



After Process Improvement Training: How to Build Innovative and Joyful Teams Capable of Change

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When government employees were asked to state their biggest barrier to innovation they said...



Other  
People

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# Increasing the Capacity to do More Good

**1,973**

Number of employees who have finished a 5 day training

**6,112**

Number of employees who have completed a four-hour training or participated in an improvement event

**3,132**

Number of innovations submitted by Denver employees

**\$ 1.2M+**

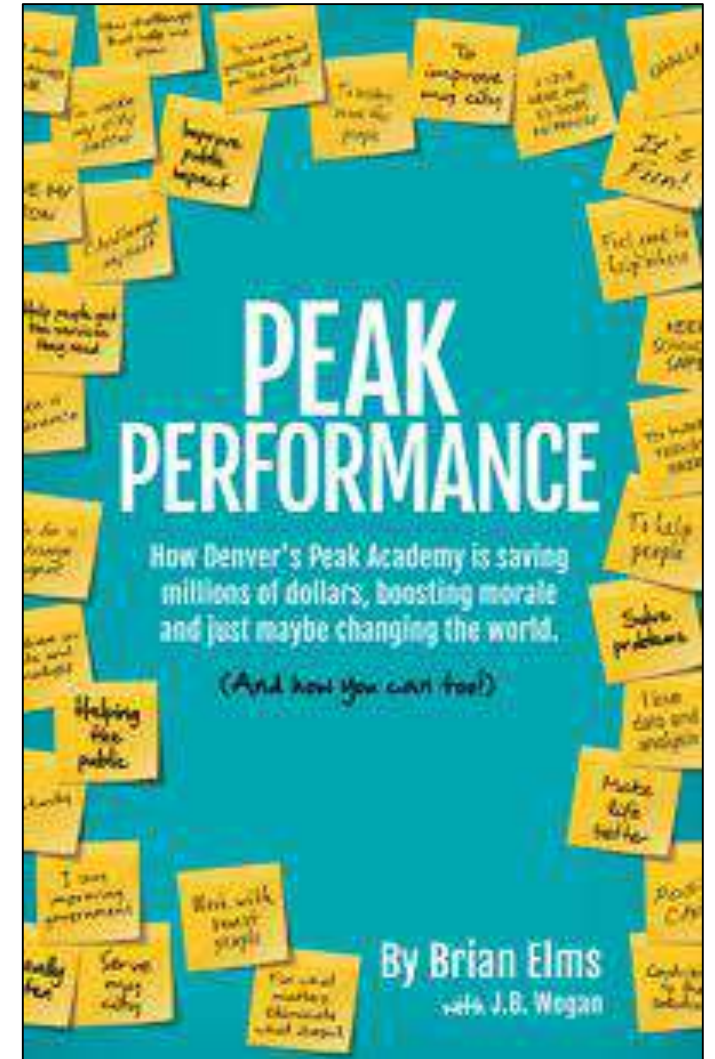
Annual budget for the Peak Academy

**\$38M+**

Amount of money saved by Peak trainees in 7 years

**8**

Number of people who work for Peak





# Principles of innovation for leaders

# Principles of Innovation for Leaders

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## 1. Tolerance for failure but not tolerance for poor performance

- Set and clearly communicate high standards and performance goals, monitor performance, and hire top talent
- Do not confuse experimentation and failure with tolerating sloppy work habits, mediocre technical skills, unprofessional behavior, and disorganization
- Good leaders don't let poor performers ruin organizations.





# Principles of Innovation for Leaders

“We avoid tough conversations, including giving honest, productive feedback. Some leaders attributed this to a lack of courage, others to a lack of skills, and shockingly, more than half talked about a cultural norm of “nice and polite” that’s leveraged as an excuse to avoid tough conversations. Whatever the reason, there was a saturation across the data that the consequence is lack of clarity, diminishing trust and engagement, and increasing problematic behavior.”

