



BlueDragon®

Critical Thinking and Complex
Problem Solving Method

“A Creative Method That Uses Critical Thinking and a
Lean and Agile Framework to Solve Complex Problems”

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Presented by:



POC: Rob De La Espriella
4634 SW Long Bay Drive
Palm City, FL 34990
(772) 341-1093

Rob.dle@dle-services.com

www.dle-services.com/bluedragon





BlueDragon®

BlueDragon is Accurate, Scalable, Flexible, Efficient, Repeatable and Cost Effective

According to the World Economic Forum,¹ the top three skills that humans need to thrive in the fourth industrial revolution (i.e. the age of Machine Learning and Artificial Intelligence), are: “Creativity,” “Critical Thinking” and “Complex Problem Solving.” BlueDragon® is creative method that uses critical thinking and a

BlueDragon® combines Critical Thinking Tools with “Lean” and “Agile” techniques to rapidly and efficiently identify root causes and contributing factors without tying up the organization’s Subject Matter Experts for more than a few hours.

lean and agile framework to solve complex problems. The method focuses on developing the student’s critical thinking skills and not on proprietary software. Coupled with innovative “Lean” and “Agile” techniques, BlueDragon® helps to quickly and accurately identify the root causes and contributing factors that are causing human performance issues, equipment malfunctions and organizational and programmatic breakdowns.

BlueDragon® is accurate, scalable, flexible, and efficient, and the BlueDragon Framework™ provides a highly disciplined and organized approach to gathering and analyzing data, developing lines of inquiry and conducting rigorous causal analysis to identify root causes and contributing factors in the most efficient manner. The Lean and Agile techniques cut many weeks from traditional root cause analyses and accident investigations. The process is also structured to eliminate much of the bias and undue influence that often plagues such analyses, making for repeatable results. And BlueDragon® can be easily scaled down for apparent cause evaluations or simple causal analyses. The tools and techniques can also be used proactively to identify root causes before they cause significant events.

BlueDragon® was developed and refined by its creator after more than 30 years as a root cause practitioner in the commercial nuclear power industry and the Federal Government. The method is simple to understand (but not simplistic by design), and the workshops demystify root cause analysis and clear up many misconceptions about how root causes are identified. The workshops are conducted using an MBA approach with 15 case studies to allow participants to develop proficiency using critical thinking tools and the BlueDragon Framework™. The method does not require the use of any proprietary software; Excel templates are provided at the end of the workshop to give participants a head start in using the tools. This makes making BlueDragon® arguably the most cost-effective method on the market.

BlueDragon® improves the accuracy of complex problem solving efforts while greatly reducing the time it takes to conduct the causal analysis. It can reduce repeat events and save clients millions in operating costs per year.

For a current list of prices for BlueDragon® workshops and root cause analysis support from BlueDragon’s creator, Rob De La Espriella, please visit our website at: www.dle-services.com/bluedragon.

¹ Source: World Economic Forum, Future of Jobs Report, 2016; based on a survey of business leaders from major global employers.



What Makes BlueDragon® Different?

1. Harvard MBA approach: Our workshops are taught using an MBA approach that is anchored by over a dozen case studies. The case studies provide run time using the scalable BlueDragon® framework, allowing participants to develop proficiency in conducting apparent cause evaluations and root cause analysis (a graded approach depending on the significance of the event). The case studies allow students to practice integrating data analysis tools with various analytical methods using critical thinking. They also help reinforce how to identify root causes and contributing factors for events and negative trends.
2. Advanced Causal Analysis: BlueDragon® directly addresses two key problem areas that go hand-in-hand and are typically found at many complex, operating facilities and scientific environments; **weak causal analyses** and **recurring safety/performance issues**.
 - ✓ Weak Causal Analyses: The current definition of “root cause” has misled organizations for decades into stopping an analysis too soon, falling short of identifying the true root causes and creating a blind spot for Extent of Cause reviews. BlueDragon® provides a more accurate definition that ensures that the deepest-seeded root causes and contributing factors are identified, so that corrective actions will have a much higher likelihood of preventing recurrence.
 - ✓ Recurring Safety/Performance Issues: BlueDragon® is one of the most efficient and effective methods for conducting safety/accident investigations; it is accurate, repeatable, scalable, flexible, and more importantly, can be proactively applied when negative performance trends are identified.
3. Lean and Agile: The BlueDragon Framework™ was developed to integrate several tools and eliminate much of the waste (i.e. self-imposed requirements) that takes place when conducting the root cause analysis. The four Values of the “Agile Manifesto” were also incorporated to dramatically improve the causal analysis process.

