

# Becoming the Change

## Using a Personal A3 & Self-Assessment

**October 28, 2020**

# What is the Lean Enterprise Institute?



**Lean Enterprise Institute**  
**lean.org**

A non-profit education and research institute based in  
Boston, MA, with 32 global affiliates

**Our Mission: Making Things Better Through  
Lean Thinking and Practice**

# A Quick Overview of the Webinar

Intro  
5 min

Presentation  
40 min

Q&A  
15 min

# Today's Presenters:



**Kim Barnas, CEO**  
Catalysis

**John Toussaint, MD,  
Executive Chairman of the  
Board**  
Catalysis



# Using a Personal A3 and Self-Assessment



At Catalysis we represent the thinking of hundreds of healthcare systems around the world and share new knowledge that accelerates change.

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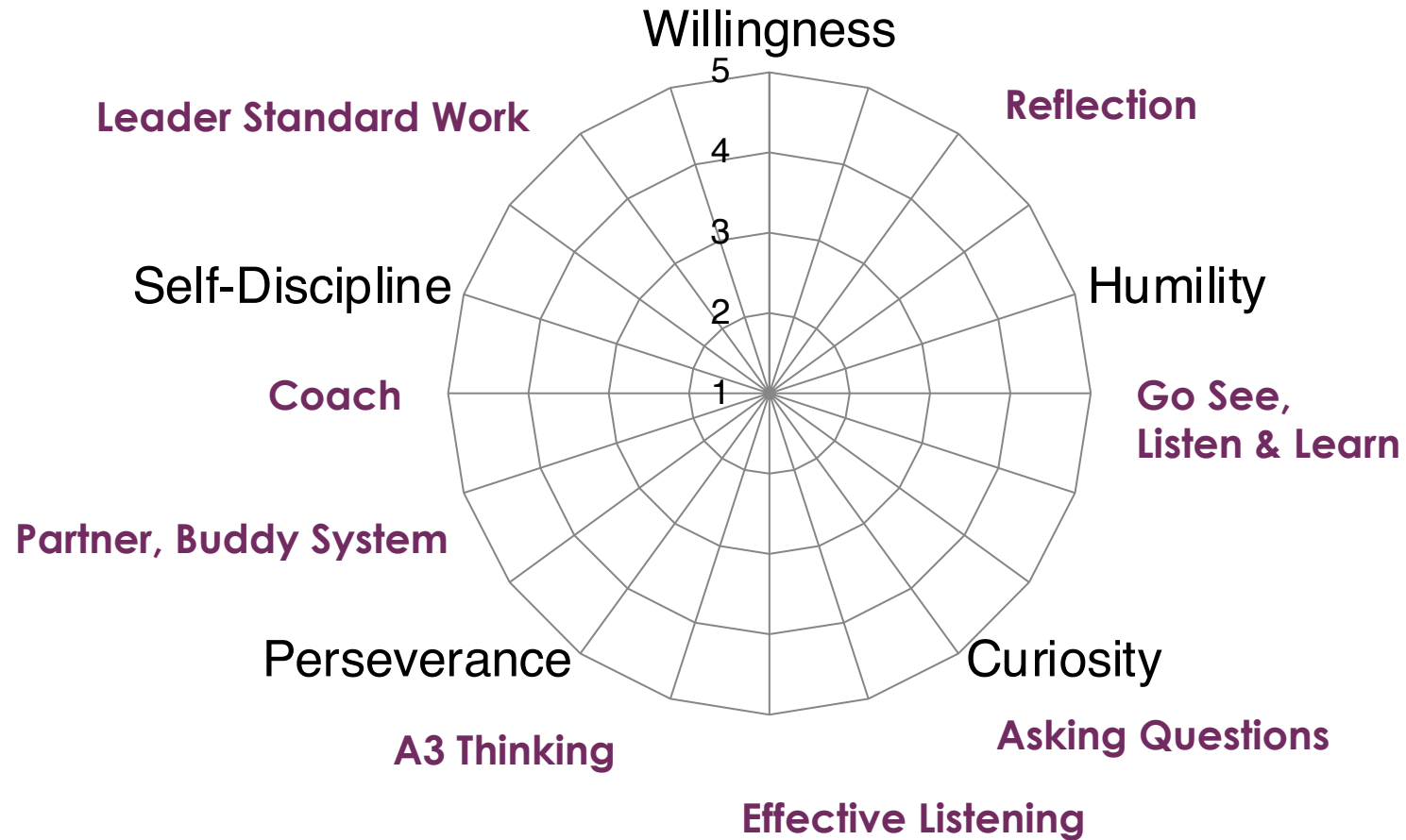


# Knowledge Versus Understanding

“The challenge for executives is to move from “knowing conceptually” to “practicing personally”.”

