



## SUCCESS 101

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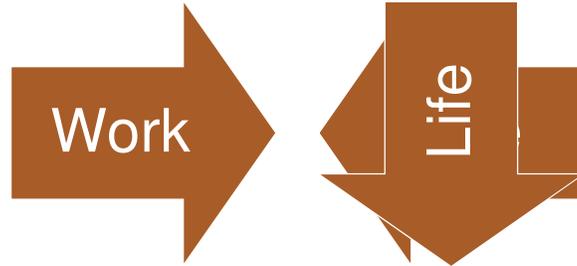
**Steve Cuthbert**  
**Greg Gardner**  
Governor's Office of Management and Budget

## What's our Goal?

Make a meaningful contribution to our organization's goal

Maintain a good work-life balance

# Conflict



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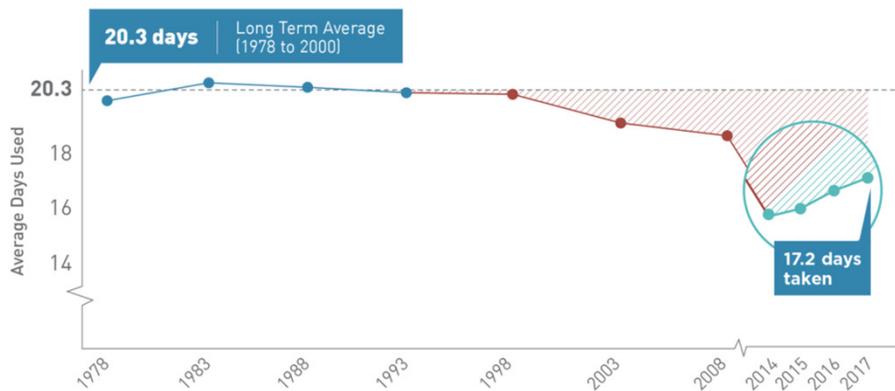
**PROJECT:TIME OFF**

