



### Leaders of Change:

#### 526th Embarks on AFSO21 Training with MainStream GS

*You may have heard the news: Seven emergent leaders of the 526th ICBMSG recently embarked on the first Continuous Process Improvement, (CPI) training class led by MainStream GS, a veteran owned management consulting firm that assists organizations with Performance Management, Accountability and Waste Elimination. The new team was initiated on Monday June, 22 at Hill AFB. Seven classmates were led through a series of information using the concepts of Lean and Six Sigma.*

*Learning about these Air Force proven concepts, and how to incorporate them will enhance effectiveness and direct positive cultural change for the 526th ICBMSG while providing program management skills to guide your senior leaders through this important transformation. This team is designed to get the right people in the right places of the 526th and their success is pivotal to the recovery and success of the entire unit.*



*This newsletter will serve to share their stories and the results of the work that these leaders - and you - can do to improve your organization on a variety of levels. In short, as we are all a part of this organization we will inevitably participate in these changes, which will occur over time. With all change comes trepidation and new focus, but we can do it. We owe it to ourselves and our country. Please stay tuned for future issues and we look forward to your feedback. For questions and more information, please write to [lauren.eastman@mainstreamgs.com](mailto:lauren.eastman@mainstreamgs.com).*

*Sincerely,  
Ms. Dawn Sutton  
526th ICBMSG*

#### Inside this issue

- Meet the AFSO-21 CPI Team.....2, 4
- Meet the Instructors from MainStream GS.....2, 4, 5
- CASE STUDY: A Day with Utah's top "appreciation" company - O.C. Tanner.....3
- Spotlight on CPI: The MainStream Way .....5
- Become an "Appreciatologist".....6

#### Special points of interest

- What are the five principals of Lean? Learn more on Page 2.
- See page 4 for more information about MainStream GS.

## Meet the AFSO-21 CPI Team



The inaugural AFSO21 CPI Team included some outstanding individuals; many of them you may already know. Learn a bit more about these emergent leaders, and what they hope to bring back to the 526th following their education.

**Zach McCarty** is 2dLT/ICBM Command Control Systems Electronics Engineer/509 ICBMSS/GFEA. Originally from Indianapolis, Indiana, he serves the 526th as a SACCS Program Engineer. He is also a PT Leader, Weapons Custodian, Alternate War Planner and Alternate Unit Deployment Manager.

**Dale Hansen** serves as a Business Manager for the 526 ICBMSG. Dale grew up in Ogden, Utah and currently lives in South Jordan, Utah. He served 27 years in the US

Army and Air Force Reserve. Dale hopes to apply the teachings from the class carefully, and “with anxiety” – similar to his golf game.

**Roald E. Peterson** is a Civilian, General Engineer with the 526 ICBMSG/ENS. His interests include astronomy, theoretical physics, music recording and reading. In his spare time he performs with bands, renaissance and folk groups. He also writes songs and poetry.

**Rebecca L. Senkel** serves as an Electrical Engineer for the 510 ICBMSS/GFEA. Reigning from Prairie, TX, she is an Engineer in guidance and works with acquisition programs, mainly for support equipment.

*“I hope to do as much as I can to improve the internal workings of our Group. Fixing broken processes and improving the ones that do work will ensure that the 526th is indeed fulfilling our mission to ‘Deliver unmatched strategic deterrent capability to the war fighter, on time and on cost.’ With constant personnel shortages and the resulting heavy workloads, we all need and deserve well-defined/refined processes to relieve the tension the 526th has been experiencing for years.”*

*- Zach McCarty*

### Five Principles of Lean

**Value:** Specify value from the perspective of the customer.

**Value Stream:** Characterize the Value Stream (or set of activities) for each product or process, eliminating waste.

**Flow:** Progressive achievement of value creating steps with minimal queues and no stoppages or backflows of product, information, or services.

