

# PowerPoint Presentation



**Continuous Improvement Through  
Teamwork, Collaboration and  
Shared Leadership!**

## SUPPORT SERVICES DEPARTMENT- LEADERSHIP TEAMS



Involving Everyone in  
continuous improvement!

Session 1 – September 8<sup>th</sup>, 2010

## WELCOME & INTRODUCTIONS

- Introductions around the room...
- Name, position and location



## HOUSEKEEPING...

- Use of email & web site
- Materials (binders & booklets)
- Future Meetings
  - November 12<sup>th</sup>, 2010
    - 1:00pm – 4:00pm (location TBD)
  - January 14<sup>th</sup>, 2010
    - 1:00pm – 4:00pm (location TBD)
  - April 15<sup>th</sup>, 2010
    - 1:00pm – 4:00pm (location TBD)



## Agenda

Time	Topic
12:45 – 1:00pm	Social/Afternoon Refreshments
1:00pm – 1:15pm	Welcome, Introductions, Housekeeping, See Slide 101-1
1:15 – 2:15pm	Getting Started with Support Services Department Leadership Team! <ul style="list-style-type: none"> <li>• 2 Objectives:                             <ul style="list-style-type: none"> <li>• ACTIVITY: Creating department leadership team norms</li> <li>• ACTIVITY: Imagining the desired state of the department (What, A)</li> <li>• ACTIVITY: Connecting, see an attached (What, B)</li> <li>• Wildly important goals (Covey Video)</li> <li>• Big Rocks (Covey Video)</li> <li>• Change process &amp; alignment (hearing aids video)</li> </ul> </li> <li>• Department mission statements/Department Plan on a Page</li> <li>• ACTIVITY: Planning for stakeholder input on mission and goals (D &amp; E)</li> <li>• Quality Tools/Tools, Operations, office design, external guest goals</li> </ul>
2:15 – 2:30pm	Break
2:30 – 3:00pm	Continued Guest Input with Support Services Department Leadership Team!
3:00 – 4:00pm	Wrap Up/Meeting Evaluation/Team Planning Time
4:00pm	Team Planning Time Continued and/or adjourn

Department Leadership Team Next Steps/To Do List		
What	Who	Due/When
Finalize Department Leadership Team Norms	DLT	10/10
Create support service department 1 <sup>st</sup> draft of mission statement and goal areas	DLT & All Staff	11-12 (Next Mtg.)
Create 1 <sup>st</sup> draft of the department's Plan on a Page (include mission and goals from staff input, goals don't need to be in SMART language yet!)	DLT	11-12 (Next Mtg.)
Identify a location for your department data scorecard or pre-planning; no data needed yet, just a location for a display!	DLT	11-12 (Next Mtg.)
Attend next meeting on November 12 <sup>th</sup> and be prepared to develop: <ul style="list-style-type: none"> <li>• Department Mission and Goals statements (draft)</li> <li>• Draft of the department Plan on a Page (insert mission and goals)</li> <li>• Discuss the process you used to seek staff input and discuss how things went.</li> </ul>	DLT	11-12 (Next Mtg.)

## 2010-11 KEY TASKS

- **Department Plan on a Page**
  - Connecting support service departments to the strategic plan
- **Department Balanced Scorecard**
  - Using data to identify opportunities for improvement and monitor progress of the department plan on a page
  - Implementing a department data display
- **Continuous Improvement**
  - Use quality tools and process to seek stakeholder input and drive improvement within the department



## TWO OBJECTIVES

1.) Make the department  
work better

And

2.) Make the department a  
better place to work



## Effective Teams Make Collective Commitments to Each other...

-Department Leadership Team Norms



## NORMS

**Norm** — a standard, model or pattern regarded as typical for a specific group

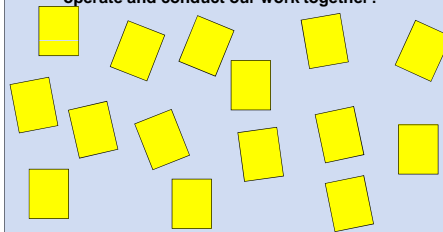
## QUALITY TOOLS (THE POWER TOOLS!)



