Engaging Employees Every Day

A Tool for Success: Improvement Inventory

Lean is…

At its heart, Lean encourages a collaborative learning organization. Lean is about respecting people and their ideas and providing an environment where they can thrive through experimentation and continuous improvement to achieve customer value.

Toward an Engaged Employee

▶ Engagement is the *daily* intellectual and physical/behavioral contribution of employees to improving the delivery of products and services to customers.

▶ The express purpose of the "Improvement Inventory" tool is to help us build a culture of **Respect for People** and **Continuous Improvement**.

  ▶ **Respect for People** is to respect their SKA's, diversity of experience and opinions, and to challenge them to higher levels of achievement.

  ▶ **Continuous Improvement** is focused on incremental improvements, more than "events."

Note: Employee Engagement is not the same as Employee Recognition.

Indicators of Lean Culture

Results
- To business objectives
- From improvement activities

Surveys
- Customer (voice of customer)
- Employees

Activities
- # of projects/workshops
- # of improvements done and documented
- # of daily management boards

Mental Models at work (behavior)
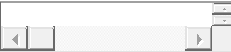- Collaborative
- Scientific approach (measures, RCA, countermeasure, plan)
- Standardization/Standard Work
- Common language

Learning and Growth
- Classes, certifications
- Management Development
- Employee development

Improvement Inventory addresses these…

Improvement Inventory eForm

What is the name/title of your improvement?	
What division are you in?	Audit ▾ **Select the Division**
Describe briefly what was done (no more than 255 characters)?Summary:	**Enter brief summary of Lean improvement: One high level sentence explaining what was done.**
When did you implement this change?	
How many participated in making this improvement?	**This is not how many people are affected or benefited by the change.**
Team Member(s): Optional	
Measures	For this Measures Section, please click on the measure(s) you took and describe what was accomplished (saved, reduced, improved, increased, etc.) in the boxes provided. Must complete at least one measure below. **Lean Measure Definitions and Examples from Results Washington.doc**
Quality: How did this improvement make the product or service itself better?	
Time (Annualized): How much less time does it take to do the new process?	Example, Used to take 60 minutes to prep for each class, now takes 20 minutes = 40 minutes saved X 5 classes/week X 52 weeks = 10,400 minutes/60 = 173 hours per year.
Cost Savings (Annualized): How much money was saved or costs reduced between the old way and new way?	Consider savings in materials, supplies, services, paper, contracts, equipment, etc.
Safety: How are people safer because of this improvement?	
Employee Satisfaction: How did this improvement make the work more satisfying or less frustrating for employees?	
Customer Satisfaction: How did this improvement make the experience more satisfying for internal or external customer(s)?	
Contact Name: Who is the best person to contact if we have any questions about this improvement?	
Attachments: Do you have any photos or documents you want to share with us?	Click here to attach a file

Take a few minutes to complete the Inventory

Capture Quantity and Quality

- It is nice to be able to say we saved X number of dollars, or hours, or made service better for customers. So counting all aspects of improvements, such as time and money savings, number people engaged, and number of events is important.

- But so is improvement in employee and customer satisfaction. So we track these results, too.

- Export data to Excel for easier manipulation and tabulation of results.

