



2020 MISSOURI SHOW ME EXCELLENCE VIRTUAL SUMMIT

Better Together



October 26, 2020
10:00 AM - 4:00 PM

SCHEDULE

Morning Session

9:30 – 9:55 AM

*Better Together Slide Show
Sharing Success*

10:00 – 10:10 AM

Opening Ceremonies
Steering Committee Welcome & Introductions

10:10 – 10:30 AM

Show Me Excellence in Missouri
Governor Mike Parson
Chief Operating Officer Drew Erdmann

10:30 – 11:15 AM

Keynote Address
Bob Chapman
Chairman & CEO of Barry-Wehmiller
Founder, Chapman & Company Leadership Institute

11:15 – 12:00 AM

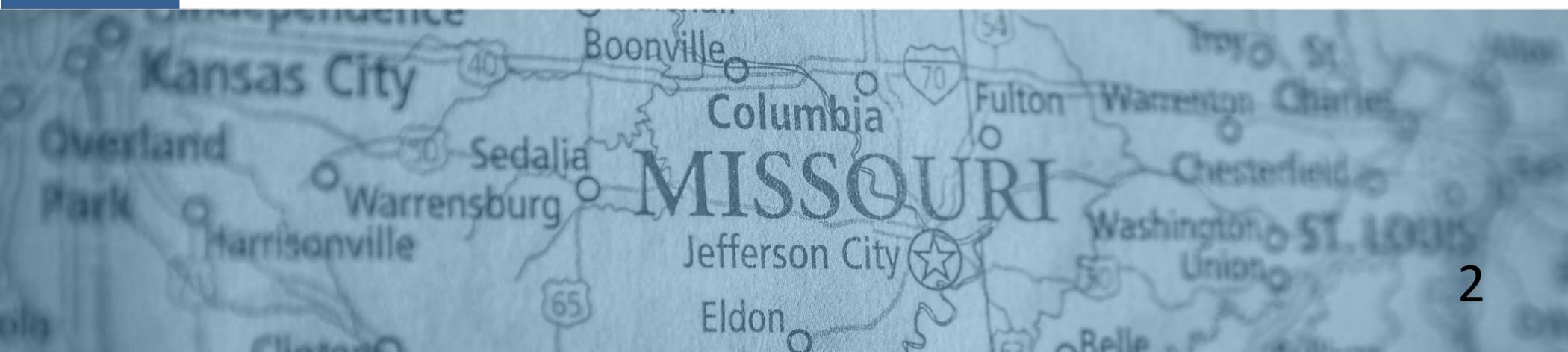
Keynote Address
Kristen Cox, Former Executive Director
Utah Governor's Office of Management & Budget

12:00 – 12:10 PM

What's Next

12:10 – 12:30 PM

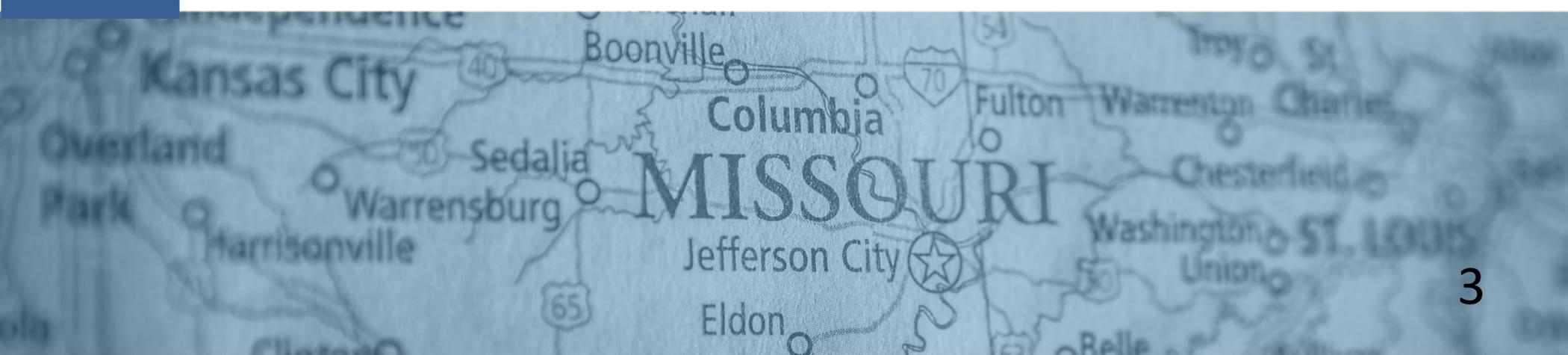
*Better Together Slide Show
Sharing Success*



SCHEDULE

Afternoon Session

- 1:00 – 1:35 PM Stop Decorating the Fish
Why Change Efforts Fail (The Human Element)
Arizona Management System (AMS)
Robust Process Improvement – MO Dept Mental Health
Let's Huddle and Build a Board Workshop
Making Work Visible - Process Mapping Basics
Excellence in Leadership: Creating Unity of Purpose
- 1:35 – 1:40 PM Break/Transition to Next Breakout Session
- 1:40 – 2:15 PM Stop Decorating the Fish
Why Change Efforts Fail (The Human Element)
AMS – From Vision to Success
Missouri Process Improvement Success Stories
Building a Swim Lane Process Map
Process/Value Stream Mapping – Using the Tools
AMS - Developing Metrics & Trend Charts (Beginners)
- 2:15 – 2:20 PM Break/Transition to Next Breakout Session
- 2:20 – 2:55 PM Why Change Efforts Fail (The Human Element)
AMS - Tracking Enterprise Performance Data (Leaders)
AMS Case Study/Streamlining Commercial Vehicle Permits
Building a Swim Lane Process Map
Giving Recognition to Spark Improvement Behaviors
Missouri Show Me Challenge
5S – Maximizing Efficiency through Visual Management
- 3:00 – 3:45 PM Multi-State Round Table (AZ, CO, IL, MO, NE, UT)
- 3:45 – 4:00 PM Closing Ceremonies



Your Host

Drew Erdmann



Andrew (“Drew”) Erdmann is the Chief Operating Officer of the State of Missouri. He is responsible for overseeing the management of the state government’s 16 executive departments along with their nearly 50,000 employees and over \$30 billion annual budget. In this role, Drew is also responsible for convening the Cabinet for Governor Mike Parson and leading the state’s cross-department management transformation. He leads the Missouri Leadership Academy as well as variety of operational excellence workshops for the state workforce. He also helps lead Missouri’s COVID-19 Fusion Cell to coordinate the state government’s response to the COVID-19 challenge. He joined the State in February 2017.

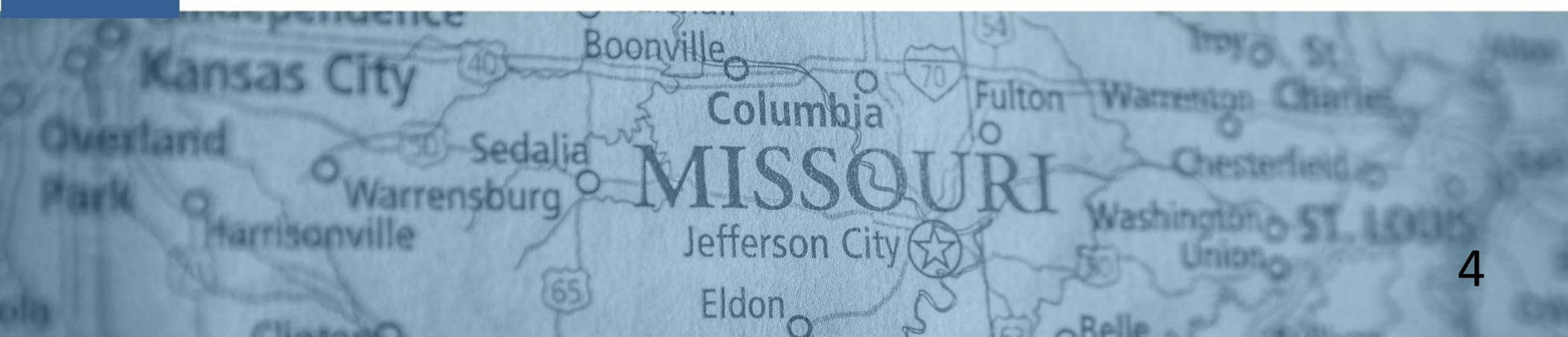
Drew was previously a partner in the global consultancy McKinsey & Company. He was a leader in its Public Sector Practice, Aerospace & Defense Practice, and Strategy & Corporate Finance Practice. He advised Fortune 500, senior government, and nonprofit leaders on their management agenda and how to implement them. In the private sector, his work spanned the aerospace & defense, high technology, basic materials, energy, media, retail, financial services, and infrastructure industries. His public sector consulting included work overseas in Afghanistan, Pakistan, Iraq, and Colombia as well as extensive work with the U.S. national security community in Washington, DC. He collaborated with the McKinsey Global Institute, McKinsey’s “think tank,” on global economic trends and their implications for business and government. He led McKinsey’s work to support for public sector transitions at the federal and state levels in the United States in 2016-2017.

