

# Eliminating Preventable Work to Free Up Your Time

**CIPMM Regional Workshop - Toronto**

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# Overview

1. Three reasons why we are we so busy
  - Broken process
  - Personal time management decisions
  - Failure Demand
2. What is Failure Demand / Preventable Work
  - What causes it?
  - What can we do about it?
  - Practical tips to eliminate it
3. Wrap-up – your next steps

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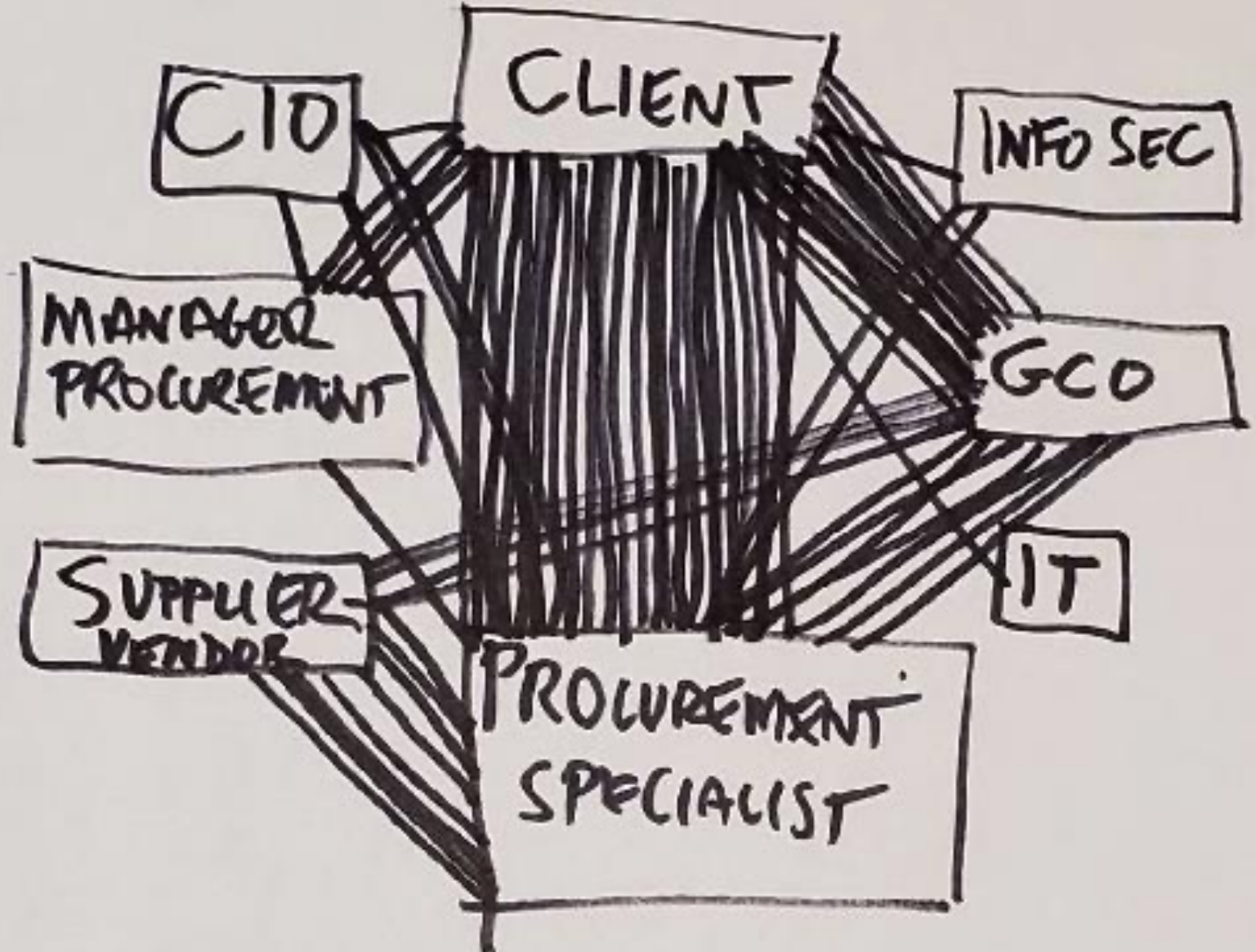
## The Problem

Procuring Cloud Software > \$  
100k value

- Approximately 100 steps/handoffs
- 3-5 months of elapsed time
- Unhappy clients, procurement staff
- Procurement staff overloaded
- Slow process affecting delivery of core business

### NOW:

- 3 weeks elapsed time from start to finish, by default.
- No heroics.
- Procurement staff happier, less-stressed.
- Clients delighted.

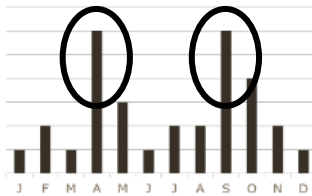


# How Backlogs Develop

## VARIATION

Variation in:

- volume of work
- # of resources available
- skill profile
- complexity of work
- effectiveness of tools
- other?



**Human Productivity**



## UNREASONABLENESS

2. Overwhelmed team, thus reduced productivity



made worse by



## WASTE

3. Team spends its reduced capacity on non-value added, preventable, work

- Fixing errors
- Clarifications
- Re-drafting
- False starts
- Looking for information
- Unnecessary approvals
- Excessive processing



made worse by



4. Team spends capacity on:
- Client progress-chasing calls
  - backlog reporting



allowing



5. Fewer files finished, a growing backlog



repeat Steps 2-5, fall further behind



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# Personal Time Management Topics

1. Boundaries
2. Switch-tasking vs focus
3. Interruptions
4. Meetings
5. Unclear Jobs to Be Done
6. Unclear requests & commitments
7. Sequential reviews/approvals
8. Waterfall style instead of focus
9. Working by email instead of F2F
10. Procrastination

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# Two Types of Demand



## Value Demand

- Contacts that we WANT.

