Mark Graban Keynote speaker and author

METRICS KEYNOTES

React Less. Improve More.

Signal versus noise in the metrics leaders review



> Most ups and downs in a scorecard are **noise**. Reacting to every one costs time, credibility, and **real improvement**.

Mark wrote *Measures of Success*, with a foreword by statistician Donald J. Wheeler, to bring Process Behavior Charts out of the quality department and into everyday leadership reviews. He started his career as an industrial engineer at a General Motors engine plant and has worked with organizations in manufacturing, healthcare, and technology.

Keynote topics on metrics

Each can be a keynote, fireside chat, or workshop

1

React Less, Improve More

How to tell signal from noise, stop asking for explanations of normal variation, and spend review time on what changed.

2

Beyond Red and Green

What bowling charts and scorecards hide: red metrics that are improving, green ones quietly getting worse.

3

Are We Fooling Ourselves About Improvement?

How to tell whether a change worked, and why "it didn't sustain" is often the wrong diagnosis.

4

The Red Bead Experiment

A hands-on session: the same process produces different results, and blaming people for it changes nothing.

TYPICAL AUDIENCES

- Executives and managers who run performance reviews
- Operations, quality, safety, and finance leaders
- Continuous improvement and Lean Six Sigma professionals
- Executive retreats and leadership development programs

FORMATS

Keynote (45 to 60 minutes), fireside chat with one of your leaders, or a half-day workshop where leaders chart their own metrics.

In person or virtual, in the United States and internationally.

Watch the 3-minute speaker reel

OTHER KEYNOTES

The Silence Tax. Why people stay quiet about problems and ideas, and how leaders reduce fear and futility.

The Mistakes That Make Us. Moving from punitive responses to ones that are kind, constructive, and focused on improvement.

Psychological Safety as a Foundation for Continuous Improvement. People won't show honest data if a red number gets them punished.

WHERE THE TALKS FIT

Two ways into the same problem

IF YOUR REVIEWS RUN ON BOWLERS

Stop explaining every red

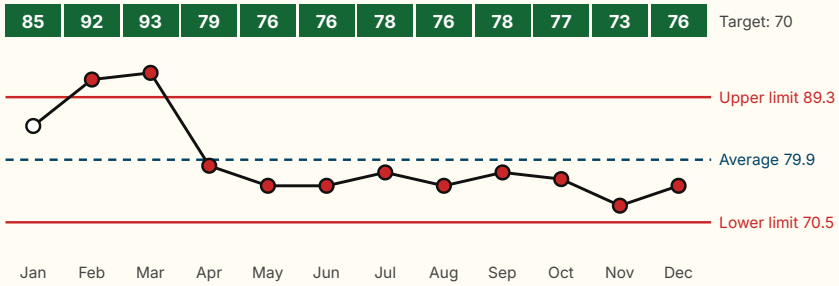
Keep the scorecard, and add a way to see which changes are real. Leaders stop asking teams to explain noise and start working on the system.

IF YOU ALREADY KNOW SPC OR SIX SIGMA

Take it beyond the shop floor

Control charts often stay in the quality department. This applies the same thinking to safety, delivery, cost, and the metrics executives review every month.

ONE ROW, TWO STORIES



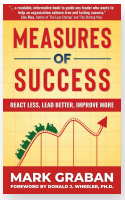
Plant 3 hit its target every month, so the bowler is green all year and nobody asks questions. The chart tells a different story: February and March were above the upper limit, then nine months in a row fell below the average. Something changed in the spring.

Filled points are signals. Illustrative data.

ABOUT MARK

Mark Graban is an author, speaker, and consultant who helps leaders connect Lean management, psychological safety, and better use of data. He started his career as an industrial engineer at a General Motors engine plant.

He is the author of *Measures of Success* and the author or co-author of *Lean Hospitals*, *Healthcare Kaizen*, and *The Mistakes That Make Us*, all three Shingo award recipients. He hosts the *Lean Blog Interviews* and *My Favorite Mistake* podcasts and serves as a Senior Advisor to KaiNexus.



THE BOOK BEHIND THE TALKS

Measures of Success, with a foreword by Donald J. Wheeler

SELECTED ORGANIZATIONS AND EVENTS

COMPANIES

Honda
Eli Lilly
Genentech
Cardinal Health
Liberty Mutual Insurance

HEALTHCARE

Cleveland Clinic
Duke Health
NYU Langone Medical Center
Alberta Health Services
American Medical Association

CONFERENCES

Shingo Institute Conference
AME Conference
Lean Startup Week
HIMSS Conference
Lean Transformation Summit

INTERNATIONAL, ACADEMIC

Lean Healthcare Summits in Brazil and Europe
Lean Healthcare Event, Helsinki
MIT Leaders for Global Operations
Wharton School

WHAT CLIENTS SAY

"The discussion was insightful... We all left feeling empowered with the knowledge you shared and the perspective you offered."

Gauri Shanbhag, Sr Sourcing Manager, GE Aerospace

"Mark Graban connects two things plant leaders need most: a better way to read metrics and a better way to respond when things go wrong. His workshops are practical, grounded, and free of buzzwords. Teams walk out with tools they can use right away."

William Harvey, Multi-Site Plant Manager, Specialty Chemicals

Start with your audience and goals

Share your event date, location or virtual format, audience, and budget. Mark will help you choose the topic and format that fits.

markgraban.com/speaking/book-mark

Metrics keynotes | Speaking samples | Meeting planner resources

Free guide to share with your team: leanblog.org/process-behavior-charts-guide