

*"Thinking Inside the Box:
Accelerating Lean Healthcare Practices with
Velocity and Quality"*

NCAHQ 2009 Education Conference
April 22-24, 2009



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- Panelist, speaker, facilitator for events including:
 - National Association of Mortgage Brokers, National Convention
 - USAF Maintenance Professional of the Year Banquet, Shaw Air Force Base
 - Intel International Manufacturing in Excellence Conference
 - ConocoPhillips Global Advanced Management Program
 - North Carolina Department of Commerce, "Driving Your Workforce"
 - Textron / E-Z-Go National Sales Conference
 - Productivity Inc. Total Equipment Reliability Conference
 - Association of Air Medical Service
- Contributing writer to *"The Complete Idiots Guide to NASCAR"* and *"365 Low or No Cost Teambuilding Activities"*
- Pit crew coach for USAR, ARCA, and NASCAR® teams
- Corporate Fitness / Health Promotions
 - TQM Wellness Team Facilitator
 - TQM Total Quality Council
 - TQM Cost / Revenue OFI of the Year Award
 - Business Journal Corporate Wellness Award
- University of Wisconsin & NCSU Sports Medicine



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LEAN U PERFORMANCE PIT Services



Over-the-Wall
Career Training



Pit Crew Coaching and
Outsourcing



Team Building and
Fan Experiences



Continuous and Process
Improvement Workshops



Motorsports Themed
Presentations and Keynotes



Official Crew Member Development
Partner of Drive for Diversity in
cooperation with NASCAR®



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LEAN U PERFORMANCE Pit Crew U / 5 OFF 5 ON



Students with Championships

- 2008 Sprint Cup Series (2)
- 2008 ARCA Series (3)
- 2007 Nextel Cup Series
- 2007 Busch Series
- 2006 Busch Series
- 2006 Craftsman Truck Series
- 2006 ARCA Series (5)
- 2005 Craftsman Truck Series

All Star Pit Crew Challenge Honors

- 2008 Team Championship (2)
- 2008 Individual Champion
- 2008 Individual Champion
- 2007 Team Championship (1)
- 2007 Individual Champion
- 2006 Individual Champion
- 2005 Team Championship (2)
- 2005 Individual Champion

Students as Coaches

- Athletic Training Concepts
- Roush Fenway Racing (2)
- Red Bull Racing Team
- BAM Racing
- Hendricks Motor Sports (2)
- Chip Ganassi Racing
- MB2 Motorsports
- Petty Enterprises
- Yates Racing



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Event Management

40 Top NASCAR
Teams

Nationally
Televised

3,500 Fans and
Supporters



NATIONAL PIT CREW CHAMPIONSHIP



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Demonstrations & Tours

General Public and
Group Tours at PIT
Facility

Demonstrations on
Location Including
6 Shows Daily for 5
Weeks Before
'Cars' Movie
Premier in
Hollywood, CA



EL CAPITAN THEATER, HOLLYWOOD



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**LEAN
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Professional Team Development



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**LEAN
PERFORMANCE**

Continuous Improvement & Team Building



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WOMEN'S HEALTH & FITNESS
 6 new moves to FLATTEN YOUR STOMACH
 Enter to Win a FREE IPOD!
 p. 34

It's a **Man's World**

Nicole Addison proves that anything a man can do, she can do better — even working a NASCAR pit crew. **By Anita Adams**



♦ FITNESS TRUE STORY

When her father was diagnosed with cancer, Nicole Addison knew she had to do something. She started working out, and soon she was hooked. "I was doing all my workouts at home, and I was really enjoying it," she says. "I was doing all my workouts at home, and I was really enjoying it." Addison says she was doing all her workouts at home, and she was really enjoying it. She was doing all her workouts at home, and she was really enjoying it.

Keeping up with the boys

Nicole Addison has to keep up with the boys on the track. She has to keep up with the boys on the track. She has to keep up with the boys on the track. She has to keep up with the boys on the track.

PIT is the official Crew Member Development Partner of Drive for Diversity in cooperation with NASCAR®



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- North Carolina Business of the Year Award Runner- Up (2007)
- North Carolina Motorsports Association Award Finalist (2007)
 - Two Year or Trade School Education Program
 - Motorsports Workforce Diversity with Imagine This!



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“Developing leadership and team work is a critical factor in the success of America’s largest corporations. Giving corporate leaders an opportunity to have the reality experience of working on a motor sports pit crew with the essentials of speed, communication, skill and collaboration is a breakthrough approach. Performance Instruction & Training is on the cutting edge of skill development in this changing world.”