Brene Brown, Dare to Lead





# Principles of Innovation for Leaders

## 2. Willingness to experiment but highly disciplined

- Set a clear hypothesis based on research
- Use all tools available to analyze a problem and gather data
- Gather information from multiple sources (get a library card)
- Collect customer feedback
- Monitor results and insights



# Principles of Innovation for Leaders

## 3. Psychologically safe but brutally candid

- Create an environment where people can speak truthfully without fear
- Ask for criticism and debate from the team
- Learn to provide criticism without being abrasive
- Be honest about your own shortcomings and ask the team to help you





## Principles of Innovation for Leaders

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### 4. Collaboration but individual accountability

- Collaboration is not consensus.
- Decisions must be made and consequences owned.
- Leaders create accountability by taking organizational risks and personally taking blame

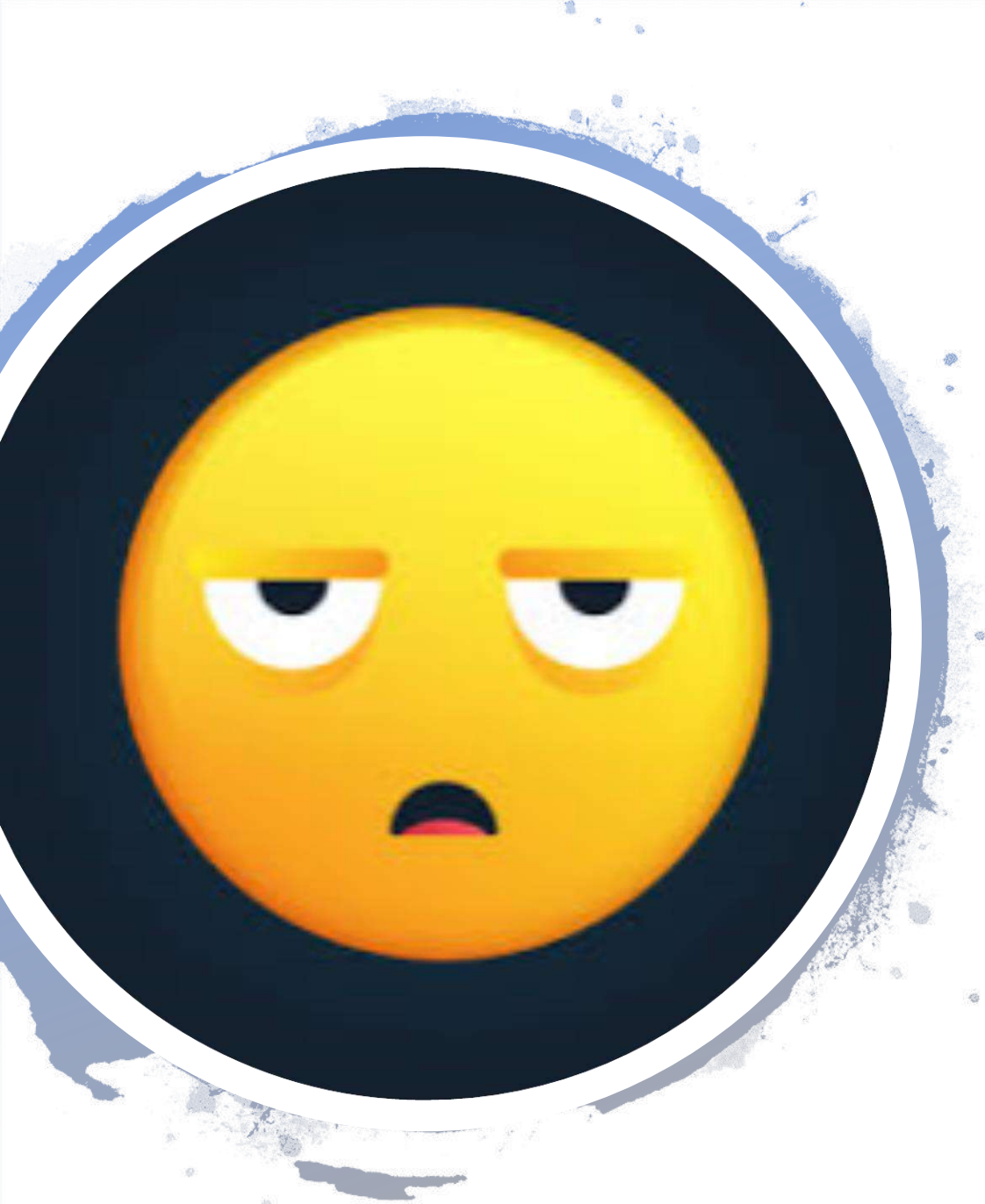
## Principles of Innovation for Leaders



### **5. Flat but strong leadership**

- Deference is granted based on competence, not title
- Leader articulates a strong, clear vision and stays close to the action so that they are able to adapt based on what's really happening





