Creating a Culture of Continuous Improvement

Solving Problems That Change Lives

Manager and Supervisory Core 2016

Joe Raasch
Department of Administration
Director, MN Office of Continuous Improvement
Joseph.Raasch@state.mn.us
651-201-2560

We'll be discussing…

- Introductions – starting with Why

https://www.youtube.com/watch?v=9H36Gjg5SLM

- What is Continuous Improvement (CI)
- Why CI is important
- Encouraging a CI culture with your team
- Using CI Every Day

Resources

ELD
ENTERPRISE LEARNING & DEVELOPMENT

STATE OF MINNESOTA
EXECUTIVE DEPARTMENT
MARK DAYTON
GOVERNOR
Executive Order 14-07
Implementing Plain Language in the Executive Branch

Management Analysis & Development
Results-Based Accountability (RBA)

Minnesota Department of HUMAN RIGHTS
Diversity & Inclusion

Admin Minnesota
DEPARTMENT OF ADMINISTRATION

These Tools Work Together!

What is Continuous Improvement (CI)?

That is a LOT!

What is Continuous Improvement (CI)?

An **ongoing** effort to improve products, services, and processes; with a focus on customer **value**.

Solving Problems that Change Lives.

Admin Minnesota
DEPARTMENT OF ADMINISTRATION

Why Should CI Be Important to Me?

"We allow our ignorance to prevail upon us and make us think we can survive alone, alone in patches, alone in groups, alone in races, even alone in genders."

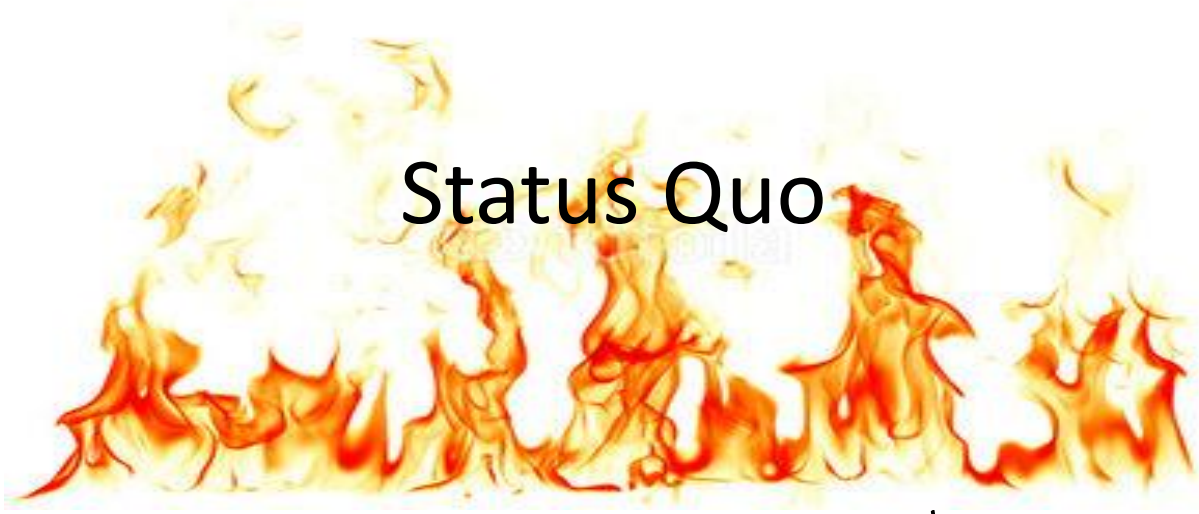
- Maya Angelou

Reduces Bias → Requires Diversity of Thought → Needs us ALL!

CI is about Equity, not Equality

Admin Minnesota
DEPARTMENT OF ADMINISTRATION

Why Should CI Be Important to Me?



Increasing performance expectations

Shrinking workforce

Aging population

Public pressure for greater accountability and transparency

Increasing customer expectations

Declining or static budgets

Increasing employee retirement rate

Sense of Urgency for Change!

Why Should CI Be Important to Me?

Improve Customer Satisfaction	• Better service experience
Increase Employee Engagement	• Great innovations come from everywhere
Enhance Quality	• Less rework
Reduce Costs	• Reinvest in other areas

ROI

Return on Investment (ROI)!

What is a ‘culture of continuous improvement’?

