

Step 5: Celebrate!

Continuous Improvement

Simple steps toward better business...



- Understand approach
- Start Up
- Develop Scope / Profile
- Form Team
- Manage Effort

- Assess Value from the Customer's Perspective
- Map Process (Current State)
- Go see the work to deeply understand

- Identify Problems and Root Causes
- Identify Improvements
- Prioritize
- Design Future State

- Create Action Plan
- Plan, Do, Check, Adjust (PDCA)
- Manage Change

- Document Achievements
- Recognize Accomplishments
- Publicize Outcomes
- Continuously Improve

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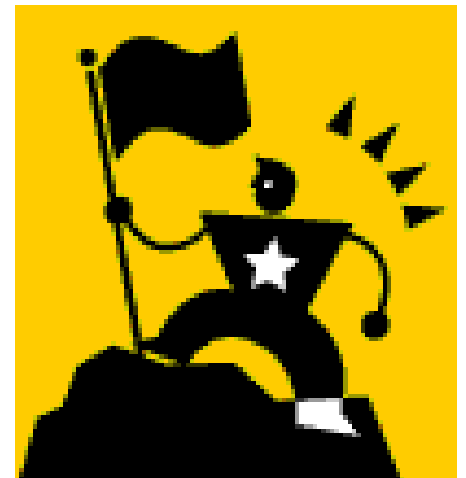


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DOCUMENT ACHIEVEMENTS

Document Achievements

- Take time to reflect on the experience and make an honest assessment of how it went
- Ongoing, continuous improvement ultimately leads to better results
- Engage the entire team to get broad input and perspective



Achievements Examples

- Ways in which you met your original goals
- List of requirements from customers that were met
- Summary of key results that you tracked and measured in the Implement phase
- Survey of customers



RECOGNIZE ACCOMPLISHMENTS

Recognize accomplishments

- Recognizing early successes and wins promotes ongoing change and future efforts
- Recognizing individual and group effort acknowledges the value of their extra effort
- Celebration acknowledges that something positive occurred
- Celebration breaks the routine and sparks creativity
- Accomplishments are easier to remember when marked with celebrations

Recognize accomplishments - ideas

- Take time in a team meeting or larger venue to acknowledge a milestone or outcome
- Establish ongoing department award
- Send written card or email to an individual or team from manager
- Bring food or drink to a meeting
- Give UCSF Bear Hug award
- Have parties



'Chartfield Charlie' given by Chart of Accounts team to training participants

PUBLICIZE OUTCOMES

Publicize positive outcomes - ideas

- Ensure your customers know the outcome and the impact on them
- Email to large group summarizing the outcomes (e.g. Dean email to entire school)
- Publish article in a relevant newsletter
- Post on website (department and/or BPI)
- Set a poster with results located in key places
- Prepare paper or presentation for colleagues



Tips for leaders recognizing success

- **Keep a record.** Pay attention to each success on your team and recognize efforts. Identify and reward achievements accordingly.
- **Make recognition sincere.** Ensure that the recognition you are giving is coming from a genuine place and comes across as so. Be specific with your praise.
- **Match the recognition to the achievement.** It's important to scale your recognition – more recognition for bigger accomplishments. If the same amount of recognition is given for minor and major successes alike, it can hurt motivation.
- **Be spontaneous.** When recognition becomes too predictable or expected, it diminishes its effectiveness.
- **Hold yourself accountable.** As a leader, it's your responsibility to help keep your employees motivated and engaged.

CONTINUOUSLY IMPROVE

Continuous improvement does not end!

- Continue to monitor the changes made during the implementation step
- Return to the improvement list and tackle additional changes
- Do regular reviews of the process to increase value and decrease waste

