

Holistic Government
Management Transformation
by TOC
with proof of concept case
study in Miyazaki Prefecture

Presented By: Yuji Kishira
Director Goldratt Consulting
Sep 2017



PRESENT: BUILDING ON SUCCESS 2017

**BREAKTHROUGH RESULTS FOR
GOVERNMENT AND BUSINESS**



So many problems in Japan's government

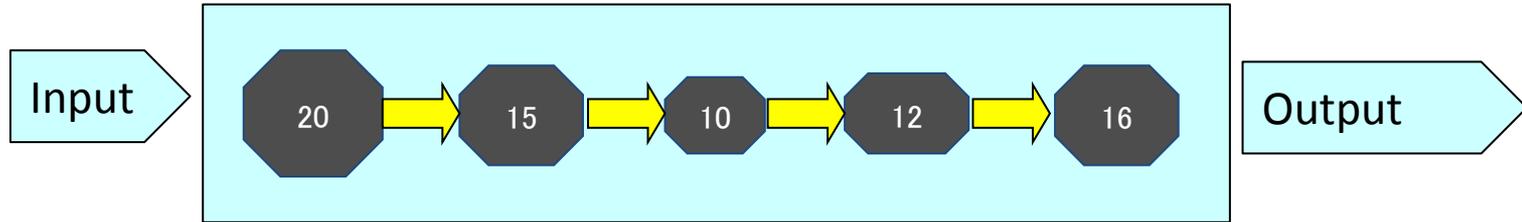
- Financial problem
- Too slow decisions
- Too slow actions
- So many actions not delivering desired effects at all
- Waste of taxes
- Tax increase
- Too much bureaucracy
- So much lip service to tax payers but no results
- Politics everywhere
- Too many scandals

The word "POLITICS" means above ?

Can we say Japan is a system?

“A system is a network of interdependent components that work together to try to accomplish the aim of the system.”

W, Edwards Deming – The New Economics, page 50



Is “System Japan” effective?

Miyazaki prefecture win-win-win Public work transformation

- 2006 Aug Win-Win-Win public work article Nikkei Construction
- Sept Construction Management Meeting in Kyushu
CCPM Seminar by Yuji Kishira
Nomination of pilot project
- Nov Tried to start the project
- Nov 15 **Scandal**

Discussion among team members

Let's do it ! Because we are
at the bottom of the rock bottom!



Katano River Bank Emergency Flood Protection

CCPM Meeting

2006 Dec 08 - This is the very date The Governor arrested.

Miyazaki prefecture building 6 meeting room

Joint meeting contractor and Government official Let's fight with time together!