Prior to joining McKinsey, Drew served in the U.S. government. He served on the Secretary of State Powell’s Policy Planning Staff, where he had responsibility for counterterrorism policy and special strategic initiatives after 9/11; as the Senior Advisor to the Ministry of Higher Education & Scientific Research with the Coalition Provisional Authority in Iraq; and, lastly, as Director for Iran, Iraq, and Strategic Planning on the National Security Council staff at the White House. The U.S. Department of State presented him with two Superior Honor Awards and one Meritorious Honor Award for his service in Washington, DC and in Iraq after 9/11.

Drew has published on topics ranging from U.S. national security to economic development to management best practices in a variety of platforms including *The New York Times*, *Diplomatic History*, *The American Interest*, *Orbis*, *McKinsey on Finance*, *McKinsey on Defense, Inc.*, and numerous edited collections.

Drew received his B.A. from Williams College, a second B.A. from Oxford University, and his A.M. and Ph.D. in U.S. history from Harvard University.

During the week he lives and works in Jefferson City, but his home is in St. Louis where his wife is a professor of biology at Washington University in St. Louis. They have a daughter (16) and son (12).



Keynote



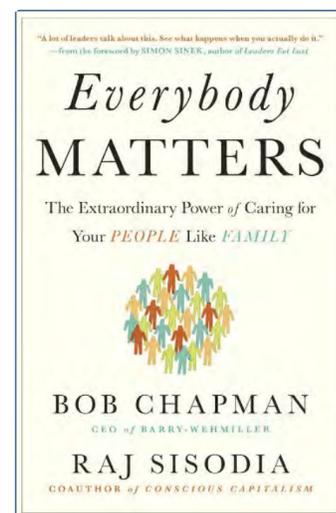
Bob Chapman

Recently named the #3 CEO in the world in an *Inc.* magazine article, Bob Chapman is very intentional about using his platform as a business leader to build a better world.

Chapman is CEO of St. Louis, MO-based Barry-Wehmiller, a \$3 billion global capital equipment business with more than 12,000 team members. He became the senior executive of this private company in 1975 at age 30 when the 80-year-old business had \$20 million in revenue, outdated technology and a very weak financial position. Despite the obstacles, Chapman applied a unique blend of strategy and culture over the next 40 years in leading Barry-Wehmiller through more than 100 successful acquisitions.

Over the past two decades, a series of realizations led him away from traditional management practices to what he now calls Truly Human Leadership--a people-centric approach where his employees feel valued, cared for, and an integral part of the company's purpose. At Barry-Wehmiller, they have a unique measure of success: by the way they touch the lives of people.

Chapman's experiences and the transformation he championed were the inspiration behind his WSJ bestseller *Everybody Matters: The Extraordinary Power of Caring for Your People Like Family*. The book is co-authored by Raj Sisodia, founder and co-author of *Conscious Capitalism*.



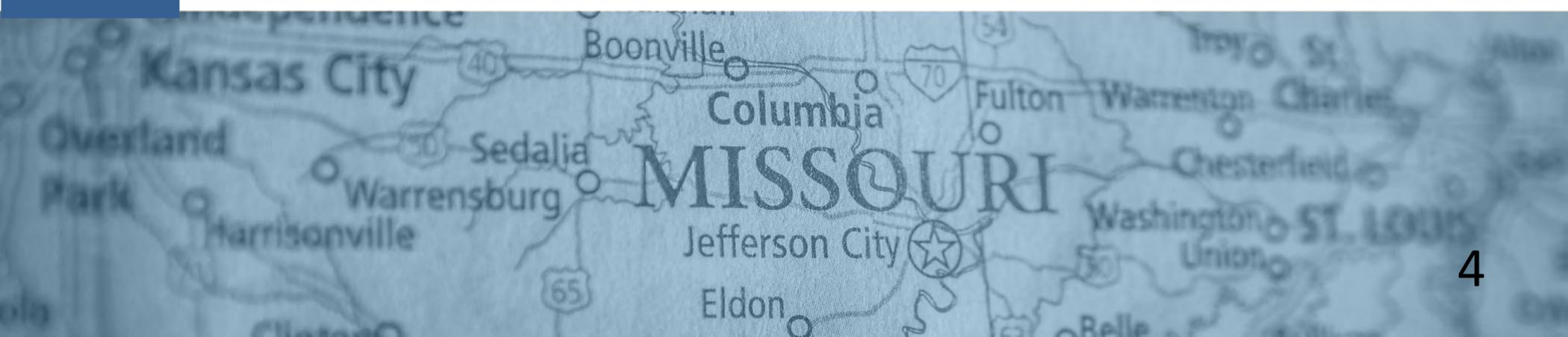
In 2012, Chapman and his wife Cynthia launched a non-profit, Our Community Listens, to bring the company's groundbreaking training at no charge to communities. And in 2015, the Chapman & Co. Leadership Institute was founded to bring Barry-Wehmiller's trademark culture transformation training to for-profit organizations.

Chapman regularly writes about the powerful intersection of people-centric leadership and good business strategy on his blog, TrulyHumanLeadership.com, and on LinkedIn, where he is an Editor's pick. In 2016, Harvard Business School released a case study illustrating how Barry-Wehmiller applies its people-centric approach to business decision-making.

Chapman's speaking engagements include the Aspen Ideas Festival, Conscious Capitalism events, Fortune Scale Up Summit, TEDxScottAFB, the 2016 US Congressional Retreat, Danforth's Seeds of Change, WorldBlu, CEO Global Leaders Forum, American Conference on Physician Health, Institute for Healthcare Consumerism Forum, Shingo Prize for Manufacturing Excellence, HERO Forum for Employee Health Management, and others.

Chapman shares his leadership journey and the story of Barry-Wehmiller whenever he can as it is an example of the way businesses and organizations should be: focused on creating value for all stakeholders—team members, customers, communities and shareholders. Not only is it the right thing to do, it creates meaning and fulfillment for team members.

Chapman has a BA from Indiana University and an MBA from Michigan. He spent his early career as an accountant with Price Waterhouse.



Keynote

Kristen Cox



Kristen Cox is the former executive director of the Utah Governor's Office of Management and Budget (GOMB). Appointed to the position by Governor Herbert in 2012, she worked diligently to integrate operational excellence with the state's management and budgeting practices.

The mission of GOMB is to create more value for every tax dollar invested. Under Kris' leadership, Utah improved government performance by more than 27 percent prior to January 2017, exceeding the 25 percent goal set by Governor Herbert. The work to improve government is never over and Utah's state agencies continue to set new targets in an effort to continually improve performance.

Prior to her time at GOMB, Kris served as the executive director of the Department of Workforce Services (DWS). Kris led the DWS effort to reduce eligibility costs by nearly 40 percent while simultaneously improving quality for the customer. This occurred during a time of significant caseload growth of almost 60 percent due to the 2008 economic recession.

