

# ***Partners in Excellence***

***Wednesday, March 28, 2007***

## ***Opening Address***

Transforming Boeing Commercial Aircraft to Lean & Moving Assembly Lines

Ken Christie

777 Boeing Production System Lean Mfg. Integrator

**Abstract:** Ken will present traditional roles vs. future roles, tools, & lessons learned. Examples will be from Boeing's Lean journeys, and from his other Boeing experiences. Ken has a lead role in a Team that recently changed part of 777 from a traditional static build process to a moving line, based on Toyota Production System principles. As Communications Focal for this Team, Ken assures that understanding of Lean is gained by employees, and he is designated to describe "777 Lean" to VIPs visiting the largest building in the world.

**Bio:** Ken Christie joined Boeing in 1986 as an engineer in a Mfg R&D group responsible for Everett & Renton facilities (WA State), where he developed & implemented technologies used in 747, 737, & 777 assembly. In 1997, 777's Director of Mfg asked Ken to become Lean Technology Implementation Manager, reporting to a newly appointed 777 Director of Lean. Ken is a Montana State University grad, holds 2 patents in assay technology, is a Certified Six Sigma Black Belt, is certified in Lean tools, & functions as Lean Consultant for Customer airlines world-wide.

## ***Keynote Address***

To Pull Or Not to Pull—What is the Question?

Mark L. Spearman, President and Chief Executive Officer

Factory Physics, Inc.

**Abstract:** The terms "lean" and "pull" have become cornerstones for improving manufacturing supply chains. Unfortunately, there is little agreement and much confusion as to what these terms actually mean. This talk represents an effort to clear the air and put things on a more quantitative footing.

As Dr. Johnson put it, “That, Sir, is the good of counting. It brings every thing to a certainty, which before floated in the mind indefinitely.”

**Bio:** Mark L. Spearman is President and Chief Executive Officer of Factory Physics, Inc., a firm that provides complete productivity solutions for manufacturing and the supply chain. In his former life as an academic, he was Head of the Department of Industrial Engineering at Texas A&M University, Professor of Industrial and Systems Engineering at Georgia Tech and Associate Professor of Industrial Engineering and Management Sciences at Northwestern University. He holds a Ph.D. in Industrial Engineering.

After more than 20 years and over three million dollars in research funding, he has focused on ways to improve the manufacturing supply chain. He and his coauthor, Wallace J. Hopp, of Northwestern University, wrote the book, *Factory Physics: The Foundations of Manufacturing Management* that was named the IIE Book of the Year (1998). He has helped more than one hundred companies apply the principles of Factory Physics® to improve their manufacturing supply chains by improving on-time delivery, reducing inventories, increasing productivity, reducing cycle times, and by developing integrated approaches that are both simple and effective.

He has served as President of the Manufacturing and Services Operations Management Society, as Secretary of the Production and Operations Management Society, and as associate editor of numerous journals, and as an ABET evaluator for the Institute of Industrial Engineers.

How to address the “missing links” in most performance improvement initiatives

### ***Closing Address***

Michael Bremer

President

Cumberland Group – Chicago

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**Bio:** Michael Bremer is President of The Cumberland Group – Chicago, a Senior Engagement Manager for Motorola University, CFO for the Association Manufacturing Excellence and lecturer for the University of Chicago & Loyola University. He is a Motorola certified MBB and is teaching lean certification classes for AME/SME.

He has over 25 years experience including director of the information systems group for a Fortune 25 company, and President of several new business start-ups. Early in his career he created a global based continuous improvement process for Beatrice Foods, which was one of the models used to establish the Baldrige Quality Award criteria. Michael initially studied quality improvement with Dr. Deming and Dr. Juran in the early 1980s.

Recently co-authored “The Six Sigma Black Belt Handbook” and is the lead author for “Six Sigma Financial Tracking and Reporting” to be published by McGraw Hill in December, 2005. He is also starting a new book on “Innovation.”

### **Session 1**

Quick, Repeatable Setups. You mean we need *both*?

Thomas F. Warda

Eastman Kodak Company

**Abstract:** Quick setups are an absolute requirement for true lean manufacturing. Many people have managed to reduce their setup times so they can make smaller batches, but now have problems with increased lot-to-lot variability. Wouldn't it be nice to reduce setup times and actually reduce that variability? Tom will share a proven process and real life examples of how Kaizen teams at Kodak have done just that – with amazing and entertaining results.

