Creating a Culture of Curiosity & Innovation

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What we will cover

- Introduction to continuous improvement

- A leader's role in employee innovation

- Framework + tools for continuous improvement (overview + application)

- Resources and best practices

Question

Do you see yourself as an innovator or a continuous improvement champion?
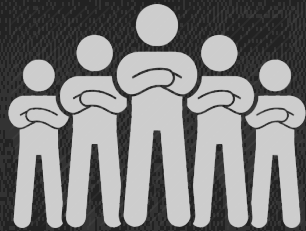
Applying continuous improvement in local government

Denver Peak Academy: Hiring the Best Talent in Less Time - YouTube

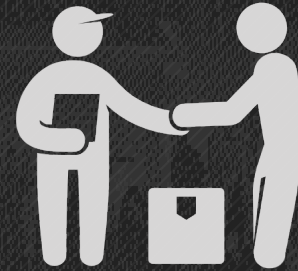CITY OF BEND

Philosophy of Continuous Improvement

As workers, we can make our own work better, through incremental change over time.

Driven by the people who do the work

An investment in fellow employees

Delivering value to customer on demand

What's in it for me and my organization?

1. Improve the work and experience for your employees and the services for your customers and your community

2. Develop team skills to see and solve problems more effectively

3. Engage and empower your team to fix what's bugging them

Guiding Principles for Employee Innovation

Things that matter / Things you can control

What you should focus on
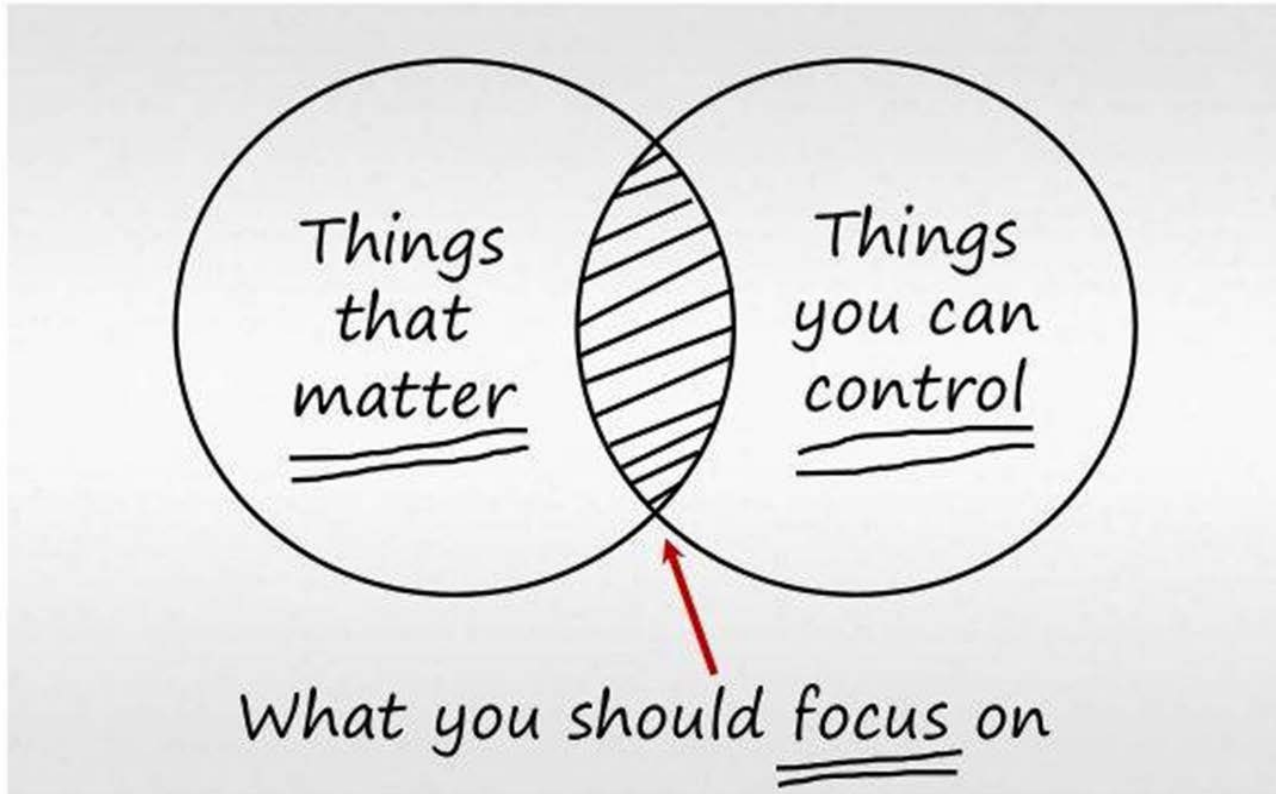
1. Start **small.**

2. Improve **what you own.**

3. Change **processes**; not people.

4. Use the **resources you have.**

5. Focus on your **customers.**

Guiding Principles for Leaders

Innovation needs a healthy environment to thrive.

