

2014 LEAN AND SIX SIGMA CONFERENCE

**SUSTAINING RESULTS THROUGH
A CULTURE OF QUALITY**

February 24 – 25, 2014 | Pointe Hilton Tapatio Cliffs Resort | Phoenix, AZ



**Register by January 13, 2014
for early-bird rates!**

asq.org/lssc



The Global Voice of Quality™

THEME AND FOCUS AREAS

Sustaining Results Through a Culture of Quality

The 2014 Lean and Six Sigma Conference sessions have been developed around the theme and following focus areas.

- **New/Unique Applications of Lean and Six Sigma** – The tools and techniques that lean and Six Sigma provide us are numerous, but greater still are the areas for which they can be applied. In this area of focus, presentations go beyond the traditional applications of lean and Six Sigma. Discover new ways existing lean and Six Sigma tools can be applied to produce positive outcomes or a unique best practice that clearly demonstrates customer and organizational benefits.
- **Lean and Six Sigma in Service** – The gains and improvements that lean and Six Sigma have produced in service are ever growing. These sessions will concentrate on the application of those methodologies to the area and function of service. From the financial and healthcare industries to that of government, IT, retail, or even education, these sessions will provide insight and application techniques specific to nonmanufacturing industries and functions.
- **Change Management** – The work needed to achieve higher goals often requires change. Whether anticipated or not, change can be met with resistance. Change involves both opportunity and risk, and the impact of change exists individually and at an organizational level. Sessions in this focus area explore these elements of change and share examples that demonstrate the impact that lean and Six Sigma can have on them.
- **The Human Side of Lean and Six Sigma** – The power and impact of lean and Six Sigma tools have been well documented over the years, but it takes people to implement the methodologies, effectively use the tools, and successfully advocate the merits of these approaches. How do you get buy-in? How are these methodologies best supported? How do you establish and maintain the type of culture that embraces the use and leverage of these tools? Find out in these concurrent sessions.

SESSION LEVEL DEFINITIONS

B Basic Participants should be able to process and make sense of the core concepts of the subject matter. Participants will mostly be new to the field/topic.

I Intermediate Participants should be able to analyze core concepts and practices of the session to resolve a problem or situation. Participants should have some experience and are seeking more in-depth information on this field/topic.

A Advanced Participants should be able to analyze and synthesize core concepts and practices of the session to evaluate problems and devise solutions. Participants are seeking to add to an already deep understanding of the topic or are looking for an approach to use when teaching others. These sessions should dedicate less time to the orientation of the audience to tools/methodologies and more time providing details of their application and results.

2014 LEAN AND SIX SIGMA CONFERENCE SCHEDULE OVERVIEW

FRIDAY, FEBRUARY 21 – SATURDAY, FEBRUARY 22							
Lean Bronze Certification Review Program (additional fee)—Friday: 8:00 a.m. – 5:00 p.m. • Saturday: 8:00 a.m. – 5:00 p.m.							
SATURDAY, FEBRUARY 22 – SUNDAY, FEBRUARY 23							
Lean for Service (additional fee)—Saturday: 8:00 a.m. – 5:00 p.m. • Sunday: 8:00 a.m. – 3:30 p.m.							
SUNDAY, FEBRUARY 23							
Certification Exams (additional fee)—10:00 a.m.							
Meet the Keynotes Reception—5:30 p.m. – 7:00 p.m.							
MONDAY, FEBRUARY 24							
Breakfast in Exhibit Hall—7:15 a.m. – 8:00 a.m.							
Opening Session and Keynote Speaker—8:00 a.m. – 9:00 a.m. Tony Kern —Founding Partner and CEO, Convergent Performance, LLC							
Refreshment and Networking Break in Exhibit Hall—9:15 a.m. – 10:15 a.m.							
Concurrent Sessions 10:15 a.m. – 11:15 a.m.	M01: Model for Successful, Sustained Lean Improvement	M02: Integrated Supply Chain: the Power of 1	M03: NKOTB: New Kits on the Block	M04: The Expert Enterprise : Leveraging Organizational Culture for High Performance	M05: Using Six Sigma DMADV in Healthcare	M06: Using Hoshin Kanri and Baldrige Together	M07: Learning How to Read Body Language
Concurrent Sessions 11:30 a.m. – 12:30 p.m.	M08: Using Value Stream Mapping to Its Full Potential	M09: LSS: A Smooth Transition to Two New Hospitals	M10: The Dichotomy of Flexibility and Sustained Control	M11: Lean: Its About the People; Its about the Process	M12: LSS in Higher Education: How to Begin, How to Sustain		
Lunch in the Exhibit Hall—12:30 p.m. – 1:45 p.m.							
Concurrent Sessions 2:00 p.m. – 3:00 p.m.	M13: Where's My Sensei?	M14: Applying LSS Tools in a Legal Environment	M15: Improve Stability of Blast Furnace Using Six Sigma	M16: Reorganization for Engaged Team Performance	M17: Improve Billing Performance Using Six Sigma	M18: Achieve LSS Priority Goals Through Modular Kaizen	M19: Six Sigma Forum Speed Networking Session
Refreshment and Networking Break in Exhibit Hall—3:00 p.m. – 3:30 p.m.							
Concurrent Sessions 3:30 p.m. – 4:30 p.m.	M20: Transforming Mindsets and Behaviors	M21: Design of Experiments for Defect Reduction	M22: Assessing Your Organization Using SIPOC	M23: Using Lean Six Sigma to Improve Patient Outcomes	M24: New Process Design: Simple Tools and Methods	M25: A Starbucks Beverage in Less Than 5 Minutes?	M26: Leveraging Designed Experiments for Success
Keynote Speaker—4:45 p.m. – 5:30 p.m.							
Conference Networking Reception—5:30 p.m. – 7:00 p.m.							
TUESDAY, FEBRUARY 25							
Breakfast in Exhibit Hall—7:15 a.m. – 8:00 a.m.							
Keynote Speaker—8:00 a.m. – 9:00 a.m. Shane Yount —Principal, Competitive Solutions, Inc.							
Concurrent Sessions 9:15 a.m. – 10:15 a.m.	T01: Change Management Techniques for a Novel Ground	T02: True North for Sales and Marketing: Hoshin Kanri	T03: Silence the VoC and Find Breakthroughs in Service	T04: Quick and Simple Simulations	T05: Leveraging Lean in a Patient-centered Medical Home	T06: Sustaining Lean Improvements/Adding Spark to QMS	T07: Human Aspects of Lean
Refreshment and Networking Break in Exhibit Hall—10:15 a.m. – 11:00 a.m.							
Concurrent Sessions 11:00 a.m. – Noon	T08: Six Sigma and the Six Levels of Quality System Evolution	T09: 3P for Hospital Design	T10: How Intel Applies Lean, Six Sigma, and Common Sense	T11: Transform the Organizational Brain to Think Lean	T12: The Power of Silent Brainstorming		
Lunch in Exhibit Hall—Noon – 1:15 p.m.							
Concurrent Sessions 1:30 p.m. – 2:30 p.m.	T13: London Bridge Is Falling Down: How to Hold It Up	T14: Rolled Throughput Yield in Healthcare Revenue Cycles	T15: Profound Statistical Concepts Theory Meets Reality	T16: Using PDCA For Personnel Development	T17: The Power Within: Finance and Accounting Go Lean	T18: Doubting Six Sigma	T19: Human Factors Design in Healthcare Processes
Refreshment Break—2:30 p.m. – 2:45 p.m.							
Concurrent Sessions 2:45 p.m. – 3:45 p.m.	T20: TBD	T21: Using Lean and Six Sigma to Reduce Electricity	T22: Bowling Governance and Research: Logistic Regression	T23: How to Build (and Sustain) a Culture of Lean	T24: A Granular Adhesion DOE: Making the Most of a Sticky Situation	T25: Hoshin Kanri: From Strategy to Personal Planning	
Keynote Speaker—4:00 p.m. – 5:00 p.m.							
WEDNESDAY, FEBRUARY 26							
Business Process Management Orientation Workshop (additional fee)—8:00 a.m. – 4:00 p.m.							
Creating and Sustaining a Lean Culture in Healthcare: What You Can't Learn From a Book (additional fee)—8:00 a.m. – 4:00 p.m.							
WEDNESDAY, FEBRUARY 26 – THURSDAY, FEBRUARY 27							
Lean Leadership Skills Workshop (additional fee)—8:00 a.m. – 5:00 p.m.							

