

Eno MAX



marta



Welcome to MAX 2017!



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# START WITH WHY

Simon Sinek:

## How great leaders inspire action

TEDxPuget Sound · 18:04 · Filmed Sep 2009

Subtitles available in 43 languages

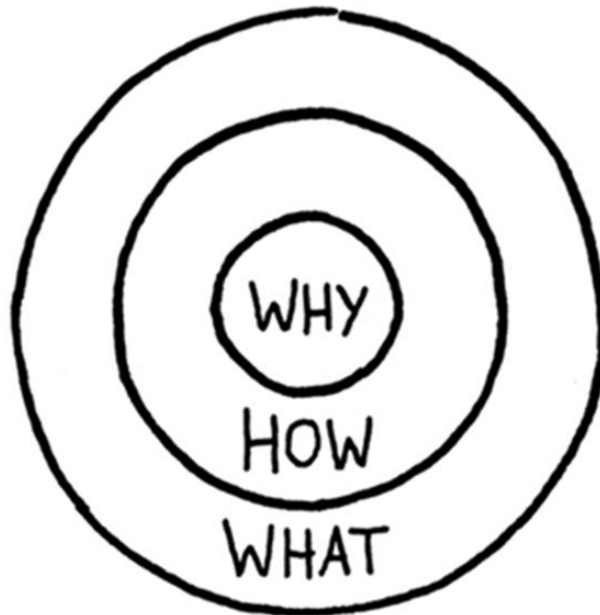
[View interactive transcript](#)





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# The Golden Circle



## What

Every organization on the planet knows WHAT they do. These are products they sell or the services they offer.

## How

Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

## Why

Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. It's a purpose, cause or belief. It's the very reason your organization exists.

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**CREDIT: SIMON SINEK, INC. [WWW.STARTWITHWHY.COM](http://WWW.STARTWITHWHY.COM)**



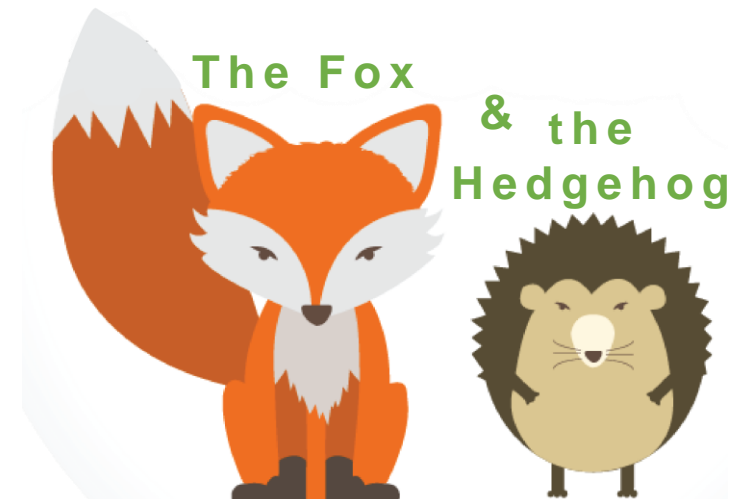
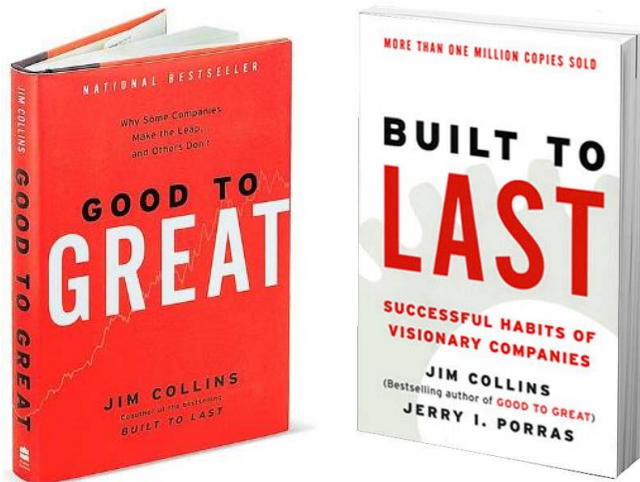
# HOW: NARROW FOCUS ON YOUR CORE

## Establishing a “Hedgehog Concept”

“A Hedgehog Concept is not a goal to be the best, a strategy to be the best, an intention to be the best, a plan to be the best.

