Denver Peak Academy
Black Belt Training

Day 4 – Bringing It All Together
Peak Academy
Change Management
PLEASE MOVE YOUR SEAT
Now, sign with your other hand!

- How did it feel when you were asked to switch hands? Did it come naturally or did you have to stop and think about it?
- How would you feel if you had to do this everyday?
- How would you convince an entire organization to do this everyday?
THE CORE OF CHANGE MANAGEMENT

We have to understand people in order to lead change efforts. Their behaviors, habits, perspectives, emotions, and insights influence their ability to adopt the new state.

Just because you build it, doesn’t mean they will come…
RESISTANCE TO CHANGE IS NORMAL

• …but not all change is resisted
  o “In our lives, we embrace lots of big changes—not only babies, but marriages and new homes and new technologies and new job duties.” – Chip and Dan Heath, “Switch” (pg. 4)

What are some ways you have changed?

Why?
CRAFT THE MESSAGE—AND START WITH THE WHY

“When you want to build a ship, do not begin by gathering wood, cutting boards, and distributing work, but rather awaken within others the desire for the vast and endless sea.”

-Antoine de Saint Exupéry

- Why should anyone care?
- What is in it for me (WIIFM)?
- What are the risks of not changing?
- How do we know we made it?
CRAFT THE MESSAGE: LESSONS FROM “SWITCH”

• Direct the Rider (our rational mind):
  o Give a clear indication of where to go & how to get there

• Motivate the Elephant (our emotional side)
  o Find the emotional connection
  o Shrink the change
  o Provide assistance to help them with the knowhow and abilities to make the change

• Shape the Path (the environment)
  o Make it easy to make the change
  o Build habits
  o Rally the herd
COMMUNICATING CHANGE: HOW, WHO, WHEN

- Research shows that people prefer change messages delivered in-person.
- Direct supervisors are preferred for personal messages (how it impacts the individual or that individual’s group).
- Executive leaders are preferred for business/organizational messages.
- Messages need to be repeated *5-7 times for them to stick*. 
COMMunicating the Change: Emotional Intelligence

<table>
<thead>
<tr>
<th>Self Awareness</th>
<th>Self Management</th>
<th>Social Awareness</th>
<th>Relationship Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Be conscious of how you show up in the world</td>
<td>• Know how to manage your emotions, triggers, and upsets</td>
<td>• Understand the emotions of those around you</td>
<td>• Be able to communicate with people in a variety of roles</td>
</tr>
<tr>
<td>• Be aware of your actions, reactions, habits and behaviors</td>
<td>• Develop techniques for owning and controlling your part in the situation</td>
<td>• Deeply listen &amp; have empathy for others</td>
<td>• Build and maintain solid relationships over time</td>
</tr>
</tbody>
</table>
“Seek first to understand, then to be understood.”

- Stephen Covey, paraphrasing St. Francis of Assisi

Discussion:

• What’s a recent situation you can share where you felt stressed? How did you handle it? How could you have handled it better?
• When have you seen or experienced a positive use of emotional intelligence?
• When have you seen or experienced a negative use of emotional intelligence?

https://www.youtube.com/watch?v=1Evwgu369Jw&nohtml5=False
CHANGE CHAMPIONS

• Find those vital few who will support and champion your change efforts, and bring them along in your change journey. Others will follow their lead.

ROGER’S INNOVATION ADOPTION CURVE

Champions

Trying to convince the mass of a new idea is useless. Convince innovators and early adopters first.
WHAT MAKES A CHANGE CHAMPION?

A change champion does not have to be a formal leader or supervisor. A change champion is someone who:

- Agrees that the particular change is necessary
- Believes the benefits outweigh the challenges
- Has good relationships with other team members
- Can help effectively communicate the why
- Is willing to put the work in to make the change successful
MAKE CHANGE EASY

• Start small
  o Work on things within your control
  o For larger changes, focus on a particular area or process and piloting/testing the change

• Develop momentum by:
  o Embracing the quick wins
  o Celebrating achievements, even the small ones
  o Continuing to reach out and involve others
  o Building on successes
ACTIVITY- PLAN YOUR CHANGE

• Go back into your Innovation Form groups

• Create a change management plan for your top idea(s):
  1. Craft your change message to those impacted by the change
     • Who will be impacted the most?
     • How will the change be communicated to them?
     • Address emotions, WIIFM, vision of the future

  2. Answer these questions
     a) Who specifically are your change champions?
     b) What resistance might you expect, and how will you address it?

