Achieving Lasting Impact

Sunday, February 18th

Workshops

Train to Sustain: A Continuous Reinforcement Workshop for Lean Transformations

4pm-6pm

Presented by: David Fetterman
Area of Focus: Sustaining Changes
Session Level: Intermediate

Sustaining a Lean transformation, or any significant change initiative, is often described as the most difficult part of organizational change. The literature on organizational change management emphasizes the importance of reinforcing the change and anchoring the change in the culture. The general wisdom is that if you don't pay attention at the end of the transformation to sustaining the change, people may revert to old habits, and the entire transformation is at risk. In this session, David will propose a different approach. He will explain why reinforcing the change and anchoring it in the corporate culture should not be something you do at the end of the transformation – it should be something you do continuously and consciously from the beginning of the transformation. David will draw on his extensive experience as a trainer, coach and change management professional to make the case for continuous reinforcement. He will then lead two participatory workshop exercises to demonstrate how communicating the vision and building desire – the key elements of sustainable culture change – can be integrated with Lean and Six Sigma skills training during the implementation phase of the transformation.

Understanding the ABCs of Core Tools in concert with Lean Tools

4pm-6pm

Presented by: Jd Marhevko

Area of Focus: Mastering and Sharing Fundamentals

Session Level: Basic

This immersive workshop takes the attendee through the 5 core tools: APQP (Advanced Product Quality Planning), PPAP (Production Part Approval Process), FMEA (Failure Mode Effects Analysis), MSA (Measurement System Analysis), and SPC (Statistical Process Control). While core tools are largely associated with Automotive, these concepts are also used in other industries: Aerospace, Food, Medical, Service, etc. As Lean improvements occur, processes can be affected. Lean and Quality teams must collaborate to ensure that changes do not negatively impact the product/process or customer. A lean practitioner will be more effective in their role if they have some basic knowledge as to why this alignment is needed. A “Lean & Core Tools Effect” Matrix will be developed with participant input. Each tool will be exercised at a basic level. Core tool connections will be made to lean tools such as: Value Stream Mapping (VSM), Standard Work, Visual Manufacturing, Poka Yoke, 5S, etc. Participants will work in teams during the session. The hands-on session will include: > APQP. Overview of the APQP flow and 5 stage gates. VSM lean modeling will be related to APQP. > PPAP. Overview of the 5 PPAP process levels and types of documents typically submitted. Relevant lean systems such as Standard Work and Q4.0 digitization will be compared.. > FMEA. Overview of the Design and Process D/PFMEA will be conducted. Participants will create a single PFMEA process step (2019 IATF/VDA ed.). Lean tools such as Poka Yoke, 5S, Standard Work, digitization, etc., will be discussed. > MSA. A review of variables and attribute MSA will be shared. Effects of MSA and lean changes will be reviewed via Rapid Changeover, Operational Equipment Effectiveness (OEE), and other effects that can happen where measurement validation is needed. > SPC. An overview of X-bar, Range and p-charts will be reviewed. The effects of trends, shifts and Out of Control patterns will be reviewed. Before and after Lean impacts will be shared. Participants will simulate a small control chart to see effects. Lean connections will be made to OEE, Standard Work, Q4.0 Digitization, etc. This is an engaged and action packed session for any lean professional at any level in industry. While it is not intended for the participants to emerge as subject matter experts, they will get a stronger sense of how Lean based changes can be cross-coordinated with the overall products and processes from a core tools perspective.

Monday, February 19th

Concurrent Sessions

Executing CI Projects: Leveraging Project Management Techniques with LSS and Agile Methodologies

9:15am-10am

Presented by: Jasbir Kumar

Area of Focus: Developing the Leadership Skillset

Session Level: Basic

Implementing Continuous Improvement (CI) projects poses significant challenges. To tackle these challenges effectively, it is imperative for the CI Team Leaders to stay well-informed about the latest trends and best practices in Project Management. Traditionally, the organizations have relied on Project Management Institute (PMI) Waterfall practices. However, the emergence of Agile Project Management approaches in the software industry has introduced new and innovative thinking in project management. In addition to Agile, Lean Thinking has also started to influence project management methodologies. Its emphasis on waste reduction and continuous improvement aligns well with the goals of CI projects. Consequently, incorporating Lean principles can bring about significant improvements in project outcomes. In this presentation, we will delve into the various approaches to project management concerning CI projects. The goal is to provide the CI Team Leaders with an in-depth understanding of each methodology's strengths and weaknesses, enabling them to make informed decisions about which approach suits their specific projects best. By selecting the most suitable project management approach, the CI Team Leader can optimize the project's efficiency and drive meaningful results.

Making Measurement Mystery History

9:15am-10am

Presented by: Jamison Kovach

Area of Focus: Understanding Data’s Impact

Session Level: Basic

Lean Six Sigma uses data to drive decision making about how to change a process to improve its performance. Without valid data it is not easy to identify the root causes and implement meaningful solutions. This presentation will discuss how one third-party logistics provider worked to reduce its process cycle time through a Lean Six Sigma project. It will focus on the challenges faced in the project including not having data about the process start time and not trusting the data stored in the inventory management system. Sharing a detailed account of the measurement system development and analysis methods applied in this project will allow attendees to learn and apply these approaches to their own improvement efforts.