# Signs of Disengagement

- Silence, withdrawn, lack of eye contact, physically moving away from others
- Increased anger and lashing out
- A lack of excitement or engagement when things go well
- No interest in learning, no motivation to learn more about their role, their industry, and no enthusiasm to connect with others and share best practices
- Dropping productivity and quality of work
- Away from desk or worksite, increased use of PTO, arriving late and leaving early
- Not interested in new challenges and responsibilities
- Complaining and gossiping

# Hiring and Living in Clear Core Values



## Denver Peak Academy Core Values

### Place Team Over Self, Always.

#### How we live it:

- Jump in and help out regardless of the task.
- Share your talent and knowledge openly.
- Show humility with self and others, don't be afraid to ask for help.
- Celebrate successes with "we" instead of "I."

### Learn, Activate, Repeat.

#### How we live it:

- Continuously infuse Peak content with new information, ideologies, methods, concepts, and tools.
- Customize information for customers based on the challenges they're facing.
- Embrace the power of the pilot.
- Foster a love of learning and a growth mindset in yourself and others.

### Be Steadfast in your Grit and Gumption.

#### How we live it:

- Focus on what can work.
- Be confident in your abilities and tenacious in your efforts.
- Practice resourcefulness and adaptability.
- Show bravery and courage in the face of challenge.

### Drive Connection Through Authenticity.

#### How we live it:

- Celebrate every person's passions and quirks.
- Address conflict directly and in person even when it's hard.
- Show vulnerability by recognizing and owning your faults.
- Move toward compassion and away from judgement through learning the stories of others.

### Promote Transparency in Process and Progress.

#### How we live it:

- Set clear, data-driven goals and expectations.
- Admit mistakes.
- Communicate the good and the bad.
- Ask for feedback to clearly and honestly document processes.