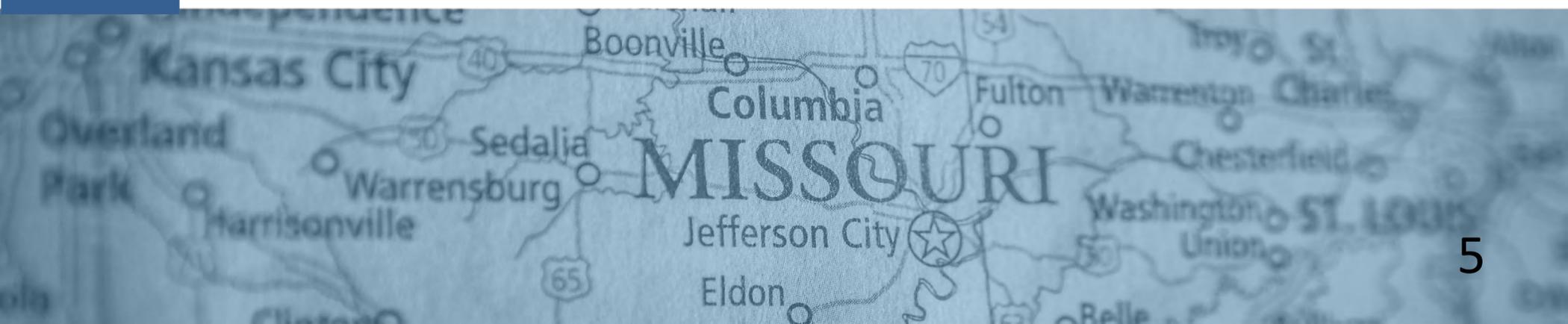
Kris has also worked as the Secretary of the Maryland Department of Disabilities, was appointed to a position with the Department of Education by President George W. Bush and held numerous positions with the National Federation of the Blind. She ran as the Republican candidate for lieutenant governor of Maryland during the 2006 general election.

In November 2018, Kris was selected as a Salt Lake Chamber Pathfinder Award recipient and was also honored as the Lifetime Achievement Gold Stevie Award winner for government and non-profit organizations. In 2016 Kris was selected as one of Governing Magazine's public officials of the year. She has also been honored by the Utah Community Foundation as an Enlightened 50 (2016), Utah Business Magazine as one of the 30 Women to Watch (2012) and by Days of 47 with the Pioneers of Progress Award for Business and Enterprise (2012).

Kris received her Bachelor of Science in Educational Psychology from Brigham Young University. She served an LDS mission in Brazil and treasures any opportunity to speak Portuguese. Kris is an avid reader and loves being active. Kris and her family love the outdoors, especially hiking Utah's mountains and trails. Her greatest outdoor adventures have been skydiving, paragliding, snow and water skiing, and hiking the Grand Canyon rim to rim.

Kris recently co-authored the book "Stop Decorating the Fish." The book is a business fable that teaches an important lesson about how to affect positive change in the workplace. The authors analyze how organizations can overlook the core issue when trying to solve problems.

At the age of 11, Kris began to lose her vision due to a rare genetic eye disorder. All of Kris' proceeds from the book will benefit the National Federation of the Blind.



Breakout Session Presenters



John Baranzelli, Deputy Director of the Illinois Department of Central Management Services (CMS) and the Chief Administrator of the Illinois Office of Operational Excellence. CMS is the engine working behind the scenes to enable the State's more than 80 agencies, boards, and commissions to deliver efficient, reliable services to all Illinois citizens. Among the services CMS provides are human resources facilitation; benefits programs for employees, retirees and local governments; property and facilities management; quality and process improvement; diversity initiatives for public contracting and State employment; joint purchasing support; vehicle fleet oversight and support; surplus property programs; print and electronic communications services; and administrative hearings coordination. John has led the development and implementation of the State of Illinois' operational excellence program, Rapid Results, since its inception in May 2016. To date, Rapid Results has generated more than \$18 M in annualized cost savings and has saved and reallocated more than 850,000 annual labor hours. Through July 2019, John and his team have trained more than 2,400 State employees in continuous process improvement methodologies and coordinated operational excellence strategies with 35 State agencies. John is a registered professional engineer and a second-generation Illinois State government employee. Prior to his work with CMS, he held a variety of positions within the Illinois Department of Transportation, including Engineer of Design and Environment and ISO Quality Assurance Officer and is also a member of the American Society for Quality and has served on its leadership team of the Government Division since 2011. He is the author of the book *Making Government Great Again* which chronicles his experiences coordinating the first successful ISO 9001 certification in the nation of a State transportation agency.



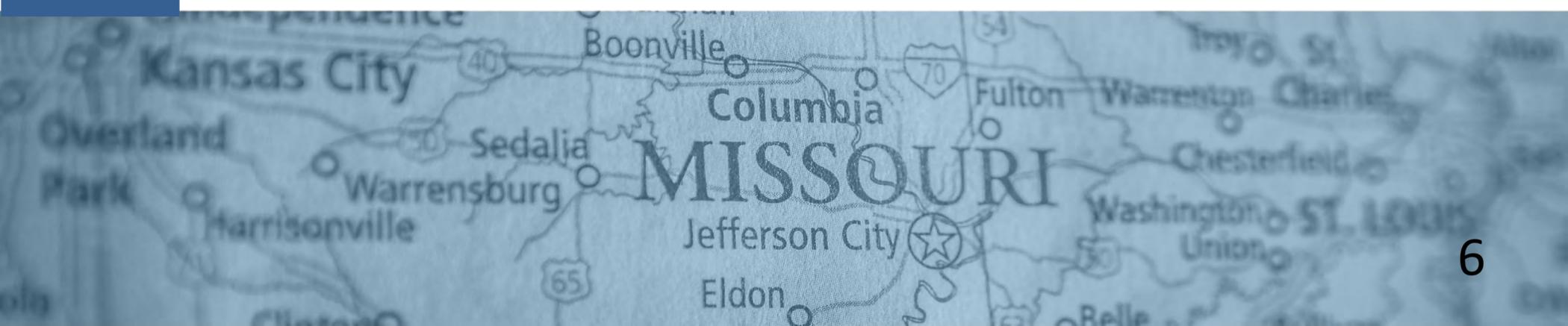
Danielle Briot started her career with the State of Missouri in 2015. She spent the first few years working to connect unemployed Missourians with training opportunities and other services to get them back on their feet. Danielle helped lead the transition efforts during the consolidation of the Department of Higher Education with the Division of Workforce Development and the Missouri Economic Research Information Center, now collectively known as the Department of Higher Education and Workforce Development, or DHEWD. She accepted a new role as Interim Chief of Staff for the Commissioner of DHEWD in July of 2019, and now works to oversee the implementation of projects and priorities for the entire department. Danielle is pursuing a double major in Business Administration and Business Management through Columbia College. She possess a Lean Green Belt Certification from Dartmouth University and is the Operational Excellence Lead for her department.



Corey D. Bolton joined the State of Missouri Office of Equal Opportunity (OEO) in April 2017 as its Certification Coordinator after eight (8) years of working in compliance, law enforcement and juvenile court services. In June 2018, Corey was promoted to Deputy Director of OEO after serving two years and was appointed Acting Director of OEO on September 1, 2020. As Acting Director, Corey oversees Workforce Diversity, Supplier Diversity (M/WBE Certification Program), Outreach & Engagement and Special Projects. Corey has served as the Assistant OpEx lead for the Office of Administration and Coordinator of the Show Me Challenge since 2019. Corey is a proud graduate of Lincoln University of Missouri earning a dual Master of Arts in Sociology and Criminal Justice Administration and a Bachelor of Science in Criminal Justice. Also, Corey holds certifications in Lean Six Sigma Green Belt from the University of Kansas, Six Sigma White Belt and coursework completion in Project Management.



Misael Cabrera was appointed by Governor Doug Ducey as Director of Arizona Department of Environmental Quality in August 2015. Cabrera had previously served as the agency's Deputy Director since October 2011 under former director, Henry Darwin. In this role, Cabrera functioned as chief of staff, directly overseeing operations, including budget and administrative support functions. With Darwin, Cabrera led ADEQ in an agency-wide transformation, applying lean principles and techniques to deliver better, faster, cheaper, more cost-effective environmental protection for Arizona citizens. Misael is a very dynamic speaker and presenter and his department has lead the industry with his huddle board and morning huddle techniques.



Breakout Session Presenters



Renee Concentine is a Senior Lean Coach, Arizona Department of Transportation, Enforcement and Compliance Division. Renee attended the Center for Executive Excellence, University of Tennessee in 2010 and achieved her Black Belt Certification. She has been employed with AZDOT going on five years and proudly, is an Air Force Veteran of 26 years.



Michelle Dankoski is the Operational Excellence Manager at Illinois Department of Central Management Services, Office of Operational Excellence (also known as the Office of Rapid Results). The office provides centralized statewide training and guidance on the principles of continuous improvement and project implementation support for CMS and all Illinois executive agencies. In her role as an Operational Excellence Manager, Ms. Dankoski supports agencies and CMS bureaus with their delivery and implementation of the Rapid Results initiative. She holds a Master's Degree in Accountancy with undergraduate concentrations in Accounting, Business Administration and Management Information Systems. Prior to her work with the Department of Central Management Services, Ms. Dankoski held a variety of positions within the Illinois Environmental Protection Agency, Illinois Department of Commerce and Economic Opportunity, and served as a Director of a small downstate business.