Elliott Masie
Chair, Learning CONSORTIUM



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- 1930's Southern “moonshiner” tradition moved to speed trials of prototype cars on beaches of Daytona. As trials moved to paved parks, beach racing of stock cars took over as sport and short tracks began to dot the Southeast
- 1939 - 45 World War II put racing on hold. Increases thirst for danger
- 1948 Bill France organizes racing and incorporates NASCAR®
- 1949 First sanctioned race held on June 19th in Charlotte, NC
- 1950 First paved speedway race held September 4th in Darlington, SC
- 1965 Woods Brothers win Indy 500 with first choreographed pit crew
- 1971 Winston becomes series sponsor due to radio and television tobacco ban
- 1979 First live television coverage of entire Daytona 500
- 2004 Nextel replaces Winston and Sunoco replaces Union 76 for over \$700m
- 2007 Toyota enters Nextel Cup competition, Busch Series travels to Mexico and Canada
- 2008 “COT” design implemented for all races; Additional pit road safety rules; Sprint and Nationwide assume series title sponsorships
- 2009 Dale Earnhardt, Inc., Petty Enterprises, and Bill Davis Racing merge or fold. Camping World assumes title sponsorship of Truck Series; Mandatory drug testing for drivers and crew; Pit stops and crew size modified in Truck Series.



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Economic Impacts

*Authored by Dr. John Connaughton, Dr. Ronald A. Madsen
UNC Charlotte Belk College of Administration
January 2006*

- 27,252 related jobs
- \$5.9 billion direct, indirect, and induced impact to North Carolina
- \$4.6 billion direct, indirect, and induced impact to Charlotte Region
- Teams, suppliers, marketing, retail, tracks, museums



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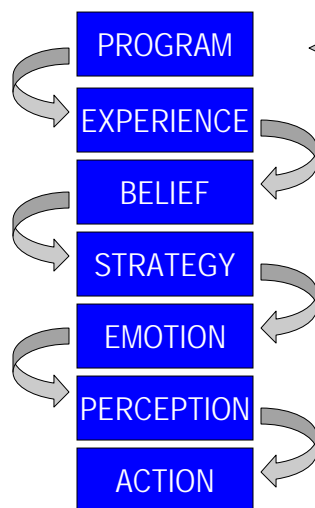
Fastest Growing Spectator Sport in the World

“...good catch-and-release anglers work with the efficiency of a hospital emergency room staff and the speed of a NASCAR® pit crew.”



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- Utilize motor sports as a framework for standardization and continuous improvement
- Respect existing values while instilling new ones
- Share perspectives to energize new thoughts and actions



What Can be Learned from Pit Crews?

- Tools and equipment are;
 - Functional
 - Staged
 - Reliable
- Standardize;
 - Expectations
 - Goals
 - Task sequencing
 - Role specificity
- Knowledge of upstream and downstream tasks
- Pre-event planning and communication
- Practice separate tasks to improve the whole
- Best known practices become standard work
- Review and evaluate every performance
- Perform as practiced
- Practice non-standard events



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What is a Pit Stop? – On the Track

Four fresh tires, two cans of fuel, half pound up on the right rear, a round of bite, tear the windshield, driver needs water . . . and all need to be done correctly in under 13 seconds.



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Highly planned, thoughtfully scheduled preventative and corrective team based procedures with clearly defined strategy and measurable outcomes.



- “Linen service to heart surgery”
- All necessary information before patient appointments
- Training tech assistants for technician tasks
- Staff teams that follow patients throughout entire process
- Modified staffing matrix at high volume times
- Eliminating redundant forms
- Same day appointments
- Increase equipment use (and associated billing)
- Decrease inventory
- Faster room turnover / availability
- Increase capacity / decreased capital expenditure
- Payroll savings through reduced hiring rate



- Improve patient care
- Eliminate medical spending that does not improve patient care
- Reduce errors
- Decrease mortality rates



Acceptance that other industries may serve as design examples

Leadership

- Whole system strategy
- Top down methodology with CEO as champion
- Failure is permissible

Culture

- Backdrop for tool and technique use
- Values and beliefs affecting behaviors

Process

- Create value to customer (patient?) at every step



Dashboard Indicators

- Speed (180mph)
- “On to off” time (50 seconds)
- “Entry to exit” time (18 seconds)
- “Stop to drop” time (13 seconds)
- Positions gained on competition



