

RCP Innovation Carver County
Lessons learned, Satisfaction and Communication

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Project Goal/Focus

- Ensure stakeholders are satisfied
- Ensure lessons learned are captured, shared & acted upon
- Rewards and recognition
- How to best share results

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Recommendations

- Satisfaction Survey
- Lessons Learned Form
- Rewards & Recognition
- Innovation Weekend

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Satisfaction CARLSON SCHOOL OF MANAGEMENT
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1. Streamline Kaizen Satisfaction Survey
 - Standard responses
 - Net Promoter Score (NPS)
2. Implement Project check-ins with participants
 - Real work starts after event
 - Track progress
 - Designate follow up leader
 - Net Promoter Score

Follow up is key to success

NPS Question and Dashboard CARLSON SCHOOL OF MANAGEMENT
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1. I would recommend completing a Kaizen to others in the county.

10 5
 9 4
 8 3
 7 2
 6 1

← NPS Question

↓ NPS Dashboard

Rating	Count
1	0
2	0
3	0
4	1
5	2
6	3
7	4
8	5
9	10
10	15

Simple Survey = Easy to Quantify

Customer Satisfaction Survey and Dashboard CARLSON SCHOOL OF MANAGEMENT
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1. I have a greater understanding of the value that LEAN/Kaizen process can provide to the county.

Strongly Agree
 Agree
 Neutral
 Disagree
 Strongly Disagree

2. I had the full support of my supervisor/manager for participating in this event.

Strongly Agree
 Agree
 Neutral
 Disagree
 Strongly Disagree

3. The facilitator was helpful & successful in guiding the team through the event.

Strongly Agree
 Agree
 Neutral
 Disagree
 Strongly Disagree

4. My ideas & suggestions were respected and valued by the team.

Strongly Agree
 Agree
 Neutral
 Disagree
 Strongly Disagree

5. The pre-meeting materials were helpful in preparing for the event.

Strongly Agree
 Agree
 Neutral
 Disagree
 Strongly Disagree

↑ Satisfaction Questions

→ Satisfaction Dashboard

Simple Survey = Easy to Quantify

Check-in Timeline CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

Kaizen Project

Kaizen Event → 30 Day Check-in → 60 Day Check-in → 90 Day Check-in → 6 Month Check-in → 1 Year Check-in

Event Hosts: Follow Up Leader Name: Follow Up Leader Email:
 Follow Up: _____
 What steps have been successful? _____
 What steps haven't been successful? _____
 What would you like help with? _____
 Other feedback? _____
How likely are you to recommend a Kaizen event to others in the country?
 1 2 3 4 5 1 2 3 4 5

Questions:

1. What steps have been successful?
2. What steps haven't been successful?
3. What would you like help with?
4. Other feedback?

Consistent Follow Up = Sustainable Success

Short term and Long term goals CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

1 - 2 Years →

- Implement Kaizen satisfaction survey
- Implement follow up survey
- Begin to collect data

3 - 5 Years →

- Implement automated sending
- Implement automated tracking
- Continue to build data and trending

Majority of Recommendation is Short Term

Lessons Learned CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

Capture Learnings:

- Standardized format
- Standardized process to record
- Standardized Storage

Standardized to retain knowledge

Lessons Learned CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

Format: Create a document that is used by all department to capture learning after a CI event or Meeting

Process: Train all employee on the right way to fill it out with the pertinent information and establish a follow up procedure to ensure that information won't be lost.

Storage: Upload to one location. (Sharepoint, Database.)

