



2022 Annual Convention

New York, NY | Aug 31 - Sept 2
New York Marriott Marquis

*Leading Operations
Transformation*

#CAPCON22



Leading Operations Transformation

Friday, September 2, 2022
8:30 am – 10 am

Lee Kuntz

www.improveprocess.net
lee@improveprocess.net
651-330-7076

Doug Grout

www.semcac.org/
doug.grout@semcac.org
(507) 864-8201



Agenda

- Today's focus
- Activity
- Semcac' s situation, changes and results
- Learn about the tools
- Activity
- Identify your team's operations improvement opportunities
- Resources and close



The Urgent Situation

Is your Community Action Agency being asked to do more? To deliver services faster to your community? To create more sustainable programs? Yet, is your staff already stretched, working long hours?

In this presentation, Minnesota Community Action Agencies attending the MinnCAP Annual Conference 2022 will hear how they can do work differently to recapture capacity to reinvest in their community. They will experience how changing their operations—how they do work—can create a community impact.



Meet Lee Kuntz

Founder, president, process improvement trainer, coach, facilitator, strategist, and speaker, *Innovation Process Design*

Values: **Creating possibilities, disciplined rigor, shared success**

- Completed 10 projects for CAP agencies
- Certified Lean Six Sigma Black Belt
- Human Centered Design Certificate
- Project Management Training
- MBA, University of Minnesota
- Advanced Communicator, *Toastmasters International*

Prior work experience: Cargill, American Express



Lee: We couldn't have done this without you! Now we are moving ahead to implement on our own.

Patti Hetrick
Finance Director
Anoka County



Meet Doug Grout

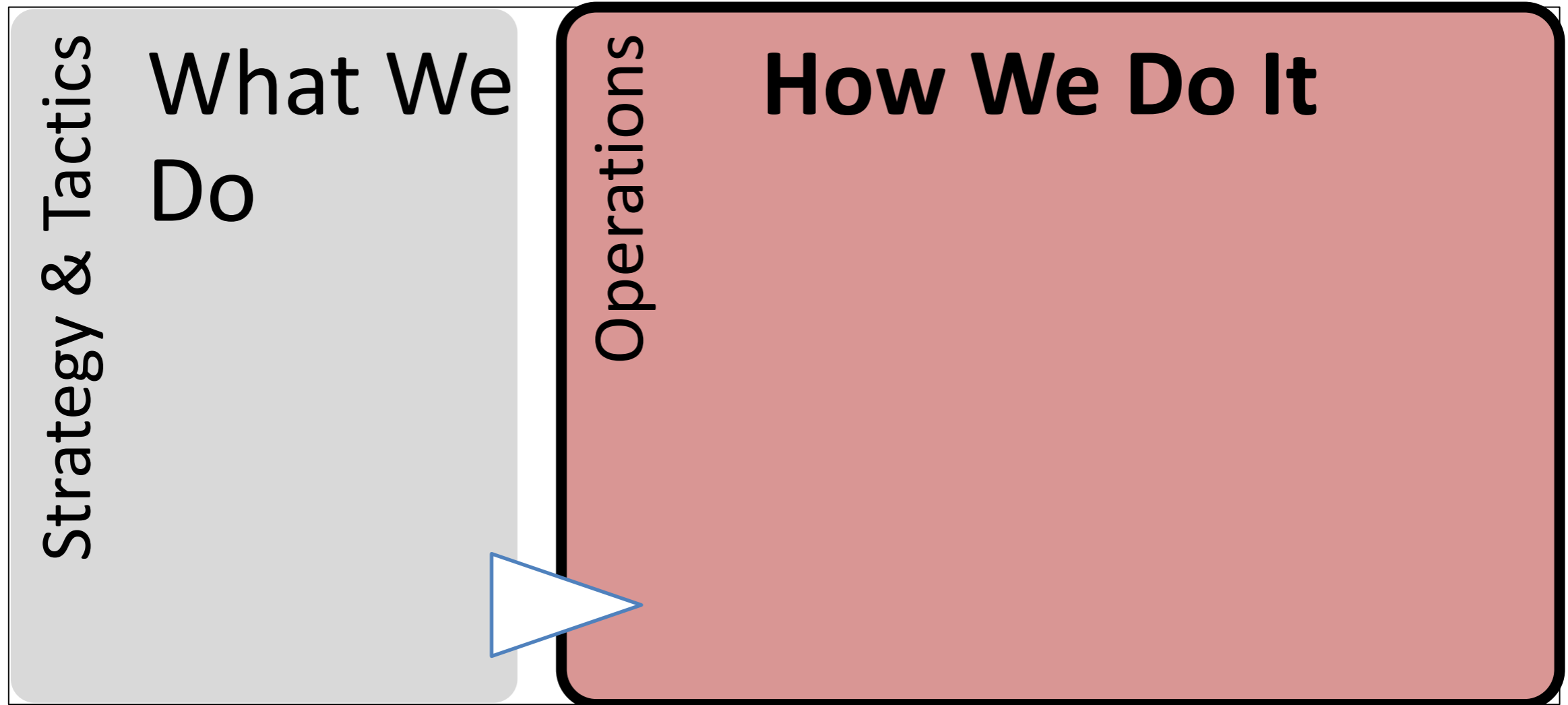
- Executive Director of Semcac
- Over 25 years' experience working in the public and nonprofit sector.
- Administrator for the Housing & Redevelopment Authority for the City of Bloomington, Minnesota
- Middle Manager for the Minnesota Housing Finance Agency
- Semcac Housing Services Director



