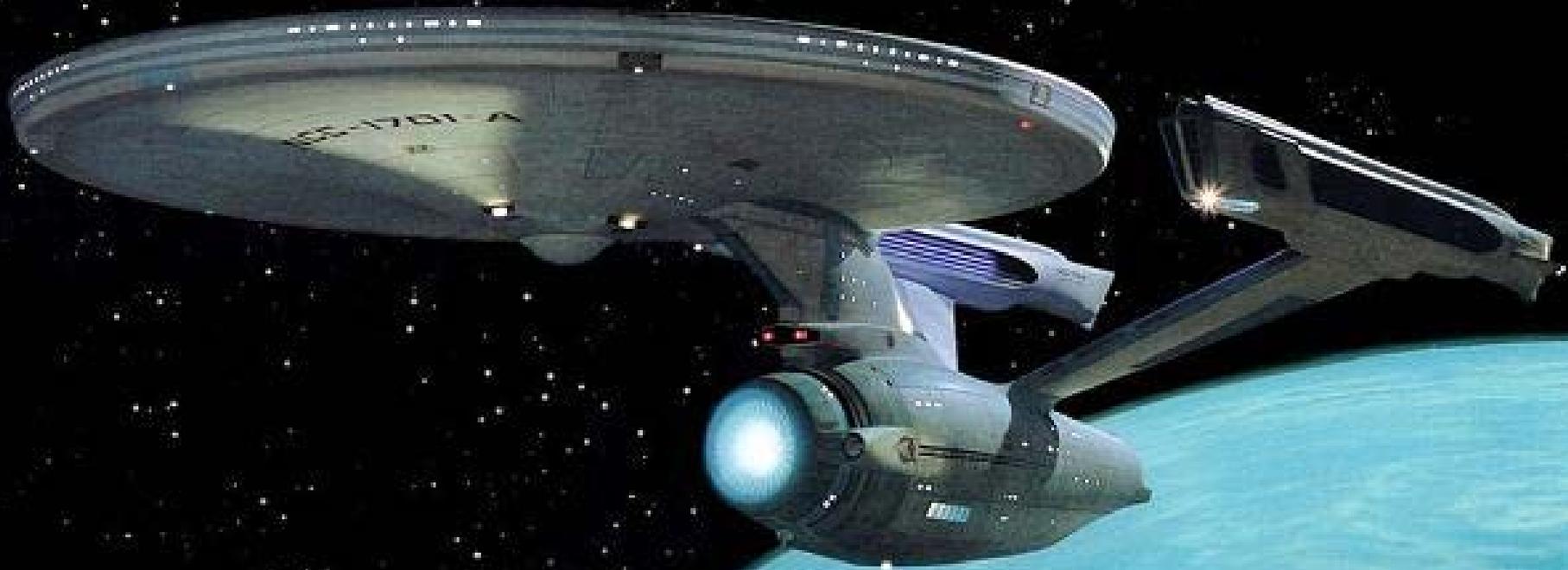


# The Search for Meaning

Oregon Public Performance Management Association

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# Government Performance Consortium

A network of civic thinkers  
and government practitioners  
transforming government from the inside out





The Attention Economy

150 times  
per day

2.5 hours



*Help me, Obi-Wan Kenobi. You're my only hope.*







# How does a Permits Office Contribute to Community Goals of Economic Vitality and Safety?

## Goal Citizens Care About

Our communities are thriving and healthy.

*Economic Vitality Indicators  
Water Quality  
Safety Record*

✓ Community Indicators:  
This is the level where  
Council Members tune in.

✓ Regulation is an important government role. Fast service doesn't mean sloppy reviews or easy passes.

Structures are built safety and to code . . .

*% of inspections with favorable **quality** assurance reviews*

**Regulatory Goal**

We complete timely permit reviews...

*% permits completed within customer expectations*

**Permit Review Team Goal**

✓ Reducing permit process time frees up time and creativity for more complex challenges.