Eg:

- Initiate a transaction

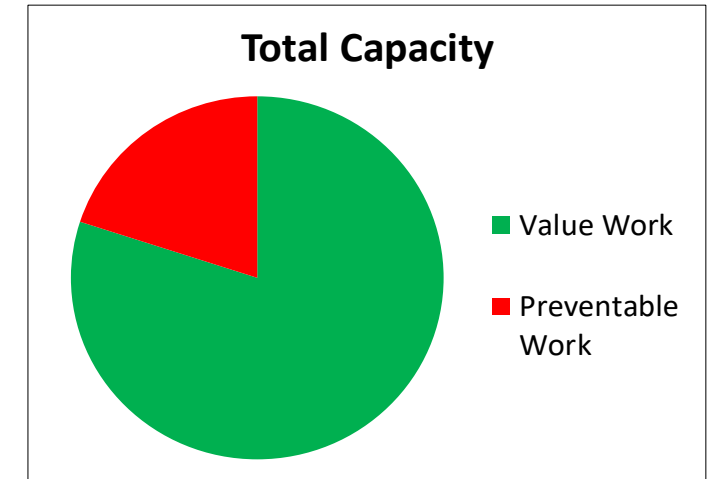


## Failure Demand

- Contacts we DON'T WANT
- Arising from a failure to do something or do something right.

Eg:

- I don't understand – can you explain?
- You got this wrong.
- You missed something.
- How do I do this?
- Who do I call?
- Progress chasing – where is my stuff?



“Failure Demand” drains capacity but does not add value

Type	Example	Waste
<b>1. Something not done</b>	Document, information missing – go find it	Defect
<b>2. Something not done right</b>	Wrong information, misplaced info – redo it	Defect
<b>3. Something is not clear</b>	Unclear instructions, requirements – go get clarification	Defect
<b>4. Something takes too long</b>	Chasing progress, answering	Waiting & Excessive processing

Procurement examples of 1, 2, and 3 from your world?

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# The “North Star” Design Question – forms, templates, web pages, instructions, etc.

Do

- first-time users,
- busy, distracted, users, or
- your worst-performing users

get it right, on the first attempt, unassisted, 19 times out of 20?

This is the theme of the February 7 follow-up session.

Government of Canada

Gouvernement du Canada

PERSONNEL SCREENING, CONSENT AND AUTHORIZATION FORM

PROTECTED (when completed)

OFFICE USE ONLY		
Reference number	Department/Organization number	File number

NOTE: For Privacy Act Statement refer to Section C of this form and for completion instructions refer to attached instructions. Please typewrite or print in block letters.

A ADMINISTRATIVE INFORMATION (To be completed by the Authorized Departmental/Agency/Organizational Official)

☐ New

☐ Update

☐ Upgrade

☐ Transfer

☐ Supplemental

☐ Re-activation

The requested level of reliability/security check(s)

☐ Reliability Status

☐ Level I (CONFIDENTIAL)

☐ Level II (SECRET)

☐ Level III (TOP SECRET)

☐ Other

PARTICULARS OF APPOINTMENT/ASSIGNMENT/CONTRACT

☐ Indeterminate

☐ Term

☐ Contract

☐ Industry

☐ Other (specify secondment, assignment, etc.)

Justification for security screening requirement

Position/Competition/Contract number

Title

Group/Level (Rank if applicable)

Employee ID number/PR/IRank and Service number (if applicable)

If term or contract, indicate duration period

From

To

Name and address of department / organization / agency

Name of official

Telephone number

Facsimile number

B BIOGRAPHICAL INFORMATION (To be completed by the applicant)

Surname (Last name)

Full given names (no initials) underline or circle usual name used

Family name at birth

All other names used (i.e. Nickname)

Sex

☐ Male

☐ Female

Date of birth

Country of birth

Date of entry into Canada if born outside Canada

RESIDENCE (provide addresses for the last five years, starting with the most current)

Home address

Daytime telephone number

E-mail address

1

Apartment number

Street number

Street name

Civic number (if applicable)

From

Y

M

To

present

City

Province or state

Postal code

Country

Telephone number

2

Apartment number

Street number

Street name

Civic number (if applicable)

From

Y

M

To

Y

M

City

Province or state

Postal code

Country

Telephone number

Have you previously completed a Government of Canada security screening form?

☐ Yes

☐ No

If yes, give name of employer, level and year of screening.

Y

CRIMINAL CONVICTIONS IN AND OUTSIDE OF CANADA (see instructions)

Have you ever been convicted of a criminal offence for which you have not been granted a pardon?

☐ Yes

☐ No

If yes, give details, (charge(s), name of police force, city, province/state, country and date of conviction)

Charge(s)

Name of police force

City

Province/State

Country

Date of conviction

Y

M

D

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PERSONNEL SCREENING, CONSENT AND AUTHORIZATION FORM

PROTECTED (when completed)

Surname and full given names

Date of birth

Y

M

D

C CONSENT AND VERIFICATION (To be completed by the applicant and authorized Departmental/Agency/Organizational Official)

Checks Required (See Instructions)	Applicant's initials	Name of official (print)	Official's initials	Official's Telephone number
1. <input type="checkbox"/> Date of birth, address, education, professional qualifications, employment history, personal character references				( )
2. <input type="checkbox"/> Criminal record check				( )
3. <input type="checkbox"/> Credit check (financial assessment, including credit records check)				( )
4. <input type="checkbox"/> Loyalty (security assessment only)				( )
5. <input type="checkbox"/> Other (specify, see instructions)				( )

