



Finding the Why for the Work

ACAP Conference 2022

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A Time of Change



Home/Family



Economy



Workplace

Experimenting



Adapting

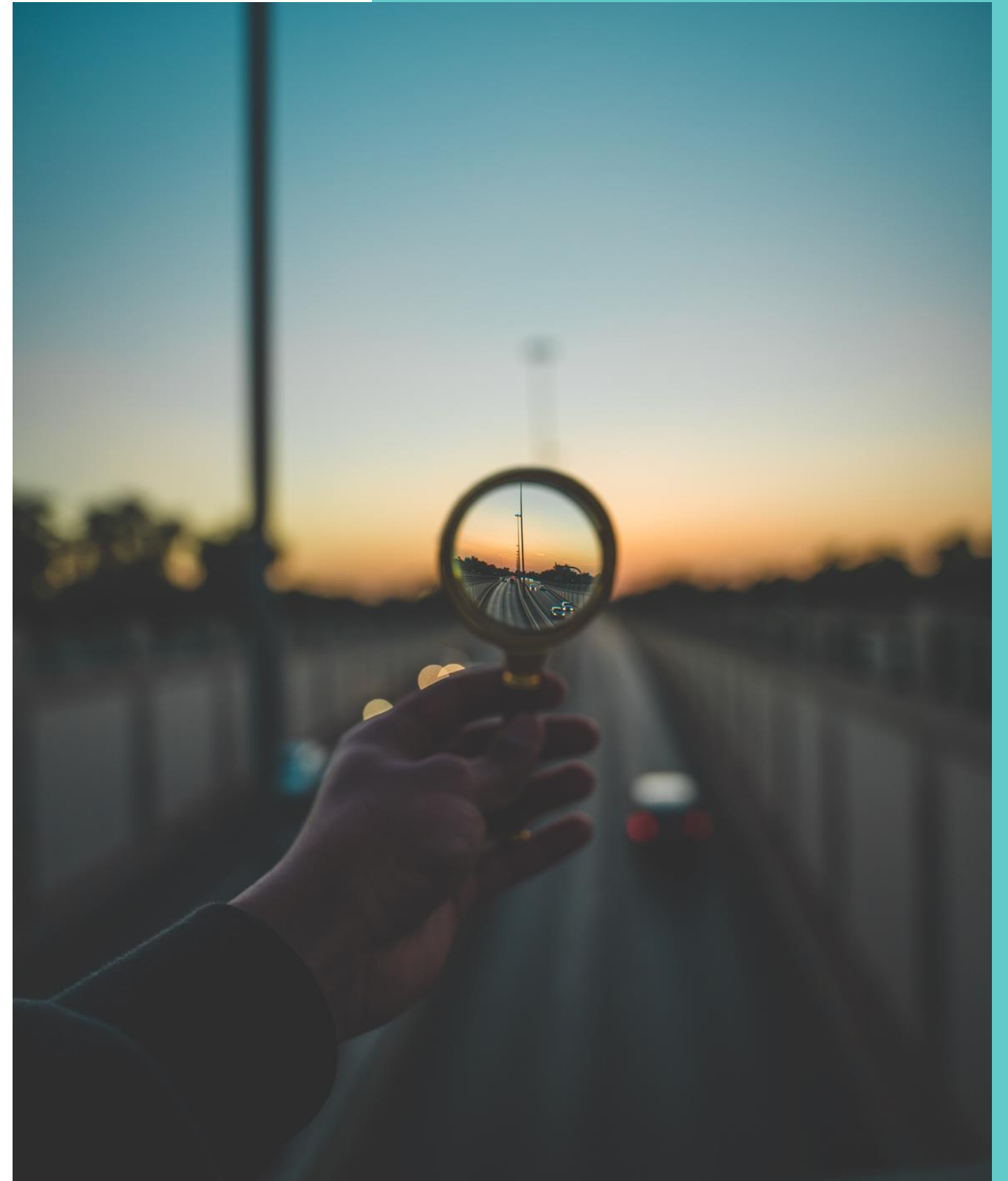


New Perspective



Now, more than ever...

