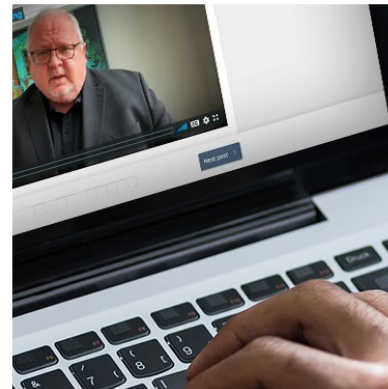
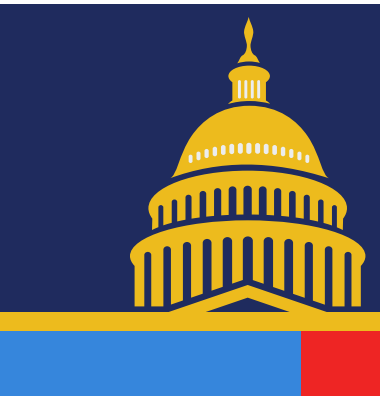
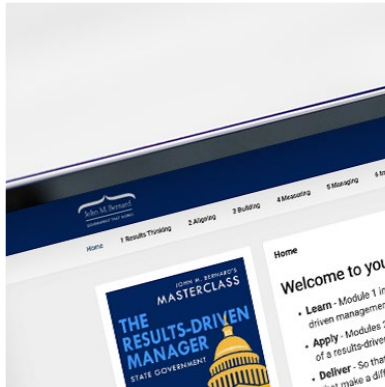


# Curriculum Guide



## For State Government

Available On-Demand



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# The MasterClass

The MasterClass is not just another management class. It will teach you a fundamentally better way to run government. Its effectiveness is proven in state agencies across the U.S. It's the only program of its kind developed exclusively for state government.



The MasterClass teaches results-driven government. It's a Lean-based system of management that respects the talent, passion, experience and energy of your state's workforce – designed to unleash your people's gifts to make game-changing improvements in service to others. While process improvement is often seen as a peripheral activity in many organizations, in a results-driven organization it is the engine that drives measurable improvement.

## This is for you if ...

- You are committed to making a difference
- Your team has more demand than capacity
- You want to do your best work and grow your skillset
- You want to change government for the better
- You believe in results-driven government and respect for people, this program's foundations

## The Curriculum: 26 Online Courses

Concepts are presented, step-by-step instructions and tools provided, and participants are expected to complete the work in order to deliver results. All sessions are ADA compliant and average a length of 20 minutes.

### **Results-Focused Mindset**

The Journey Begins  
Respect for People  
Customer Focus  
Process Thinking  
Fact-Driven  
Transparent Accountability

### **Aligning With State Leadership**

Serving Your Governor  
Aligning With Your Agency

### **Building Your Management System**

Management as a System  
Mission, Vision and Values  
Key Goals  
Core Processes

### **Measuring Results**

Outcome Measures  
Process Measures  
Scorecard

### **Managing Results**

Daily Management  
Business Reviews  
Coaching One-on-One

### **Improving Processes**

Into to 7-Step Improvement  
The Five Power Tools  
Defining the Problem  
Mapping the Process  
Defining the Solutions  
Securing the Win

### **Communication and Celebration**

Telling Your Story  
Recognition and Celebration



# Meet The Instructor: John M. Bernard

## A Leader of Leaders

*Wikipedia defines a masterclass as a “class given to students of a particular discipline by an expert of that discipline.”*

“No one knows more about the transformation to result-driven government in the states than John Bernard,” said Henry Darwin, then Chief Operating Officer for the State of Arizona and now serving in the same capacity for the U.S. Environmental Protection Agency.

- Best-selling author, having written the seminal book on results-driven state government
- Advisor to multiple governors
- Chief external advisor on the formation of:
  - Results Washington
  - Michigan’s Good Government Program
  - Arizona’s Management System
- Columnist for GOVERNING
- Senior Fellow for GOVERNING Institute
- Worked with seven states and over 80 state agencies
- Presented at the National Governor’s Association (NGA)
- Advised Governor John Hickenlooper, when he chaired the NGA, on his initiative titled: Delivering Results
- Host of The New Bureaucrat, a podcast focused on people who are transforming state government

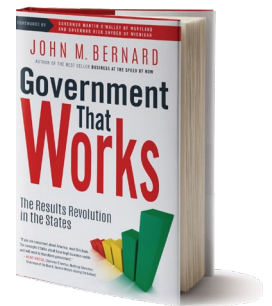
John is a pioneer in the application of Lean in the U.S., having served in one of the first two companies in the country to begin applying the concepts in 1981. While he does not use the Japanese terms in his work, the principles which originated with Dr. W. Edwards Deming and Shigeo Shingo’s pioneering work at Toyota permeate his work. John’s focus has been on the application of Lean concepts to the work of management and managers.

John shifted his focus to state government nearly 15 years ago, after helping transform a state agency in Oregon, Oregon Youth Authority.

