



The Essential 8: Parts 1 & 2

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Governor's Office of Management and Budget

SUCCESS Framework



The Success Framework is an operational excellence methodology designed to help government organizations achieve more of their goal





Utah Department of Corrections Re-entry System



SECTION 1

Have the Right MINDSET

- SECTION 1
- To achieve the organization's goal, a leader must:
- 1 Aim high – set ambitious targets
 - 2 Believe there is hidden capacity in operations
 - 3 Commit management time and attention and avoid the “seductive seven”
- GOMB

SECTION 1

Aim High

Ambitious targets are ambitious because:

- We may not know how to achieve them
- We see potential obstacles that will block us
- They force us to think differently about our work

When we set low targets we give more power to the obstacles than the goal of the organization.

**GOMB**

Believe there is hidden capacity

- Systems Thinking
- Solve the Right Problem
- Resolve Conflicts
- Focus on Flow



SECTION
1

Commit Time & Attention

“The organization will always go in the direction where management spends its time and attention”

- ✓ Start By stopping
- ✓ Avoid the “seductive seven” (as independent solutions)
- ✓ Focus on execution

SECTION
1

Start by Stopping



Often we have to start by stopping what isn't currently working or adding value.

Stopping or freezing less important items helps free up management time and attention to work on the goal.

SECTION 1

The Seductive 7



More Money



More Technology



More Reorganization



More Strategy and Planning



More Data



More Training & Communication



More Accountability & Assigning Blame



SECTION 1

Execution

The biggest challenge we face is inertia (a tendency to do nothing or remain unchanged)

Ideas are a dime a dozen
Nothing matters until we make changes “on the ground”



SECTION 1

Management Time & Attention

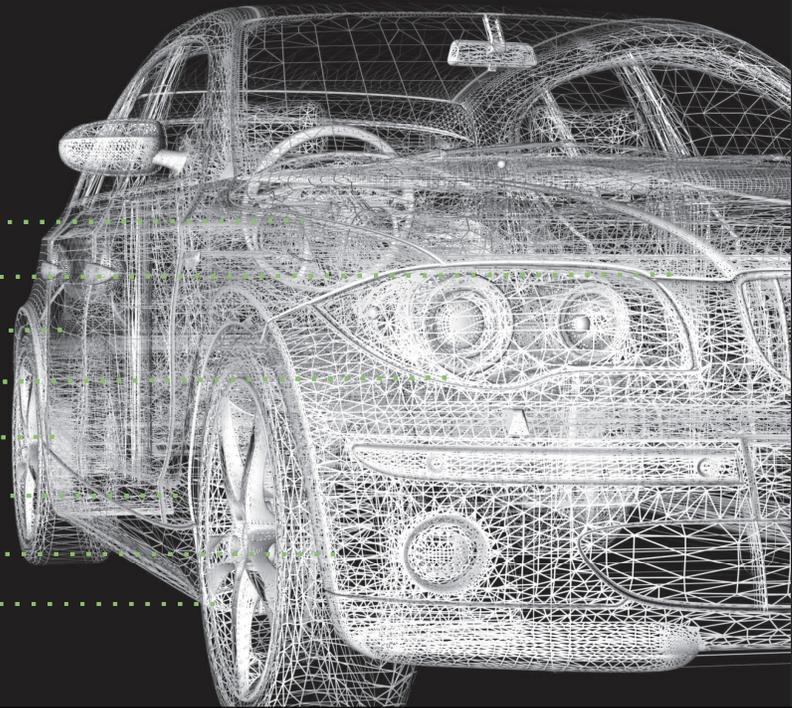


SECTION 2

Improve the **SYSTEM**
(not its Parts)

SECTION 2

- Steering
- Engine
- Fuel
- Lights
- Exhaust
- Drive Train
- Transmission
- Tires



2

System:

A collection of organizational parts (*resources, functions, policies and processes*) that must work together to achieve a common goal

(a system is not necessarily defined by organizational boundaries)

SECTION
2

System Thinking:

The performance of a system depends on how well its parts interact and work together, not on how well they perform separately.

