I. What is a Peak Partnership
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II. Pre-partnership
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   c. Build relationships and begin training plan
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V. Transition
   a. Preparing Peak Partners for the Transition Phase
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VII. Appendix - Tools to Help Manage & Facilitate Continuous Improvement
   a. Phases of Peak Partnership
   b. Peak Partnership SOW (Statement of Work) - Example
   c. Peak Partnership SOW Template
   d. A3/RIE/Workshop Tools
   e. VSA (Value Stream Analysis) Tools
   f. Project Management Tools
   g. Change Management Tools
   h. Peak Partnership Book Review Tools
Peak Partnership Overview

Denver Peak Academy offers two services: training (Black Belt and Green Belt) and partnerships.

What is a partnership?

An analyst from the Peak team joins your organization for a period of 6 months to 1 year to work with a selected team to improve a major area of operations. The team, focus area, key performance indicators (KPIs), and goal are selected by the agency’s executive leadership. Examples include:

1. **OHR recruit to fill process:**
   
   GOAL: to reduce the number of days to fill a position from 85 to 45.

2. **Denver Animal Shelter length of stay process:**
   
   GOAL: to reduce the number of days an animal stays in the shelter from intake to adoption from 14-30 days to 7 days or less.

3. **Excise and Licenses license intake process:**
   
   GOAL: to reduce customer wait time from 1-3 hours to 15 minutes or less

Peak has already partnered with the following agencies

- Parks, Office of Economic Development, Public Works Transportation and Mobility, Environmental Health, Excise and Licenses, Clerk and Recorder, and Community Planning and Development.

What can I expect in a partnership?

Training:

The Peak analyst will first ask all members of the selected team to attend Green Belt and certain members to attend Black Belt. Attending training is essential to the team being able to work together with a shared set of tools and methodologies.

Data and Goal Setting:

The Peak analyst will then work with the team to gather the data needed to set a foundation for where the team is and where they hope to go. It is essential that the team focus in on **1-3 areas and no more**. The purpose of the partnership is for the team to come together to create real progress and movement toward a clearly defined goal.
First Month and Statement of Work:
The Peak analyst will spend the first month shadowing and getting to know each team member. During this time, the Peak analyst will draft a statement of work that showcases where some of the opportunities exist for improvement and outlines a plan to get there. Both Peak and the agency’s executive leadership sign the statement of work.

Partnership Day to Day:
The Peak analyst will sit with the team 70-80% of the time and help each person on the team bring their innovations around the selected focus area into fruition. Best practice is for every person on the team to complete 1-3 innovations focused on the selected and clearly defined goal.

What does ideal look like?
The team, through everyone working on multiple innovations, is able to move the needle on the selected goal and more effectively and confidently scope, manage, and deliver results on future process improvement projects going forward.

Download a copy of the above Peak Partnership Overview here
Overview

The Pre-partnership Onboarding section of this Playbook is aimed at tackling all of the necessary upfront details and work required to ensure a successful and seamless launch of the Peak Partnership. Using the below checklist will help in fulfilling these pre-partnership tasks. For additional information pertaining to items in this checklist, view the supporting pre-partnership onboarding pages.

Complete below Partnership Onboarding Checklist prior to beginning assessment phase of Peak Partnership:

- Create and get a signed MOU with partner management.
- Schedule and participate in introductions with executive/management team.
- Schedule and participate in introductions with teams/workgroups involved.
- Request tour of partnership workspace areas.
- Determine where work station will be located.
- Determine which technology items are available/needed for workspace.
- Determine and request any facility access needed.
- Request shared drive access for partner agency shared drives and software systems (if needed).
- Determine Black Belt & Green Belt training needs for agency, and schedule.
Overview

Scheduling introductions with partnership executives/leadership and teams/workgroups involved in the partnership will help to alleviate unease as to who you are and why you're there.

Complete the action items below prior to beginning assessment phase of Peak Partnership:

Set up introductions at least 2 weeks prior to beginning assessment phase of partnership

☐ Schedule introductions with appropriate partnership executives/leadership (Peak and Peak Partner directors, managers, liaisons, and supervisors. If needed, invite Peak managers)

☐ Schedule introduction(s) with teams/workgroups involved in the partnership (Introduce self/Peak Partner to Peak Partner team meetings and give high level overview of partnership)

During introductions with staff:

☐ Explain what a Peak Partnership is

☐ Explain overview of the phases of a Peak Partnership and utilize partnership phases graphic

☐ Explain Peaks/your role in a partnership

Click here for link to Phases of Peak Partnership Section
Overview

Request a tour of the partnership work areas prior to beginning a Peak Partnership. This will help to familiarize you with the spaces, where you’ll be working, and where various individuals within the partnership work.

Complete below prior to beginning assessment phase of Peak Partnership:

☐ Request tour of partnership work area:

- Workspace
- Customer facing spaces
- Bathrooms
- Break rooms
- Where key work groups/individuals sit
- Available meeting rooms (access might be needed via Technology Services/General Services)
- All other pertinent areas
Overview

Determining where you will sit in your Peak Partnership is an important step to ensuring you're ready to begin your partnership with the tools you'll need to do your job. Additionally, where you sit can be valuable in helping to develop relationships with your partnership team/workgroup. Use the below outline to make sure your space is identified and set up for you.

Complete below prior to beginning assessment phase of Peak Partnership:

☐ Determine where work station will be located during partnership (This location should - when possible - be dedicated solely to Peak staff person and should be located with or near the team(s) you'll be working with)

☐ Determine which technology items are available from partner for workspace:
  ○ Monitor and necessary cables
  ○ Docking station
  ○ Network access (Wifi and/or ethernet cable)
  ○ Phone

☐ Determine if location has space for locking up additional/personal items
Complete below prior to beginning assessment phase of Peak Partnership

Overview

Determine what type and level of facility access you will need throughout the duration of your Peak Partnership. Getting this access ahead of time will help you to seamlessly begin the assessment phase of your partnership.

☐ Determine and request any facility access needed through duration of the partnership:
☐ Acquire badge access to partnership spaces.
  - If badge access is needed, have your Peak Partner's acting supervisor contact General Services (Facilities Management) to request necessary access.
☐ Obtain keys to locked areas of partnership where access will be needed.
☐ Determine where to park throughout the duration of your Peak Partnership (if away from Webb Building).
Complete below prior to beginning assessment phase of Peak Partnership

**Overview**

Determine what, if any, shared drive and software access you will need during your Peak Partnership. Getting this access ahead of time will help you to seamlessly begin the assessment phase of your partnership.

- [ ] Contact Technology Services (TS) helpdesk to request shared drive access for **partnership's shared drives** (if needed)
- [ ] Contact Technology Services (TS) helpdesk to request software access for partnership's software systems (if needed)

Contact TS via phone (x74357 or 720-337-4357) or [Service Requests & "SupportNow" Tickets](https://www.denvergov.org/content/denvergov/en/office-of-human-resources/manager-resources/service-requests.html)
Use the following documents as examples to assist with building your statement of work.

- Example SOW
- Template SOW

**Overview**
When you've found the right City & County of Denver (CCD) partner but you still need to sort out the nitty-gritty for a semi-formal contract, a simple Statement of Work (SOW) helps you get 'the ball rolling.' With this document, both parties agree to work toward a set of skills and Wildly Important Goals (WIGs). Maybe you're partnering for a one-time project, or starting a long-term Peak Partnership. An SOW will allow you to lay out the terms in writing and get on one accord.

An SOW formalizes the partnership between Denver Peak Academy and potential partners. It defines roles, responsibilities, and fosters healthy relationships from which both parties generate value. Furthermore, sections with descriptions highlighted in yellow detail the purpose of that section. Some sections have guidance on how to complete that section, either in a comment or on the page, highlighted in turquoise. Please see the Example SOW for more information and real-world illustrations.

As of 4/15/2020, the Example SOW is filled out with excerpts and examples from a previous Peak Partnership. As you use this guide and create your own Partnership SOW, feel free to include your own examples and language (as needed).

The SOW should be drafted during the Pre-partnership & Assessment Phase of the Peak Partnership. So, allow some time for revisions as necessary (approximately 1-2 months).

**About The Peak Partner**
This section of the SOW is a brief overview of the Peak Partner (agency), including its mission, vision, goals, budget, Full Time Employees (FTEs), mission-level metrics, primary function within the CCD. Additionally, that includes key leaders; executive sponsors, major processes, strategic priorities, and any strategic plan. In addition, this section of the Example SOW does not include a tie to the agency’s strategic plan, but your SOW should. Lastly, the table in this section and the similar one several pages later, is directly from the budget book, and could either be deleted or replaced by the one in the "Peak Partnership Assessment & Opportunities" section (below).

**Summary of The Peak Partnership**
The summary of the Peak Partnership section provides the “why” of the partnership. It include an introduction, the objectives of the project, and a brief overview of the Peak Partnership's scope and goals (only a few sentences).

**Peak Partnership Assessment & Opportunities**
This section is an overview of the assessment performed by the Peak staff member assigned to the agency of the Peak Partnership, during the "Assessment Phase." It describes where the agency is in their Lean journey. Furthermore, it's an overview of the stakeholder analysis and any areas of concern; overview of opportunities.

Please see the "Peak Partnership Assessment & Opportunities" section of the Example SOW for guidance.

Additionally, please use the following questions as a guide to performing the Peak Partnership Assessment:

1. How well does the team work together? Any trust, communication, or collaboration issues? What are some opportunities for improvement?

2. What is the team’s relationship with leadership? What is the perception of leadership? Conversely, what is leadership’s perception of the team? Any trust, communication, or collaboration issues? What are some opportunities for improvement?

3. How well does the group use data? Are decisions data-driven or by gut feeling? What are some barriers faced? Are results published and visible? How open is the group to using and reporting data that shows it is falling behind on goals? What are some opportunities for improvement?

4. What else could be done? Is standard work updated and dynamic? What opportunities are there to implement dynamic standard work, mistake proofing, 6S, etc.?

5. Does the group view themselves as innovators or process improvers? How comfortable are they making and implementing innovations? How often does process improvement occur within this group? What opportunities exist to enhance the group’s capabilities around this?

6. How many people have already gone through Peak training? What has taken place so far, Peak-wise? What additional training is needed/requested?

7. If time was freed up, what would they use that for? What could they do with soft dollar and hard dollar savings?

Show caution when putting down this type of analysis on paper. The team may have some personnel issues, which may be more in the domain of OHR than Peak. If interactions between team members is a concern, you could provide some OHR data, employee surveys, and other objective information that describes the teamwork aspect.

As with the team work aspect, show caution and consideration. For contentious groups, more objective and aggregate information is preferred. Data is key to Peak processes. Therefore, make sure you know the applicable data sources, their limitations, and the group’s comfort with using data. Some analytics training may need to be provided to enable a sustainable usage of data and enhance comfort with data-driven decision making.

