On the Field Leadership: Transforming People and Process

Chris Anibarro Jennifer Becker Aaron Dipzinski Diane Simons



"The Promise of Lean"

Lean is not a program; it is not a set of quality improvement tools; it is not a quick fix; it is not a responsibility that can be delegated. Rather, Lean is a cultural transformation that changes how an organization works. It requires *new habits*, *new skills*, and often a *new attitude* throughout the organization from senior management to front-line service providers. *Typically, the people in charge may have to change the most for a Lean culture to develop.*

Lean is a journey, not a destination. Unlike specific programs, Lean has no finish line. Creating a culture of Lean is to create an insatiable appetite for improvement; there is no turning back. With Lean, you will keep changing your definition of what "good" is.

-John Toussaint, MD CEO ThedaCare "The Promise of Lean in Healthcare"



Leadership Inquiry

- 1. Who are you committed to being?
- 2. What possibility are you committed to creating?



A3 Proposal for Strategic Coaching

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Left Side - Current Condition

ISSUE Broaden CPI consulting model to include partnering closely with divisional leaders to deepen-their CPI expertise and capabilities to support and concintheir team to continuously improve.

BACKGROUND Current consulting model has supported a model-podge of entirities that do not consistently tie to a strategic direction and do not have systems and infrastracture to sustain them. Fortheredip between consultants + divional model is missing.

CHIPDENT CONDITION model is missing.

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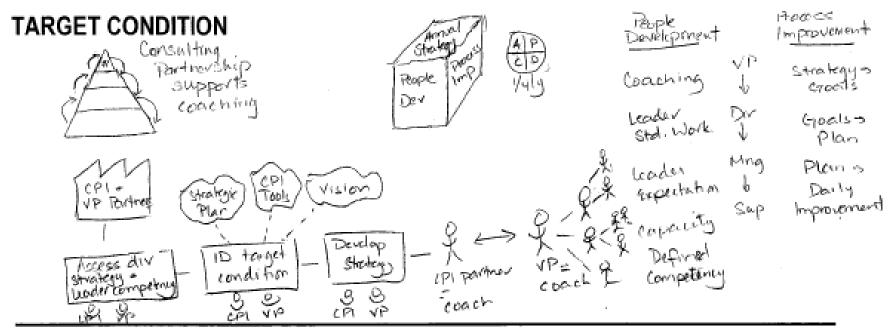
GOAL Create a consulting model for partnership between CPI coach and divisional leaders to develop implement strategic CPI plan and to build infrastructure icompetencies of leaders

ROOT CALISE ANALYSIS (rimthered IRaniors)

to execute plan.



Right Side - Target Condition



COUNTERMEASURES

· Develop +test intentionally design partnership between collinguistant · divisional larger · Develop organizational roadmap and standards for partnership to address strategy, operations competencies



Leadership Vision

All leaders as coaches/mentors who develop people to improve ambulatory business



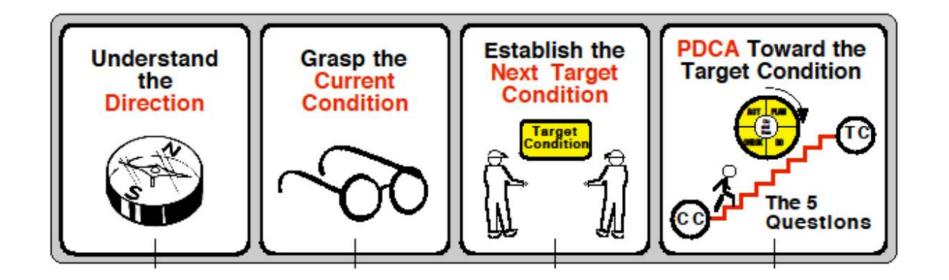
Leadership Challenge

By the December 31, 2014, build a management system within the division where:

- Divisional goals linked from top to bottom throughout division
- All challenges support a future vision of the division
- Divisional leaders develop people to be adaptive problem solvers through consistent behaviors and standard tools

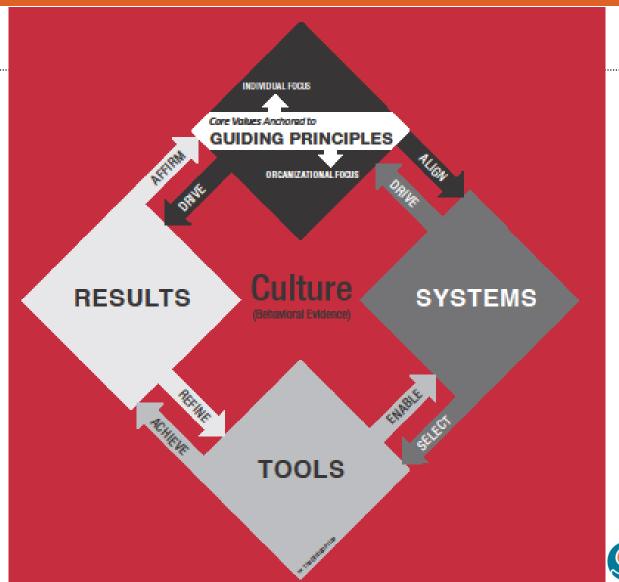


Improvement Routines





Grasping the Current Condition: The Shingo Model





Assessment Process

Cul	tural Enabler Focus	Systems	Questions	OBJECTIVE	
1	Managers and supervisors are seen as mentors & coaches	Leadership Training Leadership Std. Work Coaching	Who do you go to when you have a problem? How do your supervisors/managers help you solve problems? How accessible are your leaders to work on problems? Tell me about how you have solved a problem with your supervisor/manager? Do you see the same problems continue to reoccur in your area?	Enabling guided decision- making at the lowest level.	
2	Employees are empowered and recognized for signaling problems or defects that occur in their area.	Visual Management Suggestions/Idea Award/Recognition	What do you do when you see a problem in your area? What support do you receive when you are fixing a problem? When do you work on fixing the problems? Have you ever been awarded for detecting key problems in your area?	Problems are owned and embraced by the workforce. Problems are seen as opportunities.	