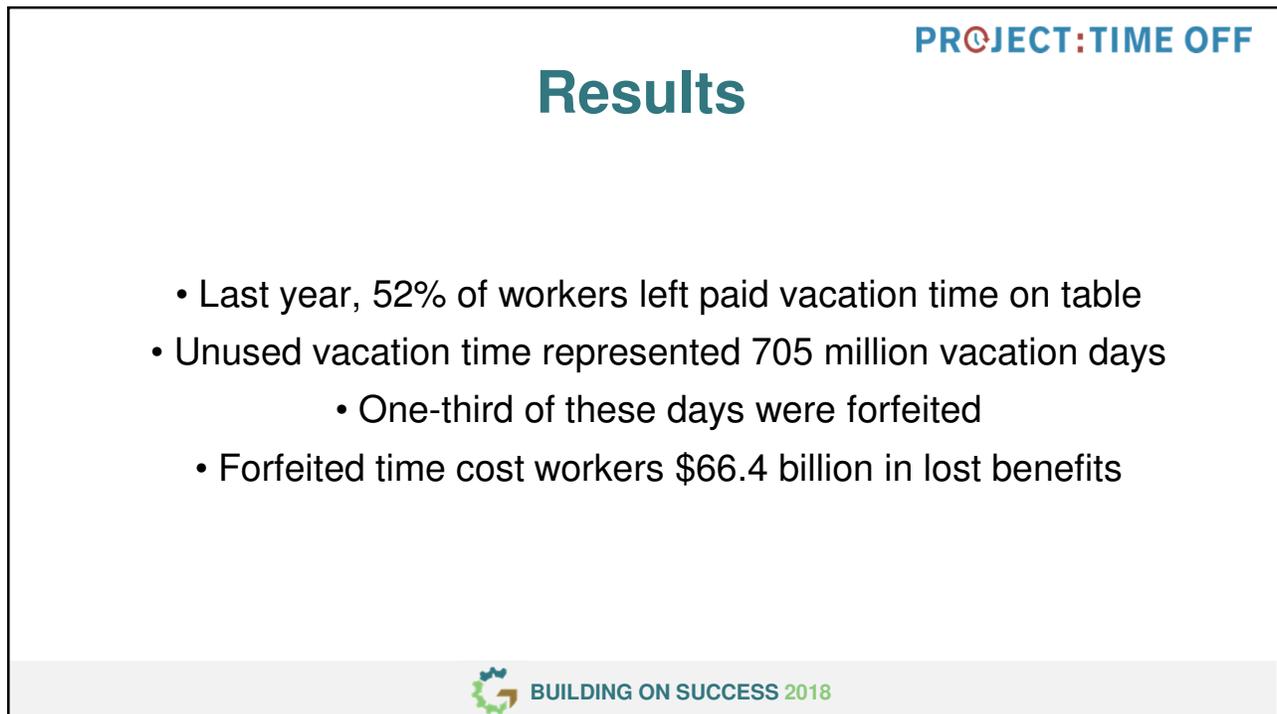
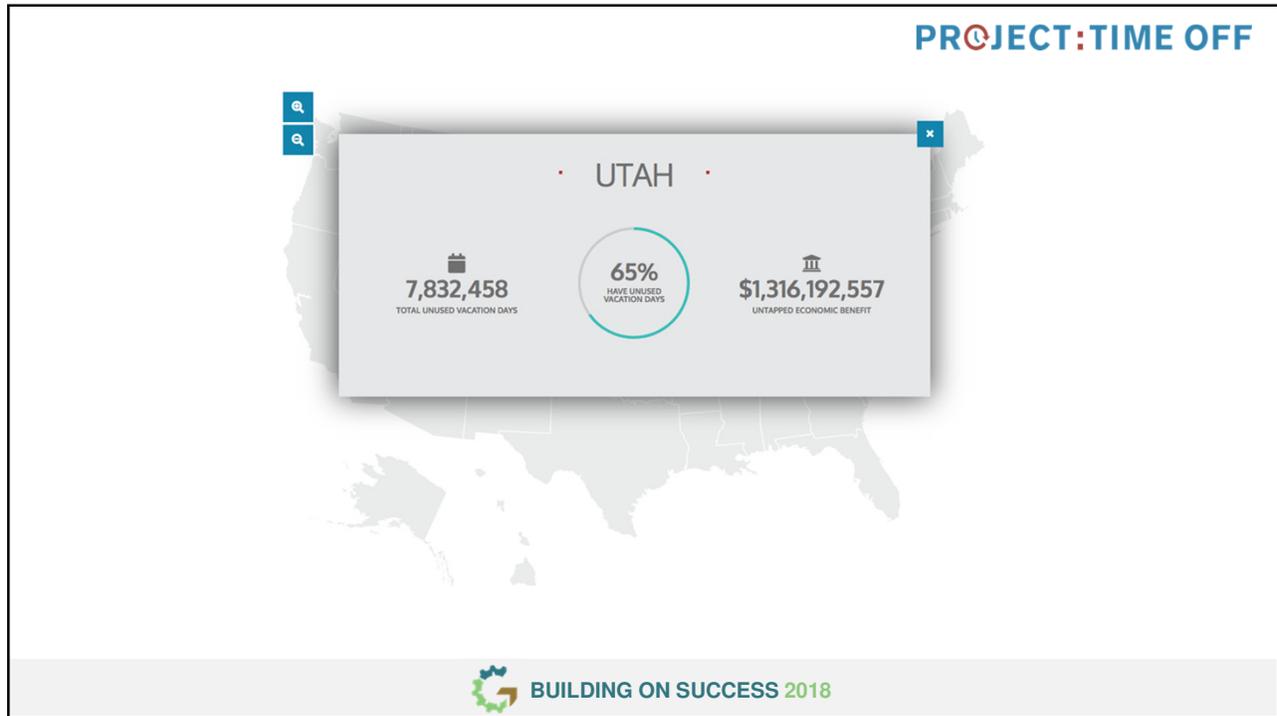
**MOST IMPORTANT EMPLOYEE BENEFITS**



**PROJECT:TIME OFF**

**AMERICA'S VACATION TRENDLINE**





## Why?

- Fear of getting behind on work or not meeting goals
  - No one else can do the work while on vacation
    - Dedication to work and organization
    - Can't ever disconnect from work
      - Cost of vacations



