

2020 CONTINUOUS IMPROVEMENT CONFERENCE

Developing Your Playbook For Success

APRIL 5-8 • COLUMBUS, OHIO



CI.PRINTING.ORG



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WHAT'S IN YOUR CI PLAYBOOK?

This year's theme, *Developing Your Playbook for Success*, recognizes that every company needs its own playbook in which it can cultivate the tools, knowledge, and resources for operational excellence. At CI 2020, we will help you fill that playbook with the most up-to-date information and real-life examples that you can use to cut costs, reduce waste, and improve performance. You'll also hear from experts on how to motivate others and inspire lasting change so that you'll have fewer Hail Marys and broken plays.

At the 2020 Continuous Improvement Conference, you can expect to:

- Learn how to plan for the future and protect your company's survival
- Hear real stories of how companies use advanced approaches to cut costs and increase productivity
- Be inspired from nationally-known authorities in operational excellence
- Grow your management skills in cultural transformation and leading through change

This conference is ideal for executives and managers playing a vital role in seeking operational excellence. You'll be surrounded by like-minded professionals who seek to make a difference in their organizations!



PRECONFERENCE WORKSHOPS



Lean 101

John Compton, *Principal, Compton & Associates*

A Lean organization understands customer value and focuses on continually meeting needs while using the least amount of resources. This training provides foundational knowledge of Lean manufacturing concepts and tools utilizing a classroom setting with hands-on simulation. Participants will manufacture products in a simulated factory to see the benefits of Lean manufacturing firsthand. Key processes covered included: 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.



Value Stream Mapping

Michael Maxon, *Senior Consultant, Duggan Associates*

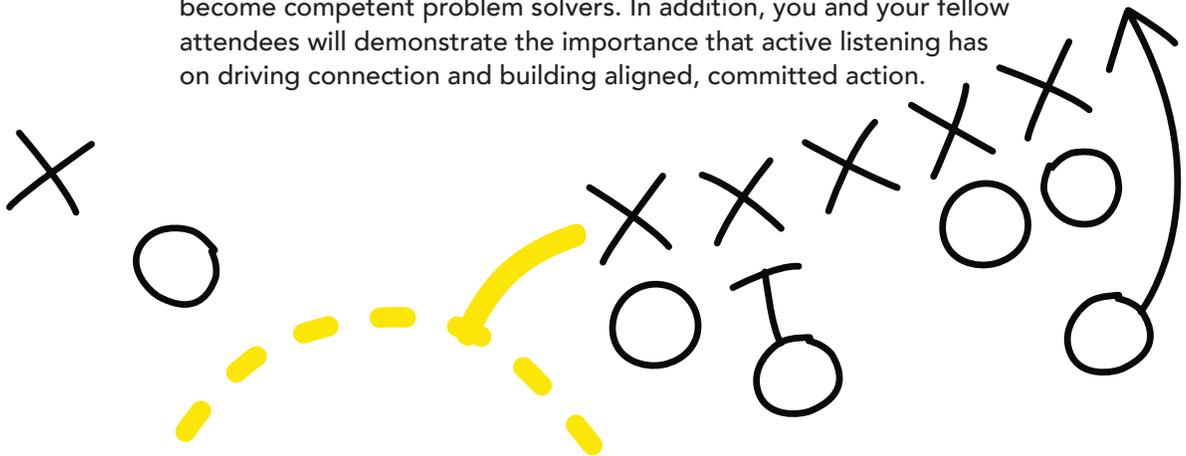
This is the class to get your Lean journey moving! Value stream mapping allows you to see how work moves through your facility. You'll learn how to construct a current state map that captures not only the flow of work, but also valuable information such as inventory, process times, and setup times. Mapping allows you to compare production lead time to processing time. After the current state is established, the workshop focuses on how to "Lean out" a value stream. In the case study attendees apply guidelines to create a future state map. Finally, developing an implementation plan is covered so you'll know how and where to begin improving a value stream.



Leadership Skills for Engaging Employees in CI

Jamie Parker, *President, Process + Results Leadership Coaching*

Do you lead your employees in a way that engages them in continuous improvement (CI)? If you're not sure, sign up for this highly interactive workshop! Accomplished speaker and consultant Jamie Parker applies her years of hands-on managerial experience as she explains how to bring respect for people to life in a way that engages staff so CI thrives. Learn how to get your frontline team to change old, unhelpful behaviors and adopt new behaviors to fuel your CI transformation. You'll learn and practice the art of asking good coaching questions that help people become competent problem solvers. In addition, you and your fellow attendees will demonstrate the importance that active listening has on driving connection and building aligned, committed action.