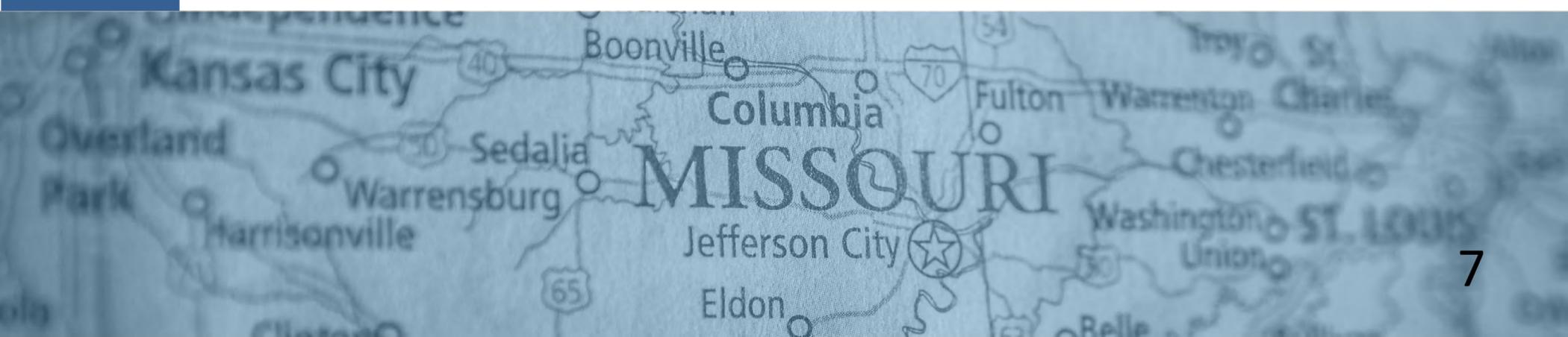
Missouri Department of Mental Health, Process Improvement Team

James Busalacki has been with the Division of Behavioral Health, namely Fulton State Hospital, since 2015 in different capacities with the most recent position being the Strategic Initiatives Coordinator. Prior to working for Fulton State Hospital, he spent almost 16 years in customer service and retail in various supervisory and managerial positions. James received his Bachelor of Arts in Political Science from the University of Missouri - Columbia and has taken Master's level courses in Education from Columbia College. He is a trained RPI Black Belt and Certified RPI Green Belt.



Missouri Department of Mental Health, Process Improvement Team

Lisa Franz has been with the Division of Behavioral Health (DBH) since 2017 as the Chief Performance Improvement Officer for the Western Region, focusing on the Center for Behavioral Medicine and Northwest Missouri Psychiatric Rehabilitation Center. Prior to working for DBH, she served over 30 years in healthcare, focusing 20 of those years on process improvement. Lisa holds a Master of Business Administration degree from the University of Missouri and is a Lean Six Sigma Master Black Belt, a Certified Professional in Healthcare Quality and a Certified Joint Commission Professional. Lisa is a Certified RPI Black Belt.



Breakout Session Presenters



Missouri Department of Mental Health, Process Improvement Team

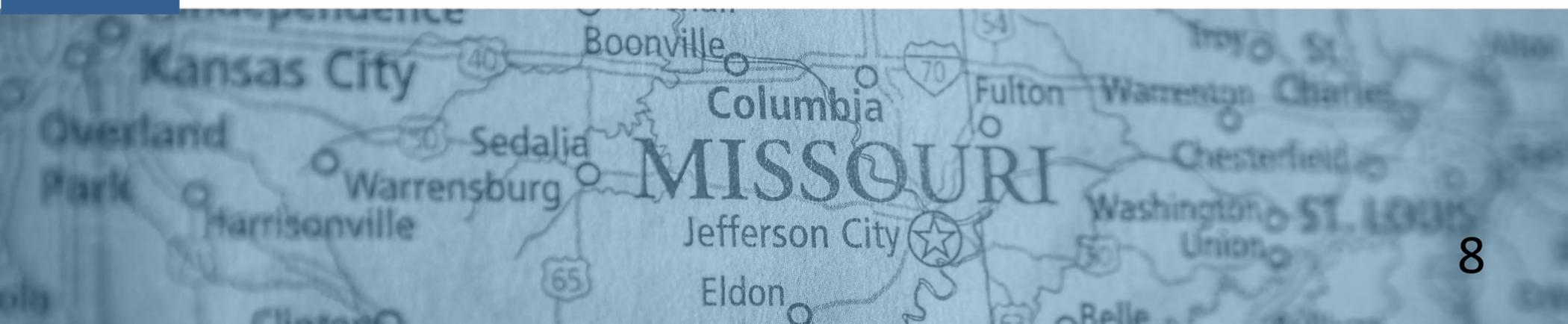
Heather Osborne has been with the Division of Behavioral Health since 2011. She started out as a ward therapist, and has also served as the Utilization Management Coordinator and most recently as the Director of Treatment Services for Southeast Missouri Mental Health Center-Adult Psychiatric Services. Heather received a Master’s degree in Clinical Counseling in 2011 and a graduate certificate in Gerontology in 2017. She is a trained RPI Black Belt and Certified RPI Green Belt.

Bonnie Poole has been with the Division of Behavioral Health since 2014 as the Quality Assurance Specialist at Center for Behavioral Medicine. Bonnie has been working in the field of healthcare QM since 2010 and before that, spent some time as a Clinical Data Coordinator for Quintiles. Bonnie received a Master’s degree in Psychology in 2003 with a focus in Forensic Psychology. She is a trained RPI Black Belt and Certified RPI Green Belt.

Tara Yates has been with the Division of Behavioral Health since 2003 with the most recent position being Director of Quality Management for the Eastern Region (St. Louis Psychiatric Rehabilitation Center, Metropolitan St. Louis Psychiatric Center and Hawthorn Children Psychiatric Hospital). Tara received her Bachelors of Science in Parks, Recreation and Tourism with an Option in Therapeutic Recreation in 2001 and her Masters of Science in Healthcare Administration in 2020. She is a trained RPI Black Belt, Certified RPI Green Belt, Certified RPI Change Leader, and Certified SOS Yellow Belt.

Missouri Department of Social Services (DSS), 2019 Governor’s Award Winner for Efficiency/Process Improvement Team. Here from the “Boots on the Ground” with the DSS Family Support Division, Program Integrity Unit Team and how they rapidly reduced a backlog of over 8,000 cases and drastically improved case processing times by applying continuous improvement tools and techniques. See how the backlog was reduced by 50% in the first six (6) months of the project, by 90% in less than 18 months, and within ten (10) months, how the average time to process the “ready to work” claims was reduced from 90-360 days to less than 10 days! Incredible story of focus and relentless pursuit of continuous improvement!

- First Row: Julie Noonan-Baumer, Shannon Dunham, Trisha Capriglione, Michele Renkemeyer, Governor Parson, Drew Erdmann, Stephan Tomlinson
- Second Row: Brenda McCleskey, Glenda Sanchez, Cheryl Krystoff, Denise Jones, Debbie Geiser, Jennifer Tidball
- Third Row: Gary Hinzpeter, Blyth Cermak, Tressa Goliday, Jim Dieckmeyer
- Last Row: Molly Kempker, Jessica Council, Mark LaVenture, John McFarland



Breakout Session Presenters

Missouri Department of Transportation (MODOT), 2019 Governor's Award Winner for Innovation Team. For years, fatal crashes on Missouri highways showed signs of decline; however, in 2014, this number began to rise. In 2017, 937 individuals lost their lives on Missouri highways and 64% of these fatalities involved an unbelted driver or passenger. Hence, the Buckle Up Phone Down (BUPD) challenge! Listen as the MODOT Team shares their story about how through innovative ideas, they helped improve seatbelt usage and save lives in Missouri.

