

10-1-2011

## Bend the Curve CIP-News - October, 2011

Bend the Curve Continuous Improvement Practitioners

Follow this and additional works at: [http://digitalmaine.com/mdol\\_btc\\_news](http://digitalmaine.com/mdol_btc_news)

---

### Recommended Citation

Bend the Curve Continuous Improvement Practitioners, "Bend the Curve CIP-News - October, 2011" (2011). *MDOL Bend the Curve Archive*. Paper 39.

[http://digitalmaine.com/mdol\\_btc\\_news/39](http://digitalmaine.com/mdol_btc_news/39)

This Text is brought to you for free and open access by the Labor at Maine State Documents. It has been accepted for inclusion in MDOL Bend the Curve Archive by an authorized administrator of Maine State Documents. For more information, please contact [statedocs@maine.gov](mailto:statedocs@maine.gov).

October 2011

Volume 6, Issue 10

**Inside this issue:**

Printed & Other Matters	2
Stakeholder Interest-Influence Grid	2-3
Force Field Analysis	4-5
Schedule of Lean Events	5
BTC & CI-P Listing	8

**Special points of interest:**

- Next Clinicals
  - November 18
  - December 16
- Be sure to check out all the hyperlinks



## The Gorilla in the Room

— Walter E. Lowell



This month I was invited to the Shingo Prize Northeast 'Made Lean in America' conference in Springfield, Massachusetts to give a presentation on the lean work we have been doing here in Maine State Government.

The Shingo conference is sponsored by the Greater Boston Manufacturing Partnership (GBMP) and is named after Shigeo Shingo the famous Japanese engineer who played a significant role in developing Lean thinking.

There were over 750 attendees this year with some prominent names as keynote speakers including John Shook and Mike Rother.

I am happy to report that I got to meet and talk with both of them and provide them with a one-on-one update on what we are doing here in Maine with *Bend the Curve*. While they were primarily manufacturing-oriented, they were interested in what we have been doing with Lean in Maine State government.

Interestingly, the response I often get from manufacturing-oriented folks is one of surprise and curiosity about how Lean works in government.

There were about 40 attendees at my presentation most of whom were from the manufacturing sector which, given the comment above, I had anticipated in the preparation for my talk.

As readers of the *CI-P News* know, I have been exploring differences and similarities between business and government as it relates to Lean thinking.

My presentation, 'Bending the Curve: Steps Toward a Lean Government', discussed two of these themes:

- the first dealing with government and the current state of the states (i.e. the increase in demand for services as a result of the dire economy and the reduction in states' resources), and
- the second with the unique strategies and steps *Bend the Curve* has been using to address these issues.

One of my focal points was to remind and emphasize to attendees of the interaction between and among government, the economy, and private and public enterprises and how Lean thinking influences all of them.

— cont'd on page 6

# Tools: Determining Support for Change

## Stakeholder Interest-Influence Grid

Mapping stakeholders for any proposed change (persons or groups interested in or affected by the change) can be a useful technique to understand the support and opposition you might expect for that change. *(Recognize this quadrant tool? By now, you're more than likely aware of its versatility and utility for a variety of purposes.)*

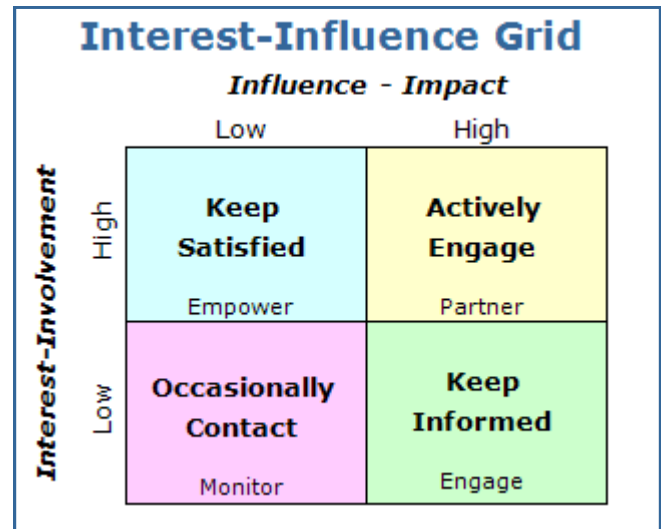
This particular analysis will help you to understand the communication and the support and potential resistance or opposition to the change(s).

