Utah OPS: Building on SUCCESS

September 8, 2016
Salt Palace Convention Center

Excellence in Execution:
From vision to implementation

Presenter: Ajai Kapoor

The only thing that is constant is change.

~ Heraclitus

Remember that the only constant in life is change.

Gautama Buddha

"I've seen this before: Combustion due to extreme resistance to change."

"People are resistant to making a change"

"People do not want to give something new a chance"

"People do not like to do anything that is not their idea"

"There is politics with change, everyone has an agenda"

"There are too many changes, some of which can conflict"

"I do not know what this change means"

"People do not understand the real difficulties in my job"

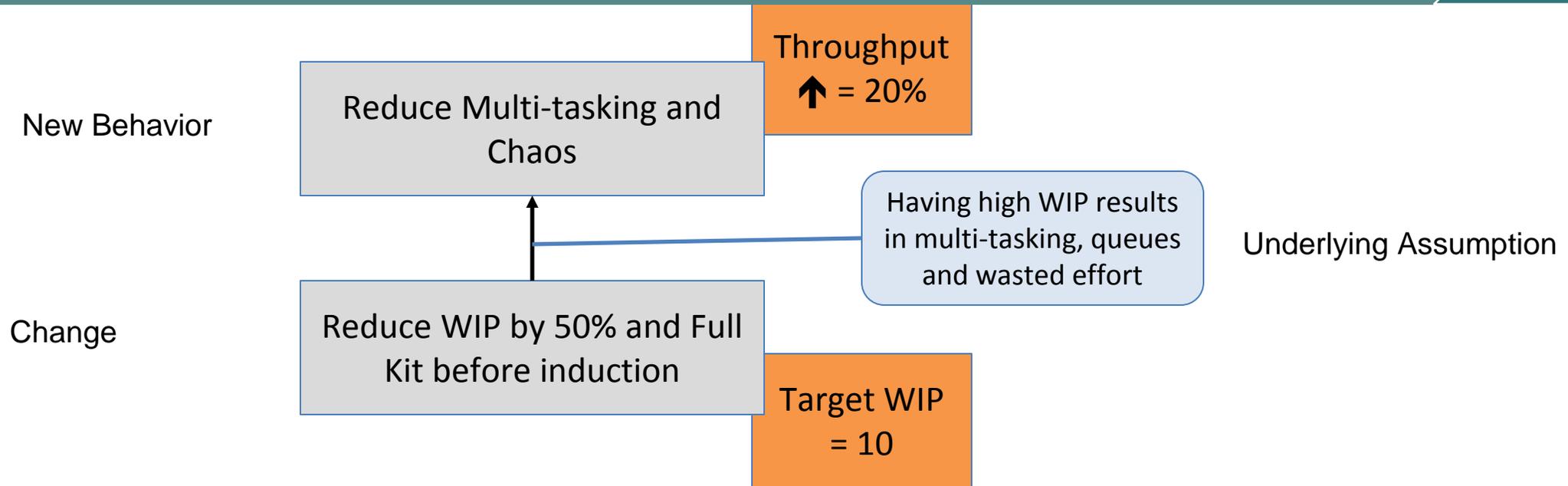"It is hard for people to understand and do things in a new way"

1. In order to make a personal change we need to "believe" that the change is "beneficial"

2. We need to make a change in our environment

3. We need to create some new habits, drop some old habits

4. Get quick feedback to strengthen the belief

- Lack of articulation and agreement on reasons for the change and how it addresses the objective (pot of gold or crocodile)

- Lack of details and understanding of how the change may adversely impacts each party (mermaids)

- Lack of details of 'what good looks like' (or sometimes metrics) for the people in the changed environment so that they can do their day-to day job well (crutches)

And all of this to be tied together in one story so that people can convince themselves holistically

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Throughput
↑ = 20%

New Behavior

Reduce Multi-tasking and Chaos

Having high WIP results in multi-tasking, queues and wasted effort

Underlying Assumption

Change

Reduce WIP by 50% and Full Kit before induction

Target WIP = 10

1. Set a target for performance improvement
2. Set a target for WIP level
3. Design a physical mechanism to restrict the WIP in the system
4. Establish metrics to measure compliance to Rules and Results
5. Define "Standard Work" for accomplishing Full Kit, WIP control and Priorities
6. Roll-out effective education to make the underlying assumption and belief explicit