2014 ASQ Lean and Six Sigma Conference

All organizations strive to produce results, but producing temporary results does little to move us toward our goals. Product quality, service superiority, and increased contribution to the bottom line are all marks of business excellence. But, the true measurement of excellence lies not only in results, but in sustaining those results as well.

The 2014 ASQ Lean and Six Sigma Conference program will take an in-depth look at success stories that demonstrate results produced from the applications of lean and Six Sigma, and the steps taken to sustain those results in the global community.

No matter if you are a beginner or a seasoned veteran, or if you are in manufacturing, service, government, or healthcare, dive in to lean and Six Sigma with the conference's concurrent sessions, hands-on workshops, keynote speakers, and multiple networking opportunities.

HOTEL INFORMATION

Pointe Hilton Tapatio Cliffs

11111 N. Seventh Street
Phoenix, AZ 85020

Phone: 602-866-7500

Rates: \$169 single/double occupancy, plus applicable taxes

The Pointe Hilton Tapatio Cliff Resort requires one-night down payment when you make a reservation.

Reservations: 800-445-8667

Cut-off Date: February 2, 2014

Group Name: 2014 Lean and Six Sigma Conference

Group Code: LSC

Note: Lean and Six Sigma Conference attendees who make their reservations in the ASQ block of rooms will receive complimentary in-suite Internet access and complimentary fitness center access. If you book outside the block of rooms, these benefits will not be available to you.



EARLY-BIRD PRICING

(Available through January 13, 2014)

ASQ Members \$1,195

Nonmember \$1,395

Group (5 – 19) \$995

Group (20+) \$895

REGULAR PRICES

(Available after January 13, 2014)

ASQ Members \$1,295

Nonmember \$1,495

Group (5 – 19) \$995

Group (20+) \$895

Satisfaction Guaranteed

Your satisfaction is our goal. If you are not completely satisfied with the content of the 2014 Lean and Six Sigma Conference, we will gladly apply your conference fees to another ASQ headquarters conference or course of your choice. Request must be received within 30 days of the last day of the conference. Your feedback is valuable and essential to the continuous improvement of ASQ's programs.

To register for the 2014 ASQ Lean and Six Sigma Conference, call 1-800-248-1946 or visit asq.org/lssc.

KEYNOTE SPEAKERS

Monday, February 24

8:00 a.m. – 9:00 a.m.

Dr. Tony Kern
Founding Partner
and CEO
Convergent
Performance, LLC



Dr. Tony Kern is the founding partner and CEO of Convergent Performance, LLC, a veteran-owned think-tank located in Colorado Springs, CO. Convergent is specifically dedicated to reducing human error and improving performance in high-risk environments such as aviation, military operations, surgical teams, law enforcement, and firefighting. Kern is one of the world's leading authorities on human performance in time-constrained, error-intolerant environments.

Kern authored the award-winning *Plane of Excellence* trilogy (*Redefining Airmanship*, *Flight Discipline*, and *Darker Shades of Blue*; McGraw-Hill 1995, 1997, 1999). In his latest *Empowered Accountability* series (*Blue Threat: Why to Err is Inhuman* and *Going Pro: The Deliberate Practice of Professionalism*; Pygmy Books 2009, 2011) he creates a 21st century guide to extreme professionalism for individuals and organizations "while remaining true to themselves and growing where they are, with the resources at hand." He is a featured columnist and contributing editor for numerous publications.

Kern served as a U.S. Air Force command pilot and flight examiner in the B-1B bomber as well as chairman of the U.S. Air Force Human Factors Steering Group. Upon retirement from the Air Force in 2000, Kern served as the national aviation director for the U.S. Forest Service. He is a graduate of the Federal Executive Institute and the U.S. Federal Government Senior Executive Service Development Program.

Kern has received multiple awards for his research, program management, speaking, writing, and leadership. He has master's degrees in public administration and military history, as well as a doctorate in higher education, specializing in human factors training design.

Tuesday, February 25

8:00 a.m. – 9:00 a.m.

Shane A. Yount
Principal
Competitive
Solutions, Inc.



Shane A. Yount is a nationally recognized author, speaker, and principal of Competitive Solutions, Inc., an international business transformation consulting firm, which pioneered the acclaimed organizational development system known as Process Based Leadership®—a business transformation methodology designed to create a sustainable culture of clarity, connectivity, and consistency through the use of non-negotiable business processes.