We want to spend
time doing things
we care about,
things that matter



Great Resignation

"For many Americans, the pandemic has fueled a sense that life is too short to get stuck in an unsatisfying job"

Bloomberg Article



1 in 5 workers plan to switch jobs

Survey by PwC



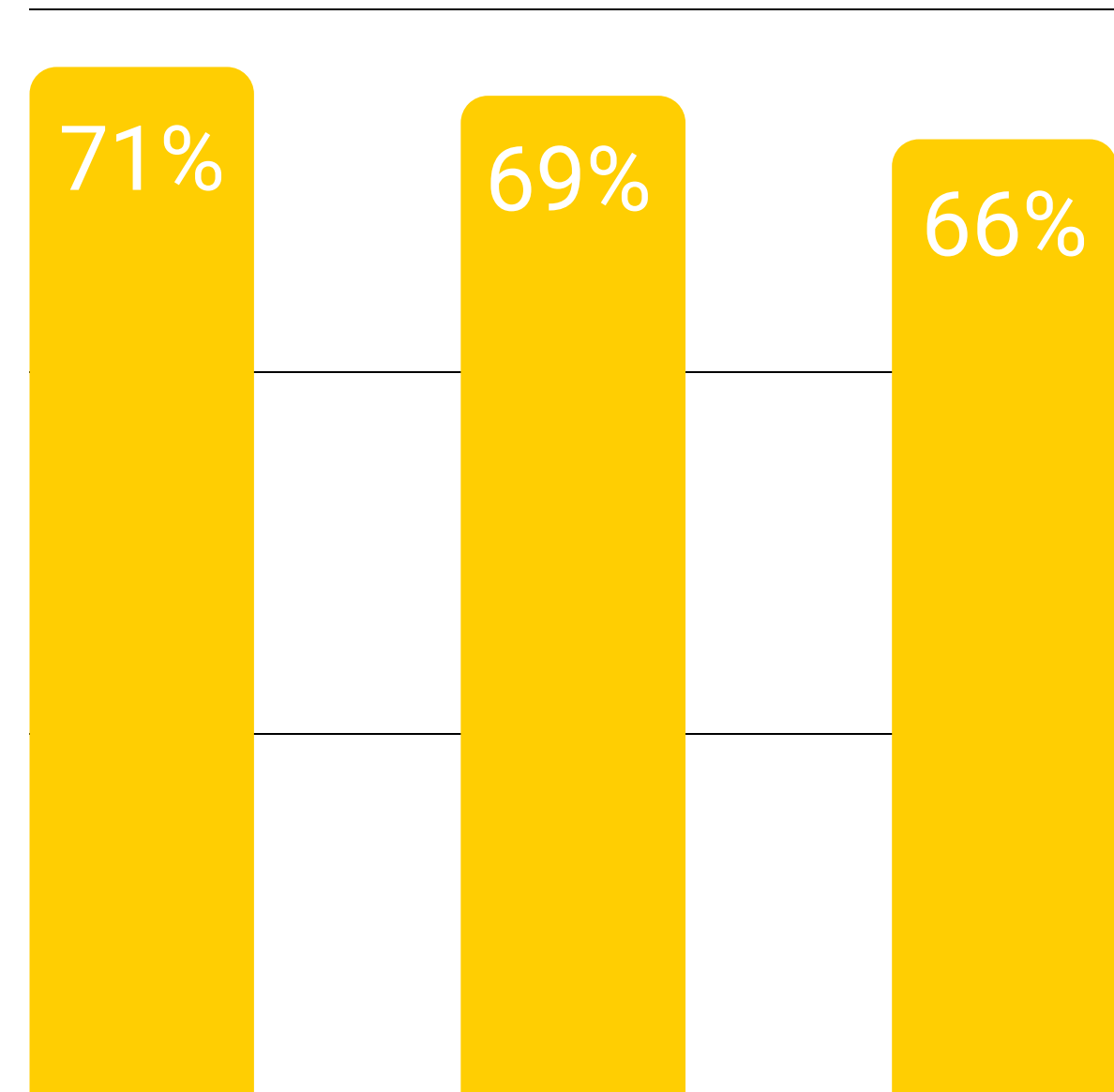
Higher Pay (71%)



More Fulfilling Work (69%)



Be Yourself on the Job (66%)



Looking for a new job
is one answer...