<http://www.daiichi-kensetsu.jp/>



第一建設株式会社

CCPM saved citizen of Miyazaki prefecture



Dr. Goldratt came to Miyazaki



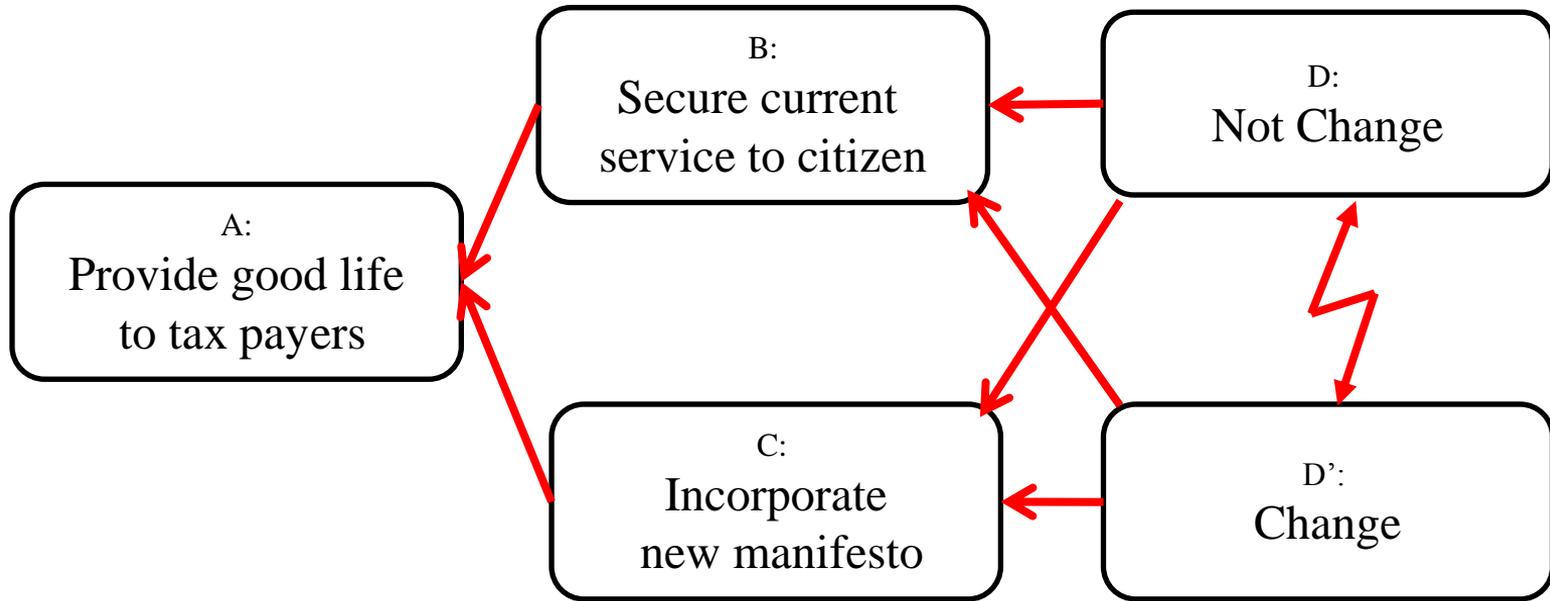
New Governor with new manifesto



NEW INITIATIVES

- Disaster protection and recovery program
- Children program
- Education program
- Healthcare program
- Environmental friendly energy program
- Food business program
- Employment program
- Tourism program
- Sustainable region program
- Safe and full life program

Dilemma of introduction of new initiatives



New initiatives again and again...

Requested to be advisor for Government transformation of Miyazaki



New Governor
Mr. Higashikokubaru

It was requested by Gemba Government officials who worked through
difficult time together

Win-Win solution

Management transformation project chart

Break silo mentality in the organization by designing lead section with supporting section shared the same ODSC

Share project plan considering continuity of service to gain the public's opinion (encourage tax payers participation)

Based on new governor's Manifesto

Objective, Deliverable, Success Criteria (ODSC) clearly stated

Evaluate NOT what you did (spend budget) BUT what you achieved based on success criteria

Third party committee to evaluate progress and performance

Discover something special in Government

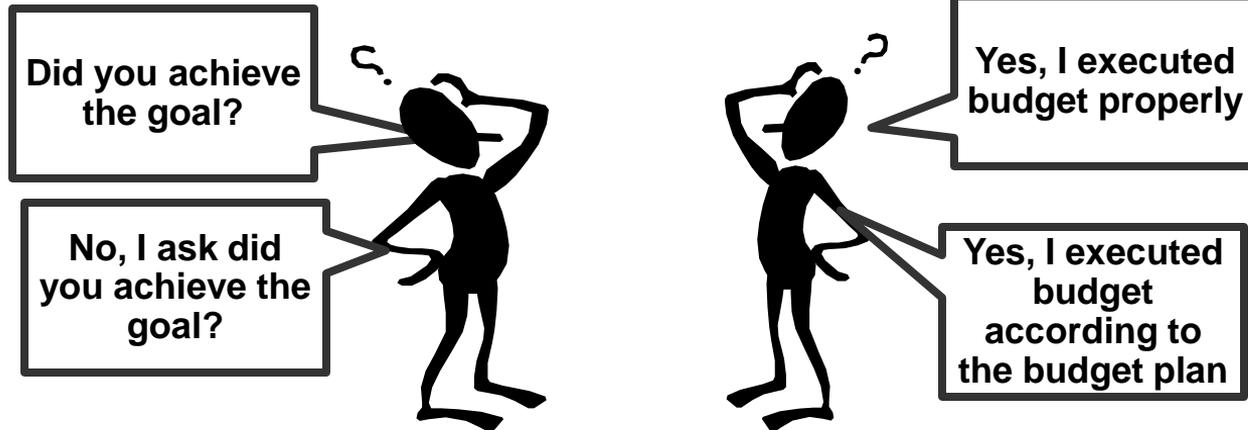
Evaluate

-What you did

But

-Not what you achieved

Spend budget according to the budget plan properly



Simple actions taken

1. Set clear “Success Criteria” with timeline for each category
 - Develop “Miyazaki Management transformation project chart”
2. Simple audit process – asking two questions
 - How is the progress compared with timeline
 - How is the result compared with success criteria

Actions discussed are shared with tax payers

The audit committee - “Miyazaki New Creation Plan”

