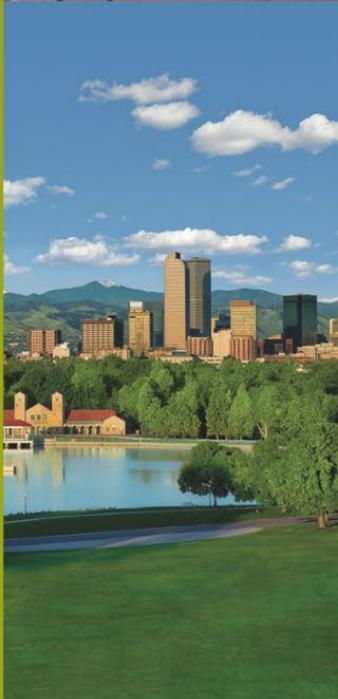




DENVER
PEAK
ACADEMY

BLACK BELT TRAINING PREP GUIDE



Why are we in this training?

The goal of this training is to create a transformative experience that results in an empowered and inspired community of innovators that supports each other to change government with a laser focus on our residents' greatest needs.

This training will introduce you to new tools, strategies, and a variety of new perspectives from inside and outside the City and County of Denver.



Black Belt Training Rules and Expectations

The magic of this training comes from our ability to be vulnerable about our organization's flaws and to share and engage with tools and ideas to tackle the big issues we face. To ensure that we protect this environment, we ask that all participants follow the below house rules:

- **No Titles** – Check your title at the door. Just use first names throughout training.
- **Stay Present** – No phones or laptops on tables during training.
- **Electronic Devices** – No checking phones in the room – Excuse yourself to the hallway if urgent or wait until break.
- **Adhere to Start and Break Times** – We're all here to learn together. Coming back from break late is disruptive and disrespectful to other participants and facilitators.
- **Be Respectful** – Allow others to speak – don't dominate conversation. Don't interrupt. Listen. Don't judge or minimize other's thoughts and experiences.
- **Calling Out Behavior** – Peak Facilitators will call out non-adherence to these rules. It's not personal, it's about protecting the experience.

In the space below, list what other group norms and expectations you would like to see in Black Belt. You can add these to the board on Day One of training.

{Type Here}

Pre-Training Checklist – What do you need to do before attending Black Belt?

- Read 'Black Belt Training Rules and Expectations'
- Discuss your project idea with your supervisor
- Discuss your project idea with a member of the Peak Team
- Complete the "I Want to Innovate But" questions

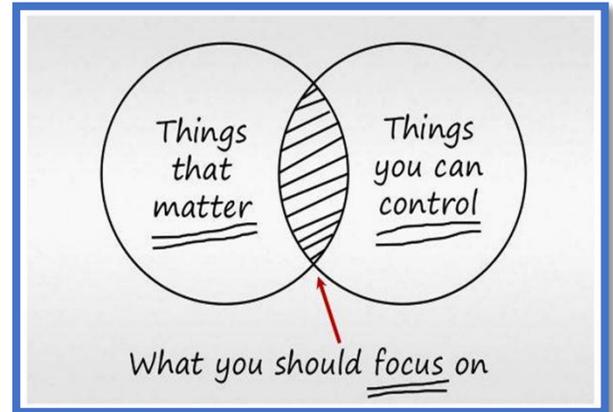
Your Black Belt Project

All Black Belt participants are expected bring an idea for a process improvement project that you plan to work on during and after the training. This is your opportunity to identify a pain point that you, your team, or your customers deal with and work towards identifying solutions.

What should my project be about?

If you're struggling to come up with a project to work on during the training, here are some tips:

- **Focus on what's in your control** – Try to focus on processes that you have direct control over. If your process has multiple stakeholders, be sure to get them involved as you use the tools from training.
- **Narrow your scope** – Instead of trying to revamp an entire process, focus on what step within that process has the most pain points, errors, or is the most time-consuming.
- **What are your customers saying?** – Customer feedback is a great way to determine what will be the most impactful projects.
- **What metrics are most important to your team?** – Your project can focus on improving that metric. Examples of metrics: reducing wait times, reducing error rates, increasing the number of customers served per day, etc.



Vetting your project idea

Prior to attending Black Belt Training, set some time with your supervisor to talk through your project idea. You can also reach out to the Peak team to brainstorm ideas and determine which idea is the best fit for the training.

As you vet your ideas, keep the following questions in mind?

- What impact will this project have on the team and/or customers?
- What metrics do I need in order to track the success of this project?
- Does our team have control of this process? If not, who also needs to be involved in this project?

Project Brainstorming

In the space below, write down your project idea that you will work on during Black Belt Training:

{Type Here}

I Want to Innovate But...

This section will prepare you for the “I Want to Innovate But” module of the training. “I Want to Innovate But” is a module designed to push you to explore your own personal barriers to innovation.

Answer the following questions in the boxes below:

Why do you work where you work?

{Type Here}

What are your biggest barriers to innovation?

{Type Here}

Who is your biggest advocate?

{Type Here}

How do I get my Black Belt Certification?

In order to earn your Black Certification, we have a few requirements:

- **Complete Black Belt Training** – You will be required to participate in our Black Belt Training course. If you need to miss your scheduled week, please reach out to the Peak team to get rescheduled.
- **Present at the Ignite Summit** – Scheduled one month following your training, this will be a short presentation to your cohort, Peak facilitator, supervisor, and teammates about what process improvement tools you’ve used and how your projects are coming along. Your Peak Partner will work with you to prepare you for this presentation.
- **Implement your Project** – The big goal of this training is to get participants to follow through on the project ideas they work on during the course. Your Peak Partner will support you through this process.
- **Submit your Peak Innovation Form** – This form will be used to document the full journey of your innovation and will be used to track metrics and manage your action plan.

Black Belt Checklist

- **During Training – What will we cover in Training?**
 - Process Map
 - Innovation Form
 - Gap Analysis Tools
 - Fishbone Diagram
 - 5 Why's
 - Spaghetti Diagram
 - Communication Circle
 - Plus/Delta
 - Gemba Walk
 - Solution Tools
 - 6-S
 - Behavioral Insights Techniques (BIT)
 - Visual Management
 - Checklists and Mistake Proofing
 - Standard Work
 - Brainstorm, Impact Effort Matrix, and Action Planning
 - Change Management/I Want to Innovate But
 - Continuous Flow, Takt Time, and Level Loading
 - Lean Simulation

- **After Training – How do you complete your certification?**
 - Meet with your assigned Peak Partner
 - Present at your scheduled Black Belt Summit
 - Implement your project idea
 - Submit your complete innovation form to your Peak Partner