

# LEAN GOVERNMENT SUMMIT

**November 3, 2016**

Canadian Museum of Nature, 240 McLeod Street, Ottawa, Ontario

The 5th annual learning exchange dedicated to helping public service organizations deliver results efficiently using Lean.



**Cost:** \$695 + HST

**Registration:** [leanagility.com/leangovernmentsummit](http://leanagility.com/leangovernmentsummit)

In partnership with:



Questions? Call 613-898-7042

# 5th Annual Lean Government Summit: Thursday, November 3, 2016

Time	Agenda
7:30 a.m. – 8:30 a.m.	<b>Registration/Networking/Continental Breakfast</b>
8:30 a.m. – 8:35 a.m.	<b>Welcome</b> - Craig Szelestowski, Chair, Lean Government Summit
8:35 a.m. – 10:00 a.m.	<p><b>Deliverology and Target-Driven Change</b> Ken Miller Lean Government Thinker and author: “We Don’t Make Widgets” and “Extreme Government Makeover”</p> <p>Top-down, target-driven service initiatives such as Deliverology intuitively make sense to many leaders. Set a target, create a plan, follow-up with rewards and punishments and adjust as necessary. In reality the results are mixed – using measurement for rewards and punishment instead of learning and improvement can create low buy-in, gaming of the system, cynical staff, and the same old, same old. Ken Miller will share his views on how to implement citizen service delivery initiatives in order to create and sustain improved results, energize people and deliver more mandate, better.</p>
10:00 a.m. – 10:30 a.m.	<b>Networking Break</b>
10:30 - 11:30 a.m.	<p><b>Deliverology and a Better Way</b> John Seddon Systems Thinker and author: “The Whitehall Effect: How Whitehall Became the Enemy of Great Public Services – And What We Can Do About It” and “Freedom From Command and Control”</p> <p>In this candid talk via video link, John Seddon takes no prisoners in describing the UK’s Deliverology experience and argues that, contrary to the claims of its proponents, the fundamental thinking behind the approach was wrong-headed, delivered unintended consequences and demoralized public servants while fooling ministers. He proposes a better way based on his extensive experience improving service delivery in the UK and other jurisdictions.</p>
11:30 a.m. – 12:30 p.m.	<p><b>Continuously Improving Continuous Improvement</b> Wendy Korthuis-Smith Director, <i>Results Washington</i> in the Office of Governor Inslee, State of Washington</p> <p>The State of Washington is one of the leaders in North America in improving service delivery, listening to the voice of the customer and making government more effective using Lean. Learn how they have improved their approach to Lean continuous improvement through cycles of experimentation and enterprise-wide collaboration. Their successes and lessons learned can help accelerate your own transformation.</p>
12:30 p.m. – 1:30 p.m.	<b>Lunch</b>
1:30 p.m. – 2:30 p.m.	<p><b>Beyond Lean Tools, Sustained Excellence</b> Ken Eakin, Senior Advisor Operational Excellence Elaine Richardson, Senior Advisor, Corporate Strategy, Export Development Canada</p> <p>When organizations start their Lean journeys, they often create a Lean “program”. History shows that many of these transformations have lost momentum and failed. What prevents these initiatives from succeeding and what can be done about it? Export Development Canada explains how it has transformed itself well beyond a process-improvement only organization by integrating Lean thinking into its Principles, Leadership, Systems, Tools and Behaviours. Learn how EDC has changed these enablers to create a sustained and thriving Crown Corporation.</p>
2:30 p.m. – 3:30 p.m.	<p><b>A Lean Approach to Developing Strategy (Hoshin Kanri)</b> Craig Szelestowski, Founder and Lead Lean Facilitator, Lean Agility Inc.</p> <p>In his role as Vice President of the Royal Canadian Mint and later, as lead facilitator at Lean Agility. Craig has been involved in the implementation of strategic planning using Lean (known as hoshin kanri) in a number of Canadian government organizations. In his experience, there are five main challenges to develop and execute strategic plans in the public sector: lack of ownership of the plan by the people expected to implement; too many priorities; staff overwhelm; development of solutions without clear identification of the problem first and poor follow-up once the plan is created. He will talk about how Lean solves these problems in order to increase focus, buy-in and improve execution of strategic plans.</p>
3:30 p.m. – 3:45 p.m.	<b>Networking Break</b>
3:45 p.m. – 4:45 p.m.	<p><b>Face-to-Face</b></p> <p>Meet with speakers and fellow practitioners to troubleshoot challenges and discuss specific topics in huddle sessions. Choose from:</p> <ul style="list-style-type: none"> <li>• Target driven improvement initiatives and Deliverology</li> <li>• Operational Excellence - Leadership, Systems, Tools and Behaviours</li> <li>• Creating Leadership (including Middle Management) and Buy-in</li> <li>• Finding time to improve</li> </ul>
4:45 p.m. – 4:50 p.m.	<b>Wrap-Up</b> - Craig Szelestowski, Chair, Lean Government Summit