Example from Production systems

- Assembly lines
- Kanban cards
- Drum-Buffer-Rope system to isolate inventory before induction with a explicit Drum Buffer
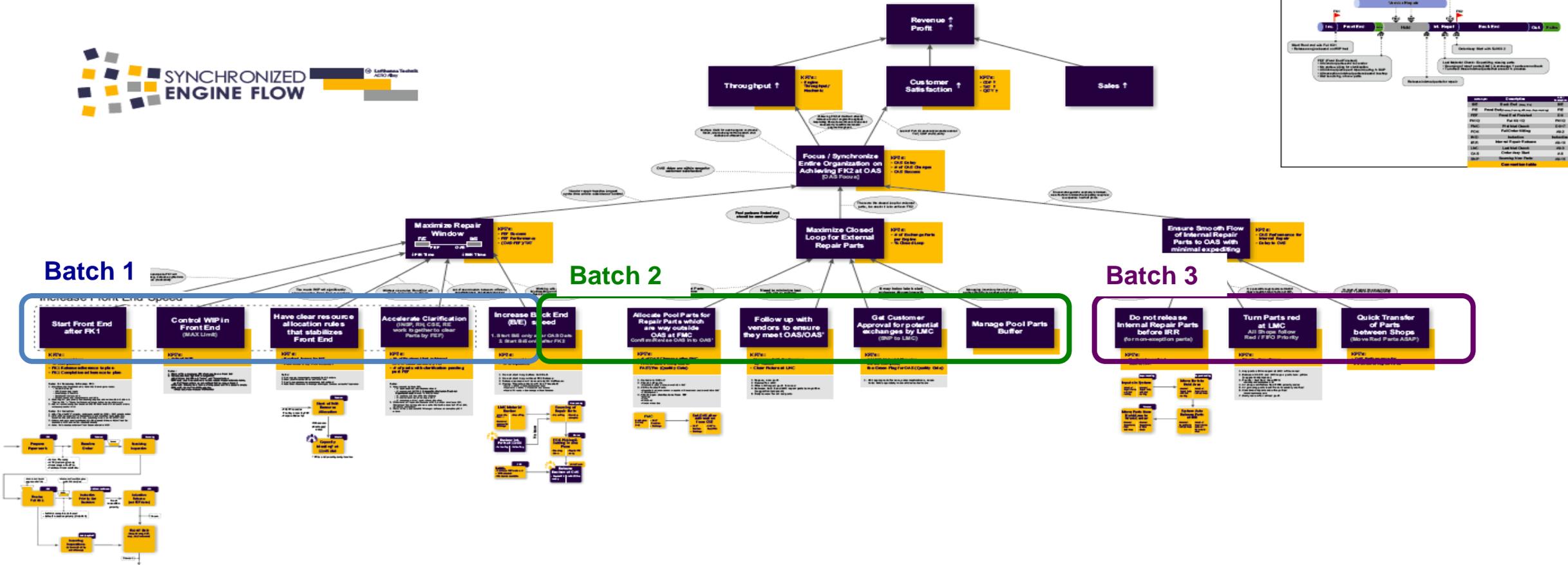
It is a mechanism that can be physically verified since it makes the compliance to a rule explicit – it leaves "no" room for opportunistic interpretation