- Set vision and direction

- Let your employees lead

- Show up to show your support

- Frame failure as a learning opportunity

- This is a growth opportunity for your employees and for you.

Framework for Continuous Improvement

Let's apply continuous improvement to: Onboarding a new employee

SAY IT

Start With Why

SEE IT

Observe and Analyze

SOLVE IT

Action, Outcome, Results

Tool #1: Plus/Delta

Plus – Delta is a simple and easy way to solicit feedback or analyze a problem.
Plus means "What went well?" or "What is going well?"
Delta means "What would you change?" or "What can be improved?"

Group exercise

- Each person writes their own thoughts, places on a shared board; then review and discuss as a group
- Use this tool to help define the problem we want to solve

SAY IT
Start With Why

Tool #2: The Five Whys

The Five Whys refers to the practice of asking, five times, why a situation has occurred to identify the root cause of a problem.
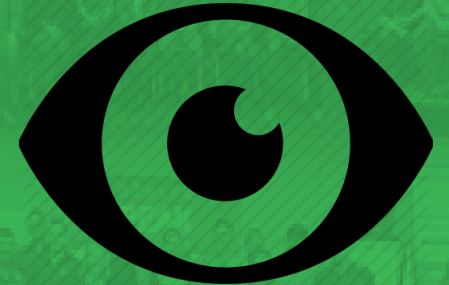
- *Determine a root cause in order to fix the problem, not a symptom of the problem*
- *There may be more than a single root cause*
- *Caution – focus on process, not people*

Group Exercise:
- Ask Why, discuss and record answer, repeat 5 times
- Use this tool to engage your team in understanding why this problem is occurring

SEE IT

Observe and Analyze

Tool #3: Ideation

Ideation is a type of brainstorming -- specifically a process of rapidly create a lot of ideas to solve a problem.

- Defer judgment – embrace every idea

- Quantity over quality – aim for a lot of ideas

- Collaborate often – use the term "Yes, and…" to build on each other's ideas

- Think BIG – crazy ideas unlock new ways of thinking

Group Exercise:

- Each person writes their thoughts, places on a shared board

- Use this tool to engage your team in thinking creatively on how they might do things

SEE IT

Observe and Analyze

Tool #4: Impact-Effort Matrix

The Impact-Effort Matrix is a tool that helps evaluate and prioritize which ideas will best help solve the problem.

- Visualize how to get the biggest impact with the least effort

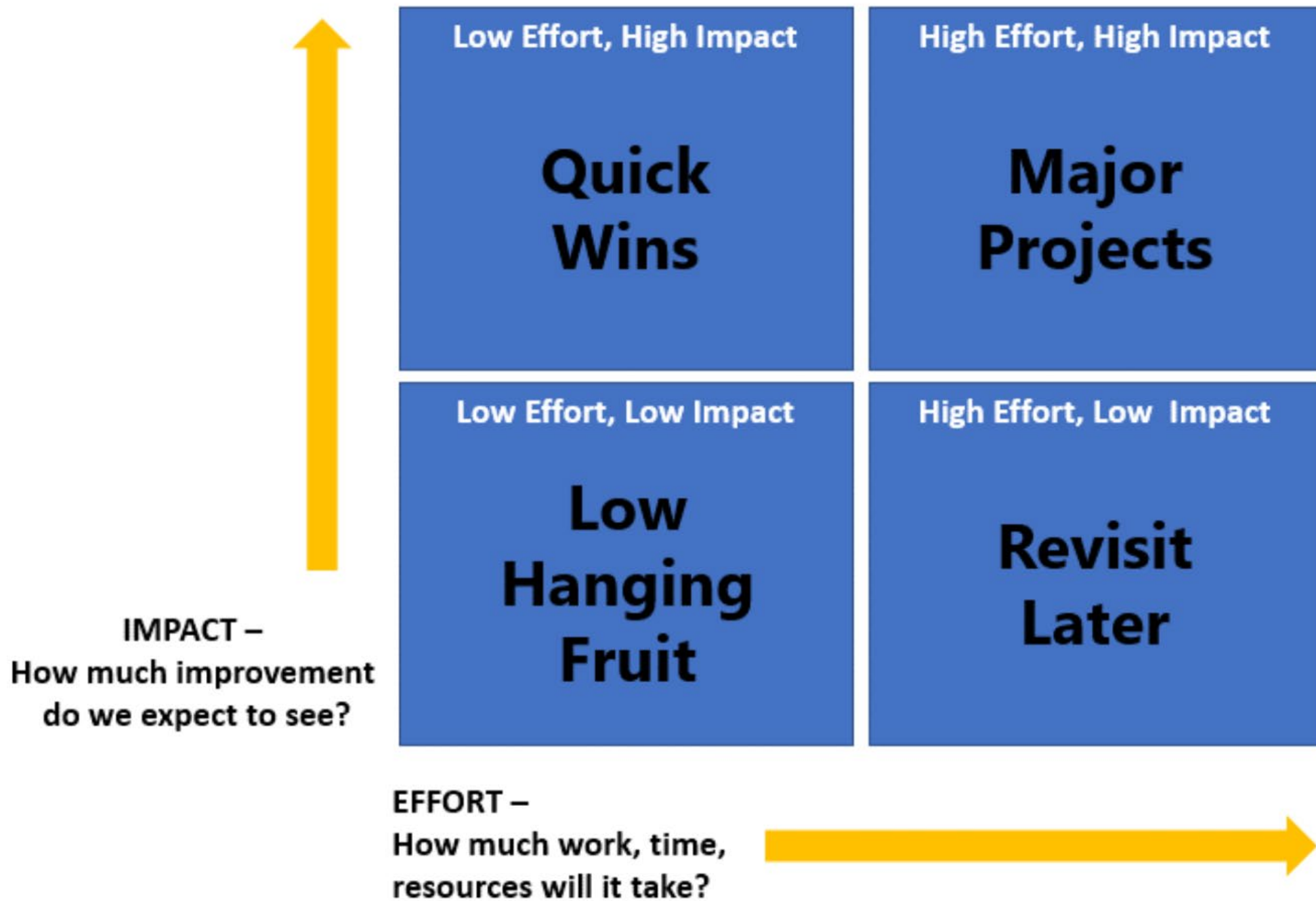- Encourage group collaboration and decision-making