But how might you
find meaning where
you are now, or
wherever you go?



Mission-Driven Work



There is plenty to do...



Right things?



Achieving goals?



Greatest possible impact?

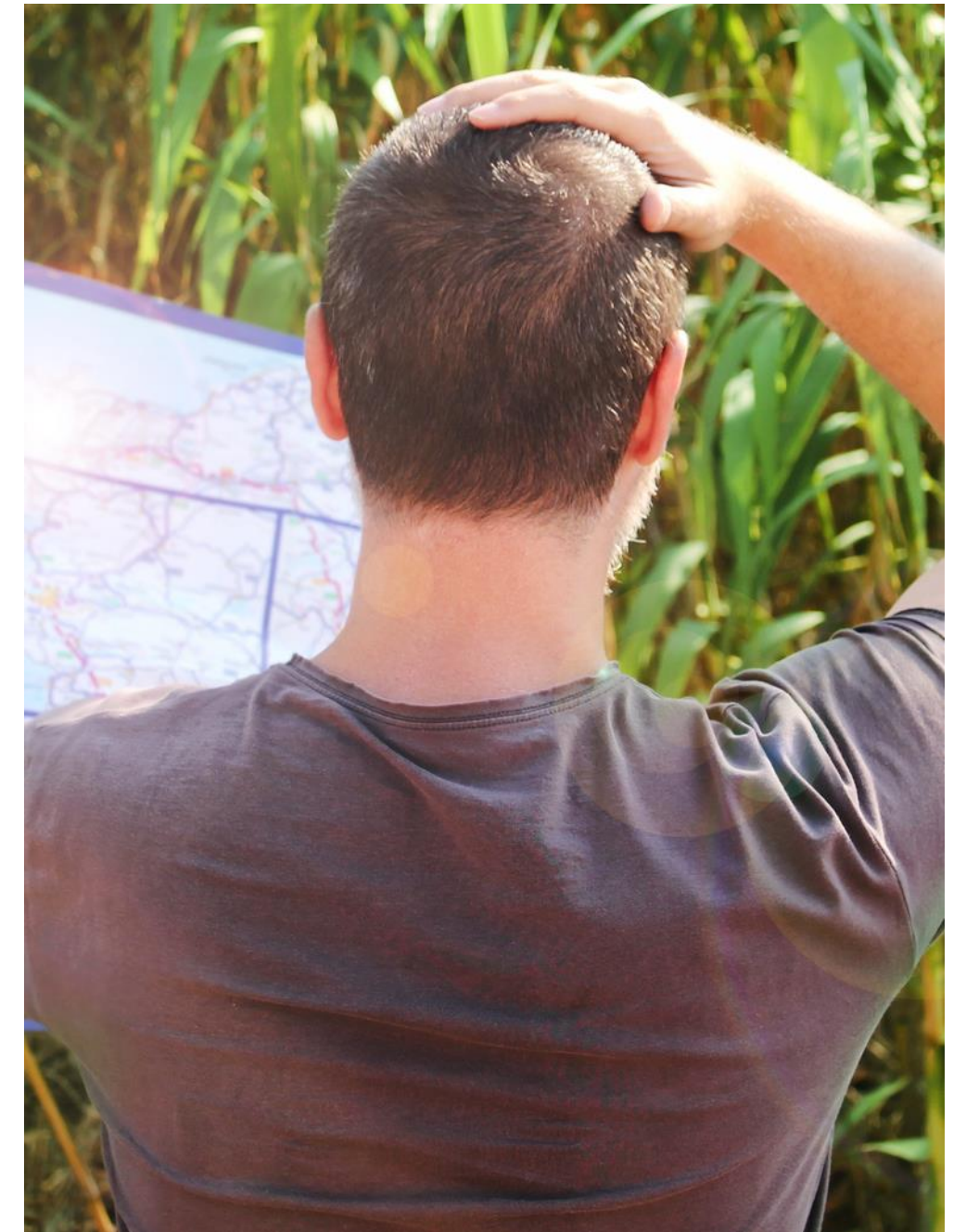


The Problem



Get Lost in
the Work

Lose Focus



Fire-fighting Mode

! High Pressure

! Reactive

! Overwhelming



Order-taker Mode

- ! Endless
- ! Disconnected
- ! Unrewarding



Becoming an Order Taker

A personal story



Inspired at the start



Frustrated at the end



Poll

Are you more likely to be
in fire-fighter mode or
order-taker mode?