We provide excellent customer experience ...

*User ratings on forms, web and counter service*

**Permit Center Goal**

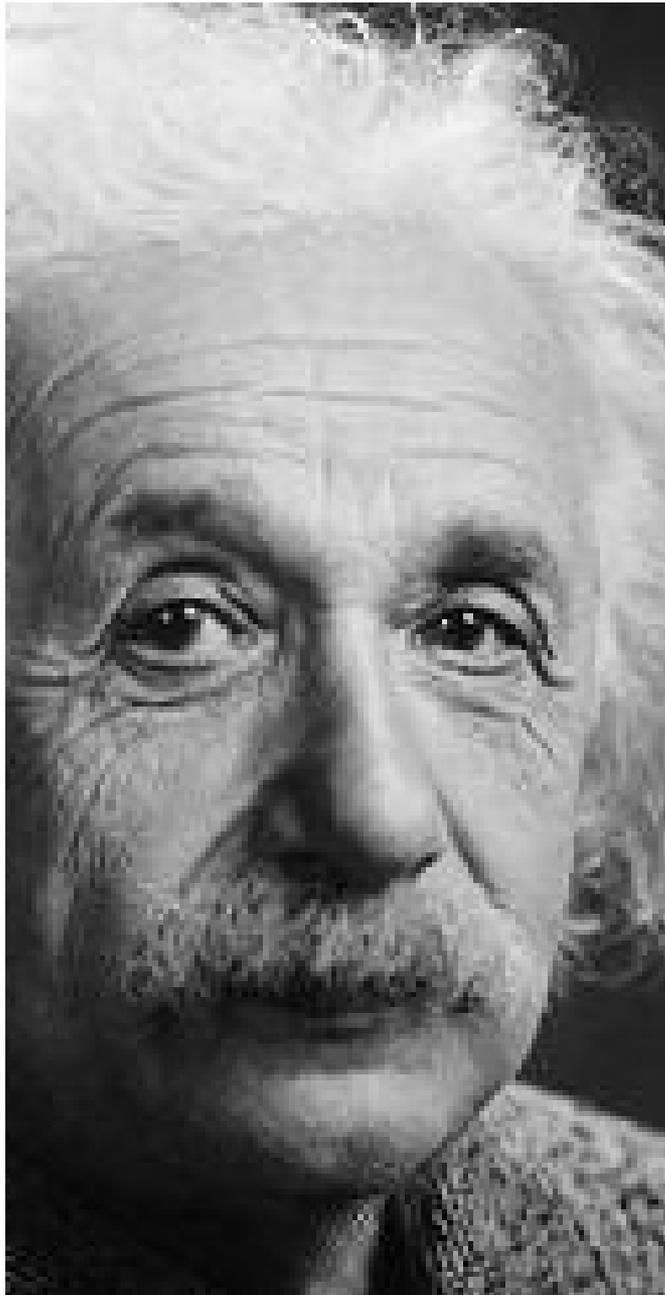
✓ Users inform the redesign of forms, process, and permit center lobby experience.

**Permits 70% faster , higher quality**

# Your team vs the work (not each other)



**When excellence becomes your group HABIT**



# The Scientific Method

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**We are all scientists.**

A man with dark hair and a serious expression, wearing a Star Trek uniform (yellow and black), is shown from the chest up. He is looking slightly upwards and to the right. The background is a blurred interior of a spaceship. The text "Question Your Data" is overlaid in white, sans-serif font across the center of the image.

Question Your Data

# Searching for meaning | Ask questions

**How are we doing?**

(actual compared to estimate)

**What is our story?**  
What have we learned  
so far?

**Who will do what,  
by when?**

**What's our strategy?**

What do we expect to  
happen, and when can we  
go see if it's working?

