STRIVING FOR PEAK PERFORMANCE

There is always room for improvement—in our personal lives, our professional lives, and in the operations of our companies. It is our drive to achieve that makes us want to develop new skills and find ways to improve.

This year’s theme, *Striving for Peak Performance*, honors the path that each of us may take on the journey to achieving operational excellence. It’s a long and winding road with many twists and turns. Sometimes we may have to pick up speed due to an unexpected change and other times our pace may slow as we become distracted, but we always need to keep our goal in sight.

What’s in store for you at the 2019 Continuous Improvement Conference?

• Develop a roadmap to protect your company’s survival
• Discover how the concepts and tools of Lean manufacturing are implemented by printing companies and other custom manufacturers
• Hear printing companies reveal their advanced approaches to cutting costs and becoming more productive
• Get advice and inspiration from nationally-known authorities in operational excellence.
• Learn what is required of execs to lead a cultural transformation

This conference is ideal for executives and managers playing a vital role in seeking operational excellence. You’ll be surrounded by like-minded professionals just like you who want to make a difference in their organizations!
THE IMPROVEMENT KATA
Sammy Obara, Honsha Associates

How does a company change the way its employees think? By changing the way its leaders think and behave. In Japan, kata originally meant a detailed and choreographed pattern of movements that prepared one for self-defense and hunting. Kata has since come to describe any precise routine that is practiced so much it becomes habit forming. Gain insight into effective improvement habits from a former Toyota executive and take away immediate actions that can begin to change the mindset in your organization.

HOW TO LEAD WITH RESPECT
Mike Orzen, Mike Orzen & Associates, Inc

Building a great organization requires effective leadership. A key element that is often misunderstood is what it means to lead with respect. We’ll explore why leading with respect is essential in a successful transformation, what respect looks like in practice, the seven core practices, and how they impact people to drive lasting change for the better.

OUR QUEST FOR OPERATIONAL EXCELLENCE
Dan Vermeesch, Micron Manufacturing Company

Shingo Prize-winning organizations demonstrate a culture where principles of operational excellence are deeply embedded into the thinking and behavior of all leaders, managers, and associates. Among the principles they demonstrate: respect every individual, assure quality at the source, focus on process, and create constancy of purpose. Hear how one recipient company has created an operational approach that puts it at the forefront of manufacturers around the globe.

HOW A SUGGESTION SYSTEM CHANGED OUR COMPANY
Doug Rawson and Jeff Ku, Superior Lithographics

Six years ago, Superior Litho transitioned away from traditional “top down” management to one centered on employee empowerment and continuous improvement. Its ability to capture employee ideas was a pivotal part of the transition with 1,300 implemented to date. There have been huge improvements in processes and workflow, but the biggest change in the company’s culture: people feel better about themselves and are diligently working to making Superior a better supplier to its customers.

CONNECTING WITH PEOPLE THROUGH PURPOSE AND CHARACTER
Tony Bridwell, Ryan LLC

Today, there appears to be a subtle drift in how people understand leadership. The confusion stems from two opposing views on what it means to be a leader. On one side is “Forced-Authority” and the other is “Authentic-Influence.” In the multi-generational workforce of today, leaders should be equipped to not only engage the hands and feet of their people, but also their hearts and minds through Authentic-Influence. Tony gives insight into how to connect with your employees in a meaningful way and offers specific actions to help you elevate your leadership influence.
LEADING CHANGE – MANAGING TEAMS TO BUILD A LEAN ORGANIZATION
Josh Ramsbottom, Operations Optimization Business Advisor, Business Development Bank of Canada (BDC)

As a leader looking to implement Lean concepts in your company, you will face a number of hurdles when it comes to people and attitudes. Explore how companies and Lean leaders have successfully overcome employee resistance and continue to work towards embedding a Lean culture in their operations. Expect real-world examples highlighting issues other Lean leaders face so you can learn from the journey others have already started.

CULTURE EATS STRATEGY
Peter Lovelace, President, Booster Spirit Wear

Discover the universal priorities that drive employee engagement and build a strong culture. Learning from Peter’s experiences will help you evaluate the level of your employees’ engagement and, importantly, how to build a culture based on integrity, enthusiasm, leadership, results, and care. Addressing the human side of your workplace is absolutely key to achieving operational excellence.

UNLEASH YOUR WORKFORCE WITH ROBUST SYSTEMS TO IMPROVE QUALITY AND INNOVATE
Steven Haedrich, President, New York Label & Box Works

Steven Haedrich had a wakeup call to quality when he took charge of this 140-year-old converter—its largest customer was threatening to take its business elsewhere. Learn how Steven’s search for answers led him to Out of the Crisis, W. Edwards Deming’s powerful book on how to manage for quality and avoid short-term thinking. This is Steven’s story of going against the grain of traditional thinking and the results it produced.

