Masters Education Management Development Program

Georgia Clerks Education Institute
Instructors: David Key and Nancy Farage

Course Topics
- Role of Manager
- Communication, Coaching
- Performance Eval.
- Conflict
- Ethics
- Continuous Improvement
- Power
- Change Management
- Public Speaking I & II
- Continuous Improvement
- Power
- Change Management
- Public Speaking I & II

THIS PROGRAM
Masters Education Management Development

10 Class Days/9 Courses
- 2 days per conference
- 1 course in 2 days
- 2.5 years: continuous loop

Project & Written Report

Networking!
Our Agenda

- Monday
  - Everyone (until break)
  - Orientation
  - Introductions
  - Networking
  - David
    - Ethics course
  - Nancy
    - Continuous Improvement course

- Tuesday
  - David
    - Ethics course (Again)
  - Nancy
    - Continuous Improvement course (again)
  - Everyone (after break)
    - Project Talk
    - Soon-to-be graduates

PLEASE INTERVIEW TO INTRODUCE

- Name, title, place
- Masters Ed first-timer? Last 1 or 2 days?
- How long doing this type of work?
- Anything else you’d like to tell us

Give an example of a right and wrong way to do a process improvement.

SOME GROUND RULES...please:

- Practice R-E-S-P-E-C-T
- Rent ideas, buying not required!
- Suspend your disbelief
- Make no extra noise
- Participate
- Have fun!
AFTER THE BREAK

PLEASE...

• Proceed to David’s side of the wall for Ethics
• Proceed to Nancy’s side of the wall for Continuous Improvement

TODAY’s OBJECTIVES

Increase familiarity w/ Continuous Improvement (CI) and its precursors

Provide info & practice for 3 quality tools

Increase familiarity w/learning orgs, and systems thinking

Identify possibilities for applying CI in Clerks’ Offices
What’s continuous improvement?

- an ongoing effort to improve products, services or processes.
  - incremental progress over time
  - all-at-once improvement
- Methods emphasize:
  - Employee involvement/teamwork
  - Measuring and standardizing processes
  - Reducing variation, defects and cycle times

http://www.ted.com/talks/jennifer_pahlka_coding_a_better_government.html

Continuous improvement is

- Movements & Notions Before CI
  - Re-engineering
  - Quality Management
  - TQM
  - Statistical Process Control
  - Quality Circles
  - Influential People
    - Deming, Crosby, Juran, Ishikawa, Osborne & Gaebler, Pink, Senge, Wheatley
Urgency

Develop the sense of Urgency
Strong capabilities and flexible delivery

Step One: Home Team

What about these Home Teams?

Step Two: Effective Communication
SO WHAT?

EFFECTIVE COMMUNICATION

FOSTER RELATIONSHIPS

OPPORTUNITIES FOR A PRODUCTIVE WORK ENVIRONMENT

Two Aspects of Communication:

VERBAL

• Words

7 - 10%

NON-VERBAL

• Paralanguage
  • Pitch, rate, volume, tone

20 - 38%

• Facial/postural
  • Sight, sound, touch, smell, gestures, eye contact

55 - 70%

Non-Verbal Communication

Eye Contact

Facial Expressions and Head Movements
Non-Verbal Communication

- Gestures and Body Movements
- Posture and Proximity

Communication Styles:
How do you communicate?

But first...

And more recently...

Lean Six Sigma
Process v. Program

What’s a learning organization?

Learning Organization
“The Five Learning Disciplines”

- Personal Mastery
- Mental Models
- Shared Vision
- Team Learning
- Systems Thinking
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<tr>
<th>Learning Organization</th>
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<tr>
<td><strong>Personal Mastery</strong></td>
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<td><em>Expanding our personal capacity to create desired results</em></td>
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<td><em>Creating a healthy organizational environment</em></td>
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Mental Models

Reflecting upon/thinking about our internal pictures of the world
Continually clarifying and improving these pictures

Learning Organization

Personal Mastery
Mental Models
Shared Vision

Shared Vision

Building a sense of commitment in a group
Developing shared images of the future
Developing principles and guiding practices to get there
Learning Organization

- Personal Mastery
- Mental Models
- Shared Vision
- Team Learning

Team Learning

*Transforming conversational & collective thinking skills*

*Develop intelligence and ability greater than the sum of individual members’ talents*

Learning Organization

- Personal Mastery
- Mental Models
- Shared Vision
- Team Learning
- Systems Thinking
What’s a system?

*System: a whole composed of interrelated elements that are interdependent*

Systems Thinking

Thinking about forces & interrelationships that shape behavior of systems

Describing with a language for understanding
Please work with your table group to answer the questions about the video that are on page 11.

HOW STUFF WORKS

Formal Organization
Informal Organization
Levels
• Events
• Patterns of behavior
• Systems
• Mental models

EVALUATION & FEEDBACK
Model for Organizational Development

SERVES

SHAPES

KEY POINTS

Context

Interdependence

Problem Solving Model

Plan

Do

Study/Check

Act
In a world without data, opinion prevails.

Brainstorming Rules
Express specific ideas
Do not evaluate or criticize
Hear from everyone
Build on the ideas of others
Encourage even the wildest ideas
Pass when an idea does not come to mind
Strive for quantity not quality

Hitchhiking is legal & encouraged!
Cause & Effect Diagram (Fishbone Diagram)

- policies
- people
- procedures
- equipment or machinery
- materials
- methods

Flow Chart

Outline process steps
Compare steps (actual v. should)

- Start
- Process Step
- Decision
- Stop

FORCE FIELD ANALYSIS
What else deserves continuous improvement attention?

- A.T. Ariyaratne

When we try to bring about change in our societies, we are treated first with indifference, then with ridicule, then with abuse, then with oppression. And finally, the greatest challenge is thrown at us: We are treated with respect. This is the most dangerous stage.

- A.T. Ariyaratne

Turning the Tarp for Change
What’s one thing you might do next week, based on what you learned, thought about or re-remembered today?

Thanks for your attention.
See you tomorrow!

PROJECT BRIEFING

• Project options
  – Organizational Project with write-up that analyzes your process through lens of each relevant masters class topics
  – Reflection paper that considers ALL course topics and you write about the meaning the topics have to you (1.5 – 2 pages per topic)
• Respect Your Yellow Sheet
• Need Outline and Nancy’s approval
• Supervisor’s approval
• Certification guidelines for project direction and checklist
CELEBRATE & HONOR!

THANKS FOR all your hard work…safe travels home!