(the parts cannot achieve the goal by themselves)



2

Local Optimization:

Focusing on improving the separate parts of an organization independent from the system as a whole

(local optimization rarely results in significant improvement and can often hurt performance)

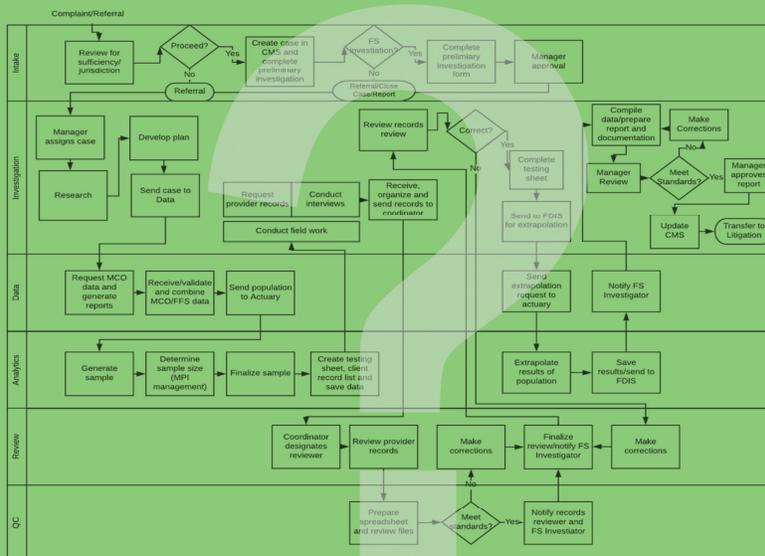


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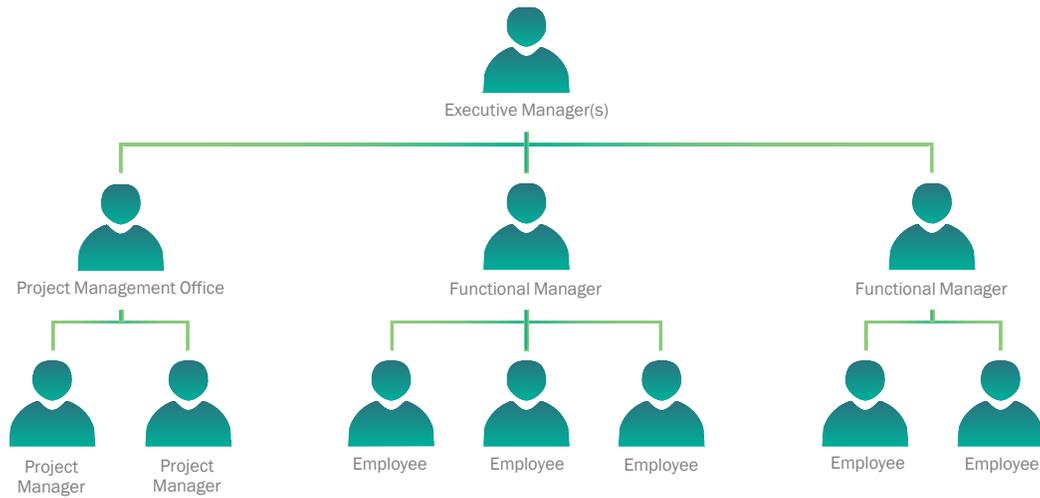
There is no common goal or objective



2



SECTION 2



We are structured and most often measured in functional areas or independent work silos