Pre-requisites to a Successful Process Improvement Deployment

9:15am-10am

Presented by: Wade Harper

Area of Focus: Developing the Leadership Skillset

Session Level: Intermediate

Even though data supports that a majority of process improvement deployments fail, most companies continue to attempt to improve their business with marginal success. How can they shift their priorities to first focus on the management system to improve their chance of success, before attempting to deploy process improvement? This presentation will: - expose the failures of process improvement deployments - link them to the lack of a solid management system elements that would help ensure success of the deployment - provide a decision tree to help guide users through the prerequisites needed for a successful process improvement deployment.

The Component Search Study - Leverage the Contrast

9:15am-10am

Presented by: Scott Sterbenz

Area of Focus: Mastering and Sharing Fundamentals

Session Level: Advanced

When problem solving, identifying contrast in the key process output variable (KPOV) is an important goal in the Measure phase. This contrast is the Black Belt's best friend, and the way in which that contrast is leveraged is important to efficiently identify root cause. The component search study is one way to leverage contrast, and is especially effective with assemblies with multiple components (manufacturing) or processes with multiple steps (transactional). Often referred to as a Best-of-the-Best (BOB) / Worst-of-the-Worst (WOW) study, the process systematically determines the source of the contrast. Successful execution of a component search study is to get the BOB to act like the WOW and the WOW to act like the BOB--referred to as a complete reversal. This presentation shows the problem solver how to set up and complete a component swap study and how to use basic statistics to validate the results and illustrate the contribution of each component or process step to the overall contrast. Leverage your contrast by learning how to use the component search!

Workshops

Strategy and Tools for Transformation Leaders

9:15am-11:15am

Presented by: Tony Belilovskiy

Area of Focus: Developing the Leadership Skillset

Session Level: Intermediate

Your challenge as a 21st Century leader of excellence is to transcend tired practices of the past. It is not enough to improve processes, solve problems and run projects to achieve minimum standards, reduced variation and low costs. The new leader is impatient to achieve “impossible” outcomes, excite customers, engage employees and set new measures of success others can only dream about. It is a tall order requiring an entirely new focus, paradigm and tools. Attend this thought-leading, interactive and entertaining session to start down the practical road to insightful cultural transformation. Success requires a transformation system as well as a systems approach to transformation. This session will provide you with both. You will apply unique tools to your own situation and see eye-opening examples others have obtained. Learn how multiple practitioners got lightening fast results such as $20 million in savings, $8 million in new monthly revenue, response time reductions of 90%, raving fans and recognition for best-in-class enterprise performance. If you are an executive, change agent, innovation leader or Lean Six Sigma MBB impatient for transformative results, this jargon-free session is for you.

Unlocking Lean Training: Interactive Workshops & Key Stories

9:15am-11:15am

Presented by: Tiffany Vukasinovich

Area of Focus: Mastering and Sharing Fundamentals

Session Level: Basic

Are you ready to elevate your Lean Six Sigma (LSS) training like never before? Join us for “Unlocking Lean Training: Interactive Workshops & Key Stories” – a transformative learning experience that combines theory, hands-on activities and simulations to effectively train teams with diverse learning styles. If you're leading a lean implementation, facilitating lean six sigma training or engaging in a continuous improvement initiative, this workshop is for you! LSS training equips individuals with valuable tools and methodologies that lead to process improvement, cost reduction, and increased customer satisfaction. By incorporating interactive workshops and stories into your training curriculum, you can ensure that everyone has an opportunity to effectively digest the material. Overcome barriers to adoption of LSS implementation by engaging teams with hands-on workshops and interesting stories. Leverage unique activities to enhance learning on LSS topics and have a long term impact. Attendees will develop problem-solving and critical thinking abilities through practical simulations and leave with a unique set of games, activities and simulations that can be implemented at any organization and across any industry.

Concurrent Sessions

Building a Habit of Continuous Improvement

10:15am-11am

Presented by: Leigh Ann Schildmeier

Area of Focus: Sustaining Changes

Session Level: Basic

Many of us know the Lean and Six Sigma methodologies and utilize them often. Yet, we often struggle to embed those methodologies into the workplace culture. What if you could enhance and sustain a culture of continuous improvement by approaching it from a different perspective? The missing link in our organizations is often the development of a context for how Lean tools are applied in a way that facilitates systematic improvement and innovation by all associates. Toyota Kata is one approach that provides the appropriate context and creates a shared method and language for sustaining change. This session will both explain the fundamentals and demonstrate the implementation of a methodology that is so straightforward and effective that it can be used for any improvement from personal skills to business management results. This structured habit can make practicing daily continuous improvement second nature to you and your entire team. Attendees will hear and experience the next level of Lean thinking and operations management based on the book "Toyota Kata" by Mike Rother. Attendees will be exposed to the Kata both through clear, step-by-step instruction as well as a brief demonstration. The principles apply to novice, experienced, and expert practitioners.

