



# INCREMENTAL IMPROVEMENT



OCTOBER 13, 2023



## The Biggest Takeaway



**"This really is an innovative approach, but I'm afraid we can't consider it. It's never been done before."**

**D E P A R T M E N T O F P L A N N I N G**

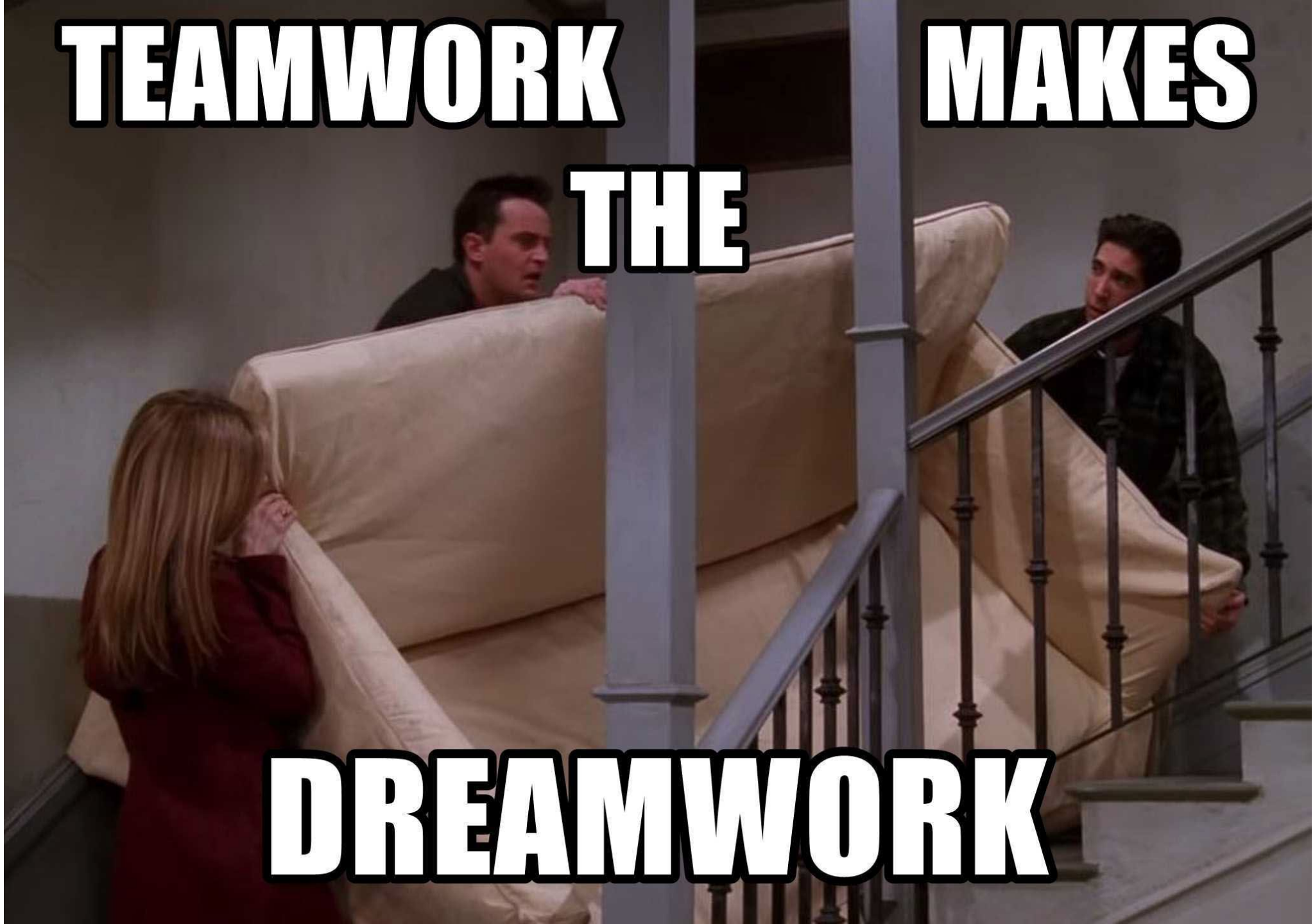


**TEAMWORK**

**MAKES**

**THE**

**DREAMWORK**



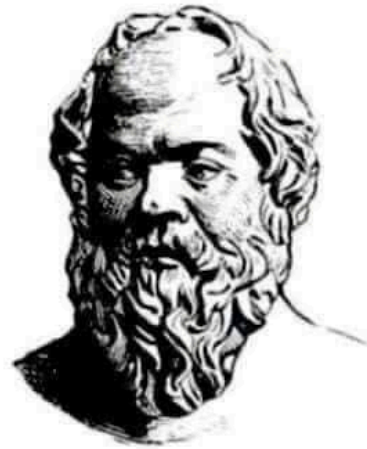
# HOW DO YOU DEFINE INCREMENTAL IMPROVEMENT, ESPECIALLY AS IT RELATES TO PUBLIC ORGANIZATIONS?



## WHAT TO AVOID.

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"ehh, good enough"

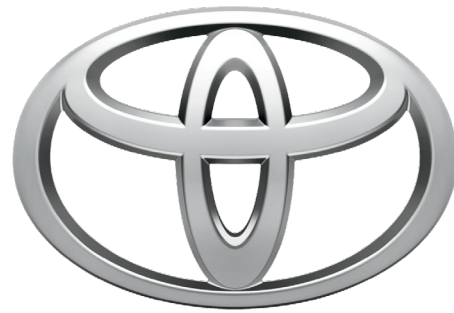


- Mediocrates

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# THE DEMING CIRCLE.