### Create an Environment Where Change Can Thrive.

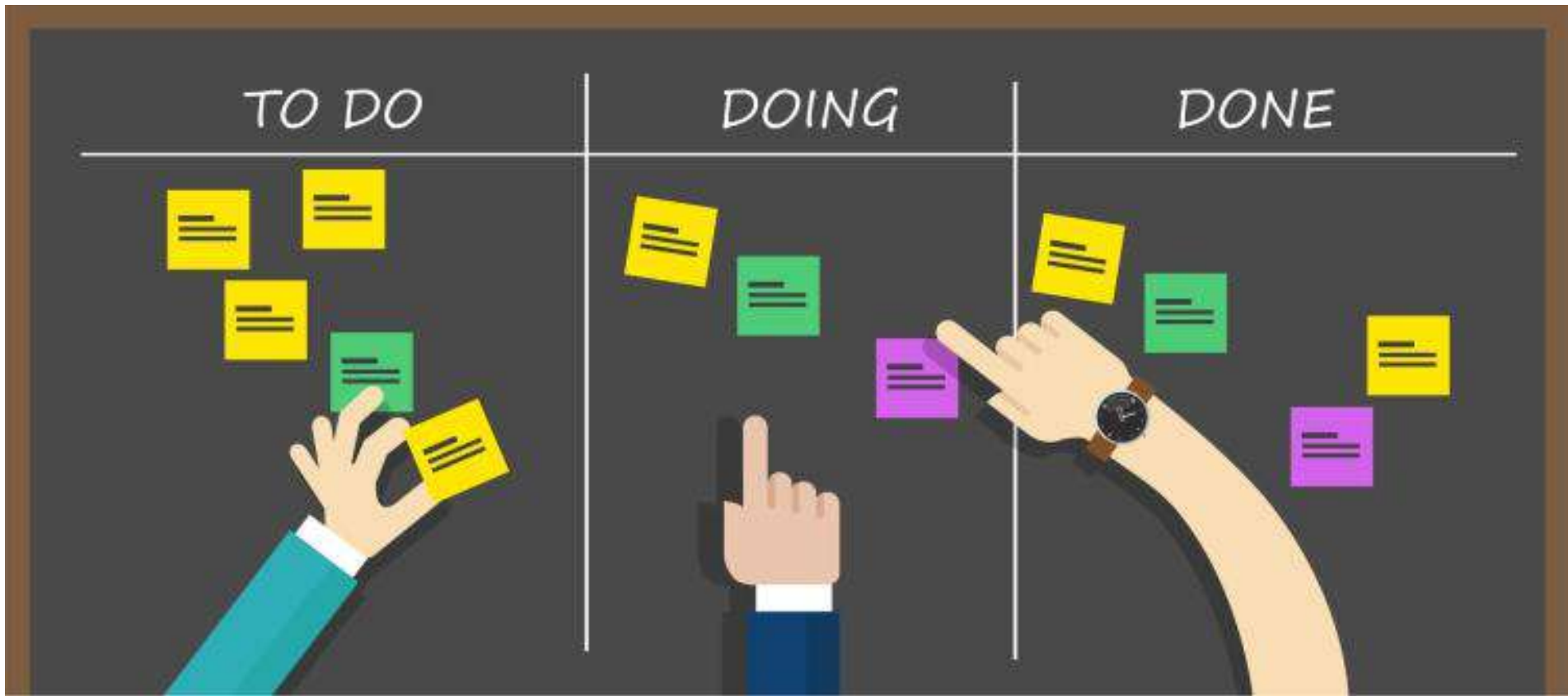
#### How we live it:

- Celebrate each person's value and learn something from every customer.
- Champion diversity; recognize that good ideas don't discriminate.
- Embrace failure with a light heart and open mind, make it safe to change.
- Give patience and generosity to perspectives different from your own.

### Ignite and Sustain the Flame in Others.

#### How we live it:

- Express gratitude for the work and accomplishments of others.
- Treat everyone like a dear friend.
- Find the good in everyone, then leverage and amplify that good.
- Identify and maximize the potential of our customers.



