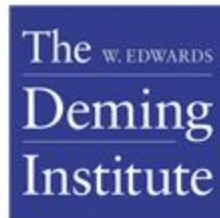

Learn. Lead. Serve.

<http://bit.ly/2rYcSgu>

Woodward Granger CSD

10.10.19

Jeremy Braden, ABD



W. Edwards Deming

**A bad system will beat a
good person every time.**

source: quotes.deming.org/10091

This one time...

My leadership journey...

Paula...

Now...

Learning Targets

Goal: Provide learners the opportunity to identify a human resources practice in your building and develop a plan to improve this concern for your next hire.

LT 1: I can identify one improvement area of our buildings practices to ensure a safe, welcoming, and inclusive working environment

LT 2: I can start a plan to improve an employee hiring, monitoring & evaluation process.

LT 3: I can identify action steps for an improvement process for an employee hiring, monitoring, & evaluation process.

If you want to improve conditions in a coal mine...

Who do you ask?

If you want to improve the experience of customers...

Who do you ask?

If you want to improve family engagement...

Who do you ask?

If you want to improve staff engagement...

Who do you ask?

If you want to improve student engagement...

Who do you ask?

When should you start utilizing high leverage strategies to accomplish these actions?

When you want to start improving results.

—
**Leaders role =
improve the system**

**Working on the system vs.
working in the system**

37%

Of employees leave their job because of a poor relationship with their leaders (Studer, 2003).

More than education

- When an employee has stated they have received feedback in the last six months about their goals, they are 2.8 times as likely to be engaged than those who have not;
 - unfortunately, only 23% of employees can strongly agree with the statement (Gallup Inc., 2017).
 - only 6 in 10 employees know the basic expectations of them at work, when they do, they are 2.5 times as likely to be engaged than other employees (Gallup Inc., 2017).
-



**“It is not enough to do your best;
you must know what to do,
and then do your best”**

- W. Edwards Deming

LeadershipQuote.org

Where do you begin?

My journey is my journey, you determine your improvement journey...based on your organizational needs or symptoms.

Aim: Increase workforce engagement ⇒ increase overall organizational performance

Drivers of Workforce Engagement (top 6):

- 1. clearly defined expectations of workforce**
 - 2. having all the materials, equipment and information necessary to do their job**
 - 3. an opportunity to do what they do best**
 - 4. be recognized for their efforts**
 - 5. have someone care about them and encourage their development**
 - 6. think their opinions matter**
- (Harter et al., 2016; Wagner & Harter, 2006)**
-

Role of the leader

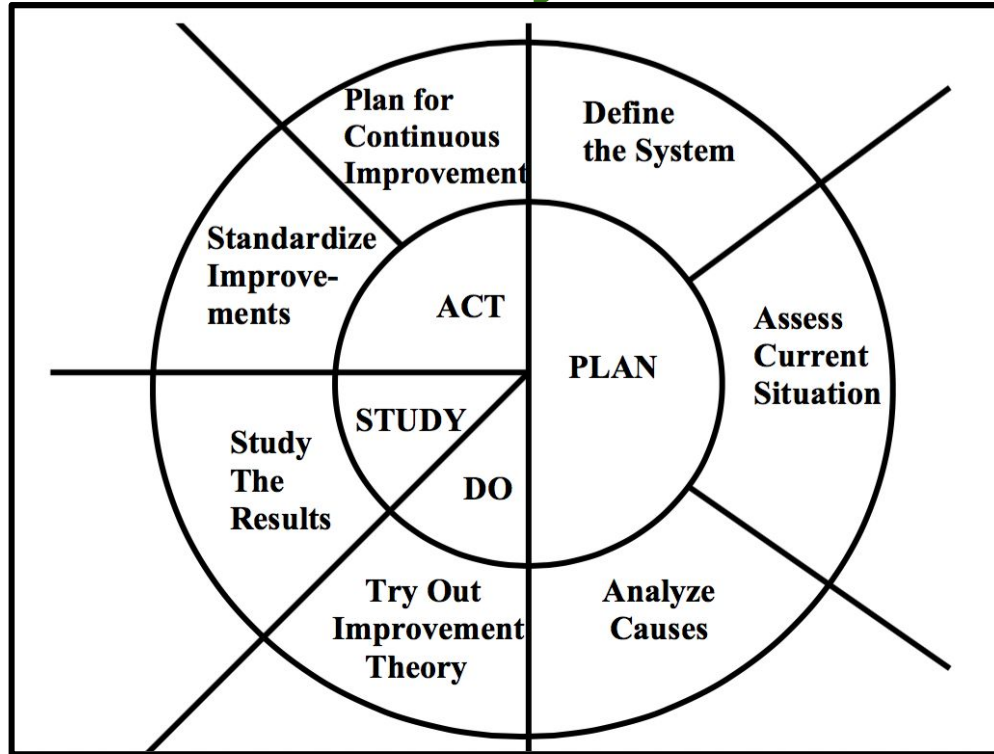
Biggest gains both in the research and in our practice is our rounding meetings (30/90 day meetings):