Organizational Culture:

The shared attitudes and behaviors that contribute to the unique social and psychological environment of an organization.

Uh, what?

What is a ‘culture of continuous improvement’?

Organizational Culture is how we:

- ✓ **do** our work
- ✓ **support** our employees and customers
- ✓ **make** decisions
- ✓ **allow** freedom for personal expression
- ✓ **permit** power and information to flow through the hierarchy

Plain Language

How can you encourage a CI culture?

What Makes Your Role as Leader So Important?

Top 3 Reasons People Quit

Manager/Boss

Boring Work

Skills Not Used

Top 3 Reasons People Stay

Chance to Innovate

People

Variety in work

You Have The Power!

How can you encourage a CI culture?

Where do you work?

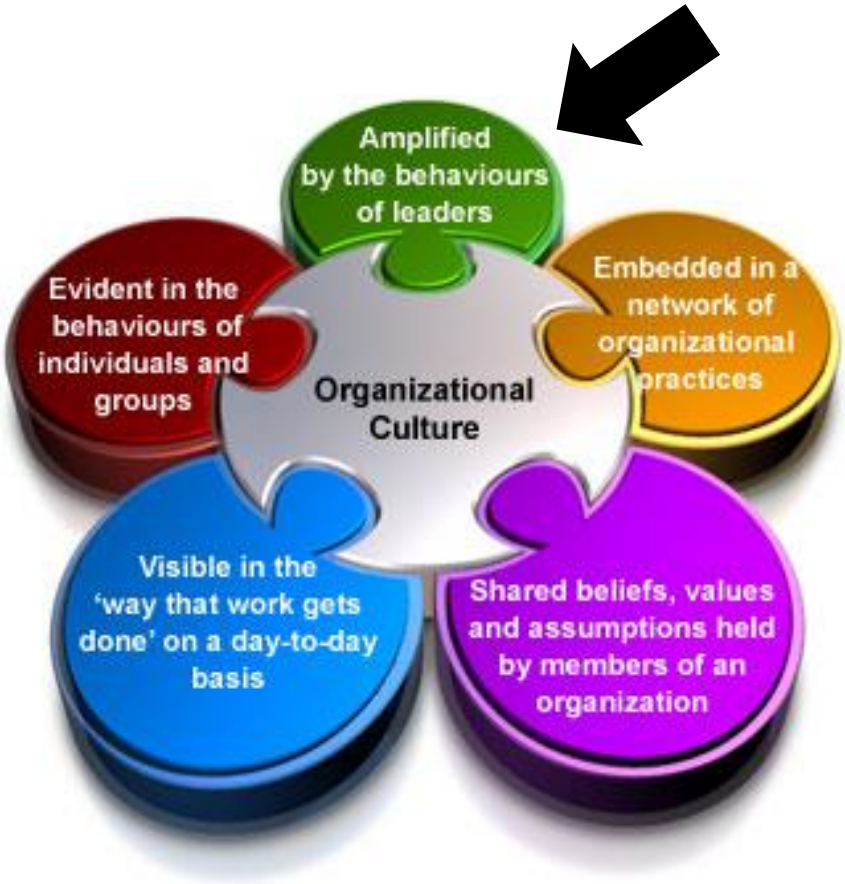
How can you encourage a CI culture?

=

https://www.ted.com/talks/simon_sinek_why_good_leaders_make_you_feel_safe?language=en

How can you encourage a CI culture?

How is organizational culture created?