CHANGING YOUR LEADERSHIP APPROACH TO CREATE CI MOMENTUM
Rick Egelin, CEO, Fireblast Global

Several years ago, with growing frustration about his business, Rick Egelin took the definition of insanity to heart, remade himself as a leader, and transformed the company through Lean concepts. Four years later, this manufacturer of fire training equipment and facilities is a testament to the power of everyday improvement. Come learn what it takes.

PRACTICING THE BEHAVIORS OF A SERVANT LEADER
Art Barter, CEO, Datron World Communications

A chance meeting with management expert Ken Blanchard in 2003 caused the CEO of this multi-million dollar communications company to forever think about leadership differently. Learn why the right leadership style is so critical to having a successful CI program, the key elements that differentiate servant leadership from traditional, hierarchical leadership, and how servant-leaders practice and model their behaviors.
A3 THINKING
Shannon Carver, Principal, Lean Leaders Plus

A3 has become a popular problem-solving methodology because of its simplicity, effectiveness, and visual nature; however, the real power of the A3 report comes from exposing the problem solver’s thinking and process. This session will help you understand what A3 is and how it helps develop your organization’s culture of continuous improvement.

RETHINKING YOUR MAKEREADY EFFICIENCY
Malcolm Keif, Professor, California Polytechnic State University—San Luis Obispo

Beating the competition requires steady gains in production efficiency. One way is to cut makeready time through the single-minute exchange of die (SMED) system, a vital component of Lean production. You’ll learn the concepts behind SMED, the distinction between internal and external tasks, a specific multi-step process, and how to conduct an improvement blitz in just a few days to dramatically reduce your makeready time on a press or any other production equipment.

STANDARD WORK: THE FOUNDATION OF CONTINUOUS IMPROVEMENT
Laurie VandenLangenberg, Business Analyst Manager, J. J. Keller & Associates, Inc.

Standard work is a collection of the best practices known at any given point. It reduces chaos, it’s organized, it empowers associates to problem solve on their own, and it fosters a culture of collaboration. If this sounds too good to be true, you’re wrong! Learn the benefits of standard work, simple methods to tackle the beast of developing standard work, and how to easily maintain standard work through a culture of continuous improvement.

CAPTURING AND MANAGING IMPROVEMENT OPPORTUNITIES
Nick Shonsky, Director of Continuous Improvement, and Scott Reighard, COO, The Standard Group

Are CI projects visible to everybody in our organization? Does our system help us reach our goals and encourage participation and teamwork? These questions led The Standard Group to begin using a tool that drastically changed Standards’ pace of improvement. Hear how the company’s new electronic project management tool is configured, used, and helps discover improvement opportunities that went overlooked before.

THE SEVEN QUALITY BASICS
Andrew Quibell, Global Head of Quality Assurance, Vistaprint

What does a comprehensive and well-executed quality system look like? The Seven Quality Basics is a proven approach for delivering exceptional product quality, which has significantly reduced manufacturing defects and driven higher levels of customer satisfaction at Vistaprint. The Seven Quality Basics help promote greater team member involvement in assuring quality, provides effective controls for the leading sources of waste, and delivers state-of-the-art approaches for proactively identifying problem areas in the manufacturing process.
SUSTAINING A 5S CULTURE
Paola Bozzer, Director, Manufacturing Efficiency and Procurement, TC Transcontinental Printing

Did you hear the joke about the company that achieved 15S? It repeated the first 3Ss five times ... Let's face it, sustaining 5S is a real challenge. While most companies can initially excel at sorting, straightening, and shining, not long after, momentum is lost. No matter the size of your facility, the tips and tricks in this session will bridge the gap from concept to culture and will help in ensuring that your 5S system is a solid one.

SIMPLE PROCESS IMPROVEMENT MEASUREMENT TOOLS
Darrell Ward, Vice President of Manufacturing, Pollard Banknote

Your approach to communicating production goals and performance levels will determine employee trust, buy-in, and motivation. Pollard Banknote, one of North America’s leading producers of instant lottery tickets, has refined its approach and come up with a system easily understood by production crews that focuses on the process, not the person. It emphasizes the difference between normal variation and special cause variation that compels corrective action. When and how corrective action is applied makes all the difference.

BLAME THE PERSON OR THE PROCESS? YOU MAKE THE CALL
John Compton, Principal, Compton & Associates

Lean thinking and practices are fast becoming established as the prime improvement strategy in the printing industry. How do you respond when human error causes a quality failure? Human error is a fact of life, but your response can have a profound impact on the ability of your company to accelerate its improvement. This interactive presentation will provide a framework and root cause analysis that focuses on the influence of processes and systems as significant contributors to human error.