It is an understanding of what you can be the best at.”

**-Jim Collins,  
Good To Great**



# Executing strategic goals – Deliver your RIDEs



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- What is a Ridiculously Important, Drives Everything Goal?
  - Mission critical – failure will hurt the organization’s long-term success
- No team can deliver more than **Three RIDEs**
- Different levels of the organization may have their own sub-RIDEs
  - Sub-RIDEs must improve the parent-RIDE
- Ridiculously Important, Drives Everything goals focus on Lagging Indicators
  - Your RIDE must clearly define the change and the destination: **We will change ## to ## by #####**

# Executing strategic goals – Deliver your RIDEs



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**The Ride**



**Ridiculously**

**Important**

**Drives**

**Everything**

## You've been promoted!

# Let's develop your RIDE

# Executing strategic goals – Deliver your RIDES



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The Ride

Ridiculously  
Important  
Drives  
Everything

A red rounded rectangle containing the text 'The Ride' in large white letters on the left. To the right is a white icon of a bus. Below the bus icon are four blue rounded rectangles stacked vertically, each containing white text: 'Ridiculously', 'Important', 'Drives', and 'Everything'.

## Read Out Your RIDES



Example:



# The Ride

Improve  
"Highly  
Effective"  
measure from  
35% to 55%  
by 2019

Leading  
Indicators

Weekly  
Bright  
Spot

110  
Change  
Agents by  
end of  
2017

500  
E3 101s  
by end of  
2017

200 A3s  
submitted  
by end of  
2017



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# 10 Minute Break!



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## Executing Innovation

# WHAT: TACTICS, INNOVATION & CONTINUOUS IMPROVEMENT



- Founded on the idea of respect for others
- Driven by the people who do the work
- An investment in fellow employees
- Customer-focused
  
- A common language and a set of tools to...
  - Identify Waste
  - Eliminate Waste

We've always done it this way



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This really is an innovative approach, but, I'm afraid we can't consider it.  
It's never been done before.

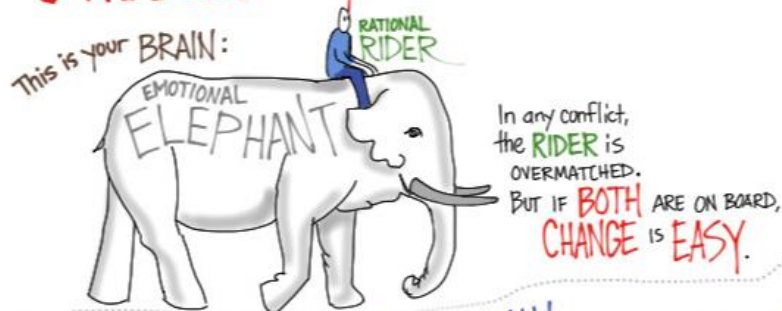


# What: Craft the Message - Lessons from "Switch"



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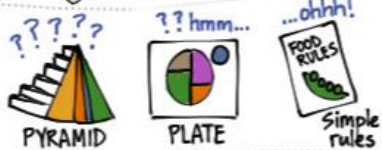
## SWITCH Principles CHIP HEATH FEB 27, 2013



SWITCH Principles		
DIRECT the RIDER	MOTIVATE the ELEPHANT	SHAPE the PATH
BRIGHT SPOTS	FEELING	TWEAK ENVIRONMENT
CRITICAL MOVES	SHRINK CHANGE	BUILD HABITS
DESTINATION	GROW PEOPLE	RALLY HERD

FRAMEWORK.  
Use it to explore your CASE STUDY.

### DIRECT the RIDER.



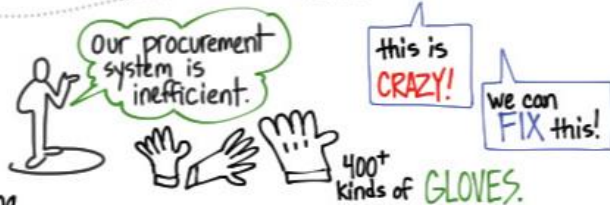
Make it CONCRETE.  
Make it CLEAR.

#### YOUR TOOLS:

- Follow the BRIGHT SPOTS.
- Script the CRITICAL MOVES.
- Point to the DESTINATION.