- employee engagement strategies that are effective include: **two-way communication** that is consistent and is designed to empower them and **provide clear expectations, participation** in decision making; ensure they have all the materials and information to do their job, receive strong **feedback** and focus on **top performing employees** (Markos et al., 2010)
 - **Impossible to underestimate the role of leadership** in building an engaged workforce reward and recognize (Miles & Vallish, 2010; Studer, 2006, 2009)
 - **Reward and recognize the positive**, this feeds and fuels the passion of our employees (Miles & Vallish, 2010; Studer & Pilcher, 2015)
-

Listening to employees

- Connections:
 - Hospitals (Rounding)
 - Toyota (Gemba Walks)
 - Hewlett Packard (Management by Walking Around)
 - Measure what you treasure:
 - Rounding
 - 30/90 day checks
-

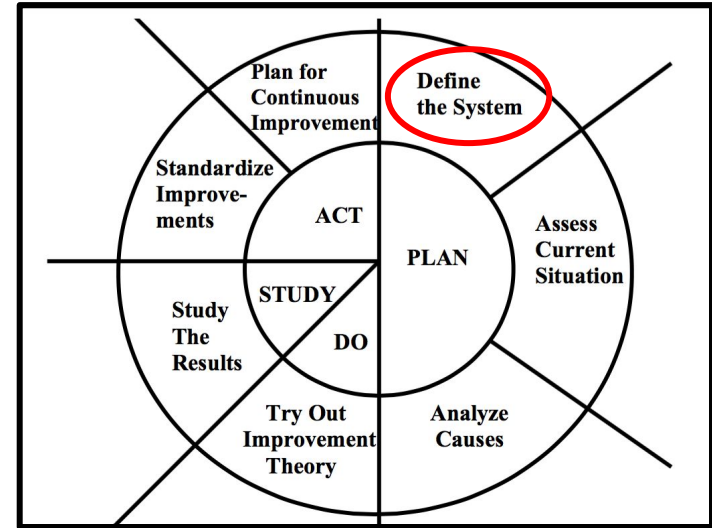
Plan-Do-Study-Act (PDSA)



PLAN: Define the System

Describe the current process for addressing the identified area of need:

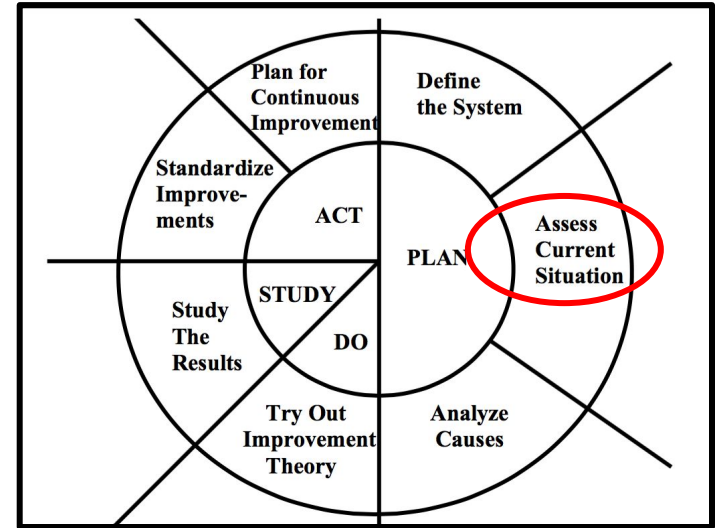
- How is it connected to the mission and goals?
- What is the problem and why are we selecting it?
- What is the current way this process is done or handled?
- What are the key measures for this process?



PLAN: Assess Current Situation

Review data to determine baseline performance in the specific area identified.

- How big of a problem is it?
- What data do I have that show current levels of performance (baseline data) of the area I am trying to improve?
- What do the data tell us? Any new insights?