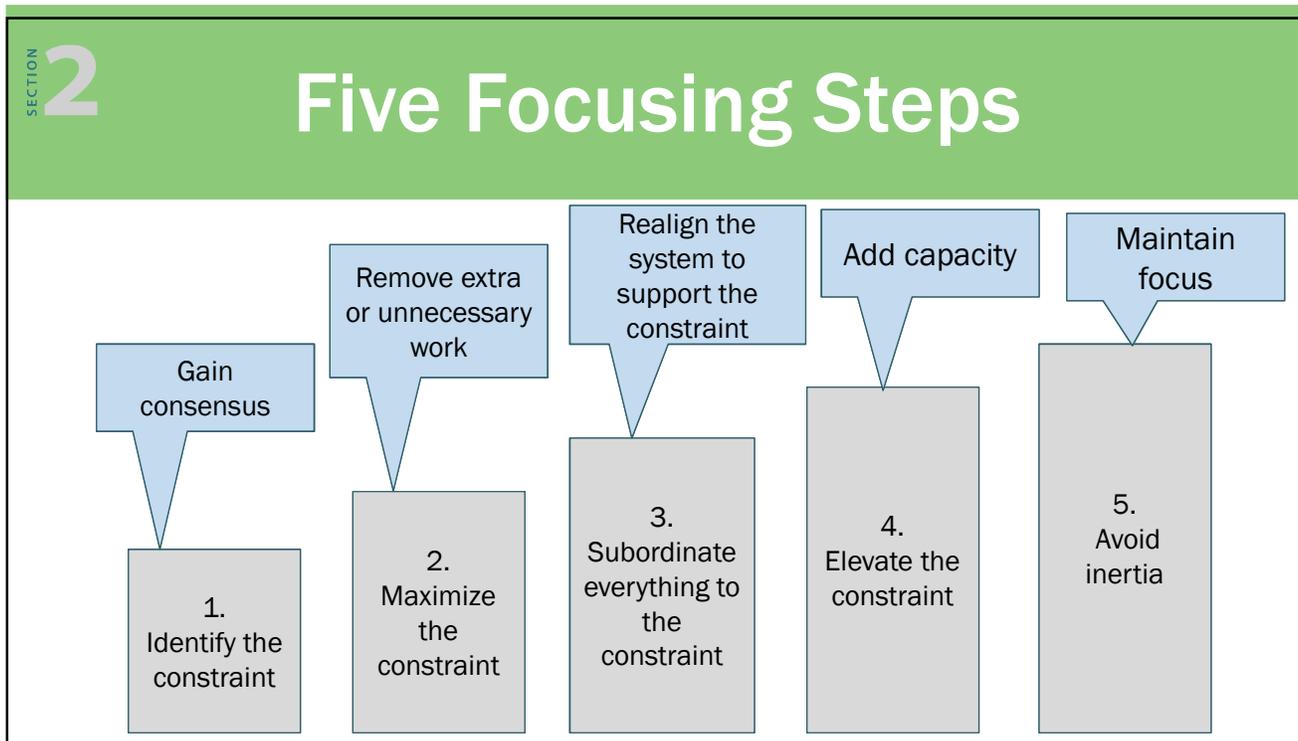


SECTION 2

A constraint provides the focus necessary to improve the system and avoid local optimization

If performance is improved at the constraint, the entire system will improve





SECTION 2 **The first step in the improvement process is to define the scope of your system**

Courts
 Institutional Programming
 Inmate placement program
 Correctional Industries

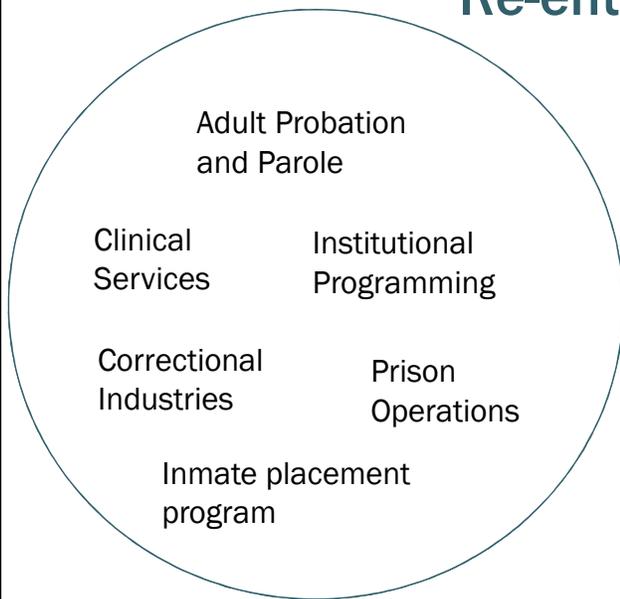
Adult Probation and Parole
 Clinical Services
 Prison Operations