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Discussion

Share with a partner (in-person) or share your ideas in the Q&A section (online)

- 1 Share what mode you find yourself in
- 2 What challenges do you face in knowing if your hard work is making a difference?
- 3 When does this tend to happen?

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Activities vs. Outcomes



Activities:

The things we do to get the job done

Outcomes:
The results we intend to achieve

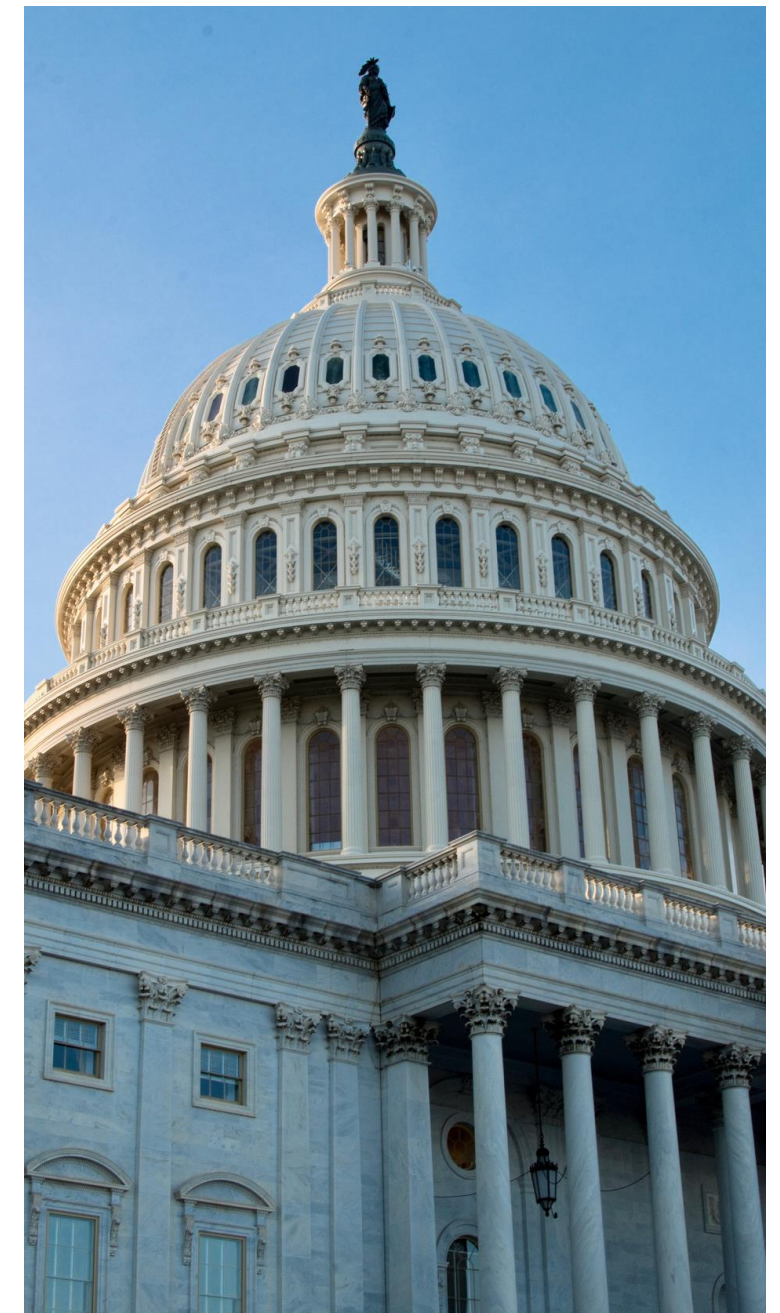


Example Outcomes

Deliver justice with fairness, efficiency and consistency in court operations and services