1 out 1 in

Release Control   Drum Buffer

12/day   10/day   8/day   10/day   11/day
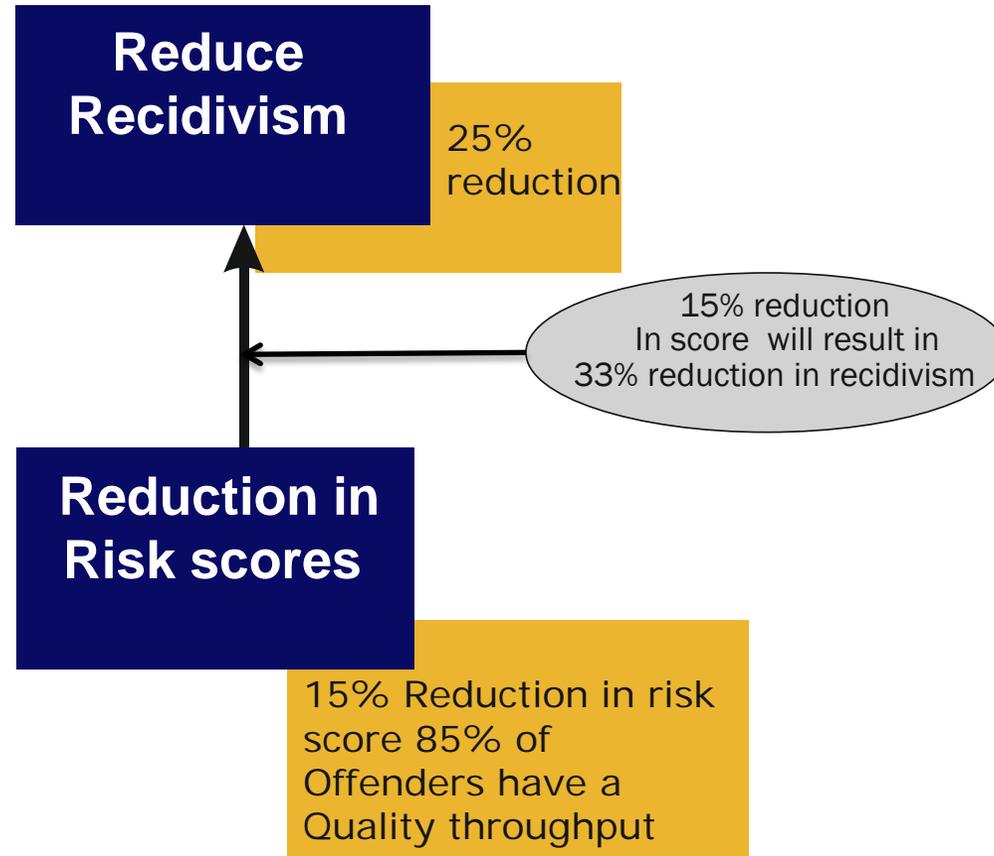
SUCCESS
FRAMEWORK
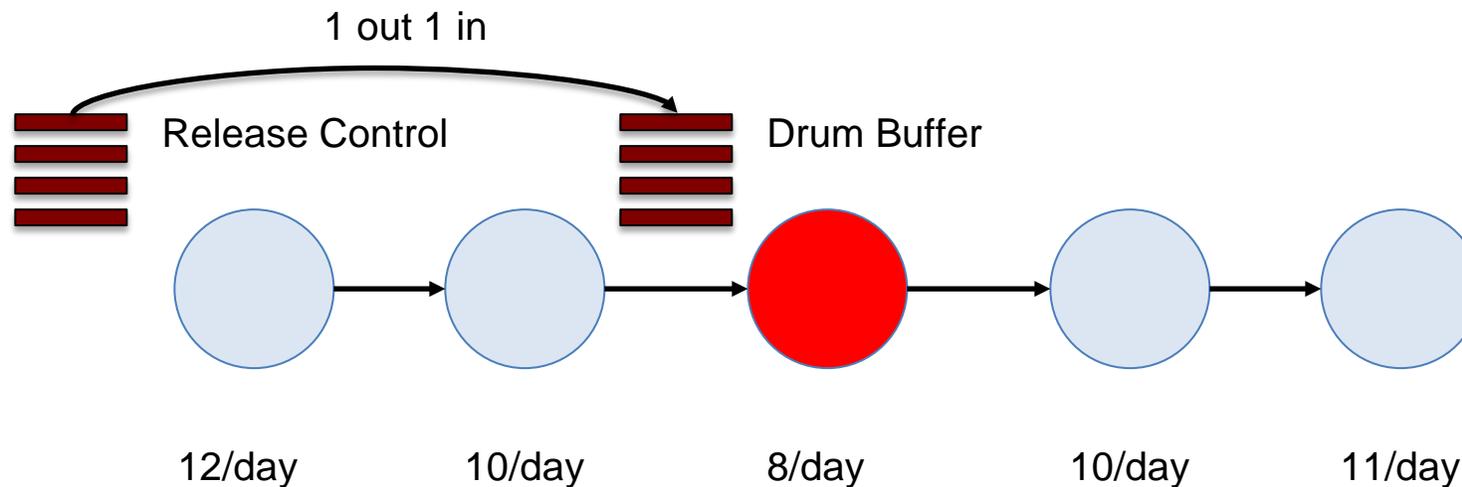
- The behavior is no longer dependent on someone's belief

- Compliance is not dependent on interepretation

- Change can be 'verified'

- Work associated with carrying out the new process can be made into "standard work" with Decision Rules, Measurements and Process supporting the new policy