**The Privacy Act Statement**  
The information on this form is required for the purpose of providing a security screening assessment. It is collected under the authority of subsection 7(1) of the *Financial Administration Act* and the *Government Security Policy (GSP)* of the Government of Canada, and is protected by the provisions of the *Privacy Act* in institutions that are covered by the *Privacy Act*. Its collection is mandatory. A refusal to provide information will lead to a review of whether the person is eligible to hold the position or perform the contract that is associated with this *Personnel Screening Request*. Depending on the level of security screening required, the information collected by the government institution may be disclosed to the Royal Canadian Mounted Police (RCMP) and the Canadian Security Intelligence Service (CSIS), which conduct the requisite checks and/or investigation in accordance with the GSP and to entities outside the federal government (e.g. credit bureaus). It is used to support decisions on individuals working or applying to work through appointment, assignment or contract, transfers or promotions. It may also be used in the context of updating or reviewing for cause, the reliability status, security clearance or site access, all of which may lead to a re-assessment of the applicable type of security screening, information collected by the government institution, and information gathered from the requisite checks and/or investigation, may be used to support decisions, which may lead to discipline and/or termination of employment or contractual agreements. The personal information collected is described in Standard PIB PSU 917 (*Personnel Security Screening*) which is used by all government agencies, except the Department of National Defence PIB DND/PPE 834 (*Personnel Security Investigation File*), RCMP PIB CMP PPU 065 (*Security/Reliability Screening Records*), CSIS PIB SIS PPE 815 (*Employee Security*), and PW/GSC PIB PW/GSC PPU 015 (*Personnel Clearance and Reliability Records*) used for Canadian Industry Personnel. Personal information related to security assessments is also described in the CSIS PIB SIS PPU 005 (*Security Assessments/Advice*).

I, the undersigned, do consent to the disclosure of the preceding information including my photograph for its subsequent verification and/or use in an investigation for the purpose of providing a security screening assessment. By consenting to the above, I acknowledge that the verification and/or use in an investigation of the preceding information may also occur when the reliability status, security clearance or site access are updated or otherwise reviewed for cause under the Government Security Policy. My consent will remain valid until I no longer require a reliability status, a security clearance or a site access clearance, my employment or contract is terminated, or until I otherwise revoke my consent, in writing, to the authorized security official.

Signature

Date (Y/M/D)

D REVIEW (To be completed by the authorized Departmental/Agency/Organizational Official responsible for ensuring the completion of sections A, B and C)

Name and title

Telephone number

Address

Facsimile number

E APPROVAL (To be completed by authorized Departmental/Agency/Organizational Security Official only)

I, the undersigned, as the authorized security official, do hereby approve the following level of screening.

Reliability Status

☐ Approved Reliability Status

☐ Not approved

PHOTO (for Level III T.S., and/or upon request - see instructions)

Name and title

Signature

Date (Y/M/D)

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INSTRUCTIONS FOR PERSONNEL SCREENING CONSENT AND AUTHORIZATION FORM TBS/SCF 330-23E (Rev. 2002/02)

Once completed, this form shall be safeguarded and handled at the level of Protected A.

**General:**  
If space allotted in any portion is insufficient please use separate sheet using same format.

**1. Section A (Administrative Information) Authorized Departmental/Agency/Organizational Official**  
The Official, based on instructions issued by the Departmental Security Officer, may be responsible for determining, based on five year background history, what constitutes sufficient verification of personal data, educational and professional qualifications, and employment history. References are to be limited to those provided on the application for employment or equivalent forms.

**SUPPLEMENTAL REQUIREMENTS**  
Persons who presently hold a SECURITY CLEARANCE and subsequently marry, remarry or commence a common-law partnership, in addition to having to update sections of the *Security Clearance Form (TBS/SCF 330-60)*, are required to submit an original *Personnel Screening, Consent and Authorization Form*, with the following parts completed:

- Part A - As set forth in each question
- Part B - As set forth in each question, excluding CRIMINAL CONVICTIONS IN AND OUTSIDE OF CANADA.
- Part C - Applicant's signature and date only are required

"Other". This should be used to identify if the security screening is for Site Access, NATO, SIGINT etc.

**2. Section B (Biographical Information)**  
To be completed by the **applicant**. If more space is required use a separate sheet of paper. Each sheet must be signed.

**Country of Birth - For "NEW" requests, if born abroad of Canadian parents, please provide a copy of your Certificate of Registration of Birth Abroad. If you arrived in Canada less than five years ago, provide a copy of the Immigration Visa, Record of Landing document or a copy of passport.**

- List only criminal convictions for which a pardon has NOT been granted. Include on a separate attached sheet of paper, if more than one conviction. Applicant must include those convictions outside Canada.
- Offences under the *National Defence Act* are to be included as well as convictions by courts-martial are to be recorded.

**3. Section C (Consent and Verification)**  
A copy of Section "C" may be released to institutions to provide acknowledgement of consent.

Criminal record checks (fingerprints may be required) and credit checks are to be arranged through the Departmental Security Office or the delegated Officer.

Consent may be given only by an applicant who has reached the age of majority, otherwise, the signature of a parent or guardian is mandatory.

The age of majority is:  
19 years in Nfld., N.S., N.B., C., Yukon, Northwest Territories and Nunavut; 18 years in P.E.I., Que., Ont., Man., Sask. and Alta.

The applicant will provide initials in the "applicant's initials box".

- The official who carried out the verification of the information will print their name, insert their initials and telephone number in the required space.
- Reliability Screening (for all types of screening identified within Section A): complete numbers 1 and 2 and 3 if applicable.
- Security Clearance (for all types of screening identified within Section A): complete numbers 1 to 4 and 5 where applicable.
- Other: number 5 is used only where prior Treasury Board of Canada Secretariat approval has been obtained.

**4. Section D (Review)**  
To be completed by authorized Departmental/Agency/Organizational Official who is responsible for ensuring the completion of sections A to C as requested.

**5. Section E (Approval)**  
**Authorized Departmental/Agency/Organizational Security Official** refers to the individuals as determined by departments, agencies, and organizations that may verify reliability information and/or approve/not approve reliability status and/or security clearances. Approved Reliability Status and Level I, II and III, as well as the signature of the authorized security official or manager are added for Government of Canada use only. Applicants are to be briefed, acknowledge, and be provided with a copy of the "Security Screening Certificate and Briefing Form (TBS/SCF 330-47)". **Note:** Private sector organizations do not have the authority to approve any level of security screening.