Yount began his career with Perdue Farms, Inc., the nation's second largest poultry grower and processor. Having served in various roles at Perdue, Yount brings extensive experience in every aspect of organizational dynamics and effectiveness. His real-world, process-driven approach to creating and sustaining high performance has led leaders across the country to embrace the Process Based Leadership® methodology as a core operating system in driving organizational focus, urgency, and accountability.

Since 1991 Yount has led the offices of Competitive Solutions, Inc. (CSI) to become one of the nation's most recognized business transformation consulting firms, working with the Department of Defense, Glaxo Smith Kline, Lockheed Martin, Michelin, Pfizer, and many others. Yount's approach of challenging leaders to confront what truly "powers performance" within their organizations often allows leaders a unique glimpse into their personal leadership legacies. His two books, *Buried Alive: Digging Out of a Management Dumpster*, and *Leaving Your Leadership Legacy*, are required readings for engaged leaders who want to improve themselves and their organizations. His third novel, *Leading Your Business Forward: Aligning Goals, People, and Systems for Sustainable Success*, was published in the spring of 2013.

CERTIFICATIONS AND NETWORKING OPPORTUNITIES

ASQ Certifications

Sunday, February 23, 2014 • 10:00 a.m.

Application deadline: January 10, 2014

Six Sigma Black Belt Certification

The Certified Six Sigma Black Belt is a professional who can explain Six Sigma philosophies and principles, including supporting systems and tools. A Black Belt should demonstrate team leadership, understand team dynamics, assign team member roles and responsibilities, and have a thorough understanding of all aspects of the DMAIC model in accordance with Six Sigma principles.

Six Sigma Green Belt Certification

The Six Sigma Green Belt operates in support of or under the supervision of a Six Sigma Black Belt, analyzes and solves quality problems, and is involved in quality improvement projects. A Green Belt is someone with at least three years of work experience who wants to demonstrate his or her knowledge of Six Sigma tools and processes.

Lean Bronze Level Certification

(SME/AME Shingo Prize/ASQ Partnership)

Earning your Lean Bronze Certification demonstrates your solid understanding of basic lean principles and tools, and your ability in tactical implementation that drives improvement and shows measurable results.

Master Black Belt

To apply for the Master Black Belt exam, your portfolio application must be submitted by the **November 1, 2013**, deadline. Once your portfolio has been reviewed and approved by the MBB panel, you will receive an email from ASQ authorizing you to apply for the Master Black Belt exam.

Networking Opportunities

Meet the Keynotes Reception

Sunday, February 23 • 5:30 p.m. – 7:00 p.m.

Sponsored by the ASQ Six Sigma Forum

Come to this special complimentary event in the exhibit hall to meet with fellow conference attendees, sponsors, and exhibitors, and mingle with the 2014 Lean and Six Sigma Conference keynote speakers. Attend and enter to win an Apple iPad™ mini courtesy of the ASQ Six Sigma Forum. (Must be present to win.)

Conference Networking Reception

Monday, February 24 • 5:30 p.m. – 7:00 p.m.

Chat with the conference sponsors, meet with other conference attendees, and share what you learned on your first day at the 2014 Lean and Six Sigma Conference. You will also have the chance to win a 50 percent off registration to the 2015 Lean and Six Sigma Conference, courtesy of the ASQ Six Sigma Forum. (Must be present to win.)

Six Sigma Forum Speed Networking Session (Concurrent Session M19)

Monday, February 24 • 2:00 p.m. – 3:00 p.m.

Sponsored by the ASQ Six Sigma Forum

The Six Sigma Forum invites conference attendees to participate in a speed networking session designed to support the forum's mission to provide content and opportunities for establishing relationships—making our members more valuable. During this session participants will rotate through a series of stations with prescribed questions. Questions will be aimed to help people make new connections, facilitate the sharing of their experiences related to the conference theme and the focus areas, and have some fun along the way. Join us and make some new connections.

TRAINING OPPORTUNITIES

One-Day Courses

Business Process Management Orientation Workshop (#7024)

February 26, 2014 • 8:00 a.m. – 4:00 p.m.

Price: \$325

Anyone engaged as a process owner or process improvement team leader, in any market or industry, should attend this workshop. This business process management (BPM) orientation provides an insightful and high-level overview that prepares you to lead your team through achieving business process excellence through an improved understanding of customer requirements, process requirements, and measures of success and failures. This effort leads to improved results in process performance and better engagement for process improvement activities. Each major component includes an exercise. At the end of this one-day workshop, you'll have a comprehensive deployment plan that will optimize business improvement initiatives such as Lean Six Sigma and many others.



Creating and Sustaining a Lean Culture in Healthcare: What You Can't Learn From a Book (#7201)

February 26, 2014 • 8:00 a.m. – 4:00 p.m.

Member Price: \$495

List Price: \$595

You've read the books and been to the conferences. You might have had a little training and even some practice using lean. It all seems so easy, so commonsensical, so fun! Everybody's doing it! And, in an environment so ripe for increased efficiencies and effectiveness, implementing lean should be a breeze.

But, you're not making widgets, processing loans, or serving sandwiches in healthcare. And, perhaps your clinicians are contract workers; you are in the midst of an EHR implementation; you also run a medical school; you're being merged with other facilities; you're worried about reimbursement; and/or you have high-value, long-tenured employees who are wedded to "always having done it the same way." Healthcare is a complex and high-stakes venture.

We'll wedge in lean basics for folks who are new to the methodology, but this interactive workshop is designed to offer some insights and tools you won't learn from a book. Examples will be from healthcare; not just the clinical side, but also from the key business processes that support the care. We'll focus on how to introduce lean so it doesn't look like another "flavor of the month"; how to engage senior leaders and clinicians; how to manage all that change; and how to mature the culture from "doing" to "thinking" to "being" lean.

Register for these training courses at asq.org/lssc.

Two-Day Courses

Lean Bronze Certification Review Program (#7025)

February 21, 2014 • 8:00 a.m. – 5:00 p.m.

February 22, 2014 • 8:00 a.m. – 3:30 p.m.

Member price: \$590

List price: \$790

This focused, two-day, instructor-led review session prepares candidates for the Lean Bronze Certification exam. A combination of concept presentations, practice exams, worksheet development and discussion, and group question review is highlighted. Topics covered in the exam have been reviewed by authorized lean facilitators.

Interactive groups review tactical lean principles in order to share ideas and solidify knowledge about key lean concepts. In addition, you will gain a better understanding of the portfolio requirements for the Bronze level. The result: participants who are better prepared, more focused, and who know what they need to in order to succeed when sitting for the Lean Bronze Certification exam.