**Bio:** Tom Warda is a Kodak Operating System Technical Leader and Six Sigma Black Belt at the Eastman Kodak Company in Rochester, New York. The Kodak Operating System (KOS) is Kodak's version of the Toyota Production System (TPS). Tom has been at Kodak for 31 years and currently works in the Graphics Communications Group. He is also attached to KOS University - which is entrusted with teaching both Lean and Six Sigma to Kodak people around the globe.

Thomas F. Warda  
Kodak Operating System Technical Leader  
Graphic Communications Group

Eastman Kodak Company  
343 State Street  
Rochester, New York, 14650-1175  
United States of America

## ***Session 2***

Creating a Lean Culture: Process Focus and Leader Standard Work

David Mann

Steelcase

**Abstract:** A key in transforming from batch to lean production is shifting management's exclusive focus on results to emphasizing focus on process. TPS literature and experts offered little explicit guidance in this area, leaving operations managers wondering: "What does process focus mean? How do we do it?" This presentation addresses these questions with a concise model, specific steps, and tools in what Steelcase now refers to as a "Lean Management System," reflecting lessons from 40+ lean conversions.

**Bio:** In supporting 30+ lean conversions at Steelcase, Mann recognized the need for a new management approach to sustain lean conversions. This lean management system is the subject of his book, Creating a Lean Culture, awarded the Shingo Prize in 2006.

Mann has been with Steelcase since 1987. His professional positions include Shingo Prize examiner, AME regional board, AME's Target editorial board, Lean Education Academic Network industry advisor, St. Mary's Healthcare Lean Advisory Board, Ohio State University operations management adjunct faculty.

## ***Session 3***

TWI – The Foundation of Lean Thinking

Don Dinero

Round Pond Consulting

**Abstract:** TWI has been called the foundation of Lean Thinking because it trains people in the fundamental skills required in a Lean organization. TWI consists mainly of three “J” programs. Job Methods teaches one how to see and eliminate waste. Job Instruction teaches one how to transfer knowledge to another person and results in standardization of processes. Job Relations teaches how to deal with personnel situations in a non-emotional manner. These programs have been used successfully for over sixty years

**Bio:** Donald A. Dinero, PE, CPIM, the principal of Round Pond Consulting Services helps companies implement Lean principles and believes that the Lean movement is hindered by its omission of TWI training. TWI’s fundamental skills training helps to stabilize an organization, preparing it to seriously begin its Lean journey. Mr. Dinero is concentrating his efforts on spreading the word of TWI. He delivers both training and Train the Trainer in all three of the ‘J’ programs.

#### *Session 4*

Implementing standard work and the human side of Lean in a repetitive, automotive like manufacturing environment.

Dean Mingo

Director of Operations for Manufacturing Systems

Genie Industries

**Abstract:** Implementing standard work and the human side of lean in a repetitive, automotive like manufacturing environment.

Genie Industries has been implementing the “hardware” side of lean (Kanban, 5-S, Moving Lines, Heijunka Boxes, Poke Yoke, etc.) for over 10 years. In 2006 they added an initiative to implement lean management methods to compliment the “hardware” side and optimize performance in manufacturing. Standard work and daily kaizen as well as other lean management methods will be discussed.

**Bio:** Dean is the Director of Operations for Manufacturing Systems at Genie Industries, a \$2.5 Billion division of the Terex Company. He brings together a unique combination of experiences having been involved early on in developing Genie's Total Quality program as well as today's TPS lean management initiatives while taking their scissor manufacturing plant from a start up to \$250M in revenue. Dean has studied lean in an operational environment as well as under the tutelage of the Shingijutsu consulting group. He has made multiple study trips to Toyota, in the US and Japan, as well as to other leading edge manufacturing companies.

## Session 5

### Leadership in Compression

Doc Hall

Professor Emeritus, Indiana University

**Abstract:** Within a decade, we will face challenges far more daunting than the “Japanese industrial invasion” of the 1980s. Chronic materials shortages, energy shortages, environmental degradation, and the fallout from globalization are four. Working harder the same old way cannot cope with these. As usually practiced, even Lean operations falls short. But Lean and quality working tools introduce disciplines useful for meeting these challenges.