Export to Excel

Created	Select Division	Office Location	Name of the Improvement or Project	Brief Summary of the Improvement	Implemented Date	Project Phase	No of People	Improved Quality	Cost Savings	Hours Saved	Time Saved (Annually)	Improved Safety	Employee Satisfaction	Customer Satisfaction	Contact Name
5/1/2018	EC	Redmond	WS Redmond Welcome Packet	Created a Welcome to WorkSource Redmond packet with a cover sheet, listed career services offered, partners and contact information, WorkSourceWA and sign up instructions, and the monthly events calendar.	5/1/2018	Do	2	New customers will receive key information to better engage them in services.							
5/2/2018	EC	Redmond	Created Triage Checklist staff training aide	Created Triage staff training aide for the greeter role.	5/1/2018	Do	2	Standardizes appropriate courses of action for typical walk-in customer inquiries. Reduces confusion. Improves customer service.					Staff do not like to not know what to do. The Triage guide provides more understanding and action steps.		
5/2/2018	EC	Auburn	WIFI password	Martha suggested adding the WIFI password to meeting rooms instead of just having 1 sign in the lobby. The WIFI sheet was printed out and added to sign holders to be placed in meeting rooms	5/2/2018	Do	2	WIFI passwords are available where customers (internal and external) are, instead of making them walk to the lobby to get it		21	5 minutes (1 minute x approx. 