

WORK SHEETS

BRAINSTORMING:

If brainstorming has been discussed, as a way to determine Six Sigma Project Goals, then we would suggest reviewing the ISP text, *Building The Successful Veterinary Practice: Innovation & Creativity* (Volume 3), for details on mind mapping.

We find mind mapping starts lateral thinking faster than any other outlining system, and provides virtually no limits in the documentation of Brainstorming. Always remember, when brainstorming, there are NOT any value judgements during the “development of ideas” stage. There may be additions for linkages, but no value judgements for “good” or “bad” ideas . . . at this point they are just ideas. Vetoes, or “. . . we have tried that before” are never heard during the brainstorming sessions.

WORK SHEETS:

We find that even the best mind map has problems of moving from the spider web of free thought to the implementation plan. The attached nine forms were developed for forming core values, vision, and mission focus. They are also used for PROGRAM PLANNING, which allows the same forms to reinforce core values, vision, and mission focus into each project being implemented.

- ▶ **PROJECT PLANNING TABLE** - we use 90 days since that is the time frame most Americans work best. We decided on “measurements of success” before we start, so the team knows the desired outcome. Written plans not only help it come to life, but a Plan A and a Plan B allows immediate flexibility when a speed bump or blockage occurs.
- ▶ **BUY-IN GRID** - we use this tool to ensure the Green Belt and Black Belt agree, as well as the project team
- ▶ **MOTIVATION REFLECTION WORKSHEET** - this is where the client-centered patient advocacy becomes a reality. The veterinary practice of the future is client-centered and not doctor-centered, and this work sheet helps keep that focus.
- ▶ **STRETCHING REFLECTION WORKSHEET** - this is where the Green Belt and implementation team reinforces the client-centered patient advocacy. It looks at the outliers of the Six Sigma process and develops strategies for addressing the internal resistance which has caused them.
- ▶ **TARGET ACTION LEADER (Green Belt) REFLECTION** - this recalibration and mission focus worksheet for the leaders, and in Six Sigma, the “in the trench” leader is the Green Belt, supported by a Black Belt from the administrative team.
- ▶ **VISIONING FOR THE FUTURE** - this is another milestone for the implementation team. After plan A and plan B are written, and the implementation team has started working on the project(s), it is important to do another strategic assessment to

ensure the practice and environment has not changed.

- ▶ **VISION STATEMENT** - projects can have vision statements as well as practices, and it is often useful when the implementation team is handing off operations to the zone team to ensure there is a shared project/procedure/program vision.
- ▶ **REFLECTIONS ON YOUR ENABLING POWER** - projects have a Plan A and Plan B, and so should the hand off to the respective Zone Team. It is often useful when the implementation team has a detailed plan for handing off operations to the zone team to ensure there is a shared accountability for outcome expectations, as well as continued Six Sigma measurements.
- ▶ **POWER PROFILE** - This is a Black Belt tool for use when a project/program is getting stalled and the Green Belt's drive and motivation to achieve becomes under review. There are many reasons for diminished results, and often, it is external to the Green Belt and the Black Belt must facilitate leveling of the playing field.
- ▶ **VALUES INTO ACTIONS** - three examples are provided, but without the Six Sigma measurements, since each practice is a unique setting, and establishes their improvement internally.
- ▶ **CONTRIBUTION REFLECTIONS** - This is a Green Belt tool for use when a project/program is getting stalled and the team's drive and motivation to achieve becomes under review. This can also be used to assess the Zone Team before hand-off, to facilitate their acceptance and continuation.

PROJECT PLANNING TABLE

Clearly define the task/project (keep it to a 90-day time)	
What are the outcome success measurements?	
List the resources available, including time, money, people, knowledge, CE, etc.	
What are the alternatives available at this time?	
Select a plan A and plan B, and maybe a Plan C, D, or E.	
Write down the plan A & B, including time frame and budgets.	
Identify the project team; see buy-in grid following this table!	
Implement the plan, with the expectation for adjustments.	
Evaluate the milestones and outcomes by the original plan.	

BUY-IN GRID

STAKE HOLDER

CRITERIA FOR SUCCESS

me

Practice Owner

Practice budget

Client Relations

Other People (list)

MOTIVATION REFLECTION WORKSHEET

Why is this project important to clients and patients?

Why is this project important to the practice?

Why would this project be important to me or anyone else on staff?

What aspects of this project do you expect to be frustrating or difficult? List the specific aspects of this undertaking that are most challenging, and then list ways to overcome the resistance to change.

What are the current feelings regarding this project? List several nouns, such as: excitement, panic, anticipation, resistance, doubt, etc.