Data Analysis Using Excel to Drive Lean Six Sigma Decision-Making

10:15am-11am

Presented by: Manny Veloso

Area of Focus: Mastering and Sharing Fundamentals

Session Level: Intermediate

Too many project managers and analysts make decisions without using the data available to them. Why? Don’t they like data? Usually the reason is because they don’t understand the data available to them or what to do with it once they get it. The purpose of this session is to show how a practitioner can approach a problem to be analyzed. We will start with a download from ERP and demonstrate the steps required to summarize the data and create meaningful charts in Excel that we can use for Six Sigma analysis. Getting the right data is the first challenge. Summary reports use average values. By definition, “average” removes the outliers in the data that yield valuable information. Turning the data into information you can act on requires some planning to be successful in the search and efficient with the time used. First, we’ll look at what questions the data should answer. Then, by using pivot tables and common Excel charts, we will create charts typically used for LSS projects. These charts include: Histograms Pareto charts, (including Nested Pareto) Time-series plots Box and Whisker Plots We should be using data to determine the root causes of issues we face so we can work to reduce the impact and cost of those problems on the business. Lean Six Sigma methodologies have given us a path to analysis using DMAIC - Define, Measure, Analyze, Improve, Control. This session addresses the people who DON”T have access to statistical software in their work and DO have a need to turn data into information they can use. Participants will learn how to use some of the unique features of Excel to take a download from their ERP system and then use pivot tables to summarize data in different ways so we can make Six Sigma charts to make better decisions.

Exploring the Convergence of Improvement Frameworks and Agile Methodologies

10:15am-11am

Presented by: Ken Robinette

Area of Focus: Mastering and Sharing Fundamentals

Session Level: Intermediate

The history of quality improvement is one of constant evolution and change over time, with new methods developing and existing practices being revised and enhanced. One of those newer methods is the set of Agile project management practices. Agile grew out of software development and has wide adoption across IT organizations. In many of those organizations, Agile is the predominant or only process improvement methodology. Agile collection of practices represents a superior approach to managing how the work is done, but is Agile an effective approach to quality improvement? Is it enough? If not, what's missing? This session will examine the pros and cons of various improvement frameworks and explore new opportunities for integration. Participants will develop a comprehensive understanding of how Agile methodologies can be applied within quality improvement frameworks to boost the velocity of realized improvements. Participants will also learn how quality improvement frameworks can be employed effectively within an Agile project management approach.

Lean for Personal Time Management

10:15am-11am

Presented by: Jeff Fuchs

Area of Focus: Developing the Leadership Skillset

Session Level: Basic

Lean Thinking has been used to improve work across all fields of human endeavor. While the bedrock principles apply universally, specific lean tools and methods are typically adapted to industry- and application-specific needs. One constant: People across all fields wish for ever-better methods of time management. It turns out that lean has useful insights to offer here, as well. This presentation describes how lean principles can be applied to personal time management, and includes strategies and tools adapted to time management needs that people in any industry or field can use immediately to increase their individual effectiveness and efficiency. The topics covered range from setting life goals and achieving better work/life balance to daily scheduling, meeting management, and more. For any public or private sector managers, or anyone else looking to improve how they spend or use their personal or professional time, this engaging discussion will offer new resources and insights.

Data Driven Organization- Challenges and Opportunity

2:45pm-3:30pm

Presented by: FNU Pawan Kumar

Area of Focus: Understanding Data's Impact

Session Level: Intermediate

In modern organizations, the impact of reliable data is profound and transformative. Reliable data refers to accurate, consistent, and up-to-date information that can be trusted to make informed decisions and drive

business success. Understanding the significance of reliable data is crucial for organizations to stay competitive, adapt to dynamic market conditions, and foster growth. Today, data in modern organizations are used for 1. Data-driven decision-making where they can analyze accurate information to identify trends, opportunities, and potential risks. 2. Customer-Centricity: Reliable data allows organizations to understand customer behavior, preferences, and pain points. 3. Operational Efficiency: Reliable data enhances operational efficiency by providing insights into process bottlenecks, resource allocation, and performance optimization. 4. Risk Management: Accurate data is essential for identifying and mitigating potential risks. 5. Innovation and New Opportunities: Organizations can leverage data insights to develop new products, services, and business models that cater to evolving customer needs. 6. Data-Driven Culture: Establishing a data-driven culture leads employees and leadership to take effective decisions and actions, leading to improved overall performance. 7. Continuous Improvement: Organizations can use reliable data to drive continuous improvement initiatives. 8. Business Intelligence and Predictive Analytics: By harnessing data insights, organizations can forecast trends, anticipate customer behavior, and gain a competitive edge. Though there are significant benefits of a data driven organization, using enormous amounts of data at modern organization's disposal to get actionable insights presents its own unique set of challenges like data quality, reliability, analysis and etc. It is also imperative, the results from the data analysis/analytics be effectively communicated using modern tools to ensure the leadership can make informed and impactful decisions. This will help drive a data-driven culture which will provide fair and transparent performance assessments, boosting morale and motivation, in turn, organization's success.