Targeted at companies on lean journeys, and to lean champions and practitioners charged with facilitating those lean transformations, this event is appropriate whether you are preparing for a certification exam or are just looking to see how your knowledge stacks up to the certification's knowledge standard.

Lean for Service (#7026)

February 22, 2014 • 8:00 a.m. – 5:00 p.m.

February 23, 2014 • 8:00 a.m. – 3:30 p.m.

Member price: \$995

List price: \$1,095

Lean thinking is a philosophy and a powerful set of tools designed to eliminate waste from processes. It focuses on what adds value in processes from a customer's perspective. If you are looking for a foundation for TQM or an approach that builds on TQM and past improvement techniques, lean thinking can introduce fresh and innovative ways to improve processes. Want to reduce waste and streamline operations with fast and dramatic results? This course provides you with the tools needed to survive the demand for higher quality, faster production time, and lower prices. You'll understand how to specifically apply lean thinking to the special challenges of the service industry.

Lean Leadership Skills Workshop (#7023)

February 26 – 27, 2014 • 8:00 a.m. – 4:00 p.m.

Member price: \$1,095

List price: \$1,295

The Lean Leadership Skills Workshop builds skills in eight competencies of outstanding leaders in lean organizations. This practical training program provides tools and skills for team leaders, supervisors, value stream managers, and facilitators to implement and sustain a lean culture. The workshop utilizes the Lean Leadership Inventory to assess the eight lean leadership competencies that participants will acquire in the course. Skills are developed through practice and application.

MONDAY, FEBRUARY 24

7:15 a.m. – 8:00 a.m.
Breakfast in Exhibit Hall

8:00 a.m. – 9:00 a.m.
*Opening Session
and Keynote Speaker*

Tony Kern
Founding Partner
and CEO
Convergent
Performance, LLC



9:15 a.m. – 10:15 a.m.
*Refreshment and Networking
Break in Exhibit Hall*

10:15 a.m. – 11:15 a.m.
Concurrent Sessions

I M01: Model for Successful, Sustained Lean Improvement

Julie Sisson, Harris RF Communications

Key Session Outcomes:

This research is intended to provide a framework of the key interrelated strategies that contribute to successful lean transformations:

- Examine key items required to successfully implement lean.
- Identify strategies for sustaining lean improvements.
- Learn which case study companies utilizing a lean business strategy for more than 15 years have in common.

Focus Area: Change Management

Audience: Manufacturing, Service/
Transactional Delivery

A M02: Integrated Supply Chain: The Power of 1

Randy Masterman and Mark Steward,
Kraft Foods

Key Session Outcomes:

- Discover how to effectively develop collaboration.
- Identify the barriers to innovation and how to overcome them.
- Understand how to develop a solid business plan to deliver hard savings.

Focus Area: New/Unique Applications
of Lean and Six Sigma

Audience: Manufacturing, Service/
Transactional Delivery

I M03: NKOTB: New Kits on the Block

Mischa Lucyshyn, MLPQI

Key Session Outcomes:

- Discover what T- and G-charts are.
- Learn how to use and interpret these charts.
- Explore how T- and G-charts compare to Shewhart's individual moving range charts.

Focus Area: New/Unique Applications
of Lean and Six Sigma

Audience: Manufacturing, Service/
Transactional Delivery, Healthcare

Session Level Key:

B Basic

I Intermediate

A Advanced

Read level descriptions on page 2.



I M04: The Expert Enterprise: Leveraging Organizational Culture for High Performance

Carla Forrest, Sandia National Laboratories

Key Session Outcomes:

- Learn a multilevel framework of organizational learning culture and intellectual capital performance.
- Outline four orders of belief systems that foster organizational culture.
- Discover a system for managing intellectual capital within an organization's zone of performance.

Focus Area: The Human Side of Lean and Six Sigma

Audience: All Industries

B M05: Using Six Sigma DMADV in Healthcare

Hemaid Alsulami, UCF

Key Session Outcomes:

- Discover the quality tools that enabled a team to resolve a medical center's issues.
- See how the team used simulation modeling to test proposed solutions.
- Hear how the team discovered ideas to maintain the improvement and encourage staff to increase its efficiency.

Focus Area: Lean and Six Sigma in Service

Audience: Healthcare

10:15 a.m. – 12:30 p.m.

I Concurrent Workshop M06: Using Hoshin Kanri and Baldrige Together

Scott Smith, CareCore National

Key Workshop Outcomes:

- Identify links between Hoshin Kanri and Baldrige Criteria.
- Outline strategy for using lean to optimize strategic planning.
- Demonstrate the importance of lean as a management system, not simply as a set of tools, to apply 360-degree business planning.

Focus Area: New/Unique Applications of Lean and Six Sigma

Audience: All Industries

B Concurrent Workshop M07: Learning How to Read Body Language

Jerry Balistreri

Key Workshop Outcomes:

- Develop skills in reading nonverbal "tells," both in the workplace and with friends and family members.
- Recognize the limbic system and its role in nonverbal communication.
- Dispel the myth of "fight or flight."
- Detect deception in any situation.
- Increase positive communication that hits the mark every time.

Focus Area: The Human Side of Lean and Six Sigma

Audience: All Industries

MONDAY, FEBRUARY 24 CONT.

11:30 a.m. – 12:30 p.m.

Concurrent Sessions

A M08: Using Value Stream Mapping to Its Full Potential

Mike Osterling, Osterling Consulting, Inc.

Key Session Outcomes:

- Hear why most value stream mapping activities don't achieve their full potential.
- Learn what most companies are not looking for, or including, within the process of mapping.
- Find out how VSM can help align the leadership team and result in the creation of common objectives across the organization.
- Explore how to engage the necessary parties at each stage of the mapping process.
- Discover how to utilize VSM to align the lean philosophy, lean operating system, and lean management.

Focus Area: Change Management

Audience: All Industries

B M09: LSS: A Smooth Transition to Two New Hospitals

Vickie Kamataris and Megan Hawkins, Guthrie Healthcare System

Key Session Outcomes:

- Understand the challenges and risks inherent in the transition to a newly constructed hospital.
- Examine how Guthrie Healthcare System used lean in a creative way to ensure a smooth transition.
- Identify how lean tools, concepts, and skill sets can be used in other transitions, such as moving to a remodeled facility or department, in an acquisition or consolidation, or adding or making a change in a service line or value stream.