The BlueDragon® method and the BlueDragon Framework™ are significantly more advanced than other methods:

- ✓ More accurately re-defines “root cause;”
- ✓ Powerful visual approach makes root causes easier to identify;
- ✓ Built with an understanding of the anatomy of an event;
- ✓ Integrates data analysis and causal analysis for max efficiency;
- ✓ Applies Lean & Agile techniques to eliminate wasted resources;
- ✓ Develops more focused lines of inquiry to find latent weaknesses;
- ✓ Scalable: can be used for issues of low to high significance; and,
- ✓ Can be used **proactively** to ID the cause of negative trends.



BlueDragon® Clients

The BlueDragon® Critical Thinking and Complex Problem Solving Method is being taught to personnel from across the DOE Campus



- SANDIA NATIONAL LAB
- LOS ALAMOS NATIONAL LAB (TRIAD and N3B)
- SAVANNAH RIVER NATIONAL LAB (SRNS)
- OAK RIDGE NATIONAL LAB (UT-BATTELLE)
- LAWRENCE LIVERMORE NATIONAL LAB
- PACIFIC NORTHWEST NATIONAL LAB
- IDAHO NATIONAL LAB
- BROOKHAVEN NATIONAL LAB
- URANIUM PROCESSING FACILITY, OAK RIDGE, TN
- ETPP SITE AT OAK RIDGE (UCOR: AECOM/JACOBS)
- Y-12 NATIONAL SECURITY COMPLEX (CNS)
- PANTEX (CNS)
- PUEBLO, CO CHEMICAL AGENT DESTRUCTION PILOT PLANT
- BLUE GRASS, KY CHEMICAL AGENT DESTRUCTION PILOT PLANT
- BECHTEL INFRASTRUCTURE GLOBAL BUSINESS UNIT
- NUCLEAR FUEL SERVICES (BWXT) IN ERWIN, TN
- FLUOR BWXT PORTSMOUTH SITE
- 4-RIVERS - PADUCAH D&D SITE
- WIPP SITE



What are Customers Saying?

“The most useful and practical training ever received!”

“Through our implementation of the BlueDragon® methodology, CNS is achieving a very positive culture change at our plants by providing a consistent and effective set of tools to managers to aid them in the identification of true root causes. We just completed a major BlueDragon analysis of some issues that came up in a multimillion dollar project. The process received rave reviews from the Vice Presidents that were engaged in the process and were recipients of the results.”

➤Chris Clark, Director of Contractor Assurance at Consolidated Nuclear Security LLC (Pantex and Y-12 National Security Complex)

“Just tell your prospective clients to call me and I’ll let them know how effective and efficient the BlueDragon® method is.”

➤Harold Conner, PhD, PE, Nuclear Services and Engineering Manager for AECOM at UCOR (URS|CH2M Oak Ridge LLC)

“On behalf of Fluor B&W Ports, I would like to offer my personal thanks for teaching your DLE Root Cause and Event Investigation course at our Piketon, OH training facilities... We sent a wide cross section of our personnel to attend the training, including managers, operators, mechanics and safety representatives, and the feedback we received has been extremely positive. You did an outstanding job of helping our personnel understand the fundamentals of causal analysis that will help us create an excellent problem solving organization. Your material was top notch and your subject matter expertise and delivery of the course content were way above average. Again, I thank you for providing excellent training that has contributed to improving our problem-solving culture at Fluor B&W Portsmouth.”