Example: Synchronized Engine Flow

Reduce Recidivism

25% reduction

15% reduction
In score will result in
33% reduction in recidivism

Reduction in Risk scores

15% Reduction in risk score 85% of Offenders have a Quality throughput

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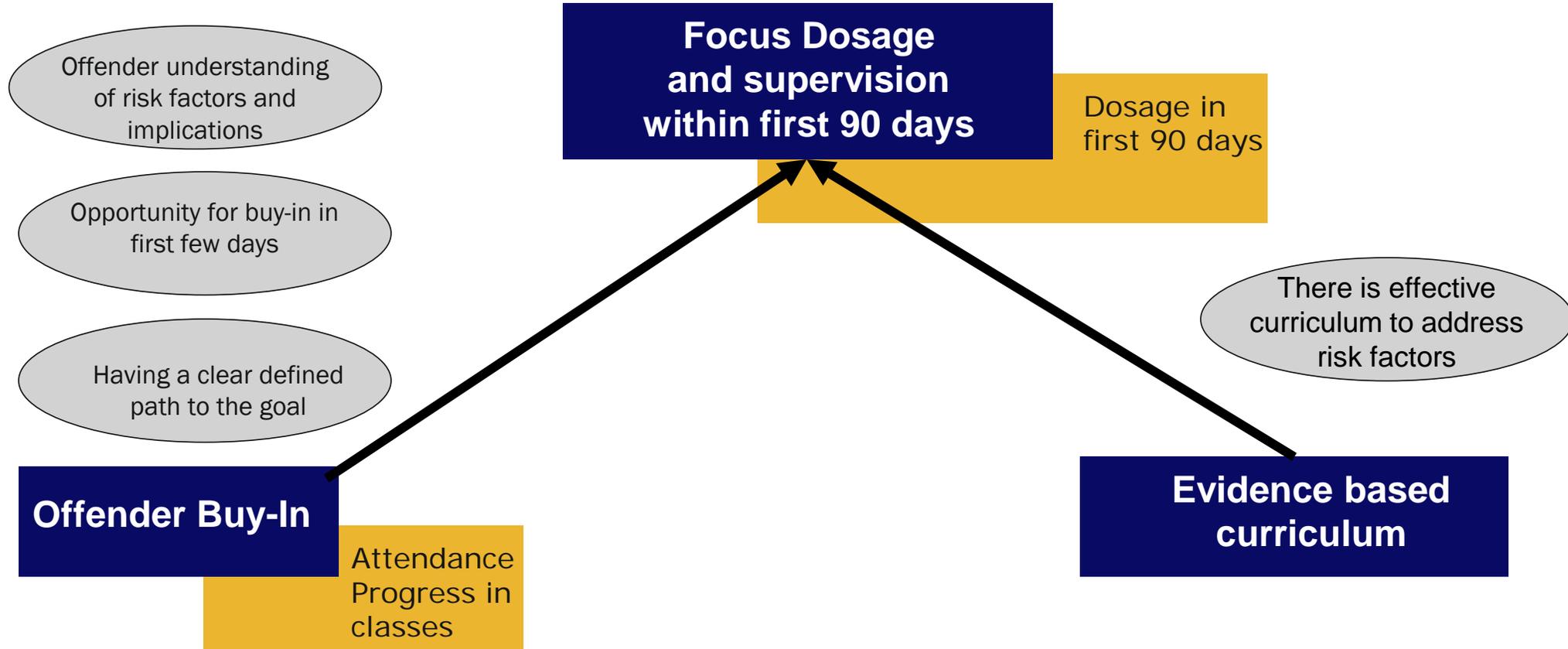Increased dosage will speed up the process

High risk period for re-offending

Disrupt anti-social life pattern

Reduction in Risk scores

15% Reduction in risk score 85% of offenders have a quality throughput

Motivated offenders will achieve risk reduction faster

Motivation of offender coming out of justice system

Content is good and program works to reduce risk

Focus Dosage and supervision within first 90 days

Dosage in first 90 days

Re-assess risk factors at the end of 90 days

Risk factors
No Criminal activity
Dosage and hours
Class attendance
No violations

Check Eligibility for termination

Reduction in CT in Program
3 month moderate risk
9 month high risk

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Focus Dosage and supervision within first 90 days

