The Engagement Contagion
WA State Lean Transformation Conference
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Why “Contagion”

Learning from nature - not in relation to human health

From the perspective of a virus, seeking to spread

• 3,400,000,000 years of successful adaptation
The people who do the work are the experts in what they do.
They are the right people to be engaged in continuous improvement.
Tale of Two Healthcare Units

<table>
<thead>
<tr>
<th>Adolescent Behavioral Health</th>
<th>Pediatric Intensive Care Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>(20) 5-day Improvement Events</td>
<td>(20) 5-day Improvement Events</td>
</tr>
<tr>
<td>Significant achievements</td>
<td>Significant achievements</td>
</tr>
<tr>
<td>Committed leaders</td>
<td>Committed leaders</td>
</tr>
<tr>
<td>Discernable shift in culture</td>
<td>No change in culture</td>
</tr>
</tbody>
</table>

What the heck?
Doing Lean is not the same as becoming Lean
Exercise

Write down two examples

1. A successful work improvement you have made in the last year
2. A work improvement you have been unable to make
Transmission of Disease – a Metaphor

Vulnerable Hosts

Portal of Entry

Organism

Transmission

Reservoir

Portal of Exit

Aah-Choo!
Transmission of Engagement

- Accepting colleagues (Vulnerable Hosts)
- Means to implement (Portal of Entry)
- Means to engage (Transmission)
- People who do the work (Reservoir)
- Reason to engage (Portal of Exit)

Types of engagement:
- Ideas (Organism)
Transmission of Engagement

1. **Ideas**
   - Organism
   - Reason to engage
   - Means to engage
   - Portal of Exit
   - Transmission

2. **People who do the work**
   - Reservoir
   - Portal of Entry
   - Means to implement
   - Vulnerable Hosts

3. **Accepting colleagues**
   - People who do the work
   - Means to implement
   - Portal of Entry
   - Vulnerable Hosts

**Means to engage**
- People who do the work
- Means to implement
- Portal of Entry
- Vulnerable Hosts

**Reason to engage**
- People who do the work
- Reasons to engage
- Means to engage
- Portal of Exit

**Transmission**
- Ideas
- People who do the work
- Accepting colleagues
- Means to engage
- Reason to engage
British Leyland and Jaguar c.1984
- The eyes of the staff told a story

2 plants with shared history of poor quality and declining market share

British Leyland in continued decline
• Eyes vacant, detached, going through the motions

Jaguar in turnaround
• Eyes alive, interested, engaged

How could 2 such similar environments have very different engagement?
Transmission of Engagement

- Accepting colleagues (Vulnerable Hosts)
- Means to implement (Portal of Entry)
- Ideas (Organism)
- People who do the work (Reservoir)
- Reason to engage (Portal of Exit)
- Means to engage (Transmission)

People who do the work (Reservoir) is highlighted.
Frank leaves early …

It is 1pm on a Friday:

The President approaches the Director of Operations

“I just saw Frank (a mechanic) driving off with a windsurfer on his roof and a big grin on his face”
Frank leaves early …

It is 1pm on a Friday:

The President approaches the Director of Operations

“\(I\) just saw Frank (a mechanic) driving off with a windsurfer on his roof and a big grin on his face”

“I think our job as leaders is to make sure Frank has that same grin when he comes back on Monday morning”
Transmission of Engagement

- **Accepting colleagues**
  - (Vulnerable Hosts)
- **Means to implement**
  - (Portal of Entry)
- **Reason to engage**
  - (Portal of Exit)
- **People who do the work**
  - (Reservoir)
- **Means to engage**
  - (Transmission)
- **Ideas**
  - (Organism)
Marshmallow Challenge

Task: Support a marshmallow as high as possible above the table

Materials:

1 Marshmallow
20 sticks of spaghetti
1 yard of string
1 yard of tape

Time: 18 minutes
Marshmallow Challenge

What enables success?

Thoughtful, studious

… all about willingness (courage) to engage in rapid learning behavior

Playful, experimentation
Surgical Services – Midwest Children’s Hospital

On Lean journey for 18 months

- 8 Improvement Workshops
- Deep/wide implementation of Daily Management
- Implemented system for staff-initiated continuous improvement
- Challenged to implement 500 improvements in first year
Surgical Services – Midwest Children’s Hospital

- Over 600 implemented improvements in first year
- Currently over 1,500

![Graph showing cumulative STPS's from 2016 to 2017 with a target of 500 set in 2016-17, with over 1,000 submitted and more than 1,000 implemented by the end of the period.]
Surgical Services – Midwest Children’s Hospital

How did other components of the Daily Management System enable this level of engagement?

• Daily readiness huddles provided forum to engage every day
• Huddles surfaced abnormalities and prompted problem solving
• Metrics raised awareness of performance needs and gaps
• Standard Work provided a trusted pathway to implement
Transmission of Engagement

Accepting colleagues
(Vulnerable Hosts)

Means to implement
(Portal of Entry)

Means to engage
(Transmission)

Reason to engage
(Portal of Exit)

People who do the work
(Reservoir)

Idea
(Organism)
Two weeks after an Improvement Workshop …

“Alan, I need you to come up to 5-East right now!”
Two months after an Improvement Workshop ...

“Alan, do you have a minute, I’d like to show you something!”

• Cut a wider slot in the workbench to use as a holding device
• Now much easier to tighten fitting
• Took 10 minutes to make

• But it took 2 months to admit he had made the improvement!
• What am I missing?
Transmission of Engagement

- Accepting colleagues (Vulnerable Hosts)
- Means to implement (Portal of Entry)
- Means to engage (Transmission)
- People who do the work (Reservoir)
- Reason to engage (Portal of Exit)

Organism (Ideas)

Reason to engage

Means to engage

People who do the work

Accepting colleagues

Means to implement

Transmission
Framingham Study – Connectedness of Smoking behavior

- Smoking cessation correlated to close social ties (spouse, siblings, friends, small work groups)
- Remaining smokers tended to be marginalized - on the periphery of the network

n=12,067

Source: Fowler & Christakis
## Pre-requisites for Engagement

<table>
<thead>
<tr>
<th>Needs of Individuals</th>
<th>Role of Leaders</th>
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<tbody>
<tr>
<td>• What does my organization need?</td>
<td>• Establish direction</td>
</tr>
<tr>
<td>• How can I help?</td>
<td>• Build problem-solving muscle</td>
</tr>
<tr>
<td>• Am I making a difference?</td>
<td>• Provide feedback</td>
</tr>
</tbody>
</table>

*Adapted from Joe Murli – Lean Enterprise Institute*
Exercise - Refer to the two examples you wrote down earlier

An improvement you have made in the last year
  • What enabled it to be implemented?

An improvement you have been unable to make
  • What is hindering you?
Take-Away Thoughts

Improvement events on their own are insufficient

A strong Daily Management System makes a big difference

Framework for engagement – if you forget, Google “cycle of disease”
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