IDEA SYSTEM COACHING TIPS SHEET

Use this sheet when preparing to meet with an idea system team, or for reflection after meeting with a team. Each tip below aligns with a question on the Idea System 5 Star Assessment.

AWARENESS

- **Unfamiliar with idea system (#1)**
    - Inform the team that the idea system is a process of continuous improvement that empowers staff and aligns the department with true north
    - Ask how we could spread awareness of the idea system process. Suggest a team kick-off or introduction session
- **Unfamiliar with process (#2)**
    - Revisit these sections and explain the process
    - Ask manager how we could spread awareness of how the idea board works. Suggest a reviewing at the next huddle, or sending a few champions to Managing an Idea System Training (schedule on E-Learning)
- **Unaware of huddle times (#3)**
    - Suggest commitment to a standard day/time for huddles
    - Post huddle day/time near idea board for all staff to see
    - Suggest creating a standard work for that team's idea system
- **Unfamiliar with Escalation Process (#4)**
    - Review escalation process with manager (found in Exec. Rounder standard work, on idea system website)
    - Revisit any ideas that need help. Did the team determine the root cause, or is there another solution?
    - Inform team of the Innovation Fund (information on idea system website)

IMPLEMENTATION

- **Team doesn't huddle regularly (#5)**
    - Ask why the team is having trouble huddling regularly
    - Suggest piloting a day/time to assess the best option, post huddle day/time next to board
    - Remind staff not all members need to be present during the huddle
    - If multiple shifts, suggest having multiple huddles or rotating who gets to attend and who covers the operations

IMPLEMENTATION

- **Manager or one team member facilitates all huddles (#6)**
    - Ask why only the manager is facilitating the huddle
    - At the end of the huddle, ask for a volunteer for next week's huddle
    - Suggest identifying 1-2 champions to send to Managing an Idea System training
- **No standard agenda for huddles (#7)**
    - Review benefits of agenda (anyone can facilitate, stick to time limit…)
    - Suggest starting with the sample agenda (found on idea system website), post it next to their idea board
- **No time limit or method for keeping to time limit (#8)**
    - Recommend a time keeper, or posting a stop watch near the board
    - Revisit the current huddle time limit
- **No method for prioritizing new ideas (#9)**
    - Ask how the team knows which new idea to talk about each huddle
    - Reinforce benefits of having a way to prioritize (respect for people putting up new ideas, take less time during the huddle to decide…)
- **No method for capturing action items during huddle (#10)**
    - Ask how the team remembers each huddle what they talked about last time. What happens if someone new is facilitating the huddle this week?
    - Suggest using a task list to help coordinate and organize assigned tasks (could just post laminated sheet next to board)
    - Review benefits of a task list (makes the team agree on a specific next step for each idea, reminds what is due each week, allows anyone to facilitate)
- **Action items being mainly assigned to one person (#11)**
    - Re-iterate that just because someone originated the idea, that doesn't mean they need to take on all the action items
    - Ask about the action items - are these manageable tasks within the next week? How can the team divide them up so that everyone is helping with small pieces of the implementation?

IMPLEMENTATION

-**Action items being mainly assigned to one person (#11 CONTINUED)**
- (if mostly manager's name) Ask how much time each team member is allowed to spend this week on improvement. If it's 15 minutes, make sure the tasks are able to be done in 15 minutes.
- **Action items outdated (#12)**
- If not huddling regularly, see #5
- Ask if the task is too big - do we need to re-scope?
- Do we need to reconsider the person assigned to the task? Ask if someone else in the huddle would like to support that person
- Was the task clearly defined?
- **No recognition or celebration during huddles (#13)**
- Emphasize celebration as an opportunity to encourage & recognize individual and team successes, both within the department and externally
- Show the team examples of celebration boards from other departments (on idea system website)

STUDY & ACT

- **Team hasn't huddled consistently for 3 months (#14)**
- If just starting up, revisit this question in 3 months
- Suggest getting perspectives from the entire team during the next huddle - what challenges have there been to huddling regularly?
- See #5 for additional tips

- **Ideas not submitted by a variety of people/shifts (#15)**
- Re-iterate that new ideas can be generated by looking at the daily work/processes and asking: What gets in my way?
- Remind team that no idea is too small to go through this process!
- If multiple shifts, suggest having multiple huddles or rotating who gets to attend and who covers the operations
- See #16 for additional tips
- **No new ideas/ideas in progress within the last month (#16)**
- Post the DOWNTIME acronym next to the idea board to help identify waste in the current processes
- Send staff to Lean training
- Share the "Idea Activators" sheet with the team (on the idea system website)
- Define "Focus Areas" on the idea board

STUDY & ACT

- **No new ideas/ideas in progress within the last month (#16 CONT'D)**
- Suggest putting already completed small improvements on the idea board as a reminder to discuss how that improvement has been going, and celebrate progress!
- See #15 for additional tips
-**Strategic goals not posted (#17)**
- Review the true north metrics with the team
- Re-iterate that these are a reminder of our commitment to delivering exceptional value to our patients, employees, discoveries, and our future presence for our communities
- Find a copy of the True North goals on the idea system website
- **No metrics tied to strategic goals or outdated metrics (#18)**
- Brainstorm with the team how they can contribute to each of the 4 true north goals. Discuss how progress towards each of these could be measured.
- If there are already metrics posted, define the process for keeping them updated. How often do these need to be updated? Who will be responsible for this? How will they get this information?
- Suggest simple data tracking rather than complicated computer-generated graphs
- **Ideas not tied to strategic goals (#19)**
- If there are no strategic goals tied to true north, see #17
- Add "Focus Areas" to the idea board tied to the goals
- **Team doesn't know idea system goal or not tracking progress (#20)**
- If they do not know their goal, remind them of the true north goal of implementing 1 idea/person (total numbers not by individual person)
- Suggest the team establish a visual that displays the team goal
- Provide a thermometer as an option for the team to visually track their progress (found on the idea system website)
- **Team hasn't met FY'15 goal of implemented ideas (#21)**
- Ask what the team's biggest challenges have been. Refer to other tips depending on what challenges the team identifies
- **Department cannot identify an idea that was sustained (#22)**
- Ask how ideas could be sustained more often. Is there an observation/audit process in place?
- Ask them how they know it made an impact to their team. Opportunity to coach them on measuring and studying their improvements