5 individuals) per day x 5 days per week = 25 minutes per week x 52 weeks per year = 1300 minutes / 60 = 21 hours per year		Employees are able to access the WIFI password from meeting rooms instead of having to leave and walk back to the lobby to retrieve it.	Customers are able to access the WIFI password from training rooms instead of having to leave and walk back to the lobby to retrieve it.	
5/2/2018	EC	Auburn	RESEA DMB Toolbox	Repurposed a spare box used for HCD kits to create a toolbox for RESEA DMB Huddles with post its, flip chart markers, dry erase markers, white board eraser, thumbtacks and blue painter's tape.	5/2/2018	Do		Supplies are no longer strewn under my desk but kept neatly in a box. I no longer have to spend time looking for misplaced/fallen items.		6	1 minute per day * 7 days per week = 7 minutes per week * 52 weeks per year = 364 minutes / 60 = 6 hours per year		I no longer have to scramble to get supplies together before our daily huddles - they are all stored neatly in a box!		

Coaching Opportunities

- Use the write-ups as an opportunity to coach people on how to:
  - Engage others
  - Create Standard Work
  - Sustain Efforts
  - Quantify their improvements
- Measures are the cornerstone of Lean
  - Many people do not know how to measure their success, so when we see someone write "time saved," our intent is to help them quantify that.
  - People are usually amazed at the big impact their "little idea" had.
    - For example, 5 minutes to scan, upload & shred x 5 times a day = 25 minutes a day = 125 minutes a week = 108.3 hours per year
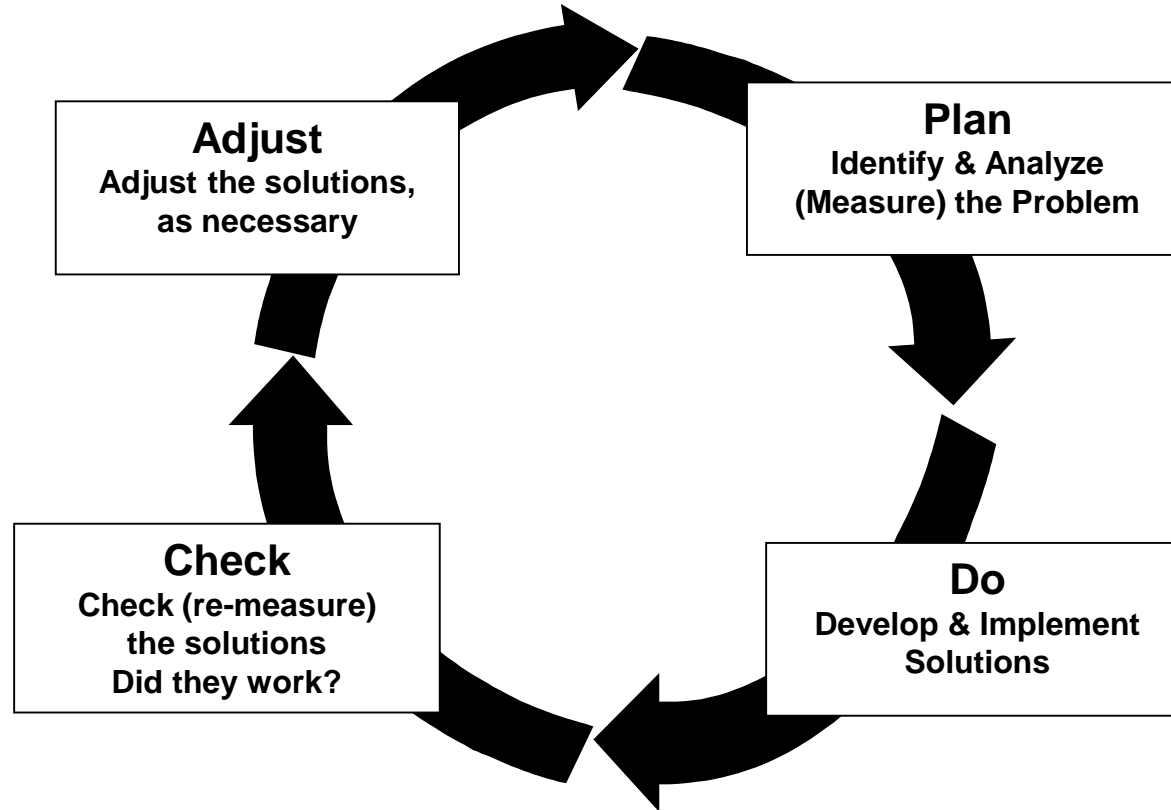
Continuous Improvement

