



Innovating for Continuous Improvement



Elevate—The Development Process



**Between Sessions: application exercises, accountability
partner connection, follow-up and reminders**

Connection Moment

Tell your table group about a small improvement you've made recently—in work or life—that made a bigger difference than expected.

Choose ONE person from your table group to share theirs with the larger group.

Innovation vs. Continuous Improvement

What's the difference between innovation and continuous improvement?

Innovation creates something new.

Continuous improvement makes something that already exists work a little better.

Innovation vs. Continuous Improvement

Big innovation is occasional.

Continuous improvement is a leadership habit.

Habit 1: Notice Friction (See It)

Continuous improvement begins by noticing what everyone else has accepted.

Examples:

- Why does this take so long?
- Why do we do this twice?
- Why is everyone frustrated by this?

Consider: Where does friction show up in your team's work?

What Leaders Notice

People often notice:

 mistakes

Great leaders notice:

 **friction**

Examples of Friction

- Rework
- Delays
- Confusion
- Workarounds
- Repeated questions
- Bottlenecks
- "We've always done it this way."

Discussion: Which of these show up most often in your world?

The Challenger

Great leaders don't just solve problems...they build problem-solvers.

They create the conditions for others to see possibilities, challenge assumptions, and improve the work.

Be The Challenger

With a partner, discuss:

- When someone brings you a problem, what's your **natural** first response?
- What could you ask that helps them **think before** you help them solve?
 - What have you already tried?
 - What options are you considering?
 - Who else has solved something similar?
 - What would make this easier?

Habit 2: Stay Curious (Explore It)

Look beyond your own experience.

Great leaders (aka Challengers) don't have to be the source of every answer...

They create the conditions for better thinking.

Discussion: Who outside your team—or outside healthcare—is already solving similar problems?

Widen the Lens

Take 3 minutes to write down a challenge you are currently facing—one you don't yet have a solution to.



Widen the Lens

- ❑ Designate a **timekeeper** for your group!
- ❑ One at a time, **briefly** describe a current challenge (2 mins. MAX). This includes time for any questions your group may have.
- ❑ Then, for 3 mins., your role is to **listen** and **write down** your group's suggestions. **Do not respond.**
- ❑ Once the timer is set, brainstorm as many things as you can think of that the leader could do to find ideas for addressing his or her challenge.
- ❑ Repeat the process for each person.



Widen the Lens Debrief

What was your biggest take-away?



What's an organization, team, or business that has made something easier, simpler, faster, or better for you?

Example 1: Chick-Fil-A

Chick-Fil-A noticed friction.

The Problem: Drive-thrus get slow when ordering/payment windows become bottlenecks.

Their improvement: Move employees outside with tablets.

What they borrowed: Think less like a traditional drive-thru, more like crowd/queue management.

Leadership takeaway: "They didn't invent chicken. They improved the process around getting chicken."

Example 2: Disney parks

The Problem: People hate waiting, and they hate uncertainty.

Their improvement: Queue design, apps, crowd flow, making waiting feel more manageable.

Leadership takeaway: They can't eliminate every wait, but they can improve the experience of waiting.

Healthcare connection: Sometimes you can't eliminate the hard thing, but you can reduce friction around it.

Example 2: Disney parks

The Problem: Disney parks are crowded, they hate uncertainty.

Their impact: Disney parks have a smooth flow, making visitors happy.

Leadership: Disney leaders don't wait, but they are very patient.

Healthcare: Healthcare leaders don't eliminate the friction around it.

The goal isn't to copy their solution; it's to borrow the principle behind it.

Group Discussion

What's an organization, team, or business that has made something easier, simpler, faster, or better for you?

What principles from those process improvements could Indiana Donor Network borrow?

Habit 3: Experiment Small (Test It)

Don't wait for the **perfect** solution. Run a small experiment.

Group Discussion

- What causes us to spend so much time building solutions before we know whether they'll work?

We often spend weeks designing a “perfect” solution when a small test could have helped us learn faster.

The Continuous Improvement Cycle

Continuous improvement isn't about finding the perfect solution.

It's about learning your way to a better one.



Commitment

- Think of a real friction point you've noticed on your team (rework, delays, confusion, workarounds, repeated questions, bottlenecks, or “we've always done it this way.” language).
- Complete these prompts:
 - The friction is...
 - Before we change anything, who do we need to learn from?
 - What's one small experiment we could try?

Final Thought

Great leaders don't wait for perfect ideas.

**They build better systems one small
improvement at a time.**



A LEADERSHIP DEVELOPMENT COMPANY

Feedback is a Gift!





Action Items Prior to Next Workshop

- Complete these sentences on your own and discuss them with your Accountability Group.
 - One friction point I'll pay closer attention to this month is...
 - One person I need to learn from is...
 - One small experiment I'll try before the next session is...
- Read or review Chapter 5: The Debate Maker from *Multipliers*.

Thank You!

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