Strengthen our relationship with the Legislative and Executive branches



Defining Clear Outcomes

Deliver justice with fairness, efficiency and consistency in court operations and services



Annual Outcome

- Consistent and fair access and ease of service, across our court locations



Quarterly Outcome

- Process cases more efficiently



Annual Measure

- Improve timeliness of cases
- Increase access to the court system
- Improve procedural fairness



Quarterly Measure

- Reduce case processing times

Decide What to Do (Quarter)



Develop & test new processes



Improve scheduling



Mentoring program

Evaluate and Adjust

- Did the actions result in the expected outcome?
- What changes will we make?



Win-win-win



Individuals



Teams



People We Serve

Poll

What do you see as the top 2 impacts of shifting to being outcome-driven?

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Discussion

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1

What work are you not clear on?

2

If you had more clarity on the purpose, how would this help you?



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When you don't have clarity...

PAUSE!

Have a conversation with everyone who needs to be on the same page

SHIFT to outcome focus



Key Questions



Why are we doing this now?



Who is this for?



What is the desired outcome?



How will we measure success?



Discover Why Map

- Why now?
- Who is it for?
- Outcomes and measures
- Challenges

DISCOVER WHY Title: _____ Date: _____
Version: _____

WHY 
Why are we doing this?
What is the current situation?

WHO 
Who are we doing this for?

OUTCOMES 
What are the target outcomes?
How will we measure them?

CHALLENGES 
What are the biggest challenges?



