



# 2018 Fall Pre-conference Workshop/Tour Descriptions

## All Day Tour – Tuesday, October 23

The day will begin with a tour of Danfoss in Ames. Danfoss Power Solutions designs, manufactures, and markets engineered hydraulic and electronic systems that serve the mobile off-highway hydraulic equipment markets. The facility is about 301,400 sq ft, which includes manufacturing, office and engineering. Danfoss has had a formal CI program in place since 2003.

Participants can expect to:

- Participate in a plant tour where you will see examples of Safety, Quality and Lean improvements throughout the factory
- Observe areas where past projects were implemented through Lean Transformation and Kaizen methodologies
- Learn about Danfoss' Continuous Improvement journey and the Danfoss Business System that helps us to continuously improve and sustain results
- Learn about training tools and methods Danfoss uses to build competence in safety, quality, continuous improvement and much more
- Provide feedback to the Danfoss team on improvement ideas and best practices identified during the visit

You will then head to Whatcha Smokin BBQ & Brew in Luther, Iowa. Have you ever wondered what Lean tastes like?

On the tour of Whatcha Smokin BBQ+Brew each participant will get to SEE how the team members utilized the principles of the Toyota Production System (TPS) and the Entrepreneurial Operating System (EOS) to build their own system to deliver the best quality BBQ possible to their customers. Specific items that will be showcased and discussed will be 5S, TWI work instructions and training methodology, training matrix, accountability chart with roles and responsibilities, daily/hourly work checklists, leader standard work (LSW), layered leader audits, Agile, personal kanban, and many more examples of visual management.

An open discussion on how the team achieved such great results in just one year will be the highlight while the participants eat a tasty BBQ lunch that is included! It is an amazing journey that was fueled by a few of the team members reading The Toyota Engagement book and using the concepts to build their system by experimenting and making MISTAKES! <https://www.whatchasmokinbbq.com/>

## **All Day Workshop: Business Story-telling for Leaders - Tuesday, October 23**

**Name:** Aditi Patil

**Organization:** Aditi Patil Coaching & Consulting LLC

### **Description:**

As leaders we are always seeking to influence those around us, be it our peers, our team, customers or senior leaders. We rely on PowerPoint presentations, long monologues, or data heavy slides to get our message through. However that may not be the most effective way to communicate, influence & more importantly inspire.

Story-telling can be a great way for leaders to influence, engage, and inspire. This workshop seeks to enable leaders to tap into the power of storytelling to influence people, whether it's to gain top management support for a change initiative or engage frontline employees.

Attendees will be able to apply the storytelling framework to a unique communication challenge and refine it based on peer feedback. This session is recommended for any leader who is seeking development in their personal leadership journey and would like to learn a powerful way to communicate, influence, engage and inspire.

### **Objectives:**

In this experiential learning session, attendees will learn to:

- Articulate the concept of business storytelling and build the business case for it;
- Understand the science of storytelling;
- Communicate powerfully using the power of stories;
- Create a “story bank” by listening to stories within and around; and
- Deliver inspiration with a powerful call to action.

### **Target Audience:**

Practicing - aimed at practitioners who have experience in the topic area and are looking to expand their knowledge with additional tools and techniques

Advancing - aimed at attendees with significant experience with topic that want to push the envelope of what is possible in your proposed topic area

C-Suite

Managers/Supervisors

CI Professional

**Tuesday, October 23**

**Morning Workshops 9:00am -12:00pm**

## **1. Title: Emotional IQ**

**Name:** Joel Pederson

**Organization:** Cardinal CSD

### **Description:**

When emotional intelligence first appeared to the masses in 1995, it served as the missing link in a peculiar finding: *people with average IQs outperform those with the highest IQs 70% of the time*. This anomaly threw a massive wrench into what many people had always assumed was the sole source of success—IQ. Decades of research now point to emotional intelligence (EQ) as the critical factor that sets star performers apart from the rest of the pack.