Jails
 Board of Pardons and Parole

GOMB

SECTION 2

Re-entry System



Courts

Board of Pardons and Parole

Jails



SECTION 2

The second step in the improvement process is to determine the throughput of your system

Throughput is a measure of output (the volume of work completed by the system). It is what the system actually produces or its end product.

Examples:

- A completed project
- A decision on an application
- An individual or family served
- A completed investigation or audit



SECTION 3

Always have a Compelling and Measureable GOAL

“Without a goal you can’t score”

SECTION 3

Goal:

The result or achievement toward which effort is directed



SECTION
3

Always start with the goal! Goal statements reinforce:

- Why organizations or systems exist in the first place
- The outcome or end result we want to achieve for customers and stakeholders
 - What we should focus on (*as well as what to let go*)
 - How resources should be allocated

SECTION
3

Goal statements are generally composed of:

- 1 The system throughput
- 2 The result or outcome the system is trying to achieve—or why it exists in the first place (*increase safety, reduce fraud, timely decisions, reduce recidivism, etc.*)



SECTION 3

Checklist for Goal Statements

Good	Not so Good
<ul style="list-style-type: none"> • It is compelling for all stakeholders <i>(customers, employees, legislature, service providers)</i> • It is outcome and results focused • It is measurable <i>(in the short term)</i> • It is brief and memorable • It uses simple and straightforward language 	<ul style="list-style-type: none"> • It only resonates or makes sense to the organization • It references strategies or activities and no end result • It can't be measured or it is too longitudinal • It is long, has multiple sentences and is hard to remember • It is overly technical or uses insider jargon

SECTION 3

“We produce audit reports”

We produce actionable audit reports that identify and prevent fraud, waste and abuse

SECTION
3

We build effective partnerships with our customers

**We deliver reliable projects that
increase business value**

SECTION
3

**We increase protective factors through evidence based practices in
order to achieve positive outcomes for families**

**We help keep kids safe at home with their
families**

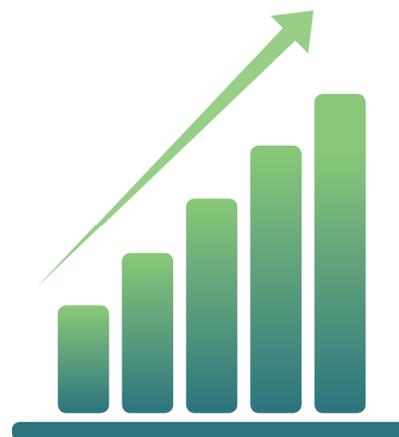
SECTION 3

Ambitious Targets

Ambitious targets are **specific** and **measurable** performance measures related to the goal

Ambitious targets should be outside normal fluctuations in performance

They should force us to think differently about the nature of our work



GOMB

SECTION 3

Goal of the Re-Entry System: Help people return to the community successfully

Ambitious Targets:

- Mindset: zero recidivism, no one will return
- 15% reduction in risk score at exit
- Early successful termination for all people on probation and parole



GOMB

SECTION 4

Focus on the Core PROBLEM (and get the right solution)

SECTION 4

If we don't know the core problem,
we tend to....



SECTION 4

What's the Problem?