- PLAN
- DO
- CHECK
- ACT



**TOYOTA**

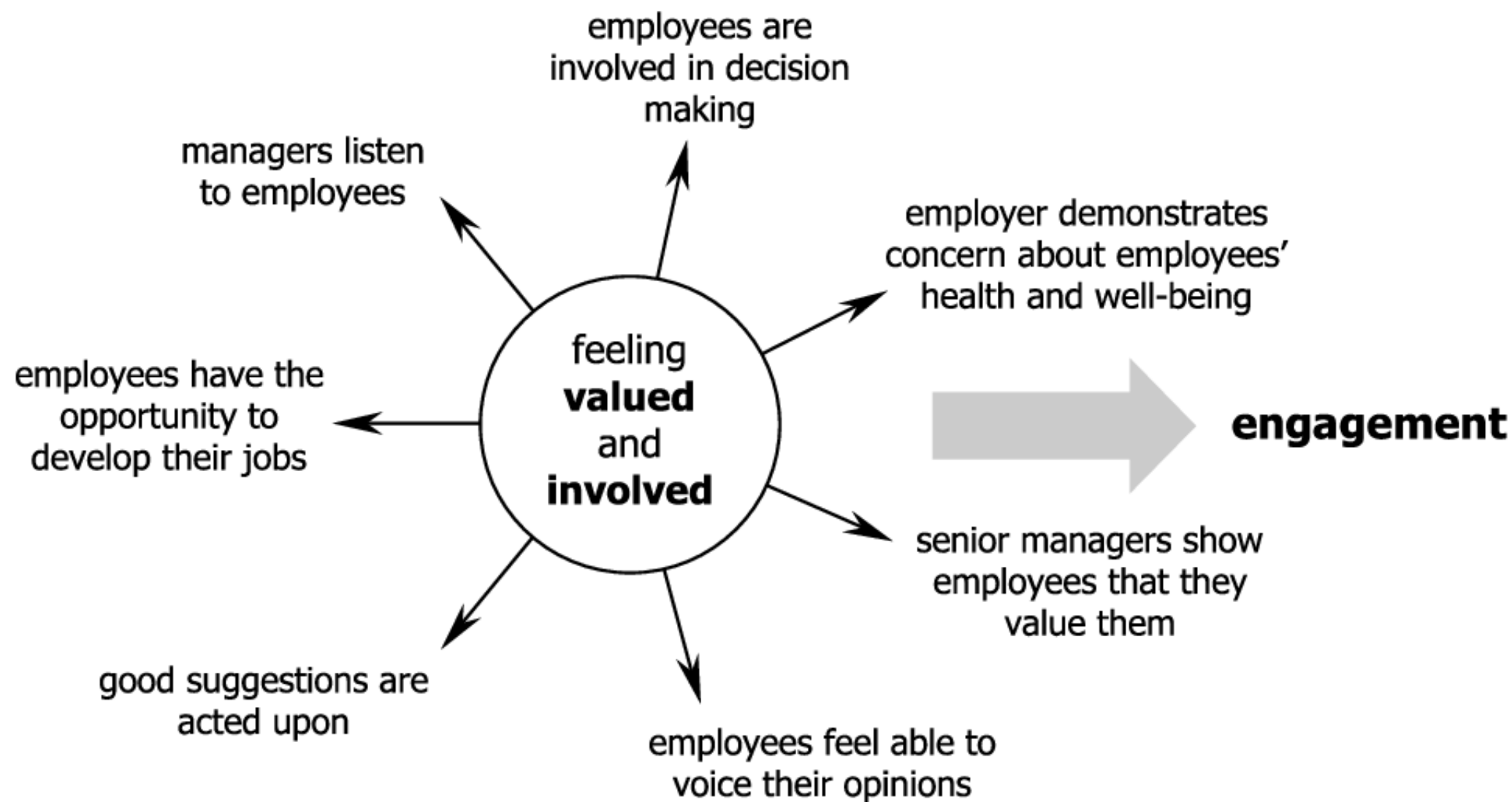


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**“Yes, I think I have good people skills.  
What kind of idiot question is that?”**





*Source: IES, 2003 (Robinson et al., 2004)*

**The role of a leader is not to come up with all the great ideas. The role of a leader is to create an environment in which great ideas can happen.**