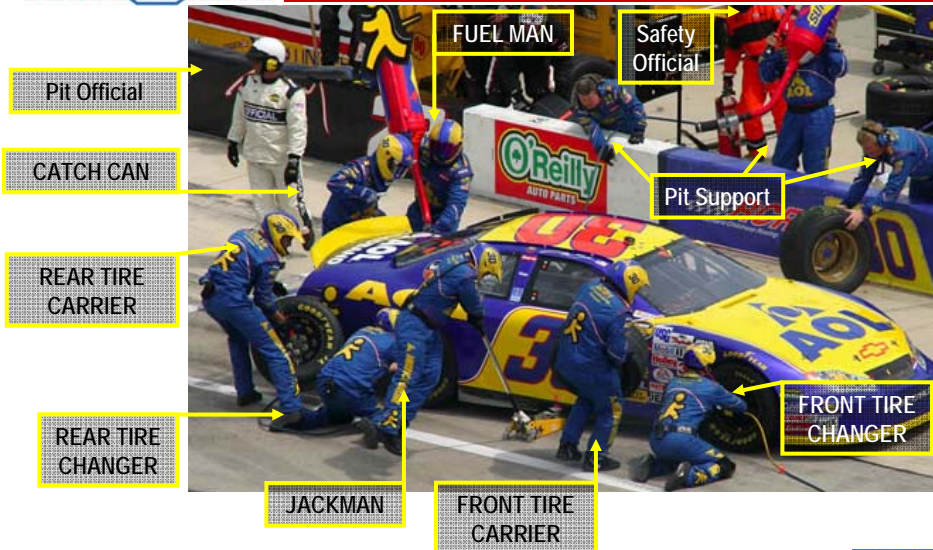
Successes and failures are easily and instantly measurable



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Defined Roles and Responsibilities



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- Racing was about the best mechanic, car, and driver
- Fuel and tires were needed but not strategic to outcome
- Mechanics also served as pit crew by necessity



- Rules changes have increased parity of equipment and competition on the track
- Fuel, tires, and adjustments are critical to race outcome
- Every team is competitive
- Pit Team Athletes are highly prized and specially trained division of the race team



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- **Car Parity = Less Passing on Track**
- **Less Passing = + / - Positions in Pits**
- **Lost Positions = Wrecks**
- **Wrecks = Lost Earnings (Injuries / Fatalities)**
- **Lost Earnings = Lost Sponsors**
- **Lost Sponsors = Lost Jobs**



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Performance Cycle in the Facility

- **Reduced Performance = Decreased Output**
- **Decreased Output = Missed Commitments**
- **Missed Commitments = Lost Earnings**
- **Lost Earnings = Fewer Facilities**
- **Fewer Facilities = Lost Jobs**



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Planning for Perfection

- **Control the Known:**
Know that pit stops will happen
- **Manage the Predictable:**
Plan when to do work to your advantage
- **Eliminate the Preventable:**
All gear is in like-new working order
- **Prepare for the Inevitable:**
Bad things happen, be ready
- **Imagine the Impossible:**
Consider "what if" scenarios
- **Practice the Variables:**
Practice to identify the unknown



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Performance at Every Level

Sponsors	→	Insurance Providers
Owners	→	Investors / B of D
General Manager	→	CEO
Race Shop	→	Hospital
Crew Chief	→	COO
Car Chief	→	Chief of Staff
Shop Manager	→	Department Manager
Driver	→	Physicians
Car	→	Tools and Systems
Pit Crew Coordinator	→	Specialist
Pit Crew Team	→	Technicians / Staff



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Characteristics of High Performing Teams

- Shared understanding of expected roles
- Group identity
- Clear understanding of goals and their importance
- Describes needs, norms, and values that guide team
- Team bonding
- Committed to communication
- Members accept individual strengths and weaknesses
- We rather than I or Me
- Open expression of opinions, thoughts, and feelings
- Accept responsibility for continued development
- Differences are valued
- Shared leadership for different tasks



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High Performance Environment

- Better Skilled Applicants
- Higher Expectations
- Increased Performance
- Increased Economic Impact
- More Desirable Work Environment



Richard Childress Racing
Assembly Bay



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Performance at Every Level

- Attention to Detail
- Every Task with Pride and Purpose
- No Job is Irrelevant
- Every Job is Critical to Outcome



Richard Childress Racing
Transporter Preparation Bay



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Penske Racing



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**LEAN
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Joe Gibbs Racing



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Pit Crew Coordinator – Multiple responsibilities to insure team has proper tools to perform to level of expectations

- Recruit Potential
- Teach needed skills
- Develop Talents
- Connect Individual, Professional, and Team Goals
- Administrator
- Equipment Manager
- Mechanic
- Nutritionist
- Total Quality Manager
- Ergonomist
- Social Worker
- Scout & Recruiter
- Negotiator
- Marketing Representative
- Personal Trainer
- Psychiatrist
- Administrator
- Parent



Do Pit Crews Have Other Jobs?

Types of Employment

- Full Time Employee
Other responsibilities with team
- Contractor
Other responsibilities outside team
- Full Time Pit Crew
Pit Crew responsibilities only

Pit Team Athlete – Singular responsible to insure role is performed with velocity and quality

- Skill Development
- Exercise & Condition
- Practice
- Maintain Equipment
- Event Performance
- Review Performance
- Improve

“Just put the tire on the car.”