Focus Area: New/Unique Applications of Lean and Six Sigma

Audience: Healthcare

B M10: The Dichotomy of Flexibility and Sustained Control

Amy McKee, Results over Reasons, LLC

Key Session Outcomes:

- Understand how to work with a larger variety of people.
- Find the approach that most suits the needs of the organization.
- Discover the tools that provide the most value to the project.
- See how improvements will allow change with the organization over time.

Focus Area: The Human Side of Lean and Six Sigma

Audience: All Industries

I M11: Lean: It's About the People; It's About the Process

Mark Dean, Dean & Associates and Charles Deladurantey, CHS

Key Session Outcomes:

- Achieve an understanding of the relationship between operational performance improvement and cultural transformation.
- Learn how the cultural aspects are the most powerful determinants of sustainment.
- Discover some practical tools and techniques for sustaining operational improvements.

Focus Area: The Human Side of Lean and Six Sigma

Audience: All Industries

Session Level Key:

B Basic

I Intermediate

A Advanced

Read level descriptions on page 2.



I M12: LSS in Higher Education: How to Begin, How to Sustain

Kaveh Houshmand Azad, Business Excellence and Sustainability Team, BEST

Key Session Outcomes:

- Understand the business case for lean and Six Sigma methodologies in higher education.
- Discover the infrastructural elements necessary to ensure that lean and Six Sigma initiatives are adopted within higher education.
- See a practical and comprehensive model of elements required for lean and Six Sigma adoption in higher education.
- Learn about the importance of parallel adoption of lean, Six Sigma, and performance excellence models.
- Hear examples of organizational adoptions of lean and Six Sigma in higher education across the United States and other countries.

Focus Area: Lean and Six Sigma in Service

Audience: Service/Transactional Delivery, Education

12:30 p.m. – 1:45 p.m.
Lunch in Exhibit Hall

2:00 p.m. – 3:00 p.m.
Concurrent Sessions

I M13: Where's My Sensei?

David Hicks, Auburn University and Elizabeth Reid, Northrup Grumman

Key Session Outcomes:

- Understand the basic concepts of the Toyota Kata approach.
- See how the coaching process encourages people to use a structured problem-solving approach.
- Through case studies, learn how companies have used the Kata approach to create internal senseis.
- Take home a process map of how to implement your own Kata system.

Focus Area: Change Management

Audience: All Industries

A M14: Applying LSS Tools in a Legal Environment

Wayne Stansbury, Heard & Smith and Michael Hoffman, Atrendia

Key Session Outcomes:

- Understand how LSS tools were used in a law practice.
- Explore the LSS quality journey this firm took.
- Gain a good understanding for making applications in your own service organizations.

Focus Area: New/Unique Applications of Lean and Six Sigma

Audience: Service/Transactional Delivery

I M15: Improve Stability of Blast Furnace Using Six Sigma

Sandeepan Mukherjee and Subhashis Kundu, Tata Steel

Key Session Outcomes:

- Understand the application of Six Sigma using DMAIC methodology of problem solving in a complex manufacturing process such as blast furnaces.
- Discover how to use tools such as Pareto charts, scatter diagrams, histograms, fish-bone diagrams, FMEA, and control charts.
- Discuss the application of statistical tools and their scope for implementation, quality function deployment (QFD), visualization of process capability for key output parameters, and house of quality.
- Daily management implementation using control charts for variability reduction.

Focus Area: New/Unique Applications of Lean and Six Sigma

Audience: Manufacturing

I M16: Reorganization for Engaged Team Performance

Dodd Starbird and Sarah Brethouwer, Implementation Partners LLC

Key Session Outcomes:

- Discover an approach to combining organization design, process streamlining, and team performance engagement concepts to deliver a culture of excellence.
- Learn analytical methods to right-size teams during a reorganization effort.
- Drive results by engaging the whole organization in improving team performance.
- Understand the value and ROI of making the leap from conservative to conventional.
- Immediately apply the lessons learned to your own organization's improvement priorities and/or reorganization projects.

Focus Area: The Human Side of Lean and Six Sigma

Audience: Service/Transactional Delivery

B M17: Improve Billing Performance Using Six Sigma

Angela Choy, Anka Behavioral Health

Key Session Outcomes:

- Discover the advantages and challenges of doing a fast-paced Six Sigma project.
- Hear about Six Sigma tools we used in the project in each of the DMAIC phases.
- Get a template of a billing tracking tool to significantly reduce billing errors.
- View a performance dashboard incorporated with the weekly communication plan that improves employee morale and strengthens management's buy-in.

Focus Area: Lean and Six Sigma in Service

Audience: Healthcare

Session Level Key:

B Basic

I Intermediate

A Advanced

Read level descriptions on page 2.

MONDAY, FEBRUARY 24 CONT.

I M18: Achieve LSS Priority Goals Through Modular Kaizen

Grace Duffy, Management and Performance Systems

Key Session Outcomes:

- Define modular kaizen and how it relates to Lean Six Sigma improvement systems.
- Introduce the house of modular kaizen.
- Describe the modular kaizen improvement cycle in both PDCA and DMAIC format.
- Participate in group discussion surrounding use of LSS and modular kaizen tools aligned with a seven-step improvement model.
- Engage in open questions and answers surrounding the benefits and characteristics of modular kaizen.

Focus Area: New/Unique Applications of Lean and Six Sigma

Audience: All Industries

B M19: Six Sigma Forum Speed Networking Session

Rachel DeLisle, ASQ Six Sigma Forum, and Mary Beth Soloy, Ford Motor Co.

Sponsored by the ASQ Six Sigma Forum

Key Session Outcomes:

- Participate in a speed networking session designed to support the forum's mission to provide content and opportunities for establishing relationships—making our members more valuable.
- Build a network of experienced people and get the opportunity to seek guidance as well as provide insight and suggestions to others.
- Rotate through a series of stations with prescribed questions, aimed to help people make new connections, facilitate the sharing of their experiences related to the conference theme and the focus areas, and have some fun along the way.

Audience: All Industries

3:00 p.m. – 3:30 p.m.

Refreshment and Networking Break in Exhibit Hall

3:30 p.m. – 4:30 p.m.

Concurrent Sessions

B M20: Transforming Mindsets and Behaviors

Donna Dunn, Prudential Retirement

Key Session Outcomes:

- Explore how to make change happen with little disruption and only necessary tension.
- Learn how to manage and win over a reluctant leader and management team.
- Discover how to change culture while so many other changes are happening.

Focus Area: Change Management

Audience: Service/Transactional Delivery

A M21: Design of Experiments for Defect Reduction

Louis Johnson, Minitab Inc.