### For more information or to talk with John:

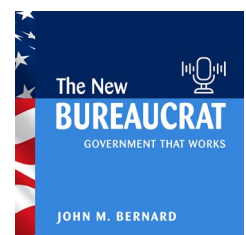
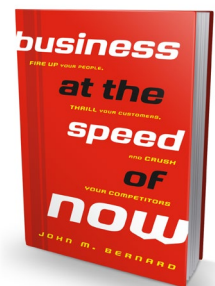
[john@johnmbernard.com](mailto:john@johnmbernard.com) | 503.957.9923

<https://learn.johnmbernard.com/themasterclasspackages>



### **Government That Works** endorsed by:

Governor John Hickenlooper (CO)  
Governor Martin O’Malley (MD)  
Governor Rick Snyder (MI)  
Governor John Kitzhaber (OR)



Host of the podcast,  
The New Bureaucrat



# Course Configurations

All packages are offered for individuals as well as for teams. If the team your lead are managers (or even managers of managers) and you intend to implement results-driven management, it is strongly recommended the entire team go through the courses together and mix the online learning with face-to-face or virtual conversations and work sessions. If your team members are not managers, enrolling them and following a similar process will greatly support successful implementation.



Executive  
Transformation

This package gives you full access to the entire results-driven state manager certification course.

## **THIS PACKAGE IS FOR YOU IF ...**

### **What you want to accomplish is:**

Results-Driven Government and to lead the transformation of your organization.

### **What you're committed to:**

Transforming your knowledge and skills as you lead the implementation of a management system that delivers results that matter to those you and your organization serves.

### **What your role is:**

You are a strongly committed team manager, a manager of managers, a department leader or even an entire state of managers. It depends on who sponsors the implementation of this program, the scope of the desired transformation, and how the program is used.



Delivering  
Team Results

This package delivers everything a manager needs to engage their team in delivering results.

## **THIS PACKAGE IS FOR YOU IF ...**

### **What you want to accomplish is:**

Engaging your team in achieving results that matter.

### **What you're committed to:**

Gaining the knowledge and skills to shift from boss to coach in order to support your team through the process of defining measures, identifying processes and removing waste through process improvement in order to deliver results.

### **What your role is:**

You are a committed team supervisor or manager, or a manager of managers working within a defined scope.



Frontline  
Engagement

This package offers the core skills for the modern state workforce.

**THIS PACKAGE IS FOR YOU IF ...**

**What you want to accomplish is:**

Taking the waste out of the processes you work in.

**What you're committed to:**

Being part of the solution by helping to take the non-value-added activities out of the work processes I participate in, knowing the waste in my processes wastes my time that could be spend doing things of greater value.

**What your role is:**

You are a manager, a supervisor or a frontline state employee who works in one of the department's routine processes.

---



This option allows you to meet the unique needs of learners at all levels.

**THIS PACKAGE IS FOR YOU IF ...**

Creating your own learning experience will enhance you or your departments specific needs.



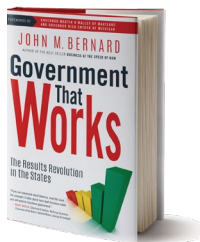
# Package Offerings and Pricing



## Executive Transformation

Individual: \$699  
Team of 10: \$4999

Plus all participants in the Platinum level receive a FREE signed copy



### MODULE 1: RESULTS-FOCUSED MINDSET

- M1-S1** The Journey Begins
- M1-S2** Respect for People
- M1-S3** Customer Focus
- M1-S4** Process Thinking
- M1-S5** Fact Driven
- M1-S6** Transparent Accountability

### MODULE 2: ALIGNING WITH STATE LEADERSHIP

- M2-S1** Serving Your Governor
- M2-S2** Aligning With Your Agency

### MODULE 3: BUILDING YOUR MANAGEMENT SYSTEM

- M3-S1** Management as a System
- M3-S2** Mission, Vision and Values
- M3-S3** Key Goals
- M3-S4** Core Processes

### MODULE 4: MEASURING RESULTS

- M4-S1** Outcome Measures
- M4-S2** Process Measures
- M4-S3** Scorecards

### MODULE 5: MANAGING FOR RESULTS

- M5-S1** Daily Management
- M5-S2** Business Reviews
- M5-S3** Coaching One-on-One

### MODULE 6: IMPROVING PROCESSES

- M6-S1** Introduction to 7-Step Improvement
- M6-S2** The Five Power Tools
- M6-S3** Defining the Problem
- M6-S4** Mapping the Process
- M6-S5** Defining the Solutions
- M6-S6** Securing the Win

### MODULE 7: COMMUNICATION AND CELEBRATION

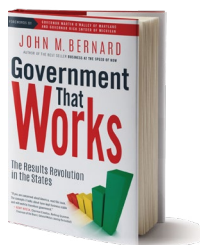
- M7-S1** Telling Your Story
- M7-S2** Recognition and Celebration



## Delivering Team Results

Individual: \$499  
Team of 10: \$3999

Plus all participants in the  
Gold level receive a  
FREE signed copy



### MODULE 1: RESULTS-FOCUSED MINDSET

- M1-S1** The Journey Begins
- M1-S2** Respect for People
- M1-S3** Customer Focus
- M1-S4** Process Thinking
- M1-S5** Fact Driven
- M1-S6** Transparent Accountability