Emotional intelligence is the “something” in each of us that is a bit intangible. It affects how we manage behavior, navigate social complexities, and make personal decisions that achieve positive results. Emotional intelligence is made up of four core skills that pair up under two primary competencies: personal competence and social competence, both of which can be developed. Join EQ Certified Trainer, Joel Pedersen, to engage in an exploration of the importance of emotional intelligence and learn how EQ can take your organizational culture to the next level.

### **Objectives:**

Organizational Benefits of Emotional Intelligence. Around the world, the Fortune 500, organizations from all industries, nonprofits, government and education entities implement Discovering Emotional Intelligence training to improve results like satisfaction, innovation, succession planning, performance, change, and growth.

Example results include:

- **Performance.** Fortune Brands Therma-Tru Doors saw an 81% percent improvement in leader performance and promotability, and a substantial decrease in undesirable attrition.
- **Increased Sales.** Both Nestle Purina and Nicholas & Company prepare their sales associates to confront the anxieties of servicing demanding customers, and cold calling with EQ skills.
- **Navigating Growth.** CTS's high performing executive team used EQ training to navigate unprecedented organizational growth.
- **Managing Change.** MD Anderson Cancer Center equipped their management team with EQ skills to guide organizational changes.
- **Guest Satisfaction.** Westin, Marriott, Hilton, and Sheraton properties invested in EQ for all staff who empathize with and respond to guest needs.

**Target Audience:**

Learning - materials and concepts targeted at attendees inexperienced in the topic being discussed

Practicing - aimed at practitioners who have experience in the topic area and are looking to expand their knowledge with additional tools and techniques

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C-Suite

Managers/Supervisors

CI Professional

Staff Position

## **2. Title: Hands-on Value Stream Mapping**

**Name:** Paul Vanderkley and Bradley Eggers

**Organization:** Lennox Industries Inc. & B&G Foods

**Description:**

"Hands-On Value Stream Mapping" will present the fundamentals of the Value Stream Mapping tool, and engage the participants in mapping the Current State of a simulated company: the Valentine Candy Co. The simulation will provide data needed to map the 3 fundamental components of a Value Stream Map: material flow, information flow, and the production lead time vs. processing time (PLT/PT) timeline. Participants will "go to Gemba", observe the flow of value, the work cycles, WIP and other information, and physically create a Current State Map. We will do this in teams of 2 - 3 people so everyone is engaged in the mapping.

With Current State Maps completed, we will debrief as a group on the exercise, and then move into how to transition from the Current State to the Future State, covering some Lean basics needed for constructing a Future State. We will cover how to create an implementation plan, and finish with Q&A.

**Objectives:**

- Understanding what a Value Stream Map is (and is not) and how it may be used to identify focused Lean improvements for an organization.
- Hands-on construction of a Current State Map (material flow, information flow, and PLT/PT timeline) using data from a simulated company set up in the training room.
- Understand how to transition from the Current State and create a Future State Map using Lean principles.
- Q & A about the VSM tool and this training session.

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Managers/Supervisors

CI Professional

Staff Position

**Tuesday, October 23**

**Afternoon Workshops 1:00pm - 4:00pm**

**3. Title: Change Management in a CI Environment**

**Name:** Julie Haner

**Organization:** Mutual of Omaha

**Description:**

Businesses must respond to the ever changing world. Therefore, continuous improvement is a must to keeping our businesses vital. Having a workforce that is ready, willing and able to take on any challenge will enable your business to react quickly to the shifting landscape. Remember, organizations don't change, people inside the organizations change.

This session will introduce leaders to the concept of change management, the impact of changes and how to react to them. You will learn how leaders need to change their behavior in a continuous improvement culture and how to build a more ready, will, able, change capable workforce.

**Objective:**

Learning Objectives:

- To understand the change process and the underlying concepts of change management
- To understand what we as leaders need to do differently in a continuous improvement culture - Learn how to develop a change-capable workforce who is ready, willing and able to take on any challenge
- To increase our ability to be effective change leaders

**Target Audience:**

Learning - materials and concepts targeted at attendees inexperienced in the topic being discussed

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Managers/Supervisors

CI Professional

Staff Position

**4. Title: Lean in Support Service Functions**

**Name:** Catherine Converset

**Organization:** Productivity Inc.

**Description:**

Far from being merely a set of tools or projects, Lean is a journey, based on trust and teamwork, where traditional hierarchical relationships give way to one of joint commitment and accountability, where everyone in the organization is working towards a shared vision, towards flow management and efficient processes. While not hard to understand, this approach is often difficult to implement. It requires the development of new perspectives and management routines up and down your entire value chain. It is a dynamic and organic journey which will lead your organization to better develop and utilize its human talents and its ability to learn, innovate and reliably and continually meet customers' expectations.