LEADING A SUCCESSFUL WASTE WALK
Brian Van de Water, SPL Consulting, LLC

You've embarked on a Lean Journey, done some training, introduced tools, and conducted a few kaizen events. Now momentum has stalled. What do you do? This session introduces you to the concept of the waste walk. When used properly, this approach helps leaders “see waste” in a way that identifies CI opportunities, both large and small. The smaller wastes can be dealt with quick, low-resource-requiring mini kaizens. Learn how waste walks will not only fill the funnel, but also allow your leadership team to be integral in leading the charge.

KATA IN THE CLASSROOM
Ron Pereira, Partner, Gemba Academy

Engage in this hands-on exercise that introduces the scientific-thinking pattern of the Improvement Kata (IK). Scientific thinking is a basis for creativity and successfully pursuing seemingly unattainable goals. The IK is a four-step scientific striving pattern that is practiced in many top Lean organizations. It makes scientific thinking a teachable skill anyone can learn. After this session, you will be able to run and use the exercise yourself. Space is limited.
BRINGING PEOPLE INTO A SUSTAINED CI EXPERIENCE: TOOLS AND INSPIRATION
Tayrn Davis, Continuous Improvement Manager, Hope Foods; Shannon Keane, Lean Facilitator, Gill Studios; Kathy Osterburg, Quality Manager, GLS Precision Marketing

Sustainable. Personal. Inspiring. These are all hallmarks of a CI journey—seeking perfection even when we know it doesn’t exist. As individuals and professionals who appreciate the value of this journey, the source of our biggest challenge is the same as our greatest success: the people involved. Gain valuable insight into how to encourage and inspire your team, win over challenging people, support those who are already walking with you, and lay a foundation for improvement throughout your organization.

DEVELOPING BETTER COACHING HABITS
Cheryl Jekiel, CEO, Lean Leadership Center

One of the most important traits of a leader is the ability to be a good coach to your team. During this interactive session, we will review how to listen better and ask more effective questions to build your coaching skills. Participants will learn and practice the core components required of basic coaching skills and take away an action plan suitable to building better coaching habits on a daily basis.

ENRAGED TO ENGAGED: FIXING FRUSTRATION WITH TEAM PERFORMANCE
Ross Paterson, President, XM Performance

Team dysfunction is a common but often overlooked problem in the workforce. It’s the leaders job to ensure the team runs effectively and efficiently. Often, team leaders lack the knowledge to truly get their teams performing at their full potential. This presentation will explain the four missing pieces that lead to dysfunction and how to take your team from frustrated and disorganized to engaged and performing at their best.

Cultivating Your Emotional Awareness to Gain Frontline Buy-In
LeKisha McKinley, Chief Executive, LQM Business Strategists

For a company to gain value from an improvement effort, the person leading the initiative must be relatable, empathetic, and able to meet frontline team members on a human level. The emotional intelligence of the coach is critical in determining whether frontline team members will take ownership and sustain an effort. Learn to use your emotional awareness to address the social side of change and understand the needs, concerns, and emotions of the individuals who will determine how fast your company improves.
LEAN 101
*John Compton, Compton & Associates*

A Lean organization understands customer value and focuses key processes to continually meet those needs with the least amount of resources. In this workshop, attendees will receive foundational knowledge of Lean manufacturing concepts and tools. The training combines a classroom setting with hands-on simulation. The simulation gives participants the opportunity to manufacture products in a simulated factory and see the benefits of Lean manufacturing firsthand. Participants will learn about one-piece flow, cellular production, pull and Kanbans, point-of-use storage, quick changeover, quality at the source, batch reduction, teams, standardized work, workplace organization, and visual controls. Each concept will build an individual’s ability to identify and eliminate manufacturing waste.

LEADER STANDARD WORK AND THEORY OF CONSTRAINTS
*Russ Aikman and Brandon Phoenix, Sr., TMAC*

This workshop covers two key concepts that significantly influence the effectiveness of leaders and the throughput of custom manufacturers. Leaders intent on developing Lean processes and thinking must replace their tendency to “firefight”—skipping from one meeting to another—with daily tasks that ensure that processes and systems are working. They must exhibit new levels of transparency and accountability and engage, coach, and sometimes confront others. The first half of the workshop delves into the concept of Leader Standard Work, its benefits and challenges, and how to incorporate the practice into your daily schedule. The second half is devoted to how the Theory of Constraints (TOC) applies to the printing industry. TOC views any manageable system as being limited by a very small number of constraints. There is always at least one constraint, and the instructors will present a focused process to identify the constraint and restructure the rest of the organization around it.