Interest - their likely concern about change. This may be because they are interested in the change or are directly or indirectly affected by it.

Influence - their ability to resist and hence stimulates *your* concern. This reflects their power, the strength of their influence to affect the proposed change, their potential impact.

After the mapping, consider and plan how to address each group to achieve the implementation and goals of the change. This should result in a plan of action, outlining the best alternatives to support or shift stakeholder positions, which also identifies the resources and effort required.

Exercise: Participants can write on stickie notes and post them in the appropriate quadrant (poster-size on the wall). You can also use different colored stickies (e.g. green for support; red for oppose) to show the nature of the interest. The participants can indicate 'degree' by placing the stickie closer/further away from another quadrant.



## Printed & Other Matters

### **GAO Report: Streamlining Government: Key Practices from Select Efficiency Initiatives Should Be Shared Governmentwide**

GAO-11-908, September 30, 2011

<http://www.gao.gov/products/GAO-11-908>

Highlights - <http://www.gao.gov/highlights/d11908high.pdf>

Podcast available - [http://www.gao.gov/podcast/watchdog\\_episode\\_74.html](http://www.gao.gov/podcast/watchdog_episode_74.html)

\*\*\* Thank you to CI-P Jerry Melville for sharing these links.

# Tools: Determining Support for Change *(cont'd.)*

## High interest, high influence

**Actively Engage-Partner.** These folks are significantly directly or indirectly affected by the change effort and have the power to do something about it, either supporting or opposing it. So, fully engage them in the change, assuring that they understand what's going on and feel ownership of what is being done.

## Low interest, high influence

**Keep Informed-Engage.** These folks with a low interest in the change would typically not be an issue for the change effort. However, keep in mind that they could be swayed by those opposing/resisting the change. So, keep them informed and satisfied with the work that you are doing.

## High interest, low influence

**Keep Satisfied-Empower.** Given their low influence, be careful not to forget these folks. They could be very helpful with the actual work of the change effort, in identifying any emerging issues, and/or could together form a powerful block of influence.

## Low interest, low influence

**Occasionally Contact-Monitor.** Keep in touch with these folks — their status may change. However, don't overwhelm or bore them with more communication than they care about.

You can then use this mapping to further analyze the nature of the influence/power of the stakeholders — this is important for it should inform your relationship plans and can significantly affect the implementation success of your change effort.

So, for example, for those folks who oppose your change effort and have influence, you will want to develop a strategy to identify any areas of agreement and ways to keep communication open, and , however slowly, to try to move them to supporting the change.

And, just as in politics where elections have been decided by this group, don't forget the folks who are neutral or undecided.

Stakeholder Influence Analysis		Opposing		---	Supporting	
		Active	Passive-Low	Neutral - Undecided	Passive-Low	Active
Stakeholder Influence	High					
	Medium					
	Low					

## Force Field Analysis

Force-field analysis, developed by social science pioneer Kurt Lewin (1890-1947), provides a framework for systematically looking at the factors (*forces*) that influence a situation or, in the context of process improvement, change efforts.

It looks at the forces/variables/pressures that are either driving movement toward a goal (driving/helping forces) or blocking movement toward a goal -- that is, supporting the status quo (hindering/restraining forces), characterizing the conflicting forces that influence any proposed change. Keep in mind that while this analysis identifies the forces which must be addressed for change to be successful, it is dynamic and changes with time and action.

These forces can include, for example, people, attitudes & beliefs, resources, organizational & societal culture, vested interests, laws & regulations, level of effort, finances, wants & needs, organizational structures, etc.

