September 27, 2018

Pushed by limited resources, staff capacity, and project accountability and outcomes, local governments continue to implement and adapt Lean Six Sigma practices to their organization. But now that you have started your lean journey, how do you sustain these efforts and manage a larger, cultural transformation of continuous improvement.
About the Alliance

Convene and Engage Networks of Thought Leaders

Provide Training to help Organizations Build and Sustain a Culture of Innovation

Identify, Distribute Leading & Emerging Practices/Trends Important to Local Gov

@transformgov
@revisioninc
@RoanokeCounty
How To: GoToWebinar

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All attendees are muted, but we do want your participation!

Please ask your questions using your Go To Webinar Toolbox throughout the webinar.
Panelists

Scotty Martin
Senior Vice President
revision, Inc.

Karen Thomas, SPHR,
SHRM-SCP, IPMA-SCP
Human Resources Consultant
Roanoke County, VA
Keeping Local Government Lean
Maintaining a Culture of Process Improvement
AGENDA

• Introductions
• Key Topics for this Webinar
  – Year 1 is done – Now what? Tips to sustain the Lean journey in your gov’t org
  – Insights and lessons learned around process improvement in YEARS 2 (and beyond)
  – Key Takeaways/tools for ‘pushing the needle’ even further
• Wrap-Up / Q&A
Scotty Martin

*Continuous Process Improvement Practice Lead*

- Chief Architect & Founder of Denver’s Peak Academy
- Original Denver Peak Analytics Trainer & Data Visualization Coach
- Certs: LSSBB, ITIL Foundations, LEED AP
- Civic Change Agent
- Civil/Environmental Engineer
- Denver civil servant for 8+ years
Keeping Lean FRESH after “Year 1”
Is process improvement “Innovation”?

One answer could be “YES” based on…

- Small INNOVATIONS build momentum
- Helps prepare your government teams for larger INNOVATIONS
- Attributes of when P.I. is successful in delivering an Innovative Culture:
  - Teams drive improvements
  - Learning / Curious culture
  - Humility
  - Safe culture (Risk taking is expected)
  - Data Driven
  - Builds trust with your constituents
In YEAR 1, You MAY have built a “TINY HOUSE”

- You delivered a good **Model**
  - It demonstrates to team members / leaders the concept of PROCESS IMPROVEMENT
  - Future impacts are visible, but not substantial
  - It was low cost
  - It can’t sustain your large family
  - You may be “stalling”

- However, it won’t provide **Scale/Sustainment**
  - Scale - it’s not big enough for your family
  - Sustainment – there’s no real infrastructure to truly transform culture or have measurable citizen-focused impact

- More about “STALLING”…
The TINY HOUSE is built, now what?

Symptoms your process improvement initiative might be a “TINY HOUSE” after year 1

YEAR 1 Symptoms

- Executive Leadership is already on to the NEW “New Thing”
- You’ve only conducted one improvement event
- There’s demand for more events but no one to deliver them
- You’ve only trained 10 team members in your P.I. Language
- Trainees have tools but no projects to work on using P.I. tools
- You only have one or two success stories and no pipeline to build more
- There’s no real cultural impact
“Why could this be happening? We had a lot of momentum!”

YEAR 1 Symptoms

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Root Causes

1. Leadership
2. Process Improvement Roadmap
3. Department-Level “INNOVATION” Plans
4. Infrastructure – Standard Work for Leaders
5. Culture
Leadership is Key in Year 2 because

You need to know WHERE to build
Location, location, location.
# Lean Assessment Tool

## Assessing Year 1 and the health of your Lean Initiative

<table>
<thead>
<tr>
<th>ASSESSMENT ATTRIBUTE</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
<th>Level 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
<td>Does not exist</td>
<td>Management tools taught</td>
<td>Leadership training is ad-hoc, mentored</td>
<td>Leadership tools taught</td>
<td>Leadership behaviors common</td>
</tr>
<tr>
<td>Enterprise Str Plan</td>
<td>Does not exist</td>
<td>Is 3+ yrs old</td>
<td>Is being updated</td>
<td>Is avail., not used</td>
<td>Available &amp; used</td>
</tr>
<tr>
<td>Dept Perf Readouts</td>
<td>Does not exist</td>
<td>Outside Audits</td>
<td>Occur internally</td>
<td>Occur w/ CEO</td>
<td>Used to drive C.I.</td>
</tr>
<tr>
<td>Dept Innov. Plans</td>
<td>Do not exist</td>
<td>&lt;=25% Depts have</td>
<td>&lt;=50% Depts have</td>
<td>&lt;=70% Depts have</td>
<td>&lt;=90% Depts have</td>
</tr>
<tr>
<td>Infrastructure – LSW &amp; Tracking</td>
<td>Does not exist</td>
<td>Either LSW or Tracking in place</td>
<td>Both LSW &amp; Tracking in place</td>
<td>Either LSW or Tracking used freq.</td>
<td>Both LSW &amp; Tracking used freq.</td>
</tr>
<tr>
<td>PI Training</td>
<td>No language</td>
<td>Diff. PI across depts</td>
<td>Common PI Lang.</td>
<td>PI Lang. Practiced</td>
<td>PI Lang Taught by trainees to peers</td>
</tr>
<tr>
<td>Culture</td>
<td>Toxic</td>
<td>Resistant to change</td>
<td>Middle ground</td>
<td>Some Continuous</td>
<td>C.I. Behaviors</td>
</tr>
</tbody>
</table>
**Process Improvement Roadmap**