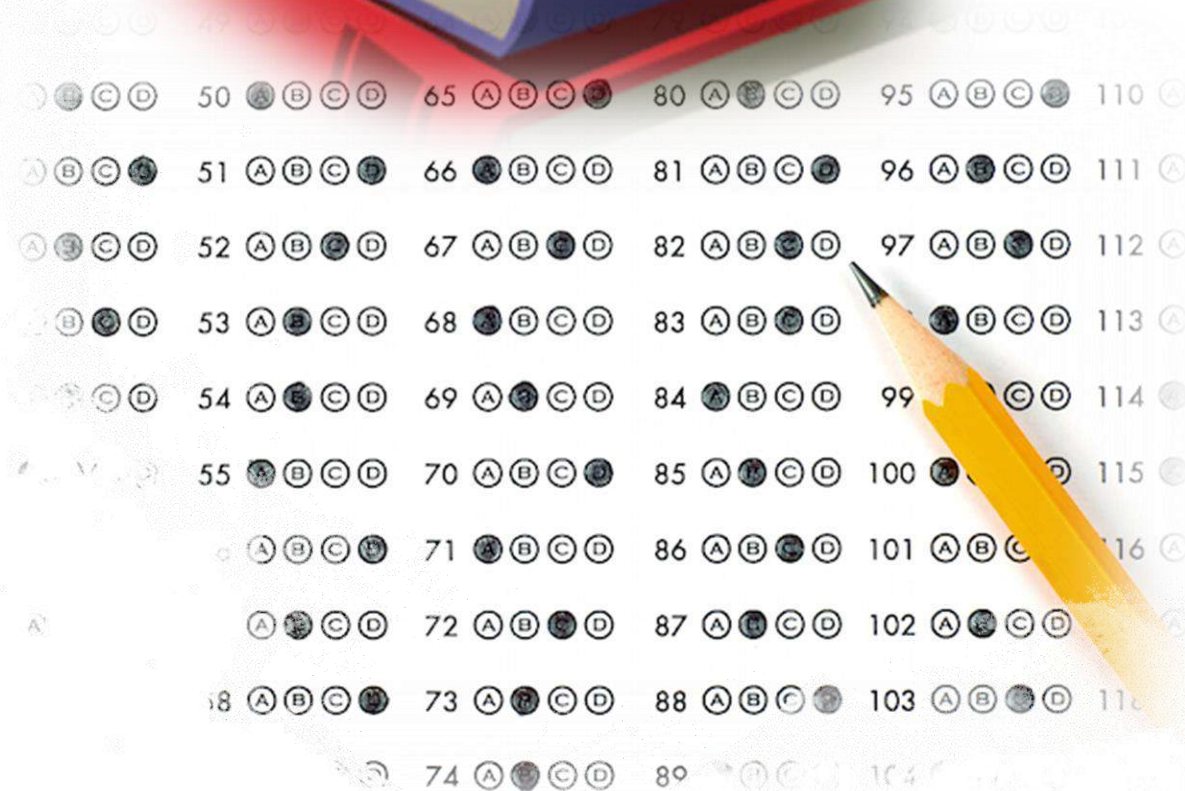
Visual Management and Keeping Score

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# Execution: Lead and Lag Measures

- A **leading measure** is a predictive measure. For example, measuring how many hours you study for a test.
- A **lagging measure** is the outcome you hope to achieve. In the same case, performing well on a test.
- An easy way to think of it: the smaller battles (leading) needed to win the war (lagging).



# Execution: Lead and Lag Measures

Most leaders only have poorly defined and communicated lag measures.

Great leaders:

- Develop 1-3 clear lag measures
- Ask the team to help define and track lead measures for the lag measures
- Create a clear dashboard
- Build lead measures into individual performance plans and coach

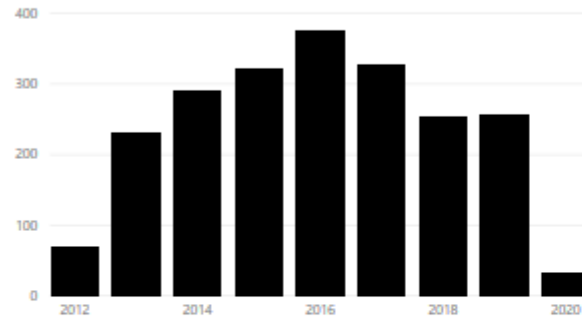


Execution:  
Keeping  
Score

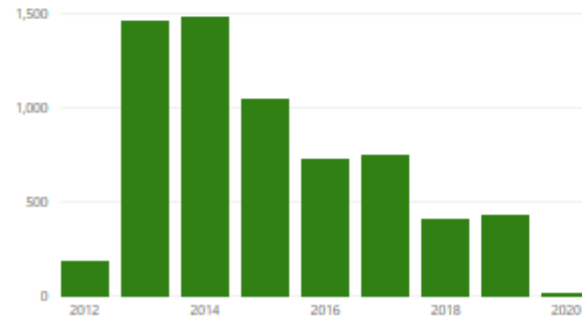
## Peak Training Metrics

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### Black Belts Trained by Year



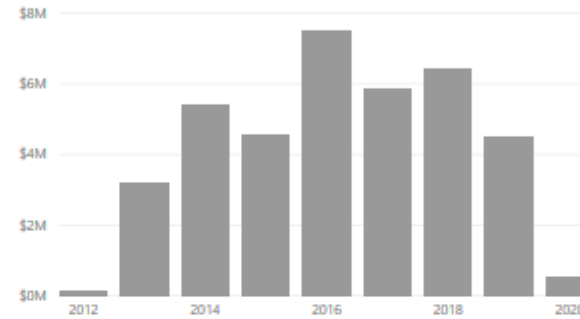
### Green Belts Trained by Year



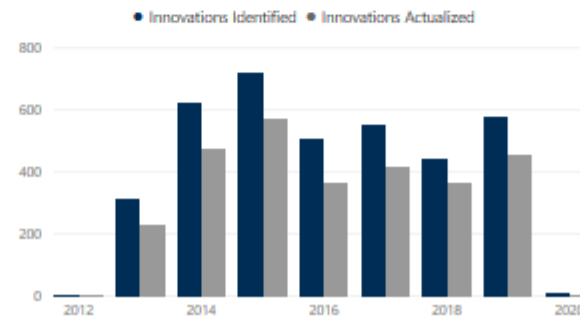
Total Actualized Savings To Date ?