Key Session Outcomes:

- Align your experiment design with the most likely root cause of your defects.
- Discover the questions to ask when gathering pre-experiment information.
- Explore how to analyze your experimental data to determine the solution to your defect problem.

Focus Area: New/Unique Applications of Lean and Six Sigma

Audience: Manufacturing



I M22: Assessing Your Organization Using SIPOC

Scott Rutherford, U.S. Navy

Key Session Outcomes:

- Understand how to use the SIPOC tool at levels above process.
- Discover basic metrics characteristics and how they relate to SIPOC.
- Explore how a self-assessment tool can be used as an organizational communication tool.

Focus Area: New/Unique Applications of Lean and Six Sigma

Audience: All Industries

I M23: Using Lean Six Sigma to Improve Patient Outcomes

Alexis Keeler and Casey Joseph, Berkshire Medical Center

Key Session Outcomes:

- Learn how to obtain buy-in from clinical staff regarding the use of Lean Six Sigma on nontraditional/clinical problems.
- Understand and witness the results of Lean Six Sigma on service-based projects, specifically clinical in nature.
- Identify which LSS tools were used to achieve results.
- Learn how to hardwire financial savings and avoid budget creep.

Focus Area: The Human Side of Lean and Six Sigma

Audience: Service/Transactional Delivery, Healthcare, Government

I M24: New Process Design: Simple Tools and Methods

William Hathaway, MoreSteam.com

Key Session Outcomes:

- Develop clear thinking about the benefits of better process design.
- Articulate the primary components of a successful process design initiative.
- Learn about the simple tools and methods necessary to design new processes at a high level of capability.

Focus Area: Lean and Six Sigma in Service

Audience: All Industries

I M25: A Starbucks Beverage in Less Than 5 Minutes?

Brandon Theiss, Rutgers University

Key Session Outcomes:

- Apply Six Sigma methodology to wait times at a service company.
- Analyze non-normal data.
- Evaluate batch data based upon entire curve as compared to point estimate.

Focus Area: Lean and Six Sigma in Service

Audience: Service/Transactional Delivery

Session Level Key:

B Basic

I Intermediate

A Advanced

Read level descriptions on page 2.

MONDAY, FEBRUARY 24 CONT.

I M26: Leveraging Designed Experiments for Success

Scott Sterbenz, Ford Motor Company

Key Session Outcomes:

- Learn how to think of unique solutions for the response of your DOE.
- Discover how to leverage replicates when using attribute data for the response.
- Understand why interactions are important to consider.
- See why center points are critical for accurate modeling.

Focus Area: Lean and Six Sigma in Service

Audience: Manufacturing

4:45 p.m. – 5:30 p.m.

Keynote Speaker

5:30 p.m. – 7:00 p.m.

Conference Networking Reception

Chat with the conference sponsors, meet with other conference attendees, and share what you learned on your first day at the 2014 Lean and Six Sigma Conference.

You will also have the chance to win a 50 percent off registration to the 2015 Lean and Six Sigma Conference, courtesy of the ASQ Six Sigma Forum. (Must be present to win.)



To register for the 2014 Lean and Six Sigma Conference, call 1-800-248-1946 or visit asq.org/lssc.

7:15 a.m. – 8:00 a.m.
Breakfast in Exhibit Hall

8:00 a.m. – 9:00 a.m.
Keynote Speaker

Shane A. Yount
Principal
Competitive
Solutions, Inc.



9:15 a.m. – 10:15 a.m.
Concurrent Sessions

I T01: Change Management Techniques for a Novel Ground

Dumidu S B Ranaweera, Sigma Sustainability Institute (Pte) Ltd.

Key Session Outcomes:

- Understand the change management tool set that can be used in a complete novel ground deployment of Lean Six Sigma.
- Learn about the following tools: launch readiness assessment techniques (LRATs), used to assess organization readiness; influence mapping (iMapping), used to convert negative stakeholders to neutral or positive state; list of key jump-start requirements used to aggravate quality net savings; and methods of sustaining Lean Six Sigma by continuous engagement and innovative applications.

Focus Area: Change Management

Audience: All Industries

I T02: True North for Sales and Marketing: Hoshin Kanri

Chad Smith, CI Solutions

Key Session Outcomes:

- Understand what strategy deployment is and how level 2 evaluations can be used to deepen focus.
- See how a service firm applied the tool to provide direction for its sales and marketing team.
- Discuss the likely expected challenges as well as the likely positives that will be experienced.
- Get a solid overview and path forward for considering alignment of sales and marketing strategies through the use of level 2 strategy deployment.

Focus Area: New/Unique Applications of Lean and Six Sigma

Audience: Manufacturing, Service/ Transactional Delivery, Education, Healthcare

B T03: Silence the VoC and Find Breakthroughs in Service

Phil Samuel, BMGI

Key Session Outcomes:

- Determine the role of lean and Six Sigma as regards VoC.
- Understand the limitations and pitfalls of self-reported VoC methods.
- Develop true customer needs derived through extracting the “job to be done” and outcome expectations.
- Discover how to prioritize jobs and outcome statements.
- Apply the jobs and outcome statements to develop breakthrough solutions for service.

Focus Area: New/Unique Applications of Lean and Six Sigma

Audience: All Industries

Session Level Key:

B Basic

I Intermediate

A Advanced

Read level descriptions on page 2.

I T04: Quick and Simple Simulations

Michael Thelen, Wells Enterprises

Key Session Outcomes:

- Participate in simple, easy-to-use, and easy-to-understand simulations.
- Discover how a facilitator drives learning to the workforce in either the shop or the office.
- Receive full supporting documentation and contact information for mentorship with running the simulations at your place of business.

Focus Area: The Human Side of Lean and Six Sigma

Audience: All Industries

I T05: Leveraging Lean in a Patient-centered Medical Home

Michael Parris and Jean Donie, Banner Health

Key Session Outcomes:

- Explore how lean principles supported the corporate-wide redesign of primary care physician offices.
- Review tools and techniques to streamline physician office workflows in support of the patient-centered medical home.
- Describe how a remodeled care team expands productivity and patient-centeredness in physician offices.
- Apply lean methodologies for population health management in primary care.
- Calculate the measurable benefits of redesign to the practice and the patient.

Focus Area: Lean and Six Sigma in Service

Audience: Healthcare

9:15 a.m. – Noon

I Concurrent Workshop T06: Sustaining Lean Improvements/Adding Spark to QMS

Michael Micklewright, QualityQuest, Inc.