SIMON SINEK



## Your Staff



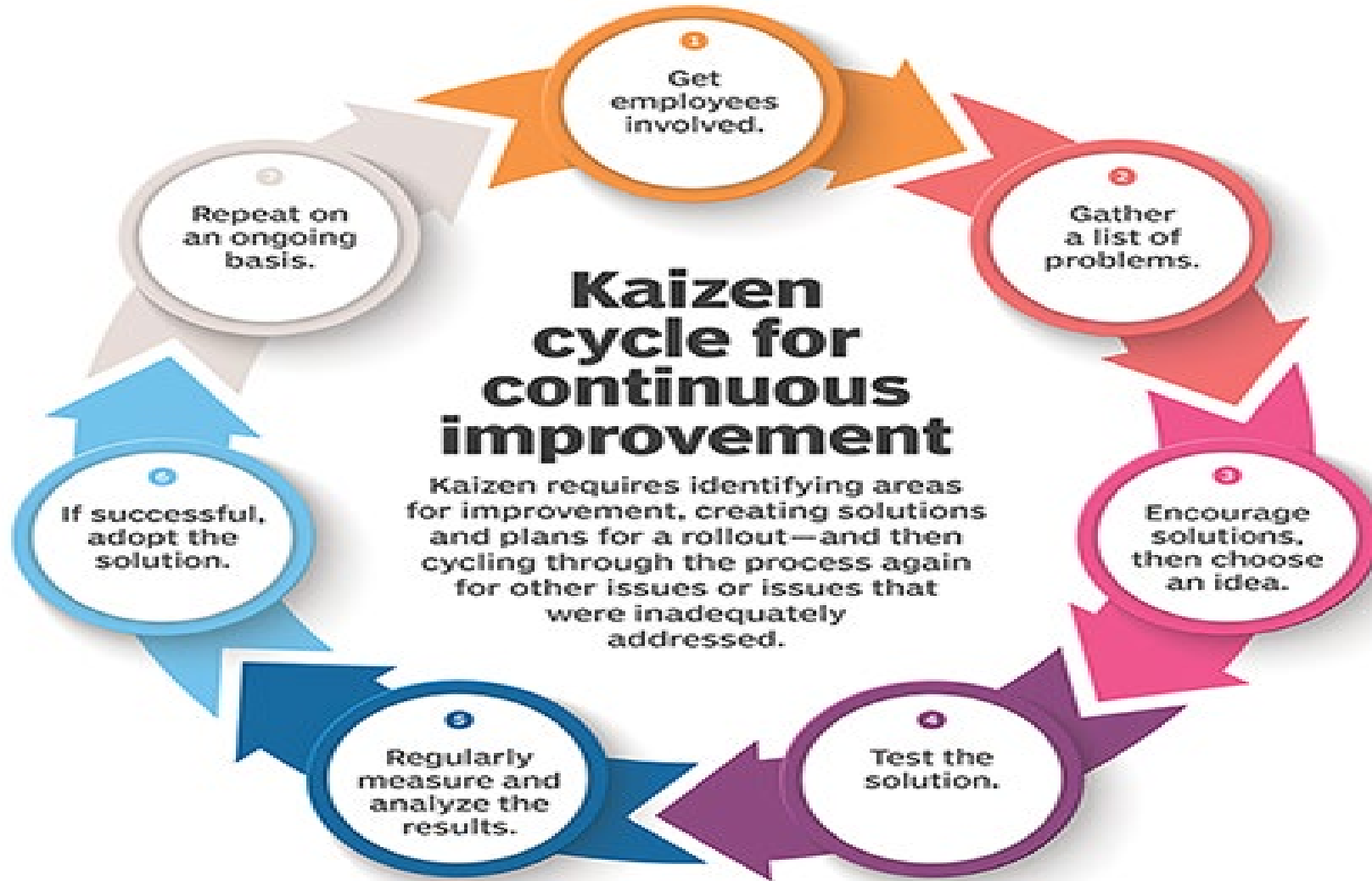
# KAIZEN

KAIZEN IS AN APPROACH TO CREATING CONTINUOUS IMPROVEMENTS  
BASED ON THE IDEA THAT SMALL, ONGOING POSITIVE CHANGES CAN  
REAP SIGNIFICANT IMPROVEMENTS.

改善

Kai = Change

Zen = Good



DOING NOTHING AT ALL

VS

MAKING SMALL CONSISTENT  
EFFORTS:

$$(1.00)^{365} = 1.00$$

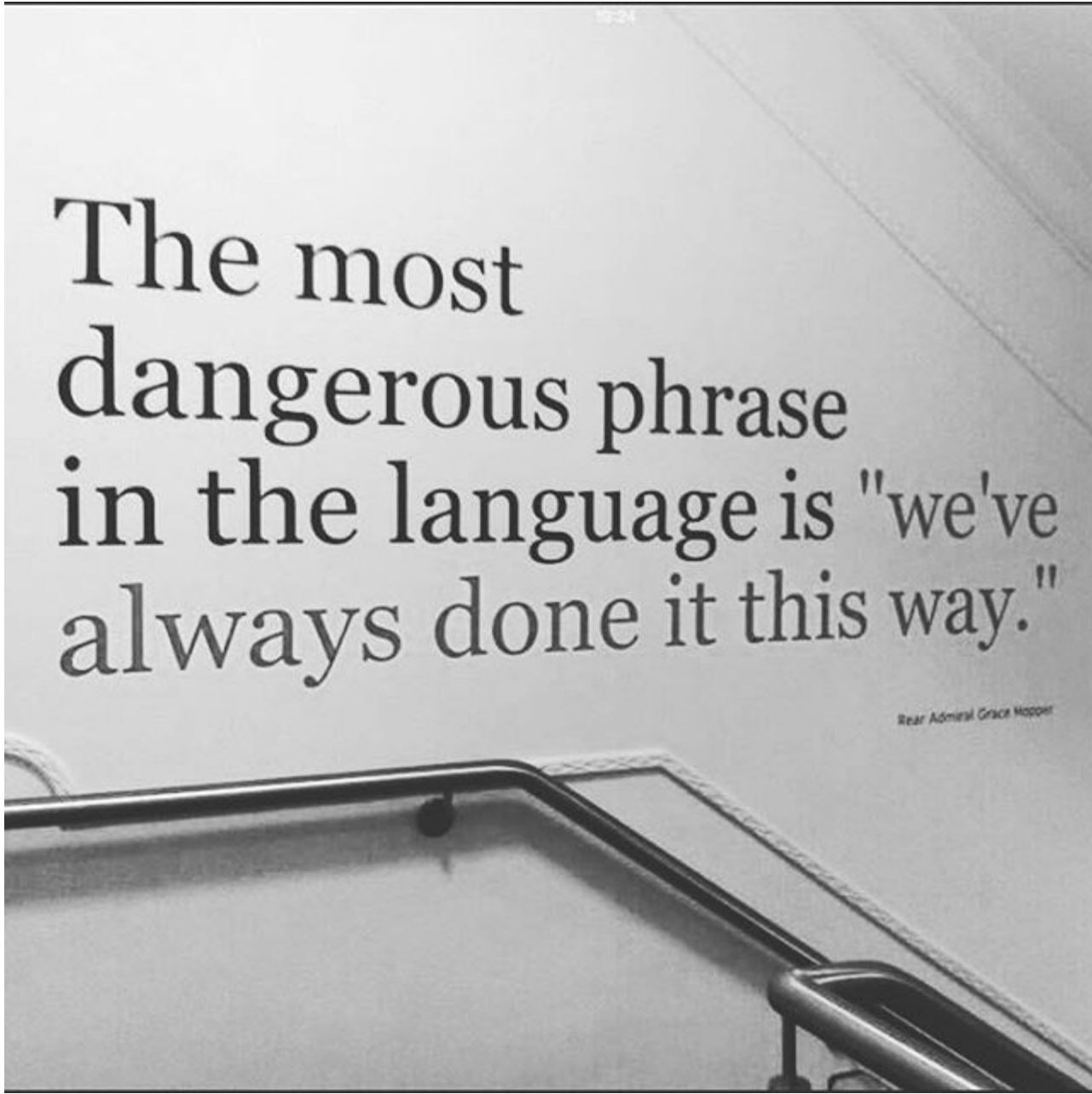
$$\underline{\underline{(1.01)}}^{365} = \underline{\underline{37.7}}$$

This is your  
department's  
opportunity  
to break free.

19-24

The most  
dangerous phrase  
in the language is "we've  
always done it this way."

*Rear Admiral Grace Hopper*



# PITFALLS

- CHANGE MANAGEMENT
- FEAR OF FAILURE
- HESITATION TO SPEAK FREELY
- SECOND CHANCE MEETINGS





# CITY OF PULLMAN COMMUNITY DEVELOPMENT

- Meet in person
- Convene once a quarter
- Everybody has an opportunity to speak
- Notes/minutes are taken
- Follow through





*Some of the items that we focus  
on...*

INTERNAL AND EXTERNAL CUSTOMERS

PROCESS IMPROVEMENT

COMMUNICATION

STAFF WELL-BEING

# SUCCESSFUL SUGGESTIONS BY STAFF

- CONSOLIDATED APPLICATIONS FOR SIGN PERMITS.
  - GIS MAPPING FOR PUBLIC NOTICES.
  - INTEGRATED MONTHLY NEWSLETTER.
    - CENTRALIZED CALENDARS.
    - APPLICANT EMAIL PREFERENCES.
- INCREASED WEBSITE CAPACITY FOR PUBLIC COMMENT PERIODS.



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