Set it up for success

Lessons Learned examples CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

EXERCISE OVERVIEW		MANAGEMENT SIGN OFF
Exercise Name	Insert the formal name of exercise, which should match the name in the document header.	Management Comments
Exercise Dates	Indicate the start and end dates of the exercise.	Manager who reviews the results of this exercise used to fill out this section with comment or suggestions. Can be updated as more results are done.
Scope	This exercise is a [exercise type], planned for [exercise duration] at [exercise location]. Exercise play is limited to [exercise parameters].	
Mission Area(s)	Prevention, Protection, Mitigation, Response, and/or Recovery.	
Objectives	List exercise objectives.	
Scenario	Insert a brief overview of the exercise scenario, including scenario aspects (2-3 sentences).	
Sponsor	Insert the name of the sponsor organization, as well as any grant programs being utilized, if applicable.	
Participants	Insert a brief summary of the total number of participants and participation level (i.e., Federal, State, local, Tribal, non-governmental).	Manager Signature _____

Make it simple to complete

Lessons Learned Workflow CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

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graph TD
    A[Start of the Kaizen Event] --> B[Lead starts the document]
    B --> C[/Finish Documentation/]
    C --> D[/Follow up with Manager/]
    D --> E[Manager review and sign-off on summary]
    E --> F[Share Final Documentation with team]
    F --> G[(File Storage)]
  
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Know the Process

Short Term CARLSON SCHOOL OF MANAGEMENT
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1 - 2 Years

➔

3 - 5 Years

- Train employees to the new process
 - Show them how the form should be filled out
 - Establish a file repository to store all files
- Establish a Library of Best practice for innovation
 - A file repository filed with past kaizen event that can be used
 - Identify way to make innovation events better and more successful
 - Analyze why they fail

See the Benefit down the road

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1. Practice employee Recognition (0-2 years)
 - Implement Innovator of the Quarter and/or the Year
1. Design and implement Innovations Rewards program (3-5 years)
 - Strategize and transform innovations savings into rewards fund
3. Communicate and highlight Innovation stories
 - Highlight soft and hard savings of taxpayer dollars
 - Share stories internally and externally

Create Incentives to Innovate

Rewards & Recognition examples CARLSON SCHOOL OF MANAGEMENT
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Employee Rewards & Recognition

<p>Innovations Team</p> <p>[Date]</p> <p>GOAL OF DEPARTMENT'S REWARDS AND RECOGNITION PLAN [State Department's goal]</p> <p>EXPECTED OUTCOMES [State outcomes]</p> <p>SELECTION COMMITTEE [State the criteria and how selection committee is formed to select rewardee]</p> <p>REWARDS AND RECOGNITION PLAN [State plan]</p> <p>THE REWARDS AND RECOGNITIONS [State rewards and recognitions]</p>	<p>NOMINATIONS FORM For Innovator of the Quarter / Year</p> <p>DATE [Fill]</p> <p>NOMINEE [Name and Title]</p> <p>NOMINATED BY [Name and Title]</p> <p>Using the criteria listed below please state your reasons for nominating this person with as much detail as possible.</p> <ul style="list-style-type: none"> • How does the nominee support and represent county's mission of innovation? • How has the nominee collaborated to support innovation in her/his department? <p>Form Submission Information: Innovations Team – Designee (Name) Carver County Email:</p>
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Rewards & Recognition
Communications examples

Innovations Report Innovation Team

[Monthly/Quarterly report for Internal Communications]

FOLLOW UP – PAST AND PRESENT PROJECTS AND OUTCOMES

[Present projects completed past and present - present data in a matrix monthly/quarterly]

Example:

Project	Innovation Area	County Department	Results & Outcomes	Impact Areas
Tool Shop	Continuous Improvement	Facilities	50 tools to standardize resources and improve efficiency and eliminate waste all new in search of relevant tools	Operations, Administration, Billing

INNOVATION NEWS IN COUNTY
[State any related news such as grants, new projects, new advisors, events hosted, recognized employees/teams]

NET PROMOTER SCORE
[State survey results and next steps to improve the score if needed]

Event-Innovation Weekend

“I have a great idea, I just don’t know how to share it.”

