On the Field Leadership: Transforming People and Process

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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?
Title: CPI Strategic Coaching Model Proposal

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Sponsor: Carl Bailey

Date: 1/13/5

A3 Proposal for Strategic Coaching

**Issue:** Broaden CPI consulting model to include partnering closely with divisional leaders to develop their CPI expertise and capabilities to support and remain their teams to continuously improve.

**Background:** Current consulting model has supported a number of activities that do not consistently tie to a strategic direction and do not have systems and infrastructure to sustain them. This partnership is one that is required.

**Current Condition:**

<table>
<thead>
<tr>
<th>Areas</th>
<th>Planning</th>
<th>Data</th>
<th>Ambidextrous Operations</th>
<th>Cultural</th>
<th>Risk</th>
<th>Research</th>
<th>Sales/Marketing</th>
<th>E.D.</th>
</tr>
</thead>
<tbody>
<tr>
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<td></td>
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<tr>
<td><strong>Client Roles</strong></td>
<td>Manager</td>
<td>VP</td>
<td>Chief Manager</td>
<td>Director</td>
<td></td>
<td>Director</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Supervisor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Consulting Recover</strong></td>
<td>Central CPI</td>
<td>10%</td>
<td>52% of consulting leaders</td>
<td>Central CPI</td>
<td>20%</td>
<td>Central CPI</td>
<td>Central CPI</td>
<td>10%</td>
</tr>
<tr>
<td></td>
<td>Central CPI</td>
<td>20%</td>
<td>10% of consulting leaders</td>
<td>Central CPI</td>
<td>30%</td>
<td>Central CPI</td>
<td>Central CPI</td>
<td>20%</td>
</tr>
</tbody>
</table>

**Countermeasures:**

- Develop intentional design partnership between CPI consultant, divisional leaders.
- Develop organizational roadmap and standards for partnership to address strategy, operations, compliance.

**Implementation Plan (Objectives for Test)**

<table>
<thead>
<tr>
<th>What</th>
<th>Who</th>
<th>When</th>
<th>Outcome</th>
</tr>
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**Goal:** Create a consulting model for partnerships between CPI coaches and divisional leaders to develop/implement strategic CPI plans and build infrastructural improvement through leadership.

**Root Cause Analysis:**

- Partnership between CPI consultant and divisional leaders have not been intentionally designed.
- Current coaching team and operational team does not have practical experience with this type of partnership.
- No clear organizational roadmap and standards exist for leaders and consultants.
- No consistent practice of integration exists between CPI and divisional leaders.
ISSUE: Broader CPI consulting model to include partnering closely with divisional leaders to deepen their CPI expertise and capabilities to support and coach their team to continuously improve.

BACKGROUND: Current consulting model has supported a hodgepodge of activities that do not consistently tie to a strategic direction and do not have systems and infrastructure to sustain them. Partnership between consultants and divisional leaders varies depending on skill experience of both parties. It's become apparent that a clear and intentional model is missing.

CURRENT CONDITION: CPI consulting hours - FY2015

GOAL: Create a consulting model for partnership between CPI coach and divisional leaders to develop/implement strategic CPI plan and to build infrastructure/competencies of leaders to execute plan.

ROOT CAUSE ANALYSIS: (Analysis/Barriers)
Right Side - Target Condition

TARGET CONDITION

Consulting Partnership supports coaching

CPI + VP Partner

Strategic Plan

CPI Tools

Vision

Access div strategy + leader competency

ID target condition - Develop Strategy - CPI partner coach

People Development

APCD

Coaching VP

Leaders Mng b Sap

Process Improvement

VP Strats creates

Goal + Plan

Leadership Expectation + capacity

Defined Competency

COUNTERMEASURES

- Develop + test intentionally design partnership between CPI consultant + division level
- 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

1. Understand the Direction
2. Grasp the Current Condition
3. Establish the Next Target Condition
4. PDCA Toward the Target Condition
   - The 5 Questions
   - TC
   - CC
Grasping the Current Condition: The Shingo Model
## Assessment Process

<table>
<thead>
<tr>
<th>Cultural Enabler Focus</th>
<th>Systems</th>
<th>Questions</th>
<th>OBJECTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Managers and supervisors are seen as mentors &amp; coaches</td>
<td>Leadership Training Leadership Std. Work Coaching</td>
<td>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?</td>
</tr>
<tr>
<td>2</td>
<td>Employees are empowered and recognized for signaling problems or defects that occur in their area.</td>
<td>Visual Management Suggestions/Idea Award/Recognition</td>
<td>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?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cultural Enabler Focus</th>
<th>0</th>
<th>1</th>
<th>3</th>
<th>5</th>
<th>OBJECTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>No evidence</td>
<td>Very little evidence that problems are made visible. Manager as problem-solver.</td>
<td>Manager leading problem-solving, engaging front-line staff</td>
<td>Significant problem-solving at lowest level of organization. Managers consistently acting as coach, asking Socratic questions.</td>
<td>Enabling guided decision-making at the lowest level.</td>
</tr>
<tr>
<td>2</td>
<td>No evidence</td>
<td>Few employees involved in signaling defects and problems, no recognition</td>
<td>Some employees are empowered and some recognition, or only in parts of the department</td>
<td>Significant # of problems and defects are identified and solved by employees, with visible and meaningful recognition.</td>
<td>Problems are owned and embraced by the workforce. Problems are seen as opportunities.</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>“In the Stands”</th>
<th>“On the Field”</th>
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</thead>
<tbody>
<tr>
<td>Talk about the game</td>
<td>Conversation is functional</td>
</tr>
<tr>
<td>Analyze, explain, describe, criticize, judge,</td>
<td>Generates movement, Directive (talk to each other)</td>
</tr>
<tr>
<td>rationalize, have feelings/vent, think we know</td>
<td></td>
</tr>
<tr>
<td>3rd person (them, they)</td>
<td>1st person (living the game)</td>
</tr>
<tr>
<td>Has no impact on the game (little at risk/stake)</td>
<td>Has direct impact on the outcome (accountability/butt on the line)</td>
</tr>
</tbody>
</table>
How People Perform Correlates to How Situations Occur for People

“Occur” Correlated Performs (Behave/Act) Produces Result

http://www.threelawsofperformance.com/
Seattle Children’s Ambulatory Services Vision

Impacting Lives and Delivering Limitless Possibilities
Next steps on our journey

Day 1: (Current State)
• Review organization vision
• Review goals (strategic, hospital, etc)
• Review the current CPI activity in Ambulatory & results gained
• Review CPI system assessment results

Day 2: (Leadership)
• Individual leadership development

Day 3: (Vision)
• Divisional vision

Day 1: (Goals)
• Present FY 14 goal(s)
• Create FY 14 future state
• Identify goal owners and planning teams
• Begin capturing current condition of goals
  - What needs to be understood
  - Where to focus
  - Who needs to be involved
• Deploy challenge to areas & engage in catchball

Day 1: (Process Analysis)
• Training on analyzing process

Day 2: (Target Condition)
• Training on target condition
• Practice PDCA cycles

Day 3: (Coaching Structures)
• Establish actual coaching / learning structures
• Set actual 1st target condition

*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 an interconnected network to achieve a stated vision and goal.
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