Conf.	ASD
<b>April 18</b>	8-4:30	Clinical Supervision	Greenlaw	ASD / WEL
<b>May 16</b>	8-4:30	Clinical Supervision	Greenlaw	ASD / WEL

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

# There's rust in our coke !

( Continued from page 1 )

Henry Ford's consistently sought to relieve his employees of this burden and unleash their creative power. It was not their back he valued but their brains.

He saw work as important in one's life but not something that should take up all of a person's life. In fact, he invented the concept of leisure by establishing in his factories an 8-hour work day, paying the highest wage of any company at the time — both unheard of and unprecedented for his time.

He wanted his employees to purchase the fruits of their labor and to have the time to enjoy them as well. Shorter work-day, higher pay, the production line, the automobile itself are just a few of his inventions that changed the world and our lives forever. Fundamentally, he sought to bring light into a dark world. Sadly, I think we have lost some of this vision. Yet, at the same time, the work we do as CI-Ps inspires Ford's vision of respect and service to people.

One final story that characterizes how Henry Ford modeled the way for us and illustrates the importance of 'learning how to see' opportunities for improvement.

The story has it that Henry Ford would do his Gemba walks around his factory, and one day as he walked outside the plant he

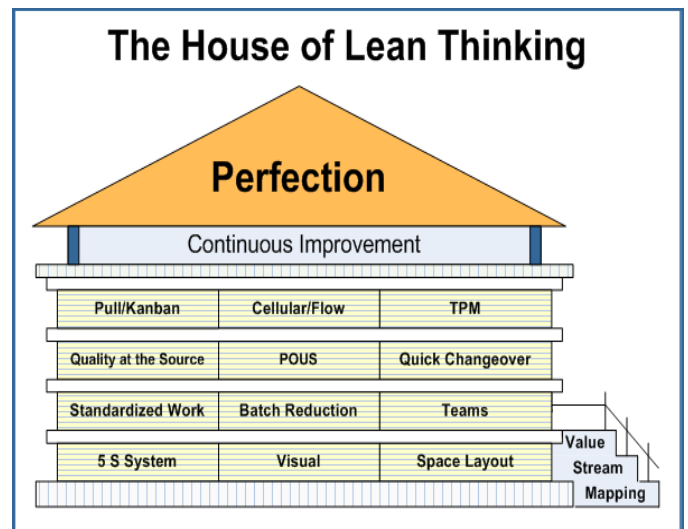
noticed rust in the coke (coke is a by product of burnt coal and was used as paving).

"There's rust in our coke!" he said to the folks that were with him. I imagine that they looked at him and said (if they dared to), "So?" Ford went on to point out that if there was rust that meant there was still iron in the coke and that the blast furnaces had not extracted all the iron and, therefore, the extraction process could be improved. He had all the coke gathered up and reprocessed and had a team revamp the process to eliminate as much waste in the process as possible.

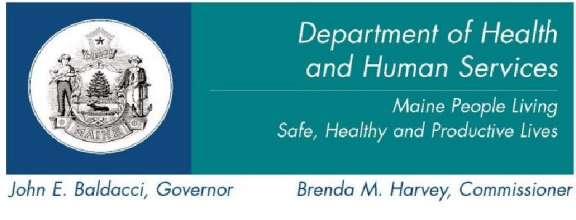
And so, CI-Ps, we have a great pedigree and grand shoes to fill.

**All Good Wishes  
for the New Year !**

**— Walter**







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

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**We're on the net!**  
<http://inet.state.me.us/dhhs/bendthecurve>  
<http://www.maine.gov/labor/bendthecurve/>



**DOP 2-2 Very Tentatively Scheduled for April 4-11, 2008**

*The five-day CI-P Enhanced training (DOP 2-2) is tentatively scheduled for next April 7-11 at the China Lake Conference Center. DOP 2 is, as you know, a requirement for Level One (bronze?) certification. If you think you should attend DOP 2, please start making arrangements now with your supervisor. Approval from your supervisor (whose support & agreement to pay are required) is critical.*

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

DHHS		DOL		DAFS	
Kate D. Carnes	L	Jorge A. Acero	IA-O	Rae-Ann Brann	L
Nancy Cronin*	O	Michael T. Brooker	IA-O	Wendy Christian	O
Nancy Desisto	L	Deidre A. Coleman	O	Rebecca S. Greene	L
Jane French	L	Joan A. Cook	O	Lyndon R. Hamm	CL
James Fussell	L	Stephen C. Crate	IA-O	Alicia Kellogg	C-O
Marcel Gagne	O	Arthur S. Davis	C	Billy J. Ladd	CL
Julita Klavins	L	Merle A. Davis	L	Michaela T. Loisel	L
Don Lemieux	C-O	Eric Dibner	O		
Muriel Littlefield	C-L	Peter D. Diplock	O	<b>DOT</b>	
Walter E. Lowell	L	Brenda G. Drummond	O	Michael Burns	C-O
Jack Nicholas*	C-O	Anita C. Dunham	IA-CL	Jessica Glidden	O
Ann O'Brien	L	Karen D. Fraser	L	Rick Jeselskis	O
Cheryl Ring	C-CL	Timothy J. Griffin	L	Robert McFerren	O
Terry Sandusky	L	Gaetane S. Johnson	O	Sam McKeeman	C-O
Jeffrey Shapiro	IA-O	James J. McManus	CL	Jeffrey Naum	IA-O
Clough Toppan*	C-CL	Scott R. Neumeyer	O		
Helen Wiczorek	O	Bruce H. Prindall	IA-L	<b>DEP</b>	
		John L. Rioux	L	Carmel A. Rubin	IA-O
		Sheryl J. Smith	L		
		Rebecca Vigue	O		

\* Community CI-P      IA - Inactive      C - "Champion for Lean" -not facilitating  
 L - Lead      CL - Co-Lead      O - Learning Observer