Group Exercise:

- Sort ideas into quadrants

- Use this tool to engage your team in selecting which ideas to pursue

SOLVE IT

Action, Outcome, Results

Impact/Effort Matrix

	Low Effort, High Impact	High Effort, High Impact
	Quick Wins	**Major Projects**
	Low Effort, Low Impact	**High Effort, Low Impact**
	Low Hanging Fruit	**Revisit Later**

IMPACT – How much improvement do we expect to see?

EFFORT – How much work, time, resources will it take?

Bonus Tool – Action Plan

The Action Plan is a tool to transform an improvement idea into concrete activities.

- Identify **Who** needs to do **What** by **When**
- Facilitate group accountability

Group Exercise:

- Define and assign tasks
- Use this tool to build accountability into your team's improvement project

SOLVE IT

Action, Outcome, Results

Make a 7-7-7 Action Plan to Use these Tools

In the next 7 days, I will...

-

-

In the next 7 weeks, I will...

-

-

In the next 7 months, I will...

-

-

Recap and Reflection

- Which tools resonated with you?
  - Plus-Delta
  - 5 Why's
  - Ideation
  - Impact-Effort Matrix
  - Action Plan
- How can you support a culture of curiosity and employee-led innovation in your organization?

Resources and Best Practices

- Peak Performance by Brian Elms
- Denver Peak Academy
  - Videos, guides, templates, training and more
- Bloomberg Philanthropies Government Innovation + Data
  - Websites:
    - Government Innovation | Bloomberg Philanthropies
    - https://bloombergcities.jhu.edu/resources
  - Spark! Newsletter
- City of Bend
  - Stephanie Betteridge, sbetteridge@bendoregon.gov
  - Rachel Ruppel, rruppel@bendoregon.gov
- City of Gresham
  - Nina Vetter, Nina.Vetter@greshamoregon.gov

Questions?

Tool #2: Process Mapping

Process maps visually display a series of steps that occur to complete some type of work.

- *Current state maps show what is actually happening, not an idealized version of what should be happening*