### MOTIVATE the ELEPHANT.



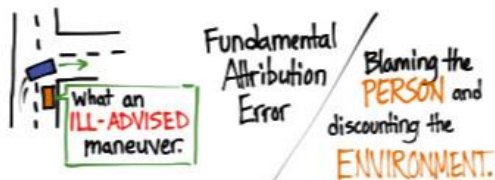
People SEE something that makes them FEEL something that makes them CHANGE.

#### YOUR TOOLS:

- Find the FEELING.
- Shrink the CHANGE.
- Find the EMOTION!
- GROW your PEOPLE.

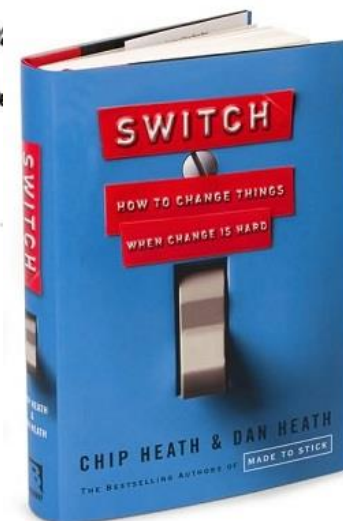


### SHAPE the PATH.



#### YOUR TOOLS:

- Tweak the ENVIRONMENT.
- Build HABITS.
- Rally the HERD.



NOTES by RACHEL SMITH | @ninmah



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# A3 Thinking



# A3 Thinking

- The A3 is a tool for visually representing a thought process, this fosters two-way communication within the organization
- The A3 provides innovators and collaborators with a structured approach to generating solutions
- “A3 Thinking” allows us to: solve problems, make decisions, and communicate effectively
- Good problem solving is not always about having the right answers, instead we focus on practicing a common approach
- When everyone uses the same language, we can view each other’s problems through a common lens

CUSTOMER: \_\_\_\_\_

# EE TOOLS A3 Problem Solving

DATE: \_\_\_\_\_

PROBLEM STATEMENT: \_\_\_\_\_

PROCESS OWNER: \_\_\_\_\_

## 1 WHY CHANGE?

PARTICIPANTS: \_\_\_\_\_

## 2 CURRENT STATE

How MANY:  
How LONG:  
# OF ERRORS:

CHANGE IN FUTURE	
Y $\Delta$ N	
Y $\Delta$ N	
Y $\Delta$ N	

## 3 HEARTACHE (ROOT CAUSE)

## 4 BRAINSTORM

## 5 EXPERIMENTS


## 6 RESULTS

## 7 STANDARD WORK

## 8 COMMUNICATION

## 9 LESSONS LEARNED

WHAT WORKED? 

WHAT DIDN'T? 

WHAT'S NEXT: \_\_\_\_\_

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# Box 1 – Start with Why

- People won't change **what** they do, unless you understand **why** they do it.

## 1 WHY CHANGE?

Why should we change the current process?

How does the process stop us from delivering on RTD's Mission?

Is the customer getting everything they expect?

How does this problem keep your work group from achieving its goals?

**Participants:**

**What people play a part in the process?**





# Box 2 – Current State

- Provide context for the problem by describing the current state

2 CURRENT STATE		Change in Future
How Many:	times does the process happen?	Y $\Delta$ N
How Long:	does it typically take?	Y $\Delta$ N
# of Errors:	How often is it right – the 1 <sup>st</sup> time	Y $\Delta$ N

# Box 3 – Heartache – Root Cause



**3**

## HEARTACHE (ROOT CAUSE)

**Work with representatives from every part of the process to determine the root cause(s) for the current (problem) state**