**\$38,158,845**

### Savings by Year Actualized



### Innovations Identified and Actualized by Year



Black Belts Trained to Date

**2,169**

Green Belts Trained to Date

**6,521**

BB and GB Trainings Held to Date

**588**

Innovations Identified to Date

**3,811**

Innovations Actualized to Date

**2,886**

Avg Savings/Actualized Innovation

**\$13,222**

Avg Days/Actualize Innovation

**90.83**



Execution:  
Keeping  
Score

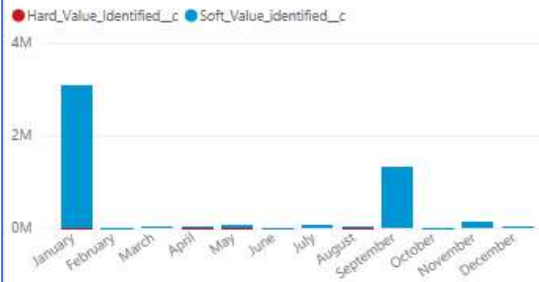
# Peak Facilitator Savings Metrics 2018:

Select a Facilitator

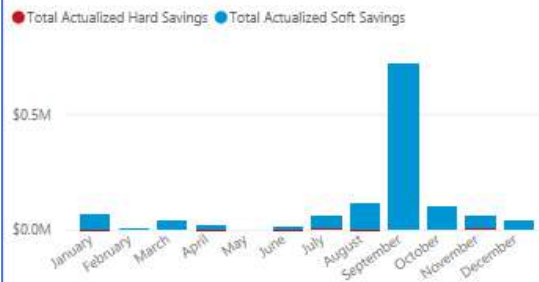
- (Blank)
- Andy Rees
- Drew Brown
- Jerraud Coleman**
- Melissa Wiley
- Nate Bradley
- Robert Peek

