

2016



MILE HIGH LEAN SUMMIT

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slalom

October 5, 2016
Lowry Conference Center

Welcome Letter

October 5, 2016

Welcome to the 2016 Mile High Lean Summit. For the third year in a row the Colorado Front Range Lean Practitioner's Group is pleased to bring you a day of learning and networking with your peers. We have put together a fantastic program designed to inspire and energize you and to provide real learning you can take back to your workplace and start using right away.

The Mile High Lean Summit is once again showcasing the fascinating work of your peers here in Colorado. In addition, we have heeded your feedback and added several new components to make the event even more valuable this year.

You told us you wanted more time to network and breathe in between sessions. In response we have extended breaks in between sessions and added moderated discussion tables for lunch. We also hope you will join us for this year's after-event networking social at Tavern Lowry.

You asked for more tools-based training sessions. As a result, we've asked each of our presenters to make their information actionable for attendees. Also new this this year are two 2-hour hands-on tool workshops. These afternoon workshops are condensed versions of full-day offerings by two nationally recognized experts in process improvement. The workshops are designed to provide take away tools that will enhance your organization's Continuous Improvement journey.

This conference is made possible only because of the generosity of our sponsors. Please join us in thanking Scotty Martin and reVision, Inc for feeding us today and for their continued commitment to building a supportive network of practitioners and raising the bar for Continuous Improvement work in Colorado. Please also help us recognize North Highland, GPS, Denver Health Lean Academy, Think Reliability, Duggan Associates, Slalom and Pinnacol Assurance for their contributions without which this day would not be possible.

And finally, thank you for attending the 2016 Mile High Lean Summit. Listen. Learn. Contribute. We truly hope you leave today feeling reenergized and inspired to continue your journey.

October 5, 2016

8-8:45 am	Registration & Breakfast	
8:45-9:25 am	Welcome Keynote: Comedian and Speaker Andrew Norelli gives his keynote address "Complain Less, Connect more". . Andrew has appeared on David Letterman, Jimmy Kimmel and has delivered many corporate keynotes and a recent Ted Talk	
9:30-10:30 am	Breakout 1 Quick start strategies: Simple capacity planning and process metrics for Lean, Brian Pool, Partner Government Performance Solutions*/Expert Practitioner North Highland*	Breakout 2 Screw Buy-In. Develop Connections and Relationships Instead. Brian Elms, Director Peak Academy City & County of Denver and Author of the new book "Peak Performance"
10:30-10:45 am	Networking Break	
10:45-11:45 am	Breakout 3 Measuring your WHY – The missing link of Strategy Deployment that empowers your Lean PI team to deliver a high performing organization. Scotty Martin, Senior Vice President, reVision Inc.*	Breakout 4 IGNITE LEAN! 8 powerful 5 minute presentations from your fellow Lean practitioners.
11:50-12:50 pm	Lunch Roundtables Grab your lunch and join your fellow Lean practitioners for engaging discussions on current Lean hot topics	
12:50-1:50 pm	Breakout 5 Agile Change Management-a new approach to change management in a dynamic environment-Mary Todd, Organizational Effectiveness Solution Architect at Slalom*	Breakout 6 The Dog Days of the Douglas County Innovation League-one county's path to implementing a process improvement program. Holly Carrell, Special Project Manager, Douglas County
1:50-2:00 pm	Networking Break	
2:00-4:00 pm	Lean Tools Workshop 1 Achieving Operational Excellence in the Office, Kevin Duggan President, Duggan Associates* and Founder of The Institute for Operational Excellence	Lean Tools Workshop 2 Cause Mapping-Effective Root Cause Analysis Introductory Workshop- Mark Galley, Think Reliability*
4:00-4:15	Closing Remarks	Pinnacle Team
4:30-	Networking Event Tavern Lowry-cash bar	7401 E. 1st Avenue Denver, 80230

* Conference Sponsor

Session Information

Keynote Address

(Room 100)



Comedian and Speaker Andrew Norelli gives his keynote address "Complain Less, Connect more". Andrew has appeared on David Letterman twice, Jimmy Kimmel, Craig Ferguson and Comedy Central. He recently gave his first Ted Talk and it received rave reviews.