The chairman is vice Governor, Mr. Kohno

Result

1 重点項目の評価結果一覧

【戦略1】 「郷土の宝『宮崎人』づくり」戦略			
戦略期名	重点項目	達成評価	成果評価
1-1	全ての大人は全ての子どもを愛した	B	B
	学校支援ボランティアやコミュニティスクール等、地域の人材を活用した取組の推進	B	B
1-2	すべての子どもが安全・安心な環境で育ち、健康・生活の質を高める	A	A
	少人数学級等の実施による学びの豊かな学習環境・定住促進	A	A
1-3	子どもが「未来の自分」を夢見る	B	B
	幼保・小・中・高・大の連携による教育の推進	B	B
1-4	地域社会の活性化による向上を図る	A	B
	地域住民の社会性の向上を図る研修プログラムの充実	A	B
1-5	地域社会の活性化による向上を図る	A	B
	地域住民の社会性の向上を図る研修プログラムの充実	A	B
1-6	地域社会の活性化による向上を図る	A	B
	地域住民の社会性の向上を図る研修プログラムの充実	A	B
1-7	地域社会の活性化による向上を図る	A	B
	地域住民の社会性の向上を図る研修プログラムの充実	A	B
1-8	地域社会の活性化による向上を図る	A	B
	地域住民の社会性の向上を図る研修プログラムの充実	A	B
1-9	地域社会の活性化による向上を図る	A	B
	地域住民の社会性の向上を図る研修プログラムの充実	A	B
1-10	地域社会の活性化による向上を図る	A	B
	地域住民の社会性の向上を図る研修プログラムの充実	A	B

戦略期名	重点項目	達成評価	成果評価
2-4	地域社会の活性化による向上を図る	A	A
	地域住民の社会性の向上を図る研修プログラムの充実	A	A
2-5	地域社会の活性化による向上を図る	A	A
	地域住民の社会性の向上を図る研修プログラムの充実	A	A

【戦略3】 「経済・交流」拡大戦略			
戦略期名	重点項目	達成評価	成果評価
3-1	地域社会の活性化による向上を図る	A	A
	地域住民の社会性の向上を図る研修プログラムの充実	A	A
3-2	地域社会の活性化による向上を図る	A	A
	地域住民の社会性の向上を図る研修プログラムの充実	A	A

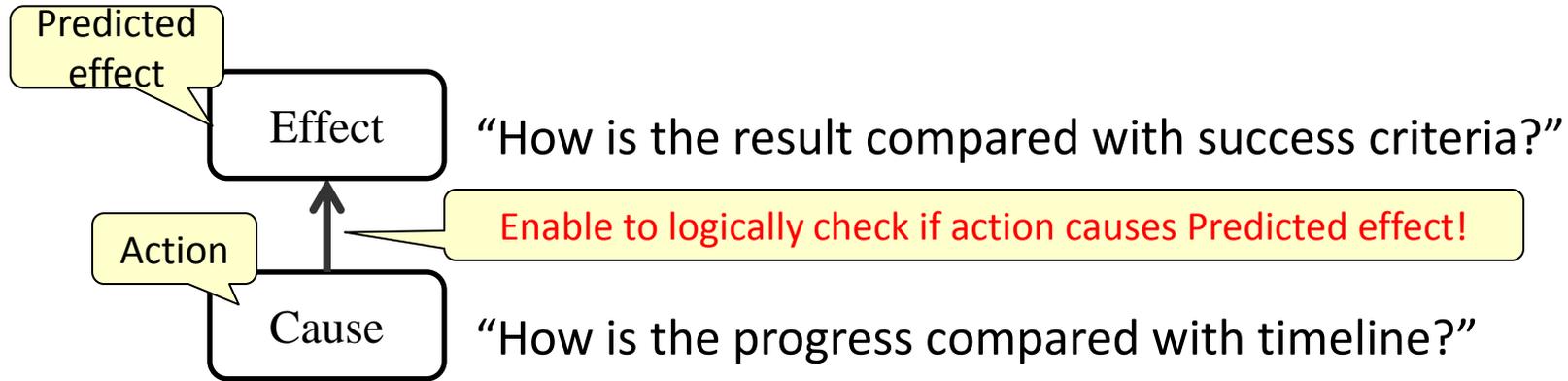
Meet all success criteria A: 41%
 Meet almost all success criteria B: 57%
 Total 98% of all category showed excellent performance improvement

○	目標より進んでいるが、一部に遅れが起きている。	○	目標はあまり近づいていない。
○	目標より遅れている項目が多い。	○	目標はあまり近づいていない。
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Learning:

Everybody wants to make his/her own prefecture better!

More insight: Cause and effect evaluation



Progress	Result	Action
Good	Good	Continue
Good	No good	Re-evaluate budget (freeze action, cut budget, etc)
No good	No good	Analyze what prevents them from taking actions
No good	Good	Analyze what other action caused the result Re-evaluate budget (freeze action, cut budget, etc)

Continuous learning from what “reality tells”

Major paradigm shift

From

Government spend precious money of tax payers.
Must use properly.

To

Government spend precious money of tax payers.
Must NOT waste money by not delivering result.

If Government officials are tax payers,
and
If They want to do something good for tax payers,

Their motivation/collaboration goes up!