In analyzing these forces, you can plan how to strengthen the forces supporting a decision/ goal and reduce the impact of opposition to it, overcoming resistance to change. Or even whether or not to proceed with a specific change. Remember that change will not occur when the two forces are equal (in equilibrium) or, obviously, when the restraining forces are stronger than the driving ones. The usual impulse might be to strength the driving forces but this could serve to only increase opposition, so a better strategy might be to identify ways to lessen or eliminate the restraining forces.

The process is essentially very simple: 1) State your specific plan/objective for change. 2) Identify the forces supporting change in one column and the forces opposing change in the other. 3) Estimate the strength of each force, ranging from 1 (weak) to 5 (strong).

The following is one example of a force field grid — there are many variations, but the essential elements are the proposed change and the driving and restraining forces. If you want to show multiple changes/goals in one grid, simply add a middle column. And, just as with the prior quadrant, don't forget that you can use this framework for various purposes, such as for comparing strengths and weakness, the ideal and current states, the known and unknown, differing points of view, pro's and con's, etc.

<b>Goal/Change Objective:</b>			
<b>Driving Forces</b> <i>Forces Supporting Change</i>	<b>Est. Strength</b>	<b>Est. Strength</b>	<b>Restraining Forces</b> <i>Forces Against Change</i>

# Tools: Determining Support for Change *(cont'd.)*

## What to do:

1. Define the goal or change to be implemented — be as specific as possible.
2. Create a force field template (flipchart, white board, printed wall poster, etc.) by—
  - a. Writing the goal or change to be addressed.
  - b. Drawing a line down the middle and writing *Driving Forces* on the left and *Restraining Forces* on the right.
  - c. Brainstorming both forces and listing them on the diagram. (The team members can use stickie notes for this purpose.)
3. Review each force with the team members:
  - a. Is it valid?
  - b. How strong is the force?
  - c. Can it be altered? In the short- or long-term?
  - d. What impact on the change would an altered force have?
  - e. What stands in the way of altering the force?
  - f. What resources, expertise, or information would be needed and are available to alter the force?
4. Assign an estimated strength to each force, ranging from 1 (weak) to 5 (strong). And total the scores for each column.
5. Decide, then, if the goal/change can get needed support and is feasible.
6. If the goal/change is feasible, develop an action plan which includes:
  - a. Identifying obstacles to successful implementation and proposing countermeasures to reduce or eliminate them, lessening the restraining forces.
  - b. Strengthening the driving forces and creating new ones.

## BTC Lean Schedule

Date	Time	Topic	Location	Contact
<b>Nov. 18</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL/ASD
<b>Dec. 5-9</b>	8:15-5:00	DOP 1-7 ( <i>tentative</i> )	221 State, Lean Lab	WEL/ASD/JR/JK/MAD
<b>Dec. 16</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL/ASD
<b>Jan. 20</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL/ASD
<b>Feb. 17</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL/ASD
<b>March 16</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL/ASD
<b>April 20</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL/ASD
<b>May 18</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL/ASD
<b>June 15</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL/ASD
<b>July 20</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL/ASD
<b>August 17</b>	8:15-4:30	Clinical Supervision	221 State, Lean Lab	WEL/ASD

\* To add or see more events or detail, go to the Bend the Curve Calendar in Outlook's Public Folders.

## The Gorilla in the Room (cont'd from page 1)

For amusement, I included this picture in my presentation to make a point about government being the 'gorilla in the room' -- specifically that government can make or break economies and enterprises.



Understand that the effectiveness of Lean first and foremost depends on a healthy economy.

So, as I noted in last month's *CI-P News*, if there is no work, there is no Lean.

Or, as Maine's former Governor Angus King noted on December 20, 1996 in his State of Maine's "Maine Works" campaign:

*"Nothing works unless the economy works....It's all about government and business working together."*

He could not have said it better.