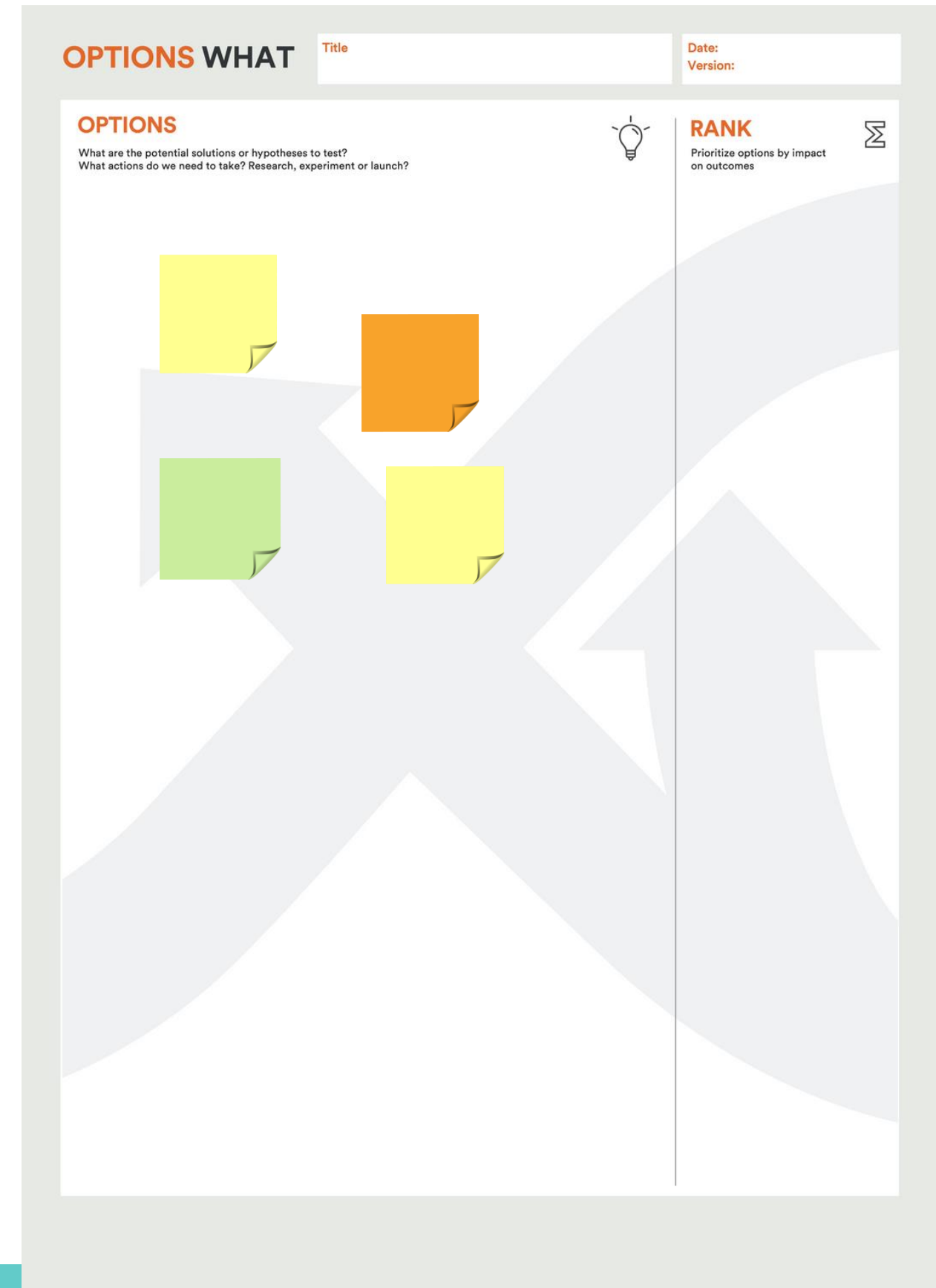



Mobius mobiusloop.com
by Gabrielle Benefield

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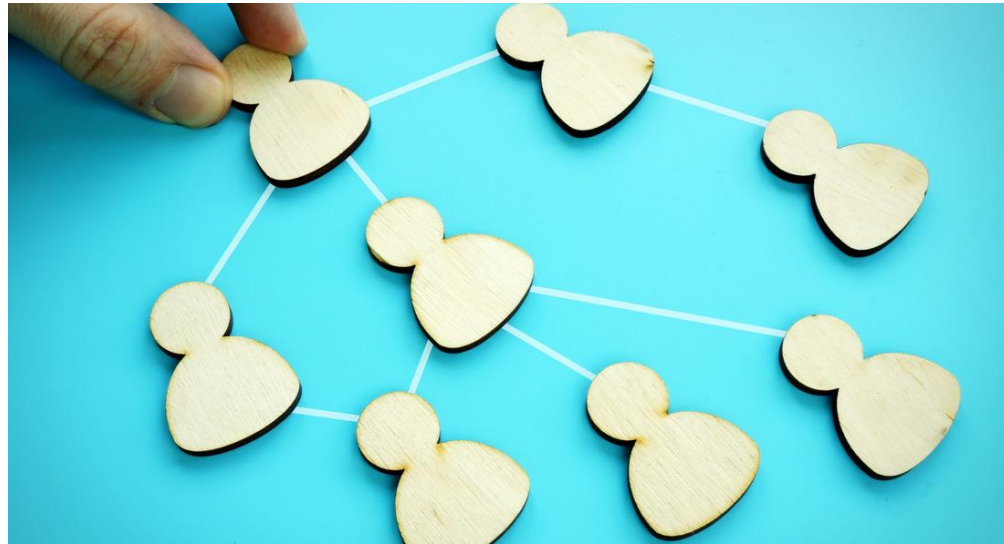
Options Map

- What ideas do we have for achieving the outcome?



Reduce the Low-Impact Work

Delegate



Do
Differently



Do Later



Drop



Deliver Map

- What are we doing now? Next?
- What was the result?