How to support our sponsors

Our sponsors are critical to making the Lean Summit possible. Without their donations and time we would not be here today. Please take the time to honor their commitment to supporting the continuous improvement community in Colorado by doing some of the following:

1. Talk to them. Our sponsors will be around all day. Visit their tables, ask questions, sit with them at lunch and let them know how much you appreciate their support.
2. Visit their websites (<http://www.revisioninc.com/> <http://www.governmentperformance.us/> <http://www.northhighland.com/> <http://www.denverhealth.org/lean-academy> <http://thinkreliability.com/> <http://www.dugganinc.com/> <https://www.slalom.com/> www.pinnacol.com) While you're there sign up for their free newsletters.
3. Follow them on Facebook and Twitter
4. Buy their books
5. Hire them to support your Lean journey

9:30-10:30

Breakout #1 Room 100

Quick start strategies: Simple capacity planning and process metrics for Lean-[Brian Pool, Partner, Government Performance Solutions \(GPS\)](#). Is your organization struggling to measure process improvement? Do you lack process level data? A lack of easily accessible process level data can be a barrier to your organization's CI journey. In this interactive presentation, Brian will introduce a simple capacity tracking tool that you can use right away to understand your customer demand, takt time and capacity to do work.



Brian has led over 100 projects designed to elicit and implement customer-centric innovations. His recent consulting clients include a variety of public and private sector organizations, including the State of Colorado, Western Union, City of Denver, Eagle County, Citibank and JP Morgan. He enjoys nothing more (except skiing, rafting & fishing) than putting his leadership, interpersonal, and communication skills to work solving complex problems. His deep knowledge of optimizing people, process and technology is based on 22 years of enterprise consulting and facilitating cross-functional teams. Prior to becoming a Partner with GPS, Brian was a consultant with North Highland and KPMG Consulting (BearingPoint Inc.) specializing in Business Process Reengineering, ERP and CRM implementations. Brian holds a Master of

International Management from Thunderbird, The Garvin School of International Management in Glendale, Arizona. He also holds Bachelor's degrees in International Business and Germanic Studies from The University of Colorado, Boulder. He lives in the DTC area with his 2 daughters, Madeline & Samantha.www.linkedin.com/in/poolbrian

Breakout #2 Room 200A

Screw Buy-In. Develop Connections and Relationships Instead. [Brian Elms, Director Peak Academy City & County of Denver and Author of the new book "Peak Performance"](#)



Brian Elms is a founding member of Denver's Peak Academy. He was born in Denver and raised in the outlying suburbs. He graduated from Regis University and then served in the National School and Community Corps (AmeriCorps) as a team leader. He joined the Rendell for Governor Campaign and eventually would serve as the Policy Director for the Pennsylvania Department of Aging. After working for AARP, Brian moved back to his hometown and served as the Assistant Director of Government Affairs at Denver International Airport. In 2012, he started working with the Peak Academy. He is a terrible snowboarder, a slow runner, and a

horrible ping pong player. He has an incredibly awesome daughter and lives in Denver with his wife Leslie. Brian believes we can all change the world one innovation at a time.

10:45-11:45

Breakout #3 Room 100

Measuring your WHY – The missing link of Strategy Deployment that empowers your Lean PI team to deliver a high performing organization. Scotty Martin, Senior Vice President, reVision Inc. **Practice what you preach. Walk your talk.** What are your process improvement (PI) team's outputs, outcomes, and how do you measure the progress of your PI mission? And, how are these outcomes tied to your executive team's goals? If the answers to these questions are a little fuzzy, you may bump into a few hiccups during your Lean journey. The irony is your PI program exists to empower and coach leaders and team members in Lean but may not be walking-your-talk. Please join Scotty Martin, Senior Vice President at reVision and founding architect of Denver's Peak Academy, to learn a few tools that will help you to better understand how your team empowers and enables performance excellence through measurable progress of your PI program. During this session you'll begin to walk your talk by learning a few elements that you'll be able to immediately apply:



Scotty Martin is an expert Government/Non-Profit Innovation architect & practitioner with over 18 years of experience, 7 of which include public service as a City of Denver employee as the founder & chief architect of Denver's Peak Academy, part of Mayor Hancock's internationally recognized **Peak Performance** framework. Within 4 years, the Peak Academy trained over 5,000 colleagues who implemented \$15M of efficiencies. These efficiencies were obtained while the employee engagement index for 18 of 25 departments improved on average by about 6.5%.