A lot of groups already use standard Peak tools. Therefore, the Peak Partnership is an opportunity to note that a lot of the tools emphasized during the partnership are already in place and there are opportunities for continuous usage of the Peak tools. Moreover, you may not be able to do time studies on every process. However, focus on the major and more frequent processes. Or those causing the team "the most pain." Use the Value Stream Analysis Workbook (VSA Workbook) whenever possible, it helps do the calculations for you!
An innovation prioritization session/VSA should be facilitated by the Peak Staff member assigned to the agency in question which gives the Peak Partner an opportunity to identify workshops, brainstorming sessions, and solutions to solving the agency's 'pain points.' The timeline and status of these innovations and workshops live inside of the Innovation Plan/Action Plan which is exemplified as a table, in the Example SOW, at the tail end of the Peak Partnership Assessment section. This will inform the bulk of the work in the Peak Partnership. In addition to the Innovation Plan, the Peak Partner's Key Performance Indicators (KPIs)/WIGs table (below the Innovation/Action Plan in the Example SOW), has actual numbers, additional metrics/KPIs, and notates the Wildly Important Goals (WIGs). You might replace the earlier table (from the Budget Book in the first half of the Example SOW) with the KPI/WIGs table (if desired or warranted).

The purpose of the KPIs/WIGs table is to identify the mission-level metrics & WIGs of the agency. As the goal of the Peak Partnership is to move the needle on KPIs, it is important to note what the goals are, what the most important metrics are, and tie innovations to these strategic metrics as much as possible.

Project Scope
The first part of the section (please see the Example SOW) models the phases, flow, and general framework of a Peak Partnership:

1. **Pre – Assessment Phase (approximately 1 months)**
   a. Create an analysis of the Potential Peak Partner.
   b. Start creating the Peak Partnership's SOW.

2. **Assessment Phase (approximately 1 month long)**
   a. Understand your agency, priorities, and needs.
   b. Build relationships and begin an action/innovation plan.
   c. Develop, present, and finalize the Peak Partnership's SOW (w/at least 3 KPIs).

3. **Execution Phase (approximately 6 months long)**
   a. Facilitate implementation of employee innovations.
   b. Celebrate and report out achievements.
   c. Coach leadership and develop change agents.

4. **Transition Phase (approximately 1 month)**
   a. Prepare agency to continue innovating after Peak is no longer within an agency full-time.

5. **Follow-up Phase (approximately 3 months)**
   a. Phased, part-time continuation of supporting staff, guiding innovations, and celebrating employee achievements.
   b. Establish a mechanism for nudging and sustaining continuous improvement.

6. **Continuous Improvement Phase (Ongoing)**
   a. Continuously support Peak Partner via 30-day check-ins and see how their continuous improvement journey is going. Also see if Peak can be of assistance (if there is availability or backup).

Next, in the Project Scope Section, is a detailed description and table of the project's scope. Include as many assumptions to clearly define what is, and what is not included. Also include a detailed list of deliverables, including a description of each deliverable, benefits to the agency,
Lastly, note the acceptance criteria for deliverables. This table has activities that will be applicable to most Peak Partnerships. However, if needed, you may need to modify the deliverables listed.

**Please see the Example SOW for more information and real-world illustrations.**

**Schedule**

In the "Schedule" section of the SOW, include the peak Partnership's schedule/timeline of deliverables and major milestones. This can either be inserted as a table, SmartArt, a Gantt chart, or any appropriate visual. Please see the Example SOW for more information and real-world illustrations.

**Partner Commitments**

What is the Peak Partner/agency committing to do? The "Partner Commitments" section of the SOW identifies the commitments of a Peak Partner/agency. Such as identifying and sending individuals to the Peak Black Belt Trainings, Peak Green Belt Trainings, Power BI Trainings, and Change Management Trainings.

Additionally, it is strongly encouraged that the aforementioned trainings and act of innovating itself, are made a part of the Workday Goals (WG) belonging to the staff of the Peak Partner/agency (if they are a CCD entity). Usually, SOWs include sections on pricing & payment. Think of this “Partner Commitment” section similarly;

1. What is the cost to the Peak Partner?
2. What should they commit to doing?

Lastly, modify the table in the "Partner Commitment" section as necessary. Some environments may not be good Gemba Hosts, for example, due to confidentiality (i.e. the Denver Sheriff's Department).

**Please see the Example SOW for more information and real-world illustrations.**

**Partnership Performance**

How do you know this Peak Partnership will be successful?
What does good look like? What will the group look like in 6, 12, or 18 months?
How will you measure your success?

The "Partnership Performance" section of the SOW identifies how successful the Peak staff and Peak Partnership are, via the status of KPIs, performance measures, and WIGs during the Peak Partnership. Please see the Example SOW for more information and real-world illustrations. For example; The performance of the Peak staffer will be measured according to:

1. Meeting the terms of the Peak Partnership's Statement of Work.
2. The work will train and certify the organization’s employees to become Peak Green Belts (100% of Peak Partner's staff) and Peak Black Belts (15-25% of Peak Partner's staff)?
3. 100% of the Peak Partnership's staff should innovate, via workshops or Innovation Forms/A3s.
4. Improving at least one of the organization's KPI/WIG with the help from at least three of
the organization's Peak Green Belts/Black Belts.

5. Completing and submitting a 'Peak Exit Survey.'

**Key Assumptions**
In this section, one should list all the key assumptions that are not already mentioned in the SOW.
What are you assuming about the work to be done in your Peak Partnership?

1. The work will only take a year?
2. The work will have a baseline to start with?
3. The work will move a KPI/WIG in a positive direction?

**To begin, your Peak Partnership's Statement of Work should be based on the following assumptions:**

1. Peak Partnership work is performed at the agency's location approximately 70% of the time.
2. Availability of and access to necessary resources will be made by the Sponsor of the Peak Partnership; such as internet, phone, electricity, printer, shared drive, information, etc.
3. Agency staff and leadership will make time available to work on innovations, attend trainings, and meet as needed.

**Acceptance**
This section identifies and verifies the Peak Staff and Partners that agree to the aforementioned sections and goals. Additionally, this section, with the named parties, verifies that the terms of this Statement of Work are acceptable, and the parties hereto are acting with proper authority by their respective organizations.
At the end of the day, the SOW should be seen as an agile tool for setting the strategic scope and direction of a Peak Partnership. Include extra lines for extra supervisors and middle managers, and make sure that leadership has seen this document and agreed to it.

Please see the Example SOW for more information and real-world illustrations.

**The Appendix: Tools to Help Manage & Facilitate Continuous Improvement**
Change is never easy, and the failure rate can be high. Thus, we added an Appendix to this playbook, a set of tools one should leverage when becoming a change agent, developing their skills, or as a set of tools to support the development of others that are becoming change agents.

Lastly, the Appendix/Peak Tools are not weapons, but ways of facilitating the "Transition and Continuous Improvement Phase" of the Peak Partnership. These tools will help identify, implement, and sustain change for teams and their leaders if leveraged consistently, consciously, & out of love.
Overview

A Peak Partnership Assessment will inform the final determination of commitment between Peak and the Peak Partner. The Assessment will provide an understanding of background, goals and the clients/customers for the agency.

**Anything you write down is subject to a CORA request, so be mindful of writing down any unflattering information about where the agency is that is just opinion, at this point. This analysis is to be presented to the Peak manager and possibly the agency executive but not the entire agency**

**The Peak Partnership Assessment**

Or use the "Survey Monkey" Link Here:

- [https://www.surveymonkey.com/user/sign-in/?ep=%2Fsummary%2FkaMu9ZL3Te0voL7ehDTzxc9_2B9XEPWkMWwfe8xj9f0Qif0c8VXTobiEiZxneY5](https://www.surveymonkey.com/user/sign-in/?ep=%2Fsummary%2FkaMu9ZL3Te0voL7ehDTzxc9_2B9XEPWkMWwfe8xj9f0Qif0c8VXTobiEiZxneY5)

The survey provides the following:

- Key Performance Indicators (KPIs) and Wildly Important Goals (WIGs)
- Maturity of data analytics
- Overall staff readiness for change
- Current usage of Peak tools
- Opportunities to provide value-add
- Identified list of candidates to be Green and Black Belt trained
Overview

The Assessment Survey can be given to frontline employees to analyze how the team is performing in the following categories:

1. Collaboration
2. Communication
3. Trust and Support
4. Data and KPIs
5. Visual Management
6. Team Management
   a. Gemba Walks
   b. Staff Meetings
7. Continuously Improving
8. Standard of Work

During the Assessment Phase of the Peak Partnership, this survey can be given online using the Peak Survey Monkey account. Additionally, use the attached survey as a template to create your own Peak Partnership Assessment Survey. Please see the following page for more information on how to create a Peak Survey from scratch or based on a pre-existing survey.

**Anything you write down is subject to a CORA request, so be mindful of writing down any unflattering information about where the agency is that is just opinion, at this point. This analysis is to be presented to the Peak manager and possibly the agency executive but not the entire agency**
Overview

Before you draft the Statement of Work, the Peak Analyst needs to analyze the agency and scope out areas of opportunity.

Analysis

The following activities may prove valuable during the Peak Partnership's Assessment Phase:

- Review the agency's Strategic Plan.
- Review the agency's key performance indicators.
- Determine the sources of important data.
- Review the agency's Budget Book content.
- Interview Budget Analysts with knowledge of the agency.
- Ride-along / shadow primary processes.
- Capture metrics, as early as possible using a Lean Charter or Innovation Form/A3.
  - Perform time and motion studies of primary processes.
  - Determine soft costs of primary processes.
- Identify/document the areas that will improve as a result of partnership.
- Begin to cultivate the relationship with all levels of the organization.
- Build credibility by introducing yourself and meeting with frontline staff.
- Determine who the customers are.
- Meet with staff to understand the voice of the employee.
- Create a Communication Plan
- Attend Stand-ups and team meetings.
- Review leaders on change management and communications in particular.
- Determine how agency employees are recognized.
- Review current production / score boards.

Scoping

While scoping, perform project selection and prioritization. Conduct Value Stream Analysis to understand current state and help determine areas of focus for partnership. Click here for more VSA resources.
Overview

One of the most important aspects of a Peak Partnership is developing and maintaining relationships with agency employees. Time spent building these relationships will help you build trust and make your partnership much more successful. This should start in the assessment phase where you can shadow each employee and/or ask the employee to coffee or lunch. During these meetings you'll begin to identify areas of opportunity within the agency to help define your innovation plan/statement of work.

You should work to get to know agency staff and understand their roles. Here is a list of sample questions:

- What’s your role?
- How long have you been at the city/in your role?
- What do you like about your job?
- What makes your job difficult?
- What would you change if you could?
- Who is the person you most enjoy working with and why?
- Who are you struggling with most on the team?
- How long have you been in this position?
- What did you do before this job?
- What are your career goals?
- What are you passionate about?
- What do you like to do outside of work?
- How do you like to work (in a group, alone, etc.)?
- Do you feel valued in your position? If not, why? What could someone do to make you feel more valued?
- What do you think is your greatest skill?
- If you do something well, who should I tell about that?

Tips for building relationships:

- Listen more than you talk
- Set 30 minute interviews with all relevant staff in the Peak Partnership
  - After interviews, identify common themes to bring into the ’Peak Lean Charter or Value Stream Analysis’ Workshop
  - Set up a 30 minute meeting with relevant staff every 30 days to check-in on the status of their innovations/work relevant to the Peak Partnership
- Be interested, not interesting
- Don’t offer suggestions for improvement or talk about problems you see or concerns
- Communicate your role as a realistic advocate, meaning that you will listen and provide support but will also offer honest feedback. You will protect all the information shared with you and will not state who shared the information unless given permission by said person
- Compliment the employee on their work and value to the agency, and emphasize that you are not the expert in anyway
- Be humble and emphasize the employee as the expert. Say you are eager to learn
- When talking about yourself, share your general background and where you’ve worked, but also share your failures or weaknesses
- If the employee expresses problems with his/her relationship with the team, he/she might be
worried about value or positioning as an informal leader. Work to engage this employee with the team and communicate his/her value to the team.