• Present your plan to the class for their feedback
10 MINUTE BREAK
Peak Academy
The Keys to Exec Support for Innovations
“I WANT TO INNOVATE BUT…”

• Discussion
  o List some reasons why you think some colleagues may not want to make improvements
KEYS TO SUPPORT FOR INNOVATIONS
FOR MORE INFORMATION, SEE BMGI COURSE: BUILDING COMMITMENT

• Use the Innovation Approach/Playbook

• Start with the “WHY”

• Tie innovations CLEARLY to strategic plan(s) within your organization
  o Metrics for Initial State and Target State should have ties to metrics in the strategic plan if possible.

• Executive Support
  o Ensure there is an Exec-level group that discusses and reviews improvements within the organization
  o Work with Exec’s to complete the first 3 boxes of an A3 for innovation that you will lead, facilitate, or implement
PROCESS INNOVATION APPROACH (AGENCY/DEPT LEVEL)

Executive Intro to Innovation → Innovation Plan (Agency Steering Committee)

Innovation Awareness
Peak Academy Prep for Innovation

Value Stream Analyses (Value 1x/year)

Innovate!
JDiS, RIEs, Projects Using A3 Model

Celebrate & Report Innovations

Agency Steering Committee
(Governance – Internal Agency Leaders: Visioning, Leadership, & Follow-up for Innovation)

Innovation Experts
(Core Team: Green Belts, Black Belts, Peak Performers, & Facilitators)

$ - Innovation Fund - $
INNOVATION SUPPORT – CLASS DISCUSSION

• By yourself… Think of one innovation opportunity in your organization and answer these questions:
  o Who will champion this effort?
  o What’s needed to be successful?
  o What will be better as a result of the innovation?
  o Will there be any resistance to a change? If so, why?

• As a group let’s discuss the answers to these questions and focus on ways to address issues if they exist
LUNCH BREAK
Plant Distribution Simulation
OUR AGREEMENTS

• Actively participate
• Ask questions to understand
• Have fun!
PLANT DISTRIBUTION EXERCISE AGENDA

• Presentation (5)

• Walk Through (10)
  o Production Boards / Innovation Form
  o Read Work Instructions

• Round 1 (10)
  o Round 1 Metrics (5)
  o Innovation Forms Sections 7-9 (10)
  o Round 1 Breakout (20)

• Round 2 (10)
  o Round 2 Metrics (5)
  o Takt Time & Level Loading (10)
  o Round 2 Breakout (15)

• Break (15)

• Round 3 (10)
  o Round 3 Metrics (5)

• Come together: Debrief (10)
SIMULATION OVERVIEW

• There are 2 Teams

• Each team has a Greenhouse and a Parks District

• Each team must create 24 Planters and 8 Flower Beds
We believe in a happy, healthy, and beautiful environment for all citizens in our City. By not providing the requested amount of flowers, we are failing to fully provide this.

<table>
<thead>
<tr>
<th>Current State (CS) Costs</th>
<th>Future State (FS) Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Happy citizens!</td>
<td></td>
</tr>
</tbody>
</table>

Money:
- $ -

Errors:
- No waste

Amount:
- flower planters (24) and flower beds (8)

Time:
- 10 minutes

Yearly Savings (CS Cost – FS Cost)

Yearly Savings to Customer (Value of Customers' Time)

Gap Analysis – What holds us back from our Future State?

Wastes Observed (Check All That Apply)
- [ ] Defects
- [ ] Overproduction
- [ ] Waiting
- [ ] Non-Utilized Talent/Things
- [ ] Transportation
- [ ] Inventory
- [ ] Motion
- [ ] Excessive Processing

Brainstorming
- If we...
- Then we...
- Experiment Outcome

Action (What Did You Do?) 1-2 Sentences

Please Add Photos or Screenshots of What You Did

Results (How is Everyone Better Off?) 1-2 Sentences / Updated Metrics

<table>
<thead>
<tr>
<th>Current State</th>
<th>Future State</th>
<th>30 day</th>
<th>60 day</th>
<th>90 day</th>
</tr>
</thead>
<tbody>
<tr>
<td>Money</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Errors</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amounts</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Qualitative</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Lessons Learned
- What Went Well (+)
- What Didn’t Go Well/Needs Changed (×)

Additional Innovation Notes Here
PLEASE READ OVER YOUR INSTRUCTIONS
Let’s walk through the Innovation Forms and Production Boards
MEASUREMENTS

Performance will be measured at the end of each “season”.

**Station Time:** Start time to finish time for required output

**Work In Progress (WIP):** Amount of work in the queue
At the end of each round you will measure your WIP by placing it in the “WIP” Containers.