▶ Reinforce large and **small acts** of improvement - they all count equally on Inventory

▶ Do not "weight" the improvement

▶ In the beginning of Lean implementation (where we are still at) it is more important to focus on the "activity" of improvement than the results, to reinforce a culture of improvement.

Incremental

- Lean is incremental and iterative (not just "events" and "workshops").
- Lean events and workshops have a purpose, but are temporary in nature.
  - Too much emphasis on <u>big</u>
  - Use small projects and workshops to teach new skills in preparation for bigger
- It is what we do every day that matters more than having workshops.
- Positively reinforcing *continuous* improvement is our goal.

Remember PDCA?

Adjust
Adjust the solutions,
as necessary

Plan
Identify & Analyze
(Measure) the Problem

Check
Check (re-measure)
the solutions
Did they work?

Do
Develop & Implement
Solutions

Recognize, Share and Celebrate

- Have a shared space to keep all of the improvements
  - One space for the data sheets
  - One space for story telling videos.
- Videos
  - Use your cellphone video app; limit to 30 seconds or less
- Put videos on Home Page, or other prominent and accessible place
- Here's an example video...
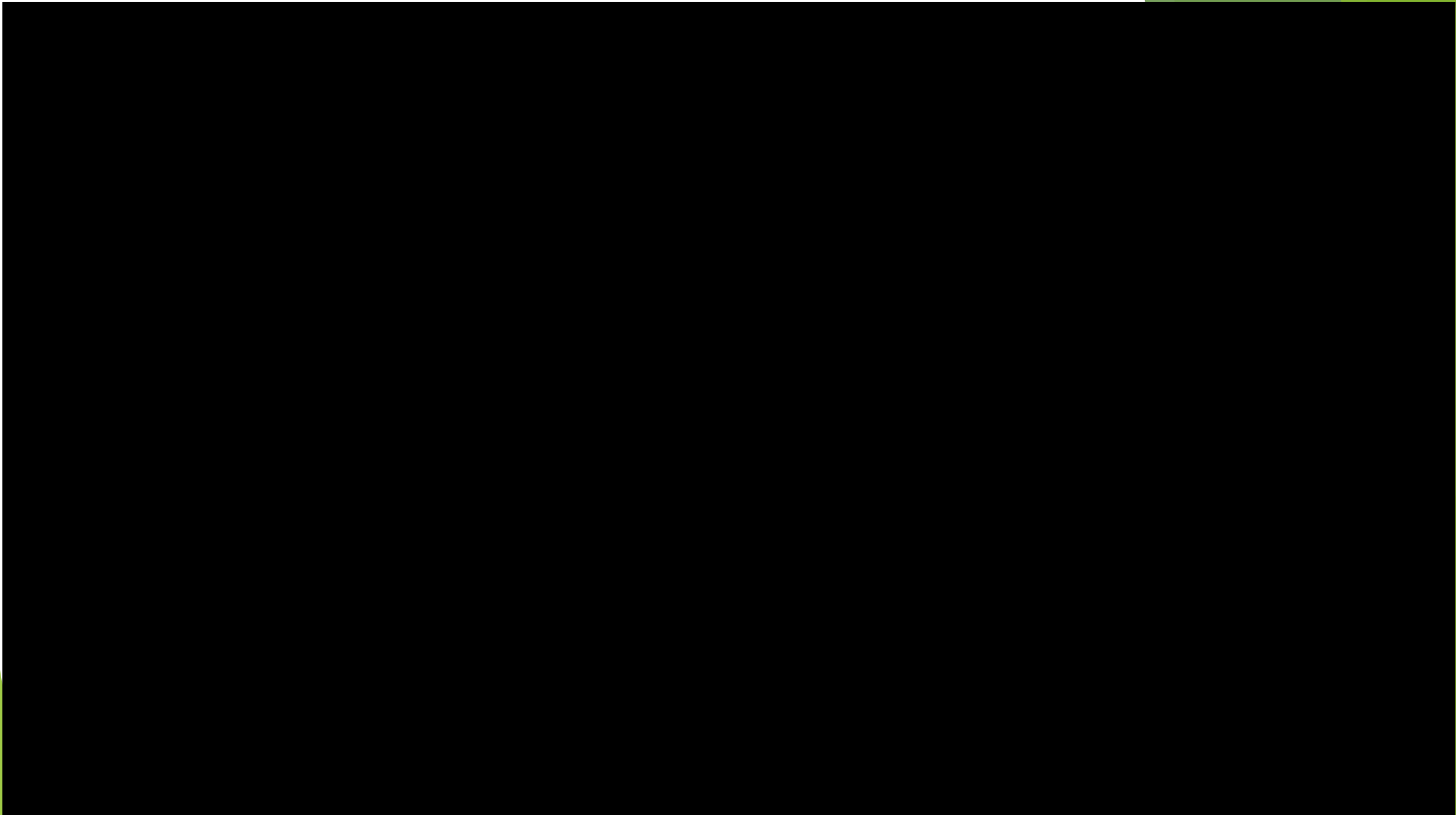
# Respect for People

► Sharing best practices so that others can learn from our innovation is also important. That's part of the "respect for people." We respect you, your ideas, and we might be able to apply it to our own work.

First Follower

- Video that describes the importance of the **first follower** in making the leader the leader.

- The first follower (each of us) legitimizes what other's are doing.

- The videos of people doing improvements is one way to validate the leader or the **movement**.

  - It says, "You are not alone; others are with you."