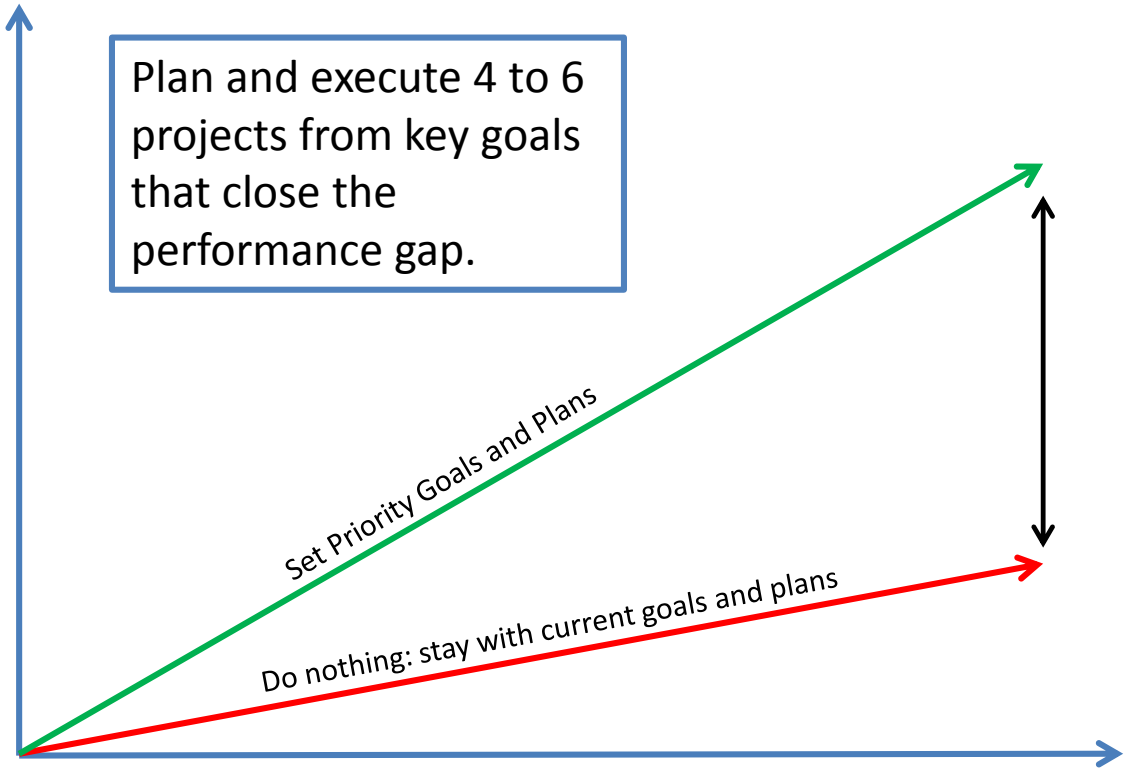


YOU create the culture!

A Way Forward…

Identify Strategic Projects

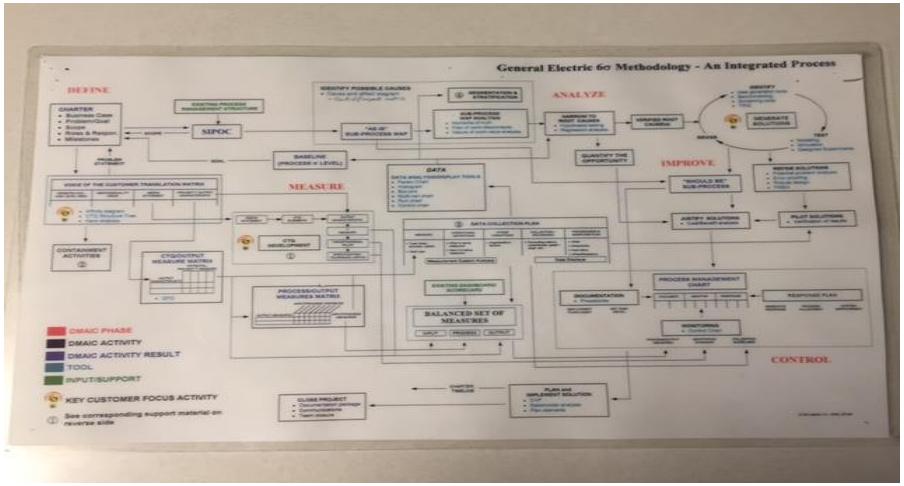
Plan and execute 4 to 6 projects from key goals that close the performance gap.



Scoped and Resourced High Impact Projects

….to Continued (improvement) Success!

Motivation for Results



Plan Goals → Conduct CI Review → Share Results and Decide on Improvement Projects → Implement Projects → Share Results & Sustain Improvements

Activator, not Administrator!