- **Brainstorming**
  - *Generating ideas on sticky notes*
- **Affinity Diagram**
  - *Put together like ideas/themes*
- **Nominal Group Technique**
  - *Narrow the focus to the most important*

## BRAINSTORMING

“What core values and norms should our Department Leadership Team adhere to? How do we want to operate and conduct our work together?”



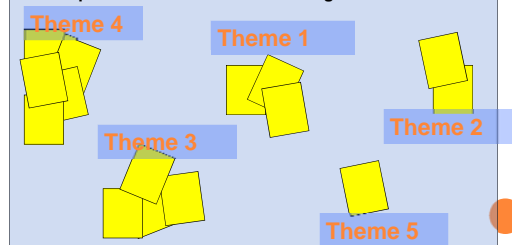
## BRAINSTORMING TOOL

- Independently and silently generate ideas to answer the question-
  - “What core values and norms should our Department Leadership Team adhere to? How do we want to operate and conduct our work together?”
- Use sticky notes- 1 idea per note
- Quantity over quality
- There are no bad ideas



## AFFINITY DIAGRAM

“What core values and norms should our Department Leadership Team adhere to? How do we want to operate and conduct our work together?”

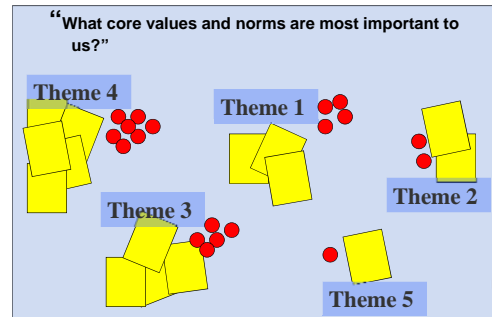


## AFFINITY DIAGRAM REVIEW

- Round-robin-each person shares one idea
- Similar ideas handed to the speaker
- Group like ideas together
- Continue sharing until all ideas are shared
- Write a phrase or title that describes the grouped ideas
- Remove the sticky notes and replace with a bulleted list of grouped ideas



## NOMINAL GROUP TECHNIQUE



## FINALIZE TEAM NORMS & SIGN!

- **Example- Administrator Team Norms**
- We will develop and share a student-centered focus on continuous improvement.
- We will be professional and ethical by developing trust through collaboration in a confidential, helpful, and friendly manner.
- We will be flexible, supportive, respectful, and appreciative of the diversity of thought among team members.
- We will foster an environment where team members are comfortable sharing ideas openly and honestly in an effort to build consensus.
- We will create a balance and perspective between fun and work.

## LIVE YOUR NORMS!

- Begin each meeting with a review of your norms (as a reminder)
- Evaluate every DLT meeting (use the feedback to improve the next meeting)
- Self-Assess your norms at least quarterly (determine how well your team is following your norms)!



## IMAGINEERING...



- Describe the desired state of your department:
  - How would employees go about their work?
  - What would it look like, sound like, feel like to work in or interact with the department?
  - How would you know if you achieved your ideal state? What would be outcomes or measures?

### Directions:

- As a team, use the reflective questions to capture your thoughts.
- Select a recorder
- Select a presenter
- Be prepared to share!

**Imagineering...**

Department Name: \_\_\_\_\_

Describe the desired state of your department

Ideally... How would employees go about their work?

Ideally... What would it look like, sound like, feel like to work in or interact with the department?

Ideally... How would you know if you achieved your ideal state? What would be outcomes or measures?

Other ideas of the "desired state" of the department?

**Worksheet**

Worksheet A

# ARE WE SATISFIED?

- Consensogram: On a scale of 1-10, how satisfied are you with the quality and effectiveness of your department?
  - A "10" would mean we couldn't possibly improve- we've reached our ideal state
  - A "1" would mean a complete overhaul and redesign is needed to fix/improve the department

Worksheet B



As a team, complete worksheet B

\*Note- be honest, not defensive!

**Consensogram!**

Our Department: \_\_\_\_\_

Directions: As a team, come to consensus on an overall rating of the "current state" of your department. Circle a number below and then provide some comments to explain the rating.