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Preparing and Adapting

Bristol Race Specifications

Pits Road: 21 front stretch boxes / 21 on back stretch (1 shared)

Pit Stalls: 25.5 feet long x 15.5 feet wide

Pace Car Speeds: Pit Road - 35 mph Track - 40 mph

Minimum Speed: 17.16 seconds 111.818 mph

Pit Window: 155-165 lap

Tire Codes: Goodyear Eagle 1 Speedway Radials

L – D6826 R – D6828

Circumference: L – 87.3 in R – 88.6 in

Tech Inspection: LF: 26 psi LR: 26 psi RF: 42 psi RR: 40 psi

Minimum Inflation: LF: 21 psi LR: 21 psi RF: 40 psi RR: 37 psi

Inner Liner: RS only +12-25 psi higher

Bristol Pit Rules

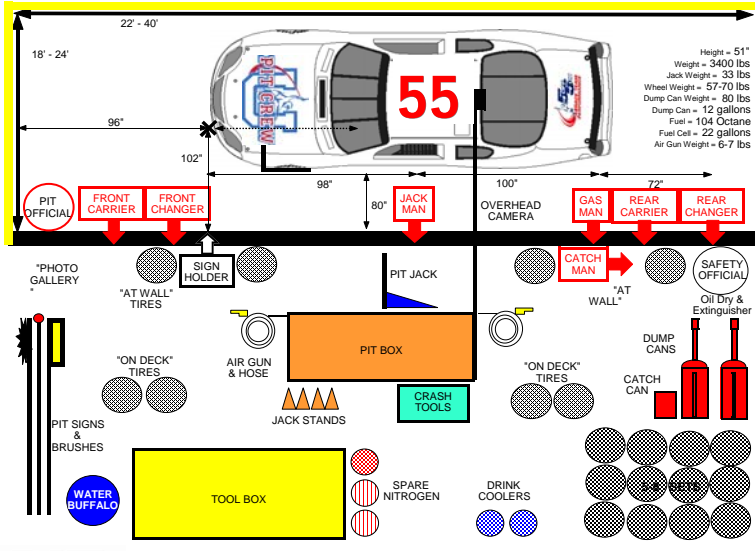
- Teams enter pit road in Turn 2 (the current backstretch pit entrance) drive around down the backstretch and around Turns 3 and 4 and exit in Turn 1
- Caution-flag: Teams will enter / exit pit road under the previous one-pit-road scheme
- Green-flag: Teams will enter and exit pit road under the current two-pit-road scheme



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LEAN PERFORMANCE Workplace Standardization and Staging



PIT
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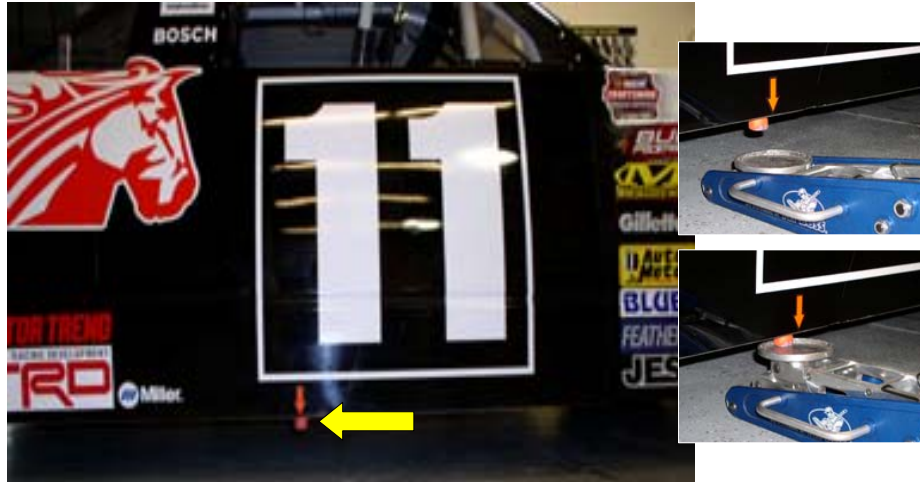
LEAN PERFORMANCE Visual Cues and Continuous Improvement



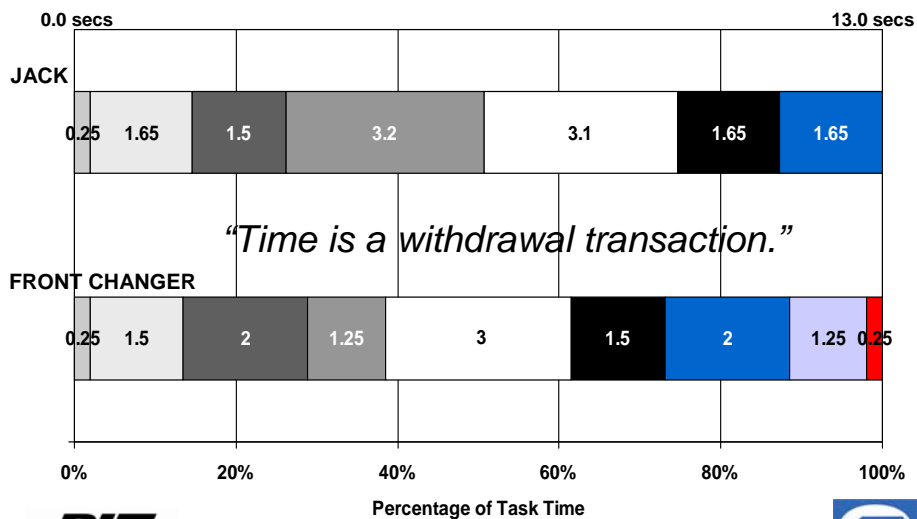
PIT
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Standard Pit Stop