### Tools:

**Gemba Walks**

**Process Map and ID Waste**

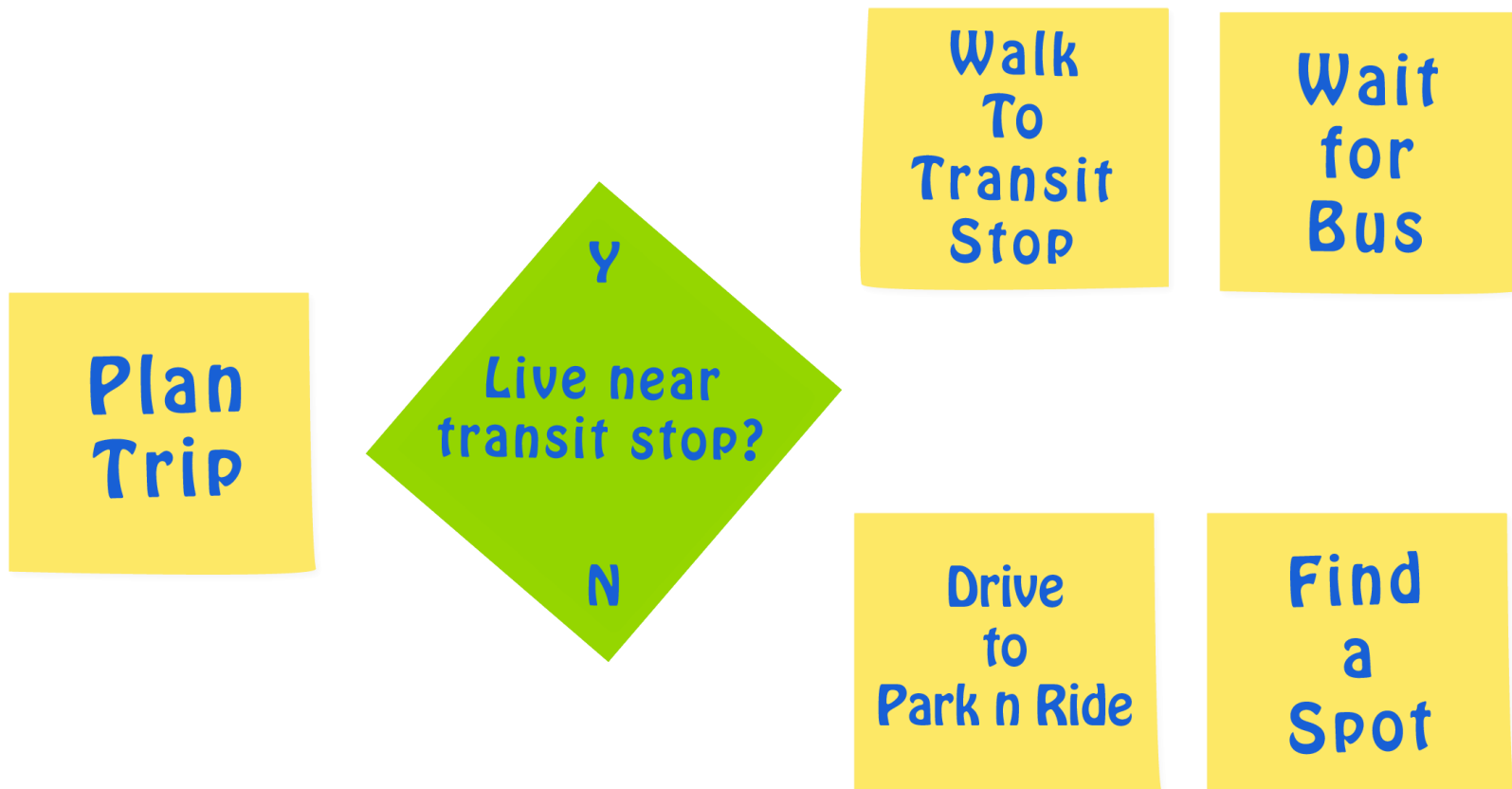
**Fishbone Diagram**

**5 Whys**



# DOWNTIME and Process Mapping

Riding RTD– Current State – 1/30/2017



# The 8 wastes

ID Waste



**D** Defects

**O** Overproduction

**W** Waiting

**N** Non-Utilized  
Human Talent & Things