- If the employee expresses problems with his/her boss, he/she might be worried about losing a job or authority. Assist the employee in figuring out ways to communicate their value to the boss.

**Months 2-3 (Execute Phase - starting innovation):**

- Sit with the employee for 1-2 hours. If you haven’t yet shadowed the employee, ask to shadow.

  **Questions to ask:**
  - You said that you were concerned/worried about X. What is one small thing you could do to improve X?
  - What is something you have control over that you believe you could change?
  - You seem very talented at X. What’s something that you could work on to showcase your skills in that area?
  - You said you enjoyed working with X. Can you and X partner and come up with some small improvement together?
  - You seem like a great leader. Can you help me by participating in this RIE/workshop? I see your particular skill as X and it fits very well with this effort.
  - The things you need don’t seem to be next to you, what are some changes you could make to your environment to make your job easier?
  - The customers are waiting for X amount of time. It must be stressful for you to deal with those customers. What’s something you might be able to do to cut down the wait time?
  - The process seems to be taking a lot of your time. You have so many skills at X. What’s something we could do to improve the process so that you have more time to do things that emphasize your skills at X.
  - If you would like to work on an A3, I am happy to sit down with you and go through it box by box. The A3 document can seem cumbersome. If we sit down together and go through it, it’s a lot easier. The A3 will ensure you get credit for your great idea and the opportunity to showcase your wonderful work.

**Months 3-5 (Execute Phase - finalizing innovation):**

- If the employee hasn’t yet started an Innovation Form or participated in an innovation, help him/her find a project idea and start. Sit with the employee for 1-2 hours. Questions to ask:
  - You had that great idea, what help do you need to get it implemented?
  - It seems like you need X to complete your innovation. Let’s talk to your supervisor or another contact at the City to help you get X (a sign, a filing cabinet, etc.).
  - Your idea is off the ground, but not everyone seems on board. Why do you think that’s happening? What can I do to help you get it rolling again?
  - How can I help you with getting your innovation off the ground? What are some of the barriers you’re facing?
  - Can I help you with the metrics for your innovation. Let’s sit down together and I will help you work through the metrics piece. Metrics are hard for everyone! Not to worry. That’s part of why I am here.

**Months 5-beyond (Transition/Follow-up Phases - celebrating innovation):**

- After the employee has innovated and things have improved, ask the employee to lunch or coffee, or visit the employee for an hour. Questions to ask:
  - Your innovation is wonderful! Would you mind if I take a picture of you and put a story about the innovation in our newsletter? I’d love to showcase what you’ve done. It will serve as an inspiration to other people in other agencies.
You innovation was great and you’re a natural public speaker. Would you mind talking about what you did at Black Belt or CPE?

- The change you made is so amazing, I’d like to nominate you for X award or see if you can speak at X conference. Would that be okay with you?
  - For example, think about submitting a photo from your partnership to Project Denver Delivers.
- You change is so great that you should consider applying for X promotional opportunity within your agency. What can I do to help you showcase your innovation on your resume/cover letter?

You should also consider writing the employee a hand written note complimenting him/her and thanking him/her for making a difference. You might also meet with the employee’s direct supervisor and praise the employee. Talk to supervisor or executive director about ways to celebrate that employee or give that employee “growing” assignments.

**Training**

Conduct Executive Training with relevant leaders in your Peak Partnership. Develop Training Plan to train all agency staff as Green Belts and an agreed upon percentage of employees as Black Belts. Identify and train champions in the agency.

Key skills of champions:

- Motivation
- Engagement
- Persistence
- Organization
- Good communication
Overview

Coaching for Leaders is part of the Peak Academy plan to support Peak Partnership leadership. Coaching for Leaders is a program meant to support middle managers and supervisors by providing one-on-one coaching.

During the establishment of the Peak Partnership, a relationship is simultaneously being created to support the leadership with the transformation of the new culture but is also there to help cultivate leaders within the City and County of Denver. The Coaching for Leaders partnership is to offer value-added consulting services to the agency with a focus providing support with specific one-on-one learning objectives.

The tools being used to support the leader will be focused around coaching, standard of work, measuring success with data, observation (GEMBA walks), and running a productive meeting. The overall objective will be to inspire leaders to support an innovative culture, employee engagement, increase workplace satisfaction and to support the leaders professional development. Coaching for Leaders in not intended to identify and fix underperformance but instead to support all performers within the leadership frame work for the City and County of Denver.

Meeting Leadership (Preparation)

The Peak Academy coach will schedule a thirty (30) minute introduction meeting with the client to discuss the objective of the one-on-one coaching program, and expectations. This dialogue is for the client to understand what he/she is partnering in and that he/she will be given feedback that is both positive and critical throughout. The Peak Academy coach will also give an overview of the first month:

1. Will observation (GEMBA Walk) with the client for a three (3) days to understand what a day in the life is of the leader.
   a. Will be building a relationship with the leader
2. Request to watch a one-on-one if one is conducted
3. Request to watch a facilitated meeting by the leader
4. Request to observe (GEMBA Walk) their direct report(s) at a minimum of one (1) day
5. Request to observe (GEMBA Walk) their administrative support for 4 hours
6. Request to observe (GEMBA Walk) with individual(s) who influence their day to day job
7. PAIRIN and how it will be used – PAIRIN will help determine areas of essential skills that could use improvement.
8. Homework – TED Talks, Book Reviews, discussions
9. Reflective exploration
10. Individually tailored around a core curriculum.
11. Data driven decision making
The Peak Academy coach will also request the leader to discuss his/her wants out of the Peak Academy Leadership Partnership. Emphasizing that the program is a partnership where both sides work together. Discuss what it is not:

1. Not an OHR program
2. Technical guidance – the leaders are the expert

Denver Peak Academy did not come up with these concepts, ideas are learned from reading books, discussions with leaders within the City and County of Denver, and practice. Partnership with the one on one leadership will last for the duration of the partnership as identified in the Statement of Work. The coach and leader will meet at least monthly face to face with a bi-weekly check in phone call.

**One on One Leadership**

Here are the learning Objectives for the next 5 months:

1. Coaching
2. Book Review
3. Standard of Work
4. Measuring Success
5. Observation (GEMBA Walk)
6. Running a Meeting

With each of the Learning Objectives, Peak Academy will be discussing the artistry of Colonel John Boyd who is the architect of the OODA (Observe, Orient, Decide and Act) Loop. OODA Loop is a military tactic that translates over to business management thinking strategies.

Colonel Boyd developed a process that captured the ideology of decision making in the cockpit for a fighter pilot which has proven to be very successful in military warfare. The reason for the success is the ability for the fighter pilot to use the technique to make thoughtful data driven decisions, quickly.

Utilizing this strategy with decision making within government, Peak Academy has modified the decision-making loop to the O.D.D.A. Loop:

1. Observe – Ask the why questions & watch
2. Data – Gather information
3. Decide – Make a decision using the data and what the leader has observed
4. Act – Test / Try it

Incorporating the government business decision making strategy helps ensure the user focuses on continuous improvement as well as limits decision making paralysis. The idea of the loop
supports the concepts of continuously striving to improve and if the loop is used effectively it can be considered a decision analysis (DA) cycle.

Using the ODDA Loop is an art and with repetition will help guide leaders to continuous improvement with the understanding that leaders may need to take a moment of rest to recalibrate and check in with their team during change. Using the O.D.D.A allows the leader to plan based on data and understanding the “why” prior to acting, which typically results in a better outcome.
Overview

When employees and business leaders realize the organization is in need of significant change, one of the first and most critical actions; appoint a team to spearhead a change initiative.

Typically, a Peak Partner's leadership consists of a project sponsor, with overall responsibility, seconded by project managers who focus on specific aspects. These people will be the change agents or the ones on whom the success of the organization’s change efforts will depend.

What makes good change agents?

When assessing potential candidates for roles as change agents, ask three questions:

1. **Do they have the right attitude?**
2. **Moreover, do they have the appropriate knowledge and soft skills?**

The Right Attitude

Change agents cannot succeed without significant persistence. Change is a complicated and labor-intensive process. Angry people, frustrated teammates, conflicting priorities, unforeseen problems and behind-the-scene resistance are typical daily challenges. Bright spots and change agents cannot lead teams through these difficulties without determination and stamina.

The Appropriate Knowledge

Bright spots should be seasoned change agents with a general understanding of the Partnership agency. Subject-matter experts should be involved in their respective area of responsibility. Having someone who understands Peak is just not enough. Expertise also brings the credibility and respect needed to succeed in their role.

Simply put, change agents better understand how an agency works – in particular, the process in which they are involved. Which entails understanding money, errors, amounts, and time. In addition to the relevant expertise, change agents also should be well-connected throughout the organization. Active relationships in all areas of the organization are essential in communicating effectively with stakeholders, developing teams, and designing a successful rollout.

Soft skills

Pressure on the project's leadership can be difficult. Change agents have to be able to operate during times of instability and uncertainty. They have to manage conflicting priorities, multiple customers, and the whirlwind. Therefore, to be successful as a change agent, one must possess the ability to remain highly efficient under pressure.

In addition to being well organized and disciplined, change agents need strong soft skills. Change agents are individuals who can get along with others, are motivated and driven, value-
focused, etc. In short, a disciplined and yet flexible approach is needed to tackle the challenges of change.

The best change agents are tactful and diplomatic. Soft skills are necessary, not so change agents can join in the game, but so they can better understand it.

To manage resistance, a natural part of the change process, change agents must start by understanding and acknowledging the resistance. They need much empathy, with excellent listening skills. Change agents must be able to put themselves in the shoes of people affected by the change.

To avoid resistance, change agents must learn to listen to the voice of customer and employees, and involve them in decisions whenever possible.

During the change, communication is the glue that keeps the organization together and moving toward the desired goal. Change agents need to be able to communicate effectively at all levels of the organization's boundaries.

**Preparing Peak Partners for The Transition Phase: Choosing a Good Leader for Change**

Change is never easy, and the failure rate can be high. Top management must take a hard look at the candidates for change agent positions, well before the Transition Phase of the Peak Partnership. Change Agents or the Transition Team should be identified during the Assessment Phases of the Peak Partnership and documented via the Example SOW.

If none of the in-company candidates closely match requirements of the job, then a search outside the organization might be required (but advised against – true change comes from within a team or department.

Once an organization finds the right individual to be its change agent for a project, management has one more commitment to making and assuring the change agent has 15-30% percent of their work time available to dedicate to the success of the team’s Wildly Important Goals (WIGs - video).

**The Appendix: Tools to Help Manage & Facilitate Continuous Improvement**

Change is never easy, and the failure rate can be high. Thus, we added an Appendix to this playbook, a set of tools one should leverage when becoming a change agent, developing their skills, or as a set of tools to support the development of others that are becoming change agents.

Lastly, the Appendix/Peak Tools are not weapons, but ways of facilitating the "Transition and Continuous Improvement Phase" of the Peak Partnership. These tools will help identify, implement, and sustain change for teams and their leaders if leveraged consistently, consciously, & out of love.
Overview
This section is designed to help the Peak Partner understand best practices about how to build a successful dashboard. It covers how to gather data, understand the needs of the partner and how to ultimately utilize a dashboard to show the success of the partnership.