- 4 Tires
- 2 Cans of Fuel
- Driver Service
- Clean Front Grill



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Standard Pit Stop

- 4 Tires
- 2 Cans of Fuel
- Driver Service
- Clean Front Grill

Non-Standard Pit Stop

- 4 Tires
- 2 Cans of Fuel
- Adjustments
 - Windshield
 - Spring Rubber
 - Wedge
 - Restart
 - Track Bar
 - Shocks
 - Tape
- Driver Service
- Clean Front Grill

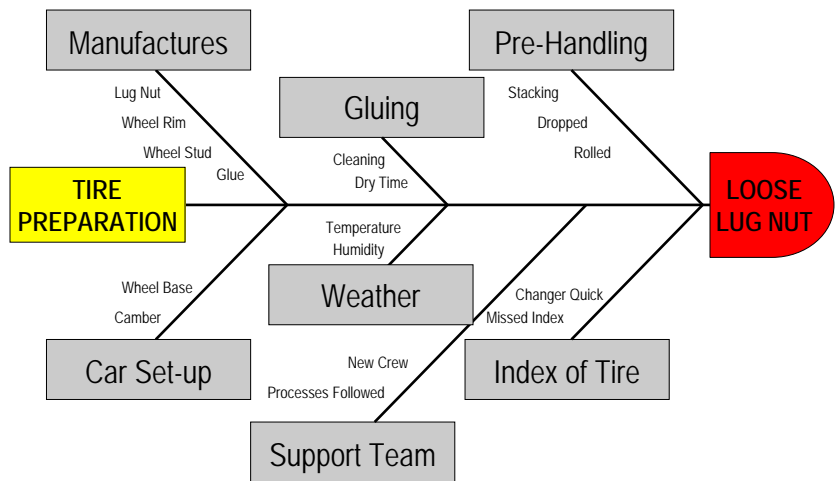
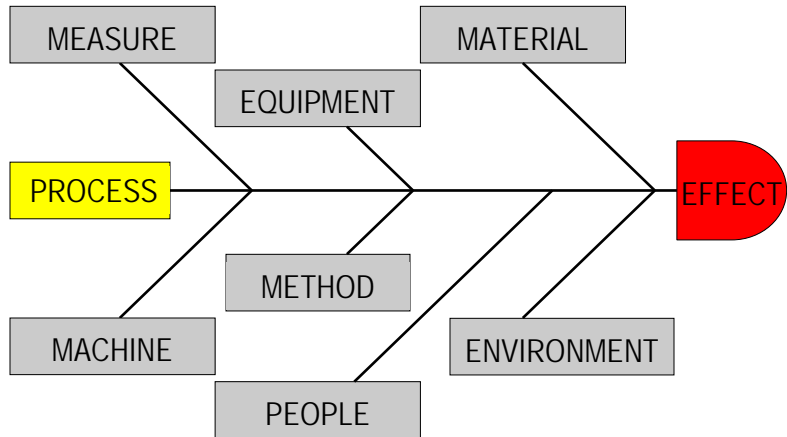
Repair Pit Stop

- 4 Tires
- 2 Cans of Fuel
- Adjustments
 - Windshield
 - Spring Rubber
 - Wedge
 - Restart
 - Track Bar
 - Shocks
 - Tape
- Roll Fenders
- Replace Parts
- Add Fluids
- Driver Service
- Clean Front Grill



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Price vs. Cost: Daytona International Speedway

	<u>1st Place</u>	<u>2nd Place</u>	<u>Variance</u>	<u>Recovery</u>
Lap Time	74.508 sec	74.528 sec	.020 sec	x
Speed	186.32	186.27	+ .05	x
Prize	\$1,510,470	\$1,120,420	\$390,050	x

At 180mph and all things being equal,

Pit Stop 1	13.02 sec	13.0 sec	- .02 sec	5.742 sec
Pit Stop 2	13.2 sec	13.0 sec	- .2 sec	57.42 sec
Pit Stop 3	15.0 sec	13.0 sec	- 2 sec	574.2 sec




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Price versus Cost

At 180mph and all things being equal,

0.06 seconds = 

0.12 seconds = 

0.18 seconds = 

0.24 seconds = 

0.30 seconds = 

**1 lug nut takes
.3 seconds to
re-strike and
tighten if
missed.**



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- 500 miles
- 3 hours 22 minutes
- 13 lead changes
- 00.020 seconds
- \$390,000 prize difference