**T** Transportation

**I** Inventory

**M** Motion

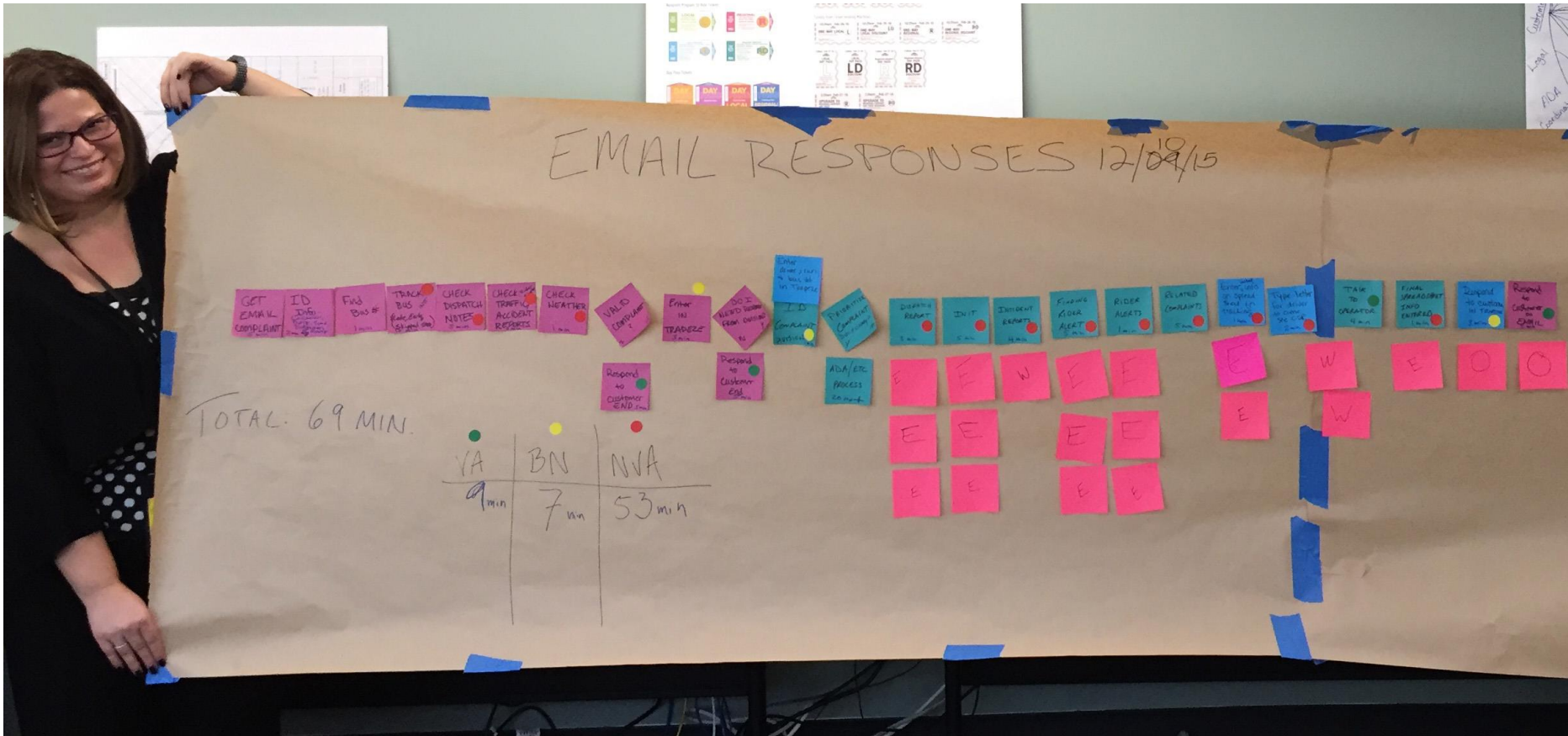
**E** Excessive  
Processing

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# ID Waste: Process Maps



- Process mapping is a problem identification tool
  - When we see the entire process, we understand the current state
  - Process mapping is visual and collaborative