***If you have not been trained in Power BI – get training before reading the rest of this page***

Data & Innovation
The ability to use data during your partnership is integral to it's success in many ways. Just like how we ask for metrics on the Innovation Form, we should ask for metrics related to the KPI's identified in the statement of work for the partnership.

Tracking relevant metrics will help you understand the problems in a more comprehensive way, and it will also help you show the success of the partnership down the road.

Data Gathering
- Start with a $/Δ exercise to get an idea of what your group is already tracking, how they currently use their data, and types of data they haven't used but would like to
  - It is important to tie this exercise to any Wildly Important Goals they have already agreed on, or any other performance related goals that have been identified
- Once you have determined the types of data needed, you should identify and locate any or all of the following:
  - The department or agency database, server, shared drive, etc.
  - Frequently used data sets
  - Individuals that can help you connect with data sources and give you access privileges (supervisors, managers, other analysts, etc.)

Dashboarding
- If you are familiar with Power BI, use the program to start uploading data sets and connecting to databases, servers, etc.
  - Pro Tip: once you start this process, it can become overwhelming fairly quickly. To help with this, chunk your Power BI files down to specific types of data and just save your files accordingly.
- There are a couple ways to go about creating dashboards for your partnership, and each of them have some pros and cons

Option 1
- Don't involve anyone else during your initial creation in order to avoid an apathetic response to dashboarding and performance tracking, or if it's likely that you'll face resistance
  - This can be useful because it allows you to independently discover relationships between data sets and uncover things that your partnership stakeholders may have not thought of.
  - It also allows you to become familiar with the data in an organic way, which is useful
down the road when you eventually start to involve more people, because you will be able to find things they ask for much faster.

- **Start to create pages in Power BI for literally everything you can find**
  - This may seem tedious, but it will help when the time comes to show your stakeholders what you've found.

- **After you get to a point where you've found everything you can show a data visualization for, schedule a meeting with one person at a time to show them your findings.**
  - The goal of these meetings should be to get their feedback about what is useful, what isn't and to identify anything that you couldn't find on your own
  - Use their feedback to pare down what you've already created and **structure your pages in a way that anyone in the team can understand**

- **Once you've applied changes based on feedback, go ahead and publish the dashboard and share it with anyone and everyone that may find it useful.**

**Option 2**

- **If you are fairly confident that a performance dashboard will be well received, identify one or two individuals to work with before you start creating visuals**
  - Get feedback from those individuals about what problems they are currently facing in their daily work
  - Use that feedback to find data sets that can help you create visuals to track the problems they tell you about

- **Utilize staff and management for feedback and determine the best way to communicate the dashboard to all parties that will utilize its information**

**Before Partnership Transition**

- **Identify at least 2 individuals who can "carry the torch"** after you're finished with the partnership
  - A good place to start is with individuals who have participated in giving you feedback, or individuals who have expressed an interest in Power BI
  - Make sure they take the Power BI training, and try to make it to the "use your own data" module to help them create something similar to the dashboard you've already made.
Overview
The 4 Disciplines of Execution - Chris McChesney

Many Lean and Process Improvement experts have expressed doubts around Lean tools being efficiently used in government or small to medium-sized organizations to consistently execute against team/organizational goals.

With that said, it is possible for small, medium or large groups to successfully implement evidence-based initiatives through Lean Methodologies and a combination of Change/Process Management Techniques (example; 4DX).

The 4 Disciplines of Execution

First, it can be difficult for employees to stay motivated and focused on the Wildly Important Goals (WIGs) of their teams and organizations, especially during Peak Partnerships. Given the Whirlwind of each employee's daily working and personal life, The 4 Disciplines of Execution by Chris McChesney and Sean Covey, should be leveraged to help each Peak Partner climb any mountain to accomplish their WIGs.

The following is an infographic of The 4 Disciplines of Execution:
According to Sean Covey (on the infographic above), “The 4 Disciplines of Execution are all about producing great results. The disciplines point from right to left because great teams execute from right to left—they hold themselves consistently accountable for performance on lead measures, which in turn drives achievement of [WIGs]. The compelling scoreboard, Discipline 3, is central because it displays the success measures on the goals for all to see. The cadence of accountability, Discipline 4, surrounds the other disciplines because it holds everything together. The circling arrow symbolizes the practice of regular, frequent accountability for the success measures on the scoreboard.”

Below are videos highlighting the specifics of the 4 Disciplines of Execution:

- **Discipline #1:** Focus on The WIGs
- **Discipline #2:** Act on The Lead Measures
- **Discipline #3:** Keep a Compelling Scoreboard
- **Discipline #4:** Create a Cadence of Accountability

**4DX: Innovation Execution Case Studies:**

1. **4DX Video**
2. The State of Georgia: Department of Health & Human Services

3. The 4 Disciplines of Execution Home Depot
4. **Hiring The Best in Less Time – CCD OHR-TA Partnership**

**The Appendix: Tools to Help Manage & Facilitate Continuous Improvement**

Change is never easy, and the failure rate can be high. Thus, we added an Appendix to this playbook, a set of tools one should leverage when becoming a change agent, developing their skills, or as a set of tools to support the development of others that are becoming change agents.

Lastly, the Appendix/Peak Tools are not weapons, but ways of facilitating the "Transition and Continuous Improvement Phase" of the Peak Partnership. These tools will help identify, implement, and sustain change for teams and their leaders if leveraged consistently, consciously, & out of love.
Overview
This section is designed to show you examples of how to successfully implement visual management within your partnership. Visual management can be a great tool to facilitate consistent progress towards specific KPI’s that are identified in the statement of work. It can also be used to celebrate success.

Types of Visual Management Systems

**Kanbans**: Kanban is Japanese for “visual signal” or “card.” Toyota line-workers used a kanban (i.e., an actual card) to signal steps in their manufacturing process. The system’s highly visual nature allowed teams to communicate more easily on what work needed to be done and when. It also standardized cues and refined processes, which helped to reduce waste and maximize value.

**How to utilize**: Something like the pictures below can be used to passively communicate information about things like:

- # of projects being worked on in the partnership
- Status of current projects
- Deadlines
- Celebration of successful projects
**Andons:** (Japanese term, “Lantern”) are used to alert teams about issues or opportunities for change via a light-based system. Their primary function is to show a problem visually as it occurs.

**How to utilize:** Something like the picture below can be used to alert your partnership stakeholders of issues related to the KPI’s that you’re trying to improve, such as:

- Parts of the process that still need to be fixed
- Widgets that are below the identified performance requirements
- Other issues that your partnership stakeholders have identified

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**Production Boards** are used to rally and focus teams around a mission and strategy. Like scoreboards, they track success against the competition, Wildly Important Goals (WIGs), or Peak Performance Metric. They help facilitate consistent, innovative, and accountable team huddles.
How to utilize: Something like the pictures below can be used to continually inform your partnership stakeholders about the current progress of your identified KPI's:

- # of widgets in progress
- # completed
- # over/under the goal
Identify Black Belt Attendees from Partnership
Throughout duration of Peak Partnership, identify possible Black Belt attendees
- Encourage Partnership leadership to help identify individuals to attend Black Belt Partnership agency should have 10-20% of staff trained in Black Belt upon completion of Peak Partnership
  - Number of partner current Black Belts and number of additional Black Belts to train should be outlined in the Partnership Statement of Work
  - Before partnership is established, if Black Belt placeholders are required, coordinate placeholders with Peak Staff responsible for Black Belt training
All staff interested in Black Belt training should have the opportunity to attend Black Belt
- Black Belt training should never be viewed as an exclusive club available to only certain individuals

Black Belt Training Agency Placeholders - Filling Spots
When a Placeholder spot has been established for individuals from a Partnership Agency for Black Belt training, follow the below guidelines.
- Placeholder spots should first be filled by individuals from the specific work group that the Peak Analyst will be working with.
  - Training individuals from your Partnership focus area will help create change champions within your Partner Agency.
  - Contact information for who will be filling a Partnership Agency Black Belt Placeholder should be sent to the Peak Staff responsible for Black Belt training no later than 3 weeks prior to the start of a Black Belt training class.

Identify Gemba Walks
Throughout duration of Peak Partnership, identify and schedule Gemba Walk opportunities for Black Belt training. It is your responsibility as the Peak Staff person in the Partnership to schedule and coordinate these Gemba Walks for Black Belt training.
- Encourage Partnership leadership and staff to help identify possible Gemba Walks Partnership agency should host 2 Gemba Walks per quarter of the Partnership for Black Belt training
- Number of Gemba Walks to be hosted by Peak Partner should be outlined in the Partnership Statement of Work
  - <3 month partnership – Two (2) Gemba Walks hosted
  - 3-6 month partnership – Four (4) Gemba Walks hosted
  - 6-9 month partnership – Six (6) Gemba Walks hosted
  - 9-12 month partnership – Eight (8) Gemba Walks hosted

Gemba Walk Tips
- Your Peak Partner has committed (in the Partnership Statement of Work) to helping us out by hosting Gemba Walks for Black Belt training. Be specific and deliberate regarding Gemba Walks that your partner will host. If you simply ask your partner to host a Gemba Walk, it's going to be hard to get them to commit.
  - Tell your partner, “you're going to host a Gemba Walk on this date at this time and we should look at X or Y process”.
- When identifying Gemba Walks, when possible, try not to disrupt partner work flow.
  - Occasionally you will need to simulate a process to conduct the Gemba Walk
- Gemba Walk should be able to accommodate a group of 6-9 people.
• Not all Gemba Walks need to include a "walk". Many processes take place behind a screen or in a small area.

Communications to Black Belt Coordinator and Peak Partner

• Communicate the Gemba Walk process details, Gemba group meet-up location details, and host information (name and phone number) with the Peak Staff responsible for coordinating Black Belt training.
  ○ Send Gemba Walk details to Peak Staff responsible for Black Belt training at least 1 week prior to the Gemba Walk date
  ○ Use the below template example of what Gemba Walk details to send to Peak Staff responsible for Black Belt training

Community Planning and Development: Residential/Commercial Zoning

(1-2 sentence overview of the process) - The process of simultaneously reviewing both residential and commercial zoning plan reviews.

• Capacity: 8 Participants
• Address: Webb Municipal Building, 201 W Colfax Ave Denver, CO 80202
  ○ Meet at 8:20am in Room 4.J.1
• Parking: As usual for Black Belt
• Host Contact: Teri Greenberg
• Peak Contact: Robert Peek (555-555-5555)

• Communicate with Peak Partner hosting the Gemba Walk the below details
  ○ All Black Belt Gemba Walks are scheduled on the Tuesday of Black Belt from 8:30-10:30am
  ○ Gemba Walk readouts take place the Tuesday afternoon of Black Belt between 1:10-2:20pm
    • Gemba Walk hosts are encouraged to attend Gemba Walk readouts if possible.
Overview

70 percent of organizational change fails as a result of employee attitudes and management behavior (according to McKinsey & Company’s “The Inconvenient Truth About Change Management”). Think of the quote from Office Space, “it is not that I am lazy, it is just that I do not care.” This quote is what some teams, agencies, and departments deal with on a daily basis. In Peak, we call them the laggards to change or the late adopters. While funny in the movies, this is frustrating for executives, leaders, colleagues, partners, and anyone that works with the actively disengaged employees that "just don’t care."