**Who can help?**



*Every defect is a treasure – Taiichi Ohno*



Clear signals

Regular  
feedback

On how we  
are doing

Based on  
sound and  
current data

**Measurement can be  
a real head case**





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# **The Brain Science of Performance Measurement**

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**Our brains  
hunt for  
meaning**





# How to not get hijacked

Trying to do  
it all

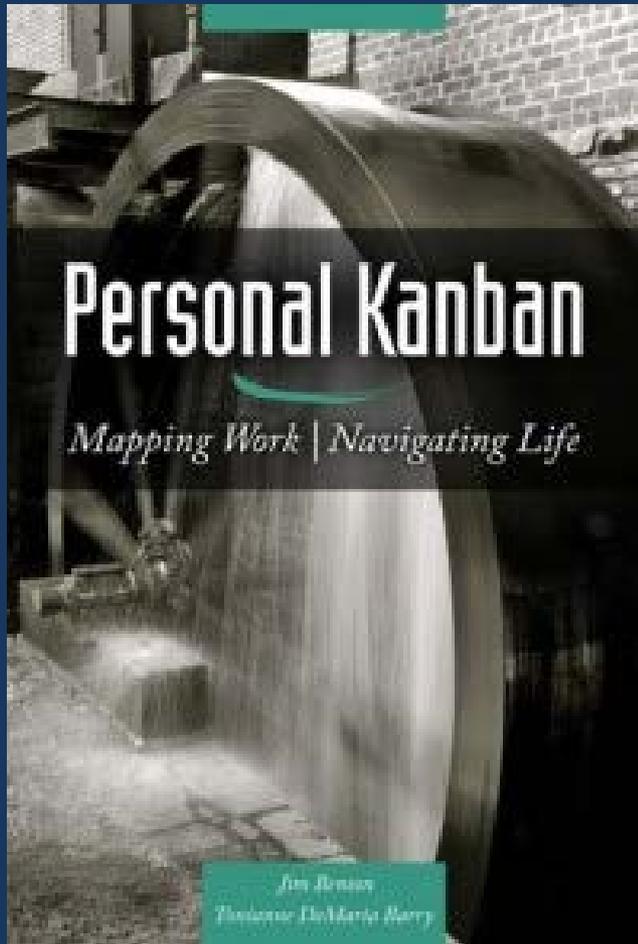
Getting no  
where

Photo and concept credit:  
Jim Benson and Tonianne  
deMaria Barry  
Modus Cooperandi



# Personal Kanban

## Mapping Work | Navigating Life



**By Jim Benson and Tonianne DeMaria Barry**

Won the 2013 Shingo Research Award  
for Operational Excellence

Modus Cooperandi is based in Seattle and offers  
workshops and video courses.

