Green Belt for Leaders
Green Belt For Leaders Road Map

Welcome & Introductions
- Why Green Belt for Leaders
- About Denver Peak Academy
- Principles of Innovation For Leaders

Break

Being a Champion for Change
- Innovation Form Planning Tool
- Gemba Walk
- Process Map
- Standard Work

Break

Moving your Team toward KPIs
- Data Informed-decisions
- Visual Management
- Understanding your Workload
- Leading Change
- Leader Certification
Pair up and ask your partner these questions. Then introduce your partner!

- **Name**
- **Team/Role**
- **Years in leadership role**
- **Why did you become a leader?**
Why are we here?

Why do you think we created this class?
When city employees were asked to state their biggest barrier to innovation they said...
My direct supervisor

• Why would employees say this?

• Do you feel like you’ve ever been a barrier? Why?

• What are the reasons why you might not be open to new employee-driven ideas?

Discuss at your tables
The Middle Seat

• Even though you’re the boss, you still have a boss

• You’re a bridge between your employees and the demands that come from above

• You’re in the middle seat
You got the job because you did well and advanced but that’s not leadership...

Good leaders set a vision, support and grow people, and maintain a healthy, organized environment.

They don’t do the work or micromanage details.

Great leaders talk by Simon Sinek
What if your employees could make it better, not harder?

• What would your employees need to do for you to say “yes” to their ideas?

• What would they need to do for you to trust them?
Why did we create this class?

We need great leadership to build a great city

• Clear vision and direction; employees understand where the organization is headed and how they individually contribute

• Manager holds employees accountable to delivering results toward that vision

• Culture that motivates, challenges, empowers, and respects employees (responsible freedom)

• Manager provides regular, honest, direct feedback

• Flexibility for work/life balance (treated as human)
Peak Performance, Innovation, & Peak Academy

Meals Per Hour
Meals Per Hour

• Video and Discussion
  • Toyota Production System – Meals Per Hour
  • https://www.youtube.com/watch?v=EedMmMedj3M
Elements for Employee Innovation

• Staff driven
• Customer focused
• Sustainable
• Without new resources
• With data
• Small in scope
• Within your control or influence
• Based on teamwork
Principles of innovation for leaders
Principles of Innovation for Leaders

1. Tolerance for failure but not tolerance for poor performance
   • Set and clearly communicate high standards and performance goals, monitor performance, and hire top talent
   • Do not confuse experimentation and failure with tolerating sloppy work habits, mediocre technical skills, unprofessional behavior, and disorganization
   • Good leaders don’t let poor performers ruin organizations.
We avoid tough conversations, including giving honest, productive feedback. Some leaders attributed this to a lack of courage, others to a lack of skills, and shockingly, more than half talked about a cultural norm of “nice and polite” that’s leveraged as an excuse to avoid tough conversations. Whatever the reason, there was a saturation across the data that the consequence is lack of clarity, diminishing trust and engagement, and increasing problematic behavior.”

Brene Brown, Dare to Lead
Principles of Innovation for Leaders

2. Willingness to experiment but highly disciplined

- Set a clear hypothesis based on research
- Use all tools available to analyze a problem and gather data
- Gather information from multiple sources
- Collect customer feedback
- Monitor results and insights
Principles of Innovation for Leaders

3. Psychologically safe but brutally candid

- Create an environment where people can speak truthfully without fear
- Ask for criticism and debate from the team
- Learn to provide criticism without being abrasive. What are some examples of this?
- Be honest about your own shortcomings and ask the team to help you
Principles of Innovation for Leaders

4. Collaboration but individual accountability

- Collaboration is not consensus.
- Decisions must be made and consequences owned.
- Leaders create accountability by taking organizational risks and personally taking blame.
5. Flat but strong leadership

- Deference is granted based on competence, not title
- Leader articulates a strong, clear vision and stays close to the action so that they are able to adapt based on what’s really happening
Signs of Disengagement

• Silence, withdrawn, lack of eye contact, physically moving away from others

• Increased anger and lashing out

• A lack of excitement or engagement when things go well

• No interest in learning, no motivation to learn more about their role, their industry, and no enthusiasm to connect with others and share best practices

• Dropping productivity and quality of work

• Away from desk or worksite, increased use of PTO, arriving late and leaving early

• Not interested in new challenges and responsibilities

• Complaining and gossiping
Innovation needs a healthy environment
Break

Please return in 10 minutes
What we teach and how leaders fit
Peak Innovation Form:
A recipe to help employees communicate, collaborate, and sustain innovation

How can the innovation form help you and your team?
• It provides a clear vision
• Forces strategy and structured
• Uses simple data to measure and track results
• Seeks input from the team or teams and the voice of the customer
# Peak Innovation Form: Tell the Story

**Innovation Name:**

**Start Date:**

**Who Is Involved:**

**End Date:**

Using the form:

- Grab your audience with a compelling *Why* statement.
- Use emotion and data to create a narrative.
- Solve with others to ensure the best ideas.