How Culture Code supports Proof of Concepts, Try-Storming, Simulations. and Pilot Deployments

2:45pm-3:30pm

Presented by: Daniel Zrymiak

Area of Focus: Sustaining Changes

Session Level: Intermediate

ASQ's Body of Knowledge for Six Sigma Certifications have incorporated additional expectations for implementing improvements: - Proof of Concepts - Try-Storming - Simulations o Monte Carlo o Dynamic Process Simulation o Queuing Theory - Pilot Tests Culture Code – book by Daniel Coyle, promotes three concepts - Psychological Safety (guard dog vs. guide dog) - Shared Vulnerability (remove masks and be authentic) - Common Sense of Purpose (learn collaboratively and dynamically in best way) The purpose of this presentation is to review 4 of the new Six Sigma methods for implementing improvements, and show how these would be supported and enhanced by the 3 practices described within Culture Code (Psychological Safety, Shared Vulnerability, Common Purpose). - Proof of Concepts o Expected Outcomes from Improvements: Concept is feasible, approval and support for development, Enthusiasm - Try-Storming o Expected Outcomes from Improvements: Model is feasible, approval and support for simulations and demonstrations - Simulations o Expected Outcomes from Improvements: Model is feasible, approval and support for limited usage by external parties. - Pilot Tests o Expected Outcomes from Improvements: Model is feasible, approval and support for release and commissioning Shared knowledge of new technology makes it easier to get approvals and consensus for Change Management and Release Management. Collaboration and shared learning supports commissioning, deployment and maintenance. The attendees will learn the importance of these particular concepts, and enhance the effectiveness using the principles from Coyle's Culture Code.

Lean Six Sigma Tool Integration in Your Organization and Building a Culture of Quality

2:45pm-3:30pm

Presented by: Kelsey Camps

Area of Focus: Mastering and Sharing Fundamentals

Session Level: Basic

Quality improvement (QI) can be fun and engaging! Employees are likely using Lean Six Sigma tools in their daily tasks without even knowing. Increasing employee awareness can allow these tools to be further integrated into the organization and help to build a culture of quality. Do you want to learn how to creatively engage and empower employees to embrace Lean Six Sigma methodologies? Do you want to create a learning organization for your employees where they feel supported and guided in their growth within the field of quality improvement? We welcome you to join this session to explore ways to make a lasting impact on the culture of your organization!

Striving toward a High Reliability Organization built on a Lean Six Sigma Foundation

2:45pm-3:30pm

Presented by: Nathan Soderborg

Area of Focus: Developing the Leadership Skillset

Session Level: Intermediate

As Lean and Six Sigma practitioners we get a lot of practice at solving specific problems, but how do we build better and stronger quality systems that help prevent the occurrence of problems and provide organizational resilience to manage unexpected challenges? This presentation is geared toward leaders and practitioners who are working to develop stronger and more robust quality systems in their organizations. We will examine ways to assess the maturity of an organization's quality system and dive deeper into characteristics of the most mature quality systems. We will focus on principles outlined in the work of Karl Weick and Kathleen Sutcliffe who have identified five important characteristics of "High Reliability Organizations." We will identify methods common to Lean and Six Sigma that can provide building blocks for developing these characteristics in any organization. The presentation will provide real-world examples that illustrate these principles and emphasize the important role of leadership in developing and trusting people to create the culture necessary for a High Reliability Organization.

Workshops

Congratulations…you're a leader…now what?

2:45pm-4:45pm

Presented by: Richard Uphoff

Area of Focus: Developing the Leadership Skillset

Session Level: Basic

You've excelled as a Quality Professional. You've built expertise solving problems and utilizing the right tools to improve your organization. Then, you are promoted into a formal leadership role; or, maybe you are thrust into

leading a group on an informal basis for the first time. What do you do? There is no function in Excel, no workbook in Minitab to show you how to become a leader. That's where this workshop comes in. It takes leadership to navigate the complexities of today's workplace. From geopolitical events to supply chain disruptions. Today's leaders must confront the impact of these events on their teams. But where do you start if your workplace does not offer such training? This workshop is one way to close that gap. It is designed to give you the tools to learn your own leadership style and, more importantly give you a framework and plan to continue your development as a leader.

Implementing the Ringi System for Stakeholder Alignment and Lean Sustainability

2:45pm-4:45pm

Presented by: Paola Torres & Catherine Gorman

Area of Focus: Sustaining Changes

Session Level: Intermediate

This presentation describes the implementation of the Ringi System, a bottom-up consensus-building method that enables dialogue between leaders and direct reports. The Ringi system was deployed during the annual Hoshin Kanri process at a USA Med Tech Company. Process improvement practitioners can leverage this method to enable stakeholder alignment and long-term sustainment of Lean initiatives. Attendees will learn the key elements of the Ringi system, including tactical strategies to foster a creative and flexible management style in their organization.

Concurrent Sessions

Better Results through Creative Status Reporting

3:45pm-4:30pm

Presented by: Wayne Hart

Area of Focus: Developing the Leadership Skillset

Session Level: Intermediate

Have you ever struggled with the right way to describe risks and issues on your project? Are you not quite sure how not to panic your executive sponsors despite the fact that your project is re-enacting the voyage of the Titanic? Then never fear! I will show the latest tips and tricks on how to improve the performance of your project through the magic of creative status reports. We will also discuss the cultural sources of the need for such "creativity" and how we can do a better job of building real trust in an organization.

Harnessing Your Reliability Data to Achieve Maximum Impact

3:45pm-4:30pm

Presented by: Cheryl Pammer

Area of Focus: Understanding Data's Impact

Session Level: Advanced

Reliability analysis empowers organizations to improve product quality, reduce costs, ensure safety and compliance, optimize maintenance activities, and enhance customer satisfaction and brand reputation. By helping to identify potential failure modes, predicting failure rates, and assessing the long-term reliability of processes and products, an appropriate analysis of reliability data will enhance the overall effectiveness of your improvement initiatives. Using case studies based on real experiences, you will learn techniques for estimating product reliability, optimizing machine maintenance strategies, predicting warranty costs, and comparing risks across competing designs. Join me to learn how estimating product or process reliability differs from other statistical techniques, how to incorporate reliability data and analyses into your improvement projects, and ultimately why these tools are an important addition to your Lean Six Sigma analysis toolkit.