**Pull:** A system in which nothing is produced by a supplier until the customer signals a need.

**Perfection:** Always compete against perfection –not just your current competition.

## Meet The Instructors: MainStream GS Team

Robert, (Bob) Bailey is a Senior Lean Consultant with MainStream GS with more than 30 years of experience actively applying the technologies of continual improvement and waste reduction methods leading to measurable business results. Bob worked for Hewlett-Packard Company in Colorado for 15 years and held a wide range of challenging positions in R&D, manufacturing and quality. As a lean consultant, he has worked with more than 50 clients in multiple industries in the U.S., Canada, South America and Europe. These include Caterpillar, York International, Flowserve, Hewlett-Packard, Schlumberger, Hitachi, Motor Coach Industries, Yanbal, Woodward Governor, General Cable, Dorskocil, Keystone and American Augers.



Bob also served as a Captain in the US Air Force. At the Air Force Weapons Laboratory, he developed the mathematics for a production-line technique used to identify radiation-tolerant semiconductor devices. He also worked with the National Bureau of Standards in Boulder, CO to develop a method for characterization of a high frequency probe used to measure test devices on integrated circuit wafers. Bob conducted research on the effects of ionizing radiation and neutron damage on bi-polar semiconductors. Bob has a BSEE from the University of Detroit, an MSEE from Colorado State University and has completed the academic requirements for a Ph.D. in Electrical Engineering at Oklahoma State University.

## A Day with O.C. Tanner: Studying CPI at Work



It was business as usual at O.C. Tanner, Utah's premier "appreciation" company, which has specialized in corporate jewelry and logos for more than 80 years. The company was started in 1927 by philosopher and entrepreneur Obert C. Tanner, who is viewed by many as inventing the recognition industry. The company has worked with many of Fortune's "100 Best Companies to Work For" and other

successful companies to implement effective and meaningful employee appreciation programs. O.C. Tanner has 60 offices throughout the United States with additional offices in London and Ontario, and created the medals and rings for the XIX Olympic Winter Games, which were held in Salt Lake City in 2002.

Rex Morgan, Director of Engineering greeted the AFSO21 CPI Team in the lobby of O.C. Tanner's Utah manufacturing facility, wearing a name tag with the title "Appreciatologist." He explained that everyone in the company had the same title: part of the company's commitment to recognize each individual's expertise and effort. The first thing that the team noticed was that while O.C. Tanner is a manufacturing environment, it does not have that look or feel. In fact, it was remarkably quiet. Comfortably carpeted floors and a soft waterfall greet employees each day at the main entrance. It is not surprising that it was voted one of the best places to work in the United States.

Rex explained that he was brought into the company during a time when O.C. Tanner's sales were flat. He was tasked with putting together a team to improve and standardize the processes of each department in the company, which at the time were working individually and not as a greater whole. Large departments handled the efforts of polishing, striking and trimming for each piece of jewelry. Orders took 20 days to complete the process of moving through each department. Additionally, O.C. Tanner produced 117 pieces for each 100 ordered, in hopes that at least 100 would be ready for the customer, due to failures with equipment or human error. This lag time posed another challenge: customers would make changes to their orders during the 20 day window, and the process would need to start all over again leading to lost productivity, and lower sales. Utilizing the strategies of Lean and Six Sigma, O.C. Tanner was able to shift the 85 percent

*"Ultimately, people are the answer," O.C. Tanner Vice President Gary Peterson explains.*

*"Even when businesses are failing in other areas, appreciating employees in a personal and meaningful way really can make all the difference."*

success rate surrounding timing and delivery to an effectiveness level of 99 percent. What once took seven days to complete now takes only four hours. They moved the needle from creating 1.8 pieces per direct labor hour to creating four per hour, for the 11,000 to 12,000 pieces of jewelry created each day. The first step included co-locating all teams, which naturally increased the level of communication and quality, even as the systems still required improvement. The move lowered inventory and made for a better process. In keeping with O.C. Tanner's value system upon which the company was founded, a focus on individuals and people empowered the workforce. The expectation became that each individual was an engineer, scientist and expert problem solver – which garnered additional efficiency. In short, engaging people means more profitability. Getting people aligned to the objectives as a whole company put everyone on the same page.

### Lean Terms

**Push vs. Pull:** Pull Systems provide the right amount of pressure at the right time. No more, no less, not too early, not too late.