### MODULE 3: BUILDING YOUR MANAGEMENT SYSTEM

- M3-S1** Management as a System
- M3-S4** Core Processes

### MODULE 4: MEASURING RESULTS

- M4-S2** Process Measures
- M4-S3** Scorecards

### MODULE 5: MANAGING FOR RESULTS

- M5-S1** Daily Management
- M5-S3** Coaching One-on-One

### MODULE 6: IMPROVING PROCESSES

- M6-S1** Introduction to 7-Step Improvement
- M6-S2** The Five Power Tools
- M6-S3** Defining the Problem
- M6-S4** Mapping the Process
- M6-S5** Defining the Solutions
- M6-S6** Securing the Win





### Frontline Engagement

Individual: \$199  
Team of 10: \$1299

#### MODULE 1: RESULTS-FOCUSED MINDSET

- |       |                            |
|-------|----------------------------|
| M1-S1 | The Journey Begins         |
| M1-S2 | Respect for People         |
| M1-S3 | Customer Focus             |
| M1-S4 | Process Thinking           |
| M1-S5 | Fact Driven                |
| M1-S6 | Transparent Accountability |

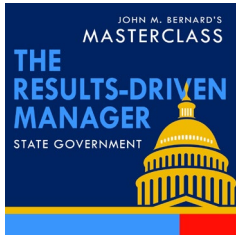
#### MODULE 6: IMPROVING PROCESSES

- |       |                                    |
|-------|------------------------------------|
| M6-S1 | Introduction to 7-Step Improvement |
| M6-S2 | The Five Power Tools               |
| M6-S3 | Defining the Problem               |
| M6-S4 | Mapping the Process                |
| M6-S5 | Defining the Solutions             |
| M6-S6 | Securing the Win                   |



Create Your  
Own Experience

		Individual	Team of 10
MODULE 1: RESULTS-FOCUSED MINDSET			
M1-S1	The Journey Begins	\$159	\$999
M1-S2	Respect for People		
M1-S3	Customer Focus		
M1-S4	Process Thinking		
M1-S5	Fact Driven		
M1-S6	Transparent Accountability		
MODULE 2: ALIGNING WITH STATE LEADERSHIP			
M2-S1	Serving Your Governor	\$49	\$339
M2-S2	Aligning With Your Agency		
MODULE 3: BUILDING YOUR MANAGEMENT SYSTEM			
M3-S1	Management as a System	\$49	\$339
M3-S2	Mission, Vision and Values	\$49	\$339
M3-S3	Key Goals		
M3-S4	Core Processes	\$49	\$339
MODULE 4: MEASURING RESULTS			
M4-S1	Outcome Measures	\$49	\$339
M4-S2	Process Measures		
M4-S3	Scorecards		
MODULE 5: MANAGING FOR RESULTS			
M5-S1	Daily Management	\$89	\$599
M5-S2	Business Reviews	\$89	\$599
M5-S3	Coaching One-on-One	\$89	\$599
MODULE 6: IMPROVING PROCESSES			
M6-S1	Introduction to 7-Step Improvement	\$159	\$999
M6-S2	The Five Power Tools		
M6-S3	Defining the Problem		
M6-S4	Mapping the Process		
M6-S5	Defining the Solutions		
M6-S6	Securing the Win		
MODULE 7: COMMUNICATION AND CELEBRATION			
M7-S1	Telling Your Story	\$89	\$599
M7-S2	Recognition and Celebration		



Individual: \$699  
Team of 10: \$4999



Individual: \$499  
Team of 10: \$3999



Individual: \$199  
Team of 10: \$1299



Individual  
Team of 10

### MODULE 1: RESULTS-FOCUSED MINDSET

M1-S1	The Journey Begins					
M1-S2	Respect for People					
M1-S3	Customer Focus					
M1-S4	Process Thinking					
M1-S5	Fact Driven					
M1-S6	Transparent Accountability					

\$159 \$999

### MODULE 2: ALIGNING WITH STATE LEADERSHIP

M2-S1	Serving Your Governor					
M2-S2	Aligning With Your Agency					

\$49 \$339

### MODULE 3: BUILDING YOUR MANAGEMENT SYSTEM

M3-S1	Management as a System					
M3-S2	Mission, Vision and Values					
M3-S3	Key Goals					
M3-S4	Core Processes					

\$49 \$339

\$49 \$339

\$49 \$339

### MODULE 4: MEASURING RESULTS

M4-S1	Outcome Measures					
M4-S2	Process Measures					
M4-S3	Scorecards					

\$49 \$339

### MODULE 5: MANAGING FOR RESULTS

M5-S1	Daily Management					
M5-S2	Business Reviews					
M5-S3	Coaching One-on-One					

\$89 \$599

\$89 \$599

\$89 \$599

### MODULE 6: IMPROVING PROCESSES

M6-S1	Introduction to 7-Step Improvement					
M6-S2	The Five Power Tools					
M6-S3	Defining the Problem					
M6-S4	Mapping the Process					
M6-S5	Defining the Solutions					
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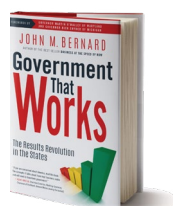
\$159 \$999

### MODULE 7: COMMUNICATION AND CELEBRATION

M7-S1	Telling Your Story					
M7-S2	Recognition and Celebration					

\$89 \$599

All participants in the Platinum and Gold levels receive a signed copy of John's book.