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<th>Problem – Why Change is Needed (1-2 Sentences)</th>
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<th>Current State (CS) Costs</th>
<th>Future State (FS) Costs</th>
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<td><strong>Yearly Cost (Annualized)</strong></td>
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<th>Yearly Savings (CS Cost – FS Cost)</th>
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<td>Yearly Savings to Customer (Value of Customers Time)</td>
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# Peak Innovation Form: Involve the Team

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

### Wastes Observed (Check All That Apply)

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<td>Excessive Processing</td>
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## Brainstorming

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<th>Experiment Outcome</th>
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Gemba Walk

Japanese for “real place”

• Not a time for “Undercover Boss”
• Seek opportunities not faults
• Understand the environment, volume, flow, time, and customer
• A Gemba can be done on your own or with a team and outside eyes
• Gemba to support your team and to celebrate your team
Gemba Walk

See the work

- Who are the customers?
- What do they value?
- What are the steps in this process?
- How do people or things flow through the process?
- How long does it take?
- Where are there backlogs, waiting, confusion, or challenges?
- What is going well about this process?
First identify the start

# 1
Where does your process start?

Ex.
Clerk pulls up information on computer

Ex.
Clerk matches address with a location for stickers

Ex.
Identify sticker associated with address

Ex.
Walk to wall and find sticker in stack

Legend

Use a diamond to show a decision point

Who and what do these things stand for on your map?
Wrap up & Questions

- Questions to discuss together:
  - How do you set up gemba walks and process mapping for your team?
  - Should you be in the room with them?
  - What’s your role?
Brainstorming:

• Clearly articulate your vision...then **STOP TALKING!** Use post-its to ensure everyone has a voice.

• Let your employees figure out how to get there. They are the experts.

• Help your employees prioritize. Offer to remove other tasks to give them the time they need.

• Assign no more than 1-3 tasks at a time.

• Ensure names and dates are assigned to each task. Be sure tasks are equitably distributed.
### Peak Innovation Form: Track Action Items and Sustain

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

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<th>Action Item</th>
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<th>Date Completed</th>
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#### Please Add Photos or Screenshots of What You Did

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

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## Peak Innovation Form: Lessons Learned

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<td>What Went Well (+)</td>
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<td>What Didn’t Go Well/Needs Changed (△)</td>
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## Additional Innovation Notes Here

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*Note: This form is intended for recording and evaluating the outcomes of innovation efforts. It helps in identifying what aspects of the innovation process worked well and what could be improved in future endeavors.*
Scenario Exercise

- Each table will be given a scenario describing an employee who just returned from Black Belt.

- Read the scenario and work as a team to determine how you will support this employee and his or her innovation.
Standard Work: Is it *Repeatable & Reproducible*?

- Continuously improve your processes and sustain your innovations
- Help train new and old team members
- Change! It is a living document that should be updated as new processes occur
- Be simple and easy to use
- Be visual: include pictures and timeframes

"Where there is no standard, there can be no kaizen" – Taiichi Ohno
Snowflake Game
Break

Please return in 10 minutes
Visual Management and Keeping Score
Execution: Lead and Lag Measures

• A **leading measure** is a predictive measure. For example, measuring how many hours you study for a test.

• A **lagging measure** is the outcome you hope to achieve. In the same case, performing well on a test.

• An easy way to think of it: the smaller battles (leading) needed to win the war(lagging).
Execution: Lead and Lag Measures

Most leaders only have poorly defined and communicated lag measures.

Great leaders:
• Develop 1-3 clear lag measures
• Ask the team to help define and track lead measures for the lag measures
• Create a clear dashboard
• Build lead measures into individual performance plans and coach
Execution: Keeping Score

**Peak Training Metrics**

- **Total Actualized Savings To Date:** $33,507,394
- **Black Belts Trained to Date:** 1,878
- **Green Belts Trained to Date:** 6,066
- **BB and GB Trainings Held to Date:** 521
- **Innovations Identified to Date:** 3,096
- **Innovations Actualized to Date:** 2,330
- **Avg Savings/Actualized Innovation:** $14,381
- **Avg Days/Actualize Innovation:** 88.94
Execution: Keeping Score

Peak Facilitator Savings Metrics 2018:
Last Refresh: Dec 27, 2018 03:23 PM

Identified Savings by Month
- Total Identified Savings: 3.36M

Actualized Savings by Month
- Total Actualized Savings: 1.22M
- Total Value to Customer Savings: $31.07K

Innovations Entered: 75
Innovations Actualized: 65

Innovations Actualized by Month

Events Facilitated
Why do you think it is important to know and understand your team’s workload?
### Cross-Training

#### Commercial Zoning Trained by Specialization 1/2018

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#### Commercial Zoning Trained by Specialization 6/2018

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Group Discussion:

- What lead and lag measures do you already track?
- What does your team report on monthly and annually?
- Have you asked your team to create their performance goals?
Leading Change
The 3 Things Employees Really Want

1. Career
2. Community
3. Cause
Exercise: How well do you know your team?

For each of your direct reports, answer the following questions:

• What is this person most passionate about both at work (assignments and tasks) and outside of work? What brings this person joy?
• What is this person’s greatest character strength? For example, funny, generous, thoughtful, ethical
• What did this person study in school and what types of work experience did he/she have before he/she took the job?
• Where does this person want to be in 5 years? What are his/her career goals and what have you done to help get them there?
• Who does this person most connect to at work and why?
• What are two great things this person did at work in the last month?
Leading a High Performing & Innovative Team

The Impact of Feeling Valued by Barry Wehmiller
Thank You Note Exercise
Green Belt for Leaders-Goals and Certification

**Step 1:** Articulate a clear vision, set metrics based goals (both lead and lag measures) and talk to each staff member about his/her role, goals, etc.

**Step 2:** Train at least 30% percent of your staff in Green Belt or Black Belt

**Step 3:** Get 30% of your staff to submit innovations by working through their ideas with them and celebrating them. Submit and innovation form stating number trained, number of innovations, and any notable outcomes to Melissa.Wiley@denvergov.org or Peakacademy@denvergov.org.
Innovate. Elevate. Repeat.