What’s missing is a working culture using Lean tools – and more – to create enterprises in which all employees are regarded as professional, and that collaborate to overcome complex problems from many directions. For example, “Design for Everything (DFX)” is beyond the capability of a command-and-control silo organization. We don’t know how to meld all the people and points of view necessary to do this in a complex case.

The key to unraveling this is leadership to migrate to a new working culture, and it has to come from the top. Only top management can influence all the contributors to working culture, from the accounting system to HR policies, plus illustrate the behavior that is necessary from everyone in order to work in this way.

**Bio:** Dr. Hall is Professor Emeritus of the Kelley School of Business, Indiana University. He is a founding member of the Association for Manufacturing Excellence, and is now editor-in-chief of its publication, *Target*. His experience with Lean operations dates to the late 1970s. He has been an examiner for the U. S. Malcolm Baldrige National Quality Award, a judge for the Pace Award (innovative auto suppliers), and reviewed applicants for *Industry Week’s* annual 10 Best Plants competition.

Before becoming an academic, Doc worked for Eli Lilly and Union Carbide. His undergraduate degree is chemical engineering; graduate degrees are in operations management. Doc’s first book was *Zero Inventories* in 1983. Now he is working on a seventh, *Compression*, which makes the case that only by a major change in how we think about business systems can we meet 21<sup>st</sup> century challenges.

## Session 6

### Latino vs. Hispanic: What’s in a Name!

Dr. Carlos Ortiz

## Thompson Health

**Abstract:** With the Latino population in the US now consisting of over 42 million and thus the largest minority group, it is important to appreciate the vast diversity that exists within this population. Even the terms “Latino” or “Hispanic”, which are used interchangeably to refer to this population mean different things to members of this group.

This presentation will give a historical viewpoint as to the development of the terminology and progress of this ethnic group in the US. Recent national and local demographics as well as future projection will be discussed. Finally, Health and Health-care disparities and cultural issues will be highlighted.

**Bio:** Dr. Ortiz is originally from Puerto Rico. He did his undergraduate and medical school education at the University of Puerto Rico. There he was President of the Alpha Omega Alpha, national medical honor society local chapter.

He did his internship and residency training program at the University of Rochester Medical Center. There he also did his Pulmonary Medicine fellowship. Thereafter he joined the full time faculty of the University of Rochester Medical School and was at the Genesee Hospital until its closure in 2001. At the Genesee Hospital, he was Medical Director of the Intensive Care Unit, Pulmonary and Critical Care Division Chief and finally Chairman of the Department of Medicine. He currently is the Senior Vice President for Medical Services and Medical Director of Thompson Health in Canandaigua, New York.

Dr. Ortiz belongs to several local community boards including Finger Lakes Health System Agency, Greater Rochester Regional Health Information Organization, and Greater Rochester Health Foundation. He is the current Chairman of the Cultural Diversity of the American College of Chest Physicians. He has a strong interest in Latino health issues and health care disparities.

### ***Session 7***

#### Policy Deployment – A Path for Lean Success

John Gould

Simpler Consulting

**Abstract:** Many companies are embarking on a “lean Journey” to ensure continued success in their markets. Many have studied the tools and have successfully implemented them achieving significant results. As these selected results are compounded they frequently find that their major market issues

continue to plague them. Their financials seem to not fully reflect the total accumulation of their Lean effort. This is a result of using the Lean tools as an end in itself rather than developing a “Strategy” for success and then using the “Lean Tools” as a tactic for achieving this strategy. Policy Deployment defines the direction for a successful Lean implementation by integrating the goals of an organization from top to bottom and provides a mechanism to drive successful strategy implementation.

**Bio:** John Gould joined Simpler as a Sr. Consultant after 3 years as an Executive Management Consultant with the Six Sigma Academy. Over his 30 year career he has held positions as Division President, VP & General Management, Director of Operations, Plant Manager, VP Quality, Director of Quality and Marketing Manager with multiple Fortune 500 companies such as Danaher, TRW, Allied Signal and General Electric.

**Bio:** Mr. Gould is a Lean Master with 17 years experience with Lean-Sigma gained while as an executive with Danaher Corporation and Tuthill Corporation where he was a Division President with both companies. During the last three years as an Executive Consultant with the Six Sigma Academy where he worked with 12 major corporations implementing Lean and Six Sigma transformation systems.

Mr. Gould is also a Six Sigma Master Black Belt obtained while instructing for Motorola at the Motorola University. He has over 30 years of general management, operations and quality experience.