# Curriculum

## Including Detailed Learning Outcomes by Course

### Module One

MC-100, 6 Sessions

Introduction to Results-Driven Government

#### Results Thinking, A New Way to Run Government

While business has a single measure of success – profits – government is accountable for driving or helping to influence dozens if not hundreds of critical social outcomes. Government has not traditionally focused on measuring the impact of its work, robbing state workers of the insight and feedback of the good their work is accomplishing. Results-driven government focuses on systematically engaging employees at every level in improving their process, which are all tied to the impact it has on the citizens they serve. **This new environment demands that every employee shift from simply doing the work to engaging in improving the work in order to achieve better results.**

In this course the workforce gets introduced to the core concepts of Lean thinking – thinking pioneered by Dr. W. Edwards Deming and others – that move decision making to where the knowledge is, and focuses action on improving results.

**Module One (including all 6 sessions) are included in all the packages:**



#### Session M1-S1

Time: 26:15

#### The Journey Begins

##### *Results-Driven Government*

##### Session Summary

Perhaps the most powerful movement in state government is the shift to a focus on results, a shift being driven from within states by people committed to making a difference to the people they serve and excited to see that difference in concrete, measurable terms. This series explains the concepts that drive new management thinking that ultimately leads to remarkable changes in how a team, department and state operate.

##### Learning Outcomes:

- Understand the origins of modern management
- Understand why it is critical to bring freedom and order into balance
- Understand what a management system is and how it is build
- Understand the Theory of Constraints and its application

##### Session Downloadable Handouts:

- Management Principles
- Deming's 14 Points
- Waste Exercise
- Management System Schematic



**Session M1-S2**

**Time: 15:17**

## Concept 1: Respect for People

*Unleashing the greatest source of value*

### Session Summary

People are the source of improvement; improvement driven by their knowledge, experience, expertise and passion. Modern day management practices bring into balance an organization's order and freedom, providing a system of management that enables people to act on their commitment to make government better.

### Learning Outcomes:

- Understand the complexity we as humans bring to work
- Understand the impact fear has on people
- Understand that the role of management has changed
- Understand how the management system determines if people get heard

### Session Downloadable Handouts:

- Definition of fear
- Order/Freedom Assessment

**Session M1-S3**

**Time: 16:59**

## Concept 2: Customer Focus

*Those we serve define value*

### Session Summary

Everyone serves a customer, and the better that customer's needs are understood, the easier it is to eliminate the waste in the work it takes to meet their needs. Customers define value – whether they are residents of the state or work in the office building next door – whoever receives your work is your customer.

### Learning Outcomes:

- Understand that we all have customers
- Understand employees are management's customers
- Understand how to identify your customers
- Understand that it is critical to capture our customers needs in order to focus our work
- Understand how to assess your customer needs

### Session Downloadable Handouts:

- Customer Need Assessment
- Sum Total of People

**Session M1-S4**

**Time: 20:13**

## Concept 3: Process Thinking

*The power of seeing how we do our work*

### Session Summary

All work is the product of a process. We can understand even the most complex work if we take the time to walk through it step-by-step. Seeing it gives us the power to improve it. People often believe that becoming process-oriented means reducing flexibility and creativity, but just the opposite is true. Process thinking accelerates the learning curve by capturing what we know that works, and giving us a solid foundation for developing new ideas rather than relearning what others in the past have already learned.

### Learning Outcomes:

- Understand why processes are so important
- Understand the roles processes play in improving results
- Understand that being process driven doesn't limit creativity, it harvests it
- Understand how processes play a central role in the performance of the organization

### Session Downloadable Handouts:

- Exercise: Name a Process



**Session M1-S5**

**Time: 22:06**

## **Concept 4: Fact Driven**

*Dealing with reality is a relief*

### **Session Summary**

Facts move us away from our heavy reliance on symptoms and opinions which often serve to mislead us to work on the wrong things. Facts reveal truths and make solving problems so much easier because the search for facts often leads us directly to the root cause. Facts also, oddly enough, tend to dampen emotion and drama because they help us focus on where our efforts will be most productive.

### **Learning Outcomes:**

- Understand how facts make life simpler
- Understand how to find facts where there are none
- Understand how you can find the right facts you need to solve your problem
- Understand how to take facts and find meaning

### **Session Downloadable Handouts:**

- Encouraging the use of facts

**Session M1-S6**

**Time: 16:00**

## **Concept 5: Transparent Accountability**

*True accountability demands safety*

### **Session Summary**

Healthy accountability is all about ownership for results in an environment where transparency is valued because it enables and inspires collaboration. For transparency to thrive, people have to be safe knowing blame has been replaced by the desire to find the root cause in the process so it can be minimized or eliminated.

### **Learning Outcomes:**

- Understand that we all have customers
- Understand the role accountability plays in results-driven government
- Understand the elements of accountability
- Understand accountability in situations where you don't have control
- Understand the relationship between accountability and ownership

### **Session Downloadable Handouts:**

- What is accountability?
- Rating your order/freedom balance?