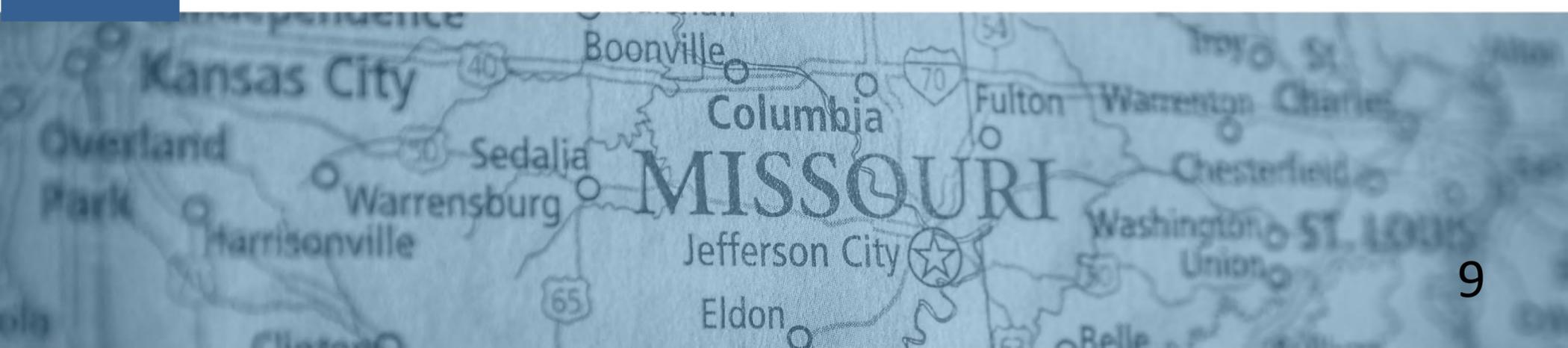
First Row: Drew Erdmann, Commissioner John Briscoe, Commissioner Terry Ecker, Commissioner Michael Pace, Governor Mike Parson, Commissioner Gregg Smith, Commissioner Tom Waters, Commissioner Bob Brinkmann
 Second Row: Dawn Haslag, Director Patrick McKenna, Nicole Hood, Laura Seabaugh, Ed Hassinger
 Third Row: Jon Nelson, Justin Wright, Bethany Belt, Chris Kelly, Steve Bushko
 Forth Row: Martin Schwartz, Kelly Jackson, Taylor Brune, Kellen Burns
 Last Row: Sally Oxenhandler, Matt Hiebert



Jamie V. Parker is on a mission to make the world or work more human so that the world becomes a more caring place. As a trainer, coach, speaker, and business partner, she helps leaders leave a legacy – in their business, for their customers, and in the lives of the people they serve. With 15 years' experience in operations leadership across retail, service, and manufacturing environments, Jamie brings a passion for helping leaders break the habits of traditional management approaches to create environments primed for employee fulfillment. Jamie is the author of Chapter 6 in the book *Practicing Lean* and is a regular speaker and workshop facilitator at Lean conferences and training events, including the Association for Manufacturing Excellence and American Society for Quality. She brings an open, honest, vulnerable, and engaging approach to Lean leadership development.
<https://processplusresults.com/our-why/>



Tim Petron currently serves as a Principal for the Chapman & Co. Leadership Institute. Tim's role is dynamic and touches several areas of the organization, to include expertise in Chapman & Co's proprietary Organizational Culture Assessment utilized inside and outside of Barry-Wehmiller. Tim also engages with clients to identify increasingly better ways to align their people strategy with business outcomes. Motivated by seeing someone experience the spark of understanding and improve their life allows Tim to thrive in his role. Previously, Tim was the Chief Operating Officer for an internationally recognized chocolate company and spent time on both the audit and consulting sides of Ernst & Young. He has a bachelor's and master's degree from St. Louis University.



Breakout Session Presenters



Michele Renkemeyer, Unit Director of Strategic Performance and Innovation, Missouri Department of Social Services (DSS), is a life-long Missourian with almost 35 years government service. Michele has worked in many capacities within state government, all of which she continued to employ continuous improvement efforts. Michele trained under the guidance and direction of Kristen Cox and possesses a Lean Green Belt from the Ohio State University. Michele is a graduate of Columbia University and immensely proud to be a farmer's daughter. Michele's philosophy is simple, change starts by listening to the people doing the work.



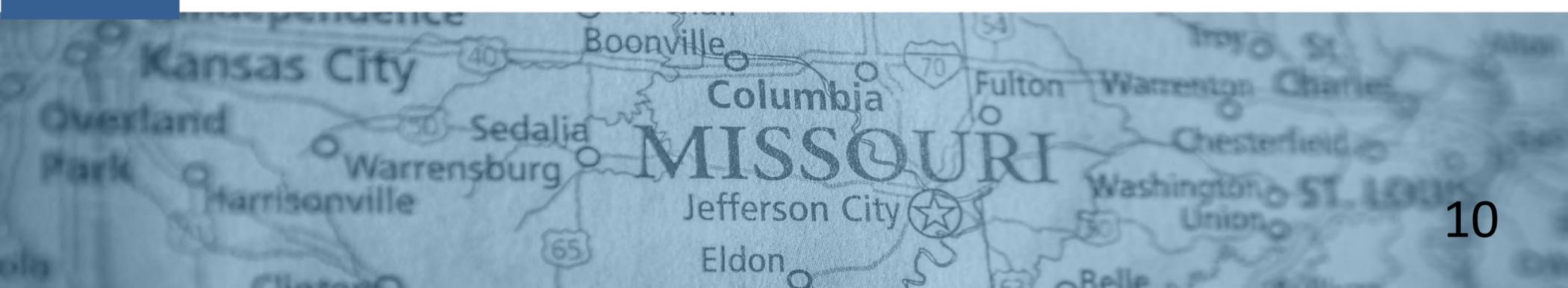
Jamie Rodgers is the Deputy Director of the National Association of State Chief Administrators (NASCA) overseeing the association's national research and policy agenda and executive education for the Governors' cabinet members responsible for operations across the fifty states. In this role, she aims to curate and disseminate best practices and advocate for resources and strategies necessary to modernize state government operations. Jamie speaks on behalf of the association to the cabinet members, national media, think tanks, and related associations. Previously, she worked as a Legislative Aide at the Lexington-Fayette Urban County Government conducting financial analysis and recommending strategic priorities for divisions and economic partner agencies. Prior to this role, Jamie served as a research fellow in the Kentucky Legislative Research Commission, a research assistant at the Martin School of Public Policy and Administration, a Fulbright Teaching Fellow in Northern Thailand, and a McConnell Scholar at the University of Louisville. Jamie graduated with a BA from the University of Louisville where she studied abroad in both China and India and an MPA from the University of Kentucky, receiving three national awards for her master capstone research on performance-based budgeting. Jamie is also an adjunct faculty at Georgetown College, the host of Creative Mornings Lexington, and a board member of the Lexington Public Transit Authority, the Martin School of Public Policy, and her neighborhood association



Matthew Singh is the Director of Operational Excellence and Master Black Belt for the Department of Administrative Services in Nebraska. He began this role in May 2016 after Governor Ricketts made effectiveness, efficiency, and customer focus a priority for State Agencies. Over the last 20 years he has previously served in a variety of progressive management roles including sales & service, operations, and supply chain. Before joining the State of Nebraska, Singh worked for Gordmans as a Sr. Process Manager. He is a graduate of University of Nebraska-Lincoln having earned both a Bachelor of Arts in Sociology and a Master of Science in Leadership. He holds several additional certifications from the University of Nebraska-Omaha including: Lean Enterprise, Supply Chain Management and Business Analytics. He is also certified as a Master Black Belt in Six Sigma, Master Black Belt in Lean Six Sigma, Certified Lean Sensei, and holds the Project Management Professional (PMP) credential. Singh is a member of the advisory board of directors for the Nebraska Business Development Center. He serves on the University of Nebraska-Omaha advisory board of directors for their Supply Chain Management Programs. In the past, he has served on the board of directors for the Junior Chamber of Commerce-Omaha including responsibilities of: VP Individual Development, VP Operations, and Co-President. Singh is involved with his local church in Gretna, Nebraska where he lives with his wife Erin and their two children.