Message to TOC society

from Mr. Shunji Kohno, Governor of Miyazaki prefecture



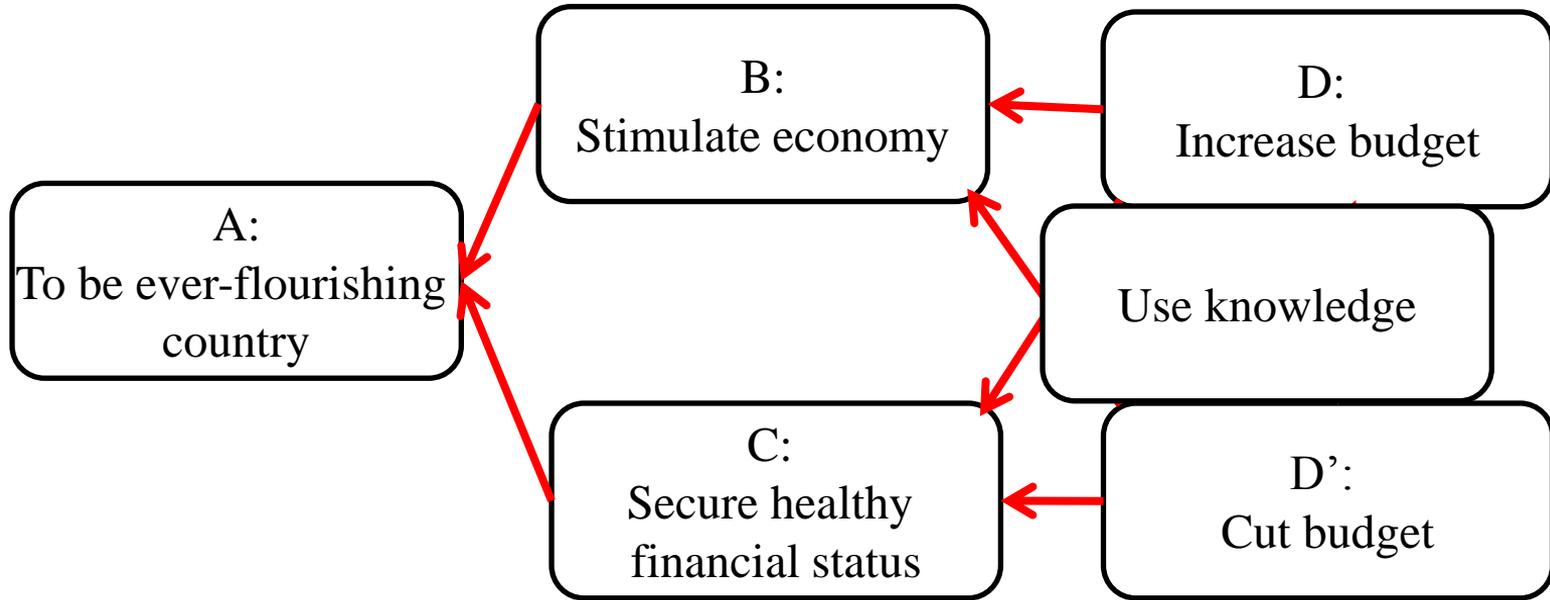
Shunji Kohno, Governor of Miyazaki prefecture

Launched holistic Government management community

2012 Feb



Insight gained in Government management



If you use money, it will decrease.
But If you use knowledge, it will accumulate.

Let's make TOC main way to bring WA to society!



Science paper – one case with logic
Will appreciate if you validate it.

About Yuji Kishira

Hopefully not outer space being

Break-through
突破する力
岸良 裕司
ゴールドラット・コンサルティングディレクター

「公共事業は変わる」。
伝道師は、説き続ける

文：野間悦史 経済グループ
写真：大嶋士
(文中敬称略)



As an author, speaker and change management leader, Yuji Kishira has been supporting holistic management transformation in various industries and government organizations. Some of his implementation are actively being picked in the mass media frequently. One of his works, “Win-Win-Win public work reform” was adopted by Ministry of Land, Infrastructure, Transport and Tourism and many prefectural, city Government all over the Japan.

As a director of Goldratt Consulting, he is involving in various big companies holistic change initiatives to be ever-flouring companies. His special interest in the change initiatives is people’s harmony – WA in Japanese. Inspired by it, he has been rediscovering Japanese implicit best practices and making them into practical explicit body of knowledge. His various books are best and long sellers throughout Japan.

He publish many best seller books in Japan and has regular article in Asahi News Paper, one of the most respected national news paper with 8 millions circulation.

Born in 1959, Yuji Kishira lives in Kyoto with his wife, Mayuko, author of children picture books. His spare-time interests include Japanese painting and music (as a vocalist of hard rock band)