Dosage in first 90 days

Offender understanding of risk factors and implications

Opportunity for buy-in in first few days

Having a clear defined path to the goal

There is effective curriculum to address risk factors

Offender Buy-In

Attendance Progress in classes

Evidence based curriculum

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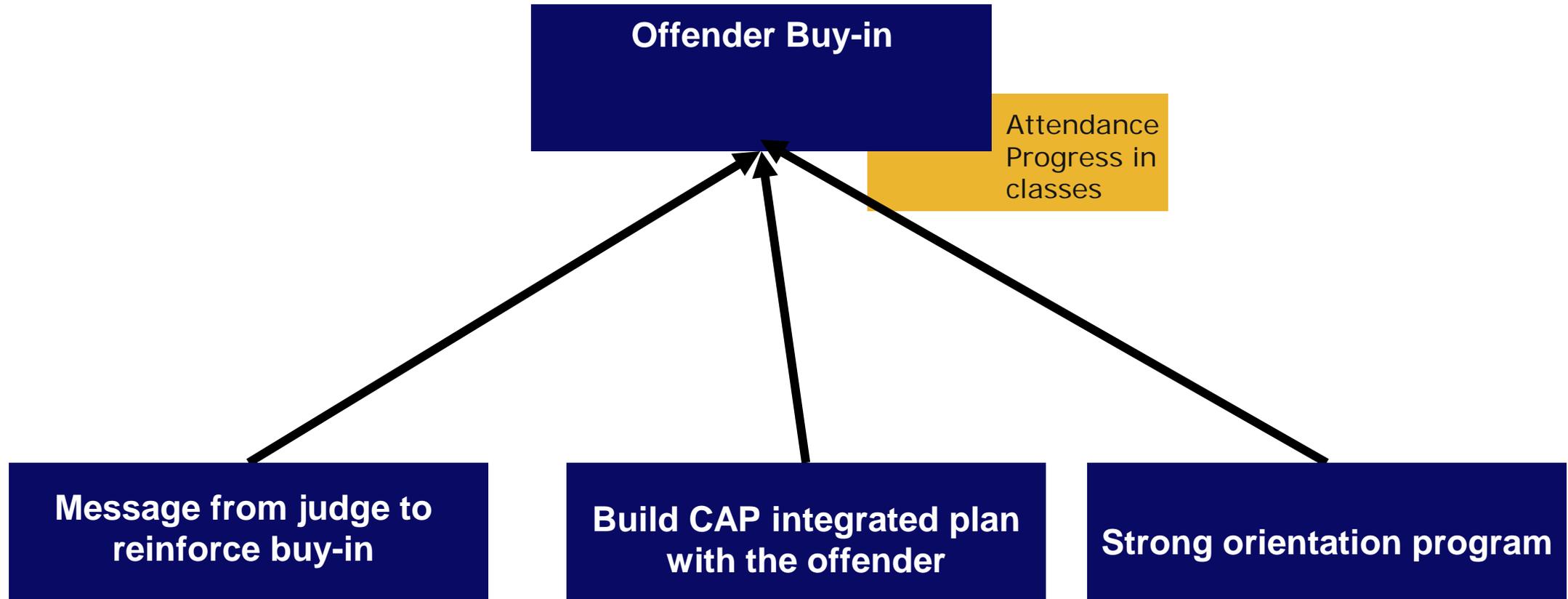
Vision

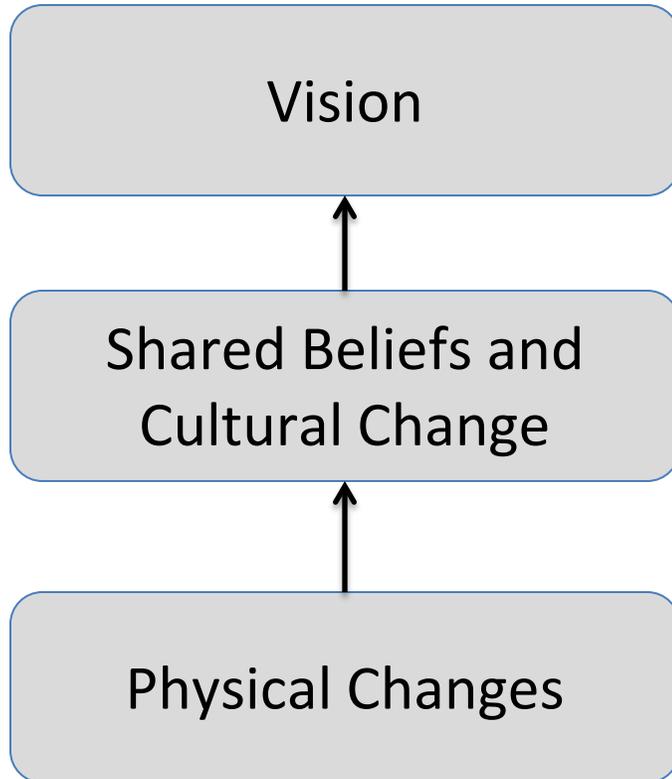Shared Beliefs and
Cultural Change

Physical Changes

- Physical changes allows a conversion of vision to tangible implementation
- Since changes are verifiable and not dependent on beliefs, positive outcomes are obtained without depending on cultural changes
- This helps reinforce new beliefs that create a shared culture
- The shared culture then helps the organization achieve the vision in a sutainable way

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