Implementing Lean Successfully in A Hybrid or Remote Work Environment

3:45pm-4:30pm

Presented by: Lance Coleman

Area of Focus: Mastering and Sharing Fundamentals

Session Level: Basic

In this Covid-19 era, companies are seeking new ways of doing business in part by redefining how they use existing as well as create new tools and methods. During times of disruption, implementing Lean in traditional fashion is at times difficult. Lean is an important approach to help us function efficiently, when the work environment is uncertain. Now part of work uncertainty is how do teams work together effectively across different locations and when teams are remote or hybrid? Lean to the rescue! During this session we will look at 4 lean methods/tools – 5s, huddle boards, kaizen and kaizen events (RIE), how they can be adapted to a virtual work setting and remain impactful. A successful virtual RIE that included participants from five different sites along with general best practice in implementing these tools, whether virtually or in a physical environment will be shared.

Sustaining the Gains: Critical Thinking & Root Cause Analysis Skill Building

3:45pm-4:30pm

Presented by: Roberta Pek

Area of Focus: Sustaining Changes

Session Level: Intermediate

Critical Thinking and Root Cause Analysis are fundamental skills needed by all organizations. There are literally a billion definitions and frameworks available. This session will provide the roadmap a financial services organization developed for this skill building. Learn the selection criteria, tactical examples, creation of the multi-pronged training program and most importantly how we are measuring and sustaining the outcomes.

Tuesday, February 20th

Concurrent Sessions

Beyond Tools: Embracing Root Cause Analysis as a Mindset in Lean Leadership

10:15am-11am

Presented by: Peg Pennington

Area of Focus: Developing the Leadership Skillset

Session Level: Intermediate

Just as living organisms depend on a skeleton for form and function, problem-solving culture must be built on a strong infrastructure. Lean is only 20% about the tools; the remaining 80% is about the behaviors. Root Cause Analysis (RCA), when considered a way of thinking instead of a single tool, embodies the essence of Lean leadership. A Lean leader doesn't blame the people in the process but digs for the causes that enabled the people to make mistakes. Join us for a discussion on why root cause analysis should be seen as a way of thinking rather than just a tool, and why this is such an important skill to hone as a Lean leader. Leaders who demonstrate proficiency in root cause analysis inspire confidence in both team members and stakeholders.

Combining Product Data with AI to Prevent Escapes while Reducing Cost of Quality

10:15am-11am

Presented by: Anna-Katrina Shedletsky

Area of Focus: Understanding Data's Impact

Session Level: Basic

97% of manufacturers have plans to incorporate Smart Manufacturing technologies into their process (Rockwell Automation, 2023). Quality leaders are often at the forefront of this transformation: they have big datasets and challenges that directly impact business performance. In this session, we will cover three real case studies of quality leaders working on mission-critical products, each with a different goal: 1. eliminating quality escapes on a mission-critical product, 2. setting a global quality standard across multiple factories, and 3. reducing test and failure analysis time Leveraging the case studies as examples, we will provide a roadmap for Quality leaders considering their own Smart Manufacturing initiatives, including: - How each leader built a business case to justify the initial investment to their leadership - Implementation details of how data was collected and how AI was leveraged - The quality result as well as the realized cost of quality improvement.

Driving Change Through Value Stream Mapping

10:15am-11am

Presented by: Sarah Ricciardi

Area of Focus: Sustaining Changes

Session Level: Intermediate

Value Stream Mapping (VSM) is a powerful tool used in Lean Management to create a visual representation of a process, from the beginning to the end, with the purpose of identifying areas of waste and inefficiency. By visually mapping out the flow of materials, information, and actions, businesses gain valuable insights into their operations, which in turn leads to improved efficiency, enhanced customer experience, and higher profitability. In this session you will learn about the needs and benefits in creating a visual map of a process and the crucial role it can plan for your organization. We'll talk about how it provides a clear and concise understanding of how different functions in the business interact and impact overall results, the importance your stakeholders play throughout the process, how VSM is a Visualization aid that highlights bottlenecks, redundancies, and inefficiencies that might be overlooked in traditional written documentation. The impact of value stream mapping goes beyond just understanding the current state. It can lead to transformative changes within the organization. By observing the process visually, teams can recognize areas of improvement and potential opportunities for optimization. This may include identifying activities that add little value and can be eliminated, or processes that can be streamlined to reduce cycle times. Consequently, these changes not only lead to cost reductions but also improve lead times and customer satisfaction. Moreover, value stream mapping directly influences the customer experience. By focusing on the end-to-end process, businesses can identify pain points experienced by customers and work towards resolving them. This customer-centric approach is essential for retaining existing customers and attracting new ones. A smoother and more efficient process results in quicker responses, better product quality, and timely deliveries, all of which lead to greater customer satisfaction and loyalty. Value stream mapping also encourages a culture of continuous improvement. It highlights the importance of constantly monitoring and reassessing processes to identify areas for further enhancement. By reducing work effort across the process and increasing efficiency, businesses can achieve greater productivity with fewer resources.