### Are We Satisfied?

- Consensogram: On a scale of 1-10, how satisfied are you with the quality and effectiveness of your department?
- A "10" would mean we couldn't possibly improve- we've reached our ideal state
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1 2 3 4 5 6 7 8 9 10

Our overall rating of the current state of our department is: \_\_\_\_\_ Explanation: \_\_\_\_\_  
Please provide some comments below that help explain the rating your team provided.

Worksheet B

## THE LARGEST ROOM IN THE HOUSE... IS ROOM FOR IMPROVEMENT!



*Is there room for improvement within your department?*

## IN YOUR DEPARTMENT...

- What are your top goals? - How do you know?
- How much time do you spend on top goals? - How do you know?
- How do you measure your progress? - What data are you currently collecting?

## SELF-ASSESSMENT

- If you interviewed all employees within the department, how would they respond? Discuss as a team.

Interview Questions	Responses
What are <u>our department's</u> top goals?	
How do you <u>know</u> they are <u>our department's</u> top goals?	
How <u>much time</u> do you spend on <u>our department's</u> top goals?	
How do we <u>measure our department's</u> progress toward the top goals?	

## HOW "EFFECTIVE" CAN A DEPARTMENT BE WHEN EMPLOYEES DON'T KNOW WHAT THE "WILDLY IMPORTANT GOALS" ARE?



What is the result when employees don't know what the most important goals are?

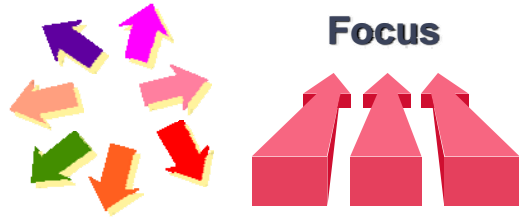
Discuss the importance of the "Department Leadership Team" setting and communicating direction.

# WHAT ARE YOUR DEPARTMENT'S...

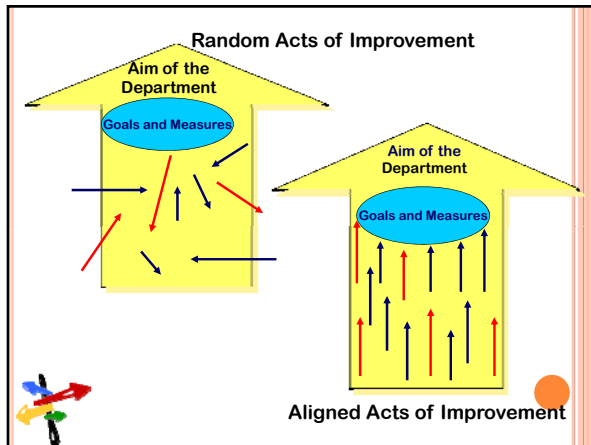
*Wildly Important Goals?*



In the absence of clear direction...



People will determine for themselves what is "most important"!



WHAT ARE YOUR DEPARTMENT'S...

*Big Rocks?*



## IN YOUR DEPARTMENT...

- Important vs. urgent?
- What are *OUR* priorities?
- How do we get to the critical few goals?
- Getting the big rocks in the jar first
- Paradigm shift!

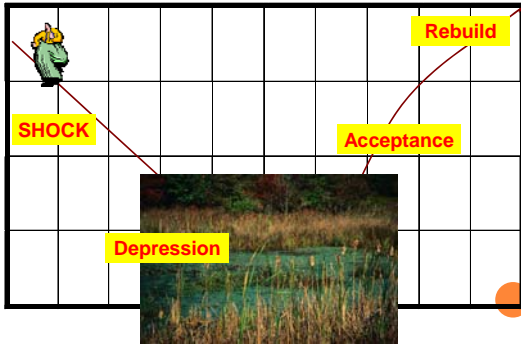


THIS APPROACH TO ALIGNMENT AND CONTINUOUS IMPROVEMENT REQUIRES A PARADIGM SHIFT...