Breakout #4 Room 200A

IGNITE LEAN! Join your colleagues for a fast paced, but always fun session of Ignite Presentations. In an Ignite presentation each presenter gets 5 minutes to tell their story through 20 slides, which advance automatically every 15 seconds. Join Jeff Weide (Metro Community Providers Network), Charles Rountree (Jacobs Engineering), Patrick Guffey (Children's Hospital), Melissa Field (Denver Peak Academy), Nick Kittle (Adams County), Kelsey Rich and Jessica Rael (Pinnacol Assurance), Cheryl Wright (State of Colorado) and Jerraud Coleman (Denver Peak Academy) as they share successes, failures and lessons learned. Enlighten us, but make it quick!

11:50-12:55

LUNCH! Room 100

Grab your lunch, choose a topic, find that table and get ready for lively discussion and networking with your colleagues and peers throughout the lunch hour.

Discussion Topic	Moderator	Table Number
Building Coaching Skills	Dr. Jeffrey Weide, Director of Performance Improvement, MCPN	1
Building Coaching Skills	Bruce Patch, Continuous Improvement Coach, Pinnacol Assurance*	2
Start & Build a CI Team	Scotty Martin, Senior Vice President, reVision, Inc.*	3
Start & Build a CI Team	Khalil Nasser, CEO, reVision, Inc.*	4
Quick Hits/Easy Wins	Jerraud Coleman, Performance Improvement Specialist, City & County of Denver	5
Gaining Leadership Buy-In	Melissa Field, Performance Improvement Manager, City & County of Denver	6
Gaining Leadership Buy-In	Brian Elms, Director of Peak Academy and Analytics, City & County of Denver	8
Change Management	Sophia Ernst, Peak Performance Manager, Denver Zoo	8
Communicating Lean Success	Tom Lisi, Sr. Manager Continuous Improvement & Financial Analysis, City & County of Denver-Department of Aviation	9
Lean in Health Care	Amy Leub, Value Optimization Coordinator, St. Anthony	10
Barriers to CI	Marcus Ritosa, Lean Facilitator, City & County of Denver	11
Metrics Tracking	Christi Palmore, Lean Facilitator, Denver Water	12
Leader Standard Work/ Coaching Leaders	Jesse Hernandez, Management Analyst III, City & County of Denver, Department of Human Services	13
Hoshin Kanri/ Strategic Planning	Georgia Howard, Continuous Improvement Coach, Pinnacol Assurance*	14
Open Forum	Unmoderated	15, 16

12:50-1:50

Breakout #5 Room 100

Agile Change Management-a new approach to change management in a dynamic environment-Mary Todd, Organizational Effectiveness Solution Architect at **Slalom**. For decades, Change Management has been conducted using “traditional” waterfall methods; a robust phase of analysis and planning, followed by detailed design, before finally commencing build and delivery of selected change management techniques. This approach mirrors methods used in software development lifecycles – and suffers from the same significant shortcomings. As stated by Jason Little, author of the book, Lean Change Management, “all the upfront planning is helpful, but the plan doesn’t survive first contact with the people affected by the change.” As a result, Change Management plans are developed that are comprehensively defined but which often don’t deliver against their promises.

In this presentation, participants will learn about Slalom’s Agile Change Management approach which seeks to address the disparity between plan and outcome by overhauling the sequential phases of change management delivery, applying concepts from Agile Software Development and Little’s Lean Change Management to focus on delivering nimble, feedback-driven and iterative cycles of design-development-execution that deliver change outcomes faster and more effectively.



Mary Todd has over 16 years’ experience as a senior business consultant involved in organizational effectiveness as well as long-term outsourcing projects across multiple industries. She is an expert in change management, human resources, learning and communications, and is highly skilled in process improvement, technology innovations, and system implementations. Mary is passionate about innovation and introducing new ways of thinking, such as approaching Organizational Change Management in an “Agile” way. She has a proven track record in helping companies identify and implement cost effective solutions to meet strategic goals. She has a Masters of Business Administration from the University of Denver – Daniels College of Business and is a fourth generation native of Colorado.