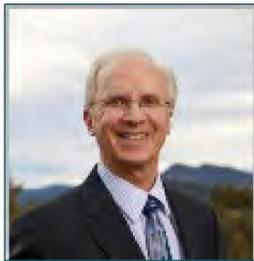
Denise Stravia, Arizona Office of the Governor and Statewide Strategic Planner. Denise Stravia serves as the Strategy and Performance Data Manager for the Arizona Governor's Office of Strategic Planning and Budgeting (OSPB). Her responsibilities include ensuring integration and alignment of agency strategic plans, performance measures, and budget with the Governor's key goals and policies. With a leadership emphasis on teams, collaboration, and culture, Ms. Stravia works with cabinet-level state agencies to build their strategic planning and performance measurement expertise in the areas of development, deployment, and evaluation. She established and collaborates with a Community of Practice for agency strategic planners, with a focus on identifying best practices and developing standard work. Ms. Stravia has over 40 years of experience in data collection and analysis, planning, performance measurement, and leadership in the public, private, academic, and nonprofit sectors. Prior to joining OSPB, she was the Administrator of the Office of Strategic Planning for the Arizona Department of Corrections and was involved in the initial implementation and continued evolution of the Arizona Management System.



Breakout Session Presenters



Marcia Tope is the Lean Enterprise Administrator for the State of Iowa. Marcia designs and implements systems to promote continuous improvement in the Executive Branch by setting the strategic direction for the State, building capacity to implement Lean by training and mentoring facilitators, working with agency leadership to identify and support improvement opportunities and facilitating cross agency events. Marcia has worked for the State of Iowa for 11 years and has had the opportunity to work with more than 40 teams using lean tools and methodologies to improve results for customers.



Gary Vansuch is the Director of Process Improvement for the Colorado Department of Transportation (CDOT). As a member of the CDOT top executive team, Gary directs efforts to improve the organization's operations and to make government more effective, efficient and customer-focused. He has over 40 years of business improvement and change leadership experience in the energy, financial services and governmental services sectors. Gary describes himself this way: "I am the most fortunate person on the planet: I have a wonderful wife, and we are in our 42nd year of marriage; two terrific grown children who are making important contributions to society in education and science. I am part of the Very Best Team on the Planet and I have the Very Best Job on Earth as the Director of Process Improvement at the Colorado Department of Transportation."



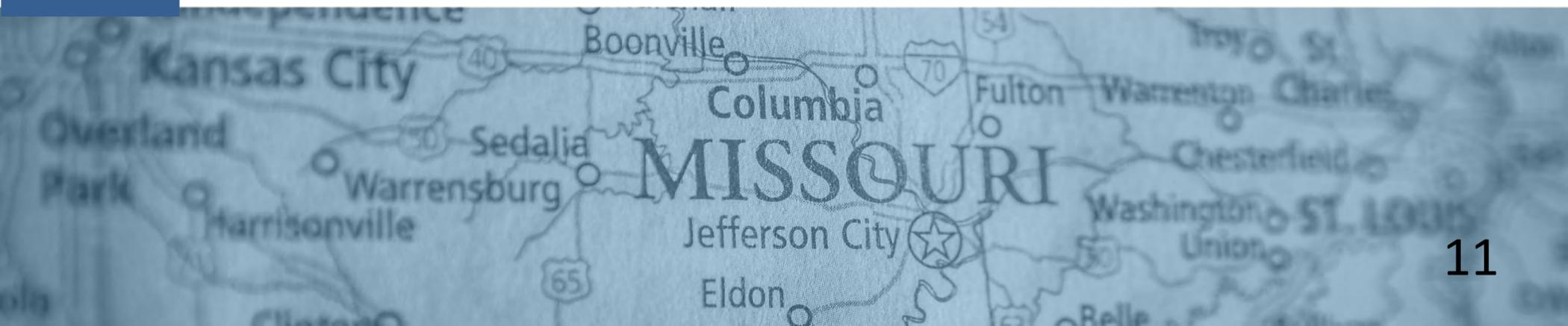
Joshua Wagner serves as the Statewide Performance Manager for the Arizona Government Transformation Office (GTO) and is currently responsible for managing the statewide performance reporting and analytics programs for the State of Arizona. These programs help drive and sustain our improvements achieved through implementation of the Arizona Management System and provide State and Agency leadership actionable insight pulled from across the government enterprise. With over 19 years dedicated to operational excellence serving Arizona, Josh has led numerous transformational, executive-level projects and teams across multiple facets of Governmental IT and Business Development.



Colette Weckenborg is the Continuous Improvement and Performance Coordinator at the Department of Natural Resources where she leads the continuous improvement efforts of the agency. Colette is a Lean Six Sigma Black Belt and has been involved in coaching, facilitating, and coordinating continuous improvement teams for the past five years.



Rob Woods, Deputy Director, Arizona Department of Revenue, Continuous Improvement leader with deep experience improving knowledge work environments. Rob served within the Government Transformation Office for the State of Arizona and is one of the AMS Co-Founders. During this time, he was responsible for coaching and mentoring state executives as they implement a statewide operating system that builds a culture of daily improvement. Skilled as both a consultant and a teacher, Rob leveraged years of consulting experience to develop an experiential training system that imparts the core tenets of value stream improvement and Plan/Do/Check/Act while solving real problems in the workplace. The State of Arizona has leveraged this methodology to make significant improvement to over 100 critical value streams. Specialties: Public Speaking, Training, Lean Manufacturing, Six Sigma Black Belt, Capacity Management, Business Intelligence - Defining Data Strategy, Business Activity Monitoring (BAM).



Breakout Session Descriptions

Arizona Management System Series

The Arizona (AZ) Management System Series is an exciting and incredibly powerful four-part journey from vision to success covering:

- Arizona Management System What it is
- AMS - From Vision to Success How it's implemented
- AMS Performance Management Tracking Success
- AMS Case Study Success story

Arizona Management System (AMS)

Presenter: Rob Woods

Learn about the Arizona journey to work as one cohesive enterprise with a people-centered approach to focus on customer service, accountability, and transparency. Then join in other Arizona sessions to hear directly from the people doing the work and their incredible progress.

AMS - From Vision to Success

Presenter: Misael Cabreba

In this session, participants will hear from AMS Co-Founder Misael Cabreba and how his vision changed the way AZ government does business. Misael's excitement and commitment to his people and the customers are both inspiring and motivating. Hear how he and his folks increased efficiency in the Department of Environmental Quality and continue to guide and inspire other departments.

AMS – Performance Management/Developing Metrics and Trend Charts (Beginners/Intermediate)

Presenter: Josh Wagner

The Fundamentals for continuous improvement beginner/intermediate learner. Core concepts to develop and track metrics to improve the services we provide to our customers every day. This session will cover the process of building a metric based on customer value, collecting data, and creating a chart to visually track progress towards a goal. Participants will learn how to identify a metric based on customer value, use a template to document metric details and targets, and then use this data to build a visual trend chart showing metric progress against goals.

AMS – Performance Management/Tracking Enterprise Performance Data in a Lean System (Leadership)

Presenter: Denise Stravia

Arizona has developed an innovative and lean-driven approach to tracking strategy and agency performance across our 35 State cabinet agencies. This session will provide an overview of the tools, dashboards and data visuals used to drive the continuous improvement conversations at every level within Arizona's lean-based management system. Learn how to connect strategy to measurable performance outcomes while gaining insight into a successful approach for tracking and leveraging performance data across an organization.

Arizona Case Study/Streamlining Commercial Vehicle Permits (Cashless/Touchless).

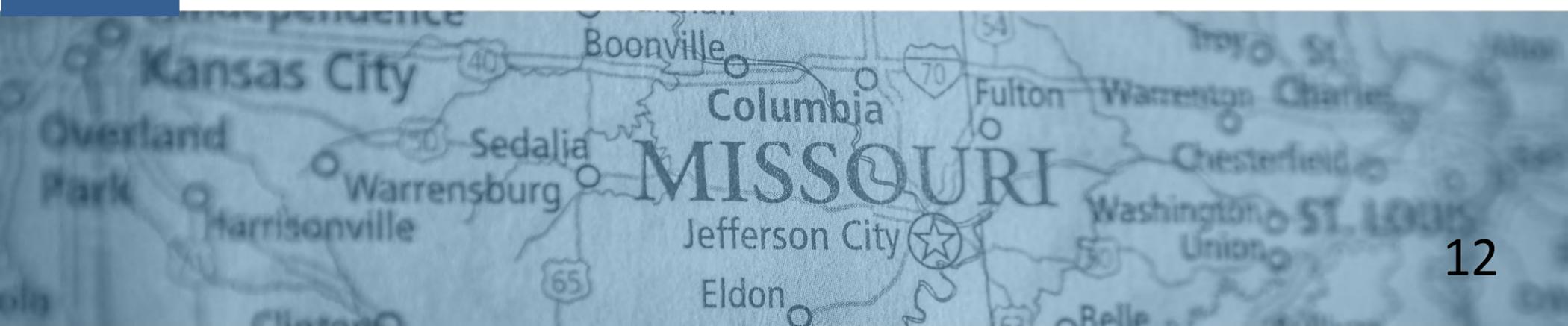
Presenter: Renee Concenterine

During COVID-19, the AZ Department of Transportation/Enforcement & Compliance Division initiated a continuous improvement project to streamline the commercial vehicle permit process to go cashless across the state; they are now working on the touchless part by implementing online processes. Pre-COVID, it was all manual. Participants will hear from the front line manager who inspired the initiative and how this improvement project is crossing borders!