**Photographs:** Departments/Agencies/Organizations are responsible for ensuring that three colour photographs of passport size are attached to the form for the investigating agency. Maximum dimensions are 50mm x 70mm and minimum are 43mm x 54mm. The face length from chin to crown of head must be between 25mm x 35mm. The photographs must be signed by the applicant and an authorized security official. The photographs must have been taken within the last six months. It is required for new or upgrade Level III security clearances for identification of the applicant during the security screening investigation by the investigating agency. The investigating agency may in specific incidents request a photograph for a Level I or II clearances when an investigation is required.

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Causes of Failure Demand

# COMPLICATED LANGUAGE

## Directive on Travel, Hospitality, Conference and Event Expenditures

## 5.1 Objective

That travel, hospitality, conferences and event expenditure probably and represent the most economic activity in relation to the archi-

## Readability Consensus

**Readability Consensus**  
Based on 8 readability formulas, we have scored your text:  
Grade Level: 21  
Reading Level: very difficult to read.  
Reader's Age: College graduate

- c. where travel is required justification is provided regarding: why virtual presence and other remote meeting solutions were not used to meet operational requirements; the selection of the mode of transportation, the accommodation, and the number of travellers necessary to conduct government business.



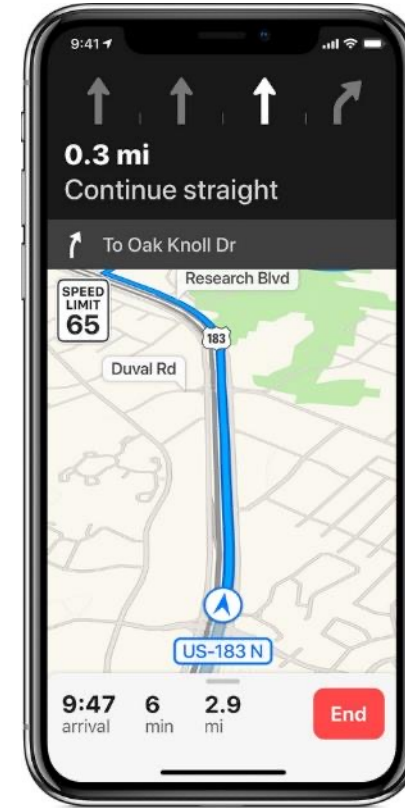
Causes of Failure Demand

# THE CURSE OF KNOWLEDGE

# The Curse of Knowledge: Put yourself in their shoes



*Chamblain-*



Causes of Failure Demand

# LAYOUT

# How Web Readers Read

Most online readers **scan first**.

Eye-tracking studies show that most people read web content in an F-Pattern starting at the top-left of a web page before moving further down through its content.



[http://www.dal.ca/webteam/web\\_style\\_guide/writing\\_for\\_the\\_web/best\\_practices.html](http://www.dal.ca/webteam/web_style_guide/writing_for_the_web/best_practices.html)

## **Mute your earbuds before crossing the street**

The research found that distractions such as texting and talking on the phone impaired participants' ability to cross the street safely, but listening to music posed the greatest risk. As a result Dr. Shwebel recommends encouraging kids to mute their earbuds while crossing the street. Kids should also avoid talking on the phone or texting and instead to pay full attention to the road and other surroundings.

[http://www.dal.ca/webteam/web\\_style\\_guide/writing\\_for\\_the\\_web/best\\_practices.html](http://www.dal.ca/webteam/web_style_guide/writing_for_the_web/best_practices.html)

# Mute Your Earbuds Before Crossing The Street

## What Kids Should Do

- mute their earbuds while crossing the street
- avoid talking on the phone or texting
- **pay full attention to the road and other surroundings**

## The Evidence

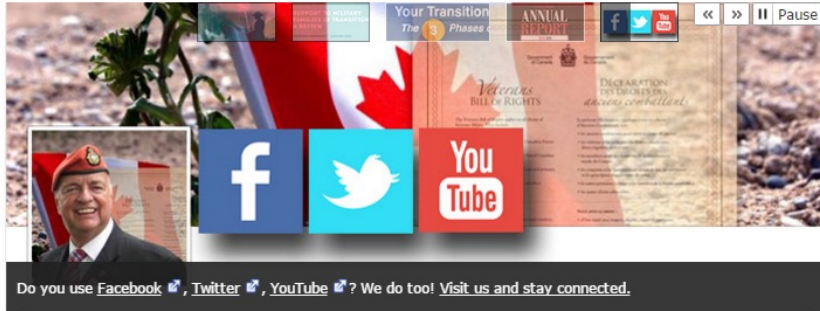
Distractions that impair children's ability to cross the street safely included:

- listening to music
- texting
- talking on the phone


Causes of Failure Demand

**CAN'T FIND IT**

## Veterans Ombudsman Guy Parent




Do you use [Facebook](#), [Twitter](#), [YouTube](#)? We do too! [Visit us and stay connected.](#)



### Submit an Online Complaint

If you are a client of Veterans Affairs Canada and you feel you have been treated unfairly, or you would like information about how to solve a problem, the Office of the Veterans Ombudsman is here to help.

### What was the most rewarding aspect of the work that you have done to date on behalf of Veterans?



[Transcription](#) | [Video Gallery](#)

### Reports

[Supporting Ill and Injured RCMP Members and their Families: A Review](#)  
[Support to Military Families in Transition: A Review](#)  
[Annual Report 2014 - 2015](#)  
[View All Reports](#)

### News Releases

[Ombudsman presents 2016 Veterans Ombudsman Commendation Recipients](#)  
June 14, 2016  
[View All News Releases](#)

### Media Advisories

[Veterans Ombudsman to Award 2016 Commendation Recipients](#)  
June 13, 2016  
[View All Media Advisories](#)

### Veterans Ombudsman's Blog

[Shaping tomorrow's continuum of care for our Veterans](#)  

The needs of our Veterans' population are changing, with the number of modern-day Veterans receiving long-term care from VAC continually increasing. This changing population comes with their own unique needs that must be considered in the development of a long-term strategy to support all Veterans. Read my thoughts on the way forward in my latest blog.