## Lean Government Summit Speaker Summary



### Deliverology and Target Driven Change

Ken Miller

Lean Government Thinker and author: "We Don't Make Widgets" and "Extreme Government Makeover"

Ken Miller is the founder of the Change and Innovation Agency, a firm dedicated to helping its clients radically improve. Ken was named one of the country's top change agents by Fast Company Magazine. He is the author of two popular books: We Don't Make Widgets and The Change Agent's Guide to Radical Improvement. Ken is a featured speaker, sharing his ideas and methods with audiences worldwide.

Once Deputy Director of the Missouri Department of Revenue, Ken transformed the department into one of the few government agencies nationwide to be honoured as a State Quality Award winner. The Department also reduced tax refund issuance time by 80 percent (the fastest in the nation) and cut wait times in motor vehicle offices by half.

Ken was later named Director of Performance Improvement for Missouri State Government, where he led award-winning performance measurement initiatives and a series of transformation projects saving more than \$200 million overall.



### Deliverology and a Better Way

John Seddon

Systems Thinker and author: "The Whitehall Effect: How Whitehall Became the Enemy of Great Public Services – And What We Can Do About It" and "Freedom From Command and Control"

John Seddon is an occupational psychologist, researcher, professor, management thinker and leading global authority on change, specializing in the service industry. He is the managing director of Vanguard, a consultancy company he formed in 1985 and the inventor of 'The Vanguard Method'. Vanguard Consulting Ltd has franchisees in Scotland, Ireland, Denmark, Sweden, New Zealand, Australia, Croatia, South Africa and The Netherlands.

John's prominence grew following attacks on current British management thinking including: the belief in economies of scale, quality standards such as ISO9000 and much of public sector reform including 'deliverology', the use of targets, inspection and centralized control of local services. The Daily Telegraph described him as a "reluctant management guru", with a background in occupational psychology. He adapted the Toyota Production System and the work of W. Edwards Deming and Taiichi Ohno into a methodology called 'The Vanguard Method' for improving performance in service industries. He is critical of target-based management, and of basing decisions on economies of scale, rather than 'economies of flow'. John Seddon has published five books. In his 2008 book, Systems Thinking in the Public Sector, he provided a criticism of the UK Government reform programme and advocated its replacement by systems thinking. John won the first Management Innovation Prize for 'Reinventing Leadership' in October 2010



### Continuously Improving Continuous Improvement

Wendy Korthuis-Smith

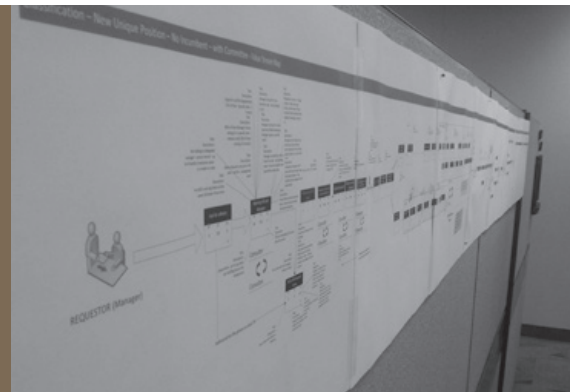
Director, Results Washington in the Office of Governor Inslee, State of Washington