➤Dennis Carr, Program Manager, Fluor B&W Portsmouth

“The BlueDragon® Root Cause workshops you provided at both Depleted Uranium Hexafluoride Conversion Facilities DUF6 sites were extremely well received by our staff as well as the DOE and their Technical Support representatives in attendance. It increased our ability to discern and dissect our problems, and provided an important addition to the UDS “toolbox”. By more effectively identifying the causes of our issues and events we were able to target our Corrective Actions to mitigate recurrence and improve our overall performance. Your understanding and use of the BlueDragon root cause method is best-in-class. On behalf of UDS and myself, I extend my sincerest appreciation.”

➤Paul Kreitz, President – Uranium Disposition Services





What are Participants Saying?

- *"I think this can revolutionize the current processes used by the DOE." (Rich R. - Sept 2016)*
- *"The BlueDragon® Root Cause Analysis course is very well structured and professionally laid out much like an MBA course. First, the root cause concepts are presented and then fun and entertaining team exercises drive home the concepts by challenging the participants with interesting real-world case studies." (Jay Gingrich, MBA, PMP – March 2018)*
- *"A great course! Should be folded into the Nuclear Regulatory Commission, the Department of Energy and commercial industries. (Martin M. - Sept 2016)*
- *"BlueDragon® on a larger scale can revolutionize work for [our company]. It eliminates waste, promotes questioning attitudes and gives real fact-based causes to go fix and eliminate recurrence." (Jimmy H. – March 2018)*
- *The BlueDragon® approach was fantastic! BlueDragon techniques are a great way to efficiently improve operations and safety. They will help you complete your mission." (Martin M. - Sept 2016)*
- *"This course brings together a collection of established and proven quality tools in a manner that can be efficiently applied in any situation with the rigor necessary to solve the problems." (Tammy P. - Sept 2016)*
- *"When implemented on a larger scale, BlueDragon® can improve/transform fossil, hydro, nuclear sites' means of improving performance." (Mike A. – March 2018)*
- *"It should help us reinvigorate our corrective action process and assist us in getting the deeper systematic issues that are hindering our performance." (Tim W. – Feb 2018)*
- *"I was blown away. This workshop should be taught to every [college] graduating senior, to give them real-world problem-solving skills." (Cody W. – May 2017)*
- *"Having rated myself at the onset of training as a 2 out of 10 [in root cause analysis], I have to say I now feel very comfortable with the idea of facilitating a root cause. The case studies were the most beneficial tool for retention. The coaching during the cases was in my opinion where the most learning took place." (Jimmy H. – March 2018)*
- *"Method seems to be faster than any other method being used [in the industry]." (Erick S. – May 2017)*
- *"Rob is an expert with a world of knowledge." (Sean L. – May 2017)*
- *"It's not easy to sit in a course for 9-hrs a day, but the workshop was so engaging that time just flew by!" (Rebecca R. – May 2017)*
- *"The framework and logic behind BlueDragon® really resonated with me as an excellent approach; really easy to comprehend and follow." (Lorena W. – March 2018)*
- *"I really liked that [Rob] stretched us and gave multiple opportunities to fill in detailed learning as we went. [Rob] lifted the cloud of waste (and the cloud of proprietary software) so you can see the cause-and-effect relationships." (Mindy B. – March 2018)*



BlueDragon® Workshops

BlueDragon® 3-day workshops are for personnel that are problem-solvers that are seeking to become apparent cause analysts and root cause facilitators and team leaders. BlueDragon® 2-day workshops are geared towards Colleges, Universities and everyday users that require problem solving skills to support their job functions. BlueDragon® 1-day workshops are for oversight personnel and regulators that require a good understanding of how root causes are identified under the BlueDragon method, and their roles and responsibilities as RCA overseers. BlueDragon® 1/2-day workshops are for managers that require a good understanding of how root causes are identified under the BlueDragon® method. The following is an outline of our 3-day workshop.