**Please read Jim and Tonianne's books,  
blogs and videos. You will love them!!!**

♥ *with much respect and gratitude to Jim  
and Tonianne* ♥

**It is very likely that these two things are true:**

- 1. You're probably doing too much.**
- 2. You're probably wasting your time.**

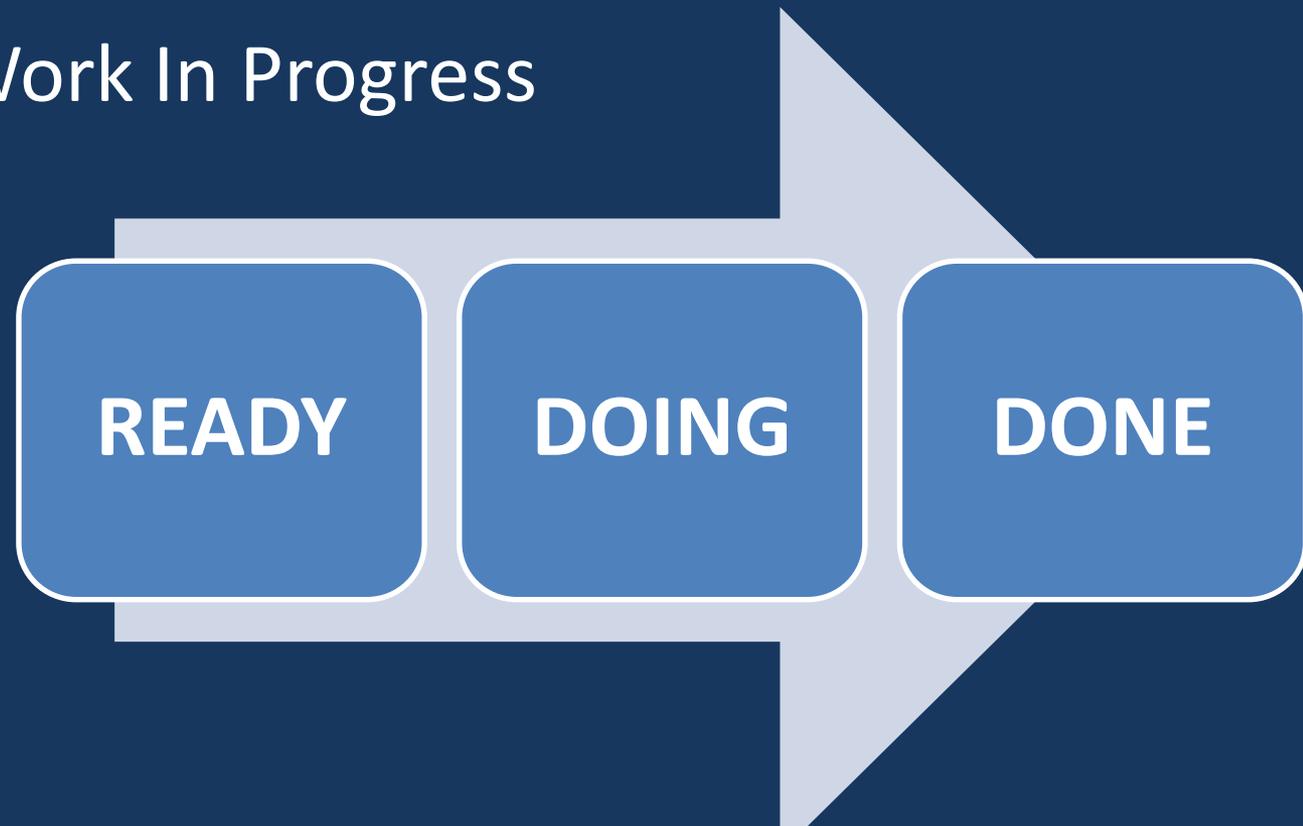
By doing  
too much,  
you're  
actually  
getting  
less done.