## Module Two

MC-200, 2 Sessions

### Aligning with State Leadership

Session M2-S1

Time: 16:42

#### Serving Your Governor

*How do we align with our Governor?*

##### Session Summary

Aligning with your Governor's priorities is the responsibility of every state agency and ultimately every state manager. That direction will most likely come through your agency, but when in doubt it's easy to get aligned. In addition to getting aligned, it is critical to make sure that you understand the major risks you as a manager need to manage and that you assess those risks and manage them. One of our most important jobs is to prevent and or detect problems that can do harm and disrupt people's lives, and cast a negative light on state government. This course will help you both align your direction with the Governor's priorities and make sure you are appropriately managing your risks.

##### Learning Outcomes:

- Understand how to know what's on your Governor's agenda
- Understand the most important thing you can do for your Governor
- Understand how to do that most important thing
- Understand how to align your team's efforts with the Governor's agenda

##### Session Downloadable Handouts:

- Failure Mode Analysis tool
- Failure-Proofing Government article

##### Included in the Platinum Package:



Session M2-S2

Time: 9:35

#### Aligning with Your Agency

*Where is your agency headed?*

##### Session Summary

As a manager your job is to support the goals of your agency and to support the achievement of any measures it has established. The key for you is to find any specific direction so you can align your team's efforts to the priorities of the department. This connects you and your teams to the agency, which is connected to the Governor's priorities. In this session you will learn how understand your department's priorities and use that information as a foundation for aligning your team to support to those priorities.

##### Learning Outcomes:

- Understand why it is critical to align with agency direction
- Understand agency direction and priority
- Understand how to align your team with agency direction
- Understand the #1 thing you can do for your agency

##### Session Downloadable Handouts:

- Failure Mode Analysis tool
- Failure-Proofing Government article

##### Included in the Platinum Package:





## Module Three

MC-300, 4 Sessions

### Building Your Management System

Session M3-S1

Time: 24:29

#### Management as a System

##### *Bringing Order and Freedom into Balance*

###### Session Summary

We all work in a system of management, whether that system was intentionally designed to drive toward well-defined results or operates simply out of tradition and habit. Management is often thought of only as the activities of supervising people. In a results-driven world it is understood as a collection of processes developed and followed in order to enable the organization to define what it wants to accomplish, know how and who will accomplish it, know how it will monitor its progress and make adjustments along the way to maximize the ability to achieve the desired result. It is a full, closed loop system going through the plan, do, check, adjust cycle in a healthy, transparent and safe way.

###### Learning Outcomes:

- Understand what makes state government so complex
- Understand the difference between managing people and management as a system
- Understand the purpose of a results-driven management system
- Understand the “doing and “being” aspects of an organization cultural transformation

###### Session Downloadable Handouts:

- Our Efficiency-Killing Tangle of Laws article

###### Included in the Platinum and Gold Package:



Session M3-S2

Time: 22:16

#### Mission, Vision and Values

##### *Agreeing on Direction*

###### Session Summary

As human beings we all aspire to be part of something bigger than ourselves, at least that's what sociologists and psychologists claim in studies about our better nature. The process of developing a team's mission, vision and values can help lift a team from the mundane of the daily grind into a place where you can find opportunities for greater good. In this session your team will be given the opportunity to ask and answer some critical questions about your work: What business are we in and why are we in this business? Who do we serve? What beliefs guide our work? And you will develop your team's mission, vision and values. This presents a great opportunity to start thinking big and what the impact your team could have if it stepped up to the opportunity results-driven government represents.

###### Use What You Have:

- Create a mission statement
- Create a vision statement
- Create a statement of values

###### Session Downloadable Handouts:

- Mission, Vision, Values & Key Goals Step-by-Step Guide
- Results Map

###### Included in the Platinum Package:







**Session M3-S3**

**Time: 7:12**

## Key Goals

### *Defining What We Want to Accomplish*

#### Session Summary

Key goals are the highest level goals an organization sets, and there is a way to set them so they are enduring. A mistake that is often made is that leaders mix goals and measures: Goals define what you want to accomplish and measures define how you will know if you are making progress. Often measuring towards your goals may take 2-3 measures. The other advantage of separating goals and measures is that you can set incremental targets for measures making improvements quarter-over-quarter and year-after-year. In this session you will learn how to set Key Goals appropriately and in the Outcome Measures section you will learn how to set measures that gauge progress toward your Key Goals.

#### Use What You Have:

- Create your team's goals

#### Session Downloadable Handouts:

- Mission, Vision, Values & Key Goals Step-by-Step Guide
- Results Map

#### Included in the Platinum Package:



**Session M3-S4**

**Time: 12:18**

## Core Processes

### *Making our Essential Work Visible*

#### Session Summary

In a results-driven management system we understand that the only way results improve is when we improve processes, so it stands to reason we ought to identify and consciously monitor and manage our Core Processes. Identifying the most critical processes in your function is the first step in managing the results those processes achieve. Process thinking causes us to identify our processes, bring them into conscious view, identify the constraints, discover the root cause of those constraints, and then improve them. In this session you will identify the products or services your teams produces, name your team's Core Processes involved in those, who those processes serve (your primary process customer), and what subprocesses make up that Core Processes. You will be all set to develop your process measures.