*Do you know WHERE your P.I. program is going and how it ties to your other initiatives?*
What does success look like in Year 2? Year 3?
Designing the Infrastructure
Leaders need tools, too!

HINT – they are a key part of your infrastructure.
Another look at your “HOUSE OF P.I.”

Elements of Successful Gov’t Process Improvement Programs

- Strategic Plans – Outcomes/Metrics
- Performance Readouts – Automated Scorecards & Dashboards
- Coordination with Execs, Budget, HR, and IT
- Dept/Team-Level Improvement Plans (VSAs)
- Training – P.I. Tools & Analytics
- Coaching/Follow-Ups
- Improvement Events
- Infrastructure – Trained leaders, facilitators/trainers, and a way to track improvements

Key takeaway – Start small, but do something and be intentional about additional investments
The TOP 4 Takeaways

4 tools you can research and implement after this WEBINAR to push the needle further…

1. Lean Year 2 Assessment Tool
2. Enterprise Process Improvement Roadmap
3. Infrastructure - Leader Standard Work
4. Your “HOUSE OF P.I.” – Elements of success
Thanks for your time today!

Contact Information

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Maintaining a Culture of Process Improvement:
The Superheroes & Villains of Lean!

September 2018
A Long Time Ago in a County Far, Far Away…

• Journey started 2 years ago
• Strategic Plan
• No Supporting Structures for Employees to Initiate Process Change
• “Pressure” for Employees and Service
• Limited Resources for Training and Development
• VT Lean Conference
• Best Practices Research

VT Lean Practitioner Certification and Process Improvement Projects
The Force Is With Us

• Framed our Process for Lean
• Developed Project Plans
• Management Team - Lean Leadership Training
• Ask Employees to Volunteer!
• Partnered with VT for Lean Practitioner Certification Training
• 22 volunteers – year 1
• 1st Project - Group – 6 moths
• 2nd Project – Individual or in Pairs
• 15 projects completed
• Presentations to Leadership Team
• Recorded & posted to Lean page on intranet
The Villains

Ongoing Challenges
• Buy-in
• Time commitment
• Cost
  • Partner with VT & Rke City
• Culture Change
  • More communications
  • More meetings with leaders
  • More training options
  • Recognize & Celebrate
• More involvement
  • Employees
  • Leaders
  • Practitioners / Mentors

Lessons Learned
• Ask for volunteers
• Start Small
• Resistance to Change
• Involvement from senior leaders
• Involve stakeholders / SMEs
• Lean works in Government
Special Powers for a Process Improvement Culture

• Orientation & Leadership Training
• Employee Surveys
• Process Improvement/Innovation Options
  • Book Clubs
  • Learn at Lunch
  • 1 Day Training Program
  • Kaizen Events
  • VT Lean Practitioner Certification Training
• Ongoing communications with EEs & Leadership
• Recognition
• Mentors
• CI to Your Program!
Justice for All - Organizational Benefits

- Employee Engagement
- New Skills
- Identify “Stars” in the Organization
- Shifts Thinking - Culture of Continuous Improvement

- Cross-department collaboration and understanding
- Contributing to strategic initiatives - Improve efficiencies and effectiveness
- Improve processes for employees and citizens
Fantastic 4 - Key Take-Aways

1. Best Practices - Alliance
2. Start Small - Voluntary Involvement
3. Champions & Mentors
4. Celebrate Success and Continuously Improve
Q&A

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Save the Date!

Upcoming learning events:
http://transformgov.org/virtual-events

- 10/3: Strengthen the Trust Between Local Governments and Their Residents Through Better Communications - https://transformgov.org/events/strengthen-trust-between-local-governments-and-their-residents-through-better-communications
- 10/10: Customizing Budget Engagement for your Community - https://transformgov.org/events/customizing-budget-engagement-your-community (Part 2!)
Keeping Local Government Lean: Maintaining a Culture of Process Improvement

Thank you for joining us today!