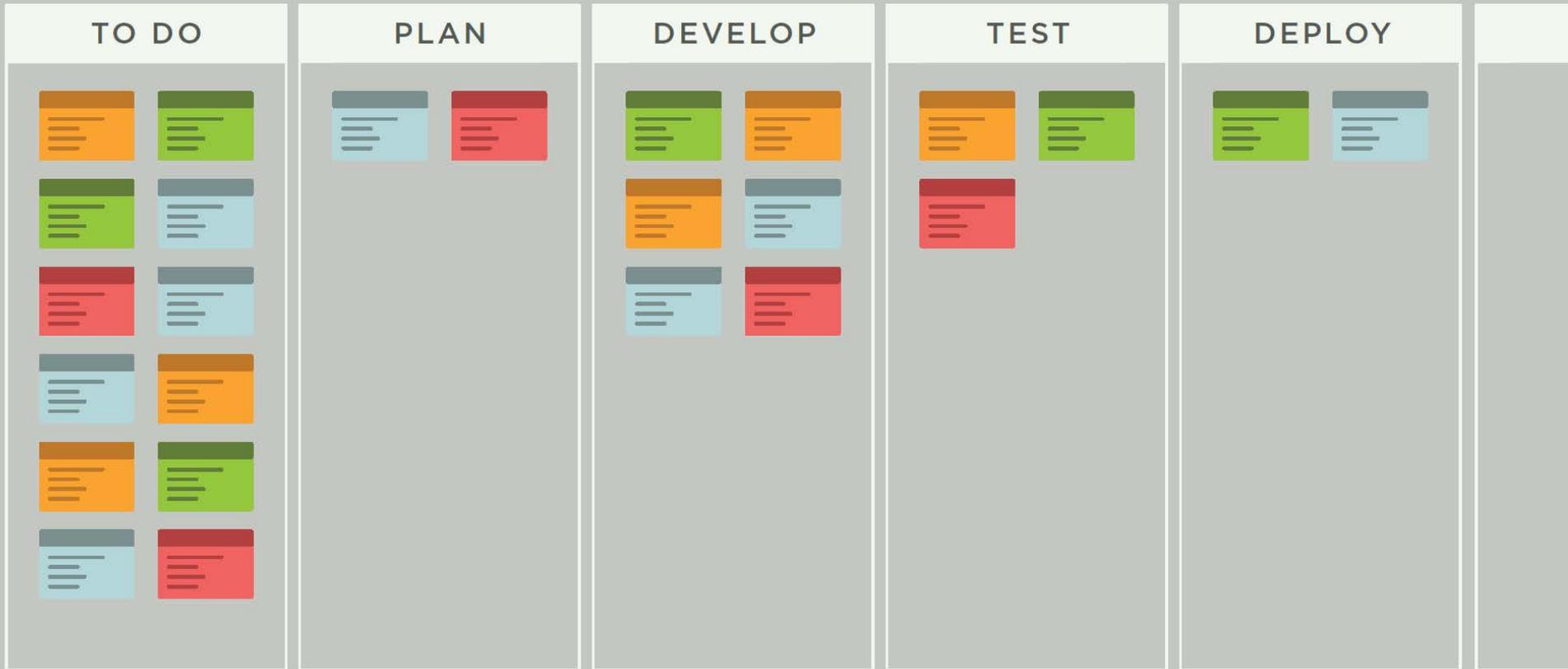


How can this be?!?!?

# Only Two Rules in Personal Kanban

1. Visualize your work
2. Limit your Work In Progress





# Visualize your Work

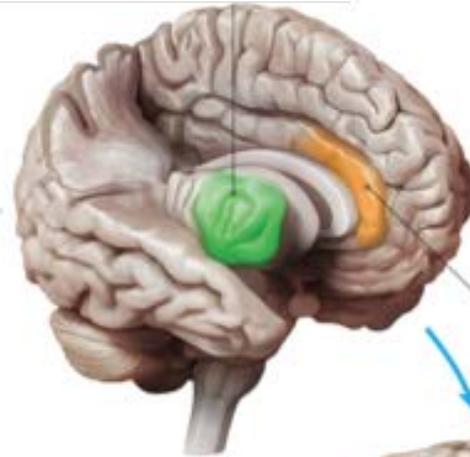
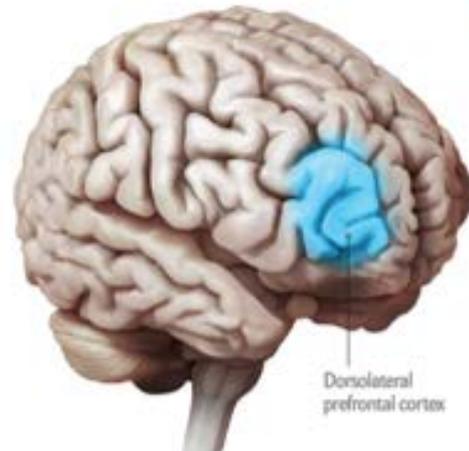
Lean Kit Kanban Roadmap