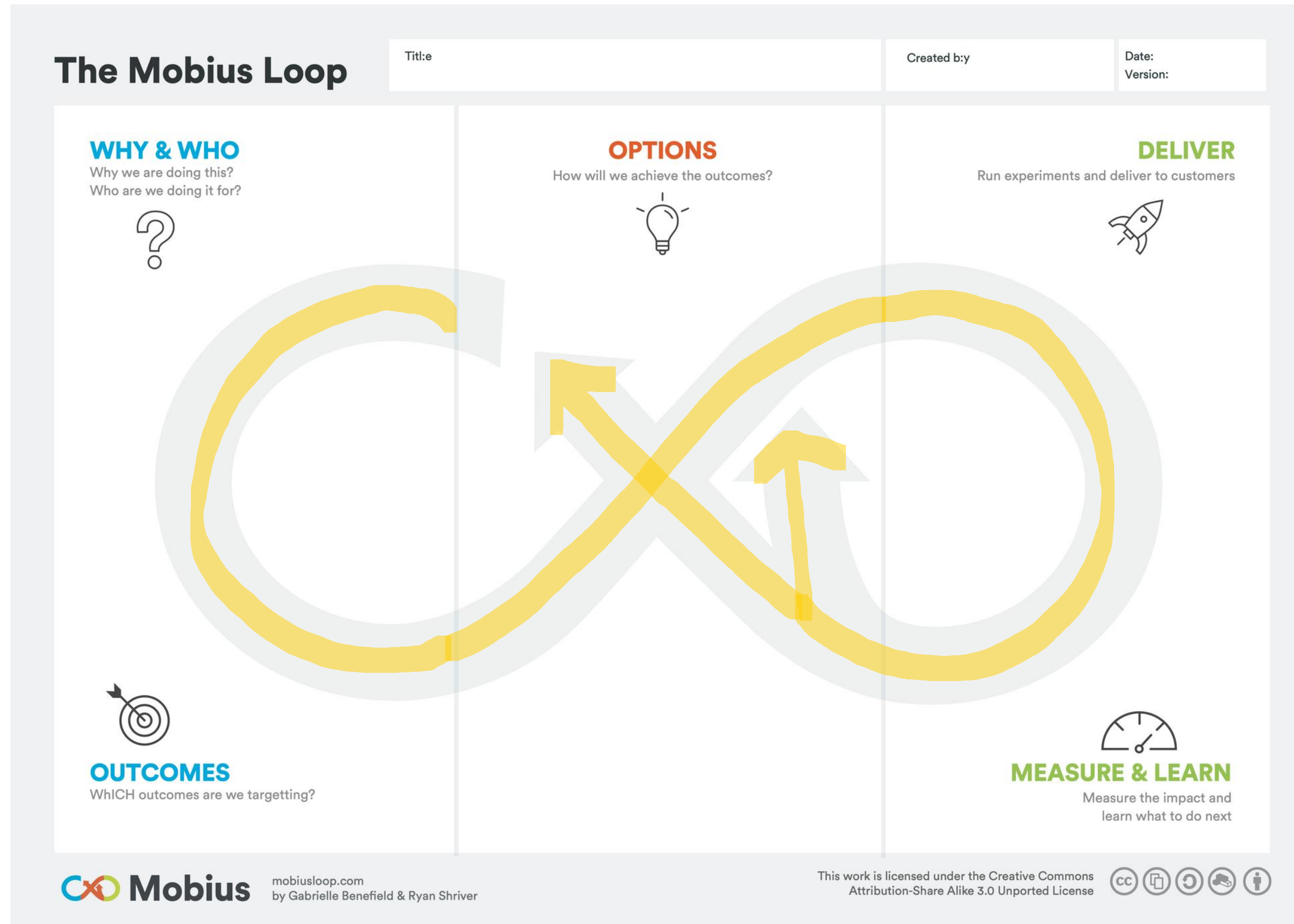
DELIVER HOW Title: _____ Date: _____
Version: _____

TO DO 	DOING 	DONE 	MEASURE  What progress have we made towards the outcomes?
  			
LEARN What did we learn? What are our next steps? 			

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Mobius Loop



Health & Human Services Project

Real-world Example



Improve service delivery



Adults with disabilities



Major changes to keep clients safe



The Problem

Major Challenges with Data

! Poor Processes & Tools

! Time Consuming

! Reporting Nightmare



What it was like...



STAFF



DATA TEAM



LEADERS

Jumping to Solution



Complex IT Systems



Expensive



Risky



When you don't have clarity...

PAUSE!