- 400 miles
- 2 hours 52 minutes
- 28 lead changes
- 00.005 seconds
- \$96,000 prize difference

Preparation

- Predict
- Plan
- Practice
- Safety

$$\text{Preparation} \times \text{Safety} \times \text{Quality} = \text{Time}$$

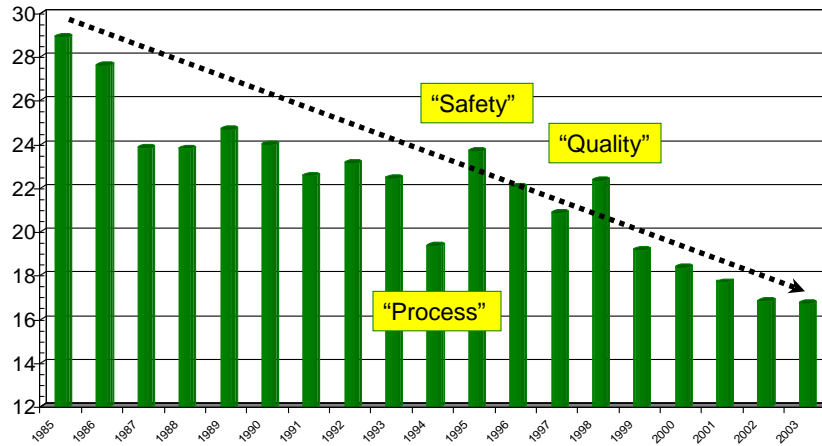
Safety

- Inherently dangerous
- Control the controllable
- Trust that every individual performs their role

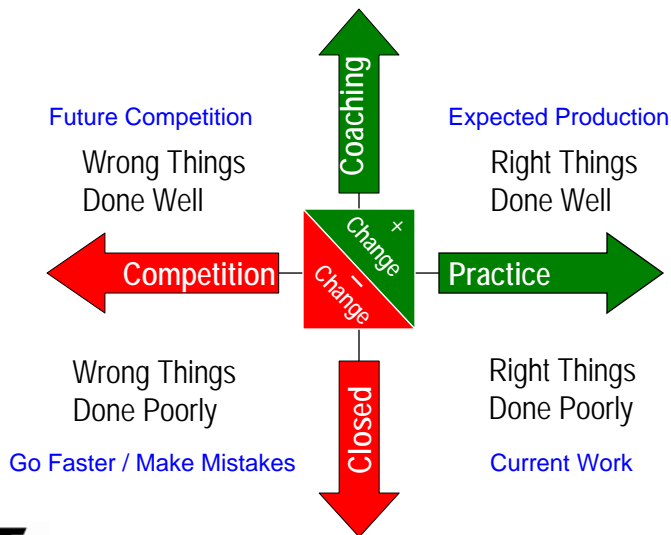
**Time is a result,
not a goal.**

Quality

- Required by definition
- Primary necessary goal



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Maintain the Lead



In today's world you don't need to slow down to lose ground to the competition.

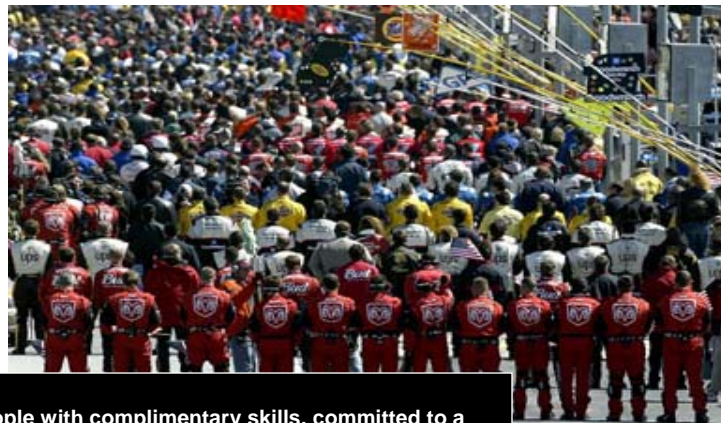
Staying the same is enough to lose your position.



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Mutual Self-Accountability



TEAM

A number of people with complimentary skills, committed to a common approach to achieve performance goals to which each holds themselves mutually accountable.



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Event Participation Safety

- Participation is encouraged, but not required.
- Notify PIT Performance Coach about existing injuries or physical conditions, so alternatives may be offered.
- No open-toed shoes allowed on Pit Road.
- Ear protection and eye glasses are required.
- Change into shorts and t-shirt, if desired.
- Sunscreen and hats.
- Drink plenty of water for physical hydration.



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Accelerate your Business Practices!