KEYNOTES



Mike Hoseus

Executive Director, Center for Quality People & Organizations

How to Create a System of People Willing and Able to Solve Problems

Many companies embarking on a Lean journey become frustrated with kaizen events and isolated improvement projects that yield great short-term results but have limited sustainability. They are searching for something more: the culture of continuous improvement with its philosophy, processes, and people aligned to cultivate problem solving. Learn how to create a system of people who are willing and able to solve problems.



Karen Martin

President, TKMG, Inc.

Choose to Be Outstanding

Discover the essential ingredients that drive exceptional performance. Learn how to strip away unnecessary complexity to enable the levels of performance and innovation that make an organization truly outstanding. Proven, practical, and surprisingly simple, Karen's system focuses on four key behaviors for excellence—clarity, focus, discipline, and engagement—that, once instilled into a company's DNA, open the door to sustainable growth, profit, and a deeply engaged workforce.

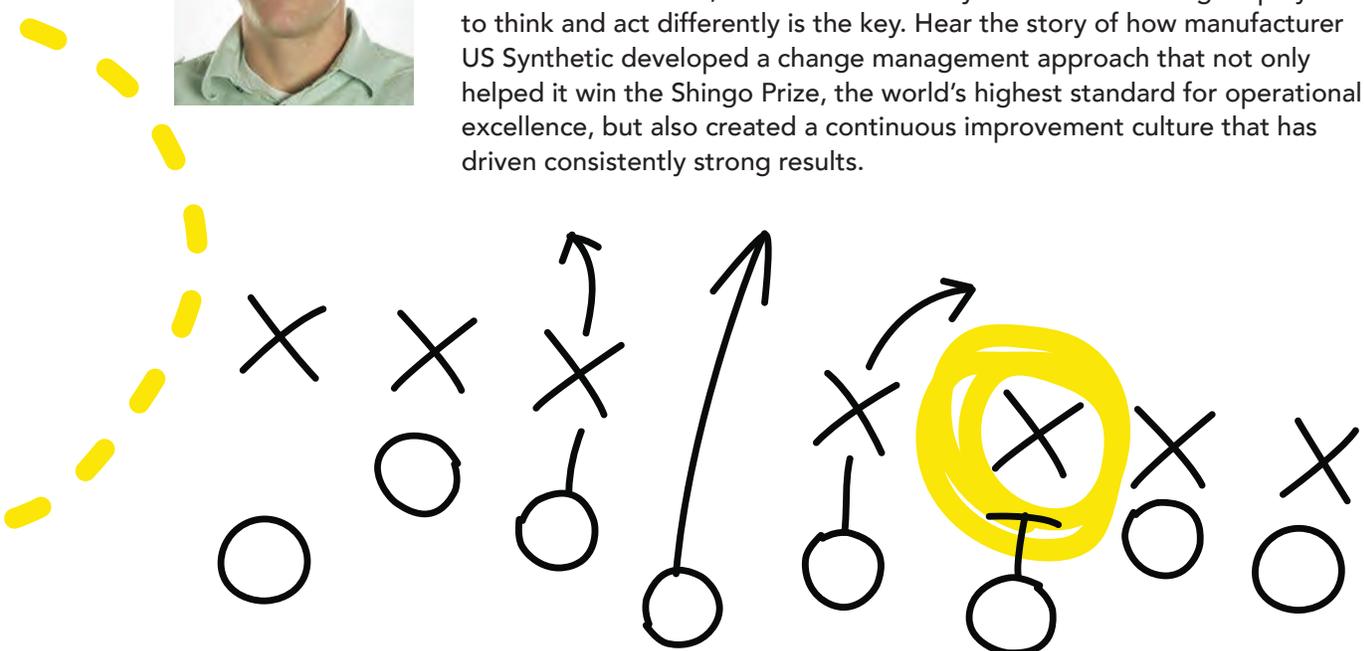


Travis Russell

Production Manager, US Synthetic

Our Quest for Operations Excellence

Creating real change in an organization requires that you change people's habits and behaviors, the sum of which is your culture. Getting employees to think and act differently is the key. Hear the story of how manufacturer US Synthetic developed a change management approach that not only helped it win the Shingo Prize, the world's highest standard for operational excellence, but also created a continuous improvement culture that has driven consistently strong results.

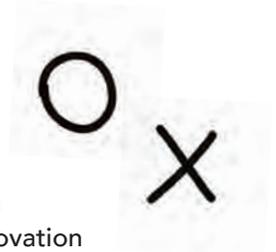




Dave Macfarlane
President, IC Group, Inc.

