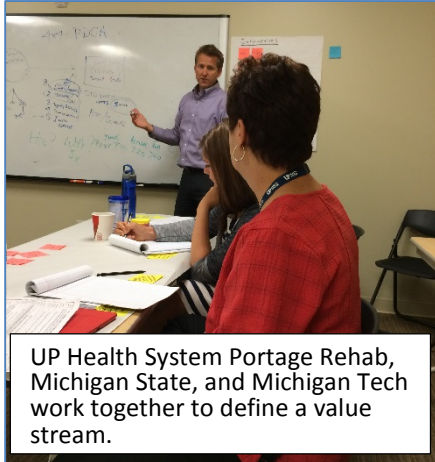


### Our Lean Community of Practice

The Lean community of practice in the area surrounding Michigan Tech is growing. A [community of practice](#) is a group of people who share a common skill and a



UP Health System Portage Rehab, Michigan State, and Michigan Tech work together to define a value stream.

passion for applying it, similar to a craft guild. The community of practice not only develops the capabilities of individuals but also shares best practices across organizations. The people in the community are at different skill levels and the application is organization specific. The basic principles of Lean are learned, shared, and practiced whenever the Lean community of practice gathers.



The Leaders of Continuous Improvement (LCI) student organization learn about how the customer defines value from Pettibone.

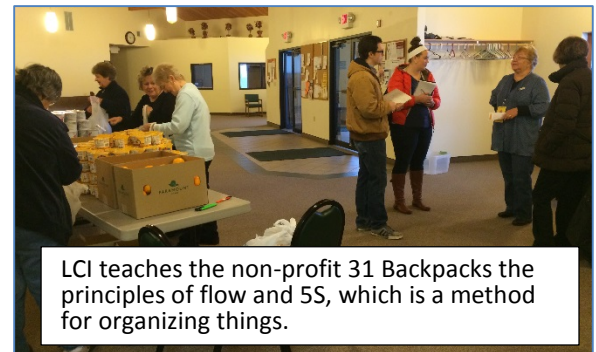
**Lean Fundamentals.** The two fundamentals of Lean are respect for people and humility, and these are



The Rotary Club of Hancock hear about the Lean fundamentals—respect for people and humility—from Michigan Tech.

modeled by the members of the Lean community of practice. Respect for people is valuing individuals and their knowledge about how the process actually works, coaching others to develop their problem-solving skills, and solving problems by focusing on the process, not the people. Humility is admitting not knowing how to

solve every problem. This drives people to seek out the ideas of those actually doing the work. Together these fundamentals create an environment where continuous improvement is the norm.



LCI teaches the non-profit 31 Backpacks the principles of flow and 5S, which is a method for organizing things.

**Lean Principles.** The Lean community members coach



LCI and Little Brothers/Friends of the Elderly learn about looking for waste in the system from Tim Waatti at The Muffler Shop.

each other,

using examples from their everyday work to illustrate [the Lean principles](#). These principles are taught by first defining value from the customer's point of view and understanding the value streams that support it. Next, practitioners look for waste as they make the service or product flow smoothly from one step to the next. Finally, they strive to create a process that pulls value through the system and set a new target goal as everyone works together toward a "North Star" of perfection.



People from 6 different organizations gather at Michigan Tech to learn about seeking perfection from the Michigan Lean Consortium (MLC).

## Lean Outreach and Connections

- **Gemba Academy Training Available.** The Office of Continuous Improvement (OCI) purchased access to the [Gemba Academy's](#) School of Lean. The School of Lean subscription includes video tutorials and relevant learning aids; it's available to all Michigan Tech faculty, staff, and students.
- **LCI Membership Up.** The attendance at the Leaders in Continuous Improvement (LCI) student organization meetings and activities has been consistently around 25-40 members this year. An enthusiastic, dedicated group of mechanical engineers is making the difference.
- **Three Michigan Tech Presenters at Lean Conference.** Three Michigan Tech employees were selected to present at the [Michigan Lean Consortium's](#) (MLC) annual conference. The topics presented were *Tune Up Your Process Mapping Skills*, *Working in a Piano Factory* by Pattie Luokkanen from the Van Pelt and Opie Library, *Kanbans for All* by Tammy LaBissoniere and Julie Seppala from the Sponsored Programs Office, and *Growing as a Lean Leader* by Ruth Archer from the Office of Continuous Improvement.
- **Continuous Improvement on Agenda for Huskies New Employee Orientation.** An introduction to Lean and Continuous Improvement is on the agenda for a new employee onboarding program created by Human Resources.
- **A Variety of Lean Presentations Spread the Learning.** The OCI delivers presentations on request to anyone wishing to learn more about Lean and Continuous Improvement. For example, students in the Pavlis Honors College learned about opportunity spotting, students in Dr. Jeff Wall's Business Process Analysis course in the School of Business and Economics (SBE) and members of the Silver Wings student organization learned and practiced Lean principles, and community members in the Hancock Rotary Club heard about the Lean fundamentals—respect for people and humility.
- **Zupancic Visits from Dover Corp.** Jim Zupancic, Director of Continuous Improvement for Dover Corporation, visited campus to learn more about how industry and the university can work together to graduate students proficient in Lean and continuous improvement.
- **MLC Workshops Hosted.** Debra Levantrosser from the MLC presented *The Mechanics of Lean Deployment* and *How to Assess the Maturity of Your Lean Organization* to six organizations, traveling from as far away as Lansing to attend. Michigan Tech was represented by Dining Services, OCI, Housing and Residential Life and Administration. The current chair of the MLC, Dennis Sergent, also attended. While here, Debra and Dennis met with Michigan Tech's Lean facilitators.
- **15 Trainees in New Lean Facilitator Cohort.** Fifteen Michigan Tech employees, representing the Executive Team areas of Academic Affairs (5), Administration (7), and Student Affairs and Advancement (3), began training to become volunteer Lean facilitators for Michigan Tech. The training is seven days long, spread over six months, and includes hands-on projects and guest speakers. The class will graduate in April 2016.
- **Scholarship for Lean Accounting Conference.** Dr. Joel Tuoriniemi (SBE) and one of his students were awarded the Lean Accounting Summit Scholarship offered by the [Lean Education Advancement Foundation](#). The Lean Accounting Summit seeks to foster the discussion of how today's modern, lean enterprise requires an update of traditional accounting practices. The scholarship is valued at \$5390.

## Formal Continuous Improvement Events as of October 31, 2015

Executive Team Area	Active as of 31 Oct 15	Completed since last report 1 Jul – 31 Oct 15	Completed FY16 YTD	Completed FY14 Full Year
Academic Affairs	4	2	2	11
Administration	1	8	8	9
Financial Services and Operations	0	0	0	0
Information Services	0	1	1	1
Research	0	0	0	1
Student Affairs and Advancement	2	0	0	1
<b>Total</b>	<b>7</b>	<b>11</b>	<b>11</b>	<b>23</b>