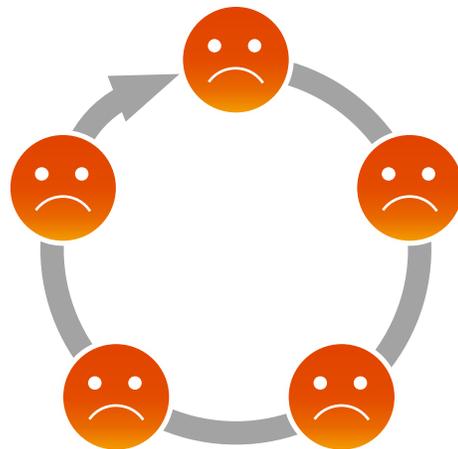


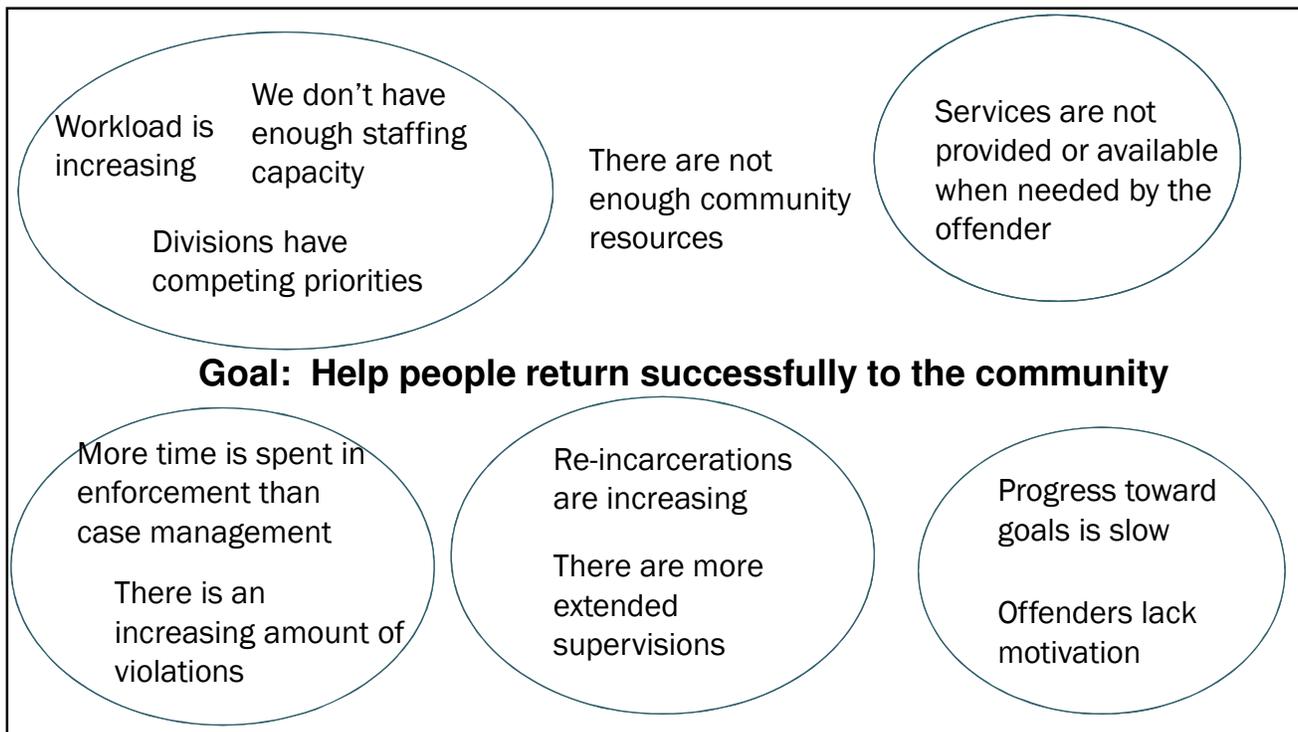