[A week of recognition: my favourite kind of week!](#)  

This week was filled with recognition of members of the Veterans' community and the OVO team, and learning from their diverse experiences and perspectives. We thank all those who made this such an insightful and motivating week.

[Canada hosting the 2017 Invictus Games!](#)  

Canada will host the 2017 Invictus Games from September 26 - 30, 2017 in Toronto. What a great opportunity to cheer on our Canadian competitors right here at home!

[View All Blog Posts](#)

### Success Stories

[Significant Increase in Disability Assessment](#)  

A Veteran contacted the Office of the Veterans Ombudsman because he was unsatisfied with the initial (interim) assessment of 28 percent that he had received for several major injuries sustained ...

[Veterans Independence Program](#)  

In another instance, VAC denied a request from a Veteran for social transportation costs under the Veterans Independence Program. The reason for the decline was that although he was a pensioned ...

[Light Therapy for Depression](#)  

A Veteran was recommended light therapy by two physicians as treatment for a pensioned condition. VAC denied the coverage as the device was not on their benefits grid. Following discussion with ...

[Veteran's Vocational Rehabilitation Plan Gets a Second Look](#)  

A Veteran contacted the Office of the Veterans Ombudsman because he was feeling unsure about the career path Veterans Affairs Canada had selected for him and was worried that the Department was ...

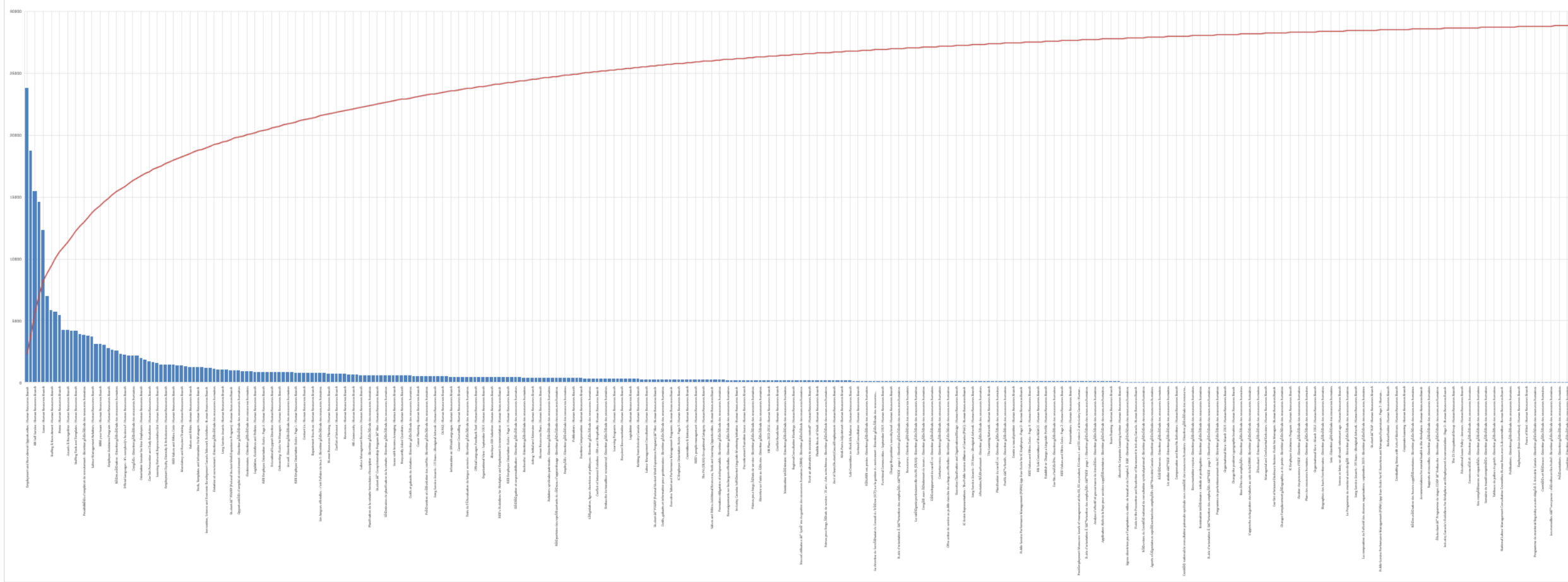
[It's worth the Insulin](#)  

An 87 year old Veteran contacted the OVO indicating that he requires a specific type of insulin that is not covered through the VAC drug plan. The client submitted a Doctor's note ...

[View All Success Stories](#)



# Intranet Page Views in Past 12 Months





[illegible]

In past 12 months:

- 1110 pages on Intranet site
- Top 3 pages account for 28% of views
- Top 5 pages account for 32% of views
- Top 18 pages account for 75% of views
- How many pages have almost no views?

Causes of Failure Demand

**NOT ERROR-PROOFED**



**Visual warning**



**Predictive**



**Preventive**

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# Steps to Eliminate Failure Demand

1. Measure it
2. Drill into it with real-life users and data
3. Prototype
4. Test with real-life users



# Measure It

## Unclear/Incorrect Client Application Forms

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**DESCRIPTION:** 75% XYZ of application forms received with:

- Action requested unclear
- Incorrect financial info

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- **IMPACT:**
- Analyst has to contact applicant, sometimes multiple times, to ask for corrections and changes; then review re-submitted form. ANALYST: extra 45 mins effort each time.
- Slows down process by 5-10 business days