DEVELOPING AND COACHING A TEAM OF FRONTLINE PROBLEM SOLVERS
*Jamie Parker, Process + Results Leadership Coaching*

You see the potential that continuous improvement can have to help your organization stay competitive and innovate in the changing print industry landscape. But you know you’re just scratching the surface. The truth is that none of those Lean tools “work” without employees making the magic happen. For CI to be effective, you need effective leadership. And leading in a Lean or CI environment is different than what most managers are taught or shown. In this workshop, you’ll discover why it’s so hard to get CI systems to stick and what you should do differently. You will learn and experience the 5 Cs to develop a team of problem solvers. This is a hand-on workshop, so come prepared to actively participate. Attendees will also walk away with training exercises and a model to develop other leaders. The workshop is appropriate for operations/production managers, CI/quality managers, and team leads—with or without direct reports—who want to leverage CI to improve their business.
Plant tours have long been a highlight of the Continuous Improvement Conference. This year we are pleased to offer the following options:

TEXAS NAMEPLATE COMPANY
Do you believe your organization is capable of achieving the highest levels of excellence? In 1998, under Dale Crownover’s infectious leadership, his 60-employee Texas Nameplate Company (TNC) became the smallest organization to ever win the prestigious Malcolm Baldrige National Quality Award—not once, but twice! TNC, a manufacturer of nameplates, custom labels, name tags, and ID tags, became the role model for excellence in a family-run business by using the Baldrige criteria, a continuous improvement mindset, and a team-oriented culture. In the last two years, TNC has also become an industry leader through their environmental commitment to processes that rejuvenate, recycle, and reclaim used chemistry. Attendees will see a state-of-the-art Real Time Dashboard and how TPC involves every employee and applies ingenious approaches to achieve competitive advantage. Learn how the company raised the efficiency of its information system, obtaining an outstanding savings of both time and money.

ABCO, INC.
Harry L. Kaplan founded ABCO in the early 1930s on seven guiding principles, with the final principle reminding employees to “continually innovate and evolve to meet the needs of the marketplace.” That eye for innovation continues as part of ABCO's DNA. From its 100,000+ square feet of manufacturing and warehouse facilities, ABCO offers a comprehensive array of products and services, including offset, digital, and wide-format printing; many binding and finishing capabilities; and non-print marketing and training support services.

ABCO has long been engaged in continuous improvement and began its Lean journey four years ago with the hiring of a Lean champion to facilitate the adoption of a Lean culture throughout the 62-person organization. ABCO has made significant progress in its Lean transformation, but readily admits there is much work left. Attendees will learn how ABCO has engaged employees to achieve success in implementing and sustaining 5S, visual management, Kanban, and 2 Second Lean.

MEDTRONIC
Founded in 1949 as a medical equipment repair shop, Medtronic has grown into the world leader in medical devices. You will be touring one of Medtronic’s (Restorative Therapies Group) manufacturing facilities just outside Ft. Worth that produces surgical drills, tools, PlasmaBlades, and microsaws. The site began to broadly apply Lean tools in 2003, and by 2009 had moved from a tools-based focus to a much more robust operating system focused on daily behaviors and mindsets. Much of the manufacturing is organized in small cells that drive organic improvement. The workflows have disciplined standardized work, hourly line performance and abnormality tracking, and multi-level tiered policy deployment. The purpose is to continuously reduce activities that do not create value in the eyes of their customers. In 2018, Medtronic’s CEO predicted that its earnings per share would continue rising faster than sales growth in part because of the organization's ability to use Lean manufacturing techniques to improve productivity and space utilization.

The tours occur concurrently on Wednesday, April 17. Pre-registration is required. Space is limited. For more information on tour logistics, visit ci.printing.org/tours.
REGISTRATION & HOTEL INFORMATION

CONFERENCE REGISTRATION
$995  PIA and SGIA Members
$995  AICC and TLMI Members
$1295 Non-members
*Group discount rates are available.

ADD-ONS
$195  Preconference Workshops
$95   Tours

HOTEL
The Fairmont Dallas
1717 N. Akard Street
Dallas, TX 75201
(866) 540-4427
www.fairmont.com/dallas
Room rate $159/night plus tax

Reservations can be made by calling 1-877-868-9134 or visit ci.printing.org/#location. Please use program code PIA405 to receive this discounted rate. Be sure to make your reservations by March 28, 2019 to secure this rate.
What people are saying:

“...one of the best conferences I have attended. I came back with 12 pages of ideas and action items to consider implementing. Thank you for delivering and executing such a worthwhile event full of useful content.”

“If you are looking for an educational conference that can light a fire in your organization, this is it!”

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