- 3 Teams 21 Participants / 1 Car
- 5 - 7 Person per Team
 - Front Tire Changer
 - Front Tire Carrier
 - Jack
 - Rear Tire Changer
 - Rear Tire Carrier
 - Fueler
 - Catch Can
- Observers to View Improvement Concepts



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Developing an Event for Your Team and Industry

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The following slides provide examples, options, and considerations for conducting a customized event for your team or clients.



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Class Room Learning



A custom presentation delivering your organizations message from the motorsports perspective.



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Hands-On Experience



A once-in-a-lifetime experience directed at the challenges faced by your organization with powerful and lasting impact.



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Lean Performance U Itinerary

Day 1

7:30am	Registration
8:00am	"Think Inside the Box"
10:45am	Lean Overview & Objectives
11:45am	Lunch
12:15pm	Pit Crew Experience
4:15pm	Debrief and Overnight Assignment
5:00pm	Dismissal

Day 2

8:00am	Networking
8:30am	Race Shop Tour
11:00pm	Pit Crew Experience Review and Analysis
11:45am	Lunch
12:15pm	Lean Theory Application
4:00pm	Dismissal



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What is Lean Performance U and the Pit Crew Experience?

LPU is applicable to every industry and business

- Healthcare & Pharmaceutical
- Maintenance & Manufacturing
- Office (mortgage, sales, accounting)
- Service & Hospitality

LPU is appropriate for . . .

- Introduction to Lean / Continuous Improvement
- Revitalization of Existing Program
- New Initiatives / Product Implementation
- Reward / Incentive Programs
- Employee Retention and Morale

LPU is not . . .

- Consulting
- Pit crew training
- Just another team building – *it's more!*



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What may be learned from the pit crew model?

- Need for tools, equipment, and processes to be functional, staged, and reliable
- Standardize Expectations
- Task sequencing
- Role specificity
- Eliminate errors and waste
- Optimizing staffing matrixes
- Knowledge of upstream and downstream tasks
- Pre-event planning and communication
- Separate practice improves the whole
- Best known practices become standard work
- Review and evaluate every performance
- Perform as practiced
- Practice non-standard events
- Safety and quality are objectives
- Time is a result, not a goal



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Your Location or Ours!



Mobil 1 Event: Indianapolis, IN



Alltel 500: PIT, Mooresville, NC



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Develop sponsorship and branding opportunities!



PIT's Lean Performance II provides opportunities for businesses and organizations to partner with this event and receive a variety of assets and benefits. If your organization is interested in being involved with this event as a partner at one of the following levels, please contact Emerging Innovations.

Table Partner / 1 Available / \$9,000

- Show Car: Hood, Rear Deck Lid, Television Panel
- Attendees: Four (4) complimentary participants
- Folders: Partner is provided front pocket space in program folder for materials
- Slides: 1) Up to 10 minutes during Day 1 to present information regarding organization services
2) "Think Inside the Box" presentation slides will display Partner logo throughout
- Brochure: Partner logo displayed as available based on date of partnership agreement

Primary Partner / 3 Available / \$4,500

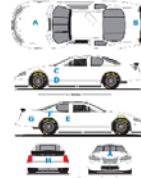
- Show Car: Rear Quarter Panel
- Attendees: Two (2) complimentary participants
- Folders: Partner is provided rear pocket space in program folder for materials
- Slides: "Think Inside the Box" presentation slides will display Partner logo throughout
- Brochure: Partner logo displayed as available based on date of partnership agreement

Associate Partner / 4 Available / \$2,000

- Show Car: Front Upper Quarter Panel (behind front tire / both sides)
- Attendees: One (1) complimentary participant

Behind-Wheel Partner / 6 Available / \$750 minimum

- Show Car: Front Lower Quarter Panel (behind front tire / both sides)
- Exchange of goods or services (mailing lists, catering, facilities and fees, etc.) for In-Kind Partnerships will be negotiated and agreed upon by all parties on a case-by-case basis.



- A = HOOD
- B = DECK LID
- C = FRONT QUARTER PANEL / Upper
- D = FRONT QUARTER PANEL / Lower
- E = REAR QUARTER PANEL / Front
- F = REAR QUARTER PANEL / Upper
- G = REAR QUARTER PANEL / Lower

Toll Free (866) 563-2366 Fax (704) 799-3071 www.PIT-II.com

PARTNERSHIPS





Scalable for Small and Large Groups



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Real Equipment, Professional Staffing

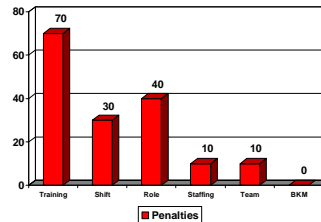
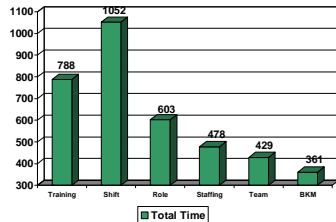