- *Show what goes on normally, 80% of the time*

Group exercise – silent process mapping

Use this tool to include everyone in creating the process map

SEE IT

Observe and Analyze

Process: How to Make a PB&J

Current State
Mapped 10/28/21
Customer: Child

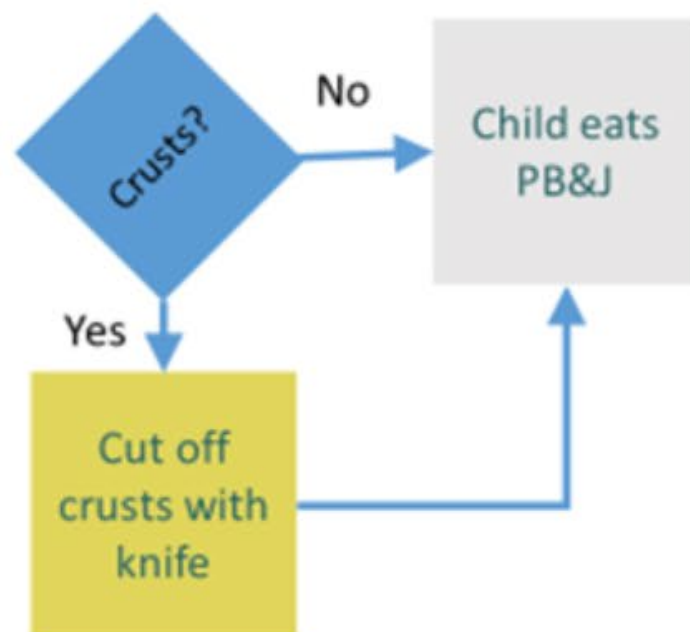Spark!

```
[Place PB, J, bread and knife on table] → [Open bread, PB and jelly] → [Lay out bread] → [Spread peanut butter on other side of bread] → [Spread jelly on one piece of bread] → [Put bread spread w/PB and J back together] → <Crusts?>
<Crusts?> --No--> [Child eats PB&J]
<Crusts?> --Yes--> [Cut off crusts with knife] → [Child eats PB&J]
```

- Include a title and date
- Define start and end points
- Move from left to right
- Squares for process steps
- Blue diamonds for decision points
- Identify who does each step

Tool #3: Waste Identification

The purpose of identifying waste is to locate places in your process that can be improved.

- *Keep what you value. Fix the waste in the process.*
- *Value: What your customer wants and is willing to "pay" for (in time, attention, or $$)*
  - *Example: DMV visit – I want a new license*
- *Waste: Anything in a process that does not provide value*
  - *Example: DMV – waiting in line, entering info twice*

Group exercise – Silent stickies – Describe the waste on a pink sticky note; place it below the process step where it is happening

Use this tool to engage your team in highlighting areas for improvement

SEE IT

Observe and Analyze

Process: How to Make a PB&J

Current State
Mapped 10/28/21
Customer: Child

Spark!

| Place PB, J, bread and knife on table	Open bread, PB and jelly	Lay out bread	Spread peanut butter on other side of bread	Spread jelly on one piece of bread	Put bread spread w/PB and J back together

Crusts? — No → Child eats PB&J

Yes ↓

Cut off crusts with knife

PB and bread in cupboard, jelly in fridge

Only 1 slice of bread left

Need a second knife

Child is waiting impatiently

Sometimes need to cut in half, too

Forgot child's favorite plate
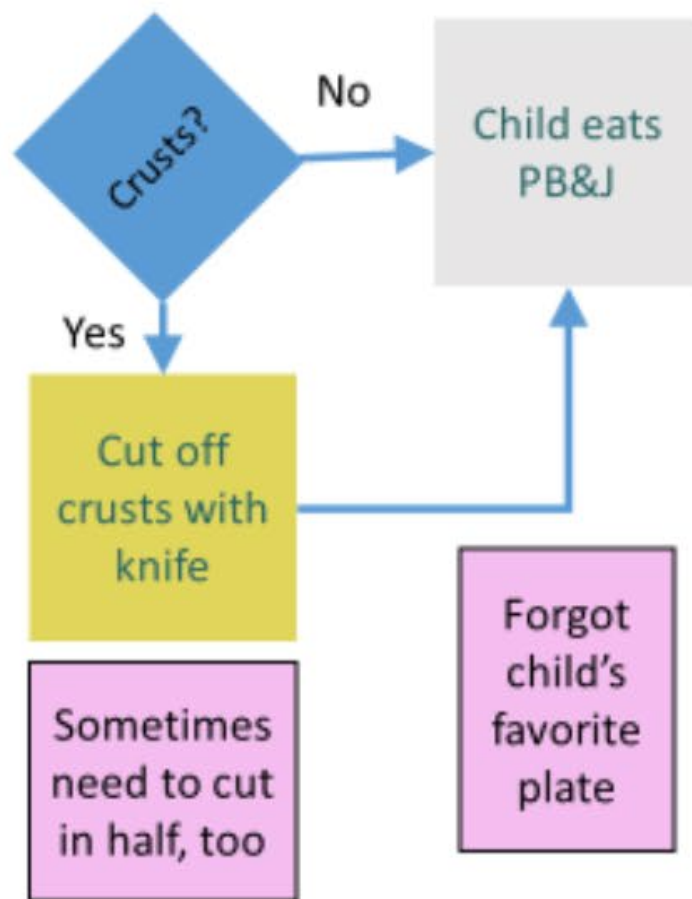
Reflection/Discussion

How might you use these tools with your team?

What is the leader's role in seeing the problem?

Does your team have a process that is not well-documented?

Spark!