Building a Swim Lane Process Map

Presenter: Maria Tope

So you've wanted to create a swim lane map but haven't had the opportunity or maybe you just want to practice more. In this session, you will practice creating an electronic swim lane map. A brief refresher of swim lane mapping basics, as taught in the morning "Making Work Visible" workshop, will be reviewed. Then you will have independent work time to create a map. After completion, there will be discussion of what worked well and areas you still have questions. If your agency uses a specific electronic mapping tool, feel free to have the template ready to use, otherwise a tool will be provided. Hands-on experience will provide participants the opportunity to apply their knowledge of building a swim lane map and reinforce the standard mapping process. This workshop provides a safe practice time where you may or may not complete the assignment, but you will learn the areas you are strong in or the areas you want to practice further in so when you are mapping with a team you are successful.



Breakout Session Descriptions

Excellence in Leadership: Creating Unity of Purpose

Presenter: John Baranzelli

W. Edwards Deming once wrote “it is not enough to do your best; you must know what to do, and then do your best”. Subpar operational performance is rarely due to a lack of effort. Paradoxically, people are often working heroically in these types of situations in an attempt to get the work out and put out the many fires that are constantly erupting because of the performance issues. This chaotic type of environment is often created by a misalignment of activities. When the team’s purpose is not well-defined and the needs of the customers are not well understood, teams often find themselves unintentionally working against each other. Left unchecked, this misalignment of objectives often leads to conflict, and eventually, reduced employee morale and engagement. The first step towards reversing this downward spiral of poor performance is to create unity of purpose. During this session, John Baranzelli from the Illinois Office of Rapid Results will present an interactive case study that will help you understand the problem of misalignment of activities, and will provide tips to help you begin to develop unity of purpose within your team.

5S (Five S)– Maximizing Efficiency through Visual Management

Presenter: Collette Weckenborg

5S (Sort, Set in Order, Shine, Standardize, Sustain) Are you looking to regain time in your day? Learn how one simple, visual control, approach to creating and maintaining a clean, orderly, and high-performing workplace can change the way you “look”. Visual cues around the workplace are an easy way to accomplish more by doing less. In this session, you will learn how to use visual management to improve the efficiency of your day-to-day work.

Giving Recognition to Spark Improvement Behaviors

Presenter: Jamie V. Parker

Let’s be real. Engaging the team in continuous improvement involves a ton of change as we learn new ways of thinking and working. So how do we help people take this new improvement-based action? How can we spark more of the helpful improvement behaviors we want? In this session, you’ll learn one simple method and how most folks get it wrong today. You’ll leave the session with three key steps you can start today to actively spark a change in your work team.

Let’s Huddle and Build a Board Workshop

Presenter: Michele Renkemeyer

This session is about understanding the importance of Huddles and Huddle Boards. Learn how to develop, implement, and sustain huddle rhythms along with developing effective huddle boards. We will focus on these very simple tools/techniques and how anyone, from anywhere in the organization, can Do Learn Do.

Making Work Visible – Process Mapping Basics

Presenter: Marci Tope

Join, Iowa's Lean Enterprise Administrator, Marcia Tope as she describes the basics of process mapping. You will experience first hand a basic flow map of one of your own processes as well as gain an understanding of the basics involved in developing a swim lane map. Finally, examples of outputs from the two kinds of maps, basic flow and swim lane, will be shared through real-work examples. Attendees should come to the training with an identified process that only they are responsible for performing. Participants will learn the difference between two kinds of Process Maps (basic flow and swim lane) and take away a basic flow map of one of their own process(s).

Missouri Process Improvement Success Stories

Presenters: Winners of the 2019 Governor’s Award - Missouri Department of Transportation and Missouri Department of Social Services

Continuous Improvement in government IS possible! Hear from those with boots on the ground and how they inspired and changed minds and hearts! The Missouri Department of Transportation will share their "Buckle Up Phone Down" Innovation challenge and the Department of Social Services, Family Support Division explains how-crashed a looming backlog and sustained.

Breakout Session Descriptions

Missouri Show Me Challenge

Presenters: Danielle Briot and Corey Bolton

Inspired by the hit TV show "Shark Tank" and other similar competitions, The Show Me Challenge is a new way for team members in Missouri's 16 executive departments to identify solutions that improve how we serve our citizens, cut out unnecessary bureaucratic work, and/or save time and money. The Show Me Challenge is an important part of The Missouri Way of management, which is all about improving how we work together. State of Missouri senior leaders know that many of the best solutions come from state team members, the people working hard for their fellow citizens every day. In this session, participants will hear all about how any state employee can submit their next big idea or innovation, how to get involved, and just how the Challenge works. Pop in if you want to learn more about the Challenge, have submitted a pitch and want to know what to expect next, or a past participant and want to learn how you can stay connected or have follow-up questions. For more information: <https://showmechallenge.mo.gov/>

Multi-State Round Table

Moderator: Jamie Rodgers, NASCA

Participating States: Arizona, Colorado, Illinois, Missouri, Nebraska, and Utah

The multi-state round table is an exciting 45-minute segment where we bring it home! Moderated by National Association of State Chief Administrators (NASCA) Deputy Director Jamie Rodgers, participants will hear from other states around their change and continuous improvement journeys, best practices, and how they have worked to reimagine their work and state government. With great anticipation, we are excited to host the following states and their Leaders:

Arizona	Rob Woods, Deputy Director, Arizona Department of Revenue, Continuous Improvement Leader
Colorado	Gary Vansuch, Director of the Office of Process Improvement, Department of Transportation
Illinois	John Baranzelli, Deputy Director, Department of Central Management Services
Missouri	Drew Erdmann, Chief Operating Officer, Office of the Governor
Nebraska	Matthew Singh, Director of Operational Excellence, Master Black Belt
Utah	Kristen Cox, former Executive Director, Governor's Office of Management and Budget

Participant's won't want to miss out on this very dynamic closing Summit event!

Process/Value Stream Mapping: Using the Tools

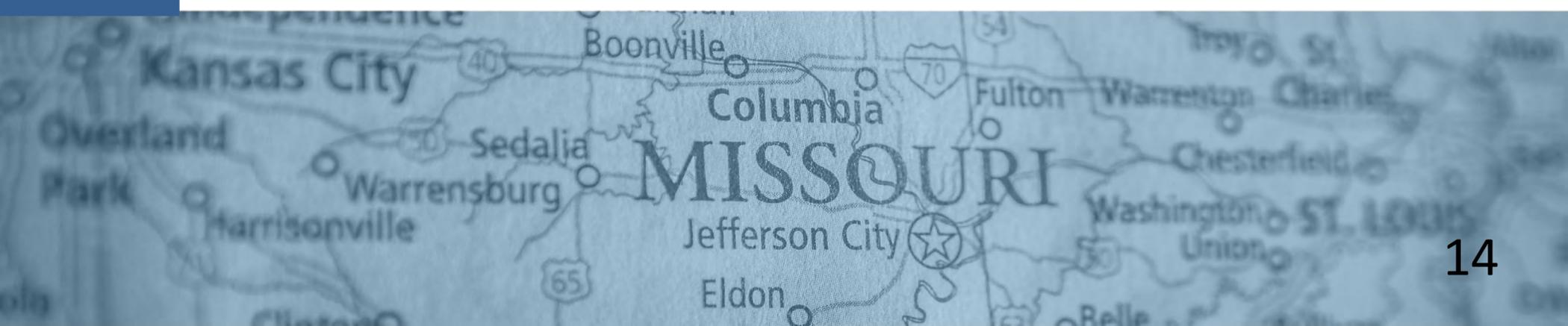
Presenter: Michelle Dankoski

The COVID-19 crisis has led to widespread use of remote-work policies due to limited meeting capacities, travel restrictions, and reduced physical interaction. This means technology must help us communicate virtually to improve agency services, improve operational processes, and resolve issues. During this session, Michelle Dankoski from the Illinois Office of Rapid Results will facilitate an interactive session that will provide an overview and discussion of several field-tested virtual tools used for process and value stream mapping. Attendees will learn about some of the many options available, understand the various situations in which they can be applied, learn how commonly used in-person tools can be adapted to our changing environments, and have the opportunity to discuss and ask questions regarding specific applications.