Last Refresh: Dec 27, 2018 03:23 PM

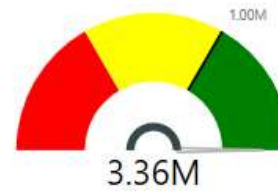
## Identified Savings by Month



## Actualized Savings by Month



## Total Identified Savings



## Total Actualized Savings



Total Value to Customer Savings  
**\$31.07K**

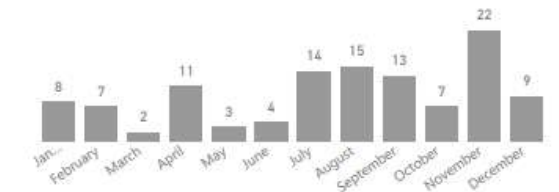
## Innovations Entered

75

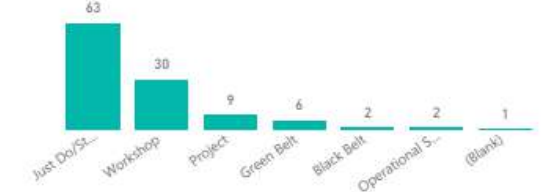
## Innovations Actualized

65

## Innovations Actualized by Month

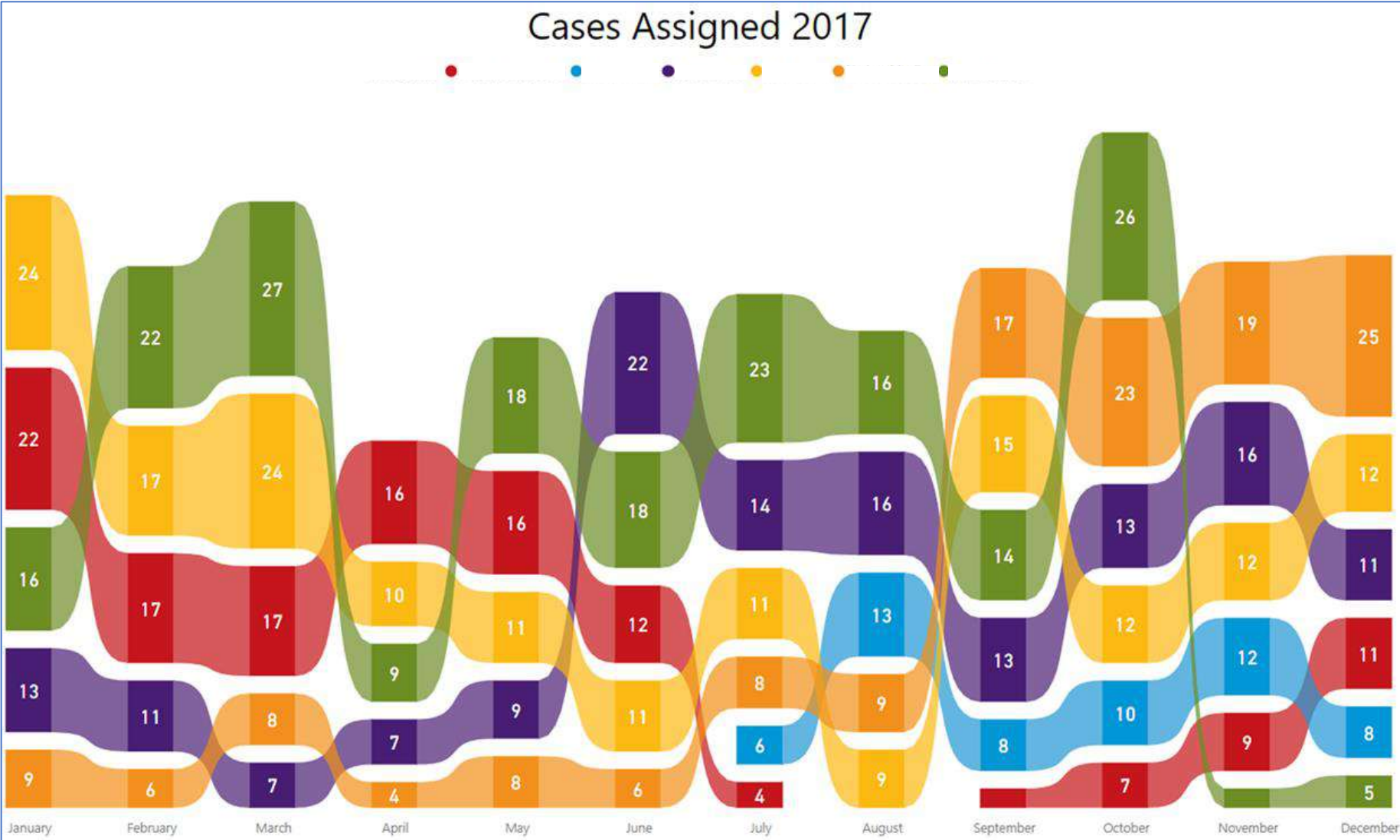


## Events Facilitated



# Understanding Your Workload

Why do you think it is important to know and understand your team's workload?