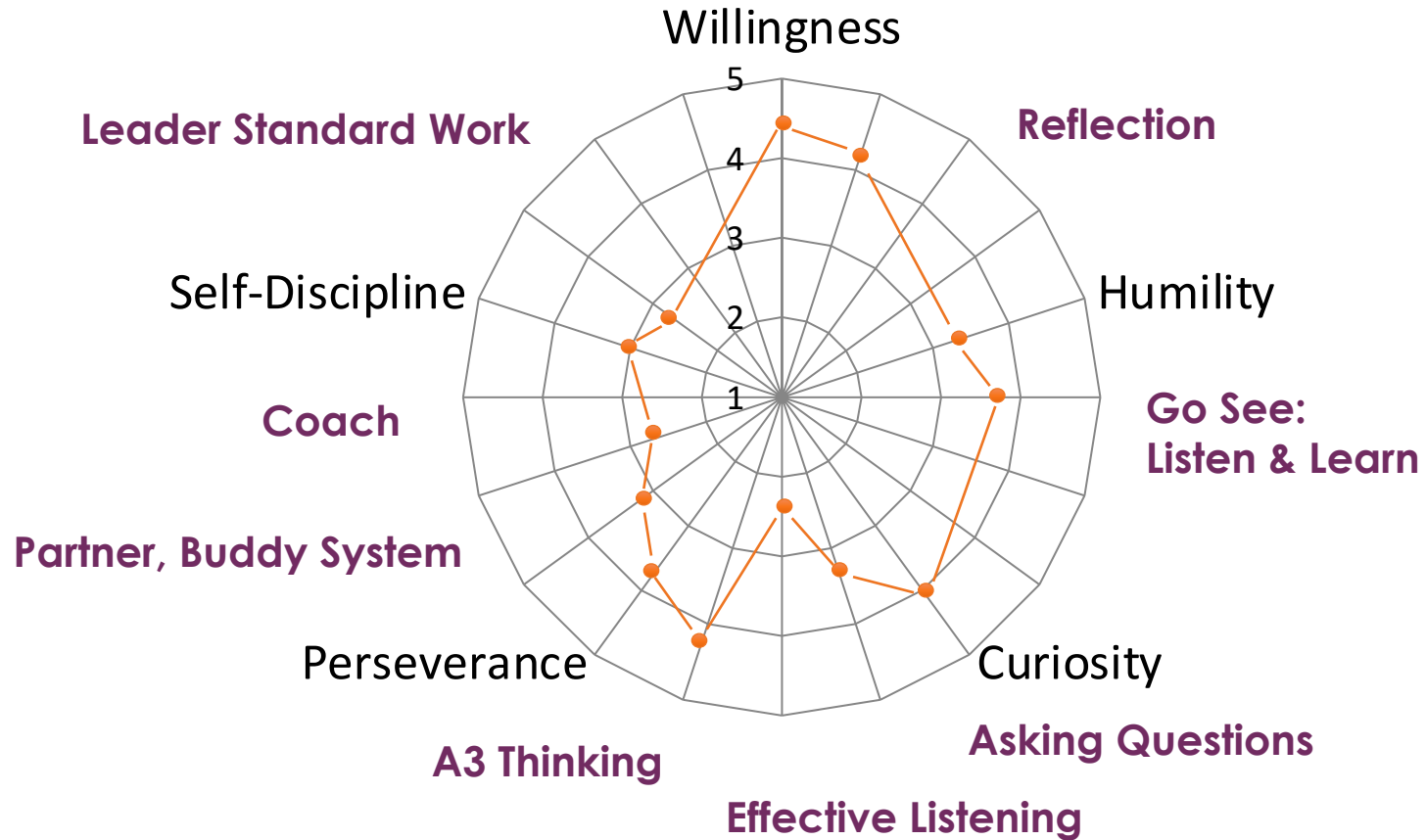
–Karl Hoover

# Senior Leader Self-Assessment on Fundamental Behaviors





# Senior Leader Self-Assessment on Fundamental Behaviors



# Personal Improvement A3

Personal Improvement A3 Title:

Date:

Authored by:

<b>Background</b> Why should I improve myself in order to be a coach / leader who creates an organization filled with problem solvers? Why this, why now?	<b>Proposed Countermeasures</b> What experiments will I try on myself to become a better coach / leader of problem solvers?
<b>Current State</b> Habits / Actions I Currently Take ----> Outcomes From My Current Habits / Actions (Strengths and Opportunities)	
<b>OPPORTUNITY STATEMENT - 1 Concise Sentence</b>	<b>Plan / Next Steps</b> What steps will I take and when? What is my practice plan to develop new habits?
<b>Goals / Targets</b> New Desired Condition. What does better look like for me? What, How Much, By When?	
<b>Analysis</b> Reasons for My Personal Performance/ for My Current Strong Habits and Limiting (Gap) Habits	<b>Follow Up</b> How will I know if there's improvement? How will I know if things are off plan? How will I make <u>time</u> to practice? What is my process for ongoing reflection / P-D-C-A? Who else will I involve?

# The Personal Development A3

The Personal Development A3 is a dynamic document, which is focused on behavior at the individual level

Multiple iterations over time are important for thinking to change

As the leader learns new things about him/herself, the document is revised to reflect those learnings

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Background	Proposed Countermeasures
<p><b>Why should I improve myself in order to be a coach / leader who creates an organization filled with problem solvers? Why this, why now?</b> <i>Because the challenges facing our organization (industry) demand transformation which requires complete alignment up and down the organization. My chief role is to be an effective coach for my team so they can coach and develop problem solvers. The only way to sustain change is to engage everyone in the process.</i></p>	<p><b>What experiments will I try on myself to become a better coach / leader of problem solvers?</b></p> <ul style="list-style-type: none"> <li>◀ Develop &amp; implement standard template for 1 on 1 meetings in order to more effectively coach others in the work.</li> <li>◀ Round in the gemba with my direct reports - quarterly with each</li> <li>◀ Reflect - start a journal - weekly on activities and progress on personal A3 - 15 min./session</li> </ul>
Current State	Plan / Next Steps
<p><b>Habits / Actions I Currently Take ----&gt; Outcomes From My Current Habits / Actions (Strengths and Limitations)</b></p> <p><i>Employee forums ----&gt; staff engaged, hearing from front line</i>  <i>Mgmt Team mtgs ----&gt; communicate vision, direction</i>  <i>1 on 1's ----&gt; develops cadence of accountability</i>  <i>Strengths and limitations ----&gt; see self-assessment</i>  <i>Weaknesses: reflection, CSW, A3 thinking, lack of coach, buddy</i>  <i>*tend to "do" too much vs. coaching other to do</i>  <i>Strengths: willingness, listening, self-discipline, go and see, perseverance</i>  <i>*feeling burned out, frustrated with org's performance</i></p>	<p><b>What steps will I take and when? What is my practice plan to develop new habits?</b></p> <ul style="list-style-type: none"> <li>◀ Develop 1 on 1 template - completed</li> <li>◀ Implemented 1 on 1 - set expectation - completed             <ul style="list-style-type: none"> <li>◀ Schedule reflection time weekly - work with M.L. - complete</li> <li>◀ Schedule 1 on 1's (work with M.L.) @ direct reports' location and plan rounding - in process</li> </ul> </li> </ul>
PROBLEM STATEMENT - 1 Concise Sentence	
<p><i>My comfort with "doing" vs. aligning and enabling others "to do" (improving) is resulting in unsustainable organizational change, uneven results and personal frustration and burnout.</i></p>	
Goals / Targets	
<p><b>New Desired Condition. What does better look like for me? What, How Much, By When?</b></p> <p><i>More focus in developing - coaching others in the transformation journey.</i></p>	
Analysis	
<p><b>Reasons for My Personal Performance/ for My Current Strong Habits and Limiting (Gap) Habits</b></p> <p><i>Gaps:</i></p> <ul style="list-style-type: none"> <li>♦ Easier to just do it myself</li> <li>♦ Like the positive, personal feedback</li> <li>♦ Lack a standard, disciplined approach to coaching others - not having enough of the difficult conversations</li> </ul> <p><i>Strengths:</i></p> <ul style="list-style-type: none"> <li>♦ Am value, principle driven</li> <li>♦ Like to engage middle mgmt/front line staff</li> <li>♦ Have a vision for the future</li> </ul>	<p><b>Follow Up</b></p> <p><b>How will I know if there's improvement?</b> <i>feedback from direct reports, Ed</i></p> <p><b>How will I know if things are off plan?</b> <i>reflection</i></p> <p><b>How will I make time to practice?</b> <i>schedule</i></p> <p><b>What is my process for ongoing reflection / P-D-C-A?</b> <i>weekly journaling - monthly review of entries</i></p> <p><b>Who else will I involve?</b> - Coach - John - Ed</p>
<p>Source: Margie Hagene development personal A3 template</p>	