In my Shingo presentation, I noted that the 'gorilla' is smiling only if it's well-managed and under control and, some would say, a lot smaller. If not, than all kinds of dire things can happen -- witness the current financial state of the States.

We all have a stake in how well government operates since it touches everyone, including public and private enterprises. The point emphasized here is how important it is to have a government that is better, faster and cheaper.

We are used to thinking of government and taxes but don't usually think of taxes as being both visible taxes and hidden, invisible taxes.

One source of government revenue is the known or visible taxes it collects from its

citizens. Every dollar collected from you in taxes is one less dollar available for you to spend on something else, and it's a dollar that the government may spend on something you may or may not want it spent on.

There are three points here:

- 1) A dollar is collected from you through mandatory taxes (we are, after all, not only consumers but also taxpayers);
- 2) That dollar could be spent on something you, as an individual, may or may not approve of (in a democracy, it is the officials we elect that make the choices on how to spend our money -- i.e. our taxes); and
- 3) It is one less dollar you have to spend or invest in something else. (Since the private sector competes with government for these very same citizen dollars they understand this very well.)

Then there is the particularly pernicious other tax, the 'hidden or invisible' tax.

This is the tax that Henry Ford talked about and few of us to this day see or understand as an invisible tax. This "tax" is hidden and represents the significant waste in all systems of work, including government.

While there are many sources of government waste, resulting in wasted money (as shown in the Examples in the following slide), much of ongoing 'hidden' waste is peculiar to bureaucracy, namely the waste in day-to-day government operations.

These hidden wastes, making government less productive and more expensive, are dollars lost to all of us and therefore the larger economy -- consequently making our overall economy less robust.

— cont'd on next page

# The Gorilla in the Room (cont'd from prior page)



**Sources of Waste in Government**

Type	Example
Bureaucracy	- inefficiency of operations
Allocation of funds	- unfunded mandates
Appropriation of funds	- favors and 'pork'
Regulation	- complicated tax codes, etc
Taxation	- loop holes
Policy/Program design	- uncoordinated disaster response
Monetary manipulation	- inflation/deflation

Losing these dollars to inefficient and ineffective operations particularly hurts because **it is a loss that is both unnecessary and preventable** provided our governments are informed and vigilant about operations and how well these are managed.

This waste is, in fact, what led to the genesis of *Bend the Curve* and the improvement mission it has been advocating for years.

Since the current economic model depends on consumer spending, when dollars are removed from consumers by taxes, both visible and invisible, there are fewer dollars available for them (each and every one of us) to spend or invest. Since spending on a product or service drives production (and thus all related operations for Lean to be applied to), when consumers curtail spending, production is curtailed as well. Resources are idled and not put to productive use. (Sadly, this may include you and me as well.)

The adverse effects of this entire process cascade throughout the economy affecting individuals, corporations, and governments alike. So that even having the

best Lean production system in the world matters little if there are no customers/taxpayers.

No work, no Lean.

From this perspective, Lean is causally tied to a healthy economy as demonstrated by the increase in productivity by private enterprises (i.e. the manufacturing sector set the example) around the world.

Now, through our actions here in Maine and other states, we have shown that Lean results in productivity improvements in government as well. Furthermore, to develop a healthy economy in Maine, government and business must work together, as Governor King so aptly noted, in the application of Lean thinking to achieve a healthy economy.

Ensuring government operations are Lean, however, will not immediately solve the current economic crisis. But, as one strategy among others addressing some of the root causes of government's current problems, the mission of *Bend the Curve* - making government operations better, faster and cheaper -- goes a long way to assuring that government and public and private enterprises work together to the benefit of all.