# Cross-Training

Commercial Zoning Trained by Specialization 1/2018

	Fences	HOPs	SEP	T.U.	Signs	Site	Struct	Use	ZPSE	Tele	ZPIN	CIUD	Tatoo	MJ
Worker A	TR	TR	TR	TR	TR	<b>TR</b>	<b>TR</b>	<b>TR</b>	TR		TR			
Worker B	TR	TR	TR	TR	TR	TR	TR	<b>TR</b>				<b>NT/TA</b>	TR	<b>TR</b>
Worker C	TR	TR	TR	TR	TR	TR	TR	TR	TR			<b>TR</b>		
Worker D	<b>TR</b>	TR	<b>TR</b>	PTR	<b>NT/TA</b>		PTR			<b>TR</b>				
Worker E	TR	TR	<b>TR</b>	<b>TR</b>	<b>TR</b>		PTR			PTR				<b>NT/TA</b>
Worker F	TR	TR	TR	TR	TR	<b>TR</b>	<b>TR</b>	<b>TR</b>	<b>NT/TA</b>		<b>NT/TA</b>			
Worker G	TR	<b>TR</b>		TR			<b>PTR</b>			TR				
Worker H	TR	TR	TR	TR		TR	TR	TR	TR					PTR
Worker I	TR	TR	TR	TR	TR	TR	TR	TR	<b>TR</b>	<b>TR</b>	<b>TR</b>			
Worker J	<b>TR</b>	TR	TR	TR	TR	TR	TR	TR	<b>TR</b>		<b>TR</b>	<b>PTR/TA</b>		
Worker K	<b>TR</b>	<b>TR</b>	<b>PTR/TA</b>	<b>PTR/TA</b>			<b>PTR/TA</b>							
Worker L	<b>NT/TA</b>	<b>NT/TA</b>	<b>NT/TA</b>	<b>NT/TA</b>	<b>NT/TA</b>	<b>NT/TA</b>	<b>NT/TA</b>	<b>NT/TA</b>						<b>NT/TA</b>
# Trained	11	11	9	9	7	7	7	7	5	3	3	1	1	1

TR = Trained  
 NT/TA = Not trained/To Assign  
 PTR = Partially Trained  
**BOLD = Current Realm/Role**

Commercial Zoning Trained by Specialization 6/2018

	Fences	T.U.	SEP	Struct	HOPs	Signs	Use	Site	CIUD Bank Letters	ZPSE	ZPIN	CIUD	Tele	MJ	Tatoo (N/A)
Worker A	TR	TR	TR	TR	TR	TR	TR	TR	NT/TA	TR	TR	NT/TA			
Worker B	TR	TR	TR	TR		TR	TR	PTR	TR	NT/TA	NT/TA	NT/TA			
Worker C	TR	TR	TR	TR	TR	TR	TR	TR	TR	TR		<b>TR</b>			
Worker D	TR	TR	TR	TR	TR	TR	TR	TR		TR	TR	TR		TR	TR
Worker E	TR	TR	TR	TR	TR	TR			TR				TR		
Worker F	TR	TR	TR	TR	TR	TR			TR				PTR	PTR	
Worker G	TR	TR	TR	TR	TR	TR	TR	TR	TR	PTR	TR	TR			
Worker H	TR	TR	TR	TR	TR								PTR		
Worker I	TR	TR	TR	TR	TR	TR	TR	TR		TR				PTR	
Worker J	TR	TR	TR	TR	TR	TR	TR	TR	NT/TA	TR	TR	PTR	TR		
Worker K	TR	TR	TR	TR	TR	TR	TR	TR	TR	TR	TR	TR	TR		
Worker L	TR	TR	TR	PTR/TA	TR				TR						
Worker M	TR	TR	TR	TR	TR	TR	TR	TR	NT/TA	PTR	TR	NT/TA		NT/TA	
# Trained	13	13	13	12	12	11	9	8	7	6	6	4	3	1	1





# Leading Change



# Fear OR Love

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Biggest fear: I'm irrelevant at work and, therefore, my life is irrelevant.

Empathy and love: connecting to the emotions that underpin the behavior and seeking to unearth another's gifts.



The 3 Things Employees  
Really Want

1. Career
2. Community
3. Cause

# Exercise: How well do you know your team?

For each of your direct reports, answer the following questions:

- What is this person most passionate about both at work (assignments and tasks) and outside of work? What brings this person joy?
- What is this person's greatest character strength? For example, funny, generous, thoughtful, ethical
- What did this person study in school and what types of work experience did he/she have before he/she took the job?
- Where does this person want to be in 5 years? What are his/her career goals and what have you done to help get them there?
- Who does this person most connect to at work and why?
- What are two great things this person did at work in the last month?







# Leading a High Performing & Innovative Team

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[The Impact of Feeling Valued by Barry Wehmiller](#)



*Innovate. Elevate. Repeat.*