Set clear expectations and goals

Focus less on getting people on board (i.e., getting them to be comfortable with the change) and focus on getting them involved in the change (i.e., giving them a role).

Make sure your goals are SMART (Specific, Measurable, Attainable, Relevant, & Time-based).

E.g., we will implement a Work From Home Plan by the end of this month.

So be clear about how people can contribute to the change via the first and last three boxes of the Peak Innovation Form/A3 (Reason for Action, Current State, Future State, Action Plan, Results, and the Plus/Delta section).

Share information that helps people make decisions in line with the change, such as identifying the purpose, goals, expectations and what it means to them.

Provide autonomy and a sense of collaboration/consensus via Post-it voting, processing mapping, Plus/Deltas, Etc. PIE affects people and teams differently, but in general, people want to have control over their work environment.

Empower managers and employees to incorporate a change in the way that makes the most sense for them/their team. Permit them to find their solutions to implement the change.

Actively Listen

Validate people’s feelings by acknowledging their pain, loss, and anger over the change. People want dialogue, and acknowledging their voice or emotions, helps demonstrate their value to the organization.

Create forums for open, honest, two-way communication. Listen to feedback and act on it.

Establish Short-term Goals

People like to feel as though they are making progress toward the change, and they want recognition for their work. Create smaller, achievable milestones to increase the feeling of accomplishment and reduce change burnout.

Establishing short-term goals also provides opportunities to evaluate progress and feedback, and identify misalignment earlier in the process.

Celebrate Success Early and Often

Acknowledge people’s contributions early and often, both for progress in the organizational
change initiative thus far, and for what they have achieved in the past that helped get the team, innovation or project to where it is today.

Celebrating success increases employee engagement and motivation by illustrating that positive change is essential and those who have helped implement it are valuable.

Remember, getting 100 percent of people on board with the change, will not happen, but with the tools above, one can significantly improve team engagement and motivation. Making RIEs/Peak initiatives and success more consistent and continuous.
Overview
This is an example of how you can run a great "team retreat" for your partner, if they are in need of relationship and team building.

Event Highlights
- Tarp Game
- Gratitude Game
- Speed of Trust – 13 Trust Behaviors
- Team relationship dynamics
- Future State Brainstorming - innovations
- Drawing Activity

Sample Agenda

9:00 – 9:30: Introductions & Group Norms
- Tables of 4 people is best
- Introduce a teammate (just like black belt intros)
- Go over group norms for the day (just like black belt, good and bad behaviors)
- Introduce Gratitude Game

9:30 – 9:45: Tarp Game
- Unravel the tarp and tell people to stand around it
  - Have them all lift it up at once
  - Tell them the game
    - Tennis ball must circle each hole on the tarp clockwise
    - If it falls, have to start over
  - Let them have as many tries as it takes to complete
  - Once they do it correctly, toss another tennis ball on the tarp
    - Give them 4 tries max

9:45 – 10:15: Trust Activity
- Return to tables groups of 4
- Explain basic principles around the importance of Trust, and an overview of the book Speed of
Trust
- Give them a few minutes to read the handout
  - Without speaking to tablemates yet, have them determine a behavior they are good at, and one that needs improvement
    - They should write on stickies their reasons for why they are either good or bad at the behaviors they chose
    - After a few minutes, have each person go around the table and share with each other
    - Invite lots of discussion, and reiterate group norms
  - Once discussion starts to slow down, invite each table to choose one person to share with the whole class

10:15 – 10:30: Break!

10:30 – 11:30: Relationships Deep-dive
- Round 1 – Good Relationships
  - Groups of 4
  - Visualization: what are the best relationships I have? Who are the people? How do the relationships feel? What trust behaviors are practiced?
    - Visualize for 60 seconds – with eyes closed preferably
  - After visualization, have each person silently reflect and write down their thoughts about this on stickies

11:30 – 12:30: Lunch!

12:30 – 1:30: Innovation Visualization Exercise
- What does “breaking the rules” look like?

1:30 – 1:40: Break!

1:40 – 2:40: Drawing Activity, Gratitude & Action Outcomes
- Team drawing activity to show “future state”
- Pick 2 collective ideas to improve team unity and holistic customer service
- Picking individual “first steps” to innovation

2:40 – 3:00: Wrap-up & +/Δ
Overview
How do you prepare your agency for the transition phase of the Peak Partnership?
Set a date to transition out of the Peak Partnership, via the SOW (see example SOW here), then identify and develop Change Agents (Peak Green Belts and Black Belt) to continuously manage, nudge, and improve the organization's systems.

Developing Change Agents
When employees and business leaders realize the organization is in need of significant change, one of the first and most critical actions; appoint a team to spearhead a change initiative.

Typically, a Peak Partner's leadership consists of a project sponsor, with overall responsibility, seconded by project managers who focus on specific aspects. These people will be the change agents – the ones on whom the success of the organization's change efforts will depend.

Preparing Peak Partners for The Transition Phase: Choosing a Good Leader for Change
Change is never easy, and the failure rate can be high. Top management must take a hard look at the candidates for change agent positions, well before the Transition Phase of the Peak Partnership. Change Agents or the Transition Team should be identified during the Assessment Phases of the Peak Partnership and documented via the SOW.

If none of the in-company candidates closely match requirements of the job, then a search outside the organization might be required (but advised against – true change comes from within a team or department.

Once an organization finds the right individual to be its change agent for a project, management has one more commitment to making and assuring the change agent has 15-30% percent of their work time available to dedicate to the success of the team’s Wildly Important Goals (WIGs) (this should be reflected in the Statement of Work). Without this, the Peak Partner will find it hard to operate during and after the Transition Phase of the partnership.

The Appendix: Tools to Help Manage & Facilitate Continuous Improvement
Change is never easy, and the failure rate can be high. Thus, we added an Appendix to this playbook, a set of tools one should leverage when becoming a change agent, developing their skills, or as a set of tools to support the development of others that are becoming change agents.

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Overview
The Peak Analyst and Partner Agency/Team/Department should identify and establish goals around what they would like to achieve after the Peak Analyst is no longer in the partnership.

- What projects or innovations didn't get finalized?
- What innovations need to be continually managed and by whom?
- Is there anything in the statement of work that didn't get touched?

Remember, partnerships always have the flexibility to be extended outside of the original agreement, however it's a best practice to stick to the original plan.

Types of Goals

**WIGs**: If you have already established wildly important goals, use those to build off of. If not, work with your partners to identify them. There should only be one or two, and they should capture the idea of "why do we even exist?" - meaning, what would happen if the team or department ceased to continue.

**Daily**: these should be associated with things that need to happen on a daily basis. For example, public health inspections does daily food, pools, housing, child care and noise inspections. A certain amount of each need to be completed every day, which means that they have daily goals to achieve.

**Monthly**:

**Yearly**:

**Innovation Goals**
One of our most successful goals came from the partnership Melissa did with Animal Protection. She helped to establish a goal with their Director that requires every employee to complete at least one innovation per year. This is a perfect example of how to make sure that the work from your partnership continues after you leave, and it also helps to contribute toward our yearly savings goals.
Overview
Preparing and sending the Post Peak Partnership Survey or Peak Survey in general takes few quick minutes, if approached with the following tools and SOW:

1. Familiarize yourself with creating, sending, and analyzing Survey Monkey Surveys.
   a. SurveyMonkey - Creating, Sending and Analyzing a Survey

2. Before you create your own Peak Partner Survey or survey in general, try using one of the Peak Academy's Standardized Peak Partnership Surveys.
3. Lastly, review your survey via a Peak Peer or Agency Partner before sending out a survey to make sure the survey says and captures exactly what Peak and your Peak Partner want.
Overview
This section covers the "transition document", which is indented to provide your Peak Partner with information about the performance of the partnership, and suggestions for continued process improvement work post-partnership.

PEAK PARTNERSHIP WRAP-UP
AND TRANSITION PLAN

PARTNERSHIP HIGHLIGHTS

GOALS TEAM — The goals team disbanded industry committees, which has averted considerable risk and conflicts of interest, and allowed the team to explore better ways to receive community input while utilizing "data informed" methods to establish higher quality goals.

CERTIFICATION TEAM — The certification team was able to reduce their average busy season certification processing time from 72 days down to 40 days and has implemented many solutions to improve their process flow internally and for their customers.

DSBO Transition...
Overview
Continuously supporting Peak Partners, innovations, and achievements requires a strong Peak Partnership. Additionally, continuous communication, relationship building, and a process for knowledge transfer are the keys to organizational success and achievement, before, during, and after a Peak Partnership.

Continuously Supporting Peak Partners, Innovations, and Achievements After The Work Has Been Executed
1. **Be aware of the transition, and prepare to address and overcome them.**
   a. Peak Partnerships or projects include a bunch of denial and resistance. Therefore, the projects’ change agent(s) or facilitator(s) should prepare the team to continually monitor and track the project’s progress every 30 days (for 90 days total), as well as clear goals and expectations at every target or stage of the partnership/project.
   b. This cycle of accountability and communication, prepares the team to transition out of the project with a sense of accomplishment, direction, and optimism for future projects.

2. **Establish a change infrastructure.**
   a. Explain why the change was made and set expectations that clearly define the targets of the new process. Use your 30 day check-ins to review the actualization of the previously mentioned targets.
   b. Provide a supportive environment to use new skills, share feedback and coach a new performance level at least once a month (for 90 days) after the innovation is implemented or the partnership has met its WIGs or targets.

3. **Sustain the change by making sure your WIGs are SMART.**
   a. Use SMART to craft goals that are data driven & time-bound.
   b. Each letter of the SMART acronym stands for a key aspect of sustainable management & change implementation:
      i. Specific
      ii. Measurable
      iii. Attainable
      iv. Relevant
      v. Time-bound.

Lastly, continuously supporting Peak Partners, innovations, and achievements is not easy. So lean upon the Standard of Work, tools, and knowledge developed, tested, implemented, and archived in the **Appendix.**

**The Appendix: Tools to Help Manage & Facilitate Continuous Improvement**
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Overview of The Phases & Flow of A Peak Partnership
The first part of the section models the phases, flow, and a general framework of a Peak Partnership.

Please review the Example Peak Partnership SOW HERE.

1. Pre – Assessment Phase (approximately 1 month)
   a. Create an analysis of the Potential Peak Partner.
   b. Start creating the Peak Partnership’s SOW.
2. Assessment Phase (approximately 1 month long)
   a. Understand your agency, priorities, and needs.
   b. Build relationships and begin a action/innovation plan.
   c. Develop, present, and finalize the Peak Partnership’s SOW (w/at least 3 KPIs).
3. Execution Phase (approximately 6 months long)
   a. Facilitate implementation of employee innovations.
   b. Celebrate and report out achievements.
   c. Coach leadership and develop change agents.
4. Transition Phase (approximately 1 month)
   a. Prepare agency to continue innovating after Peak is no longer within an agency full-time.
5. Follow-up Phase (approximately 3 months)
   a. Phased, part-time continuation of supporting staff, guiding innovations, and celebrating employee achievements.
   b. Establish a mechanism for nudging and sustaining continuous improvement.
6. Continuous Improvement Phase (Ongoing)
a. Continuously support Peak Partner via 30-day check-ins and see how their continuous improvement journey is going. Also see if Peak can be of assistance (if there is availability or backup).
PEAK PARTNERSHIP SOW: ECONOMIC DEVELOPMENT – DSBO

Statement of Work – DRAFT

State Date: April 9, 2018
End Date: March 29, 2019
Executive Sponsor: Amy Edinger
Partner Staff: Demarcus Peters
Peak Staff: Patrice Hawkins & Drew Brown

About Peak Partner

The mission of the Office of Economic Development (OED) Division of Small Business Opportunity (DSBO) is to support the growth, capacity, and sustainability of minority, women owned (M/WBE) and other small disadvantaged businesses (SBE). DSBO encourages the utilization of small and disadvantaged businesses on construction projects, professional services projects, and procurement of covered goods and services, as well as participation on Denver International Airport (DEN) concessionaire opportunities.