# Box 4 – Talk about ways to address the Root Cause(s)

## 4 BRAINSTORM

**Discuss ways to address the root causes with the team. Consider:**

**If We**

**Then We**

**Tools:**

**6-S**

**Mistake Proofing**

**Visual Management**

**Flow**

**Impact/Effort Matrix**



# Boxes 5 & 6– Let's Experiment!

5

## EXPERIMENTS

**Identify the best ideas in an Impact/Effort Matrix to experiment new ways to do things**

***Fail FAST but Fail Forward***

6

## RESULTS

**Track how the experiments addressed the root cause(s) and report them to the team.**

***BE HONEST***

**Even experiments that don't work can spark a new idea**

# Boxes 7 & 8 – Get the word out!

**7**

## STANDARD WORK

**When experiments work we need to make sure that everyone can follow the new process.**

**Develop standard work (instructions, SOPs, How To, etc.)**

***Pictures are better than words.***

**8**

## COMMUNICATION

**Then!**

**Communicate the new process.**

**Develop a plan for everyone who needs to know the new standard work.**

# Box 9: Lesson Learned

9

## LESSONS LEARNED

*What Worked?*



**Get the team back together to Celebrate!**

**Also, take some time to detail exactly what worked and how.**

*What Didn't?*



**What didn't work as expected?**

**This is an opportunity for Continuous Improvement**

### **What's Next?**

Also, take some time to think about what to do next? Are there other ideas from the Brainstorm that could further improve the process?

# Boxes 1 through 9 - The Whole A3

**CUSTOMER:** Who is the Customer for the process?  
Who receives the product delivered?

**PROBLEM STATEMENT:** How are we currently not delivering what the customer expects?



## A3 Problem Solving

**DATE:** Date you began working on the problem

**PROCESS OWNER:** Who executes steps in the process?  
Who is on the hook when things go wrong?

### 1 WHY CHANGE?

Employees develop the reason for change.  
Focused on Departmental RIDE Goals, the customer experience and RTD's Mission.  
Include an emotional appeal, e.g., "Riders are missing connections - We're not as reliable as we could be."

**PARTICIPANTS:**  
Identify parties who play a part in the process to be **ENGAGED**

### 2 CURRENT STATE

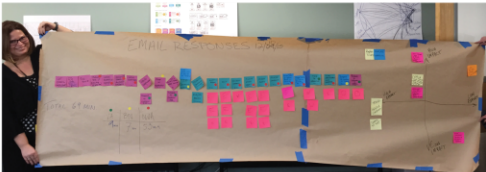
**HOW MANY:** Employees investigate what's happening  
**HOW LONG:** **RIGHT NOW!**  
**# OF ERRORS:** And consider what can be changed after process improvement

#### CHANGE IN FUTURE

Y	Δ	N
Y	Δ	N
Y	Δ	N

### 3 HEARTACHE (ROOT CAUSE)

Employees examine the **ROOT CAUSES** for the Current State.



### 4 BRAINSTORM

Identify gaps in delivering what the customer expects.  
**And Brainstorm new ways to achieve our goal to serve our customer by eliminating waste.**



### 5 EXPERIMENTS

Employees develop experiments to investigate if their ideas will prove successful.

What	Who	When
Survey Internal Customers	Briona	6/1/17
Develop Outreach Strategy	Ashley	6/15/17
Roll Out Pilot Training in Street Ops	Ashley	7/1/17
Roll Out Pilot Training in Cap Programs	Briona	7/1/17

### 6 RESULTS

And, report on the results of their experiments to the innovation team and management.  
**GET FEEDBACK!**  
And, standardize the good ideas.

### 7 STANDARD WORK

Innovation Team develops Standard Work to ensure that the new way of doing things becomes the "Way We've Always Done it"



Standard Work helps sustain the new way of doing things and establishes a new place to continuously improve from.

### 8 COMMUNICATION

Innovation Team executes a Communication Strategy to **EXCHANGE** the new standard with everyone who touches a process

### 9 LESSONS LEARNED

**WHAT WORKED?** +

Let's make sure the things that worked are Standardized!

**WHAT DIDN'T?** ▲

What can we learn from what didn't work?  
Will another idea from the brainstorm help?

**WHAT'S NEXT:** What do we do next? Standardize? Rethink? Help communicate the idea?

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# 10 Minute Break!



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**CUSTOMER:** \_\_\_\_\_

**PROBLEM STATEMENT:** \_\_\_\_\_

## 1 WHY CHANGE?

Blank area for notes under section 1.

**PARTICIPANTS:**

## 2 CURRENT STATE

	<u>CHANGE IN FUTURE</u>
<b>HOW MANY:</b>	Y $\Delta$ N
<b>HOW LONG:</b>	Y $\Delta$ N
<b># OF ERRORS:</b>	Y $\Delta$ N

# Boxes 1 through 9 - The Whole A3

CUSTOMER: Riders



DATE: 6/13/16

PROBLEM STATEMENT: Route changes during special event detours cause confusion with customers.