#### Learning Outcomes:

- Understand the role your process play
- Identify the products/services your team produces
- Identify your team's primary customers
- Identify your core processes and the subprocesses within them

#### Session Downloadable Handouts:

- Core Process Step-by-Step Guide
- Core process Blue Sheet
- Examples of core processes and subs

#### Included in the Platinum and Gold Package:





## Module Four

MC-400, 3 Sessions

### Measuring Results

Session M4-S1

Time: 10:36

#### Outcome Measures

*Defining success in concrete terms*

##### Session Summary

Outcome Measures answer the question, “how do we know how well we are doing making progress toward our Key Goals?” Government has traditionally measured outputs such as dollars spent, number of people in programs, contractors signed, etc., instead of the outcomes of such programs. In a results-driven system where Key Goals are used, often Key Goals have multiple Outcome Measures which serve to gauge the success of that goal from different dimensions. Outcome Measures “lag” the activities that lead to the result they represent – meaning they often get reported well after the work is done. Because of this they are often referred to as “lagging indicators.” This does not make Outcome Measures any less valuable as indicators of performance, it just makes them less frequent and less immediate and not as helpful if we are looking for immediate feedback. EXAMPLE: If you have a Key Goal of Clean Air, you might have multiple Outcome Measures including Ozone, Nitrogen Oxides, Carbon Monoxide, Sulfur Dioxide, Particulate Matter (PM10 & PM2.5).

##### Learning Outcomes:

- Understand how to think about measures
- Understand how to select measures
- Develop your team's outcome measures

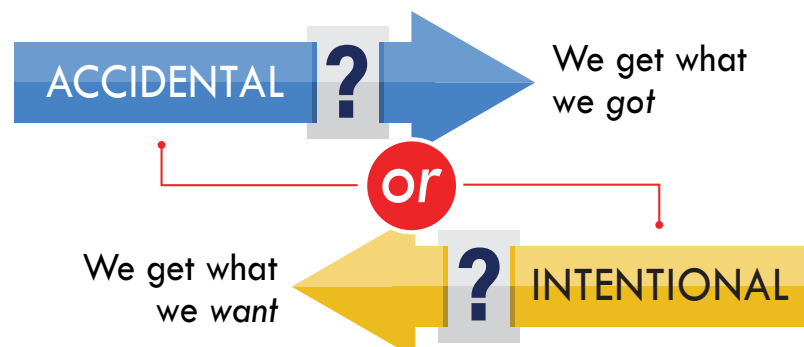
##### Session Downloadable Handouts:

- Measures worksheet
- Measures example

##### Included in the Platinum Package:



### Management As A System





**Session M3-S2**

**Time: 10:34**

## Process Measures

### *Seeing our constraints*

#### Session Summary

Process Measures tell us how well our Core Processes are meeting the needs of those who receive their output – whether the output from those processes is a product or service. Process Measures serve as “leading indicators” in that they indicate multiple dimensions of performance and serve to give immediate feedback when improvements are introduced. Best practices teach that processes should measure three dimensions, cost, quality and time. In this session you will be developing your Process Measures to support the processes you developed in your Core Process session.

#### Use What You Have:

- Understand what a process measure is
- Understand the forcefields of measurement
- Develop and define your team’s process measures

#### Session Downloadable Handouts:

- Forcefields summary
- Measures worksheet
- Measures worksheet example

#### Included in the Platinum and Gold Package:



**Session M4-S3**

**Time: 9:50**

## Scorecards

### *Making performance visible*

#### Session Summary

Scorecards, as proven in sports, keep us informed and focused, and those two things inspire us to work together to improve. Scorecard represent the unambiguous reality of how we are doing. Transparency and inspiration are totally dependent upon people’s sense of safety. A results-driven environment that focuses on finding the problem in the processes, instead of finding the person or persons to blame, is the only organization that can become high performing. Our scorecards, our transparency, depends upon how safe people feel. The rest is mechanical. In this session you will learn how to build a scorecard and get access to a number of valuable resources you will find useful.

#### Learning Outcomes:

- Understand scorecard guidelines and practices
- Build your scorecard
- Using your scorecard

#### Session Downloadable Handouts:

- ORPERS
- AZC Bowling Chart
- OYA Sparklines

#### Included in the Platinum and Gold Package:





## Module Five

MC-500, 3 Sessions

### Managing for Results

Session M5-S1

Time: 33:56

#### Daily Management

*Keeping results front and center*

##### Session Summary

Whether you use these powerful tools daily or once a week, in person or virtually, Performance and Flow Boards are easy and intuitive tools to engage your team in improving their department. Performance Boards help your team see how they are doing on their measures of performance, identify and work things that are in the way, keep track of problems, visualize ideas, make incremental improvement, recognize action, and aid communications across shifts and geographies. Flow Boards are powerful in their ability to help you see where working is bottlenecking, so your team can focus on its constraints and take down the stress inherent in the problems that get in the way every day. Learn step-by-step how to build and use these powerful tools.

