Journey to the Center of Excellence:

What to Pack

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Journey to the Center of Excellence

...if only it was this easy

Planning the Journey

Undertaking the Journey to Excellence

Baldrige Framework and City Focus

- Baldrige criteria
  1. Leadership
  2. Strategic planning
  3. Customer focus
  4. Measurement, analysis and knowledge management
  5. Workforce focus
  6. Operational focus
  7. Results
Baldrige Framework and City Focus

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City of Minneapolis

Performance Framework

- Continuous Improvement
- Strategic Planning
- Business and Resource Planning
- Program Implementation
- Performance Management & Reporting
- Results Management

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The Traveler
Deciding if You Are Going to be a Tourist or a “Local”

The Maps & Navigation Tools
Navigating Your Organization’s Geography and Culture
The Maps

- Knowing your organization
  - Organizational assessment
  - Issues and opportunities
  - Relationships within the organization

Map of City of Minneapolis

The Weather

- Understanding the climate inside your organization
  - Politics & politics
  - Enterprise level
  - Departmental level

- Understanding the climate outside your organization
  - Community
  - Economy
  - Politics & politics

Teaching & Speaking New Languages

- Teaching a new language
  - Strategic & business plans
  - Performance measurements
  - Data driven results
  - Benchmarks
  - Outputs versus outcomes
  - Continuous improvement
  - Customers

- Learning to speak the local dialect
  - Administrative citations
  - Snappy snare
  - Bates stamp
  - Creative index
  - NCIC
  - METP
  - PPU
  - CODE 4
  - RCV

The Guides

- Definition: A guide is a person who leads anyone through unknown or unmapped places

- Two types of guides
  - Those within the organization
  - Those with experience on this type of journey
Preparing for the Journey

What to Pack

- Spend all your energy, time, and money packing for the journey
- Pack a few things and pick up what you need along the way

Our Tools and Equipment

- Lean Concepts
  - Learning to see
  - System of work
  - Processes
  - Multiple perspectives
  - Voice of the customer
  - Seven wastes
  - 5S

- Systematic Inventive Thinking (SIT)
  - Principles
  - Thinking tools
  - Innovative solution characteristics

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Closed World Principle

- When solving a problem or developing new products, one should strive to use only those resources that exist in the product/system itself or in its immediate vicinity

How to do this?

- List the components that are part of or in direct contact with the problem or product
- List the components that are located within the environment of the problem or product

Closed World Principle

Listing the Components

- Roles/People
  - Complainant, call taker, dispatcher, animal control officer, animal owner

- Tools
  - Phone, vehicle, radio, snappy snare, muzzle, impound slip, citation, Chameleon

- Resources
  - MPD, witnesses, CAPRS
Fixedness Principle

- The tendency to view products and systems/processes as a complete set
- When we suffer from fixedness, we overlook the potential changes in function, structure & people
- Other types of fixedness:
  - Assumptions
  - Beliefs
  - Culture
  - Norms

Thinking Tools

- Subtraction
- Task unification
- Multiplication
- Division
- Attribute dependency

Applying a Thinking Tool

- Task Unification
  - Assigning a new task to an existing resource
  - View everything as a potential resource that has multiple uses
  - How to do this?
    - Identify a task
    - Identify existing components/resources that can assume that task
Inventive Solution Characteristics

- Simplicity
  - The concept underlying the solution is identical to the most ordinary solution
- Specificity
  - Look at the unique properties of the specific problem in order to use them as a basis for the solution
  - The problem is the solution
  - Investigate whether the item labeled "problem" can be used in some way for the solution
- Limit rather than dilute
  - Losing the essence of an idea by modifying it too much

Where We are Now

Where We Are in Our Journey

- Strategic and business planning
- Results Minneapolis
- Continuous improvement
- Goal and program evaluation
- Perform Minneapolis

What We Have Learned

- Act sustainably - Pack light and look to your environment for potential solutions
- Closed world thinking
- Appreciative inquiry (something is working, right?)
- Employees are our biggest asset (i.e., guides and locals)
- Learn to speak the language
- There are many different paths that will take you to your destination...and some that won’t

What We Have Learned

- You may need to wear many hats
  - Anthropologist, ethnologist, archeologist, sociologist, psychologist, analyst...
- Learn how to ask for directions
- Adapt
  - Take pit stops along the way to reassess the journey, the maps, the weather, the tools, and yourself
- Apply your tools to your journey
- Have fun!

Questions
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