Key Workshop Outcomes:

- Explore the weaknesses of the traditional QMS and lean programs.
- Learn how lean + QMS = business management system.
- See what lean brings to an ISO-based QMS.
- See what an ISO-based QMS brings to a lean program.
- Experience complete systems integration.

Focus Area: New/Unique Applications of Lean and Six Sigma

Audience: All Industries

A Concurrent Workshop T07: Human Aspect of Lean

Barry Carlin, Best Performance Systems

Key Workshop Outcomes:

- Discover how to look at a worker-workstation-process interface and identify where they hurt, how productivity is affected, what injury may develop, and how to eliminate the stress and maximize process efficiency.
- Find out how to influence workers to apply efficient work behaviors.
- Explore systems that take minimal supervisor time to identify, reward, and influence work behavior.

Focus Area: The Human Side of Lean and Six Sigma

Audience: Manufacturing

TUESDAY, FEBRUARY 25 CONT.

10:15 a.m. – 11:00 a.m.

**Refreshment and Networking Break
in Exhibit Hall**

11:00 a.m. – Noon

Concurrent Sessions

I T08: Six Sigma and the Six Levels of Quality System Evolution

Phil Rosenkrantz, California State Polytechnic University

Key Session Outcomes:

- Understand the contrasts between work-centric and systems-thinking cultures.
- Understand the six-level transformation model and how it can be useful to leaders and change agents.
- Gain knowledge of modern leadership theory required for leading transformation.
- Discover the tools needed to transform organizations.
- See how the model is synergistic with other major books and thinkers.

Focus Area: Change Management

Audience: All Industries

I T09: 3P for Hospital Design

Julie Tomrdle, Mick Quinn, Joanne Young, and John Armendariz, Exempla Saint Joseph Hospital

Key Session Outcomes:

- Understand key concepts in lean thinking.
- Identify features of the lean 3P process and the application of lean tools: value stream mapping, spaghetti diagrams, and cycle time reduction.
- Learn the advantages of lean 3P process in facility design.
- See the results of several action plans that were generated from the 3P process.

Focus Area: New/Unique Applications of Lean and Six Sigma

Audience: Service/Transactional Delivery, Education, Healthcare, Government

I T10: How Intel Applies Lean, Six Sigma, and Common Sense

Rafael Portela, Intel Corp.

Key Session Outcomes:

- Understand how to deploy a lean culture on a service organization.
- Create a continuous improvement program that supports such a lean culture.
- Develop a foundation that may enable such culture to stick.

Focus Area: Lean and Six Sigma in Service

Audience: Service/Transactional Delivery

I T11: Transform the Organizational Brain to Think Lean

Aleida Gavallas and Anit Makhija, Miami Children's Hospital

Key Session Outcomes:

- View the evolution of lean education in a healthcare organization.
- Create a culture that continuously identifies and eliminates waste.
- Utilize reward and recognition to create buy-in and commitment.

Focus Area: The Human Side of Lean and Six Sigma

Audience: All Industries

B T12: The Power of Silent Brainstorming

Jd Marhevko, Accuride Corporation

Key Session Outcomes:

- Understand how quality and lean tools can be applied across a supply chain process to dramatically reduce expenses.
- Increase your understanding of the power of silent brainstorming.
- Experience a live set of results across an interactive transactional process.

Focus Area: Lean and Six Sigma in Service

Audience: All Industries

Session Level Key:

B Basic

I Intermediate

A Advanced

Read level descriptions on page 2.

TUESDAY, FEBRUARY 25 CONT.

Noon – 1:15 p.m.

Lunch in Exhibit Hall

1:30 p.m. – 2:30 p.m.

Concurrent Sessions

A T13: London Bridge Is Falling Down: How to Hold It Up

Chris Hayes, Impact Performance Solutions

Key Session Outcomes:

- Understand why lean programs fail.
- Discover what standard work for leaders, visual metrics, and accountability flow-down are, and how each ensures a solid structure to sustain lean efforts.

Focus Area: Change Management

Audience: All Industries

B T14: Rolled Throughput Yield in Healthcare Revenue Cycles

Barb Cash, Deaconess Health System

Key Session Outcomes:

- See how to create a simplified rolled throughput yield for healthcare.
- Examine how obtaining data from an electronic medical records system will provide operating metrics for each process to be measured in the yield calculation.
- Learn how to plan and prepare for the kaizen event.
- Discover how to create synergies between disparate components of the revenue cycle while pushing out cultural changes for accountability.

Focus Area: New/Unique Applications of Lean and Six Sigma

Audience: Healthcare

I T15: Profound Statistical Concepts Theory Meets Reality

Beverly Daniels, IDEXX Laboratories

Key Session Outcomes:

- Understand nonhomogenous processes and how they affect our understanding of defect rates, rational subgrouping for control charts, and tests of means (ANOVA and t-tests).
- Learn how to perform statistical tests and focus improvements when the factors that affect the mean are not the same factors that affect the standard deviation.
- Discover the effect of fixed and varying factors as well as fixed and random effects and how to handle them in your analyses.

Focus Area: New/Unique Applications

of Lean and Six Sigma

Audience: All Industries

I T16: Using PDCA for Personnel Development

David Hicks, Auburn Technical Assistance Center

Key Session Outcomes:

- Learn fundamental PDCA thinking.
- See the difference between a tool focus and lean as a way of thinking.
- View examples of PDCA, both good and bad.
- Develop skills for clear communication using the PDCA method.

Focus Area: The Human Side of Lean and Six Sigma

Audience: All Industries

I T17: The Power Within: Finance and Accounting Go Lean

Doug Parker, Floscience

Key Session Outcomes:

- Learn why good improvement efforts often peak and plateau.
- Discover why even the most talented and motivated operations team isn't enough.
- Understand the linkage between lean operations and financial management.
- See how lean accounting leadership can supercharge your improvement program.

Focus Area: New/Unique Applications of Lean and Six Sigma

Audience: Manufacturing, Service/Transactional Delivery, Healthcare

I T18: Doubting Six Sigma

Steve Cena, Avox Systems

Key Session Outcomes:

- Discuss why doubt and skepticism are good for our businesses.
- Explore why people are naturally bad at statistics and data analysis.
- Examine several examples of how we can correctly use the tools of Six Sigma yet still succumb to our natural biases and misperceptions and reach incorrect conclusions.
- Add critical thinking to our tool set and better ensure the decisions we reach are justified and correct.