## ***Session 8***

Lean for ISO and IT Now What?

Jim Benz and  
Carol B. Wright

Enterprise Solutions Inc

**Abstract:** You've been to the training. You have the certificates. Your company has empowered you to make change. NOW WHAT?!

Join us for some real world war stories on how to implement Lean, ISO and IT projects so you can survive and prosper. Too often, good people are thrown into the breach and fail needlessly because they weren't aware of how to execute and how to manage around problems and unforeseen circumstances.

Remember, others have gone before and have valuable suggestions to help you succeed. These are the things they never taught you in school!

The speakers have consulted in more than 300 businesses over the last several decades and know how to get things done. They will share meaningful insights with the attendees.

The case studies will cover a wide variety of companies both large and small. Cases are drawn from manufacturing, service, financial and higher education sectors.

Specifics will talk about how classical Lean, ISO and IT techniques and methodologies can be applied to any business and what types of results can be achieved. For example:

1. How material flow in a fortune 500 company was held hostage by poor planning and a bad marriage.
2. How a fortune 1000 manufacturer avoided bankruptcy by adopting configuration management and lean applications.
3. How a major university was saddled with an ineffective IT operation due to the "not invented here" mentality at the VP level.
4. How a privately owned company narrowly avoided bankruptcy by implementing lean and quality, while reorganizing its management structure and prioritizing customer needs.
5. How a small technology division implemented ISO 9001:2000 and became registered in 8 months, from start to finish.
6. How a growing manufacturing company selected and implemented an ERP system while implementing Lean concepts and improved shop floor operations and throughput.

Additional cases can be developed, but this is a sampling.

For more information about us, our website is, [www.esireresults.com](http://www.esireresults.com)

**Bio Carol B. Wright** Carol is a Principal Consultant and co-owner of Enterprise Solutions, Inc., (an ISO 9001:2000 registered company) and has over thirty years of senior level corporate management, systems management and consulting experience in a wide variety of areas, including strategic business & systems planning, systems selection & implementation, systems development, budget development & cost management, operations & business process re-engineering and quality planning & deployment.

Her career focus has been on information technology and corporate operations, and her experience covers the spectrum from hands-on technical work through executive level management. Originally trained at IBM Corporation, she spent five years as a Systems Engineer, consulting with clients in the field. She was then recruited by Information Associates, Inc., a niche provider of administrative software solutions, where she was responsible for all of the information technology used worldwide to develop, maintain

and deliver IA's software. During her tenure with IA, she helped grow the company from 30 employees to over 300 and she participated in four complete ownership transitions while providing seamless systems delivery service to clients. At Frontier Corporation, Carol was responsible for the applications systems for all of the telephone and telecommunications companies within corporation as it transitioned from a regulated enterprise to a competitive commercial telecommunications services provider.

Carol holds a BA degree in Economics from Wellesley College and an MBA from the Simon School of Business at the University of Rochester where she was elected to Beta Gamma Sigma, the national business school honor society. She has served as an advisor on systems issues for manufacturing, health care, higher education and telecommunications groups and has spoken at many seminars and conferences. She is a past board member of APICS, holds a Certified Quality Auditor (CQA) certification from the American Society for Quality (ASQ), RAB certified ISO 9001:2000 auditor and is a member of the National Association of Women Business Owners (NAWBO).

**Bio:** Jim Benz is a Principal Consultant and co-owner of Enterprise Solutions, Inc., an ISO 9001:2000 registered company. He has over thirty years of experience in corporate management, manufacturing and consulting in the areas of strategic business & sales planning, Quality and ISO 9000 implementation, manufacturing management, industrial engineering, Lean Manufacturing and business process re-engineering.

The majority of Jim's career has been spent in professional management consulting with the Big 4. Prior to forming Enterprise Solutions, he spent 20 years as the Director-in-Charge of the Operations & Manufacturing Consulting Practice at KPMG and the Manufacturing & Systems Consulting Practice at PriceWaterhouseCoopers (PWC).