Robust Process Improvement – Missouri Department of Mental Health

Presenters: James Busalacki, Lisa Franz, Heather Osborne, Bonnie Poole, and Tara Yates

Join Robust Process Improvement® (RPI®) Black Belts from the State of Missouri Department of Mental Health, Division of Behavioral Health (DBH), to learn how they have achieved operational, clinical and financial results at forensic psychiatric hospitals. RPI is a blended performance improvement model that incorporates Lean Six Sigma and formal change management – methods that address efficiency, empowerment, quality, and the behavioral side of change. Review the foundational concepts, hear how DBH structured the program, and understand how methods originally designed for the manufacturing industry can be effective for improving key processes for serving Missouri citizens. Driving High Reliability Results with RPI is an ideal session for those who have an interest in Lean Six Sigma, regardless of training level. It will give the participants an overview of how a Lean Six Sigma model can drive success.



Breakout Session Descriptions

Stop Decorating the Fish

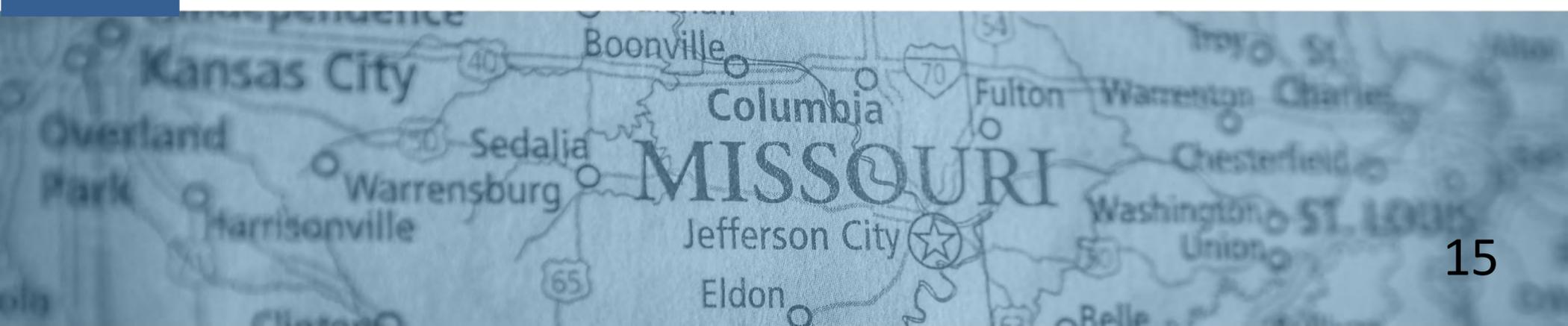
Presenter: Kristen Cox

In this session, Kristen teaches an important lesson through storytelling about how to affect positive change in the workplace. She will focus on how organizations can overlook the core issue when trying to solve problems and expend significant time and resources on actions giving the illusion of progress. Learn how to identify the right problem, set an appropriate objective to solve it and avoid seductive solutions that won't make any real impact. Ashlag and Cox created "Stop Decorating the Fish" as a reader's guide on how to identify the right problem, set an appropriate objective to solve it and avoid seductive solutions that won't make any real impact. Looking at your own business, does your solution offer substance or are you decorating the fish? Let us help you find out.

Why Change Efforts Fail (The Human Element)

Presenter: Tim Petron

It's been reported anywhere from 70-90% of continuous improvement implementations fail. While the reasons are numerous, they all have one thing in common: failure to account for the human element of change. Whether it's a lack of skill building or a rushed change effort, ultimately success or failure hinges on an ability to inspire those in your span of care towards a new way of thinking. This workshop challenges you to consider the critical (and often missed) components of continuous improvement leadership.



State of Missouri Operational Excellence Community

2020 Show Me Excellence Summit



Cindy Dixon
Director of Operational
Excellence, State of Missouri



Vickie Akin
Dept. of Revenue



Corey Bolton
Office of Administration



Danielle Briot
Dept. of Higher Education



Colleen Dowd
Dept. of Labor and
Industrial Relations



David Edwards
Dept. of Corrections



Paul Eisenstein
Dept. of Economic
Development



Jennifer Hentges
Dept. of Agriculture



Julie LePage
Dept. of Mental Health



Grady Martin
Dept. of Commerce and
Insurance



Lee Pearson
Dept. of Health and
Senior Services



Michele Renkemeyer
Dept. of Social Services



Llans Taylor
Dept. of Transportation



Pam Thomas
Dept. of Elementary
and Secondary Education



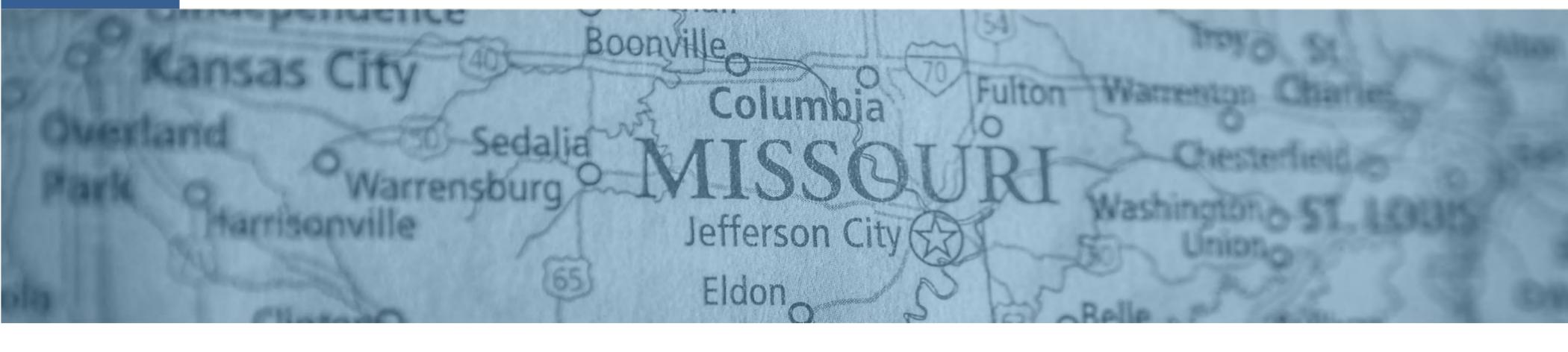
Colette Weckenborg
Dept. of Natural
Resources



Amanda Wilbers
Dept. of Public Safety



Kendra Witthaus
Dept. of Conservation





THANK YOU

*To our supporters, motivators, presenters, all those who helped make the Summit possible, but most of all, our participants, **THANK YOU** for investing your valuable time and energy in the Summit. We hope it has opened your hearts and minds to new ways of thinking, learning, and doing things **Better Together!***

Special Thanks!

Alyssa Bish, DSS
Amanda Allen, DSS
Amanda Wilbers, DPS
Breanna Davidson, DHSS
Cindy Dixon, OA
Colleen Dowd, DOLIR
Courtney Hall, DSS
Danielle Briot, DHEWD
Darlene Fritz, DNR
Emily Wilbur, DNR
Erin Lepper, DNR

Fonda Thomas, OA
Jeannie Lairmore, DOC
Jody Clark, OA
Jolon Wickern, DSS
Karen Miller, MODOT
Kelli Buffington, OA
Ken Haigler, DSS
Mary Corey, DESE
Melody Reichel, DOR
Michelle Coleman, DSS
Michele Renkemeyer, DSS

Rob Hunt, DNR
Roxy Antonio, DOR
Sam Swoboda, OA
Scott Montgomery, DSS
Scott Woerner, OA
Tanika Nevills, DSS
Tisha McGowan, DSS
Yvonne Wright, DHEWD