Breakout #6 Room 200A

The Dog Days of the Douglas County Innovation League-one county’s path to implementing a process improvement program. Holly Carrell, Special Project Manager Douglas County. Holly’s presentation will describe Douglas County’s recent path to implementing a process improvement program in local government. Attendees will hear observations and lessons learned along the way relating to: developing the program to complement and respect the existing organizational culture; employee engagement and follow-up support; creation of family-style infrastructure; and sustaining momentum.



Holly Carrell is a Special Projects Manager at Douglas County in the County Manager’s Office. She’s served citizens, businesses and staff there for 16 years. Holly has worked on local government projects pertaining to: legislation, organizational development, water, public safety, policy development, natural resources, performance measures, land use, transportation, public outreach, conflict resolution, human services and economic development. She has served as County Administration liaison to several Douglas County Boards and Commissions, as well as community-based ad hoc committees and other local jurisdictions. Holly is a mid-west native and earned a degree in Criminal Justice from Illinois State University. She spends her spare time enjoying all that Colorado has to offer, traveling and volunteering with animal rescue organizations.

2:00-4:00

LEAN SUMMIT TOOLS-BASED WORKSHOPS

Workshop 1 (Room 100) Description:



In this presentation, Kevin Duggan will discuss the application of lean techniques in business processes based on his book, *Operational Excellence in Your Office: A Practical Guide to Achieving Autonomous Value Stream Flow with Lean Techniques*, published by Productivity Press. Kevin will explain the nine design guidelines for office flow and how applying them results in an office where information flows from process to process along fixed pathways at preset, predefined times. Once flow has been achieved an office can establish a guaranteed turnaround time for the flow of information. Whether an office provides complex engineering designs, financial information, IT services, health care plans, or other services, this session will explain how to apply in-depth principles such as process family matrices, binary connections, processing cells, work-flow cycles, integration events, pitch, and other techniques to create lean value streams that achieve Operational Excellence in the office.

Kevin J. Duggan is a renowned expert in applying advanced lean techniques to achieve Operational Excellence and the author of three books on the subject. As the Founder of the Institute for Operational Excellence, the leading educational center on Operational Excellence, and Duggan Associates, an international training and advisory firm, Kevin has formally educated and assisted many major corporations worldwide over the past 12 years, including United Technologies Corporation, FMC Corporation, Caterpillar, Pratt & Whitney, Singapore Airlines, IDEX Corporation, GKN and Parker Hannifin. A recognized authority on Operational Excellence, Kevin has contributed to publications such as *Industry Week*, *Food Engineering*, *Aviation Week*, the Association for Manufacturing Excellence's *Target Online*, *Supply & Demand Chain Executive*, the Society of Manufacturing Engineers' *Lean Directions*, and *American Executive*, and has appeared on CNN and the Fox Business Network. Learn more about Operational Excellence and order the book @ www.dugganinc.com

2:00-4:00

LEAN SUMMIT TOOLS-BASED WORKSHOPS

Workshop 2 (Room 200A) Description:



In this presentation, Reliability Engineer **Mark Galley** of Think Reliability will provide an introduction to the Think Reliability approach to cause mapping. Mark will discuss the fundamental concepts of problem definition and cause mapping. The session will provide a series of hands on activities so that attendees can to apply their learning immediately in order to investigate errors, defects, failures, losses, outages and incidents.

The Think Reliability approach to cause mapping captures the complete investigation with the best solutions all in an easy to understand format. For more information please visit the Think Reliability website @ <http://www.thinkreliability.com/>

Mark Galley has a Bachelor of Science in Mechanical Engineering from the University of Colorado in Boulder and obtained his certification as a Reliability Engineer in 1993 through the American Society for Quality. He is a regular presenter at national conferences and is a member of the National Speakers Association. Mark's practical experience in root cause analysis and work process reliability was developed during his time at the Dow Chemical Company where he worked for almost 9 years. He has been facilitating incident investigations and teaching workshops on root cause analysis for 14 years. Mark founded ThinkReliability in Houston in 2000. His work spans several industries including manufacturing, power generation, aviation, refining, telecommunications, healthcare, information technology, aerospace, marine and transportation.