**Perfection:** The complete elimination of waste so that all activities along the value stream map are aligned.

**People vs. Process:** Working to create cultural change by ensuring that personnel is running parallel to tactical changes.



**Walk the Talk:** Maj Phi-Anh Lutz stands near one of the many "A"s that dot the O.C. Tanner floor to remind employees of their pledge to the company and appreciation for each other.

**O.C. TANNER**  
appreciate

## About MainStream GS

MainStream GS is a veteran owned management consulting firm focused on enabling high performance organizations in the public sector that are built on a foundation of Performance Management, Accountability and Waste Elimination. We utilize a unique blend of strategy deployment and continuous process improvement (Lean & Six Sigma) expertise combined with cultural change and program management skills to guide senior leaders and public sector organizations through this transformation.

MainStream GS delivers tangible results that sustain over time because by focusing not only on the technical tools but also on overcoming cultural resistance to change. We transfer our knowledge and techniques to our clients so that they can sustain new strategies and improved processes to meet future challenges. MainStream's clients have access to a deeply experienced team of management consultants that average over 20 years of enterprise experience.

Visit [www.mainstreamgs.com](http://www.mainstreamgs.com) to learn more about how you can improve the way your organization operates.

## Meet the AFSSO-21 CPI Team

(continued from pg 2)

Rebecca hopes to help make our organization better and easier to work in. There are a lot of things we do well, but there is also a lot of room for improvement. She says "I think it's easy to feel frustrated and disgruntled, but I'm hoping that the culture can change so that frustrations and roadblocks can be seen as opportunities to improve."

John Grosvenor is a Captain with the 511<sup>th</sup> ICBM Systems Squadron. He serves as the AFSSO21 & MainStream Program Manager, acting as a government liaison. A native Texan, John grew up among various Air Force bases. John feels very fortunate to work with Mainstream and hopes to keep the CPI and AFSSO21 mindset going within the 526th for many years to come.



*Capt John Grosvenor at O.C. Tanner*

Phi-Anh T. Lutz is a Major with the 526 ICBMSG. A fan of country music, Anh is also an avid guitar player, tri-athlete and marathoner. She serves the 526th in its Mission Assurance efforts and hopes to implement the teachings from the class within the organization.

Peggy L. Japngie Lizotte is a contract negotiator for the 526th ICBMSG/PKE. She has lived in North Ogden for approximately 25 years and

enjoys gardening – despite the soil here. She also likes historical novels, mysteries, and learning why people act the way they do. Peggy says her work as a lawyer greatly assists her in her role. She hopes to apply teachings from the class by documenting the processes within the 526. She says, "I believe this will help lessen our dependence on tribal knowledge."

## Meet The Instructors

(continued from pg 2)



General George Clark retired as Chief of Staff, Colorado National Guard in August 2007. As a leader in the Governor's Homeland Defense Team, he directed state's military disaster response and homeland security efforts. He deployed for the Hurricane Katrina relief effort in August of 2005 as the Director of Logistics for the Air National Guard (NGB/A4).

The General began his military career as an enlisted avionics specialist, attaining the grade of E-7. A Distinguished Graduate of the Academy of Military Science, General Clark was commissioned in 1983 and served as a Nuclear Surety Officer. He became an Aircraft Maintenance Officer in 1986 and Chief of Maintenance in 1991. In 1994, he became a Logistics Group Commander, transitioning to Maintenance Group Commander 2002.

General Clark stood up operation "Noble Eagle" after the attacks of 9/11 and has led several national logistics consortia, advising the national leadership on sustainment of aging equipment, effective use of manpower, policies, and organizational structures.

As a civilian, General Clark has served as an Electrical Engineer with the U.S. Department of Energy and an Electronics Engineer with the National Weather Service. Currently, he serves as a Six Sigma Black Belt and Owner of Intrepid Solutions, LLC. He is a CPI Master with MainStream GS, and strives to use his expertise to promote organizational effectiveness and create a productive working environments using Lean Six Sigma, team development, CPI, and systems thinking. He is a nationally recognized leader, innovator and mentor -developing teams that unleash employee talent and desire to succeed.