DSBO oversees compliance goals on City & County of Denver and Denver International Airport (DEN) contracts for small business (SBE, EBE, SBEC), Minority/Women Business Enterprise (M/WBE), and federal (DBE, ACDBE) certifications. DSBO also administers the Construction Empowerment Initiative (CEI) Mentor-Protégé Program in support of the City & County of Denver’s core value of growing small and disadvantaged businesses throughout Denver.

Partnership Summary

This Statement of Work supplies an overview of the initial assessment by the Peak team members and details the projected deliverables to accomplish the objectives of the Peak Partnership. Throughout the duration of the partnership, the Peak Team Process Improvement Specialists will present and facilitate process management and change management tools and concepts; guide innovations; and collaborate with staff to implement innovations relating to agency vision and the partnership focus.

The objective of this Peak Partnership is for the Peak Academy to assist the OED-DSBO team in identifying opportunities for improvement within the Certification, Goal Setting, and Compliance processes, while implementing solutions to deliver greater value to DSBO customers.

The primary goals for this Peak Partnership with OED-DSBO include:
- Reducing the time it takes to certify small businesses
- Improve the goal setting process and incorporate more data driven decision making
- Increase the amount of on-time payments from Primes to Subs
- Increase the aggregate amount WMVE/MBE/SBE utilization on city contracts

The Peak Process Improvement Specialists will spend approximately 80% of his/her time with the OED-DSBO throughout the duration of the Peak Partnership.
Assessment

General Observation Regarding Partnership: The DSBO team is aware of the goal to decrease disparity of minority and women owned business, and to grow small businesses in the City and County of Denver. However, minimal usage of data, inconsistent standard work, and gaps in proper training has created an environment of instability, poor communication, and an imbalance of workload. Additionally, the DSBO staff are committed and passionate about their work and have a true desire to innovate and improve the experience and outcomes for their customers.

Process Improvement Training
- 9 FTE from DSBO, including the (including supervisors, managers and director) are currently trained in Black Belt. 5 FTE are trained in Green Belt.

Staff Interview Feedback: This feedback was gathered from one-hour interviews with every staff member in DSBO. The categories below were identified as emerging themes.

Onboarding
- Nearly every staff member interviewed said that the onboarding experience was not helpful and very limited, if it occurred at all.
- Most staff report that they “onboarded themselves”.
- No standard of work or formal onboarding procedures.
- Some reported that the job description at point of hire did not match the actual daily work.

Training
- Most staff members interviewed said that they were not formally trained nor provided adequate time to learn.
- Some forms of limited training occur as other staff have time, however, there is currently no formal training procedure.
- Every staff member reported that the training they received was different than training that their peers received, meaning nearly everyone has been trained differently.
- Job roles, duties, and expectations are not clearly defined or understood from the beginning of the process to the end.

Standard of Work
- There are some attempts at the creation of standard or work going on currently, however, it has not been established in each area of DSBO.
- Staff report that things are done differently depending on who they were trained by and what location they work at.
- There aren’t formalized processes for each step of the work.
- Most staff report there isn’t a backup for their workload, it would sit at their desk or cause additional backlogs if redistributed to other staff.

Intake
- Most staff expressed a need for additional support for the multiple tasks associated with intake
坯亮伙伴精神 SOW:
经济开发 - DSBO

- 员工认为，额外的教育和宣传工作将有助于平滑化客户流程。
- 工作站填补了许多角色，且没有指定或可持续的后备，这在月度基础上明显。
- 平均申请数（每月）：200-250
  - 新认证：
  - 重认证：
  - 恒定声明：
  - 互通认证：
- 平均申请前天数：

认证
- 新认证占用大部分时间。
- 审核认证文件也占用大量时间。
- 员工报告称，认证分析师不熟悉规定及法规，应更熟悉。
- 一些人指出，认证发布会议不增加价值，且涉及未执行到最终目标的认证。
- 一些人报告称，现场审计未以标准方式在团队内进行。
- 当前积压是209个应用。
- 当前认证平均天数为62.5天。

合规
- 合规协调员花费了80%以上的时间进行数据清理和数据录入，留下很少的时间进行彻底合规。
- 数据录入在合规中存在。
- 对于那些非合规（大公司）存在缺乏问责制和制裁。
- 信息和数据录入似乎在系统中丢失，但没有指标表明，员工都在关注错误。
- 不是所有合规分析师都是专家，对于理解规则和规定。

目标
- 基于反馈，目标设定过程通常是主观的，并且通常会遇到利益冲突。
- 数据的使用量很小，以确定最终目标。
- 大多数委员会会议没有达成充分的共识（95%）。
- 参会者参与委员会会议已成为一个长期问题。
- 非所有委员会成员均以准备的方式参会。
- 目标决定通常不反映或考虑市场容量。

领导
- 存在领导不倾向于委派责任或项目给所有团队成员的观念。
- 希望看到上级管理的沟通增加。

Peak Partnership Statement of Work 3
PEAK PARTNERSHIP SOW: ECONOMIC DEVELOPMENT – DSBO

- Staff expressed a desire for independence in decision making in areas of expertise with a balance of support and guidance from leadership.

Culture
- Communication is not clear or consistently shared with everyone on the team from leadership.
- Staff would like a clear vision of goals and the vision for DSBO, increased measurement of outcomes.
- While staff embrace change, innovation, and improved ways of running the program, the pace of change and projects does not appear prioritized or balanced.
- Staff unanimously like and believe in the impact DSBO has in the Denver community. Many expressed desire to make a difference and build relationships in the community as favorite aspect of their work.
- In some areas, trust and transparency is lacking for the team.

B2G
- Most employees have said they think the tool could work well, but it isn’t being utilized to its full potential.
- Not all employees are aware of the reporting tools or how to use them.
- Most employees have said it isn’t user friendly for internal staff or external customers.

Process Improvement Tools Currently Used
- Standard Work: While not formally used, the team is aware of the need for standard work and is currently attempting to create various manuals to assist new and current employees.
- Data/Dashboarding: Data is available to the team, which some utilize on a regular basis. However, there is much opportunity to use data to inform performance and team objectives more frequently.
- Voice of the Customer: Staff hear the voice of their customers regularly and are aware of concerns. However, there is not a formalized strategy to use the feedback for improving customer service.

Openness to Innovation
- Based on feedback, it appears each staff member is ready and willing to innovate.
- Many have put forward ideas and have voiced their readiness to participate in innovations and improvements.
- The primary barrier to innovation in the past has been a lack of clarity and consistency among staff in each team.
- There is a desire to communicate, celebrate, and share ideas and innovations.
- Also, innovation at DSBO has traditionally been “silied”, meaning that some individuals are tasked with innovation while others are not included in the effort.
Performance Objectives

The performance of the Peak Partnership will be measured on the following KPIs:

Certifications:
Length of time to certify a business
- Current State:
  - 2018 avg. 47.9 Days
  - 2017 avg. 65.3 Days
- Goal: 30 Days

Increase the # of Certified MWBEs
- Current State:
  - 970
- Goal: By 5% year 1; 10% year 2; 15% year 3

Goal Setting:
% of goals using data/formula for goal setting decision
- Current State: 0
- Goal: 100%

How many fulfilled goals match the stated goal
- Current State: 80% over, .0001% match, 20% under
- Goal: Reduce “under” goal by 5% year 1; 10% year 2; 15% year 3

Compliance:
% of Primes paid on time by the city
- Current State: ?
- Goal: ?

% of Primes that pay Subs within 7 days of receipt of payment from city
- Current State: ?
- Goal: ?

% of Certified firms used by Primes
- Current State: 475 (roughly 30%)
- Goal: ?

% of Certified firms with bonding

Peak Partnership Statement of Work
The performance of the Peak staffer will be measured accordingly:

- Meeting of service-level agreement (utilization rate)
- Partner satisfaction with services
- # of completed innovations
- Improving at least one KPI/WIG: *Reduce the time it takes to certify a small business*
- Exit survey

### Projects and Innovations

DSBO Black Belts and staff currently have identified numerous innovation opportunities which will be incorporated into the Peak Partnership. A high-level overview of identified innovations and proposed ideas are included below:

- **Current Innovations Identified or In Progress from DSBO Black Belts**
  - Consolidation of filing to reduce search time and errors/prepare for move: Natalie Fraunfelter
  - Kudos Card staff celebration: Lynn Carroll-Southard

- **Team Ideas and Potential Innovations**
  - Onboarding Standard Work
  - Skype Site Visits for long distance
  - Clear and Standard Compliance Policies/Sanctions Process
  - Regular workshops with customers to educate on topics such as proper way to fill out an LOI
  - Formal training for each team (Intake, Certification, Compliance)
  - Standard work for interpreting ordinance and regulations
  - A report that mirrors the Worksheet Summary
  - A form (Excel with formulas and calculations) to conduct a business valuation. Are firms meeting criteria based on calculation?
  - Create networking opportunities for small business to build relationships and learn from Subs and Primes
  - Staff training to capture the full process from certification to the bid process.

Peak Academy proposes scheduled monthly workshops around the below topics to identify opportunities for improvement and to establish action plans for implementation of improvements. Additionally, workshops are proposed for 2-3 hours each, scheduled as needed, and include diverse representation from DSBO staff.

- **Proposed Monthly Workshops:**
  - Intake and a workload analysis
  - The Certifications process/ Certification Compliance
  - Goal Setting process: Dashboarding and data informed decisions
  - The Compliance process

### Partner Commitments
• **Training:** Identify at least one (1) candidate per month for Black Belt training in 2018. Enable the selected candidates to participate in the full, weeklong Black Belt training.
  o All staff will attend either Black Belt or Green Belt Training
  o All Supervisors/Managers will attend Black Belt Training or Green Belt for Leaders
• **Gemba Walks:** Support Peak Academy Black Belt training by hosting process Gemba Walks within the agency. Peak Analyst will help to identify and schedule Gemba Walks.
• **Staff Availability and Support:** Commit to reasonable availability of agency staff for trainings, process improvement events, and assistance for the completion of deliverables identified in this SOW. Executive, management, and supervisory support is critical in executing this SOW.
• **Workday Goals (Recommended):** Modify the Workday Goals language for agency staff and supervisors to include expectations about completing innovations around continuous process improvement.
  o All staff will submit at least (1) innovation during the partnership
### Partnership Timeline

Key points of the partnership timeline

- Assessment phase (Red)
- Execute phase: Standing office hours, workshops, partnership debrief meetings, innovation follow-up (Blue)
- Transition (Orange)
- Follow-up Green

#### Projected dates and timeframes:

<table>
<thead>
<tr>
<th>Date</th>
<th>Key Activities</th>
</tr>
</thead>
</table>
| 4/23/2018  | • Begin Peak Partnership
             | • Begin Assessment phase |
| 6/26/2018  | • Assessment completed
             | • KPIs/WGIs identified & communicated
             | • Review Statement of Work |
| 7/6/2018   | • Sign Statement of Work
             | • Begin Execute phase |
| 7/6/2018   | • Partnership status meetings are scheduled
             | • Training Plan completed |
| 7/19/2018  | • Workshop & Process 1 - Intake |
| 8/15/2018  | • Workshop & Process 2 - Certifications |
| 9/11/2018  | • Workshop & Process 3 - Goal Setting |
| 10/2/2018  | • Workshop 4 & Process 4 - Compliance |
| 11/13/2018 | • Workshop 5 - Hold for Additional Workshop |
| 1st Qtr. 2019 | • Begin Transition Phase |
| 1st Qtr. 2019 | • Peak Champion development completed |
| 1st Qtr. 2019 | • Follow-up Phase: wrap up coaching sessions, facilitated innovations, and Innovation support |
Acceptance

The Peak Partner named below verifies that the terms of this Statement of Work is acceptable. The parties hereto are acting with proper authority by their respective organizations.