- You will measure your WIP in Tons.

- You may return individual pieces into your Lego Boxes at the end of each round after measuring and recording your WIP on the production board.
ANY QUESTIONS BEFORE WE BEGIN?
ROUND 1
10 minutes remaining
9 minutes remaining
8 minutes remaining
7 minutes remaining
6 minutes remaining
5 minutes remaining
3 minutes remaining
2 minutes remaining
1 minutes remaining
Time’s Up – STOP!
ROUND 1: METRICS

- Greenhouse and Parks Managers
  - Please fill in your production boards
  - Report out your progress to the entire group
INNOVATION FORM SECTIONS 7-10
### Action Form Section 7

#### Action (What Did You Do?) 1-2 Sentences

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Assigned To</th>
<th>Date Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standard Work: Billing &amp; Naming Conventions</td>
<td>Alfred Q.</td>
<td>Done 12/15/13</td>
</tr>
<tr>
<td>Review Website to make this a one-stop-shop for info</td>
<td>Betty B.</td>
<td>To be done by 4/1/14</td>
</tr>
<tr>
<td>Unique company identifiers to autopopulate software</td>
<td>Chester Z. &amp; Dotty P.</td>
<td>Done 1/7/14</td>
</tr>
</tbody>
</table>

- Based on the experiments & solutions, an action plan is created.
  - The team knows who communicates the change to impacted groups.
  - Time for training is determined, and training content is drafted.
- Individuals, not a committee, should be responsible for ensuring the action gets done. This ensures that there is clear accountability.
- Note, and celebrate, when action items are done – that’s one step closer to the goal!
### Results (How is Everyone Better Off?) 1-2 Sentences / Updated Metrics

<table>
<thead>
<tr>
<th></th>
<th>Current State</th>
<th>Future State</th>
<th>30 day</th>
<th>60 day</th>
<th>90 day</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Money</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost per app</td>
<td>$10.92</td>
<td>$6.00</td>
<td>$9.35</td>
<td>$7.01</td>
<td>$4.27</td>
</tr>
<tr>
<td><strong>Errors</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Several angry callers</td>
<td></td>
<td>Few calls overall</td>
<td>few angry callers</td>
<td>Customers understand, less anger</td>
<td>Transparency helping reduce # calls in total</td>
</tr>
<tr>
<td><strong>Amounts</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Touch points</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td><strong>Time</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Touchtime</td>
<td>19min 50s</td>
<td>15min 8s</td>
<td>17min 2 sec</td>
<td>12min 14sec</td>
<td>7min 30sec</td>
</tr>
<tr>
<td><strong>Qualitative</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Box 8 is designed to provide a platform for communicating the status of metrics after an innovation has been implemented
  - Now that it’s implemented, how is it going?
- Can also be qualitative, e.g. “daily website updates/reviews = easily catch mistakes”
INNOVATION FORM SECTION 9

Lessons Learned

<table>
<thead>
<tr>
<th>What Went Well (+)</th>
<th>What Didn’t Go Well/Needs Changed ( )</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Streamlined Billing; License #s that autopopulate software reduced defects and increased billing accuracy</td>
<td>• Some rigidity from partner agencies when we asked for certain modifications. Communication of new standard work. Tracking actual times.</td>
</tr>
<tr>
<td>• Common Understanding of Roles of all stakeholders.</td>
<td>• An arbitrary firm date of implementation made some aspects of the change difficult</td>
</tr>
<tr>
<td>• Stakeholder involvement created greater opportunity for success.</td>
<td></td>
</tr>
<tr>
<td>• Learned from our failures.</td>
<td></td>
</tr>
<tr>
<td>• Generated new ideas for other processes.</td>
<td></td>
</tr>
</tbody>
</table>

• Be frank and straightforward. We cannot learn from these experiences without transparency.

• What feedback was received? How was resistance corrected? What would you do differently next time?
ROUND 1: BREAKOUT

- What happened?
- What worked?
- What didn’t work?
- Using Lean tools
  - Identify and prioritize waste (DOWNTIME)
  - Change 2 things to improve your work

25 MINUTES!
10 minutes remaining
9 minutes remaining
8 minutes remaining
7 minutes remaining
6 minutes remaining
5 minutes remaining
4 minutes remaining
3 minutes remaining
2 minutes remaining
1 minutes remaining
Time’s Up – STOP!
ROUND 2: METRICS

- Greenhouse and Parks Managers
  - Please fill in your production boards
  - Report out your progress to the entire group
TAKT TIME

Derived from the German word for ‘meter’ or ‘metronome’
  o Determines the tempo/pulse/beat of the process

Takt Time  =  Time Available to Work
               Customer Demand

Takt time tells us how fast to work
to meet the pace of demand

In other words, work gets completed at the same rate it comes in (on average). If not, then customers wait, bottlenecks occur, and/or the process has waste (overproduction, inventory, etc.).
Always multiply Takt Time by 85% to plan for unexpected events (e.g. computer downtime, defective inputs, material shortages, rework, etc). So, we aim to work slightly *faster than Takt Time* so we can meet customer demand!