# Why Limit Work In Progress?

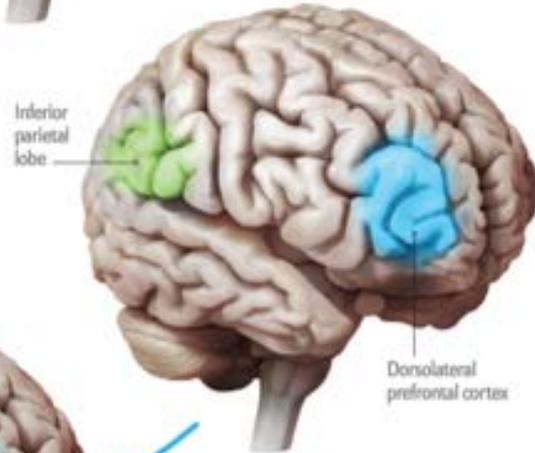
Message from your Brain:  
HELP ME!

# Task Positive Network

Sustaining  
Attention



Distraction  
Awareness



Reorientation  
of Attention

# Why Limit WIP





Kanban to the rescue!

# Why Limit Work In Progress?

Message from your Team:  
HELP ME!

# Wake Up Call: Sheri's kanban



**Yikes!**  
**This was me!**

# 5 reasons why this works

- 1 Humans need to “see” their work
- 2 Calms your brain and helps you focus
- 3 Other people can see and share work flow
- 4 Spot and eliminate blockage
- 5 Feel better *and* sense momentum



See your target  
Sense your flow

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SAFETY

QUALITY

DELIVERY

DEMAND

COST

CAS

SAFETY MAIN

SAFETY

DELIVERY

DEMAND

COST

DEMAND

One last story of measures and meaning

Saving kids' lives. Seriously.

# TEAM VISUAL BOARD EXAMPLE – HOW WE HELP EACH OTHER OUT

VISUAL CASE MANAGEMENT BOARD: BERKELEY OFFICE (Illustration – Data not Current)

## Berkeley Office

Supervisors		Becky	Peri	Trina			
Case Worker	Initial Contact <b>(LIMIT 2)</b>	Initial Staffing	Awaiting Action "The Pen"	Follow Up Visit	Determination	Transfer	Close Out
Samuel							
Kanisha			■	■			
Durant							
Solomon		■ ■ ■	■ ■	■		■	
Brooke	■	■ ■ ■	■				
Tam	■						
Taji					■ ■ ■		
Austin							
Rex		■					
Faith	■						
Christabeth							

WHY WE DO OUR WORK:



NUMBER OF KIDS WE HELPED TO SAFETY THIS YEAR SO FAR: **524**

CASE FLOW / BACKLOG		
Cases per worker (median)	<b>13</b>	
Cases in this week		
Cases out this week		
Backlog? ("Bus!")		
Days to close (median)		

Our Data Overview		
	Berkeley	State
Cases Assigned YTD	77	1,547
Investigations Completed YTD	52	1,170
Closed at Initial Review (new)		
Unfounded YTD	60%	<b>46%</b>
Alternative/Kin Care YTD		<b>36%</b>
Foster Care YTD		<b>15%</b>
Revictimized within 6 months		<b>3.9%</b>
Fatalities		<b>&lt;1%</b>

Case Support	Assigned	Doing LIMIT to 2	Completed
??? who can help?	■ ■ ■	■	■
Christabeth			

*Facilitator's Notes – How to Use the Visual Team Board*

CONTINUOUS IMPROVEMENT: IDEAS, QUESTIONS, PROBLEMS



Thank you! Have an awesome summer!

# find your purpose | share your value



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Larisa Benson is a teacher of management disciplines, a seeker of new ideas, and a lifelong fan of people who choose to give their energy and talent in service to community. She is the founder of the Government Performance Consortium, a network of civic thinkers and government practitioners who are transforming government from the inside out. Larisa also teaches Lean Six-Sigma at the University of Washington Tacoma and serves as a principal consultant with The Athena Group.

Larisa is passionate about helping leaders and teams achieve measurable performance improvements, creating a virtuous cycle that reinforces value for citizens, customers and employees. A three-time national award winner for innovation and transformation in the public sector, she is an experienced leader, teacher, and coach who knows how to inspire excellence in people.



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