##### Learning Outcomes:

- Understand the power of visual management
- Understand how to bring a results-driven focus into your daily work
- Understand how to build and use a team Performance Board
- Understand how to build and use a Flow Board

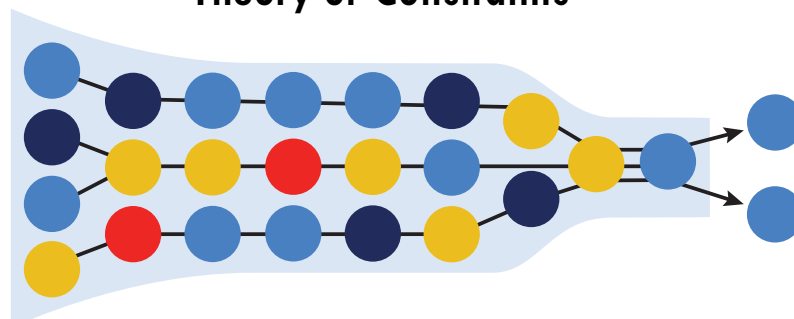
##### Session Downloadable Handouts:

- Improvement Actions
- Performance Board Steps
- Flow Board Steps
- Daily Management Highlights

##### Included in the Platinum and Gold Package:



### Theory of Constraints



**No process can go any faster than its slowest step.**

The fastest way to improve the performance of your department is to solve the problem that causes the most trouble.



**Session M5-S2**

**Time: 34:10**

## Business Reviews

### *Closing the Performance Loop*

#### Session Summary

Closing the loop – checking performance – is an essential activity in results-driven government. It is one of the key “check” activities in what is known as the Plan-Do-Check-Act (PDCA) cycle popularized by Dr. W. Edwards Deming. Routinely stopping to check-in on your Outcome and Process measures, as well as projects that are underway, affords your team the ability to make any needed adjustments. That’s one of a number of good reasons to have regularly scheduled business reviews. Some organizations hold these monthly, but most often they are held quarterly and called Quarterly Target Reviews or Quarterly Business Reviews. These reviews focus on actions taken to work on shortfalls, and the key for leadership is to set a safe tone so everyone knows the purpose is to solve problems and to recognize accomplishments. In this session you will get the tools and you need to begin holding effective, formal business reviews.

#### Learning Outcomes:

- Understand the purpose and architecture of business reviews
- Understand the roles essential to good reviews
- Understanding the critical importance of safety to true transparency
- Understand the best practices for business reviews
- Understand how to set the right tone for business reviews

#### Session Downloadable Handouts:

- Business Review Groundrules
- Business Review Details Checklist
- Business Review Toolkit
- Business Review Preparation Kit

#### Included in the Platinum Package:



**Session M5-S3**

**Time: 39:57**

## Coaching One-on-One

### *Managing your people for results*

#### Session Summary

Results-driven government represents a significant change in the role of executives, managers, supervisors and frontline state employees. Everyone is focused on learning and on continuous improvement. These changes require the development of new skills. At a practical level as we expect everyone to engage in driving results – which means improving processes. There is no better place to help people advance their comfort and skills in this new environment than in a personal, one-on-one coaching with a skilled and patient supervisor. This session includes the introduction of a Blue Sheet, an agenda for your one-on-one meetings that helps bring a results-focus to these critical conversations. It is prepared by the employee as part of learning accountability for the results they own. In this session you will learn how to hold effective one-on-one meetings and teach your employees how to use a Blue Sheet.

#### Learning Outcomes:

- Understand the need to create a focus on results
- Understand your role in a results-driven environment
- Understanding how to work through your own resistance to change
- Understand how to coach for results

#### Session Downloadable Handouts:

- Blue Sheets
- Coaching Summary

#### Included in the Platinum and Gold Package:





## Module Six

MC-600, 6 Sessions

### Improving Your Processes

This set of sessions is designed to help you pick and complete a process improvement project that delivers real, measurable improvement that makes a difference to the people you serve and makes all involved proud of the work they do.

Module Six (including all 6 sessions) are included in all the packages:



#### Session M6-S1

Time: 24:12

### Introduction to 7-Steps

*The most critical new skill for everyone*

#### Session Summary

Government today is challenged to do more and more with less and less, and that challenge is not going to go away. So where will you find the capacity to meet the demand? It is not going to come from outside government or from vast new sources of tax dollars, instead a significant proportion of it must come from within the existing processes. The good news is studies show that typically government processes have as much as 60 percent of the activities within them that add no value – in the language of Lean this is called “waste”. The vast majority of processes in government have not had the benefit of process improvement, so there is plenty of waste to be removed. Process improvement teaches to approach improvement by working problems that are presenting themselves often in the form of issues that make our customers unhappy, endanger those we serve, cause us to fail to meet our obligations or get us in budget trouble. Rather than randomly making improvement, we improve what is broken because what is broken usually consumes lots of time and when we find that problem, we find a problem in the process. In this session you have everything you need to implement a process improvement project.