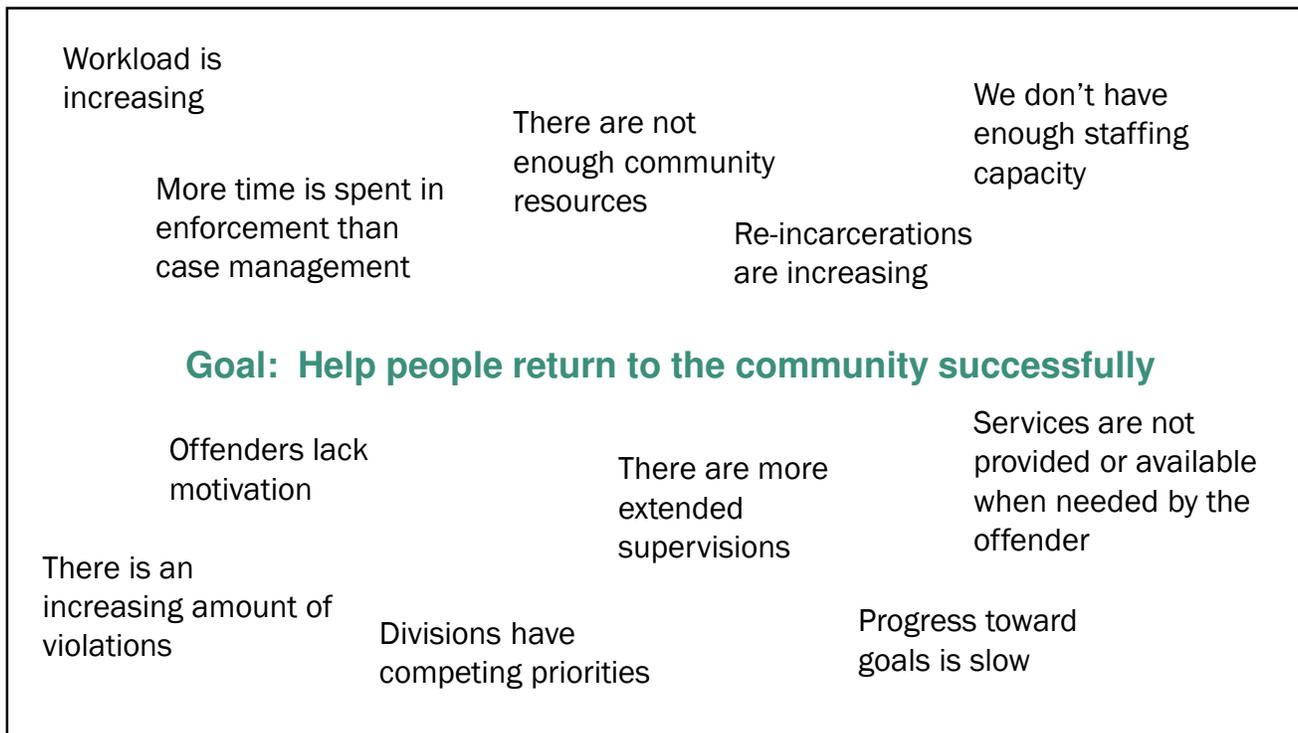
SECTION 4

