



**Event:** Managing for Sustainment Creating a World Class Culture

**Speakers:** Heidi Naperala

**Date:** April 19, 2013

**Location:** Employers Association of West Michigan in Muskegon

**Sponsors:** We want to thank our Sponsors for the Event:  
Employers Association of Michigan and Nichols

THE ANSWERS ARE RIGHT HERE.



**N I C H O L S**

YOU FIRST



The Michigan Lean Consortium (MLC) partnered with The Employers Association of West Michigan and Nichols on April 19, 2013 for Managing with Sustainment event featuring Heidi Naperala from L3 Strategies.

Heidi Naperala is the President of L3 Strategies, LLC, a consulting firm focused on helping teams and organizations dramatically improve their processes, develop their cultures and achieve outstanding results. L3 specializes in utilizing the Toyota Production System or “Lean” methodologies. Heidi had spent 12 years providing Human Resources and Change Management consulting and leadership to organizations in both the public and the non-profit sectors. However, her personal Lean journey began almost a decade ago at ThedaCare an integrated health system with four hospitals and 23 physician clinics. There she initially served Human Resource department and then went on to train under a disciple of the Shingijutsu Sensei’s. She facilitated the Lean implementation and transformation of the New Delivery Model pilot clinic and the spread plan for 22 more facilities. Heidi has since practiced in a variety of clinical and



administrative environments and in multi-national healthcare systems including both acute care and outpatient care settings.

Heidi received her Masters of Business Operational Excellence for Healthcare from Ohio State University and her Bachelor's Degree in Public and Non-Profit Administration from Grand Valley State University. She has her Professional in Human Resource Certification and has passed her Lean Bronze examination through the Society of Manufacturing Engineers (SME) and Shingo Prize.

Program:

Creating a management system that supports and develops a community of problem solvers and a culture of learning is critical to ensuring success and sustainment of the Lean process.

Heidi presented the five top leadership actions and the fundamental elements needed to develop a system to support transformation. She provided the components of management standard work and effective methods for engaging staff in problem solving. Leader standard work is a visual performance management system that is: Visual, Timely, and Drives Action and Learning. Heidi shared templates for participants to create their own leader standard work. Heidi is a dynamic speaker and kept the participants active in several break out discussions.

Approximately 30 people attended this event in Muskegon.

[See photos from the event on Facebook.](#)

The mission of the MLC is to offer a diverse network of knowledgeable lean professionals who come together to share innovative practices. The organization aims to create a lean culture in Michigan to ensure sustainable competitive advantage, which could translate into healthier businesses that offer more job opportunities leading to economic growth in the state.