Wendy Korthuis-Smith is the Director of Results Washington, in the office of Governor Jay Inslee. Results Washington is Washington state government's data-driven performance management and continuous improvement system. Korthuis-Smith leads the state-wide transformation effort including 53 state government agencies, five goal councils, over 120,000 state government employees, and approximately seven million Washingtonians. Prior to Results Washington, Korthuis-Smith was the Director of Accountability and Performance for Governor Christine Gregoire's award winning Government Management Accountability and Performance (GMAP) program. With extensive experience in change management, leadership development and performance improvement in the private and public arena, Korthuis-Smith has worked as a consultant, graduate professor, and business partner within multiple sectors such as healthcare, aerospace, government operations, and higher education. Korthuis-Smith has a doctorate degree in Educational Leadership with an emphasis in organizational development from Seattle University, as well as a M.S. and B.S from University of Wisconsin-Lacrosse.

Understand how Lean can help government improve

Register for Introduction to Lean:  
White Belt Certificate Workshop,  
November 2

<http://leangovernmentsummitwhitebelt.eventbrite.ca>





### **Beyond Lean Tools, Sustained Excellence**

Ken Eakin & Elaine Richardson, Export Development Canada

Ken Eakin  
Senior Advisor, Operational Excellence

Ken Eakin is a Senior Advisor, Operational Excellence at EDC, where he has been the Lean coach to the senior leaders of the Finance, Technology and Insurance functions since 2014. Prior to working at EDC, he worked as a Process Improvement Manager in the container shipping industry in Toronto, where he earned his certification as a Lean Six Sigma Black Belt. He holds an MA in Communications from the University of Wisconsin-Madison, and an MBA from the University of Toronto..



Elaine Richardson  
Senior Advisor, Operational Excellence

Elaine Richardson is Senior Advisor on Corporate Strategy where she is supporting the organization in articulating, planning, and executing on its strategy. Elaine is a certified Lean Six Sigma Blackbelt who applies lean thinking to influence the organization's senior leadership team in applying lean principles to organizational processes and structure. Elaine holds a Masters in Business Operational Excellence from Ohio State and a B.Comm from Queen's University.



### **Craig Szelestowski**

Lean Government Summit Chair

Craig is a Lean Government and transformation specialist with close to two decades of experience implementing dramatic turnarounds in Canadian government. He is the President and founder of Lean Agility Inc. working exclusively with government organizations to eliminate backlogs, find capacity, improve quality and deliver products/services faster. He has guided his clients along the path to reduce processing times by up to 2/3, increase capacity by up to 200% and create outstanding levels of employee engagement. In his public service career, as Vice President responsible for Human Resources, Lean, and Quality, he lead the Royal Canadian Mint's Lean transformation which helped move the organization through a challenging era of cutbacks and job losses into an extended period of financial and organizational health and stability. During his tenure, the Mint realized tens of millions of dollars of Lean improvements, dramatically reduced the time and effort to deliver its products and services, moving from a financial loss, to a profit of over \$ 68 million. In terms of employee engagement it was named by Maclean's magazine as one of "Canada's Top 100 Employers" (2007-2010).

He has served multiple times as a part-time professor at the Telfer School of Business at the University of Ottawa. He is currently the co-designer and co-instructor of Telfer's White Belt and Yellow Belt Lean Service programs, and teaches Lean to Telfer's MBA students. He provides his services in both Official languages; he served as the Mint's Official Languages Co-Champion 2004-2010.

**Implement Results and Delivery plans successfully with Lean**

Register for "Making Deliverology and Strategic Planning Deliver" workshop, **November 4**

<http://leangovernmentsummitstrategicplanning.eventbrite.ca>