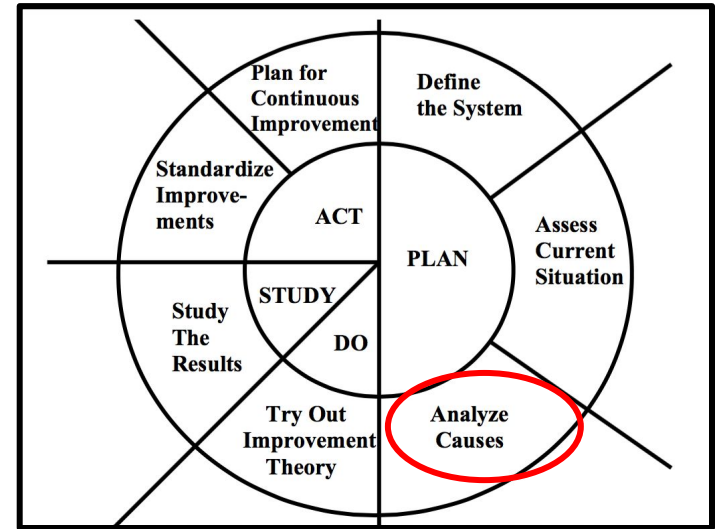


PLAN: Analyze Causes

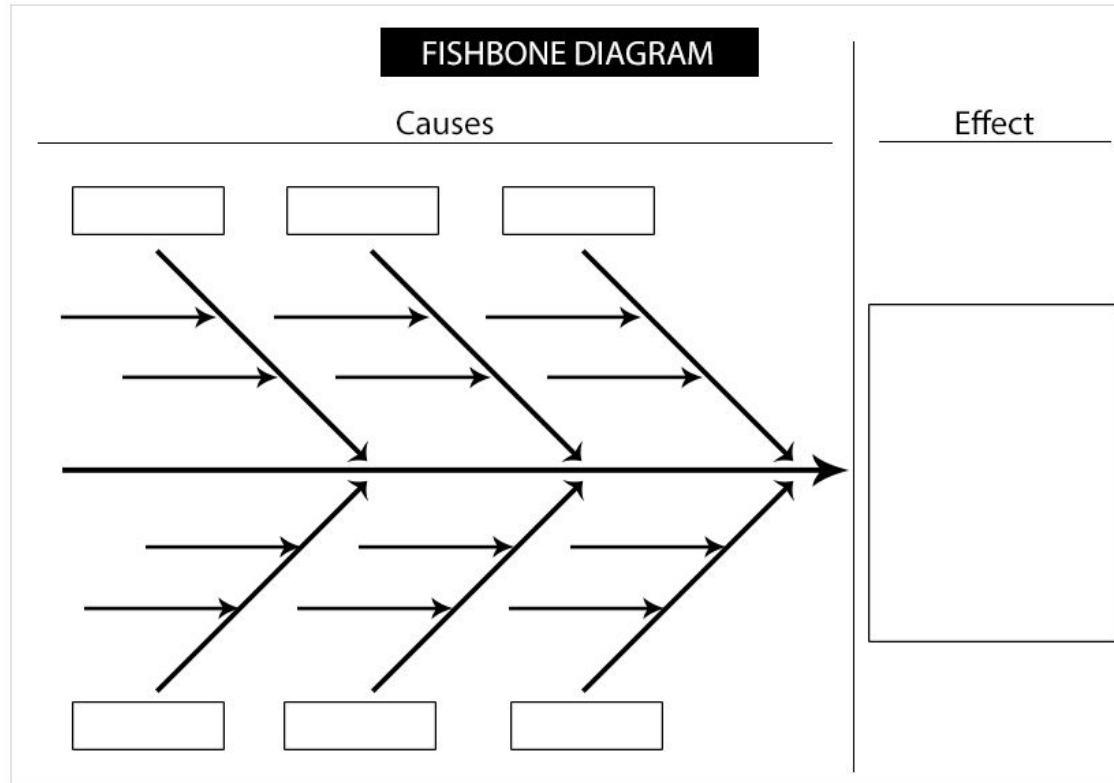
Review the baseline data, what are the root causes that are producing the results I am getting? ([5 Whys](#))

Utilize Fishbone Diagram ([link](#))

- What does research say about how this system could be improved?
- Study research-based best practice/improvement theory addressing areas of need.



PLAN: Analyze Causes





**“In God we trust.
All others must bring data.”**

- Dr. W. Edwards Deming

Learning Target Checkpoint

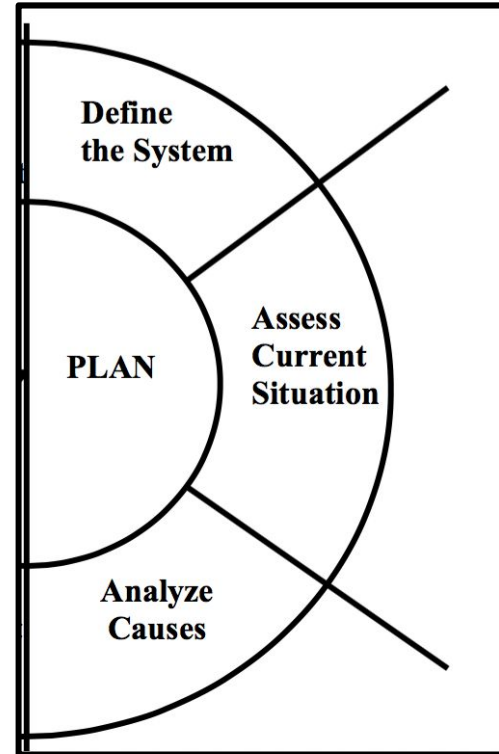
LT 1: I can identify one improvement area of our buildings practices to ensure a safe, welcoming, and inclusive working environment share out