- Here's the video of "Leadership Lessons from Dancing Guy"…
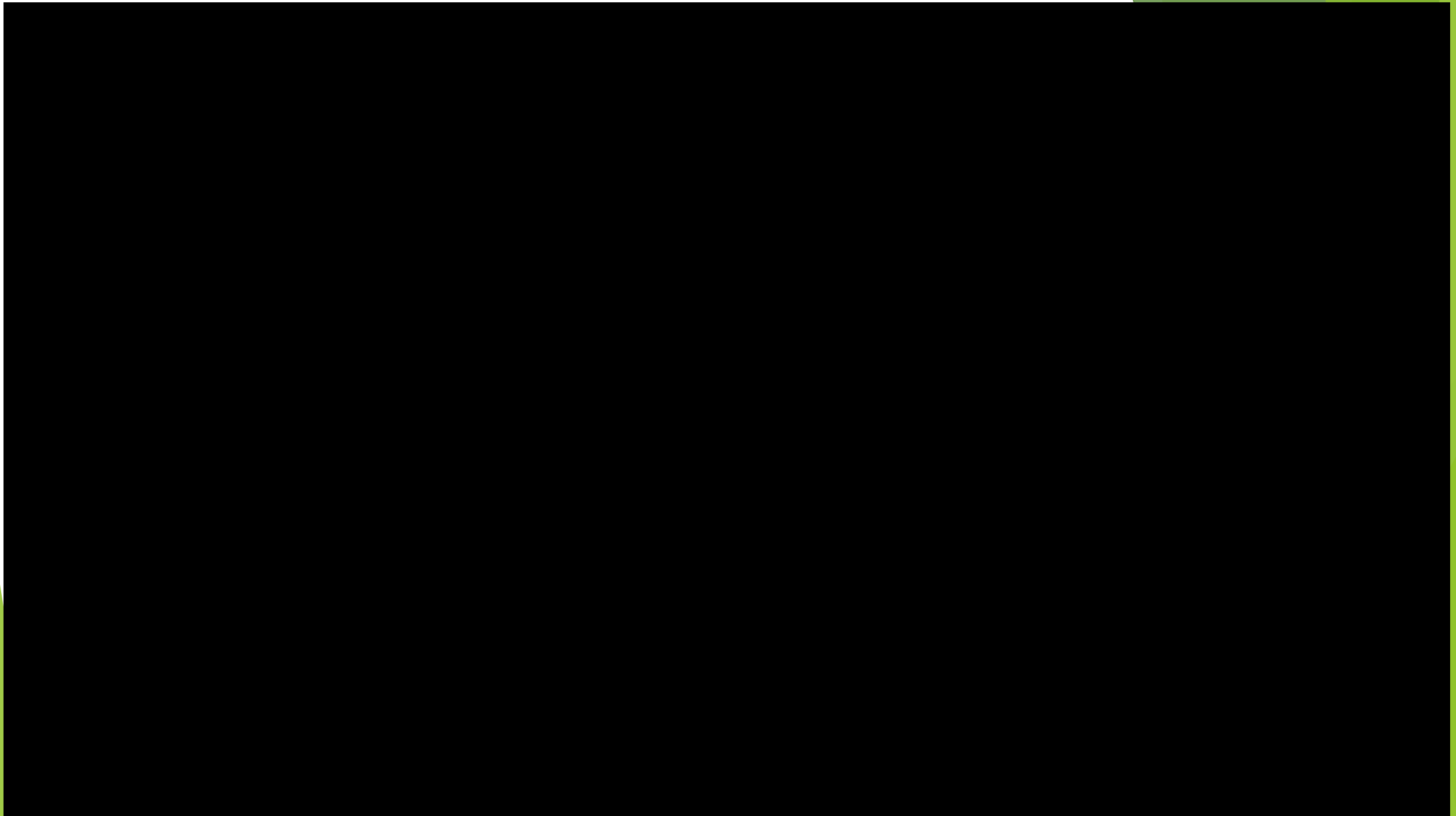
Change Behavior to Change Culture

- Think – Say – Do

    is not as powerful as...

- Do – Say – Think

If I can get you to change your behavior, your thoughts will follow.

Paraphrased from Cognitive Dissonance Theory by Leon Festinger

What do Smoking and Seat Belts have in common?

- Started with intellectual and emotional appeal
  - Statistics and ads and warning labels
  - 1966 Seatbelt Use: 0%?
  - 1965 Smokers: 45%
- Gained traction with regulations and behavior-driven mechanisms
  - Belt Chimes and Smoke Detectors, Fines
  - 2017 Seatbelt use: 95%
  - 2017 Smokers: 15%

What does that have to do with Engagement?

