

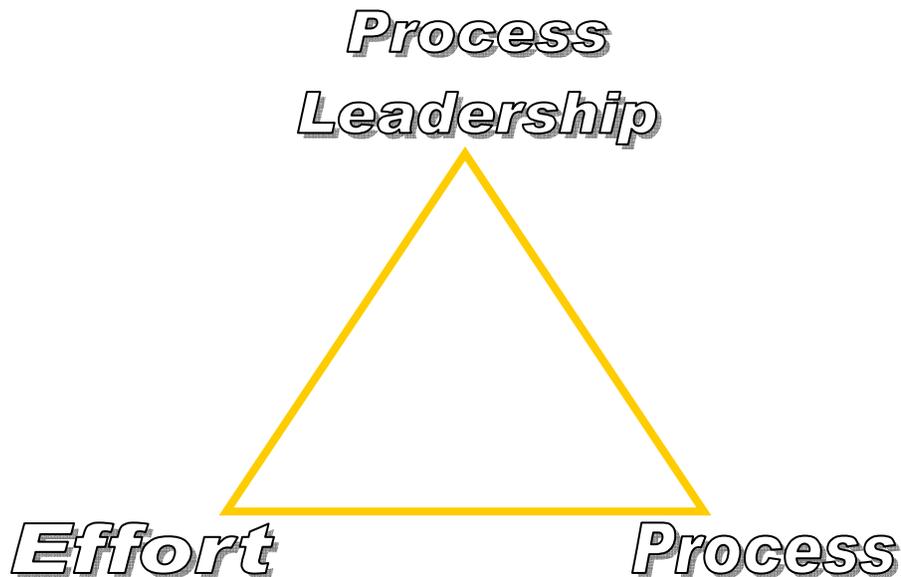
Golden Triangle of Performance

Your Life

Nearly everything you do is part of a process . . . a series of actions toward a goal. Sex? Yup, from finding a mate to mating, you engaged in processes at each stage. Books, manuals, checklists, recipes, maps . . . all are forms of describing process. Whether making pasta or making Playstation, process is how it happens.

Clear processes communicate the how, and lead toward a goal or the why. They elucidate strengths and challenges, especially when compared against processes elsewhere (benchmarking). They help identify gaps, what's unnecessary, different orders, and conflicts and interactions between processes.

One of the largest school districts in America went from 50th percentile in reading, math, and science to the 96th percentile in a few years solely by focusing on their processes. They also saved millions of dollars, annually. A documentary followed a harried family during their morning and evening routines (processes) and a coach mentored them into changing how they did things from make breakfast and dinner to how homework and chores got done. The family saved two hours a day, per person, which they then sat around the table and discussed how they wanted to use: to spend more time together hanging out, playing, talking.



Effort

Defined

Faithfully and earnestly following an existing process, or when there is a lack of one, faithfully and earnestly working to meet the mission and vision directly through your considered actions.

Similar to the intentional speech use of "Try."

Try has become colloquial speech that indicates anywhere from .01 to 100% of one's efforts.

As Yoda said, "Try not. Do, or do not; there is no try!" Be intentional in the level of commitment you intend to offer/execute. Be sincere in your commitments.

If . . .

The gunpoint were at your head . . .

The life of your life partner (or family) rested on your efforts . . .

What are you capable of at your very, very best?

Responsible self (soft ass)

Perhaps there were several competing needs at play.

Maybe several people had some element of influence on the possible outcomes.

Physical circumstances were in effect: the computer crashed, the power went out, the car broke down, . . .

And, you remain in place of responsibility, first and foremost. You remember that "time" is a matter of priorities, not the storm that blows you around. The computer could have been backed up, or worked on the cloud, or had a printed version. Battery backups or generators or traveling to where there was power. The car could have been better maintained, another means of transport utilized, left earlier, called, . . .

How

How long did it take?

How well was it done?



99.99966% 0.00034%

Process

A series of prescribed actions or steps taken to achieve an end.

The business (Augusta) determines **where** we work. Our vision and philosophies determine **why**. Functions describe **what** we do. Processes focus on **how** we do our work.

Can take the form of checklists, flowcharts, rubrics, documents/manuals, lesson plans, etc.

Process Leadership

Process Management is a structured approach used to understand, monitor, and improve the organization from a leadership perspective; creation of understanding and/or means of systemizing better outcomes through intelligent actions.

Change some element of the prescribed action to improve time/cost/efficiency/productivity/quality.

Create a process from scratch where none existed before. When you are gone, the how remains crystal clear to a novice.

Scrap the existing process all together – jettison in favor of an entirely new process. No more fingers in the dyke.

Change the axis. Reframe the problem/solution. Instead of fixing it, blow it up and create elegant design.

Find the holes where processes do not exist, conflict, create friction, or work against the complex goal picture.

Change the relationship between processes.

Execute an existing process in the spirit of its intent/goals as opposed to the letter. Inform process afterwards.

Move “KM” points from hell (we’ll hear them again), to heaven – becomes the normal, standard, planned way of being/doing.

Examine root causes.

Look for waste: unneeded training time, re-checking, inefficient/unneeded meetings, poor data, waiting time, equipment

down time, stopping and restarting, researching too much/not enough, lengthy text, excessive e-mails,

counting/recounting, repeating calls/visits/meetings, delayed decisions, poor maintenance, duplication, re-work, . . .

Intense effort in an existing process might be like peddling a bike in an inefficient gear on flat ground – your legs are moving super fast, but you’re not covering a lot of ground and you’re getting tired.