Improving OEE Using the DMAIC Approach

10:15am-11am

Presented by: Felix Veroya

Area of Focus: Mastering and Sharing Fundamentals

Session Level: Advanced

This session will cover the fundamentals of Overall Equipment Effectiveness (OEE) and how Lean Six Sigma DMAIC (Define - Measure - Analyze - Improve - Control) framework can be integrated to improve manufacturing processes. OEE accounts how available the machines are (Availability), how efficient the organization is using the available time (Performance), and how well the organization produces products that conforms to customer requirements (Quality). The objective is to achieve a world class benchmark of 85%. In this session, the speaker will share a pilot project that led to the achievement of 85% from a ~65% baseline by implementing the LSS DMAIC approach and combining data analytics and digital transformation applications. The speaker will also share the challenges faced by the project team during the project implementation that can be basis for a more efficient and effective adaptation for organizations moving forward.

Harnessing Relevant Data to Engage Action from Leaders and the Front Line

11:15am-12pm

Presented by: Priscilla Marlar

Area of Focus: Understanding Data's Impact

Session Level: Intermediate

Meta analyses on quality improvement in healthcare emphasize the importance of data in guiding change decisions, and its necessity for obtaining buy-in from leadership and staff. The expression, "let the data guide you", is common in the quality improvement community. Although rational and a seemingly clear suggestion, readily it becomes not so clear and more complex. In fact, it isn't simple to identify which data to collect and how to display. Creating the story that needs to be told through the use of data is critical to obtaining the buy-in, recognizing in the best of circumstances, buy-in can remain challenging to achieve. During this presentation, you will learn about one hospital's data journey and how they obtained actionable data, operationalized visualization strategies, and improved existing dashboards, to achieve necessary buy-in from physician leaders and frontline staff. You will learn methods for aligning data strategies to create the story that provides direction for defining interventions that may improve quality, determined through small tests of change.

How a Robust Lean Management System can Weather a Major Leadership Transition

11:15am-12pm

Presented by: Travis Done

Area of Focus: Sustaining Changes

Session Level: Intermediate

How does a Lean Management System hold up to a complete transition in leadership? In this session we will briefly cover the 12 elements included in the Arizona Management System (AMS); from strategic planning, scorecards and operational reviews, to problem solving and success recognition. We'll dive into how this system matured over prior years and how it has evolved since a new Governor's administration came into office in 2023. We'll discuss how AMS compares to other lean management systems and how it has been used by organizations of various sizes and complexity. You'll also learn what we believe are the fundamental components of a system and culture that enables us to effectively lead positive changes through challenging circumstances.

NeuroLeadership: The Neuroscience Behind Being a Better Boss

11:15am-12pm

Presented by: Chris Hayes

Area of Focus: Developing the Leadership Skillset

Session Level: Basic

NeuroLeadership is a new field of study drawing on the latest brain research to improve the quality of leadership and leadership development. The field is based on the neuroscience of four leadership activities: how leaders make decisions and solve problems, regulate their emotions, collaborate with others and facilitate change. This session introduces the history and evolution of neuroleadership, deep dives into the four leadership activities mentioned above, and explores topics that include research on regulating emotion under pressure, the brain's threat response, the neuroscience of employee engagement and David Rock's SCARF Model, an easy way to

remember the five major domains across which people assess stimuli as "good" or "bad," rewards or threats. The acronym "SCARF" stands for status, certainty, autonomy, relatedness, and fairness. Participants will receive an electronic copy of the SCARF Model and a guide to implementing neuroleadership practices in specific workplace situations.

Using Rapid improvement Event Methodology to Ensure Reliable Health Care Data Registry Collection

11:15am-12pm

Presented by: Amy Szabo

Area of Focus: Mastering and Sharing Fundamentals

Session Level: Intermediate

Standardizing quality across a health system is critical to integrated and efficient care delivery. Three hospitals collaborated to coordinate collecting, analyzing, and applying their cardiovascular care data to promote quality and patient outcomes, and improve caregiver experience.

AI - Would You Trust ChatGPT for Your Analysis?

1:30pm-2:15pm

Presented by: Scott Sterbenz & Chad Smith

Area of Focus: Understanding Data's Impact

Session Level: Basic

The lure of Artificial Intelligence (AI) exisits in many facets of our lives--both personally and professionally. Listen to the news, and AI is often involved in one of the top stories of the day. Just the mention of AI in a business report makes stock prices leap. But really--how good is AI? Does it always give us the correct answer? What about the information we really need to make good decisions? Can we trust the integrity of the data? There are circles of quality professionals that preach about using AI for data analysis and for root cause determination. Should we use it even if we don't understand the physics of the failure mode or the basis behind the analysis method? This presentation will begin with a brief overview of Artificial Intelligence and how to access one of the more popular engines, ChatGPT. Next, the presentation will showcase situations of simple AI requests where the answer is known, but AI provides incorrect answers--even with prodding--and correct answers without prodding. Finally, the presentation will show examples of data analysis requests in AI again where the proper method and analysis techniques are known, but AI provides both correct and incorrect guidance. Just because the information comes from a computer or AI source does not mean the information or answer is of integrity. Will AI ever really replace the quality practitioner? Not yet. Fundamental knowledge of physics, engineering and logical thinking are still the foundation of good problem solving and AI hasn't mastered that yet.