His hands-on style of working with clients to identify opportunities and then to roll up his sleeves to assist in their implementation reflects not only his broad consulting background but also his "real world" business operations, technology and manufacturing experiences. At Gleason Works, a Fortune 1000 machine tool manufacturer, he worked in both the engineering and systems departments, providing support functions on and to the manufacturing floor. He then went on to be one of the founders of General Ionics Corporation, a high technology manufacturer of ion beam source & transport equipment for the linear accelerator industry, where he had engineering and sales responsibilities during the company's initial phases. Most recently he served as president of a high technology aerospace design and manufacturing company in Phoenix, AZ

He is a Senior Member and Past President of the Institute of Industrial Engineers (IIE). His professional certifications include: QMS Auditor with the RAB, CPIM (Certified Production & Inventory Manager) from APICS, CQA (Certified Quality Auditor) from the American Society for Quality (ASQ), CDP (Certified Data Processor) from ICCP and CPA from New York State. He taught as an adjunct faculty member in the graduate business school programs at both the University of Rochester and Rochester Institute of Technology for over ten years.

Jim holds a BS degree in Accounting and Engineering from the University of Rochester and an MBA in Finance and Operations Research from the Simon School of Business at the University of Rochester.

He is an FAA licensed Commercial Pilot, multi-engine, instrument flight and ground instructor. He is a pilot and member of the Arizona Wing of the CAF, a member of the AIAA, CAP, EAA and AOPA.

### ***Session 9***

Effective Value Stream Mapping in the Emergency Department

Sue Kozlowski

MSA, MT(ASCP)SBB DLM ~ SSBB(ASQ) Six Sigma Black Belt

St. John Health

**Abstract:** A busy Emergency Department (ED) presents challenges when mapping the value stream. St. John Health shares effective techniques and lessons learned from mapping the five EDs within their health system. In this case study presentation, emphasis will be on the following key areas: development of the ED Value Stream; how to document ED flow; how to collect cycle time data; how customers distinguish value-added from non-value-added activities; and Lean or Lean Six Sigma project selection.

**Bio:** Sue Kozlowski is a Lean Six Sigma Black Belt at St. John Health. She has successfully completed projects in the areas of inpatient throughput, the Emergency Department, and Surgical Services. Sue coordinates the Lean Six Sigma educational program at St. John Health. In addition, she is an Adjunct Associate Professor in the Eugene Applebaum College of Pharmacy and Health Sciences at Wayne State University. Her degrees include Master of Science in Administration from Central Michigan University, and Bachelor of Science in Medical Technology from Michigan State University. ASQ-related highlights of the past year include obtaining her ASQ certification as a Six Sigma Black Belt, and serving as preliminary round judge for the ASQ's International Team Excellence Awards.

### ***Session 10***

Lessons from "Quantum Improvers": Strategies for Effective Goal Setting that Get Results.

Greg Butler

Executive Vice President

Chip Caldwell & Associates

**Abstract:** What separates the high performing organizations from those that languish in mediocrity?" Every organization begins the year with goals, a strategic plan and a budget. So what are the critical variables that determine which organizations consistently exceed their prior performance? What makes some organizations seem to embrace change and exhibit a propensity for action while their competitors maintain cultures that vigorously protect the status quo? Are these differences simply a random trait that predetermines the destiny of the hospital or are they learned behaviors? Chip Caldwell & Associates will share the results from proprietary research and experience to answer these critical questions.

Participants will learn "Quantum Improver's" techniques for:

- Effective Benchmarking and Goal Setting
- Maintaining the "Big Q vs little q Focus"
- Removing the Barriers-to-Change
- Achieving Speed-to-Action
- Increasing accountability for implementation and results

**Bio:** During his career, Greg has held leadership positions with some of the country's leading healthcare manufactures, service providers, and consulting firms. His experience includes the development of pharmacy and supply chain programs for one of the nation's largest group purchasing organizations and Cardinal Health. Greg's multifaceted background provides him with expertise to rapidly analyze client's needs and match them to applicable methods for optimizing their performance. Greg's personal areas of expertise include:

- Strategic planning and business plan development
- Client need analysis and project management
- Market analysis and consumer research
- Application of quality and cost reduction methodologies
- Evaluation and negotiation of outsourced business agreements
- Certified in Lean-Six Sigma and advanced quality methodologies

Greg has assisted hospitals with improving productivity and lowering operating costs for the past 15 years. He uses his experience to develop effective solutions for the many challenges facing his clients. During the past few years, his focus has been assisting clients by developing strategies for reducing emergency room overcrowding, expanding OR capacity, reducing length of stay, improving patient satisfaction and improving clinical utilization.