1.1. How Learning Takes Place

Learning at BlueDragon® workshops takes place primarily in two ways:

- Experiential learning: the practical and repetitive application of our Lean and Agile tools and techniques for root cause and problem-solving that are founded on Socratic Questioning. There are 15 Case Studies of increasing difficulty that allow the attendees to practice key skills needed to conduct effective apparent cause, root cause or event investigations; and,
- Through the cognitive development of critical thinking and problem-solving skills that evolve with repetitive application. Critical thinking and problem-solving skills are given a jump-start during the workshops but must continue to be nurtured through the routine use of the BlueDragon® tools in day-to-day problem-solving.

1.2. Terminal and Enabling Objectives

The workshops were developed to help participants become proficient in applying the BlueDragon® Lean and Agile tools and techniques. Using Case Studies, emphasis is placed on the practical application of the lessons that are taught during the workshop to solve actual problems or events involving human errors, equipment performance and organizational and programmatic issues.

Terminal Objective

After completion of the BD-301 workshop, students will have improved their Critical Thinking skills and developed an understanding of the BlueDragon® Complex Problem Solving Method and the BlueDragon Framework™ so that they can participate in, facilitate or even lead apparent cause evaluations, root cause analyses or safety and accident investigations in an efficient and effective manner.



Enabling Objectives

On completion of this workshop, the participants will be able to:

- 1) Define the basic terminology used in root cause evaluations;
- 2) Understand the regulatory framework that requires the identification of root causes so that effective actions can be taken to prevent recurrence;
- 3) Describe the anatomy of an event and the anatomy of a root cause... what had to have failed for an event to take place and how do we find those causes;
- 4) Describe the difference between symptoms and underlying causes, and the importance of rigor in determining whether underlying causes are root causes;
- 5) Learn how to use the BlueDragon Framework™ to collect and analyze data, develop lines of inquiry and conducting cause & effect analysis to identify root causes and contributing factors for complex problems and events;
- 6) Learn how to evaluate Human Performance issues, equipment malfunctions and Organizational and Programmatic (O&P) weaknesses;
- 7) Learn how to validate which causal factors are root causes and contributing factors;
- 8) Learn how to establish effective corrective action plans that directly address identified causes to prevent recurrence, and the advantages of mistake proofing;
- 9) Understand the importance of standardizing effective corrective measures, distributing lessons learned and operating experience to other parts of the organization, indoctrinating (training) the staff on important enhancements to improve performance, and celebrating successes along the way; and
- 10) Learn how to communicate the results of root cause and event investigations to management and regulators.





1.3. Key Skills, Knowledge and Behaviors

The following skills, knowledge and behaviors are considered essential for success in conducting root cause evaluations and event investigations and have been incorporated into the 3-day workshop.