## Benefits of time off

- Better health, less stress
  - Productivity
  - Creativity
  - Memories

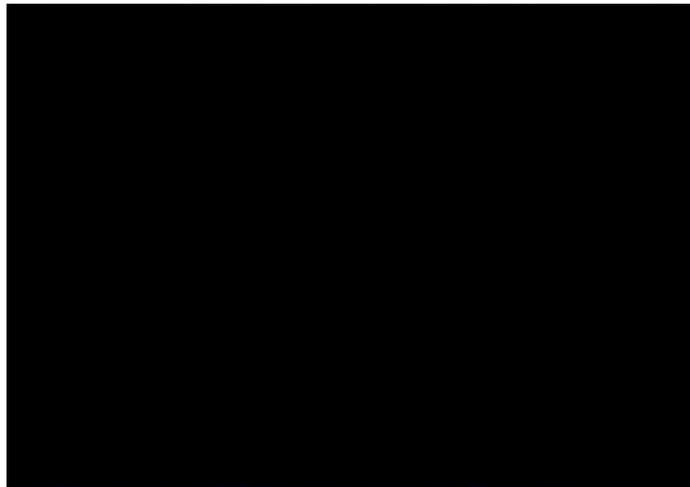


## Have you ever....

- Been assigned work (project or task) that should have gone to somebody else?
- Been given an assignment without clear instructions or requirements to do the work?
- Had to do something over (rework) because it wasn't done right the first time?
- Had a hard time focusing on completing an assignment because you have too much other work on your plate?
- Been given multiple assignments or tasks with no clear order of priority?
- Waited for management help or approval to complete an assignment?
- Come into work early or stayed late to complete an important project or task?
- Worked hard all day but felt like little was accomplished?



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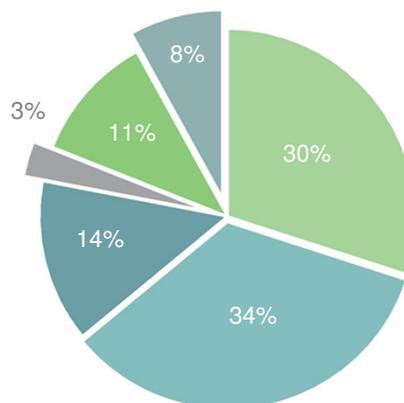
## Organizational Multitasking



- Bad multitasking reduces individual productivity by 25%
- Multitasking especially impacts jobs that require judgement, thought, and creativity
  - Bad multitasking spreads across an organization
- Organizations can suffer a 50% to 75% net loss in productivity



## Our experience





...But there is a better way

## Direction of solution

- ✓ Find “hidden” capacity
- ✓ Follow the rules of flow

Reduce bad multitasking  
 Spend a higher percentage of time on meaningful work  
 Improve services to customers



## Management priority

**DO ONE THING:** Give staff who perform the critical activity in your system **MORE TIME** to **FOCUS** on their work

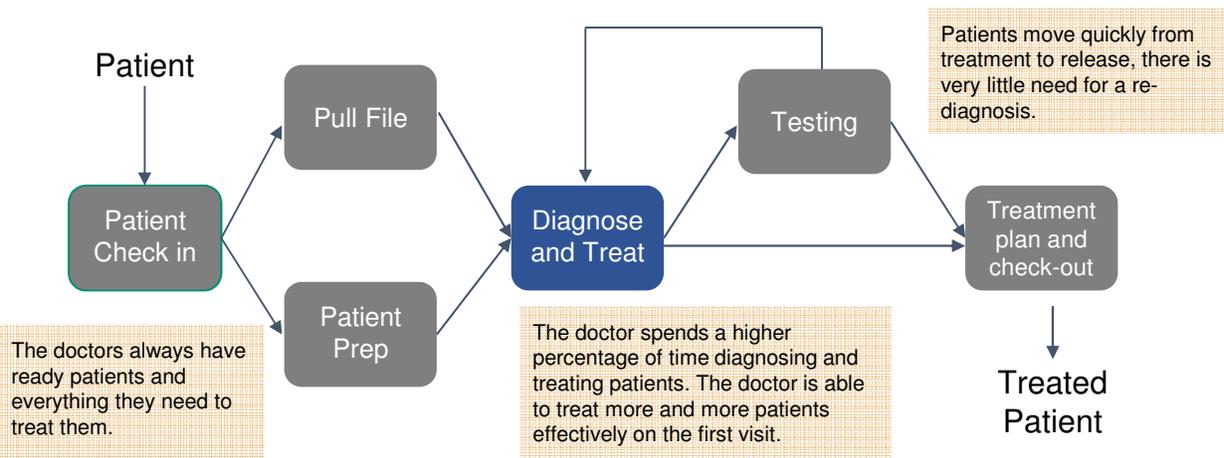
This action will generate capacity that will allow staff to improve the quality of their work and get it done faster which will significantly improve the performance of the entire system