*Trying to implement a new paradigm while holding on to the old will not work!*

# CHANGE PROCESS



# SIMULATION:

USING A PIECE OF PAPER, DESIGN A MODEL TO FLY INTO THE WASTE BASKET



# DEFINITION OF INSANITY

“Doing the same things over and over and expecting different results”



-Anthony Robbins

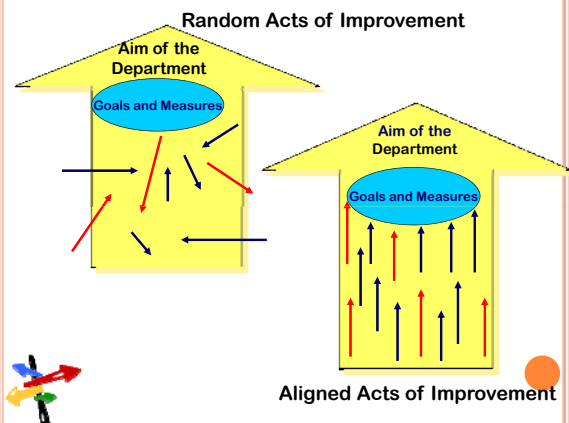


CHANGE IS MORE A MATTER OF CHOICE AND WILL THAN OF ABILITY OR CAPACITY.



THE QUESTION IS: “DO YOU REALLY WANT TO?”

GETTING ALIGNMENT IS SOMETIMES LIKE HERDING CATS



# IT'S ABOUT ALIGNMENT!

○ Can we get everyone rowing in the same direction?



Your Department Mission

**DUNLAP SCHOOL DISTRICT #323 STRATEGIC PLAN**  
2010-2015

**MISSION**

Dunlap students will continuously excel in a global society by being:

- Self-motivated **learners**
- Critical thinkers **problem solvers**
- Technologically and culturally aware **citizens**
- Technologically capable **globalists**

**VISION**

Dunlap students will continuously excel in a global society by being:

- Self-motivated **learners**
- Critical thinkers **problem solvers**
- Technologically and culturally aware **citizens**
- Technologically capable **globalists**

**VALUES & BELIEFS**

- To ensure all students can learn, they learn at different rates and in different ways.
- High expectations and an engaging, innovative, technological learning environment are critical to the success of all students.
- Student responsibility for their own learning and achievement.
- Learning requires trust, mutual respect, open, and honest communication.
- Consistent policies are necessary to ensure equitable and consistent implementation of expectations.
- Goals must be specific, measurable, attainable, results-oriented, and time-bound.
- Continual stakeholder feedback guides improvement.

**GOALS**

Your Department SMART Goals

Customized for  
Support service  
departments

## THE DEPARTMENT PLAN ON A PAGE

**DUNLAP SCHOOL DISTRICT #323 STRATEGIC PLAN**  
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**GOALS**

- 1. To ensure all students can learn, they learn at different rates and in different ways.
- 2. To ensure all students can learn, they learn at different rates and in different ways.
- 3. To ensure all students can learn, they learn at different rates and in different ways.
- 4. To ensure all students can learn, they learn at different rates and in different ways.

-A tool to align efforts and also set and communicate direction for what's most important!

**Technology Division Strategic Plan**  
2004-2010

**VISION**  
Excellence for All

**TECHNOLOGY DIVISION MISSION**  
To effectively and efficiently support our customers' use of technology

**CORE VALUES**  
Customer Satisfaction  
Data-Driven Decisions  
Learning for All  
Teamwork  
Visionary Leadership

**TECHNOLOGY DIVISION IMPROVEMENT GOALS**

- 1.) To ensure customer satisfaction
- 2.) To demonstrate visionary leadership in the planning and implementation of technology
- 3.) To collaborate and communicate effectively
- 4.) To utilize exemplary professional practices

**GUIDING PHILOSOPHY**  
Continuous Improvement

**Food and Nutrition Strategic Plan**  
2007-2008

**VISION**  
Excellence for All

**FOOD AND NUTRITION MISSION**  
To prepare all students for learning by offering nutritious meals and quality service at affordable prices.

**CORE VALUES**  
Customer Satisfaction  
Data-Driven Decisions  
Learning for All  
Teamwork  
Visionary Leadership

**FOOD AND NUTRITION DEPARTMENTAL GOALS**

Advance the Nutritional Integrity of Meals Offered.  
Interact in a Positive and Professional Manner with All Customers.  
Prepare Top Quality Meals on a Consistent Basis.  
Maintain High Standards of Cleanliness and Sanitation.  
Develop a Position Specific Training Program for All Employees.