“Listening to, working with and advocating for consumers is paramount to achieving an organization’s mission.”

Doug Grout
Executive Director
Semcac

Our Focus Today: Operations



Our Focus Today: Operations

Strategy & Tactics

What We Do

- What We Offer

Operations

How We Do It

- Work steps
- Equipment/system/tools
- Roles & responsibilities
- Training/Retraining
- Forms
- Internal policies

Do You See Unsolved Operations Pain Points?

- Funding gaps
- Unmet community needs
- Program audit findings
- Gaps in staff engagement
- Adverse community feedback
- Lower staff retention
- Missed deadlines
- Other operations pain points



Why Take Action

- Management team: Wanted leaders to see and think of pain points as challenge to be solved.
- Energy Assistance: We will eventually get caught up, but there is a significant time sensitive workload and stressful
- Staff lacked of experience building a new program – Vax/medical van grant
- Energy Assistance staff mindset dealing with current challenges



The Challenges

- Heard: “We have always done it this way.” Trapped within established frame work in place.
- Heard: “We need to hire more people” as the solution.
- “We will figure this out/get through this” by seat of our pants strategy
- When arrived, all 12 department heads plus 1 support staff reported to Executive Director.



The Formula

Greater than 50% of the operations projects to dramatically change how work is done fail.*