Brainstorm potential improvement areas (jot them down) (5 min)

PLAN

Please take the next 10-15 minutes to begin planning phase from original concern with a similar situated peer

- [Link to storyboard](#)



DO: Try Out Improvement Theory

What is the research-based best-practice/improvement theory?

- What changes am I implementing?
- What are the drivers and restrainers?
- What is my data gathering plan to see if my improvement theory worked?

DO: Try Out Improvement Theory

Focus of improvement: onboarding process for associates

- Importance of changing one thing
 - Orientation Day
- Barriers:
 - Limited training time, background of eligible hires, communication on short notice and necessity to fill positions with subs/permanent hires
- Data Gathering:
 - Staff retention, checkpoints with new hires, check points with current staff and secretaries using plus/delta process and eventually the 360 survey

DO: Onboarding Process

1. Interview (building alike)
2. Background checks
3. To Hire or Not to Hire
4. Hired
5. Orientation Planning

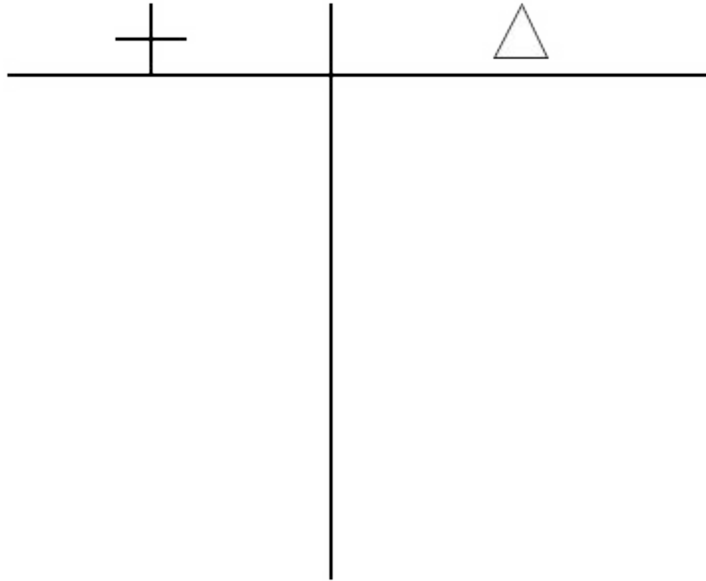
DO: Onboarding Process

Orientation Day

1. Link to orientation / onboarding schedule
 - a. Sample 1
 - b. Sample 2
2. Checkpoint #1 w/ secretary
3. Checkpoints established by JB prior to orientation and placed on calendar
4. Checkpoint process - plus/delta
5. Adjustments made - change assignment, increase communication between associates, adjust lunch procedures, altered process for substitute information

DO: Onboarding Process

- Systemic Feedback Established
 - Checkpoints - coaching conversation & Plus/Delta



+	Δ
What helped you learn today?	What should we change to help you learn better?
To-Do for Tomorrow:	

PLUS (Positive)	DELTA (Changes)
What is the teacher doing in this class to help me learn? What should the teacher do?	What changes should the teacher make in this class to help me learn?
What am I doing in this class to help me learn? What should the student do?	What changes should I make in this class to help me learn?

DO: Onboarding Process

- **Systemic Feedback Established**
 - Checkpoints - coaching conversation & Plus/Delta
 - Evaluation
 - Walkthrough for certified - jot notes on associates
 - Feedback form from staff connected to evaluation
 - Supervisory notification utilization
 - Document concerns and what was done to re-teach
 - Ongoing professional development opportunities
 - Meeting with instructional coaches
 - Provide optional training on Wednesdays
 - Create a community within this group of individuals - potluck
 - Associate PD Task Force

STUDY: Study the Results

Assess the impact through data review.

- Did my improvement theory work?
- How does this new data compare to the baseline data?

ACT: Standardize Improvements

Standardize Improvements

- How can I incorporate the new way of doing things to make it part of my regular practice?
- How will I communicate/share this best practice/improvement theory?
- What staff development is needed?

ACT: Plan for Continuous Improvement

Plan for Change

- How will I sustain positive changes?
- What area will I work on next?

Takeaways

When you want to improve a system, improve where you can by asking questions and listening to those closest to the work.