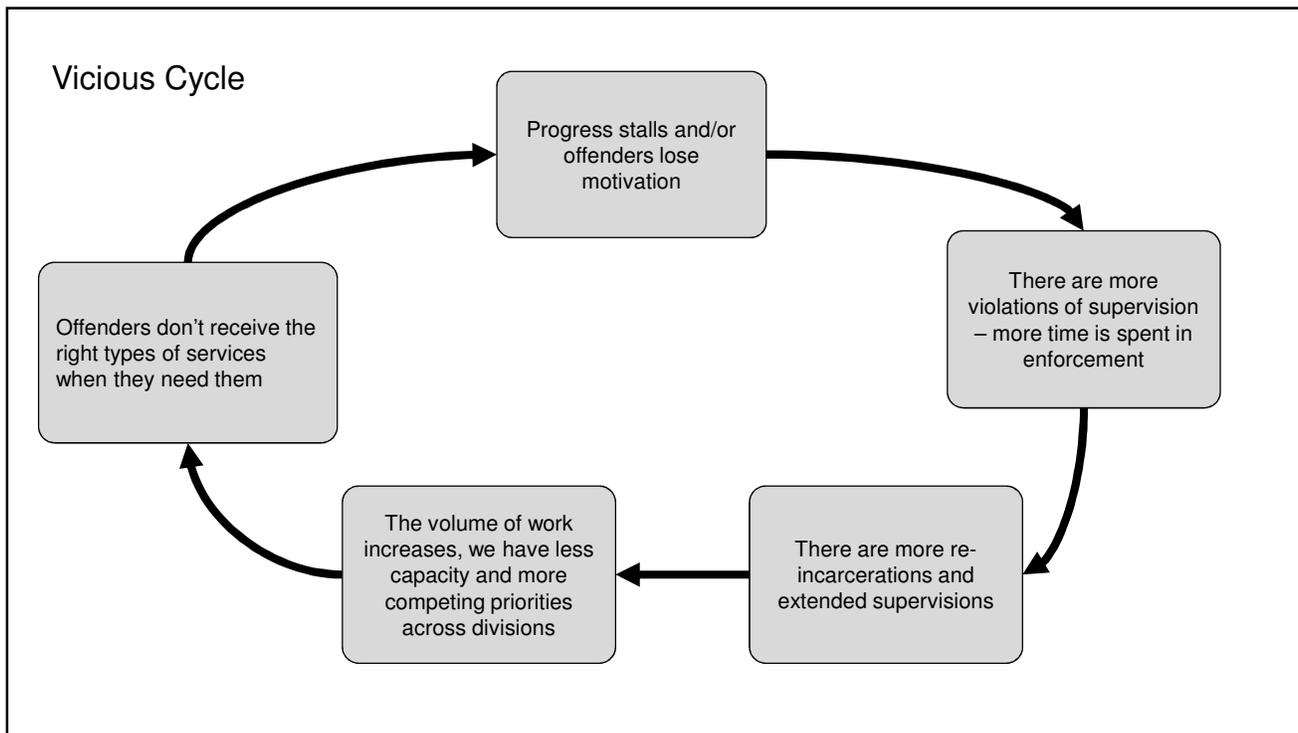
Improvement tool

A **Vicious Cycle** is a self-reinforcing pattern of challenges and problems that keep us stuck, making it difficult to improve