Skills	Knowledge	Behaviors
<ul style="list-style-type: none"> • How to conduct facilitated causal analysis and ask the kind of questions that support the causal analysis. • How to conduct data analysis using tools such as Affinity Diagrams and Pareto Charts. • How to conduct cause and effect analysis using multiple lines of inquiry. • How the BlueDragon framework is used to conduct causal analyses, integrating the best concepts from Ishikawa, comparative time line analysis, change analysis, task analysis, barrier analysis and others. • How to identify the physical and administrative barriers that are in effect during an event and conduct a Barrier Analysis. • Techniques for visually displaying the causa and effect analysis. • How to determine & validate whether a causal factor is a root cause. • How to prepare corrective action plans that effectively prevent recurrence and are within the company’s capabilities to implement. 	<ul style="list-style-type: none"> • An understanding of problem solving fundamentals. • A comparison of the structure behind the BlueDragon®, Lean, Six Sigma, Design Thinking, Ford 8D and the Toyota Way methods. • An understanding of the cause and effect relationships and how they will lead to root causes. • An understanding of how to differentiate between direct causes, apparent causes and root causes. • Approaches to conducting data gathering, causal analysis & documenting the results. • An understanding of how to increase the rigor of the analysis by adding lines of inquiry based on the significance and complexity of the event being analyzed. • Knowledge of the guidelines for preparing effective corrective action plans that prevent recurrence, and of the types of corrective actions are not to be credited for preventing recurrence. • Knowledge of the guidelines for preparing root cause reports. 	<ul style="list-style-type: none"> • Root cause analysts do not jump to conclusions before conducting the causal analysis. • Rigor is applied in conducting root cause analysis, proportional to the significance and consequences of the events being analyzed. • Excellent problem solvers use causal analysis tools and agile methods as much as possible in day-to-day problem solving, at work and at home. • Root cause analysts have a questioning attitude and a curiosity of what latent weaknesses lay deep within the organization. • Root cause analysts are open to feedback and new information that may change their conclusions. • Management verifies that a rigorous process and methodology were used to identify the root causes, but do not second-guess the analysis without having gone through the process themselves.



1.4. Assessment of Student Performance

Assessment of student performance takes place throughout this course in different ways. The assessment activities and are aligned to the overall objectives for course and include:

- Instructor assessment: The instructor will guide participants on a journey of learning and discovery through structured discussions where the instructor can assess the students' understanding of the concepts and paradigm shifts being presented and provide direct feedback and additional information to ensure that the participants have grasped the concepts.
- Case Studies: To ensure the students develop the skills necessary to conduct root causes and event investigations, the course includes 15 Case Studies that build on each other, to develop proficiency in using the BlueDragon® tools and techniques for problem solving. The instructor monitors and assesses the students' performance on a real-time basis and provide feedback and coaching as necessary to ensure the required skills are developed.
- Management Oversight: members of the client's management team are invited to attend the last hour of the second day, when students will be completing an in-depth case study on a serious injury that also involves organizational and programmatic issues. The teams will practice how to best communicate with managers and managers will be encouraged to ask questions and challenge the results.
- Final Case Study: The final Case Study calls for one-on-one interactions between participants and the instructor, where the participants must demonstrate their knowledge and understanding of the tools and techniques for determining root causes and contributing factors.
- Quiz: There is a 10-question quiz at the end of the course based on the Enabling Objectives, to test the student's retention of key concepts taught during the class. Any quiz questions that the students miss are immediately remediated during a post-quiz discussion.





1.5. Professional Development Units and Continuing Education

Effective October 1, 2014, the Project Management Institute (PMI), the world’s largest project management member association, named DLE Technical Services, LLC as a Registered Education Provider (R.E.P.). R.E.P.s are organizations that have been approved by PMI to help project managers achieve and maintain the Project Management Professional (PMP®), Program Management Professional (PgMP®) and other PMI professional credentials. These organizations have met PMI’s rigorous quality criteria for course content, instructor qualification, and instructional design².



The 3-day BlueDragon® Critical Thinking and Complex Problem Solving workshop awards 27 Professional Development Units (PDU) under Category A of the PMI Continuing Certification Requirements program. The 27 PDUs earned from this workshop may be applied toward project management "contact hours" required to be eligible for PMI certification exams and to the maintenance of PMI Credentials such as PMP®, PgMP® and PMI Risk Management Professional (PMI-RMP®).

DLE Technical Services is an Approved Registered Education Provider for the Project Management Institute (PMI) since 2014.



Participants of the BlueDragon® 3-day workshop (BD-301) will receive a certificate of completion and 27 credit hours from PMI.