During Greg's career, he has been directly involved in GPO contracting strategies, supply chain solutions, anesthesia services, respiratory care,

pharmacy operations, and operating room logistics. Greg's diverse background in healthcare provides him with the ability to understand client needs and assemble the appropriate resources to achieve their objectives. Prior to joining Chip Caldwell & Associates, Greg served as a Senior Vice President for Cardinal Health Clinical Consulting & Services, Vice President of Marketing and Business Development for Owen Healthcare, and Senior Director for VHA/Novation. Greg holds a MBA from the University of Texas at Dallas and a BBA from Texas Tech University.

### **Session 13**

Data Analysis Tips and Techniques  
(Fun with Excel Pivot Tables and Minitab)

Eric Alden

Lean Six Sigma Master Blackbelt

Xerox

**Abstract:** Data is everywhere! The challenge is to deliver action plans based on the data analysis. Data comes in many forms such as hand written notes, emailed spreadsheets or downloads from huge Data Warehouses. One thing is for certain, the power of personal computers and advances in software enable mere quality professionals to tackle challenges that previously only high level specialists could do.

This talk will:

- Define the structure of "Standard Database Format"
- Review simple Excel Database Functions such as Filter and Sort
- Demonstrate the ease in which Minitab and Excel work together
- Introduce Excel "Pivot Tables" (A very powerful tool at everyone's fingertips. I am surprised at the number of people I work with who do not yet know this tool!)

Laptops are welcome, but not required. The intent is to expose individuals "Database Etiquette" and increase awareness to powerful data analysis tools.

Level: Basic to Intermediate

**Bio:** Eric Alden is a practicing quality professional supporting the Rochester area for over 20 years. Eric is a Xerox Lean Six Sigma Master Blackbelt, and is currently working for Xerox as a Reliability Manager. He has performed a wide variety data analysis during previous employment with Mobil Chemical and Bausch and Lomb. He holds a Master's degree from RIT in Quality and Applied

Statistics, and an undergraduate degree from RIT in Mechanical Engineering. Eric served as the 2003 - 2005 Chair of the Rochester ASQ section, and holds CQE, CQM, and CSSBB certifications through ASQ.

### **Session 14**

#### Lean Six Sigma

Dave Wallace, Julie M. Cooke and Franklin I. Allen

**Abstract:** The objective of this Lean Six Sigma project was to monitor and impact the patient flow within the Highland Hospital Emergency Department. The benchmark data used was from VHA, a healthcare provider alliance with more than 2400 not-for-profit health organizations. The measures analyzed were patient length of stay within the emergency department (LOS), diversion hours (Code Red) and patients who left the facility without being seen by a healthcare provider (LWBS).

**Bios:** Julie M. Cooke is a member of the Quality Management team of Highland Hospital. Julie has 14 years of experience in quality and has been recently certified as a Six Sigma Black Belt.

David G. Wallace has over 20 years experience in Engineering and Project management. He has held positions in several companies including Taylor Instruments, Unilever, Rochester Midland Corporation and Xerox. He is a PMP certified project manager and has recently received his certification as a Six Sigma Black Belt. He holds a BS degree in Electrical Engineering.

Franklin I. Allen is a manager within Highland Hospital and has several years of management and manufacturing experience. Franklin is a certified Black Belt.

### **Session 15**

#### Lean Sales & Marketing

Brent Wahba, President of Strategy Science Inc.

and Rob Perrilleon, Director Sales Development  
Element K.

**Abstract:** Most sales and marketing processes are burdened with waste: large funnels of leads that don't turn into bookings, a portfolio of products and services that don't excite customers, extensive travel, the inability to deliver on time, salespeople inundated with too many non-selling activities, and endless finger-

pointing meetings. This talk provides an overview and examples of how to apply proven lean methodologies to identify and eliminate waste in a sales and marketing organization while simultaneously driving the entire enterprise to deliver higher value products and services. The results are lower costs, higher margins, and a more motivated, productive sales and marketing workforce.

**Bios:** Brent Wahba is the president of Strategy Science Inc., a New York-based product development and strategy consulting / training firm. He founded this company to serve the needs of his clients for more scientific business improvement techniques and more business-focused product development methods that reduce cost and lead-time, improve quality, and increase customer satisfaction. Brent began his career 20 years ago in research and development at General Motors and has gained a very broad range of managerial and technical experience. He now uses his expertise to train, consult, and give talks in many industries including automotive, information technology, pharmaceutical, and consumer goods. Brent has earned an MBA from the University of Rochester, an MS in Materials Science & Engineering from the Rochester Institute of Technology, and a BS in Electrical Engineering from the University of Rochester. Brent is also a board member of the Rochester IIE.