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Metrics for Tracking Participant Improvement

	PST	P	TT	PST	P	TT	PST	P	TT	PST	P	TT	PST	P	TT	TOTAL	% IMP
Blue 2	53	10	63	117	0	117	47	20	67	44	0	44	44	0	38	373	-40%
Black 1	66	10	76	113	0	113	72	0	72	53	0	53	44	0	44	408	-34%
Red 2	81	0	81	131	0	131	57	0	57	55	0	55	36	10	46	416	-43%
Red 3	65	0	65	122	0	122	76	0	76	55	0	55	75	0	36	429	-45%
Black 2	58	10	68	128	10	138	65	10	75	58	0	58	57	10	67	445	-42%
Blue 1	67	10	77	132	0	132	91	0	91	63	0	63	58	0	58	462	-47%
Blue 3	197	20	217	154	20	174	82	10	92	65	0	65	47	0	47	658	-71%
Red 1	133	10	143	125	0	125	72	0	72	84	0	84	47	0	47	521	-66%
TOTAL	718	70	788	1022	30	1052	563	40	603	478	0	478	409	20	429	3711	-54%



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Ensure your message lasts beyond the event



- Develop sustainable continuous improvement program utilizing motorsports analogies and themes
- Implement sustainable industry specific consulting
- Event Memory Books by Jostens for a Lifetime Memory
- Merchandise (shirts, hats, lanyards, etc)
- Awards and Gifts (mini hoods, trophies, etc)



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What do participants receive?

- Safety glasses / ear protection to keep
- Authentic pit crew gloves to keep
- Authentic pit crew knee pads
- Authentic 2 piece fire suits in multiple colors (blue, red, black to distinguish teams)
- 1 coach per team. Each coach is a Pit Crew U graduate and many are current or former race team crew members
- Overhead DVD video recording of pit stop experience



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Strategic Partners

- PIT partners with experts in Lean, continuous improvement, cultural change and teambuilding application for ongoing consulting and program implementation



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Client Comments

- **"The PIT training supports all the major principles of Georgia-Pacific . . . the need for everyone to have the necessary skill, commitment, ownership, and teamwork to advance the vision. Safety, compliance, and efficiency work together and become a result of this focus. This fosters pride, ownership, and a clear understanding of each person's individual advantage as part of the team."**

Joe Konkol
Reliability Leader
Georgia-Pacific

- **"Your visit, discussions, and presentation for our annual "Grammy Awards" was not only refreshing, but phenomenal. Furthermore, I never heard a crowd of 650 maintainers get so quiet during a banquet when the guest speaker speaks . . . well done!"**

Colonel Robert A. Hopkins
Commander, 20th Fighter Wing Maintenance
Shaw Air Force Base

- **"Your program was fantastic and it was really well received by the audience. I talked to a number of people and they could not believe the compatibility between the mortgage business and a pit crew. Outstanding job!"**

Donald Frommeyer
Convention Chairman
National Association of Mortgage Brokers



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Client Comments

- **"We value our relationship with the entire PIT team. And we are thrilled with the results that we are achieving as a result of this fabulous training experience."**

Joni Teragawachi
Manager of Worldwide Airport Operations
United Airlines

- **"In all my time in the Marine Corps I have never heard a better presentation for what a leader is and how team work effects the whole situation and mission. Thank you for hitting home the points of teamwork, family, and leadership."**

Warrant Officer Brian Koval
Embarkation Officer/ Assistant Logistics Officer
2d Transportation Support Battalion/CSSD 29
U.S. Marine Corps

- **"I was looking for a program that could give us the tools to look at our operation and determine how to achieve better efficiencies without sacrificing quality or safety. The approach was professional from the start and I had no doubt that we had chosen the right provider."**

Kathleen Mayer, MS, RN
Flight For Life Program Director
St. Anthony Hospitals



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Client Comments

- **"Everyone is still raving about your presentation two days later. You and your team were a hit!"**
Lori A. Gable, Fusion Productions
Convention Producer
National Association of Mortgage Brokers
- **"Thank you for your hospitality during the whole event. Our team was thoroughly impressed with your operation and message."**
Billy Wright
Planning Lead
Northrop Grumman Newport News
- **"I wanted to let you know that the SCYNEXIS group had a fantastic experience with the pit crew simulation. They were very impressed by the facilities and the professionalism of the program."**
Blair Wilson
SCYNEXIS, Inc.
- **"I am pleased to share with you that we received many positive comments about how the presentation tied closely to our theme. A number of people indicated on their evaluation forms that (PIT) was the highlight of our retreat."**
Catherine S. Boette
Director of Paralegal Services
Nelson A. M. H. and Scarborough LLP

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THANK YOU!

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Upcoming Programs

May 19, 2009*
June 16 – 17, 2009
August 4 – 5, 2009
October 13 – 14, 2009

**May 19, 2009 is a one day "Team Performance U" program.*



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