Building a Sustainable Culture of Continuous Improvement

1:30pm-2:15pm

Presented by: Theodore Karagias

Area of Focus: Sustaining Changes

Session Level: Intermediate

In order for continuous improvement (CI) to truly be successful, it must be a part of the culture and every-day activities. The focus of our team is to make CI a part of our culture and live up to our tagline of "CI: Everyone,

Everyday." In order to transform the organization, CI must be stand-alone, front and center, and tracked/measured from the start. After nearly 8 months of reviews, analysis, and discussion with leadership, it became clear that the employees liked CI and enjoyed the CI trainings they had received, and saw the benefits, but they never utilize what they had learned. It was decided that a Management Operating System (MOS) would be a great way for the organization to train CI tools and just as importantly, the methodologies. However, it did not end with the training. Each delivery team began to assign roles and worked directly with the CI Team to launch the MOS within the organization. The MOS within our team is simply a meeting structure to ensure the teams are not just throwing solutions out to see what sticks. It is a methodical and structured approach to use CI tools and methodologies to improve, and to make CI thinking a part of their daily work. The MOS has an agenda in which employees identify opportunities to improve. We tell them: "if you are frustrated, or find yourself saying things like 'I cannot believe I have to do this,' or 'this just doesn't make sense,' then that is a great indicator of waste and needs to be discussed within the confines of the MOS. The MOS has layers within the organization to identify opportunities, prioritize opportunities, assign accountability, collaborate, and execute to improve. Communication flows up and down the organization, items are escalated when necessary, and best practices are shared to ensure the entire organization is reaping the benefits from all teams. Most importantly, we celebrate the successes of the teams closing out the action items they identified, no matter how big or small. This system if rolled out properly has leadership buy-in, has a positive financial and business impact, and has sustainability built in. However, the greatest impact is that the employees are heard, they are a part of the solutions, and become part of the culture change to make CI a part of our daily work. Over time, the rigger and structure needed to launch the process and sustain it is not needed because it just becomes part of the way we work. And this has been used in manufacturing, IT, quality, etc.

Creating Cross Functional Teams for Organizational Success

1:30pm-2:15pm

Presented by: Mitali Thakore

Area of Focus: Developing the Leadership Skillset

Session Level: Basic

In this session, participants will learn the importance of cross training the skills of project management and process improvement to foster organizational success. Historically in the field of healthcare, these functions were executed by separate organizational divisions. Often this has led to silos of improvement, with little coordination or strategic advancement. Creating cross functional teams can create pathways for organizational success through structured execution of projects while ensuring process improvement is at the heart of organizational culture. Focusing on the setting of health system strategy and operations, this session highlights the importance of and process behind creating support mechanisms to execute strategic initiatives while improving day to day operations. Using examples from a real life case study, attendees will learn how to obtain senior leadership buy in, integrate previously siloed team functions, and improve project outcomes. Recognizing the growing need for a resilient workforce, this presentation outlines the process, barriers, and benefits to creating cross functional teams. We will also discuss the best practices in leading cross functional teams and the value of continued learning as a means to improved employee satisfaction. By the end of the session, participants will learn best practices in building cross functionality and have a template to execute cross training opportunities within their own organization.

Inventory is not a Waste

1:30pm-2:15pm

Presented by: Russell Snyder

Area of Focus: Mastering and Sharing Fundamentals

Session Level: Intermediate

One of the eight wastes of TIMWOODS is Inventory. I have discussed in previous papers that inventory can also be potential energy in the supply chain. In our operation, our planning model was to build to forecast which is inherently wrong much of the time. We chose to shorten our lead-time to our customers well below what it takes to make the product and thus requires us to carry inventory to meet the committed fulfillment expectations for the customer. We consider inventory a waste once it becomes excess toward the end of a product's life. I will discuss the fundamental inventory strategies, how they fared during the pandemic, and how they support business needs and fulfillment rates. Inventory is much more nuanced than simply assigning it as a waste would imply. The key learning objectives include: 1. Fundamental Inventory models and the business need 2. When inventory is a waste and discipline in supply chain 3. Planning inventory levels based on demand uncertainty and business continuity 4. Risks in inventory management and outsourcing supply flexibility.