Rob Perrilleon has 15 years sales, sales management, and marketing experience and is currently Director, Sales Development for Element K, a leading e-Learning company. In this role, Rob is responsible for creating and implementing the corporate value proposition, as well as product positioning and new product commercialization through marketing communications, a 50 person direct sales organization, and an extended enterprise of over 1,000 salespeople worldwide. During his tenure, Element K's sales increased over 20%, and sales productivity tripled. Prior to this role, Rob held a variety of sales, sales management, and strategic account positions, both at Element K and its predecessor Ziff-Davis, and several other technology companies. Rob holds a BA from Dickinson College, and an MBA in Competitive and Organizational Strategy from the University of Rochester's Simon School of Business.

## ***Session 16***

Cut Through the Organizational Fog and Discover the Magic of Vision

Bill Gormont

Eastman Kodak Company

**Abstract:** Buried in the massive detail of the process? Trying to lead an improvement project and nobody's following? Feeling overwhelmed and under-appreciated? Not sure if you're the leader or the led? You're probably lost in

“The Organizational Fog”. This program will help you become more successful as you learn how to *Cut Through the Organizational Fog and Discover the Magic of Vision*.

**Bio:** Bill Gormont has over twenty-five years of leadership experience in a variety of managerial roles with Eastman Kodak. He holds a BS degree in Electrical Engineering and a MS degree in Engineering Management. Bill has extensive experience in equipment commercialization as well as applied understanding as a Malcolm Baldrige National Quality Award Examiner and Six Sigma Quality Black Belt Practitioner. He blends this technical background with his talents as an accomplished magician to deliver a high energy and motivating presentation.

### **Session 17**

Delivering Results through Lean Sigma Methods in a Domestic Electronic Manufacturing Services Company

Donald S. Doody and Mark Talmadge,

IEC Electronics

**Abstract:** In the fall of 2004, IEC electronics made a commitment to implement Lean Sigma as a way of life, not a program of the month. We did it using the basics. We got top management commitment, involved all aspects of the business, got buy in and feedback from all levels of employees, and took action.

The key part of the process is setting forth a vision, sticking to it and involving everyone. The Lean sigma efforts led directly to a number of tangible results, which have been sustained. On time delivery increased dramatically, net income increased \$1M in a year over year comparison while simultaneously enduring a temporary decline in revenue, aging work orders decreased substantially, plus others. Revenue has since recovered and the company is growing. The company has received unsolicited customer testimonials on delivery predictability and overall service levels.

Attendees will take away the basic tools and steps to implement and maintain a Lean Sigma environment that involves all levels of the organization and its people, with an emphasis on taking action leading to tangible bottom and top line results beyond the traditional lean metrics.

**Bios:** Donald S. Doody earned a Masters’ degree in Industrial Sciences from Colorado State University and a Bachelors’ degree in Electrical Engineering from SUNY College at Buffalo. Don is a certified BB and is a former GE MBB. Currently he is employed as VP of Operations at IEC Electronics. Prior to joining IEC, Don held a number of engineering and management positions at GE and Plexus Corporation.

Mark Talmadge

- Associates in Mechanical Engineering – SUNY Morrisville

- Bachelor of Technology in Manufacturing Engineering – Rochester Institute of Technology

- 18 years of contract electronic assembly experience at IEC electronics.

Responsibilities have included Manufacturing Engineering, Manufacturing Engineering management, Quality management, and Manufacturing Operations management.

## **Session 18**

Achieving Lasting Results: Lessons for Organizations and Individuals

Ed Biernat, Consulting with Impact, Ltd.

and Jeremy Biernat, a Certified Strength and Conditioning Specialist

**Abstract:** In this highly interactive presentation, Ed and Jeremy Biernat will outline how to achieve success in targeting and achieving results. Ed is a Lean Six Sigma Black Belt and has over 25 years experience in implementing change in a wide variety of businesses. Jeremy is a Certified Strength and Conditioning Coach that has helped hundreds of individuals achieve lasting personal fitness results. Although the applications are different, the principles they follow are the same.