<b>Title: <u>Unclear/Incorrect Client Application Forms</u></b>			<b>Root Causes:</b> <ul style="list-style-type: none"><li>• Application form asks overly broad questions that do not guide client to provide specific, detailed answers (e.g. justification)</li><li>• No fields in form for certain required information</li><li>• Written in procurement language, not language of client</li><li>• Client does not know what a successfully-completed form looks like</li><li>• Form not understandable “at a glance”</li></ul>		
<b>Process Step:</b> Review Client Procurement Application Form <b>What Happens:</b> When Clients submit their application forms, 75% of the time they submit forms with: <ul style="list-style-type: none"><li>• Unclear “Action Requested”</li><li>• Action requested and details do not match</li></ul> This results in Officers going back to clients at least once to obtain clarifications and corrections.					
<b>What percentage of files does it happen to?</b>			75% of application forms		
<b>Number of files per month:</b>			Avg .100		
<b>Number of affected files per month:</b>			75 Intake forms per month		
<b>Who is affected and what is impact when this happens <u>once</u>?</b>					
Officer	<ul style="list-style-type: none"><li>• Note problems and advise client via email, explain issue and how to resolve</li></ul>		30 mins. effort		
Client	<ul style="list-style-type: none"><li>• Research and provide updated information and form</li></ul>		30 mins. effort		
Officer	<ul style="list-style-type: none"><li>• Review re-submitted form</li></ul>		15 mins. effort		
<b>Total Preventable Effort (by month)</b>					
Intake Officer	45 min X 75 files = 3,375 min	56.25 hours per month 9.4 days per month			
Client	30 min X 75 files = 2,250 min	37.5 hours per month			
<b>Elapsed Time Impact:</b> Adds 5-10 business days of delay to the typical request					
<b>Solutions:</b> <ul style="list-style-type: none"><li>• Update application form to eliminate root causes of unclear and incorrect responses<ol style="list-style-type: none"><li>1. Create prototype with clearer, detailed question and example of correctly-filled out form</li><li>2. Test prototype on 5 “occasional” clients, obtain their feedback at time of use</li><li>3. Adjust prototype</li><li>4. Launch new form</li></ol></li></ul> <b>Quick Wins:</b> <ul style="list-style-type: none"><li>• Include example of properly filled-out form to client in rework email to clients</li></ul> <b>Prediction:</b>  <b>If</b> we modify the form <b><u>THEN</u></b> we would expect that the percentage of unclear/incorrect forms would drop from 75% to 25%, saving 6 days of Officer effort per month.					
<b>What have we learned from this experiment?</b> <ul style="list-style-type: none"><li>•</li><li>•</li></ul>					

# Collect Data

What is Reviewed	Procurement Specialists	GCO	Manager Procurement	IT Financial Procurement Specialist	
<b>Internal Request</b>					
Non-Competitive procurements - cost is beyond threshold				100%	
Duration/term missing or unclear				80%	
Insufficient business rationale (general)				75%	
<b>Draft RFP</b>					
Term, scope, evaluation, pricing, mis-alignment between rated/scope/appendix A	1 - 80% 2 - 60% 3 - 30%				
Wrong procurement vehicle	30-40%				
An element of the Scope of Work/description of product unclear, lacks detail		70-90%			
Evaluation criteria and weighting do not fully reflect 1.) business requirements; 2.) pricing response, 3.) term sheet/service agreement response		60-80%			
Wrong version, not current RFP template		15-30%			
Response Template questions don't reflect scope of work		30-50%			
Changing business terms eg. Price		40-60%			
<b>Proposals</b>					
Completion, missing element in Bravo	10-20%				
<b>Evaluation Template</b>					
Missing comments / rationale	25%				
<b>Evaluation</b>					
Variance or discrepancy in results	10-20%				
<b>CIF/Memo</b>					
Missing info: -No GCO contact -Wrong exemption -Addition errors Missing history - spend	50%				
No access to project files needed to prepare CIF				70-90%	
Inconsistencies between contract, CIF and memo			10%		
Memo- basic info missing what, why, how much, budget			10%		
Issues with math, dates, budget, procurement method, exemption (Schedule A), type, completeness, signatories			50%		
<b>Contract</b>					
Issues with Appendix A, dates, ceiling, disb/taxes, signatories			5%		

## LEGEND

X= reviewed at this step, no feedback on frequency of errors

30% = reviewed at this step and criteria not satisfied 30% of the time.

# Drill into it with real-life users

## Power Users

- + Optimize
- + Learn shortcuts
- + Make it work great for Power Users
- Atypical of larger user base?
- May not work for Worst-Performing Users

## Worst-Performing Users

- + Often most typical of user base
- + If it works for them, it will work for anyone
- Miss out on insights of Power Users?
- May not allow Power Users to perform at peak anymore?

# Hallway Usability Test

- Ask someone with no background in the VWI's topic to read it and provide feedback
- Ask them to speak their current thoughts as they use the VWI

Can a first-time user get this right 19 times out of 20 without any assistance?



1. What part(s) were clear?
2. What was unclear?
3. How would you change it to make it easier to use and more effective?

# Observation Test

Observe a target user performing the task with aid of the prototype.

1. Did the user perform the task effectively?
2. What parts did they use?
3. What parts did they skip?
4. Where did they get stuck?



Can a first-time user get this right  
19 times out of 20 without any  
assistance?