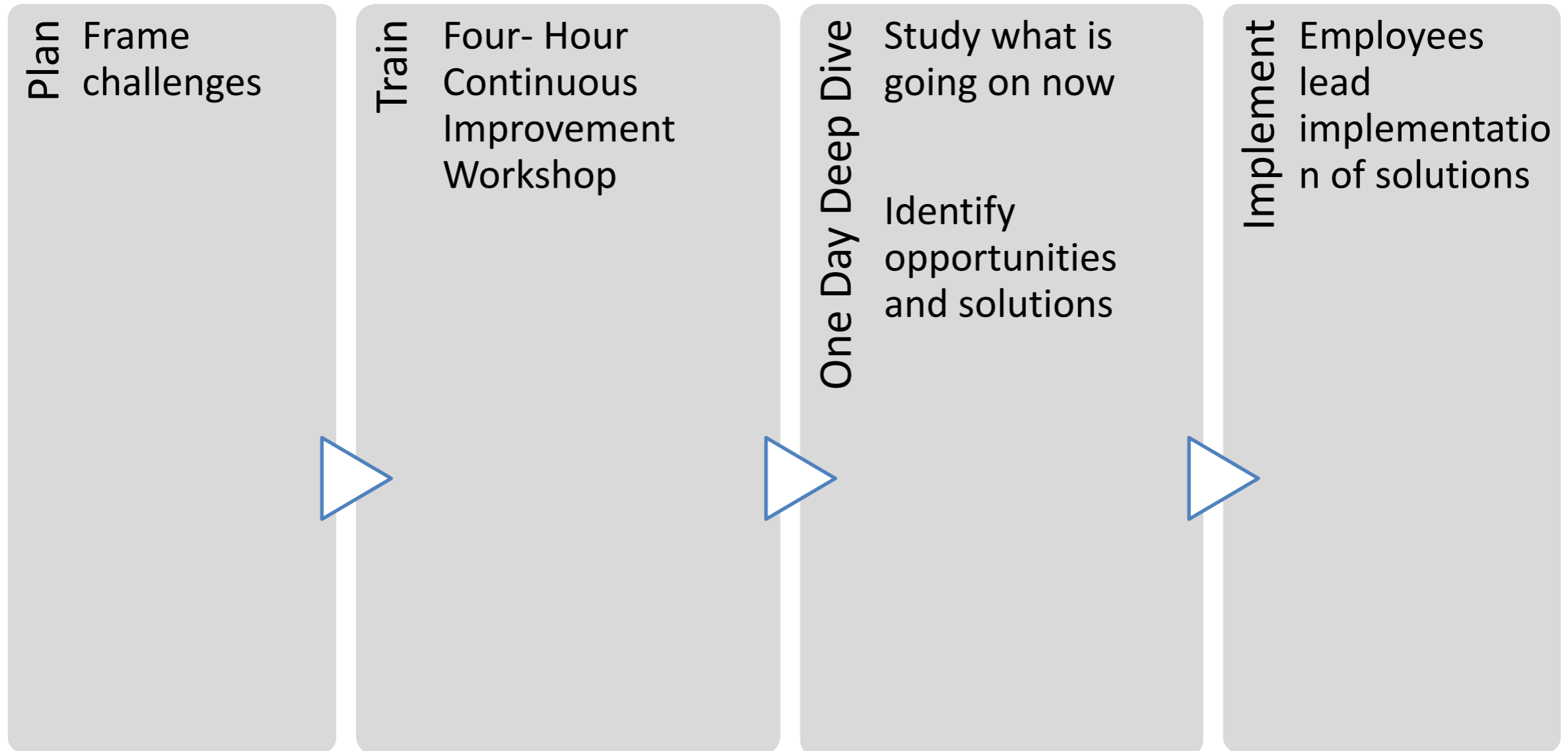
The projects that succeed:

- Use proven tools
- Include change management approaches
- Develop and sustain strong leadership and staff support

* Pro Sci Change Management Survey



Their Four Stage Approach



The Solutions

- Working on establishing competencies to make decisions without consulting Executive Director.
- Van: Included all the stakeholder in new program design.
- Van: Created concrete, detailed and comprehensive plan to implement new program. Plan still working.
- Reduced leaders reporting to Executive Director to eight by reorganization without added staff.



Outcomes

- Management team started thinking differently.
- Vax van program was implemented within two months.
- Staff speak up with their new ideas and refer to the plan.
- Buy in from the staff re the solutions.
- Solutions are budget friendly moves.



After our first operations transformation work, we hit our mandated deadlines.

Bob Benes
Executive Director
Lakes and Pines Community Action
Council

Process Transformation Outcomes

- Recapture over 4,000 work hours.
- Fully use technology.
- Error free year after year.
- Deliver to community in half the time.
- Integrate process, people, or organizations.
- Improved community experience.
- Quick return from IT investment.
- Ongoing improvement and transformation.

