Sign Your Name

Now, sign with your other hand!

• How did it feel?
• 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

• “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 – Start With Why

- 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?

“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
Craft the Message – Lessons from Switch

Direct the Rider  
(Our Rational Mind)  
• Give a clear indication of where to go & how to get there

Motivate the Elephant  
(Our Emotional Mind)  
• Find the emotional connection  
• Shrink the change  
• Knowledge and Skills to make the change

Shape the Path  
(The Environment)  
• Make it easy  
• Build Habits  
• Rally the herd
Communicating Change: How, Who, When

- People prefer change messages delivered in-person
- Direct supervisors are preferred for personal messages (how it impacts the individual or the group)
- Executive leaders are preferred for organizational messages
- Messages need to be repeated 5-7 times for them to stick
Communicating the Change: Emotional Intelligence

**Self Awareness**
- Be conscious of how you show up in the world
- Be aware of your actions, reactions, habits and behaviors

**Self Management**
- Know how to manage your emotions and your triggers
- Develop techniques for owning and controlling your part in the situation

**Social Awareness**
- Understand the emotions of those around you
- Deeply listen & have empathy for others

**Relationship Management**
- Be able to communicate with people in a variety of roles
- Build and maintain solid relationships over time
Video: Brené Brown on Empathy
Emotional Intelligence at Work

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

“Seek first to understand, then to be understood.”
- Stephen Covey, paraphrasing St. Francis of Assisi
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.

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

- Develop momentum by:
  - Embracing the quick wins
  - Celebrating achievements, even the small ones
  - Continuing to reach out and involve others
  - Building on successes
Break Time!

(10 Minutes)
I Want to Innovate But…
Lunch Break

*Please Note: You will not be able to return to the room during lunch!*
Plant Distribution Simulation

*Please leave all backpacks/other items in the corners of the room*
Our Agreements

• Actively participate
• Ask questions to understand
• Have fun!
Plant Distribution Simulation: Agenda

- **Presentation (5)**
- **Walkthrough (10)**
  - Production Boards/Innovation Form
  - Read Instructions
- **Round 1 (10)**
  - Metrics (5)
  - Innovation Forms Sections 7-9 (10)
  - Breakout (20)
- **Round 2 (10)**
  - Metrics (5)
  - Takt Time & Level Loading (10)
  - Breakout (15)
- **Break**
- **Round 3 (10)**
  - Metrics
- **Debrief (10)**
Simulation Overview

There are 2 teams

Each team has both a Greenhouse and a Park

Each team must plant 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>Yearly Savings (CS Cost – FS Cost)</td>
<td></td>
</tr>
<tr>
<td>Yearly Savings to Customer (Value of Customers Time)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Wastes Observed (Check All That Apply)</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Defects</td>
</tr>
<tr>
<td>☐ Overproduction</td>
</tr>
<tr>
<td>☐ Waste</td>
</tr>
<tr>
<td>☐ Non-Utilized Talent/Things</td>
</tr>
</tbody>
</table>

Lesson Learned:
What Went Well (+) | What Didn’t Go Well/Needs Changed (Δ)

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
Measuring WIP

- 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
7 Minutes Remaining
5 Minutes Remaining
4 Minutes Remaining
3 Minutes Remaining
2 Minutes Remaining
1 Minute Remaining
30 Seconds Remaining
10 Seconds 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
We are here
Based on the experiments & solutions, an action plan is created.
  - The team knows who communicates the change to impacted groups.
  - Time for training is determine, 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!
The Results Section

<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>Cost per app</td>
<td>$9.35</td>
<td>$7.01</td>
<td>$4.27</td>
</tr>
<tr>
<td></td>
<td>$6.00</td>
<td></td>
<td></td>
<td></td>
<td></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></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>few angry callers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Customers understand, less anger</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Transparency helping reduce # calls in total</td>
<td></td>
<td></td>
<td></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>Touch points</td>
<td>3</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></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>Touchtime</td>
<td>17min 2 sec</td>
<td>12min 14sec</td>
<td>7min 30sec</td>
</tr>
<tr>
<td></td>
<td>15min 8s</td>
<td></td>
<td></td>
<td></td>
<td></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”
The Plus/Delta

## 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>

- 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”
Round 1 Breakout

You have 25 minutes to discuss:

• What happened?
• What worked?
• What didn’t work?
• Using Lean tools
  • Identify and prioritize waste (DOWNTIME)
  • Change 2 things to improve your work
Round 2
10 Minutes Remaining
9 Minutes Remaining
7 Minutes Remaining
6 Minutes Remaining
5 Minutes Remaining
4 Minutes Remaining
3 Minutes Remaining
2 Minutes Remaining
1 Minute Remaining
30 Seconds Remaining
10 Seconds 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’
• 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.).
Planning for Problems

Multiply Takt Time by 85% to plan for unexpected events (e.g. computer downtime, defective inputs, material shortages, etc). 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 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

You have 15 minutes to discuss:

• What happened?
• What worked?
• What didn’t work?
• Using Lean tools
  • Identify and prioritize waste (DOWNTIME)
  • Change 2 things to improve your work
Get Ready for Round 3!!!!
Take a 15 Minute Break!!!
Round 3
10 Minutes Remaining
9 Minutes Remaining
8 Minutes Remaining
7 Minutes Remaining
6 Minutes Remaining
5 Minutes Remaining
4 Minutes Remaining
3 Minutes Remaining
1 Minute Remaining
10 Seconds 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
Video: DPR Greenhouse Innovations
Program Expectations
To Complete Your Black Belt Certification

- Attend Black Belt Training
- 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

What things did you like about today?

What things do you think would make the rest of the days in training work better?
Black Belt Training

Day 5 – Ignite Us!

(All Black Belt participants please sit in the front 2 rows)
Staying Connected
Peak Academy: Connection With Black Belt Alumni

Your innovation journey doesn’t stop with Black Belt

Meetings with fellow Black Belts
Check out our website
Peak Academy Awards
Quarterly Book Clubs
Innovation Labs
Next Steps After Training

• Jump-Start on Innovation Ideas
  • You should have three Innovation Forms or an innovation plan for your team already started
  • After completion, forms can be submit to your Peak Academy Liaison or to PeakAcademy@denvergov.org.
  • Get started right away while your ideas are still fresh in your mind.
  • **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
  • We will send you a link to a survey about this class
  • Please complete the survey and provide input to help us improve the curriculum for future Black Belts!

• Resources after Graduation
  • www.denvergov.org/PeakAcademy - Our Site
  • Or Email/Call Us – our contact information is on the contact list
  • www.denpeakacademy.com – Our Blog

/DenverPeakAcademy @denpeakacademy @DENPeakAcademy
Video: Rocket Chair