Office of Economic Development-DSBO
Peak Partner

Signature & Date –
Director of Operations, Amy Edinger

Signature & Date –
DSBO Director, Demarcus Peters

Peak Academy

Signature & Date – Peak Manager,
Melissa Field/Jerraud Coleman

Signature & Date – Peak Staff,
Drew Brown

Signature & Date – Peak Staff,
Patrice Hawkins

03_DSO
Statement...
<table>
<thead>
<tr>
<th></th>
<th><img src="image1.png" alt="Image" /></th>
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<td></td>
<td>03_DSBO</td>
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<tr>
<td></td>
<td>Statement...</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td><img src="image2.png" alt="Image" /></td>
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<tr>
<td></td>
<td>04_DSBO</td>
</tr>
<tr>
<td></td>
<td>Statement...</td>
</tr>
</tbody>
</table>
Peak Partnership SOW Template

Wednesday, April 15, 2020  5:25 PM

PEAK PARTNERSHIP SOW: PARTNER AGENCY

---

Statement of Work – DRAFT

State Date: 
End Date: 
Executive Sponsor: 
Partner Staff: 
Peak Staff: 

---

About Peak Partner

2 paragraphs max about the partner

---

Partnership Summary

This should be a very high-level description of the goals of the partnership

The primary goals for this Peak Partnership include:
  • Add specifics here

---

Assessment

General Observation Regarding Partnership: 1 paragraph about your assessment

Process Improvement Training
  • Who is trained in green and black belt? Just show numbers (or specific staff if it’s a small group)

Staff Interview Feedback: This feedback was gathered from one-hour interviews with every staff member. The categories below were identified as emerging themes.

  Category
    • notes

  Category
    • notes

  Category
    • notes
Performance Objectives

The performance of the Peak Partnership will be measured on the following KPIs:

1. **KPI 1:**
   - Details

2. **KPI 2:**
   - Details

3. **KPI 3:**
   - Details

The performance of the Peak staffer will be measured accordingly:
- Meeting of service-level agreement (utilization rate)
- Partner satisfaction with services
- # of completed innovations
- Improving at least one KP/WG: Primary KPI here
- Exit survey

Projects and Innovations

Note identified innovations during your assessment and interviews:

- **Innovation Name**
  - details

- **Innovation Name**
  - details

- **Innovation Name**
  - details

Partner Commitments

- **Training:** Identify at least one (1) candidate per month for Black Belt
  - All staff will attend either Black Belt or Green Belt Training
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Signature & Date –
DSBO Director, Demarcus Peters

Peak Academy

Signature & Date – Peak Manager,
Melissa Field/Jerraud Coleman

Signature & Date – Peak Staff,
Drew Brown

Signature & Date – Peak Staff,
Patrice Hawkins
1. TEMPLATE Statement...

2. TEMPLATE Statement...
Overview
When you’re ready to scope out a Rapid Improvement Event (RIE) or Peak event/workshop, the documents in this section will help you to plan, communicate, facilitate, & manage a Peak Partnership event.

1. Peak Event Charter with a description of the event’s roles & responsibilities – Template

2. Peak Event Letter with introductions & logistical insights – Template
Hi Diana,

You are receiving this email because you have been chosen to participate, as a Team Member for the Contract Compliance – Post Award & Monitoring Rapid Improvement Event (RIE). This event is scheduled for September 23rd - 27th. As a Team Member, you have been designated as someone who either knows this area as a subject matter expert or as someone who can provide “fresh eyes” for the team. These are both very important roles as we have discovered that the process benefits tremendously from people who both know the area and those that can provide a novel perspective.

During the event we will be working from 8:00 a.m. to 5:00 p.m. Monday, September 23rd through Thursday, September 27th, and then presenting our findings to Paul Washington and other members of the CEO staff on Friday, September 27th, from 0:00 a.m. to 9:00 a.m. A separate invite via Outlook calendar will be forthcoming. Mark Milburn will be the Team Lead and I, Faustina Payán, will be your Lean Facilitator. You will be getting additional information from me as we get closer to the date.

If you have any questions regarding the content of this RIE, please contact, Chris Martinez at Christopher.Martinez@denvergov.org. Questions regarding the process, you’re welcome to contact me.

I look forward to seeing you soon,

Faustina Payán | Associate Process Improvement Analyst
Budget & Management Office | Peak Academy | City and County of Denver
720.913.9541 Phone | 303.547.8034 Cell
faustina.payan@denvergov.org

3. Peak RIE/Event Agenda – Template

![DEPARTMENT & AGENCY AGENDA](image)

**DEPARTMENT & AGENCY AGENDA**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAA</td>
<td>1:30pm – 2:30pm</td>
</tr>
<tr>
<td>BBB</td>
<td>2:30pm – 3:30pm</td>
</tr>
<tr>
<td>CCC</td>
<td>3:30pm – 4:30pm</td>
</tr>
</tbody>
</table>

4. How to Select RIE Team Members – leverage & share this document
RIE Team Selection:

- Select those team members who will make the RIE process a win/win, along with one or two those who are solid performers but may resist change
- Not a popularity contest but a chance to step up and to learn about process improvement
- Members need to be able to dedicate a solid four days, Monday – Thursday, and a half hour Friday morning
- This is an honor to be selected as it is indication that they know their job well, members should be championed to make the RIE a success
- Be careful of anyone who instantly volunteers, motivation should be questioned
- The team members role should be clearly defined
- Ideally, only 6-8 members should make up the team, too many will make the week less rapid
- The whole team is responsible for the work that needs to be done with the suggestions; the Sponsor and Owner are not individually responsible.
- Only a few members be in a Management role:
  - This give a chance to allow someone to develop a new skill
  - Affords the front lines of the process to speak when they may have never been asked
  - Allows for members to speak freely without worry of repercussion
- Individual strengths and expertise should be tapped into if necessary
- Utilization of close relationships within the office that are outside the team should be utilized to get the job done
- Figure out what members are best at and encourage them to apply it to the team environment
- Participants should have their work duties adjusted. They’ll be away from their desks for four days and should focus on RIE activities, not the work that piles up at their desks.

5. Event 30.60.90 Day Follow-Up Meeting – Template
6. Innovation Form/Event A3 PowerPoint – Template for documenting & presenting an innovation to a Peak Partners & Executives (before, during, & after a Peak Event)

7. Gemba Walk Reference Guide and Template
Overview

Gemba is a Japanese word for "the real place". The idea is simple: if you want to know how a process really works, go to where the work is actually done and watch it in person so you have a deep personal experience. This process allows you to identify waste and provides insight into the actual process.

1) Clearly scope the process & the context of the process.
2) Identify steps that don't add value.
3) Provide feedback to the group that hosted the Gemba walk as an outside observer.

As you complete a Gemba Walk, take notes & answer these questions:

<table>
<thead>
<tr>
<th>Questions to ask the host(s) of the Gemba Walk</th>
<th>Answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is the name of the process you are going to &quot;walk&quot;?</td>
<td></td>
</tr>
<tr>
<td>Where does the process start?</td>
<td></td>
</tr>
<tr>
<td>Who are the customers &amp; what do they value in this process?</td>
<td></td>
</tr>
<tr>
<td>What are the steps in the process?</td>
<td></td>
</tr>
</tbody>
</table>

Page 1 of 2

2nd Quarter 2013
### Event Prep Checklist – Template

**RIE Prep Checklist**

<table>
<thead>
<tr>
<th>2 Months Prior to Event</th>
<th>1 Month Prior to Event</th>
<th>1 Week Prior to Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Executive Sponsor selects Process Owner</td>
<td>1. Review “2 months before” checklist. Resolve open items.</td>
<td>1. Review “2 months before” and “1 month before” checklists. Resolve open items.</td>
</tr>
<tr>
<td>2. Executive Sponsor &amp; Process Owner select Team leader.</td>
<td>2. Metrics Baseline and Target have been defined.</td>
<td>2. Finalize understanding of metric data</td>
</tr>
<tr>
<td>3. Clearly cover roles with Executive Sponsor, Process Owner and Team Leader.</td>
<td>3. Determine actual customer demand, lead time, and cycle time of delivery. (If appropriate)</td>
<td>3. Prepare supplies and logistics for the team.</td>
</tr>
<tr>
<td>4. Executive Sponsor &amp; Process Owner select team members. (Avoid using the Team Selection Document)</td>
<td>4. Determine actual throughput for event area (if appropriate)</td>
<td>4. Send RIE Charter to all participants.</td>
</tr>
<tr>
<td>5. Team members are selected, alerted and committed to 100% of event week</td>
<td>5. Determine total hours worked (if appropriate)</td>
<td>5. Provide Lean Basics/TOI training to RIE team (optional)</td>
</tr>
<tr>
<td>6. Consultants are alerted and commitment explained</td>
<td>6. Review actual customer complaints, audit results, list top 5 quality issues. (If appropriate)</td>
<td>6. If not #5, introduce yourself to each RIE team member</td>
</tr>
<tr>
<td>7. Process Trigger and End are clearly defined</td>
<td>7. Executive Sponsor, Process Owner and Team Leader finalize RIE Charter.</td>
<td>7. Put up a blank flipchart in the event area to get suggestions and questions for clarification.</td>
</tr>
<tr>
<td>8. Metrics have been selected</td>
<td>8. Create the “You Are Here” picture</td>
<td></td>
</tr>
<tr>
<td>9. Event is scheduled in RIE Calendar, room is reserved</td>
<td>9. Kick Off &amp; Read Out invitations are sent</td>
<td></td>
</tr>
<tr>
<td>10. Review RIE Charter and RIE Prep Checklist with Supervisor/Sensei</td>
<td>10. Invitations for All Day (Monday – Thursday) Debrief(s) are sent</td>
<td></td>
</tr>
<tr>
<td>11. Update RIE Charter as required</td>
<td>11. Review availability of all necessary areas, equipment and supplies. Request the port to be lit in room.</td>
<td></td>
</tr>
</tbody>
</table>

Here are the Word, PPTX, & PDF versions of the templates & examples above:
<table>
<thead>
<tr>
<th>#</th>
<th>File Name</th>
</tr>
</thead>
</table>
| 1   | ![File](image1)  
|     | 2. Event Charter. T... |
| 2   | ![File](image2)  
|     | 3. Event Intro Lett... |
| 3   | ![File](image3)  
|     | 4. Event Agenda. T... |
| 4   | ![File](image4)  
|     | 5. How to Select RIE... |
| 5   | ![File](image5)  
|     | 6. Event 30.60.90 ... |
| 6   | ![File](image6)  
|     | 7. Event A3. PowerPoi... |
| 7   | ![File](image7)  
|     | Gemba Walk Refe... |
| 8   | ![File](image8)  
|     | 9. Event Prep Chec... |
Overview
When you're ready to facilitate a Value Stream Analysis for the Peak Partnership, leverage the documents below to scope, organize, manage, & facilitate a VSA – an analysis of the system of work/process that the Peak Partner would like to improve for the Peak Partnership. Some or most of your Peak Partner's KPIs will come out of this effort/VSA.