Cultural Enabler Focus			0	0	⑤	6	OBJECTIVE	
	1	Managers and supervisors are seen as mentors & coaches	No evidence	Very little evidence that problems are made visible. Manager as problem-solver.	Manager leading problem-solving, engaging front-line staff	Significant problem-solving at lowest level of organization. Managers consistently acting as coach, asking Socratic questions.	Enabling guided decision- making at the lowest level.	
	2	Employees are empowered and recognized for signaling problems or defects that occur in their area.	No evidence	Few employees involved in signaling defects and problems, no recognition	Some employees are empowered and some recognition, or only in parts of the department	Significant # of problems and defects are identified and solved by employees, with visible and meaningful recognition.	Problems are owned and embraced by the workforce. Problems are seen as opportunities.	



Understand the Direction: Visioning a New Future

Session Goals:

1. To elicit what present/future we currently create

2. To create a vision for yourself as leader [of a lean transformation]

3. To create a vision for the ambulatory division



Guiding Principles

Respect Every Individual

- Humans possess a limitless ability to create new options
- Humans possess a limitless ability to act

Create Constancy of Purpose

- Commitment to something bigger than oneself
- Integrity is foundational

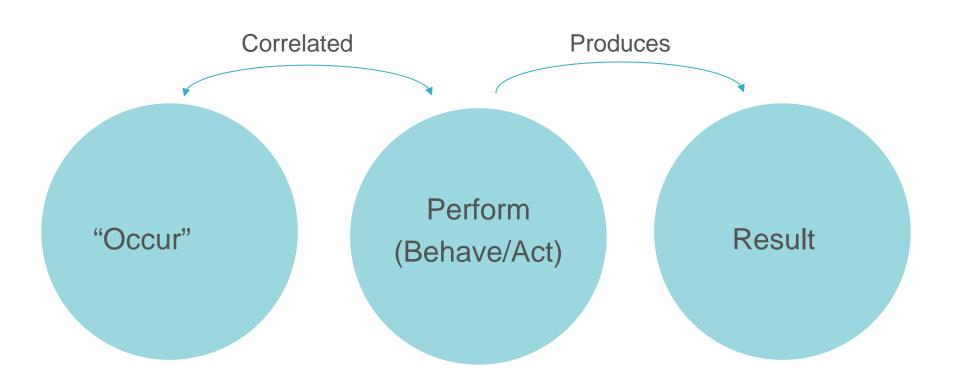


Leadership Distinction

"In the Stands"	"On the Field"
Talk about the game	Conversation is functional
Analyze, explain, describe, criticize, judge, rationalize, have feelings/vent, think we know	Generates movement, Directive (talk to each other)
3 rd person (them, they)	1 st person (living the game)
Has no impact on the game (little at risk/stake)	Has direct impact on the outcome (accountability/butt on the line)



How People Perform Correlates to How Situations Occur for People



http://www.threelawsofperformance.com/

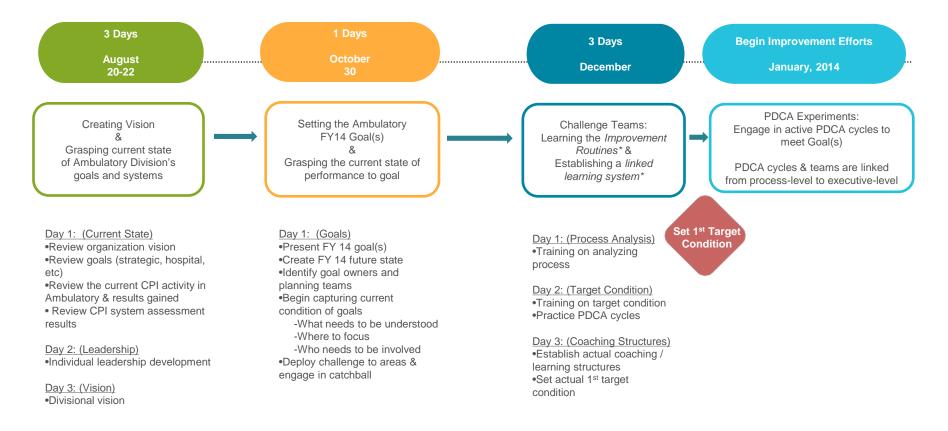


Seattle Children's Ambulatory Services Vision

Impacting Lives and Delivering Limitless Possibilities



Next steps on our journey



*Improvement Routine= Sequence of actions, followed regularly, that result in improved performance.

*Linked Learning System= Set of learning cycles (PDCA cycles) working together as parts of a interconnected network to achieve a stated vision and goal.



"The Promise of Lean"

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