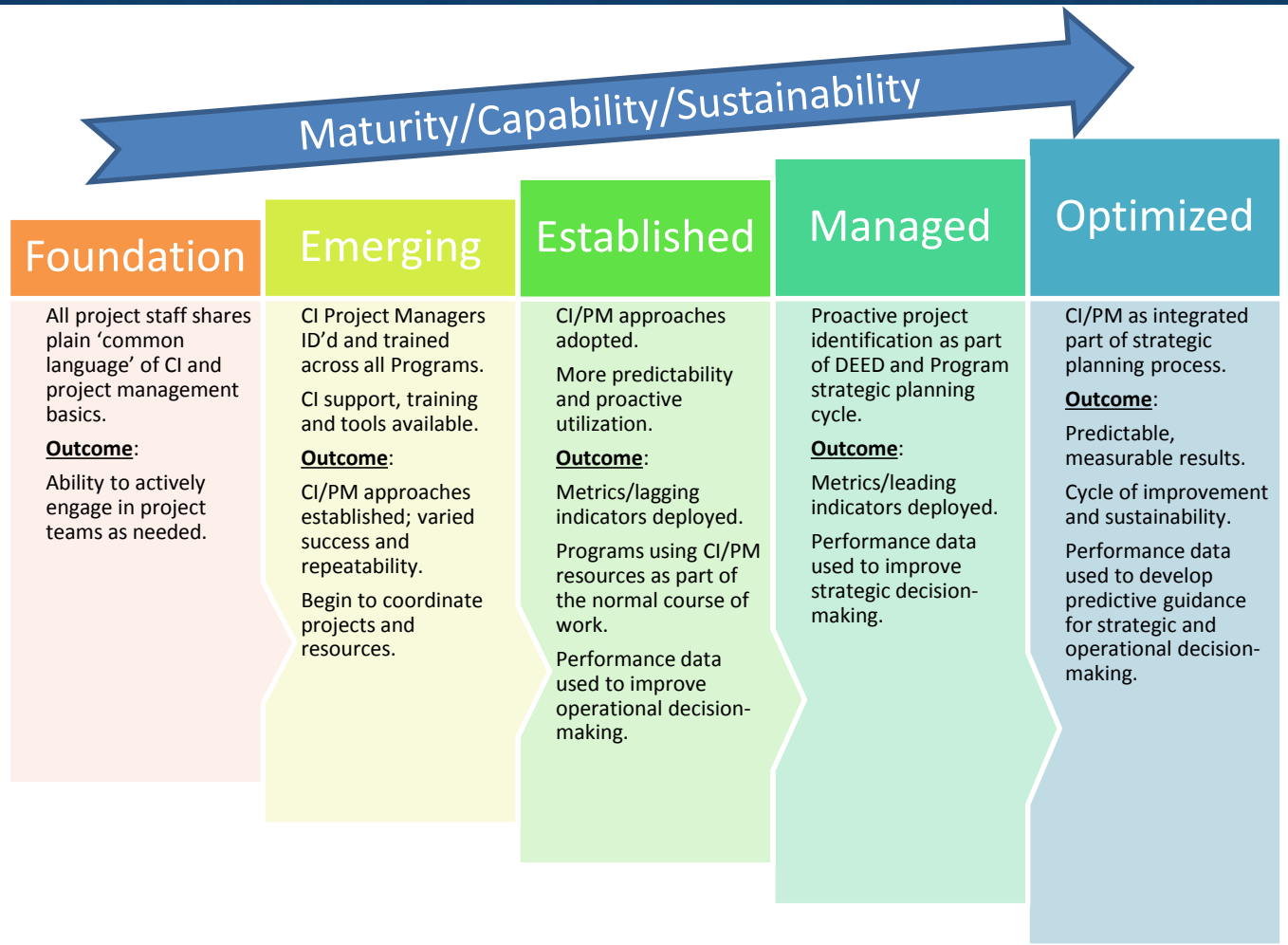
Your Role in Continuous Improvement

Manager commitment to:

- Support the team and encourage candid conversations about work issues
- Implement at least one improvement idea
- Review and discuss feedback with the team
- Not take any reprisal actions against the team/team member

Communicate 'Why' and How' of Your Decisions

CI/Project Management Maturity



Measured Approach to Success

Learn More

- Take (and send your staff to) additional training:

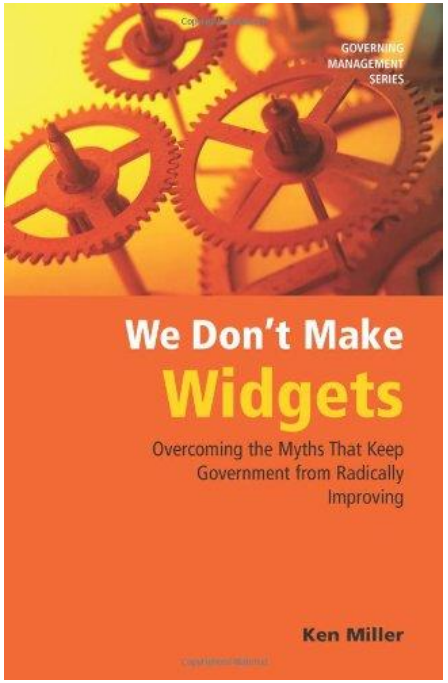
  http://mn.gov/admin/lean/training/courses/

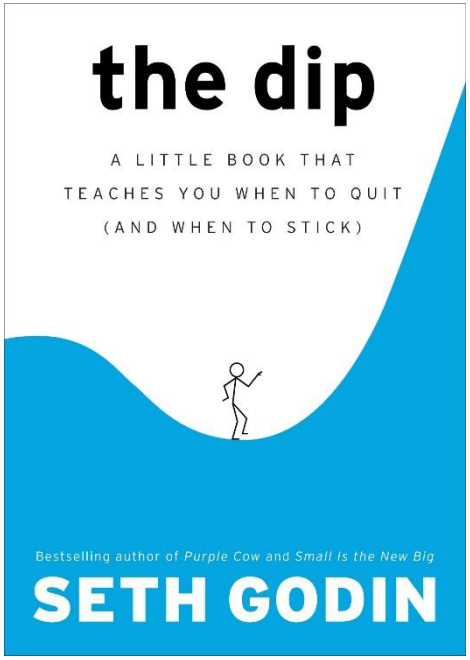
  - If you get at least 12 people together, we'll come to you: FREE.
- Subscribe to the MNCI Newsletter here:

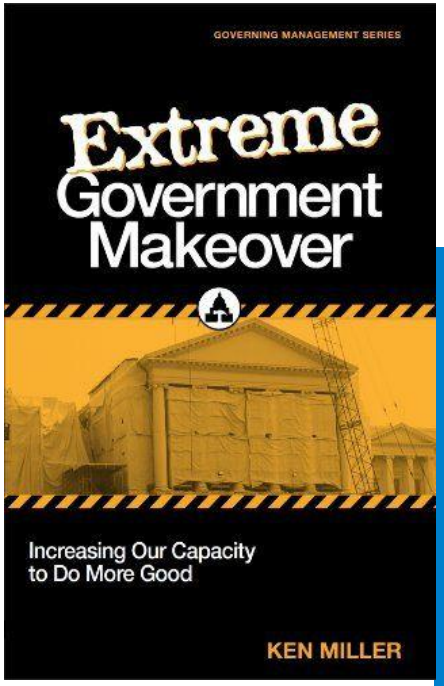
  http://mn.gov/admin/lean/resources/newsletter/
- Join the State of MN CI Community of Practice and Yammer Network:

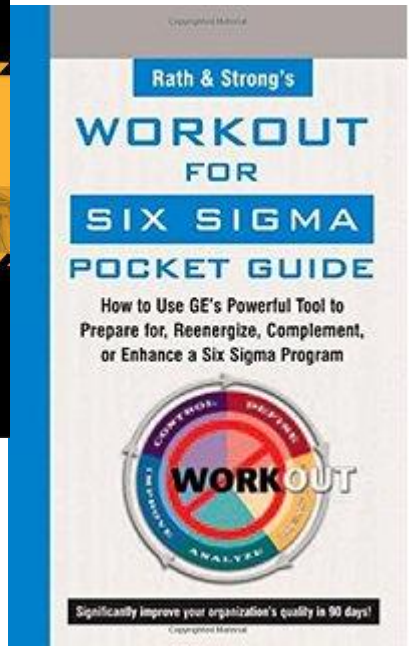
  yammer.com/minnesota continuousimprovementcommunity
- Follow us on Twitter: @CI_Minnesota

Additional Reading









Admin Minnesota
DEPARTMENT OF ADMINISTRATION

We are a Resource for You

Minnesota Office of Continuous Improvement

MN.gov/CI | CI@state.mn.us

Solving Problems that Change Lives.