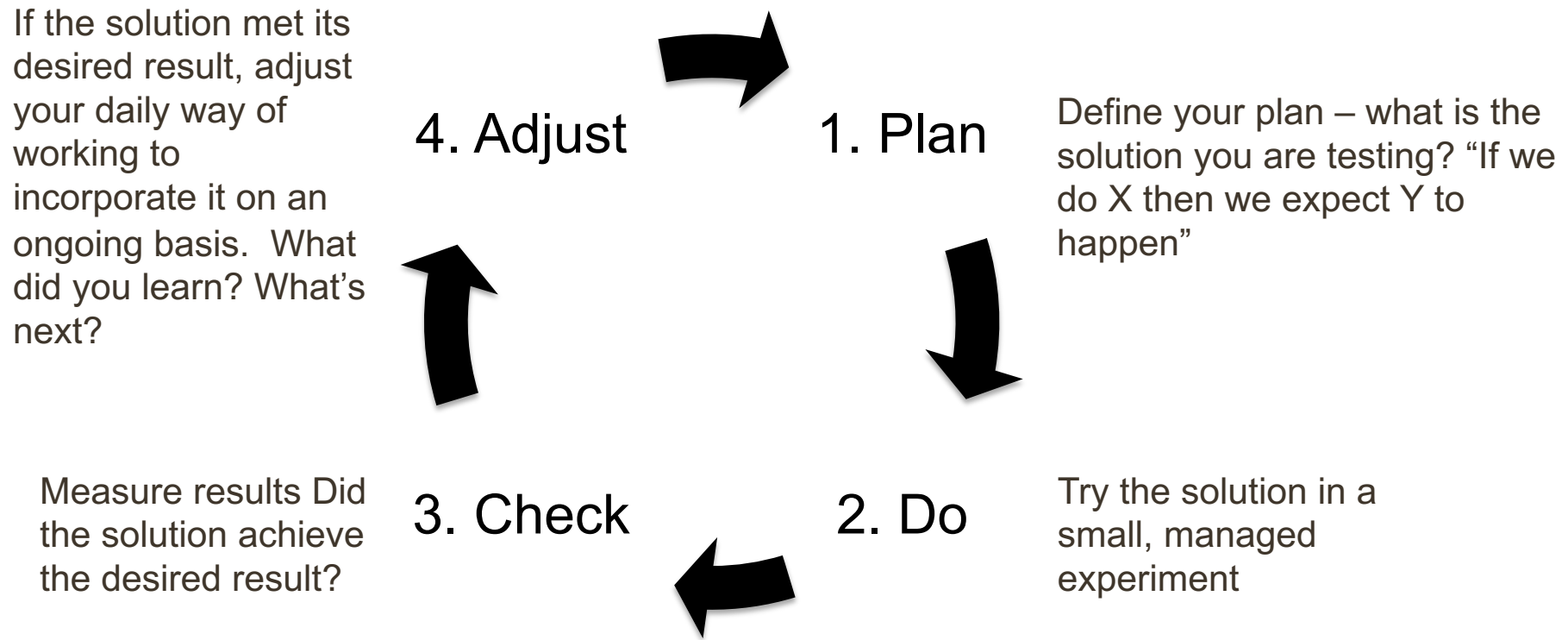
# Testing Question Sheet

What triggers you to complete and submit these forms? How do you know when to submit these forms?	
Where do you find the forms?	
Who/what is impacted by completing and submitting these forms?	
Who do you (who would you) contact if you have questions on how to complete these forms?	
Please fill in the form, section by section and talk us through your thought process. Show us which specific part(s) are clear? Show us which specific part(s) are unclear? How/why?	
How would you change the form to make them easier to use and more effective?	
Other Notes:	

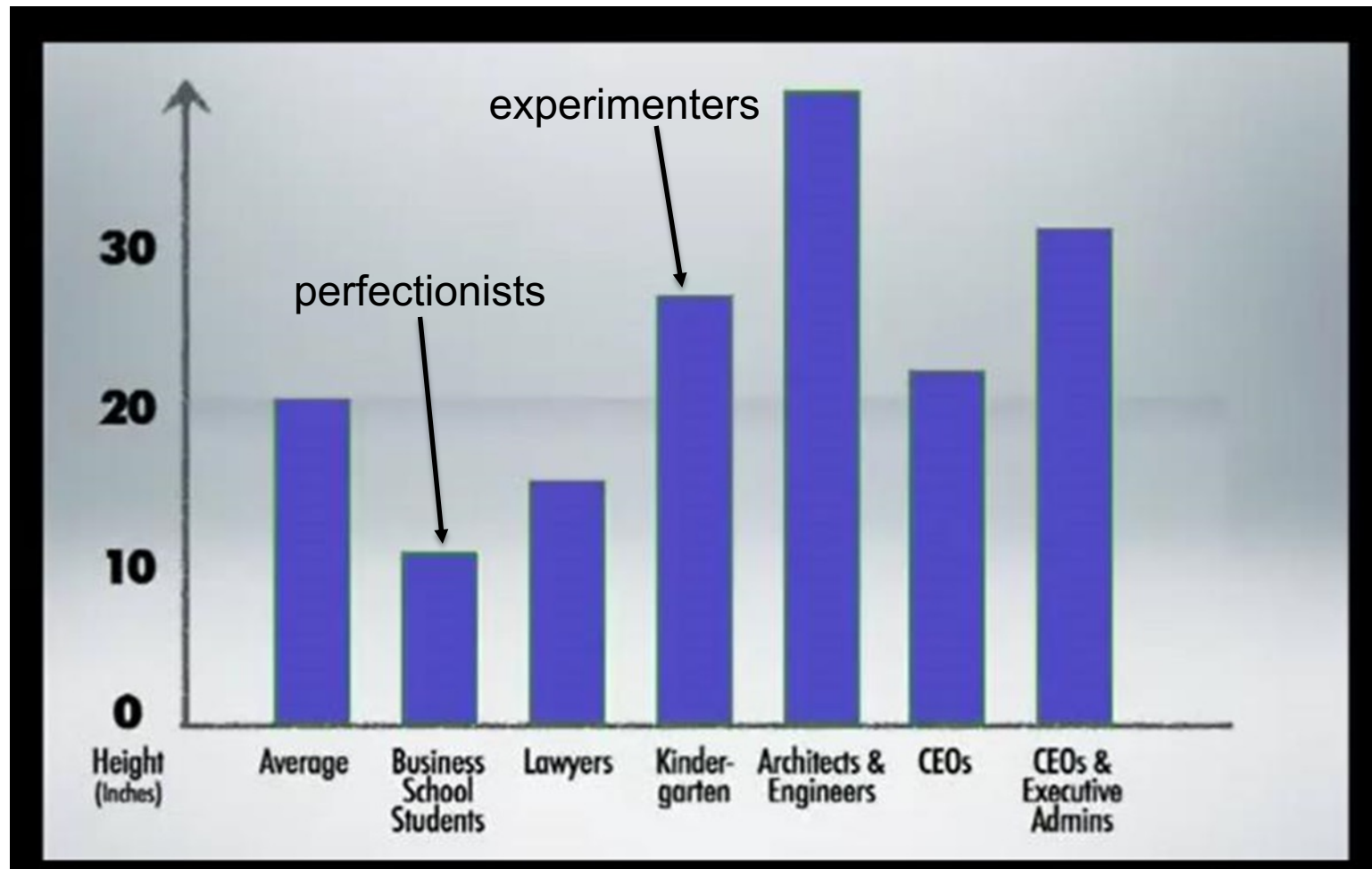
# Prototype It, Then Re-Test

- Create a new prototype based on your initial testing
- Test it with a different set of users