# Blue light concept

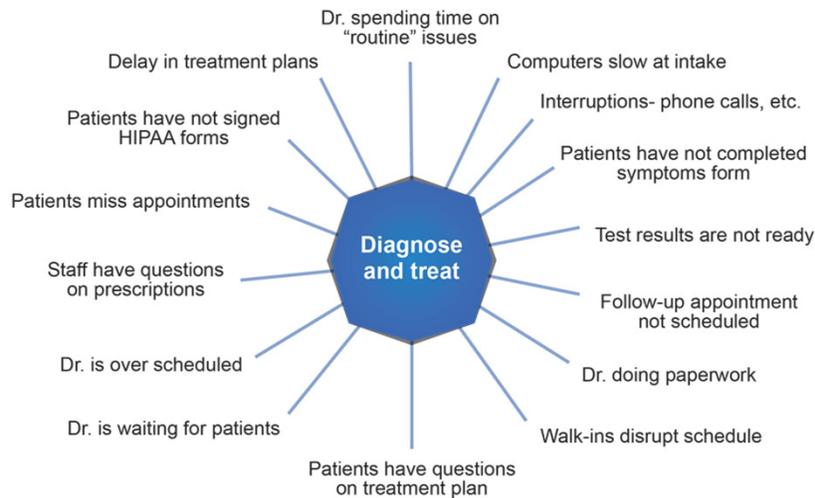
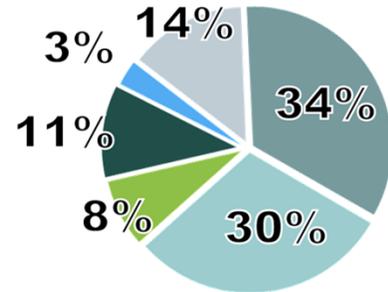


## Doctor's Office Example



## Interference diagrams

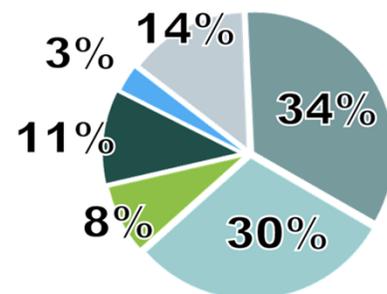
Interferences diagrams are a simple but powerful tool to identify and tap the hidden capacity that staff can apply to their work



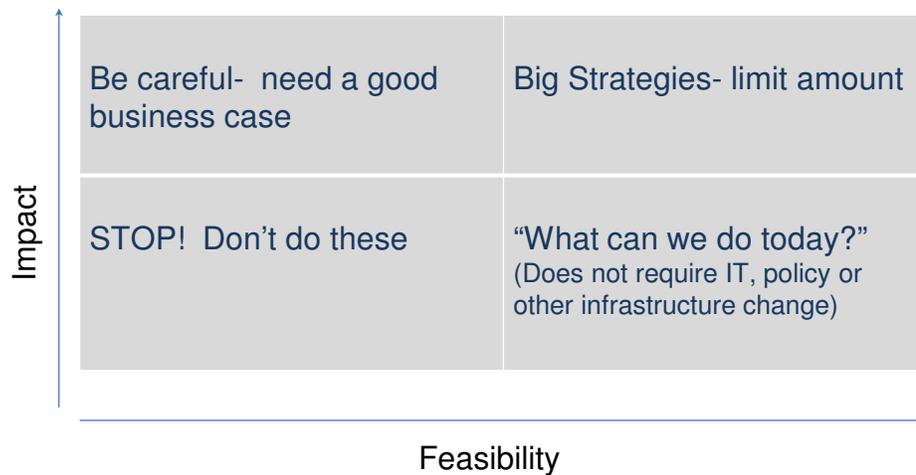
Group the interferences into common areas which include:

- Doing tasks someone else should do (blue light)
- Unclear or changing priorities (triage)
- Not having everything needed to complete a task (full kit)
- Trying to work on too many tasks at one time and constantly switching between those tasks (bad multitasking/work in process)
- Inconsistent/undocumented procedures (standard work)

- Estimate the amount of time spent on blue light
- This percentage becomes the benchmark for improvement. The target percentage should be 80 percent
- There is a significant amount of hidden capacity that can be identified and tapped to improve worker productivity



Prioritize and select interferences to eliminate that have the highest impact and feasibility to improve capacity of the critical activity



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- Create a project plan to reduce or eliminate the prioritized interferences.
- Apply the rules of flow to address the interferences and maximize staff blue light
- The project plan should identify the necessary tasks, responsibilities and time frames to quickly address the interferences.



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## Rules of flow



**Triage: A screening activity (determines if work should enter the system) that assigns a priority or category of work**

### MANAGERS:

- Think **TWICE** before passing on work (task, assignment, project) to subordinates! Does it really need to be done? Will it benefit the organization?
- How do you determine **WHO** should get new work? Is it usually the person who sits closest to your office? Do you just send an e-mail to your entire team and ask for volunteers?
- **NOT EVERYTHING** has the same level of urgency! When you give an assignment, do you give a priority level or is everything a fire?



## Full Kit: Having everything required to complete task or start a project

### MANAGERS:

- **When you pass along work, do you give a full kit?**

*What are the expected outcomes or results?*

*What are the specific requirements?*

*When is the work due?*

*What resources are available?*

*What team members can help?*

*Who are the stakeholders?*

*How should updates be given?*

*How should issues be resolved?*



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# Ferrari F1 Perfection



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**Work in Process (WIP): The total amount of work in a system that has been started and is waiting for completion**

**MANAGERS:**

- How much work can your subordinates effectively handle at one time?
- How do you “choke and release” work to help your team avoid bad multitasking?
- Do you have regular meetings with your team to help overcome obstacles and make critical decisions?
- Do you have a way to officially “close out” work (so it doesn’t take longer than needed?)



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**Standard work: A documented process or procedure for an important function or task that requires consistency**

**MANAGERS:**

- Are their workflows or other areas under your control that can be standardized so staff don't have to "reinvent the wheel" every time?
- Do you have a process to develop and document important practices?
- How do you train staff on standard work? How do you hold them accountable for consistency?



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**DIVISION OF  
JUVENILE JUSTICE  
SERVICES**



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3-Year

## AMBITIOUS TARGET

↓ Reduce the risk of recidivism by **25%** 

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### Division of Juvenile Justice Services, Secure Care Example:

- Blue light workshops with secure care staff
- **Critical activity:** Implement youth's success plan; this work is done by the secure care counselors
- **Counselors' Blue Light:** Direct interaction with youth in housing unit to:
  - Develop rapport/relationship to understand individual needs
  - Ensure safety and security for staff and youth
  - Teach, model, mentor and help youth apply evidence based concepts to change mindsets and behaviors that reduce risk of reoffending
- **Estimated blue light time:** 40 to 50%; target 80%



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## Slide 35

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**SG1** I changed this image because it was the wrong one from an earlier draft of the handout--but this may not be high enough quality Mark.

Staci Ghneim, 9/20/2018

**MO1** I have pulled the image from the one pager too. If I can't get it clearer I will recreate it this weekend.

Mark Osenbach, 9/21/2018

## Division of Juvenile Justice Services, Secure Care Example:

### • Interferences/solutions

#### • Work in process:

- Interference: High turnover rate (35%)
- Solution: Create a career ladder for counselors to retain staff
- Interference: Too few counselors in units
- Solution: Implement staff ratio, 1 staff person for every 5 youth

#### • Blue light:

- Interference: Counselors do food service and facility tasks
- Solution: Kitchen staff do food service; intake staff perform facility tasks
- Interference: Counselors transport youth to various appointments
- Solution: Form a transportation team so counselors can stay on unit with youth
- Interference: Counselors copy and make packets for treatment classes
- Solution: Administrative staff will prepare packets



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## Division of Juvenile Justice Services, Secure Care Example:

### • Interferences/solutions

#### • Blue Light:

- Interference: Too many evidence based tools to learn and use
- Solution: Focus on one treatment tool; Dialectical behavior therapy (DBT)

#### • Full Kit:

- Interference: Counselors don't fully understand the youth success plan
- Solution: Counselors will play the key role in developing the plan with youth and family for the secure care environment
- Interference: Counselors lose contact with youth when they transition back into the community
- Solution: Unit staff will be actively involved with youth for 30 days into transition

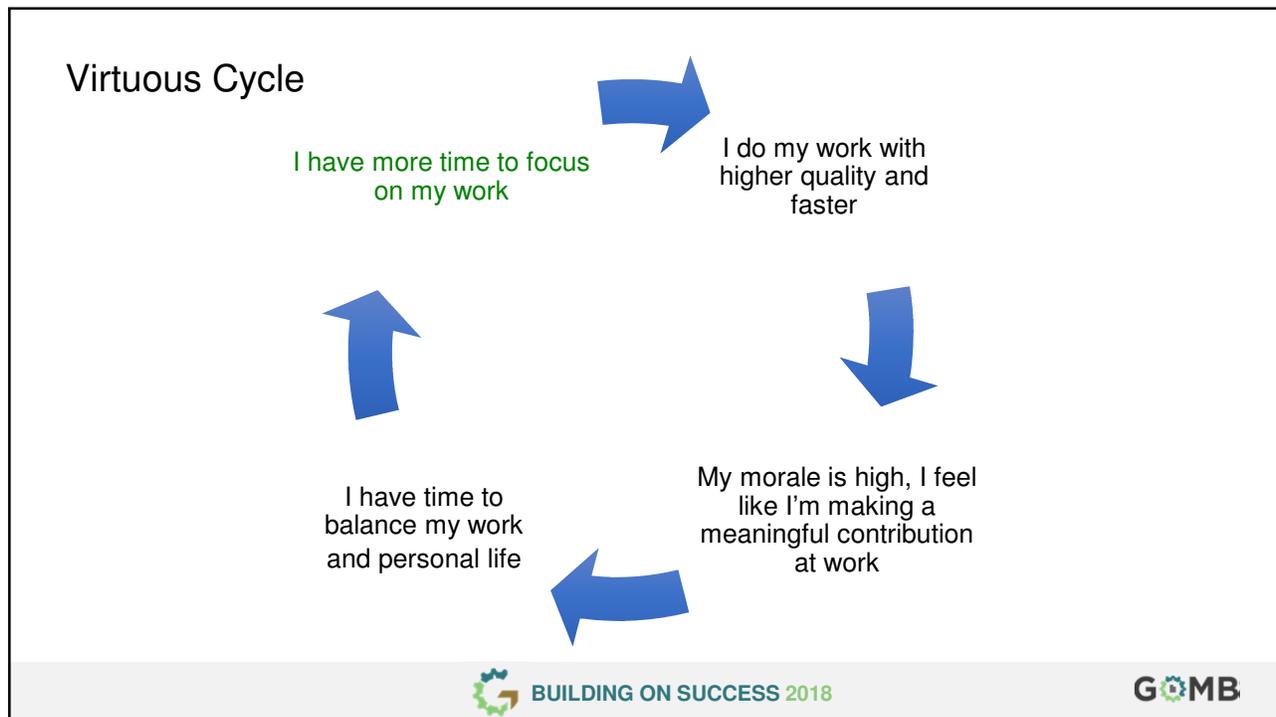
#### • Standard Work:

- Interference: No clear guidelines on why/how staff are scheduled to shifts
- Solution: Clear scheduling guidelines will be established and followed



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## Call to action

- **Give staff who perform the critical activity in your system MORE TIME to FOCUS on their work.**
- Identify the critical activity in your system
- Conduct a blue light workshop with staff who perform the critical activity
- Define their blue light and estimate percentage of time spent on blue light; set target for 80%
- Use an interference diagram to identify and categorize interferences to blue light
- Apply the rules of flow to develop and execute plan to remove highest impact/most feasible interferences
- Reconvene the workshop in 30 to 60 days to evaluate the impact of the changes
- **Wash, rinse and repeat until you hit the 80% blue light target.**



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**Thank You!**



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