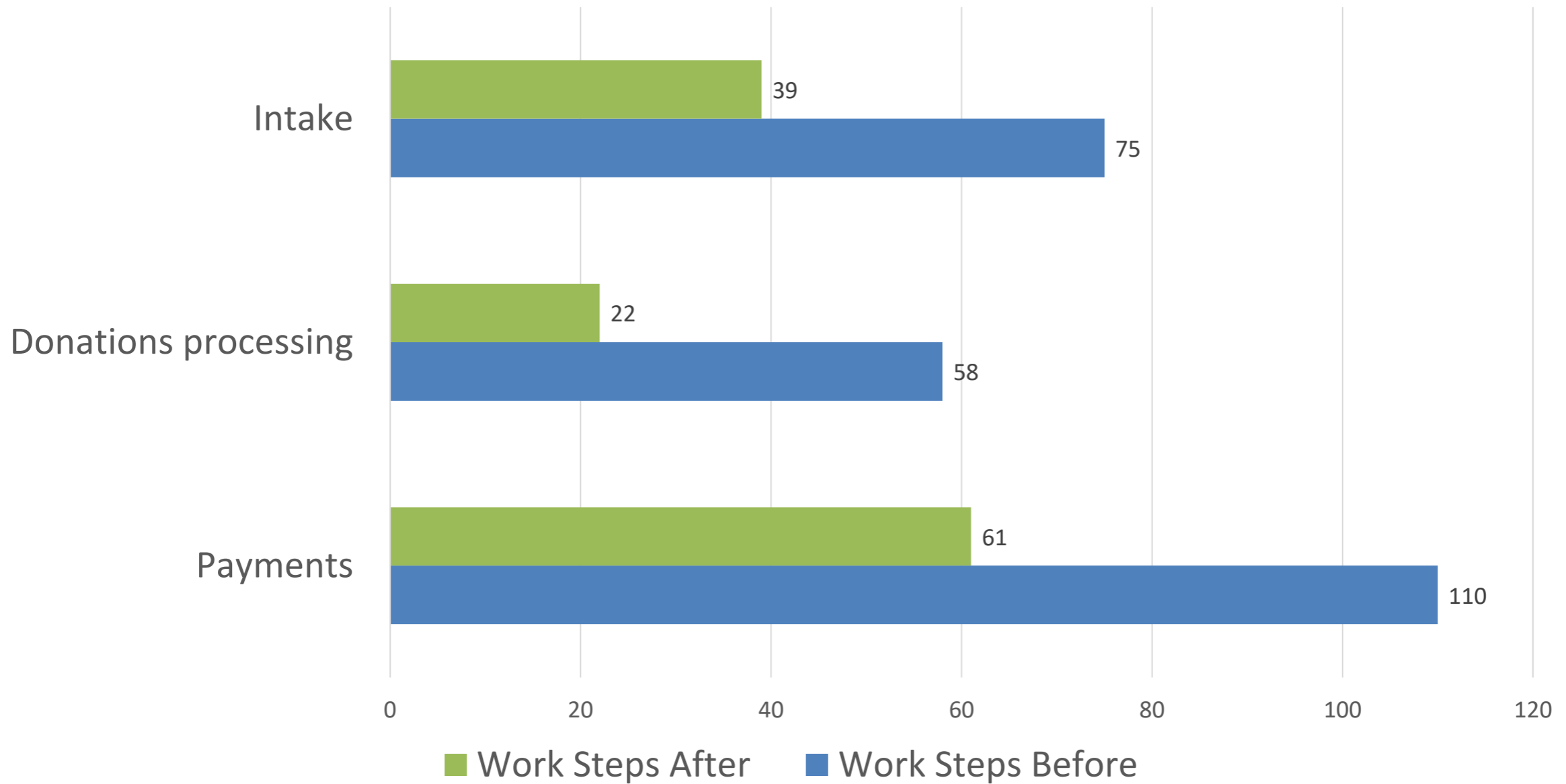
Community Action
Helping People. Changing Lives.

*You've given us a lot more than I
expected.*

Meghan Warrick
Executive Vice President & Chief
Financial Officer
Central Florida Foundation



Results from Operations Transformation



Key Learning

When your team uses proven operations improvement tools to solve operations challenges, you can improve outcomes for you, your organization and your community.



Given Urgent Need for Operation Impact

Offer: One free attendee to our **Think Differently Process Transformation – Concepts Training**. Value \$500.

This training builds attendee's skill-and-will while completing operations improvement.

Conditions

- For any one on this webinar who contacts me this year to talk about their needs
- Then hires my firm's training and one day services this year



Resources

- This presentation
- Lee's FREE process and operations improvement blog stories and tips
- A FREE 30 minute operations improvement coaching session with Lee
- Link to a process and operations deep dive video starring Semcac.
- Contact Lee with questions.

Questions?



We streamlined our applicant eligibility and intake processes, decreasing application processing time by almost 50%.

Shereese Turner, M. A.
Chief Programs Officer
Twin Cities Habitat for
Humanity