- Start a new event for all employees of the county
- Model after the Startup Weekend format
- Encourage each department/function to participate
- These events are happening at many different cities and within organizations

Let’s Innovate together

Innovation Day

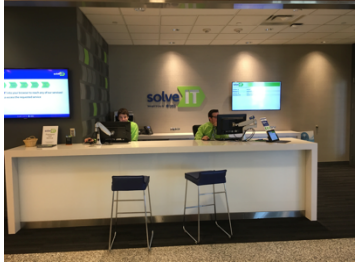
Format

- Employee pitch the Idea
- Work together to build business plan
- Present to leadership team or judges
- Financial support or recognition

Benefits

- Real time innovation
- Cross-functional thinking
- Dynamic Teamwork
- Quick Implementation of ideas
- Project Pipeline
- Show that Carver county is actively innovating
- Culture Change

Example



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Findings supporting recommendations

- Current State
- Theories supporting recommendations
- Govt. & Industry examples
- Potential Roadblocks and Resistance

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Satisfaction

Current state Carver Co

- Kaizen Satisfaction Survey
 - Current 15 question survey
- Event Follow Up
 - Nothing identified

Literature, Govt. Industry Supporting Recommendation

- Lean.org:
 - Structured Follow Up
- Industrial Engineering Research Conference
 - Continuous follow up leads to better goal sustainability
- Virginia Tech/Oregon State
 - Standard checklists help to align organization

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Satisfaction CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

- Potential Roadblocks, Resistance & Barriers
 - Additional paperwork
 - No one likes paperwork
 - Overcome - publish results, contributors can see the value
 - Manual follow up
 - Lots of reminders required in order to sustain follow up
 - Long-term the process could be automated

Communicate Results in order to Sustain Results

Lessons Learned CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

Potential Roadblocks

- Resistance to change in process
 - Trying to institute a fundamental change in documentation and recording
 - Failure to train employees on proper documentation techniques
- Lack of management buy-in
 - Creating more work for the management team

Ensure proper documentation and follow up

Rewards & Recognitions CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

Current state Carver Co

- Reward
 - Commemorative Mega Blok
- Recognition
 - Results after a 5S/Kaizen event
 - Innovation Day Celebration

Literature Supporting Recommendation

- APQC:
 - Extrinsic vs intrinsic incentives for recognition
- HBR:
 - Recognition programs boost employee engagement, morale and recommending workplace (Harvard Business Review)
- Rewarding failures for lessons learned from innovative ideas

Foster and Leverage Valuable Ideas

Rewards & Recognitions CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

Govt. Industry, Non-Profit practices supporting rec

- Recognition programs
 - OPM, World bank and other non-profits
 - Public sector CIOs - reward and recognize during recession (GovTech.com/ opm.gov)
- Potential Roadblocks, Resistance & Barriers
 - Conflict with annual PEER awards
 - Promote & strategize with leadership
 - Financial - budget constraints
 - Target long term Innovation savings, grants
 - Resistant management, employees
 - Communicate benefits of Innovation culture

Recognize behaviors and Promote Innovation

Innovation Weekend CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

Potential roadblocks

- A whole new event could take a lot of work to organize, need to form a dedicated committee
- There will be periods of uncertainty and ambiguity in the final result
- Potential need for financial backing

The Platform to Innovate together

Conclusion / Questions CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

Evaluate impacts and outcomes of Carver County's Innovations program

- Ensure stakeholder satisfaction
- Capture lessons learned in a standardized format
- Establish Rewards & Practice Recognitions
- Promote innovation culture: communications

Thank You for your assistance & this Opportunity!

Ensure Satisfaction to Create More Innovation

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Questions?

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Additional Information

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Innovation Day Format

- Gather all participants in a conference room
- Pitch-Give employees 60 second to pitch their idea
- Vote- Select the top 4 as a group
- Team-Allow the employees to work on these ideas for the rest of the day
- Present-Make a presentation to the senior leadership with a plan or strategy to move forward
- The judges (SLT) vote on 1 idea to be the winner.

Rules and Recognition

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- None Really-any idea, any format is acceptable
- Ideas could be anything that improve the operation of the county
- Ideas that could save the county money
- New product or service
- Recognition by financially supporting the project to go-live
- Put project into pipeline and give credit to the employee that came up with the idea
- Could expand into a 2 day project

Benefits

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- Time Innovation
- Cross-functional thinking
- Employee engagement and culture change
- Dynamic Teamwork
- Recognition
- Building a project pipeline
- Get the word out that Carver county is Innovating
- Real