Our Transformation: From SS to Gemba Walks

The IC Group, a provider of print and marketing solutions, has been harnessing the power of continuous improvement and technical innovation to reduce waste, meet stringent service requirements, and focus on customer-defined value. Many Lean tools are in use, and the latest to be introduced—daily Gemba walks—have proven effective in improving team communications and solving problems before they snowball and impact customers. Hear about the progress and challenges as IC Group continues its Lean journey.



David Veech
President, D. Veech & Company, Inc.

The Idea Farm

Change is sweeping through organizations at an exciting and challenging pace. Those who can't embrace this or build resilient systems will suffer in many ways. Building resiliency skills in the workplace is the best preparation for any kind of change. To build these skills, you'll need a system that allows ideas to surface and then flourish through collaborative refinement that leads to more ideas. In short, what you'll need is an idea farm.



FUNDAMENTAL PROCESSES/TOOLS

How to Get Started on Your CI Journey

Tim Riecke, *Continuous Improvement Manager, Ardent Mills*

Companies often decide to embark on a CI initiative without anyone on staff who has implementation experience. Let a veteran of multiple CI implementations help you get your initiative off to a solid start. He'll cover essentials for success: sustaining momentum by communicating why; integrating the company's mission, objectives, and key performance indicators; involving everybody every day; and ensuring key initiatives stay aligned with the company's direction. Whether you are a top executive or a Lean practitioner hired to implement your program, this presentation will help you ensure long-term success and avoid a potentially disastrous false start.

Implementing 5S

Chris Winder, *Lean Advocate and Mentor, Supplier Six Sigma*

5S stands for sort, straighten, shine, standardize, and sustain and it's a crucial Lean tool. Find out that there is more driving Lean manufacturing cultures globally than putting pretty yellow lines on the floor and how 5S impacts efficiency, quality, teambuilding, and morale. This tutorial will review the steps associated with each of the 5S elements and share real-life experiences from starting a program. If you plan to foster a Lean mindset, this is the baseline tool you must employ.

The Human Side of Lean: Why the Soft Skills Matter

Jeff Spain, *Performance Consultant, Columbus State Community College*

Simply stated, the "people side" of Lean will always trump the "tool side." For a successful implementation, leaders must gain trust and respect from workers by fostering their development and by walking the Lean walk. As the founder of Toyota famously wrote, "People are the most important asset in your organization and they are the determinant of the rise and fall of it." This session explores how leaders should address aspects of Lean and corporate culture that impact people's attitudes.

The 12 Most Spoken Words in a CI-Oriented Company

John Compton, *Principal, Compton & Associates*

The conversations heard in printing companies where continuous improvement is effectively practiced seem to have a lot in common. There are several words that keep appearing and reappearing in those conversations, so much so that it's quite easy to create a list of them. These words are used because they're drawn from the core principles of Lean management and manufacturing as well as operational excellence. This session describes these words, and more importantly, why and how they're used. How many do you know and how do you use them?

Three Metrics You Need to Improve Customer Satisfaction and Operational Effectiveness

Steve Anzalone, *President, Anzalone Advisors, LLC*

While there is great interest in continuous improvement in the printing and graphic arts industry, most small companies struggle to implement Lean manufacturing and CI initiatives. In this session we will explore three key metrics that will allow companies of any size to simply and effectively get started on their journey toward improved customer satisfaction and operational effectiveness.



ADVANCED PROCESSES/TOOLS

The Fastest Speedboat

Tracy Owens, *Principal, 3 Point Consulting*

In the 2006 book *Innovation Games*, author Luke Hohmann introduced a dozen useful idea-generation and problem-resolution activities that can be used for market research and product development, including Speedboat. Adapting it for additional utility—for more speed, you might say—our version of Speedboat comprises elements of four additional trusted quality tools: Fishbone, Affinity Diagram, Force Field Analysis, and Interrelationship Diagram. Practice the deployment of this expanded Speedboat game in our workshop and then take it back to your organization to accelerate idea generation and give the project team a head start toward success.

Lean Policy Deployment

Bruce Hamilton, *President, GBMP*

Most organizations can develop a long list of things of things that are either broken or in need of improvement. However, it's not so easy to decide which to do first and which to put aside. Policy deployment is about surfacing and prioritizing the many improvements you could add to a short, doable list. It's also about linking your strategy to tactical plans and even daily activities to create a balance between daily work and improvement. Learn the critical points of every key step in the process and use them to assure that your organization's vision for the future is understood by all and is not just management's wishful thinking.