## A3 Problem Solving

PROCESS OWNER: Street Operations & Customer Care

### 1 WHY CHANGE?

Customer Care TIC Agents do not receive information about detours on time. The information they do receive is often detailed turn by turn for bus operators and non-intuitive to describe to RIDERS!

Riders get incorrect or incomplete information about detours or getting the RIGHT information takes far too long.

**PARTICIPANTS:**

Courtney Bailey, Mark Gallagher

### 2 CURRENT STATE

HOW MANY: **160 Calls/operator**

HOW LONG: **8 hours during event**

# OF ERRORS: **90% scrambling to find correct information**

**CHANGE IN FUTURE**

Y  $\Delta$  **N**

Y  $\Delta$  **N**

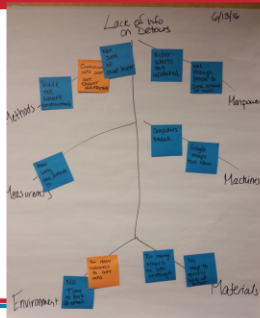
**Y**  $\Delta$  N

### 3 HEARTACHE (ROOT CAUSE)

\* TIC agents aren't able to quickly inform customers where to pick up a detoured bus

\* No visual assistance - agents only have written step-by-step instructions and often pull up Google Maps to provide a frame of reference

\* Rider Alert is written for the bus operator, not for the customer.



### 4 BRAINSTORM

Impact-Effort Matrix identified:  
"Get a Map with Highlighted Route" as the Highest-Impact/Lowest Effort experiment



### 5 EXPERIMENTS

What	Who	When
Create color-coded maps for Pride Parade using Google Maps, Rider Alert and MS Paint	Mark	6/17/16
Email Agents to inform them of the new maps	Mark	6/17/16
Make survey to solicit feedback and put in each agent's mail box	Courtney	6/20/16
Use feedback from survey to improve detours for Taste of Colorado Event	Courtney	9/2/16

### 6 RESULTS

"Love these digital maps. Great Job."  
"Your fine work sure takes the stress out of event detours! Thank you again for being there for us!"  
"Thank you for your continuous innovation. Digitized detour maps are awesome."

"Please don't cover the street names."  
"Make sure the lines are straight, but this was great for a pilot."  
"Legends would be helpful"

### 7 STANDARD WORK

Request to Street Operations to be included in Rider Alerts email - Mark email Street Operations



### 8 COMMUNICATION

»Cross-train coworkers to make detour maps - request approval from Supervisors

»Upload maps to the Hub so they are maintained for the next year's detour - send email to all agents with link to Hub site

### 9 LESSONS LEARNED

**WHAT WORKED?** +

- o Lower queue (fewer customers waiting)
- o Positive feedback from agents
- o Floor agents feel more comfortable giving out information on detours

**WHAT DIDN'T?** ▲

- o Don't cover streets names
- o Put in effort to make straight lines
- o Legends are helpful
- o Locate bus stops on map when possible
- o Cross-train other employees in case innovators are not available to make the maps
- o Create standard work in order to get advanced notice of planned detours

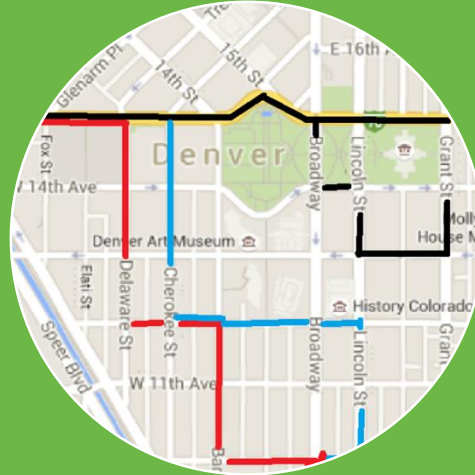
**WHAT'S NEXT:**

Standardize the map creation process so more people can do it. Investigate Bus Ops new REMIX tool.

# Level of Involvement



Just Do It



Opportunity for Improvement



Collaboration Event

← Less Collaboration

More Collaboration →

A3-based, data-driven, & customer-focused



Derek Sivers:

# How to start a movement

TED2010 · 3:09 · Filmed Feb 2010

Subtitles available in 64 languages

 [View interactive transcript](#)





**Do More of  
that!**



**Change  
that!**