In this presentation you will learn:

- How to set targets that yield lasting results
- The top five reasons people and companies can't shed pounds
- What to measure and how often to measure it
- What to do when you plateau, and what to do when you are losing ground
- How LEAN techniques can help you lose weight and how strength and conditioning tools can help your company become LEAN

**Bios:** Edward Biernat is the president of Consulting With Impact, Ltd., a locally-based continuous improvement consultancy, and is a certified Lean Six Sigma Black Belt. Ed has degrees in engineering from Clarkson University and served as the Vice President of Corporate Quality at PSC in Webster, NY before starting CWI in 1997. He has personally lead Lean Transformation efforts in the North America and Europe, as well as Lean Six Sigma events across the country. Ed has presented at annual conferences for organizations including the IIE and the European Organization for Quality and at regional venues. He is also an instructor in Monroe Community College's Lean Six Sigma certification program. ([www.consultingwithimpact.com](http://www.consultingwithimpact.com))

Jeremy Biernat is a Certified Strength and Conditioning Specialist as well as a Certified Personal Trainer. After graduating Summa Cum Laude with degrees in Exercise Science and Education, he moved on to manage the personal training department at a highly successful hospital-based fitness center in Texas. Feeling the need to spread his knowledge and particular brand of fitness, Jeremy started Tall Trainer Fitness Systems in Canandaigua, NY, where he creates personalized exercise solutions tailored to the individual client. "It's important to customize the exercise to the person and not demand the person fit into the exercise." ([www.talltrainer.com](http://www.talltrainer.com))

## **Session 19**

### Agile Software Management

Dr. Kishore

Associate Professor, School of Management SUNY Buffalo

**Abstract:** "The field of software development has been plagued with project failures and challenges for nearly four decades now. While we continue to improve, we still manage to complete only 29% software projects successfully (based on data compiled by Standish Group in 2004). In response to this "crisis," one of the initiatives undertaken by the software community is the development of agile software development methods. This talk by Dr. Rajiv Kishore will provide an overview of the philosophies, principles, and practices in the area of agile software project development and management. Two key goals of agile project management are to deliver innovative products to customers in highly uncertain situations and to create working environments in software development projects in which people look forward to coming to work each day. Agile methods achieve these goals by moving away from processes of anticipation that underlie most traditional software development methods to processes of adaptation that underlie biological evolution in the natural world, and by placing emphasis on individuals and interactions over processes and tools and on customer collaboration over contract negotiations. This talk will examine how these philosophies are implemented and how these goals are achieved in agile projects."

**Bio:** Dr. Kishore's primary research interest is in improving organizational and IT performance through the effective management of global IT and business process outsourcing projects, agile enterprise and business process integration, and technology and innovation management. He received a multi-year research grant as a co-principal investigator from the National Science Foundation for conducting research in the IT outsourcing area. Dr. Kishore has published numerous articles in scholarly journals and refereed proceedings and has presented his research at various international, national, and regional

conferences. He has also consulted with a number of large companies including BellSouth, Blue Cross and Blue Shield of Minnesota, Clearnet Communications (Canada), Dun and Bradstreet Software, IBM, and Pioneer-Standard Electronics. He continues to regularly consult and speak to industry and professional groups.

## ***Session 20***

Business & Competitive Intelligence, Techniques and Research using the web.

Ellen Reen

Insyte Consulting

**Abstract:** The professional practice of business and competitive intelligence, like many other fields requires extensive use of online search tools. Most of us are spending increasing amounts of time looking for information using the Internet. The question is; are we using this time effectively? The Internet has made finding information easier than ever. At the same time, it has made finding good information from knowledgeable and reliable sources more challenging.

This session will introduce attendees to the concepts of business and competitive intelligence research and advanced Internet searching skills. It will also discuss the differences in Internet search tools.

**Bio:** Ellen Reen has more than 20 years experience as an information and business intelligence professional in a variety of industries. Ms. Reen has supported the research needs of mergers and acquisitions, due diligence, research and development, engineering and marketing functions. Her experience includes directing efforts to organize, manage and disseminate competitive and business intelligence throughout organizations. Ms. Reen has also established and implemented systematic processes for monitoring sources of information and disseminating intelligence. She is a member of the Society of Competitive Intelligence Professionals and teaches a Masters level course in Business Intelligence. Ms. Reen is a certified Competitive Intelligence Professional through the Fuld-Gilad-Herring Academy of Competitive Intelligence and a certified Professional Business Advisor through MEP University.