STRETCHING REFLECTION WORKSHEET

(for the specific target action)

- How can I take the initiative to overcome the obstacles?
- How can we best question the status quo?
- Which “*we’ve always done it this way*” processes could we reinvent to activate the target action goals and objectives?
- How can we search outside the practice to discover unexpected ideas?
- How can we experiment and foster risk taking? What daring experiment could our team undertake and learn from? How can we reward/encourage others in risk taking? How can we frame the Target Action as a “90-day test”, so the early efforts are not derailed?

Target Action Leader (Green Belt) Reflection

What truly inspires you about this specific target action?

Beyond its business or financial objectives, what higher meaning or purpose does the target action serve to the client, patient, or healthcare delivery team?

What future outside trend(s) - demographics, technology, etc. - will possibly affect the outcome of this target action project?

Picture yourself, the practice team, the clients, and even the practice entity, at the end of this target action project. It has been successful beyond your wildest dreams. What do you see? Describe the details in Table 5 - Visioning For The Future work sheet:

VISIONING FOR THE FUTURE

- ◆ What are clients in the community doing?
- ◆ What is the media in the community saying?
- ◆ What patients need easier access or more care?
- ◆ What improved access do the existing clients deserve?
- ◆ What are the feelings within the practice team?
- ◆ What does the future practice setting smell like?
- ◆ What colors are you seeing in the future?
- ◆ What will give your team, and you, more free time outside the practice?

VISION STATEMENT

As a summary of all the positioning and thinking done in the previous pages, now you need to write a compelling vision statement for your target action project. Review what a vision is supposed to do, and how it is supposed to excite the heart.. List the following elements in order, and a vision statement should appear.

What ideal or passion inspires me and my team on this project?

What is unique about my dream for this target action?

What future do I envision for this team, the practice, and the community?

How does this dream serve the common good; the good of ALL?

What tangible image(s) can I provide that appeal to others?

Now assemble the above pieces together in your mind and write your vision below in 25 words or less.

Reflections on Your Enabling Power

Think of a time when you felt powerful as a result of something a teacher, professor, or manager said or did. Specifically, what did this “power person” do or say? How did you feel? Aside from empowered, how did it make you feel inside?

Think of a time when you felt powerless as a result of something a teacher, professor, or manager said or did. Specifically, what did this “power person” do or say to take your power away? How did their actions make you feel?

Now, using the lessons you’ve learned from your own experiences, ask yourself: *How can I enable others to feel powerful? How can I avoid diminishing their personal efficacy?*

Ask yourself: *If I am able to make others feel powerful, how can that accomplishment benefit this quest for a target action success?*

Ensure the Zone Team understands the Six Sigma measurement metrics to be used on this project, and they accept the client-centered/patient advocacy values, or the program(s) being implemented.

Ask yourself: *How well have I set the example when developing others to work on this target action? Do I really know what excites my team players?* (A power profile worksheet is on the following page; make a copy for each person involved in your project and plan to make them be successful.)

POWER PROFILE

Team Member: _____

Target Action Team Role: _____

Why did we select this person for this team?

How do the core values and vision effect this person's self-image?

What motivates this person?

What unique perspective does this person bring to the team?

Which of this person's strengths and skills can our team use?

What kind of training may help this person be a stronger team member?

What opportunities to increase this person's self-esteem/confidence?

How can we provide increased areas of responsibility for this person?

What information does this person require to improve their productivity?

What are the collaborative opportunities for this person on this team?

How well has this person seen the outcome results of this target action?

Values Into Action		
VALUE	My Definition	What it looks like in action
<i>example:</i> NO PAIN	Pain is inhumane; we shall not permit an animal to stay in pain in this hospital.	Pain scoring by the staff for all inpatients, documented in the medical records, acted upon by the healthcare providers with caring speed.
<i>example:</i> STATE THE BEST CARE	Truth is required in healthcare delivery, and we must tell it like it is as patient advocates.	When we state a need, we enter a box (☐), and listen to the client's response, which is entered into the box. We give two "yes" options that are based on the welfare of the patient.
<i>example:</i> CLIENT-CENTERED SERVICE	The client deserves our full attention, including listening well and answering their questions.	<ul style="list-style-type: none"> - Client concern entered on first line and addressed first in assessment. - No one waits more than 5 minutes without special recognition. - Quarterly Council of Clients.

Table 8 - Values In Action

CONTRIBUTION REFLECTIONS

Recall a meaningful recognition that you have received. What elements made the recognition particularly meaningful?

How did you feel as a result of the recognition experience?

Now apply those feelings to others in your group - determine which team members have done something to exemplify the core values, vision, or mission focus of this effort. If you cannot find something for each person, look harder!

Now answer these questions:

- ◆ What was done special?

- ◆ How can they be recognized?

- ◆ Is the recognition personalized and specific?

- ◆ Where and when should they be recognized?

- ◆ Who else should know about this achievement, and how do I let them know?