Powerful Tools for Expanding Your Lean Implementation

Les Pickering, *Co-owner, Quadrant 5 Consulting*

Drawing from advanced Lean manufacturing techniques typically seen in the automotive and aerospace industries, Les will reveal how to apply these to the world of printing and converting. He

will discuss how a handful of package converters are using obeya (war) rooms to promote collaboration, problem solving, and continuous improvement. The rooms use a variety of visual communication tools to give managers and supervisors a clear understanding of what is currently happening and what steps are being taken to become better. Also being explored will be the method of using kamishibai cards (story cards), a Lean technique for auditing and checking processes.

Advanced Problem Solving

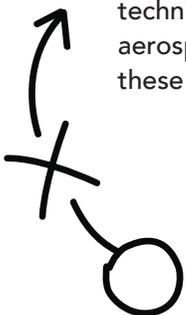
Karen Martin, *President, TKMG, Inc.*

For leaders seeking to improve operations, the ultimate goal is to develop a problem-solving culture that touches upon all aspects of the organization. This session focuses on the questions that you need to ask to drive deeper critical thinking, better problem breakdown, and better root cause analysis. Further, Karen will show you how to sell the need for solving a problem in the first place. She'll address the multiple hats a problem solver wears and the organizational mindsets that are critical for good problem solving. Even if you have good problem solving skills yourself, this session will help you spread that know-how to others.

Industry 4.0 = Lean 2.0 + AI 2.0

Ken Macro, *Professor, California Polytechnic State University*

Industry 4.0 is described as the fourth industrial revolution and it includes artificial intelligence (AI). How does Lean fit into the prescribed model? How does industry adapt to the coming changes? In this session we'll gain a further understanding into Industry 4.0 and where we, as an industry, sit within its forecasted evolution. We will look at how AI and automation will affect the future of our businesses and, most importantly, how our Lean and continuous improvement efforts will remain relevant.



LEADERSHIP/CULTURE

The Strength of a Three-Braided Cord: Employees, Lean Processes, and Customers

Robert Mele, *Owner and Senior Consultant, OpEx Accelerated*

Typically companies that are growing look for capacity during a growth cycle and productivity during a down cycle. Often overlooked is one of the three enablers for success—drawing their employees into the discussion, having a laser focus on continuous improvement, or capturing a reliable and repeatable voice of the customer to drive change. When leaders can align these three powerful engines, the success and implementation rates are exponentially greater and highly sustainable.

Unlock the Power of Belonging to Deliver Exceptional Outcomes

Devin Halliday, *Chief Belonging Architect & Founder, Rudiment Solutions LLC*

Diversity brings more people to the table. Inclusion ensures everyone is given the opportunity to share their voice. But there's another factor that elevates an organization's culture to become consistently high-performing and top-talent retaining: belonging. In this interactive, participation-driven presentation, discover the five factors that enable leaders and organizations to inspire loyalty, build community, and grow profits. Learn the steps to build a sense of belonging in people, process, and brand.

Gaining Traction with EOS and CI

Mike Dye, *Vice President, Franchise Member Support, Alliance Franchise Brands*

The Entrepreneurial Operating System (EOS) is a set of simple concepts and practical tools that helps entrepreneurs hone their corporate vision, improve day-to-day execution, and have a cohesive and healthy leadership team. The EOS concept when paired with a CI mindset has proven tremendously effective with driving business success. Mike Dye will share his experience with EOS and the implementation of a business system that uses CI as a foundation.

Steroids, SWAT Teams, and the American Dream

Josh Springer, *Founder and CEO, GrinOn Industries*

Several years ago, with growing frustration about the chaotic nature of his business, Josh remade himself as a leader, transforming his company through Lean concepts. Team members now spend their time thinking like process engineers, and this manufacturer of innovative beer dispensing equipment thrives from the power of everyday improvement. Because of the discipline instilled by its Lean approach, Bottoms Up Beer's culture is creative, collaborative, fun, and free. Come learn what it takes to unlock the collective genius of team members.

Print Executives Talk CI

Jim Tomblinson, *Vice President of Operations, Modern Litho*; Tom Staib, *Owner and President, DWS Printing Associates*; Dean DeMarco, *Division Print and Technology Director, IDL Print*

Believing in the philosophy of continuous improvement is the easy part; overcoming inertia, employee cynicism, and day-to-day pressures to put CI concepts into practice requires the real commitment. Our panelists reveal why their companies made CI a business imperative and how they are transforming corporate behaviors. You'll hear about obstacles faced, lessons learned, and measuring CI's impact. Find out how these companies are accelerating their rate of improvement and benchmark your progress against theirs.



DEVELOPING PEOPLE

Best Habits of Best Workplaces

Adriane Harrison, *Vice President, Human Relations, Printing Industries of America*

The printing industry celebrates companies with outstanding human relations practices with the Best Workplaces in the Americas awards program. These companies use best practices that align with continuous improvement principles. Learn how to build a great company culture and HR practices as part of your CI strategies.