#### Learning Outcomes:

- Understand the central role of process improvement
- Understand the basic process of process improvement
- Understanding the various models available and what they have in common
- Understand the 7-Step Method

#### Session Downloadable Handouts:

- Step-by-Step 7-Step
- Waste Defined
- 7-Step Storyboard



**Session M6-S2**

**Time: 30:09**

## The Five Power Tools

*The 5 core tools you'll need*

### Session Summary

We solve problems by improving our processes using these basic tools: Checksheets, Cause & Effect Diagrams, Process Maps, Pareto Charts and Run Charts. While there are many more tools available, these are the most versatile and essential. In this session you will learn the basics of the five power tools and how to put them to use to help you and your team improve processes.

### Learning Outcomes:

- Understand the use and value of the five power tools
- Understand when to use each of the five power tools
- Understand how to use each of the five power tools

### Session Downloadable Handouts:

- The 5 power Tools Step-by-Step
- The 5 Power Tools in Brief

**Session M6-S3**

**Time: 20:29**

## Defining the Problem

*Solving the problem begins by defining it*

### Session Summary

Before you start any process improvement or problem solving effort, get agreement on the problem in very clear terms. You can't succeed if you aren't aligned. A good problem statement aligns and focuses your improvement team from the outset.

### Learning Outcomes:

- Understand why it is critical for a team to agree on the problem statement
- Understand what an effective problem statement looks like
- Understand how to write an effective problem statement

### Session Downloadable Handouts:

- Problem Statement Highlights

**Session M6-S4**

**Time: 25:13**

## Mapping the Process

*Seeing the work is understanding it*

### Session Summary

All work is done using a process. Even the most complex work can be understood if we take the time to walk through it step-by-step. In this session you will learn how to lead a team through the development of a process map.

### Learning Outcomes:

- Understand the use of process maps
- Understand how to build a process map
- Understand how to use each of the five power tools

### Session Downloadable Handouts:

- Process Mapping Step-by-Step



**Session M6-S5**

**Time: 17:10**

## Defining the Solution

*Finding solutions that work*

### Session Summary

Every problem, once the root cause is understood, can be solved in a variety of ways. The simplest and most targeted solution is almost always the best. In this session you will learn how to select, test and implement a solution to the problem you are working to solve.

### Learning Outcomes:

- Understand the pitfalls to avoid in process improvement
- Understand smart boundaries to work within on your project
- Understand how to select solutions that make the most sense

### Session Downloadable Handouts:

- Defining Solution Highlights

**Session M6-S6**

**Time: 9:02**

## Securing the Win

*Holding the hard-fought gain*

### Session Summary

Gains have this funny way of drifting away. So it's key to lock in the win achieved through process improvement. The way to do that is to keep the measure that's improved highly visible and to make sure you take action immediately should it start declining again. In this session you will learn how to do this.

### Learning Outcomes:

- Understand what a control is
- Understand the impact of buy-in to control and how to build control from the outset
- Understand how to put in place controls to make sure you hold your gains

### Session Downloadable Handouts:

- Securing the Wins Highlights





## Module Seven

**MC-700, 2 Sessions**

### Communication and Celebration

**Session M7S1****Time: 25:35**

#### Telling Your Story

##### *Building your autonomy*

**Session Summary**

When an organization is viewed as well-managed that respect earns it more latitude for action, more support from senior management, and often access to additional resources. What you build in your MasterClass is a powerful set of tools that can readily support communications with your agency, the Governor's Office, the legislature, advocacy groups, clients, and other stakeholder. Being able to tell the story of your efforts to make improvement is critical; no one expects perfection but they do expect that you are on top of things and driving measurable improvements. In this session you will learn how to use the tools you have built to communicate your direction and progress. You will also receive a "story template" to help you better communicate what your organization has accomplished.

**Learning Outcomes:**

- Understand the critical need to be able to communicate with others your accomplishments
- Understand the impact of communication in building confidence and support
- Understand the structure of a good story
- Understand how to use the tools you created in this MasterClass to communicate

**Session Downloadable Handouts:**

- Stakeholder Analysis
- Story Template

**Included in the Platinum Package:****Session M7S2****Time: 24:00**

#### Recognition and Celebration

##### *Taking time for acknowledgment*

**Session Summary**

Change takes personal courage as each and every learner has to step out of their comfort zone and be willing to risk embarrassment trying something new. Change is always personal, but above all else change is most natural when people choose it rather than have it imposed. Recognition serves to acknowledge those who step up and lead no matter what level, and yet it is key to be sensitive that recognition itself is a very personal thing and it must be adapted to what people are comfortable with. That said, celebration is far less personal, far more group. Both recognition and celebration can come in many forms and in this session you will learn about some simple yet powerful ways to acknowledge the extra ordinary change you are all accomplishing.

**Learning Outcomes:**

- Understanding the power and role of recognition
- Understand how to give recognition that is meaningful to the recipient
- Understand the power and role of celebration
- Understand the various options for celebration

**Included in the Platinum Package:**



# Options for The MasterClass

## Program Customization



The MasterClass can support training individual managers or can be a part of an integrated strategy to help transform a team, an agency or the state into a results-driven organization. Click [here](#) if you want to schedule time with John to design a solution to meet your unique needs.

## Virtual Support Packages



Choose from three highly regarded and experienced experts to help answer your questions and speed up your learning curve. Private coaching hours can be purchased in packages and scheduled to support you and your team's success.

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## For more information, or to talk with John:

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