# Test your solution ideas: Plan, Do, Check, Adjust

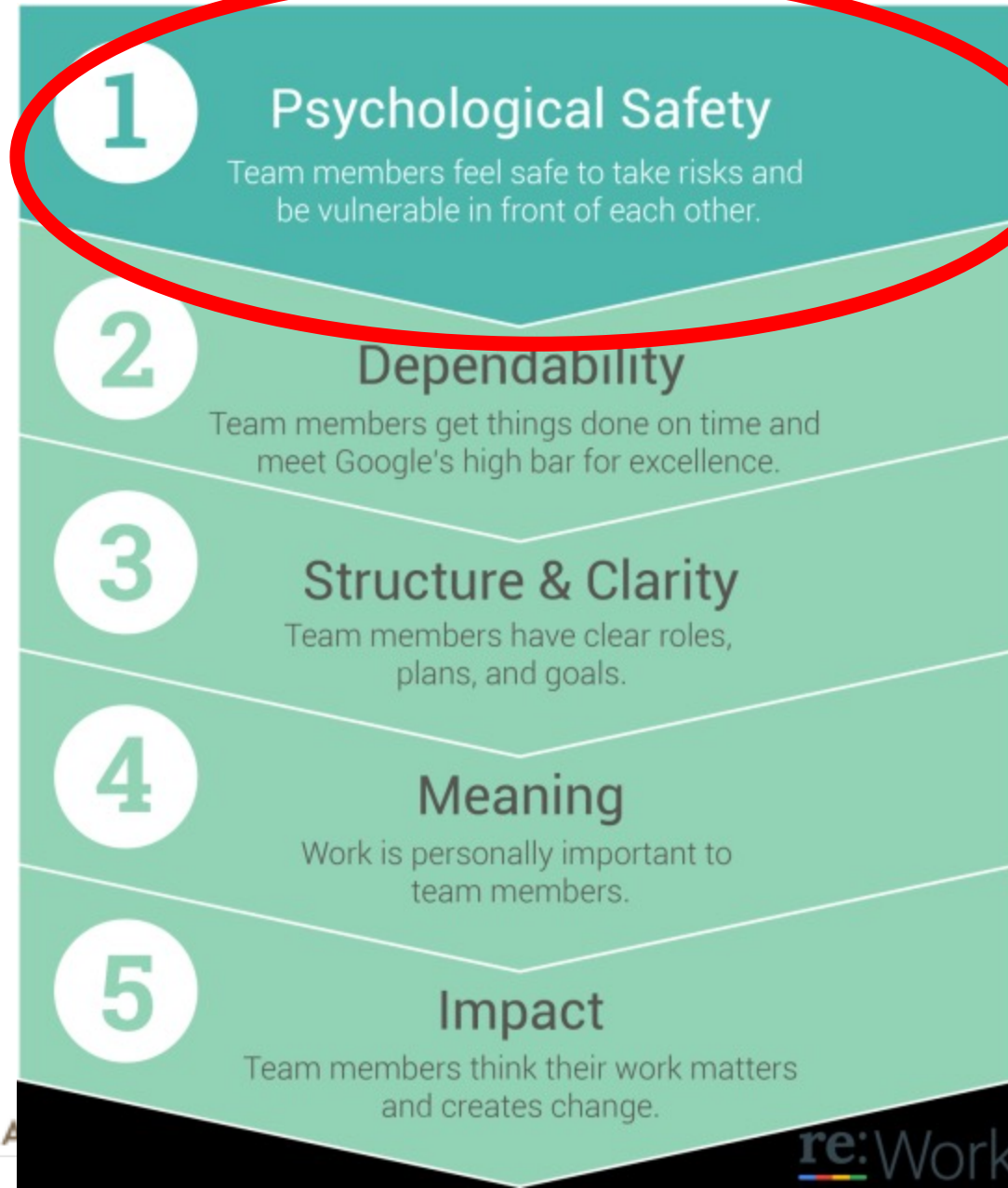






Excellence is not created by perfectionism.  
It is created through experimentation, learning and iteration.

# Google's Research on High Performing Teams



*"A group of us in Google's People Operations (what we call HR) set out to answer this question using data and rigorous analysis: What makes a Google team effective? We shared our research earlier today with the Associated Press, and we're sharing the findings here, as well."*

*Over two years we conducted 200+ interviews with Googlers (our employees) and looked at more than 250 attributes of 180+ active Google teams. We were pretty confident that we'd find the perfect mix of individual traits and skills necessary for a stellar team -- take one Rhodes Scholar, two extroverts, one engineer who rocks at AngularJS, and a PhD. Voila. Dream team assembled, right?*

*We were dead wrong. Who is on a team matters less than how the team members interact, structure their work, and view their contributions. So much for that magical algorithm."*

<https://rework.withgoogle.com/blog/five-keys-to-a-successful-google-team/>

# Psychological Safety Exercise

Round table, by unit, each participant shares with the others at the table:

1. Something in their career that they are proud of
2. An embarrassing moment in their career



ONE MINUTE EACH

*None of us are perfect, so why pretend? And if we're always trying to look perfect, then we won't likely identify problems and solve them.*

# Overview

1. Three reasons why we are we so busy
  - Broken process
  - Personal time management decisions
  - Failure Demand
2. What is Failure Demand / Preventable Work
  - What causes it?
  - What can we do about it?
  - Practical tips to eliminate it
3. Wrap-up – your next steps

# NEXT STEPS

# Three Things You Can Do Next

1. Identify your worst forms of failure demand; measure their cost
2. Identify root causes
3. Prototype and test solutions

# Have fun!



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