Developing a vicious cycle is a method of root cause analysis



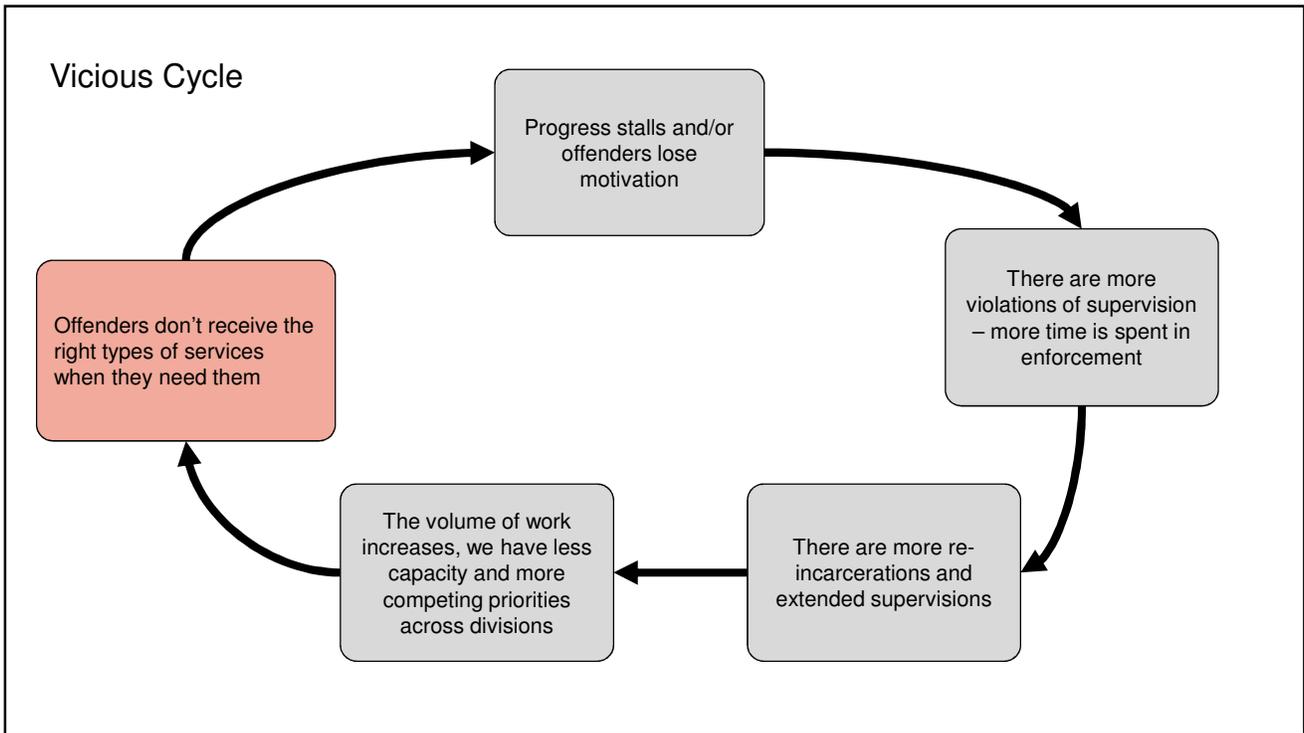




SECTION 4

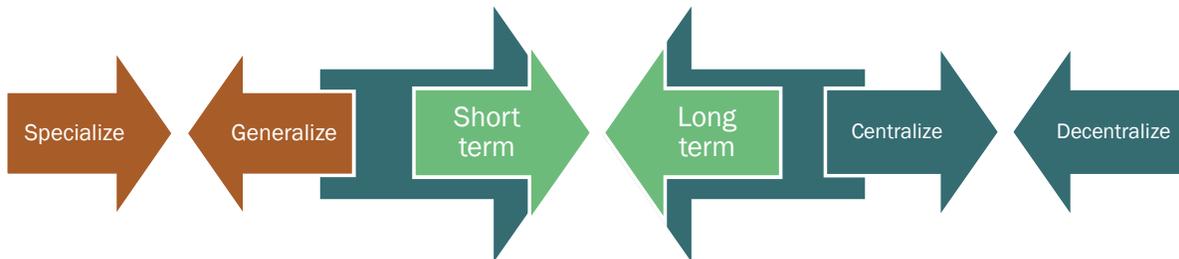
Identify a focal point

Focal Point	Symptom
<ul style="list-style-type: none"> • It is the cause of all the other problems • It is usually something we can influence • It is not easily fixed or resolved, it requires proactive thinking 	<ul style="list-style-type: none"> • They are a result of another challenge or problem (effect) • They can be things outside of our direct influence or control • They create a crisis we react to



SECTION 4

Core problems usually appear simple.... but difficult to resolve. They often persist due to an inherent conflict

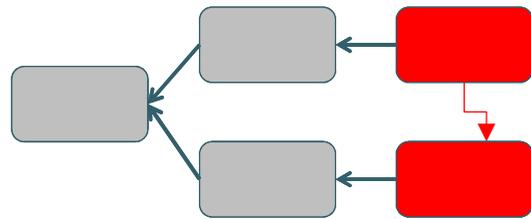


SECTION 4

Improvement tool

A **Conflict Diagram** is a tool that identifies the opposing actions, needs and assumptions underlying a conflict

Resolving a conflict provides a direction for a solution that doesn't compromise needs (win-win)



SECTION 4