² For additional information on the Project Management Institute, visit: www.pmi.org



BlueDragon® Creator Rob De La Espriella

Rob De La Espriella is a former nuclear submarine officer and the founder/owner of DLE Technical Services, LLC (DLE), a small prime contractor for the Department of Energy. Rob is one of the foremost experts in root cause analysis, with over 30 years of experience in leading and facilitating root cause analyses, event investigations and assessments at commercial nuclear power plants, the US Nuclear Regulatory Commission (NRC), the Department of Energy (DOE) and the Department of Defense (DOD).



Rob became a root cause subject matter expert and practitioner in 1989 as a member of the Florida Power & Light team that won the Deming Prize³, the first company in the world outside Japan to win the award. He has received formal training in root cause analysis and problem-solving methods such as Kempner Trego, Management Oversight Risk Tree (MORT), TapRoot, the Phoenix method, Human Performance Evaluation System (HPES), Total Quality Management (TQM), Problem Identification and Correction, Lean/Six Sigma, and Kaisen.

Since 1990, Rob has led or facilitated hundreds of root cause evaluations, audits, assessments and complex problem solving efforts. In 1995, Rob received several awards from the NRC for leading two root causes and for bringing Total Quality Management and root cause analysis concepts to the NRC. In 2003 and 2005, the Institute of Nuclear Power Operations (INPO) listed Rob's Nuclear Assurance organization as one of the strongest in the US, and Rob attributes that recognition, in large part, to teaching root cause and problem-solving skills to his staff and promoting a problem-solving culture. The World Association of Nuclear Operators (WANO) also sought Rob's expertise for improvement projects in South Africa and Slovenia.

As a Senior Policy Advisor, Rob completed numerous root causes of complex, technical issues (including near fatalities) at DOE and Department of Defense sites. In 2011, Rob was the lead root cause evaluator for the explosion that took place at Idaho National Laboratory's Experimental Breeder Reactor (EBR-1). More recently, Rob has led root cause teams to investigate complex issues such as the flooding of the Molten Salt Reactor Project, a near fatality at the K-1652 site in Oak Ridge, seven consecutive Compressed Air System 4160V motor failures at the Blue Grass Chemical Agent Destruction Plant, and a root cause of the Acquisition Program issues at Savannah River. Rob has been teaching his advanced root cause methods commercially since 2010, and in 2015, he gave it the trademark name of BlueDragon®.

In 2016, Rob set out to bring his proven approach to complex problem solving and critical thinking to college students and military personnel transitioning to the private sector. Since then, Rob has awarded free tuition to over 80 students and veterans. He has also taught BlueDragon® tools and techniques to Design Thinking Teams at Princeton University's Keller Center for Entrepreneurship every summer since 2016, (in 2019 as part of their "*William Pierson Field Visiting Lecture Series*"), and continues to be invited back each summer.

³ For additional information on the Deming Prize, visit: <https://www.sun-sentinel.com/news/fl-xpm-1989-10-19-8902040936-story.html>