Focus Area: The Human Side of Lean and Six Sigma

Audience: Manufacturing

1:30 p.m. – 3:45 p.m.

I Concurrent Workshop T19: Human Factors Design in Healthcare Processes

Jayant Trewn and Todd Sperl,
Lean Fox Solutions

Key Workshop Outcomes:

- Learn definitions of human factors concepts.
- See (observe through man-machine interaction pictures) practical applications of human factors techniques in healthcare processes and embedded equipment.
- Experience real-life examples of human factors design criteria as applied in case studies at Beaumont Hospitals, Michigan.
- Learn to use a human factors design evaluation tool for healthcare processes.
- Engage in a hands-on workshop to use the design evaluation tool in an in-class simulation.

Focus Areas: New/Unique Applications of Lean and Six Sigma

Audience: Healthcare



Session Level Key:

B Basic

I Intermediate

A Advanced

Read level descriptions on page 2.



2:30 p.m. – 2:45 p.m.

Refreshment Break

2:45 p.m. – 3:45 p.m.

Concurrent Sessions

I T21: Using Lean and Six Sigma to Reduce Electricity

Brion Hurley, Rockwell Collins

Key Session Outcomes:

- Learn the “green” wastes.
- Discover how to overcome a lack of detailed data around energy usage.
- Engage employees in behavior changes toward energy reduction.
- Examine how to use regression analysis to predict and improve energy usage.

Focus Area: New/Unique Applications of Lean and Six Sigma

Audience: Manufacturing, Healthcare, Government

I T22: Bowling Governance and Research: Logistic Regression

Nicki Brose, United States

Bowling Congress

Key Session Outcomes:

- Understand the theory of binary logistic regression.
- Recognize when a binary logistic regression study would be the appropriate tool to use.
- Realize how the results of a binary logistic regression study can be evaluated based on the application examples provided.

Focus Area: New/Unique Applications of Lean and Six Sigma

Audience: Manufacturing

I T23: How to Build (and Sustain) a Culture of Lean

Bruce Ennis, BE Quality Inc.

Key Session Outcomes:

- Discover why lean is not mean—job satisfaction and a healthy, happy work environment are critical to achieving a healthy (and prosperous) culture of lean. When lean is deployed correctly, employees are excited to participate and morale improves.
- Get your skin in the game—learn how employees must be included in the success (or failure) of the lean deployment. Lean practitioners must be allowed to own their processes. When there's "skin in the game" humans are naturally engaged. They care.
- See why dashboards are game changers—we manage only what we measure. For lean to succeed there has to be a scorecard. People need to know "what the score is."

Focus Area: The Human Side of Lean and Six Sigma

Audience: All Industries

I T24: A Granular Adhesion DOE: Making the Most of a Sticky Situation

Richard Wiltse, Tremco Inc.

Sponsored by Minitab Inc.

Key Session Outcomes:

- Learn the fundamentals of a designed experiment.
- Understand how a fractional design can save you resources.
- Explore how to utilize designs that include hard-to-change factors and covariates.
- See how a process was optimized using DOE.

Focus Area: Lean and Six Sigma in Service

Audience: Manufacturing, Service/Transactional Delivery, Healthcare, Government

B T25: Hoshin Kanri: From Strategy to Personal Planning

Julie Miller and Meredith Brody,

Integrays Energy Services

Key Session Outcomes:

- Learn how one company implemented Hoshin Kanri.
- See the benefits of its execution, as well as some drawbacks.
- Discover how these concepts can be presented to all levels of employees, with careful focus on what is in it for them.
- Get a road map and template to ensure you are making the right decisions and project selections with respect to company strategy or directives.
- Understand how an X matrix can ease the load of performance reviews and goal setting on both the employee and the leader, and how an X matrix can help change management efforts from both the implementation team's perspective and those undergoing the change.

Focus Area: The Human Side of Lean and Six Sigma

Audience: All Industries

4:00 p.m. – 5:00 p.m.

Closing Session and Keynote Speaker

Session Level Key:

B Basic

I Intermediate

A Advanced

Read level descriptions on page 2.

2014 LEAN AND SIX SIGMA CONFERENCE REGISTRATION FORM

Lean and Six Sigma Conference

February 24 – 25, 2014 | Phoenix, AZ
Sustaining Results Through a Culture of Quality

Promo Code: CEKEH23

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Lean Bronze Certification Review Program (#7025) Friday, February 21 – Saturday, February 22	<input type="checkbox"/> \$590	<input type="checkbox"/> \$790
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Lean Leadership Skills Workshop (#7023) Wednesday, February 26 – Thursday, February 27	<input type="checkbox"/> \$1,095	<input type="checkbox"/> \$1,295
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Course Amount Due: \$ _____

Registration Amount Due: \$ _____

Total Amount Due: \$ _____

(Conference registration must be paid in full before the conference begins.)

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Registration must be accompanied by payment in full for all selected activities. Funds payable in U.S. dollars, drawn on a U.S. financial institution. Purchase orders must be sent along with completed online registration via mail to the attention of ASQ Customer Care, P.O. Box 3005, Milwaukee, WI 53201-3005; via fax to 414-272-1734, Attn: ASQ Customer Care; or via email to asq@asq.org with "LSSC Purchase Order" in the subject line.

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Concurrent Sessions You Plan on Attending

Monday, February 24

10:15 a.m. – 11:15 a.m. M01 M02 M03 M04 M05

10:15 a.m. – 12:30 p.m. M06 M07

11:30 a.m. – 12:30 p.m. M08 M09 M10 M11 M12

2:00 p.m. – 3:00 p.m. M13 M14 M15 M16 M17 M18 M19

3:30 p.m. – 4:30 p.m. M20 M21 M22 M23 M24 M25 M26

5:30 p.m. – 7:00 p.m. Conference Networking Reception

Tuesday, February 25

9:15 a.m. – 10:15 a.m. T01 T02 T03 T04 T05

9:15 a.m. – Noon T06 T07

11:00 a.m. – Noon T08 T09 T10 T11 T12

1:30 p.m. – 2:30 p.m. T13 T14 T15 T16 T17 T18

1:30 p.m. – 3:45 p.m. T19

2:45 p.m. – 3:45 p.m. T20 T21 T22 T23 T24 T25

Cancellation requests received on or before January 27, 2014 can be done without any penalty. Any cancellations received January 28, 2014 or after will incur a \$150 processing fee. Refunds are not granted for failure to attend (no shows), late arrival, unattended events, or early departure. Substitutions can be made anytime.

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