Most industrial companies have been engaging in Lean activities in their manufacturing operation for several years and their efforts have paid off with increases in product reliability, reductions in lead times and in overall costs. But chances are the gains achieved in manufacturing are being offset by inefficiencies in other organizational functions. To get the most from your Lean effort, it is imperative that all company functions – HR, R&D, Finance, Marketing, IT, etc. - challenge their processes.

In this case-based and interactive workshop, we will follow one organization's Lean journey – from issues to outcomes – demonstrating how the principles of Lean can be applied in all departments to make a positive impact up and down the extended value chain.

Implementation of the Lean journey described in this session can:

- Cut work backlogs by as much as 80%;
- Reduce design engineering time-to-market by as much as 75%;
- Decrease processing times by 50% or more - drastically reduce failure demand, the non-value-added work created when you didn't get it right the first time;

- Eliminate overtime;
- Improve staff morale and customer satisfaction rating; and
- Increase capacity - take on more work without adding resources.

**Objectives:**

Workshop participants will gain an understanding of –

- How to implement an organizational operational excellence strategy.
- How to apply Lean in Marketing, IT, Quality, R&D, HR, Sales and Finance, and how it drives the organization to a new culture and a quantum leap in performance.
- How to tie improvement initiatives to organizational goals.
- The importance of establishing leadership routines ensures sustainment.

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Managers/Supervisors

CI Professional

Staff Position

**5. Title: Grow Value, Fight Waste: An Integrated Operational and Managerial**

**Action Plan**

**Name:** Joachim Knuf

**Organization:** Organizational Learning Systems, Inc.

**Description:**

Learn to distinguish value-creating work from the various types and manifestations of waste – waste of physical, operational, managerial, financial and intellectual resources. Return to your organization with an integrated strategy and action plan.

Competitiveness of any business depends on convincing customers of the superior value of its products and services, backed by its reliable ability to deliver on that promise effectively. This workshop will help participants maximize the value-adding aspects of operational and support work while minimizing different types of waste. Beyond Taiichi Ohno’s primary typology of defects, overproduction, waiting, transportation, inventory, motion and excessive processing, and the later addition of the waste of non-utilized resources or talent, we will explore, for the first time systematically, the even more destructive – and insufficiently recognized - forms of waste found in managerial and

administrative environments. This will provide participants with an innovative, secondary typology focusing on higher-level wastes (of both commission and omission), mostly focusing on properties of information flow, decision making and leadership behavior.

Examples will come from manufacturing, the supply and distribution chain, and the transactional support structure. Identified wastes will be matched with effective countermeasures and recommendations for strategic and practical action.

**Objectives:**

- Understand origin and impact of primary (Ohno) and secondary types of waste
- Learn about recommended and effective countermeasures for both types in various work environments
- Design action plans and implementation strategies to apply insights in participants' roles and responsibilities
- Improve lean thinking abilities; experience innovation at work

**Target Audience:**

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**Tuesday, October 23**

**Afternoon Tour – 12:30-4:30**

Join us for a tour at the UnityPoint Health Central's 130,000 square foot distribution center in Grimes! The UPH distribution center is in partnership with Owens & Minor where the two organizations are working to automate and streamline processes to deliver quality medical supplies to UnityPoint Health facilities in 3 states.

**Participants can expect to:**

- Tour the distribution warehouse where new technology helps with the next day delivery targets
- Learn how the two organizations collaborate under one roof
- Learn about UPH Supply Chain's True North visioning process
- Learn about a how a large health system handles ordering and distribution from a central location

The tour will end with a Q&A session and we will arrive at the hotel at approximately 4:30.