# Title, date, and draft number of the Personal A3:

The title is important so as to know what the purpose of the document. Since this a living document it's important to date it and keep track of the draft number.

In this COOs case the title is:

“My Personal Leadership Development Journey”

The document is dated and V3 means it's the third draft

# Background:

Why should I improve myself to be a coach / leader who creates an organization filled with problem solvers? Why this, why now?

- Personal change is critical to changing culture
- The personal A3 is a self reflection mechanism which enables leaders to change
- What's the burning platform for change?

# Background:

“Because the challenges facing our organization (industry) demand transformation which requires complete alignment up and down the organization, my chief role is to be an effective coach for my team so they can coach and develop problem solvers. The only way to sustain change is to engage everyone in the process.”





# Current State:

What are the specific, personal habits or actions, that are working to build a culture of problem solvers or that are getting in the way?

# Current State:

Tend “to do” rather than coach others to do

# The Opportunity Statement:

“My comfort with doing the improvement myself vs. aligning and enabling others to do the improving is resulting in little organizational change, uneven results, and personal frustration and burnout.”

# Goal/Target Condition: What Does Good look Like?

“I need more focus on developing/coaching others in the transformation journey to build a culture of continuous improvement.”

But how much by when?

Analysis:

Why does the behavior exist in the first place?

“Easier to just do it myself”

“I like the positive, personal feedback when I do things well”

“There is lack of a standard, disciplined approach to coaching others”

“The organization’s leaders are not having enough of the difficult conversations”




## Experiments:

What experiments will I try to become a better coach / leader of problem solvers?

1. Develop & implement standard template for one on one meetings to more effectively coach others in the work.
2. Round in the Gemba (where the work is done) with my direct reports – quarterly with each leader
3. Reflect – start a journal – weekly on activities and progress on personal A3 – 15 min./session”

Plan:

What steps will I take and when? What is my practice plan to develop new habits?

- Develop one on one template
  - Implement one on one discussions – set expectation
  - Schedule personal reflection time weekly with assistant
  - Work with assistant to schedule 1 on 1's at the direct reports' location and plan rounding with them
- 

## Follow Up:

How will I know I'm improving? "Feedback from reports"

How will I know if I'm off plan? "Reflection"

How will I make time to practice? "Schedule"

What is my process for ongoing reflection?  
"Journaling"

Who else will I involve? "My boss and my coach"





# Questions

Reach out to Catalysis directly to learn how we can help you develop your Personal A3

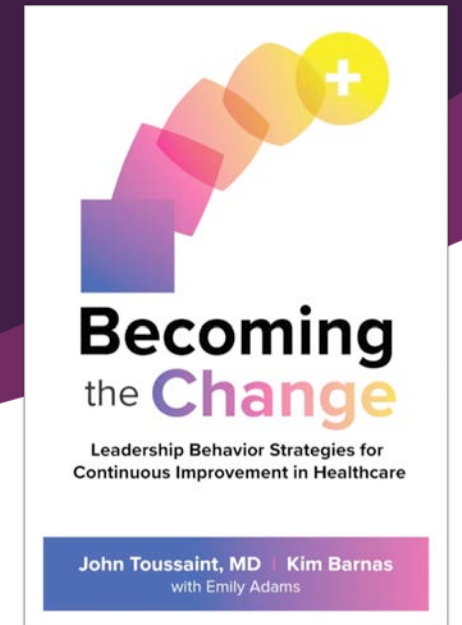
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# Becoming the Change: Leadership Behavior Strategies for Continuous Improvement in Healthcare

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A stylized, light blue graphic of a leaper, a symbol of the Lean Enterprise Institute, is positioned on the left side of the slide. It consists of a helmeted head in profile, with a curved line representing the body and legs in a jumping or leaping motion.

# Q&A

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& practice at [lean.org](https://lean.org)

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