Recent BlueDragon® Root Cause Analyses Completed by Rob

- *Independent Root Cause Analysis of the Procurement/Acquisition Program at the Savannah River National Laboratory (SRNS)*
- *Independent Root Cause Analysis of Seven Failures of Compressed Air System Motors at the Blue Grass Chemical Agent Destruction Pilot Plant*
- *Independent Root Cause Analysis of a Trend of Dropped Objects at the Uranium Processing Facility Project (Oak Ridge, TN)*
- *Independent Root Cause Analysis of a Longstanding Trend of Untimely Completion of Condition Reports and Action Items at the Bechtel Infrastructure Global Business Unit)*
- *Independent Root Cause Analysis of the Cutting of Energized 208V Conductor During Demolition of Building K-1652 in Oak Ridge, TN (AECOM-Jacobs)*
- *Independent Root Cause Analysis of the Response to the Flooding of the Molten Salt Reactor Experiment (MSRE) Sump at the Oak Ridge National Laboratory*
- *Independent Root Cause Analysis of the Design Feature Inspection Failures at the Melton Valley Solid Waste Storage Facility in Oak Ridge, TN*
- *Independent Root Cause Analysis of the Unreviewed Safety Question Involving Removable Lid Canister Overpacks at the Melton Valley Solid Waste Storage Facilities in Oak Ridge, TN*
- *Independent Accident Investigation of the Explosion at the Experimental Breeder Reactor in the Idaho National Laboratory Materials and Fuels Complex*
- *Independent Gap analysis of the Purchasing, Receiving, Storing and Tracking Spare Parts at the Portsmouth and Paducah Depleted Uranium Hexafluoride Conversion Facilities*
- *Independent Apparent Cause Evaluation of the Six Radiation Protection Findings Identified during the DOE Operational Readiness Review Conducted at the DUF6 Facility in Paducah, KY*
- *Independent Investigation and Causal Analysis of a Near Fatality at the Gaseous Diffusion Plant in Paducah, KY*
- *Multiple Root Cause Analyses and a Common Cause Analysis at the Fluor B&W Portsmouth Gaseous Diffusion Plant.*



About DLE Technical Services, LLC



DLE Technical Services, LLC was established in 2006 and is certified by VetBiz as a Veteran Owned Small Business (VOSB). DLE is a Prime Contractor for the Department of Energy (DOE), providing technical support to DOE nuclear project sites, Uranium processing facilities, the Nuclear Weapons Complex and Department of Defense chemical weapons destruction plants. DLE is the sole provider of BlueDragon® Critical Thinking and Complex Problem Solving workshops and has been a Registered Education Provider for the Project Management Institute since 2014.



Point of Contact (POC)

The following person is authorized to negotiate on DLE’s behalf:

Name of POC: Rob De La Espriella, President, DLE Technical Services, LLC
POC Address: 4634 SW Long Bay Drive
POC Telephone: (772) 341-1093
POC E-mail: rob.dle@dle-services.com

Representations and Certifications

- a) DUNS #: 623686834
- b) DLE Technical Services, LLC is a certified VOSB and our certification can be verified on <https://www.vip.vetbiz.gov>.
- c) DLE Technical Services, LLC is registered in the System for Award Management (SAM) and the representations and certifications for DLE are available on the SAM website.
- d) DLE Technical Services, LLC is certified by the Project Management Institute as a “Registered Education Provider” since 2014.
- e) DLE Technical Services, LLC was an 8(a) Small Disadvantaged Business and our 8(a)-graduation date was August 2018. DLE remains a small disadvantaged business.





BlueDragon References

Christopher L. Clark

CNS Director, Contractor Assurance
Pantex and the Y-12 Nuclear Weapons
Complex
email: christopher.clark@cns.doe.gov
(865) 576-2084 office
(865) 250-7907 mobile

Tim Worrell

SRNS QA Programs & Process Management
Manager
Savannah River National Laboratory
email: timothy.worrell@srs.gov
(803) 952-7820 office
(803) 761-2742 mobile

Paul Kreitz

TRIAD Director - Capital Projects
Los Alamos National Laboratory
email: pkreitz@lanl.gov
(614) 813-5335 mobile
(740) 897-2766 office

Donna L. Mailhot

Deputy Director
Management Assurance System Office
Performance Analysis & Improvement
Group Leader
Lawrence Livermore National Laboratory
e-mail: mailhot2@llnl.gov
925-422-8355 office
925-967-8158 mobile

Shashi Pressor

Manager
Eng Systems Integration/IMP PP
Sandia National Laboratory
e-mail: spresse@sandia.gov
505-318-8534 office

Harold T. Conner, Jr., Ph.D., P.E.

Senior Advisor to the Office of the President
UCOR
URS | CH2M Oak Ridge LLC
865-241-8511 office
803-507-0232 mobile



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For additional information, please contact us at:

Rob.dle@dle-services.com
www.dle-services.com/bluedragon
(772) 341-1093