1. VSA Modules & Templates. Below are a few examples of the VSA slide deck & tools. Please access & open the documents you need/want at the bottom of this page.
HOW TO USE A IMPACT EFFORT MATRIX

- Collect ideas or solutions
- Brainstorming session
- Earlier analysis
- Construct a 2x2 matrix
- Effort to implement the idea along one axis
- Impact of the idea along the other axis
- Quickly determine the effort and the impact of each idea
- Place each idea in the matrix according to their values for each criterion
  - At the intersection of impact and effort
  - Implement the selected solutions or ideas
  - Ideas that are high impact and low effort should be considered first
  - Ideas that are low impact and high effort should not be implemented
  - They take time which could be better used on other tasks
- Use common sense – especially near the borders

FUTURE STATE

2017 Peak Academy VSA & BIT Module Workshop
2. VSA Workbook – an Excel spreadsheet that can help you & your team quantify (& cost out) the value of process/value stream steps – Template

<table>
<thead>
<tr>
<th>Facilitate</th>
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$ 31 $ Cost/ Hour

5.05 Total Task Hours / Single Item Flow (Weighted)

$ 156.55 Single Weighted Soft Cost ($ Cost / Hour * Weighted Task Hours)

$ 10 Fixed Cost

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Overview
Use this section to find helpful project management tools for use during your partnership!

Action Item Tracking
Use the below format to capture and track action items as you move through the execute phase.

Roles & Responsibilities Matrix
Use the below format to assist with determining roles & responsibilities. This type of matrix is amazingly helpful when trying to solve issues related to lack of accountability, unclear roles and duties, missed communication, etc.
# Traffic Signal Delivery

## Roles & Responsibilities Matrix

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<th>Identify SSIS</th>
<th>Pressure Design</th>
<th>PRE Review w/ ER</th>
<th>Delivery Method</th>
<th>ID Construction SSIS</th>
<th>Order Forms</th>
<th>Complete Design Plans (50-100%)</th>
<th>Signal Timing (30%)</th>
<th>Schedule Construction (on-call)</th>
<th>Concurrency Conflicts</th>
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Start with TRUST!
If your partnership is getting stuck with change management, it’s likely that there are some lingering trust issues that need to be sorted out. Below is a guide to teaching trust and facilitating trust workshops.

- If you plan on running a trust workshop, read the book first!
Many copies in the Peak library – can listen on audiobook as well
Pay attention to the 13 trust behaviors, 4 cores of credibility, self & relationship trust
Check out this presentation made for the Peak book club for a good overview of the book

Overview
This page will tell you everything you need to know to run a successful trust workshop :)

Pre-Workshop
Before running a workshop, utilize the following checklist to prepare:

- Create agenda using this agenda template - print copies for workshop
- Review & print copies of 13 Behaviors Handout – use in workshop
- Find the big blue tarp with 5 holes in it – make sure the workshop room can accommodate an open space large enough to use the tarp
- Make sure your workshop box has 2 tennis balls & plenty of stickies and sharpies + sticky dots for voting purposes
- If you choose to do the gratitude game – use this gratitude game template – print copies and make sure to pre-fill it with every participants names
- Gather enough thank you cards for each person
- Gather tissues to share out with participants
- Print enough copies of the Peak Innovation Form for each person
- Use/adapt/modify this presentation to fit the workshop's needs
- Try to have groups of 4 people if possible – this makes for better discussion

Running the Workshop
Suggested flow:

Start with Introductions
- Instruct participants to pair up, ask each other the following:
  - Name
  - How long have they been in their current role
  - What are they currently reading/listening to
  - What is their proudest moment with the City so far – or in a previous role/organization
- Have participants introduce their partner to the class

Go over group norms (this is important for trust conversations)
- Conduct this how we normally do on the first day of black belt training
What behaviors do we want to see?
○ What behaviors do we want to avoid?
• Do a readout

Gratitude Game
• Give everyone a copy of the gratitude worksheet (make sure that you have pre-filled with names)
• Instructions:
  ○ Before the workshop is over – every space on the worksheet must be filled in with gratitude!
  ○ DON’T TELL THEM THIS YET: they will be required to go up to each individual to personally deliver the gratitude they wrote down at the end of the workshop

Tarp Game (optional but recommended)
• Lay out the tarp, instruct participants to do the following:
  ○ Stand around the tarp evenly, pick it up
  ○ Tell group that both hands must remain securely on the tarp at all times
    • Show them the tennis ball, and tell them they may not touch it unless it falls through a hole or comes off the tarp
  ○ Objective for the game:
    • Make the tennis ball do a clockwise circle around each of the 5 holes (you pick which hole to start with – usually end with the hole in the middle) without falling through a hole!
    • If the ball falls though, they have to start over
  ○ Continue the game until they are successful
    • If they complete it – toss on a second tennis ball and repeat
• When game is over
  ○ Stress the importance of constructive communication – this is the foundation of trust
  ○ Ask how they liked the game!

Self & Relationship Trust Activities
• Give everyone a copy of the 13 behaviors sheet
  ○ Depending on time constraints – either run through each behavior with them (via the worksheet or this PPT), or have them read it silently
• First activity
  ○ Instruct them to silently reflect (for about 5 minutes) on 2 behaviors they practice well & 2 they need improvement on – all from the perspective of "self trust" - meaning their relationship with themselves
    • ***Have them document their behaviors on separate stickies – create a sticky sheet for SELF TRUST and have them put them up later
  ○ Have each individual stand up and tell the group about the behaviors they chose and why the chose them
• Second activity
  ○ Do the same thing, but this time – from the perspective of "relationship trust" - meaning their relationship with others (they can choose personal or professional relationships – depending on the focus of the workshop)
    • ***Have them document their behaviors on separate stickies – create a sticky sheet for RELATIONSHIP TRUST and have them put them up later
  ○ Instead of individual report-out – allow them to discuss with the people at their
tables – then have them select 1 or two from each table to talk about what they discussed

• **Third Activity**
  - This time, instruct them to silently reflect on their WORST PERSONAL relationship – what trust behaviors are absent or practiced poorly?
    - This will be hard for many of them – not fun to think about this one!
    - Provide tissues – not kidding
  - Instruct them to go around the table, giving each person a chance to speak about their worst personal relationship and the missing/poor trust behaviors associated
    - Once they have all had a chance to speak, invite volunteers to share with the whole class
    - After enough sharing – hand them a card each, tell them to write a thank you note to that person

• **Fourth Activity**
  - Have them silently reflect on their BEST PERSONAL relationship – what trust behaviors are practice well?
    - Give them time to talk to each other about this after reflection
    - ***Have them document the behaviors on separate stickies – create a sticky sheet for GOOD RELATIONSHIPS and have them put them up later
  - After discussion, talk to the group about how the behaviors identified in this activity are the key to strong and healthy relationships – begin to practice them more intentionally!

**Team Trust Activities**

• **First Activity**
  - Instruct them to silently reflect (for about 5 minutes) about the trust behaviors – and associated actions - that the TEAM doesn't currently practice well or needs improvement on (no limit of # of behaviors)
    - This is focused on behaviors that the team practices (if you were to consider the team to be a single organism)
    - ***Have them document the behaviors on separate stickies – create a sticky sheet for TEAM TRUST and have them put them up later
  - Have each table group discuss long enough without getting upset!
    - The discussion for this can be intense, so be sure to go back to group norms if needed

• **Second Activity**
  - Visualization: have them silently reflect on the best/healthiest/strongest team they have come across – what behaviors does that team do well?
    - If they can't think of a team, they can think of a company as well
    - ***Have them document the behaviors on separate stickies – create a sticky sheet for HIGH TRUST TEAMS and have them put them up later
  - Discuss as a group afterwards

**Team Trust Innovation**

• **First Activity**
  - Hand out an innovation form to everyone – instruct them to brainstorm innovations as a team to practice behaviors like the ones they identified with HIGH TRUST TEAMS as well as GOOD RELATIONSHIPS
    - This activity should be targeted towards just-do-it innovations that the team can begin when they get back to work
    - Project type innovations are ok too – but focus on quick wins first
Instruct each table to come up with at least 3 innovations
  - Do a readout after they have had enough time to brainstorm
  - ***Have them document the ideas on separate stickies – create a sticky sheet for TEAM TRUST INNOVATIONS and have them put them up
- **Second Activity**
  - Create an action plan based off of the most popular ideas
  - You can streamline this by giving each person a sticky dot and have them walk up to the sticky sheet to vote

**Gratitude Game Wrap-up**
- Give everyone a few minutes to make sure they have written down gratitude about EVERY person on the list
- Once they’re done – tell them they have 10 minutes to get out of their seat and PERSONALLY DELIVER their gratitude!
  - Take pictures – this is usually a happy time for people :)

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Overview
When you're ready to facilitate a Value Stream Analysis for the Peak Partnership, leverage the documents below to scope, organize, manage, & facilitate a VSA – an analysis of the system of work/process that the Peak Partner would like to improve for the Peak Partnership. Some or most of your Peak Partner's KPIs will come out of this effort/VSA.

1. Peak Partnership Book Review Template

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2. Peak Partnership Book Overview – Checklist Manifesto & 4DX. A book review document is recommended when introducing a new book/content to your Peak Partnership agency. The example below is what good looks like and should serve as a template for book reviews.
A Checklist for Checklists

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<th>Drafting</th>
<th>Validation</th>
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| Do you have clear, specific objectives for your checklist? | Does the checklist: | Here you:
| Is each item: | - Utilize natural breaks in workflow (please pause)? | - Trip the checklist with front line users, but in an informal or simulated environment? |
| Critical, and in great danger of being missed? | - Use consistent structure and format? | - Modify the checklist in response to feedback or testing? |
| Not adequately checked by other mechanisms? | - Have a step that reflects its objectives? | |
| Actionable, with a specific response required for each item? | - Single line, undivided, and logical format? | |
| Designed to be read aloud as a verbal check? | - Fits on one page? | |
| One that can be affected by the use of a checklist? | - Monochrome, use of color? | |

Here you consider:

- Adding items that will improve communication among team members
- Involve all members of the team in the checklist creation process

Please note: A checklist is NOT a teaching tool or an algorithm.

 Discipline 2 - Act on the Lead Measures

Discipline 2: Act on the Lead Measures

Lead vs. Lag Measures = LEVERAGE

Lead Measure (activity)
- Predictive of goal (influencible)
- Diet = exercise
- Doing this...

Lag Measure (result)
- Measures goal
- Lose weight/hairstyle
- Gets that

VII. Appendix Page 86
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