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## Spotlight on the CPI Process: The MainStream Way

MainStream GS helps leaders and organizations overcome barriers to creating an environment where Continuous Process Improvement (CPI) is possible. We believe people want to do a good job, but fear of change and poor processes get in the way of their performance. Our enterprise approach engages the entire organization challenging its norms with new tools and methodologies that drive internal discipline beyond where most organizations operate. MainStream GS' unique approach combines tools, methods, and concepts from the works of great thinkers in the fields of Continuous Improvement, Change Management, and Organizational Development.

# MainStream

To be successful at CPI Public Sector leaders must *lead*. Our seasoned Lean / Six Sigma experts coach and mentor leaders on how to embrace this transformation not as a task but a journey. Leaders gain acceptance of the new culture through empowerment of early adopters, utilizing those successes to energize

the entire organization. Senior Leaders are coached in Strategy Deployment, Vision Development, and Break-Through Objectives (BTO). They learn Organizational Development, Communications and Teaming concepts enabling them to overcome the very real human barriers to teamwork, improved communications and decision making. Leadership and workforce learn and actively apply CPI tools and methodologies including Lean and Six Sigma, to drive waste out of their processes, overcome problems and achieve their strategic objectives.

Our role is to transfer our knowledge to our clients. Working closely with your Public Sector leadership and organization we guide you through this journey to self sufficiency and transform your organization to a culture of continuous improvement that is sustained and aligned with your vision and strategic objectives.

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Dirk Hooiman has led organizations through the improvement process for 35 years. His most notable educational experience was studying directly under W. Edwards Deming and Yamaha University in Japan in the Toyota Production System. Dirk pursued additional studies in improvement methodologies at Rutgers University, Universities of Tennessee, Michigan, Georgia, Connecticut and Georgia Tech and received a Bachelor of Science in Business Management. His studies included Organizational Development, Improvement and Change Management, which are a critical element to assuring longevity in change and improvement. He is certified as a Six Sigma Master Black Belt by GE and Motorola, with a certification in Lean Manufacturing through Boeing and a Masters Certificate in the Toyota Production System through Yamaha University in Japan. Additionally he is has multiple certifications through the American Society of Quality and the University of Tennessee at the College of Productivity

Improvement. He has used both Six Sigma and Lean Manufacturing to improve company performance so that both the top and bottom lines were impacted and showed up on the Balance Sheet. On several occasions he was asked to take over the leadership of companies to use his skills and experience to salvage companies and turn them around by tapping into the full human potential of an organization, relying upon the expertise of the employees while providing the tools and methodologies and the leadership to create conditions for growth and to act as a lubricant to the organization. Weaving his technical skills and leadership bring a unique approach to organizational development creating a culture that results in company growth and improved profitability.



## 526th ICBMSG

The 526th ICBM Systems Group is responsible for inception-to-retirement integrated weapons system management of Minuteman and Peacekeeper weapon systems. The group develops, acquires and supports silo based ICBMs and provides program direction and logistics support as the single face to the customer. The group is also responsible for acquisition, systems engineering and depot repair; manages equipment spares; provides storage and transportation; and accomplishes modifications and equipment replacement to maintain silo-based ICBM systems.

## Become an “Appreciatologist” at the 526th

Is someone in your organization going above and beyond to get the job done? Tell us who!

Nominee: \_\_\_\_\_ Phone: \_\_\_\_\_

Nominee’s email: \_\_\_\_\_

Supervisor’s Name: \_\_\_\_\_

Your Name: \_\_\_\_\_

Why are you nominating this individual?

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Please return this nomination form to the MainStream GS office in Room 16, Building 1268 Hill AFB or email information directly to [lauren.eastman@mainstreamgs.com](mailto:lauren.eastman@mainstreamgs.com)

## 526th ICBMSG

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### **Our Mission**

*We are dedicated Weapon System Professionals responsible from vision to retirement of Minuteman, Peacekeeper and future global strike Missile Systems; the single face to our user for development, acquisition, sustainment and disposal.*

**We look forward to your feedback!**

**Please email: [lauren.eastman@mainstreamgs.com](mailto:lauren.eastman@mainstreamgs.com)**

**with questions or comments for future issues. Tell us your story!**