▶ Create goals for completing inventory – *must* do

▶ Mandate tracking results until it is habit

    ▶ The brain will follow the behavior

▶ Improvement is not 'in addition' to work, it is a *requirement* of work

Example Graph to Track Progress Against Goals

Improvement Inventory Submissions - **by Division**
Jan - Jun 2018
Actuals Compared to 6-Month Agency Goal of 2206
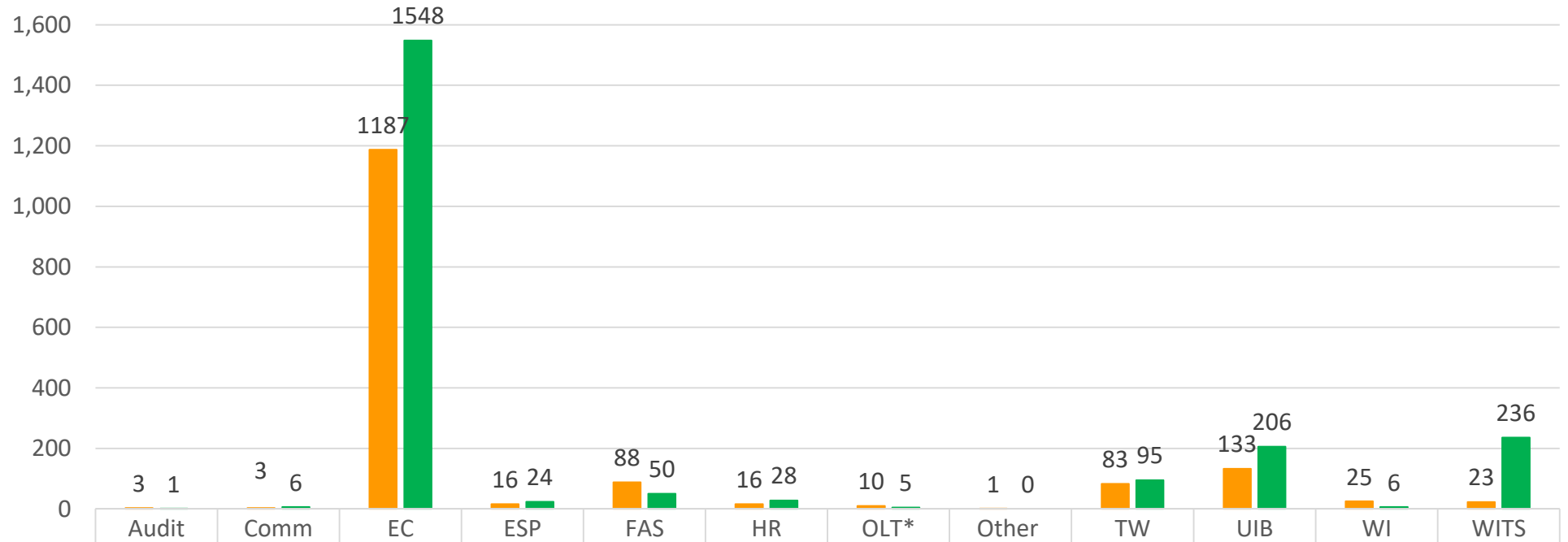
	Audit	Comm	EC	ESP	FAS	HR	OLT*	Other	TW	UIB	WI	WITS
Actuals: Total Submitted to Date	3	3	1187	16	88	16	10	1	83	133	25	23
6 Month Division Goal (Pro Rata Share)	1	6	1548	24	50	28	5	0	95	206	6	236

■ Actuals: Total Submitted to Date   ■ 6 Month Division Goal...

Summary

▶ For years, the emphasis for Lean Practitioners has been on Lean "Projects"

▶ The emphasis needs to change to engaging people on a daily basis

▶ To change culture means to change the behavior of people, one at a time.

▶ Start small, not big. Start easy, not complex.

Needs a New Name

- "Improvement Inventory" Yikes!

Q&A

Vital Behavior: Use Consensus to Create Standard Work

Six Sources of Influence

Vital Behavior: _____

	MOTIVATION	ABILITY
PERSONAL	Make the Undesirable Desirable	Surpass Your Limits
SOCIAL	Harness Peer Pressure	Find Strength in Numbers
STRUCTURAL	Design Rewards and Demand Accountability	Change the Environment