Coaching Millennials

John Schaffner, *Coaching Program Director, Fisher Leadership Initiative, The Ohio State University*

The millennial generation—those born between 1982 and 2004—will soon make up 50% of the workforce. Millennials have a reputation as innovative, tech-savvy thinkers who are eager, even impatient, to succeed. Studies reveal that they look to their managers for their personal development and want more frequent feedback than they currently receive. An expert on the subject explains how to unlock the potential of your millennial employees and give them the coaching they crave.

Atomic Habits

Missy Gieselmann, *Director, Continual Improvement, Wikoff Color Corporation*

This year's official conference book (sent to all early registrants) explores a topic central to continuous improvement—building better habits. Published in 2018, *Atomic Habits* by

James Clear has already been on the *New York Times* Best Seller list for the better part of a year. Everyone knows that change comes in small steps, but the book offers strategies to avoid failure and temporary gains, and instead make sustainable, lasting changes. *Atomic Habits* applies to becoming more efficient in business, but the strategies and lessons equally apply to personal improvement as well. We'll review Clear's Four Laws of Behavioral Changes and discuss the application of his strategies to establishing a CI culture.

Coaching a CI Champion to Success

Krista Morrissey, *Chief Growth Officer, CHOICES Coaching & Consulting, LLC*

Having helped start Quad/Graphics' CI program back in the 1980s, one of Morrissey's important roles became advising and coaching CI managers who were responsible for conducting kaizen events and spreading CI thinking across Quad's many divisions. As her coaching skills increased, so did key division metrics and the ability to sustain gains. Krista reveals not only what she learned about coaching CI staff members, but also what separated top performing CI personnel from the rest and how she persuaded managers to support the company's CI strategy.

See the complete schedule at ci.printing.org/schedule. Please note speakers are subject to change.



OPTIONAL TOURS

Plant tours have long been a highlight of the Continuous Improvement Conference. This year we are pleased to offer the following options:



HOPKINS PRINTING COMPANY

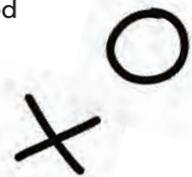
Serving Central Ohio since 1975, Hopkins Printing has grown from a small operation into an industry leader. Its 108,000 sq. ft. single facility includes sheetfed offset, digital, and wide-format printing; binding; mailing; and fulfillment services for its many retail, banking, insurance, and manufacturing clients. Hopkins has been engaged in continuous improvement since the late 1990s and sees Lean as a journey with still a long way to go. The 104-person company credits Lean thinking for being able to grow in revenue due to improved processes and cross-training. The company added 33,000 sq. ft. to their building in 2019. Attendees will see Hopkins' use of 5S, visual management, key metrics, and idea generation system. Of special interest is the company's collaborative effort in approach to projects, and all of their managers will be available to share their knowledge and experience with tour participants. Hopkins is employee owned and has been repeatedly named as Best of the Best in PIA's Best Workplace in the Americas awards program.



HONDA AUTO PLANT

Honda became the first Japanese automaker to manufacture vehicles in the U.S. when the inaugural U.S.-built Accord rolled off the assembly line in Marysville, OH in 1982. There is a lot of talk about Toyota in the Lean world, but Honda is largely its equal, just less public about what it does. In fact, John Shook, co-author of *The Machine that Changed the World* (the book that made the term Lean production known worldwide), calls Honda his favorite company in the Lean universe. Much of Honda's strength lies in the broad application of fundamental problem-solving principles and a truly Lean culture. This is a rare opportunity to go inside Honda's main U.S. operation and learn about its manufacturing principles. The tour will start at the Honda Heritage Center (museum) and then proceed to the auto plant.

Tours occur concurrently on Wednesday, April 8. 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/SGIA members
\$995 FPA/FTA/TLMI members
\$1295 Non-members

*Group discount rates are available.

Add-ons

\$195 Preconference Workshops
\$95 Tours

HOTEL INFORMATION

Renaissance Hotel Downtown Columbus
50 North Third Street, Columbus, OH 43215
Phone: (614) 228-5050
Room rate \$154/night plus tax

Hotel reservations can be made by calling (614) 228-5050 (use conference code "Continuous") or visit ci.printing.org/#location to make your reservation online. Be sure to make your reservation by March 13, 2020 to secure the discounted group rate.



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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!"

"The best conference I attend on Lean is Printing Industries of America's Continuous Improvement Conference."

"We plan on attending every year. It is beneficial for anyone, at any level of an organization."



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