This optimal performance time is used to determine the Level Loading (or average production level) goal.

If no problems occur during this time, then we finish early to focus on improvement areas. Continuing to work may lead to overproduction!
LEVEL LOADING

Level Loading can help:
- Balance workloads among staff within a given process
- Provide a basis for brainstorming and implementing solutions for process improvement (Boxes 5 & 6)
ROUND 2: BREAKOUT

- What happened?
- What worked?
- What didn’t work?
- Using Lean tools
  - Identify and prioritize waste (DOWNTIME)
  - Change 2 things to improve your work

10 MINUTES!
15 minute break
ROUND 3
10 minutes remaining
9 minutes remaining
8 minutes remaining
7 minutes remaining
5 minutes remaining
4 minutes remaining
3 minutes remaining
2 minutes remaining
1 minutes remaining
Time’s Up – STOP!
ROUND 3: METRICS

- Greenhouse and Parks Managers
  - Please fill in your production boards
  - Report out your progress to the entire group

https://www.youtube.com/watch?v=bD6j_pKuve0
ROUND 3: DEBRIEF

- What happened?
- What worked?
- What didn’t?
Peak Academy
Program Expectations & Close Day 4
TO COMPLETE YOUR BLACK BELT CERTIFICATION

- Attend Black Belt Training

AND

- Submit one completed Innovation Form (all boxes) with proof of attempted implementation to Peak Academy or help 60% or your team achieve certification

Your Peak Liaison is here to assist you for the next year!
DAY 4 WRAP-UP

• Let’s do a +/Δ Exercise:
  o What things did you like about today?
  o What things do you think would make the rest of the days in training work better?
Denver Peak Academy
Black Belt Training

Day 5 – Celebration!
(All black belt participants please sit in the front 2 rows)
Peak Academy

Guest Speaker
Peak Academy
Staying Connected
PEAK ACADEMY:
CONNECTING WITH YOUR COHORT

• Black Belt Buddies
  
  o Please pick a “buddy” from your cohort. Your buddy should be someone who is NOT in your department that you DID NOT know before the cohort began. This is someone you can go to for:
    o support,
    o to bounce ideas off of and
    o someone you should encourage to innovate
  
  o Please be sure you have your buddy’s contact information and set a time to meet with them for coffee or lunch to discuss your innovations.
PEAK ACADEMY: CONNECTION WITH BB ALUMNI

• Black Belt Connections (Continued Education)
  o Periodic meetings with Black Belts
  o Peak Performance Website will provide info
    ▪ www.denvergov.org\PeakAcademy
  o Peak Academy Awards
  o Book clubs
  o Innovation Lab
NEXT STEPS AFTER TRAINING

• Jump-Start on Innovation Ideas
  
  o You should have three Innovation Forms or an innovation plan for your team already started

  o After completion, forms can be submitted to your Peak Academy Partner or to PeakAcademy@denvergov.org.

  o Get started right away while your ideas are still fresh in your mind.

  o **Challenge**: Complete and submit your first innovation or training and certification for your team within the next 60-90 days. This will complete your certification requirements for Black Belt.
NEXT STEPS AFTER GRADUATION

• Survey
  o We will send you a link to take a survey about this class
  o Please complete the survey and provide input to help us improve the curriculum for future Black Belts!

• Resources after Graduation
  o [www.denvergov.org\PeakPerformance](http://www.denvergov.org\PeakPerformance)
  o Or Email/Call us – our contact information is on the contact list
  o [www.denpeakacademy.com](http://www.denpeakacademy.com) – our Blog
INNOVATION = RISK + FAILURE

Video – Ian Dougherty: *Rocket Chair*

Discussion:
• Thoughts?
• What risks will you have to take?
• What tools have you learned this week to manage risk, change, and failure?

“Innovation means taking risks and overcoming the fear of failure” – Ian Dougherty

https://www.youtube.com/watch?v=_s-UkysP3vs