Priorities are a factor of vision, perspective, intelligence, coordination, and delegation.

Fiddling while Rome burns ≠ leadership.

They say:

“That’s just the way it is”

“It can’t be done”

You hear:

A call to arms, not their whimper.

Possibility and challenge; you’re energized, not deflated.

Very Brief (and incomplete) Examples

Out of pellets at riflery

Process

Let PD know when pellets are running low (same for targets, etc.).

Process Leadership

Laminated tag tapped to last box of pellets (enough for two weeks in that box (#)). When that box is opened, the tag is taken up to the PDs to order more pellets. The number of pellets used in a season is tracked by the PDs in the orders tracking sheet. The number of total pellets used in a season is ordered for the following year, plus 10%. Tracking sheet also has number of people expected on site each year.

Office e-mail

Process

Thoroughly reply to all e-mails the same day, unless after 4pm, otherwise, within 24 hours.

Process Leadership

Create templates for any e-mail response that occurs more than 5 times. Create a directory of e-mail templates. Create a shortcut on desktop to the e-mail templates folder. Guidelines for nature/feel of e-mails created. Guidelines for when phoning is a better response than replying via e-mail. Prioritizing other work/asking for help if emails are not going to get done on time.

Mail

Process

Mail is gathered after lunch. HERO is scheduled for rest hour to sort the mail into camper and staff mail, and place in according cubby or desk.

Process Leadership

Any mail in cubby the following day during rest hour is given to the village leader to distribute before new mail is placed. Non-cabin cubbies, and especially mail from prior session/day, are checked daily and distributed immediately if not empty. The checklist the mail person uses also requires checking the top of the cubby system, and the floor around it for any loose mail, or packages, that have not been distributed. On Friday, every cubby and space around them is completely cleared of any mail or package. Friday dinner checklist for Office Manager is to pass out any U.P.S. or other delivery method to campers or their VL.

Embers KM

Process

When a counselor has 4 or 5 embers to KM, give a Legacy Hour on the schedule to write them up.

Process Leadership

Legacy Hours are conducted in the VLurt, as there is less distraction than the bustling staff house. Legacy Hours are assigned when the Village Leader from the counselor's village will also be free and in the VLurt, so as to aide in the writing process as needed and check over the work to ask questions/flush it out. If a counselor is creative and inspired, can request a pre-Legacy Hour, where untried embers ideas are typed up and then later tried out. VL has process for follow up with this. In future Legacy Hours, those embers can be edited/revised as called for. VL files embers in embers database and spreads

Playstation schedule

Process

During 1st clinic, look at what staff are assigned to Playstation, what has and hasn't been selling, and what new ideas staff are interested in exploring via Playstation.

Process Leadership

Have a 1- and 2-week schedule for Playstation created before staff training begins based on a thorough rubric, stats, and wisdom from past MF&Gs. All normal materials are gathered before staff training begins. If special skills are required to make the schedule, and particularly the following day, work, request those from the PM by lunch the day before. Examine daily checklist and rubric for consideration when altering the daily/weekly plan. Create Playstation schedule for the following day after the evening program, post it, and speak with any staff necessary at breakfast the next morning. If a staff member has demonstrated weak Playstation sells even once prior, check in with them about their sell, and provide them with a list of past sells for that Playstation from KM. Update any lessons learned during 3rd clinic, for particular Playstations, or rubrics/checklists overall.

Cabin activity preparation

Process

Gather materials noted on the cabin activity template form by the counselor the morning before the activity begins. When the cabin activity is over, put the materials away.

Process Leadership

(This example could be pages long). Work with the counselor/cabin to come up with cabin activities and materials lists that accomplish the intent, but not necessarily the exact strategy/materials requested. Look at all your cabins activities for the session, and those of other villages, and collectively gather common materials that won't be missed elsewhere. Likewise for 1st clinic of each day – VL huddle, divide and conquer, and move on to other tasks. Scaffold counselors and campers to take care of their materials before lunch begins.

Creating the physical Wookie

Process

Monday night, paint the background. Tuesday, paint the name side. Wednesday, paint the other background. Thursday, paint the award name.

Process Leadership

Site HERO brings wookies to Saturday all-staff meeting. Village Leaders bring paints and brushes. At the Saturday all-staff meeting, paint the background. At the Sunday all-staff meeting, paint the name. Monday, paint the other background. Thursday, paint the award name.

Wilderness food packing

Process

Follow existing meal plan for a one-week trip and pack using the tables of measures for packing food quantities. Execute the packing with the campers on their arrival day.

Process Leadership

During the pre-trip interview with each camper, ask them about their food preferences. Go over the menu with them and test any extreme dislikes and options. Create a menu based on the group going on the trip. Create quantities of each food item needed and review that with the kitchen manager for ordering. On the campers' arrival day, provide them with the tools to plan the amounts and properly pack them, using it as a teaching tool.

A Parting Word

Time and Money. Both are like play dough or wood and screws; they allow you to create/enjoy something you care about. When less time is used for work projects, schedule creation, setting up an evening program, or cooking a meal, that freed time can be spent on other things of value. Same for money – if we save \$1000 on town runs over the summer, we can spend that money on a new program item, creating a cool space at camp, pay people more, or reduce tuition.

And, process is ABOUT the end . . . the why . . . why you got up this morning, why you're burning glucose in your brain and muscles. The better we get at HOW, the higher and farther we reach with what we care about . . . what we hope to see more of in the world in our children, ourselves, and one another. Make your motions matter more. Improve process!