Achieving Lasting Impact with LSS

2:30pm-3:15pm

Presented by: Rick Hefner

Area of Focus: Sustaining Changes

Session Level: Intermediate

Despite success, many organizations fail to achieve lasting impact with Lean Six Sigma programs. This presentation will explore some of the underlying causes and provide practical approaches and tools for achieving lasting impact. Sustaining a Lean Six Sigma (LSS) program can be challenging for several reasons. 1. Lack of Leadership Support: If executives fail to prioritize or actively participate in the program, it can lead to a lack of resources, funding, and motivation for employees to sustain the effort. 2. Short-term Focus: Some organizations may view LSS as a quick-fix solution for immediate problems rather than a long-term strategic initiative. When the focus is solely on short-term gains, the organization may not realize the full potential and lasting impact of LSS. 3. Inadequate Training and Education: Without a deep understanding of LSS principles and methodologies, employees may struggle to apply them effectively or lose interest due to frustration with the process. 4. Resistance to Change: Organizational resistance to change can be a significant barrier to sustaining LSS efforts. Employees may be reluctant to embrace new practices or fear potential job losses due to process improvements, leading to a lack of engagement and commitment. 5. Failure to Show Tangible Results: If early LSS projects fail to deliver tangible results or demonstrate the program's benefits, enthusiasm for the initiative may wane. It is crucial to showcase successful case studies and quantify the impact of LSS to maintain momentum. 6. Lack of Continuous Improvement Culture: If the organization does not prioritize continuous learning and improvement, the LSS efforts may lose steam over time. 7. Misaligned Incentives: If individual or departmental incentives do not align with LSS objectives, employees may prioritize their personal goals over LSS efforts. To overcome these challenges and sustain a successful LSS program, organizations must commit to a long-term vision, cultivate a culture of continuous improvement, invest in proper training and support, and actively involve all levels of the organization in the improvement journey. It is essential to demonstrate the value

of LSS through visible results and continuous communication, ensuring that it becomes an integral part of the organizational DNA. The presentation will discuss numerous examples (positive and negative) showing how to sustain a successful LSS program.

Coaching Kata – Hammer or Nail? New Perspectives on a Lean Tool

2:30pm-3:15pm

Presented by: Richard Uphoff

Area of Focus: Developing the Leadership Skillset

Session Level: Intermediate

Coaching Kata can be a very powerful tool for improvement. By taking a methodical, scientific approach, it can help people and teams achieve important results. But when, as the American Psychologist Abraham Maslow famously said, “the only tool you have is a hammer, you tend to see every problem as a nail.” The literature and practice of Coaching Kata, as effective as they are, often believe improvement is inevitable. The assumption is that applying the methods always results in progress. However, as any experienced leader knows, this is not the case. Despite our best efforts, progress may come in fits and starts or not at all. People may get better with consistent Kata coaching but slip back over time. A leader needs to see Coaching Kata as one tool in a broader context of performance management. This session seeks to show how Coaching Kata fits into a broader context of performance coaching and overall improvement management.

The Power of the SDCA Cycle: Sustaining Change as a CI Leader

2:30pm-3:15pm

Presented by: Steve Beauchamp

Area of Focus: Developing the Leadership Skillset

Session Level: Intermediate

Overview: Effective leadership requires a robust framework to drive continual improvement and sustain change. The SDCA cycle, a partner of the PDCA model, provides such a framework. SDCA enables leaders to establish standardized processes, sustain improvements, assess outcomes, and take corrective actions, fostering a culture of continuous growth and adaptability. This presentation will explore the key advantages of adopting the SDCA cycle to build leadership capabilities and drive lasting organizational change. Standardize: Standardization is at the heart of the SDCA cycle, a pivotal step for sustainable change. Leaders promote consistency, efficiency, and reliability in their teams' processes by defining best practices and creating standard procedures. Standardization minimizes variations and improves predictability, streamlining operations and reducing errors. This foundational phase establishes a solid platform for leaders to drive further improvements confidently. Do: Executing the work is the next crucial stage in the SDCA cycle. Here, leaders ensure previous changes are applied consistently across the organization. This hands-on approach allows leaders to assess the practicality and efficacy of their strategies in real-world scenarios. The 'Do' phase encourages experimentation, empowering leaders to learn from successes and failures while fostering an agile and adaptable workforce. Check: Measuring performance and evaluating outcomes is a fundamental aspect of sustaining change. The 'Check' phase in the SDCA cycle involves data collection, analysis, and performance assessment against established standards. Leaders gain valuable insights into the impact of their improvements, identifying potential bottlenecks and areas for further enhancement. Data-driven decision-making becomes the backbone of a responsive and evidence-based leadership approach. Action: The final phase of the SDCA cycle, 'Action,' is where leaders translate insights from the 'Check' phase into concrete actions. Based on data analysis, leaders make informed decisions to address issues, capitalize on successful changes, and drive continuous improvement. By incorporating corrective actions

into the standard processes, leaders ensure that sustained change becomes integral to the organization's DNA. Conclusion: The SDCA cycle equips leaders with a robust methodology to drive lasting change, fostering adaptability and a culture of continuous improvement.

Training Effective CI Sponsors: How to Leverage Adult Learning Principles to Engage Leaders

2:30pm-3:15pm

Presented by: Valerie Neff & Ann Dunn

Area of Focus: Developing the Leadership Skillset

Session Level: Intermediate

A continuous improvement project can sink or swim with the effectiveness of its project sponsor. Often sponsors are untrained in the very tools that they are meant to oversee. How can a leader be effective if they don't know the structure and tools used in a Lean Six Sigma project? This engaging session will review how the Minnesota Department of Human Services' Office of Continuous Improvement leveraged adult learning theory to create an interactive virtual continuous improvement training for CI sponsors across the agency. Creators of this training program, titled Yellow Belt for Leaders, will share details and strategies for how to engage leaders across all levels with hands-on problem-solving methodology and immersive learning through a leadership lens. Much like their dynamic training program, this session will demonstrate how to leverage multiple learning modalities to reach leaders with different learning needs. Participants will also see how Minnesota Department of Human Services prioritized aligning the training with agency strategic plans, priorities, and equity goals to increase the perceived value of the training to attendees. Learn how to create your own best-in-class training that leads to more effective continuous improvement sponsors and champions for improvement across your organization.