— *Walter*

Link to my Shingo Workshop Presentation — <http://www.maine.gov/dhhs/btc/events.html>

Link to a related editorial, "Next Stage in Brookings Reform" — <http://www.maine.gov/dhhs/btc/information.html>





Department of Health  
and Human Services

Maine People Living  
Safe, Healthy and Productive Lives

Paul R. LePage, Governor

Mary C. Mayhew, Commissioner

The primary purpose of the *Bend the Curve* Team is to provide support, consultation, assistance, and leadership in continuous improvement approaches and activities for State staff, work teams, and leaders as they seek to continually improve their work culture, systems, processes, and environments – in order to meet the mission of Maine State government and the expectations of Maine citizens.

**Office of Lean Management, DHHS**

221 State Street  
Augusta, Maine 04333-0011

FAX: 207-287-3005  
TTY: 1-800-606-0215  
Lean Lab: 207-287-6164

OLM/BTC Staff:

Walter E. Lowell, Ed.D. CPHQ, Director

Phone: 207-287-4307  
walter.lowell@maine.gov

Julita Klavins, M.S.W.

Phone: 207-287-4217  
lita.klavins@maine.gov

We're on the net!

<http://www.maine.gov/dhhs/btc>



**Continuous Improvement Practitioners:  
BTC Intervention Facilitation Status**

DHHS		DOL		DAFS	
Kate D. Carnes	C-L	Jorge A. Acero	C-O	Wendy Christian	I-O
Nancy Cronin	C-O	Michael T. Brooker	I-O	Rebecca S. Greene	I-L
Marcel Gagne	LCL	Deidre A. Coleman	I-O	Lyndon R. Hamm	I-LCL
Julita Klavins	L	Joan A. Cook	LL	Billy J. Ladd	I-LCL
Walter E. Lowell	L	Merle A. Davis	L	Michaela T. Loisel	I-L
Jerrold Melville	LCL	Eric Dibner	O	DOC	
Ann O'Brien	L	Peter D. Diplock	I-O	Gloria R. Payne	I-O
Cheryl Ring	C-LCL	Brenda G. Drummond	I-O	DOT	
Terry Sandusky	L	Anita C. Dunham	I-LCL	Michael Burns	C-O
Bonnie Tracy	C-O	Karen D. Fraser	C-L	Jessica Glidden	I-O
		Timothy J. Griffin	L	Rick Jeselskis	I-O
<b>Sec.of State-BMV</b>		Gaetane S. Johnson	I-O	Robert McFerren	I-O
Scott Thompson	O	Michael J. Johnson	O	Sam McKeeman	C-O
<b>OPEGA, Legislature</b>		James J. McManus	I-LCL	Jeffrey Naum	I-O
Matthew K. Kruk	I-O	Scott R. Neumeyer	I-O	Mark S. Tolman	I-O
<b>Univ. of Maine</b>		John L. Rioux	L	DEP	
Kim Jenkins	O	Sheryl J. Smith	C-O	Carmel A. Rubin	I-O
<b>Community – Private Sector *</b>					
Rae-Ann Brann*	I-L	James Fussell*	I-LL	Henry B. McIntyre*	LCL
Stephen C. Crate*	I-O	Kelly Grenier*	LL	Jack Nicholas*	I-O
Arthur S. Davis*	L	Alicia Kellogg*	I-O	Anne Rogerson*	O
Nancy Desisto*	L	Maayan L. Lahti*	I-O	Clough Toppan*	LCL
Jane French*	I-L				
<b>Town of Durham, New Hampshire</b>					
		David Kurz	I-O	Steve McCusker	I-O
		Michael Lynch	I-O	Todd Selig	C-O
* Community CI-P		I - Inactive	C - "Champion for Lean" - not facilitating		
L - Lead (LL-Learning)		LCL - Learning Co-Lead		O - Learning Observer	

**More Miller workshops & next DOP 1 scheduled!**

Additional workshops with Ken Miller are still being planned. We'll keep you posted.

An introductory week-long CI-P Bronze level training DOP 1 is tentatively scheduled for December 5-9, 2011.

You can also check the Bend the Curve Calendar in Outlook's Public Folders & come to the planning meetings for Clinicals and other events.