**GUIDING PHILOSOPHY**  
Continuous Improvement

**Buildings & Grounds Department Strategic Plan**

**VISION**  
Excellence for All

**BUILDINGS & GROUNDS DEPARTMENT MISSION**  
To efficiently provide and maintain a high quality learning environment


**CORE VALUES**  
Customer Satisfaction  
Data-Driven Decisions  
Learning for All  
Teamwork  
Visionary Leadership

**BUILDINGS & GROUNDS DEPARTMENT IMPROVEMENT GOALS**

- 1.) To continually improve customer satisfaction
- 2.) To effectively communicate with & respond to the needs of our customers
- 3.) To utilize efficient practices
- 4.) To provide a knowledgeable workforce that demonstrates a positive attitude

**GUIDING PHILOSOPHY**  
Continuous Improvement

7



**Transportation Department Strategic Plan**  
2006-2010

**VISION:**  
Excellence for All


**REGISTRATION/OPERATION MISSION:**  
To provide quality, efficient and safe transportation services with integrity and a positive attitude.

**CORE VALUES:**  
Customer Satisfaction  
Data-Driven Decisions  
Learning for All  
Teamwork  
Visionary Leadership


**TRANSPORTATION IMPROVEMENT GOALS:**  
To communicate in a positive manner with all Stakeholders.  
To develop and maintain efficient and effective services.  
To meet and exceed stakeholder expectations.  
To develop and exhibit safe practices.

**QUALITY PROCESS:**  
Continuous Improvement

**Support Services - Alignment Process**




**Worksheet C**



**PLANNING FOR EMPLOYEE**

- Who will be involved?
- When will the activities take place and input collected?
- How will input be solicited?
- Who will facilitate the process?



**Department Plan on a Page**  
Planning for Employee Input


Who will be involved?

When will the activities take place and input collected?

How will input be solicited?

Who will facilitate the process?


Other Ideas?





**Worksheet B**


**MISSION STATEMENT QUESTIONS?**

- Who
  - is our customer?
  - do we serve?
- What
  - value do we add to the District?
  - is our purpose & function?
- How
  - will we approach our work?
  - do we want to be perceived by others?





Department Mission and Goals	
Department: _____	
QUESTIONS:	ANSWERS...
<b>WHO?</b> <ul style="list-style-type: none"> <li>Who are our customers?</li> <li>Who do we serve?</li> </ul>	
<b>WHAT?</b> <ul style="list-style-type: none"> <li>What value do we add to the District?</li> <li>What is our purpose &amp; function?</li> </ul>	
<b>HOW?</b> <ul style="list-style-type: none"> <li>How should we approach our work?</li> <li>How do we want to be perceived by others?</li> </ul>	
<b>WHAT?</b> <ul style="list-style-type: none"> <li>What should our goals be?</li> <li>What should we measure?</li> </ul>	



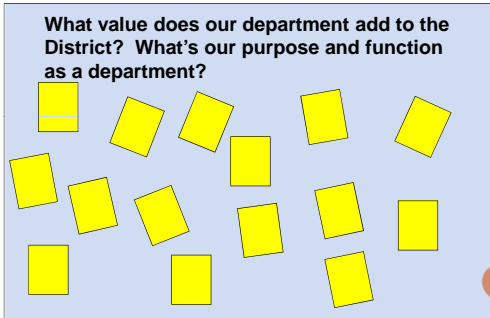
## QUALITY TOOLS

(GETTING EMPLOYEE INPUT)

- Brainstorming
  - Generating ideas on sticky notes
- Affinity Diagram
  - Put together like ideas/themes
- Nominal Group Technique
  - Narrow the focus to the most important
- Let's try out the tools!

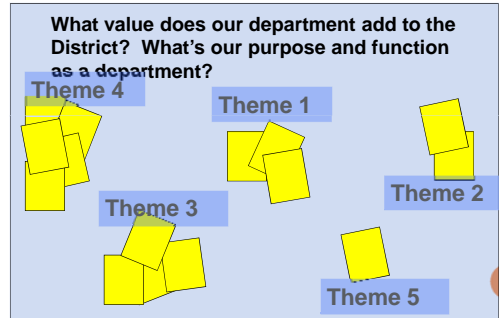
## BRAINSTORMING

What value does our department add to the District? What's our purpose and function as a department?



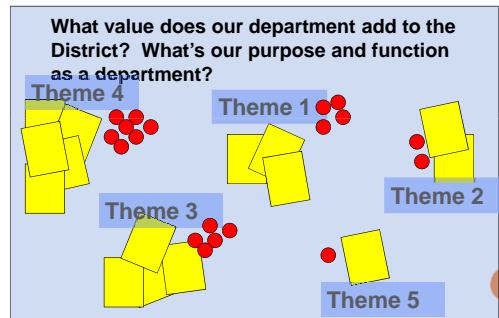
## AFFINITY DIAGRAM

What value does our department add to the District? What's our purpose and function as a department?




## NOMINAL GROUP TECHNIQUE (OPTION)

What value does our department add to the District? What's our purpose and function as a department?



## MISSION & GOALS...



### Mission Statement

- Use the mission statement reflection questions and the “Power Tools”
- Ensure everyone has input
- DLT team can draft/edit- send back out

### Goals

- DLT can do a data review to set goal areas
- Have a reflective question when seeking input on mission “What goals should we have?”

**DUNLAP SCHOOL DISTRICT #323 STRATEGIC PLAN  
2010-2015**

**MISSION**

Dunlap students will continuously excel in a global society by being:

- Self-motivated **learners**
- Critical **thinkers**
- Effective **communicators**
- Skilled **collaborators**
- Responsible and culturally aware **citizens**
- Technologically capable **problem solvers**

**VALUES & BELIEFS**

We believe that:

- While all children can learn, they learn at different rates and in different ways.
- High expectations and an engaging, innovative, technological learning environment are critical to the learning success of all students.
- Students must take responsibility for their own learning and achievement.
- Effective collaboration requires trust, mutual respect, open, and honest communication.
- District policies are necessary to ensure equitable and consistent implementation of expectations.
- Goals must be specific, measurable, attainable, results-oriented, and time-bound.
- Continual stakeholder feedback guides improvement.

**GOALS**

**Your Department Mission**

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**Your Department SMART Goals**

## DEPARTMENT PLAN ON A PAGE

- Once mission and goals have been finalized, they can be included in the department Plan on a Page.
- These same goals will be transformed into SMART goals (we'll do this on November 12<sup>th</sup>).
- The department plan on a page serves as the source for the department data display



## FOOD AND NUTRITION DATA DISPLAY

## TECHNOLOGY DEPARTMENT

## NEXT STEPS...

What	Who	Due/When
Finalize Department Leadership Team Norms	DLT	ASAP
Create support service department 1 <sup>st</sup> draft of mission statement and goal areas	DLT & All Staff	11-12 (Next Mtg.)
Create 1 <sup>st</sup> draft of the department's Plan on a Page (include mission and goals from staff input- goals don't need to be in SMART language yet!)	DLT	11-12 (Next Mtg.)
Identify a location for your department data center (scorecard pre planning- no data needed yet; just a location for a display!)	DLT	11-12 (Next Mtg.)
Attend next meeting on November 17 <sup>th</sup> and be prepared to share/report: <ul style="list-style-type: none"> <li>Department Mission and Goals statements (draft)</li> <li>Draft of the department Plan on a Page (insert mission and goals)</li> <li>Discuss the process you used to seek staff input and discuss how things went.</li> </ul>	DIT	11-17 (Next Mtg.)

**Building Leadership Team Workshop – Participant Feedback**

Please Circle One

	High School	Middle School	Elementary		
	Strongly Disagree			Strongly Agree	
1. Overall, the workshop was well organized.	1	2	3	4	5
2. The program included an effective level of participation and involvement.	1	2	3	4	5
3. Facilities and accommodations were conducive to learning.	1	2	3	4	5
4. This workshop provided the necessary ingredients for us to have an effective learning experience.	1	2	3	4	5
5. We will be able to use the information and/or skills acquired through this workshop to improve our effectiveness as a Building Leadership Team.	1	2	3	4	5
6. <b>Plan/Do/Check/Act comments:</b>	<b>Plan</b>		<b>Check</b>		
	(What did you like about today's workshop?)		(What could we have done differently?)		
7. Please list any topics you would like to see addressed at Building Leadership Team workshops.					
8. Because of today's workshop, our team will					

**Worksheet F**

Please submit 1 summary evaluation from your department