Have a conversation with everyone who needs to be on the same page

SHIFT to outcome focus



Collaborative Working Sessions



Key Questions



Why are we doing this now?



Who is this for?



What is the desired outcome?

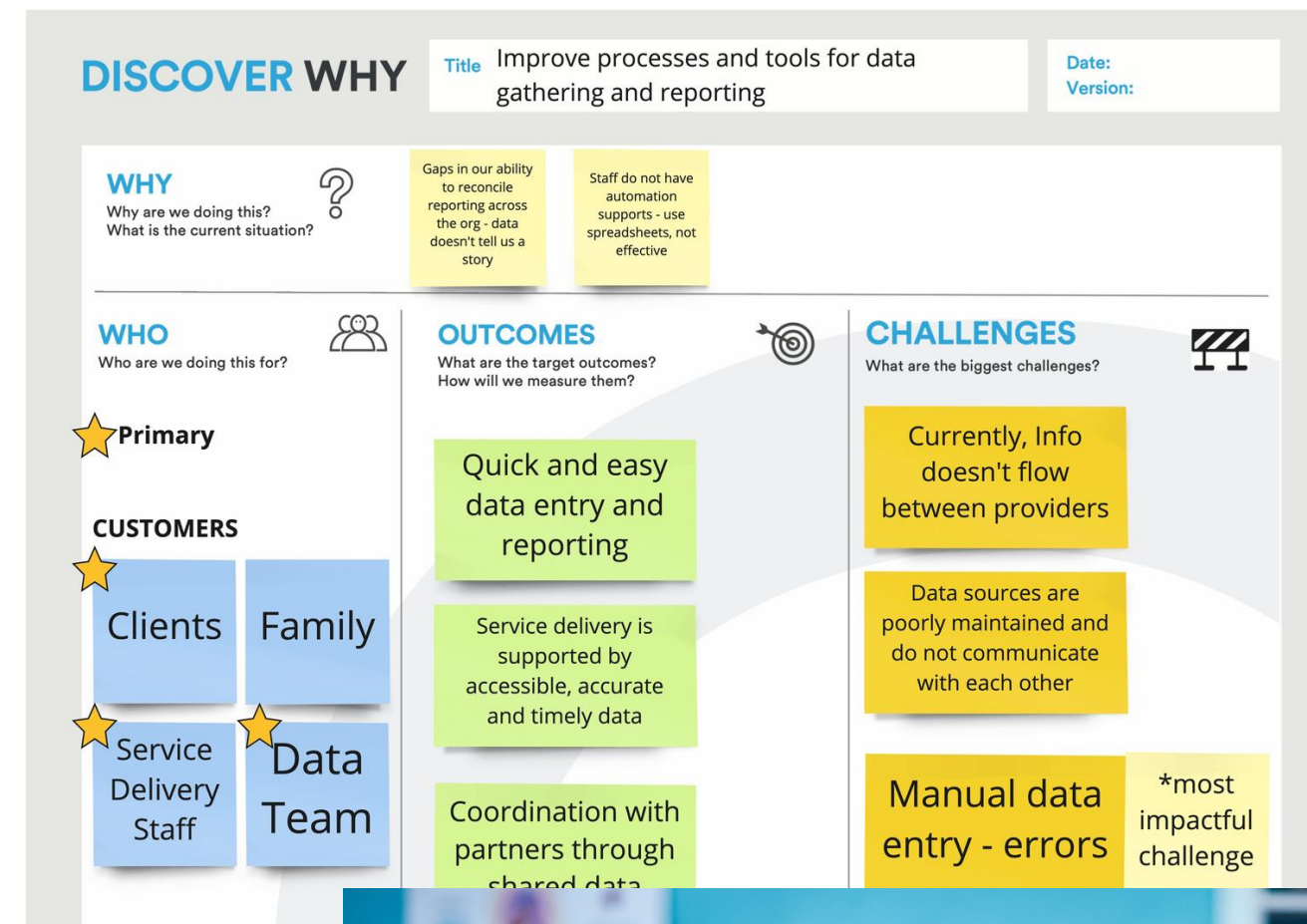


How will we measure success?



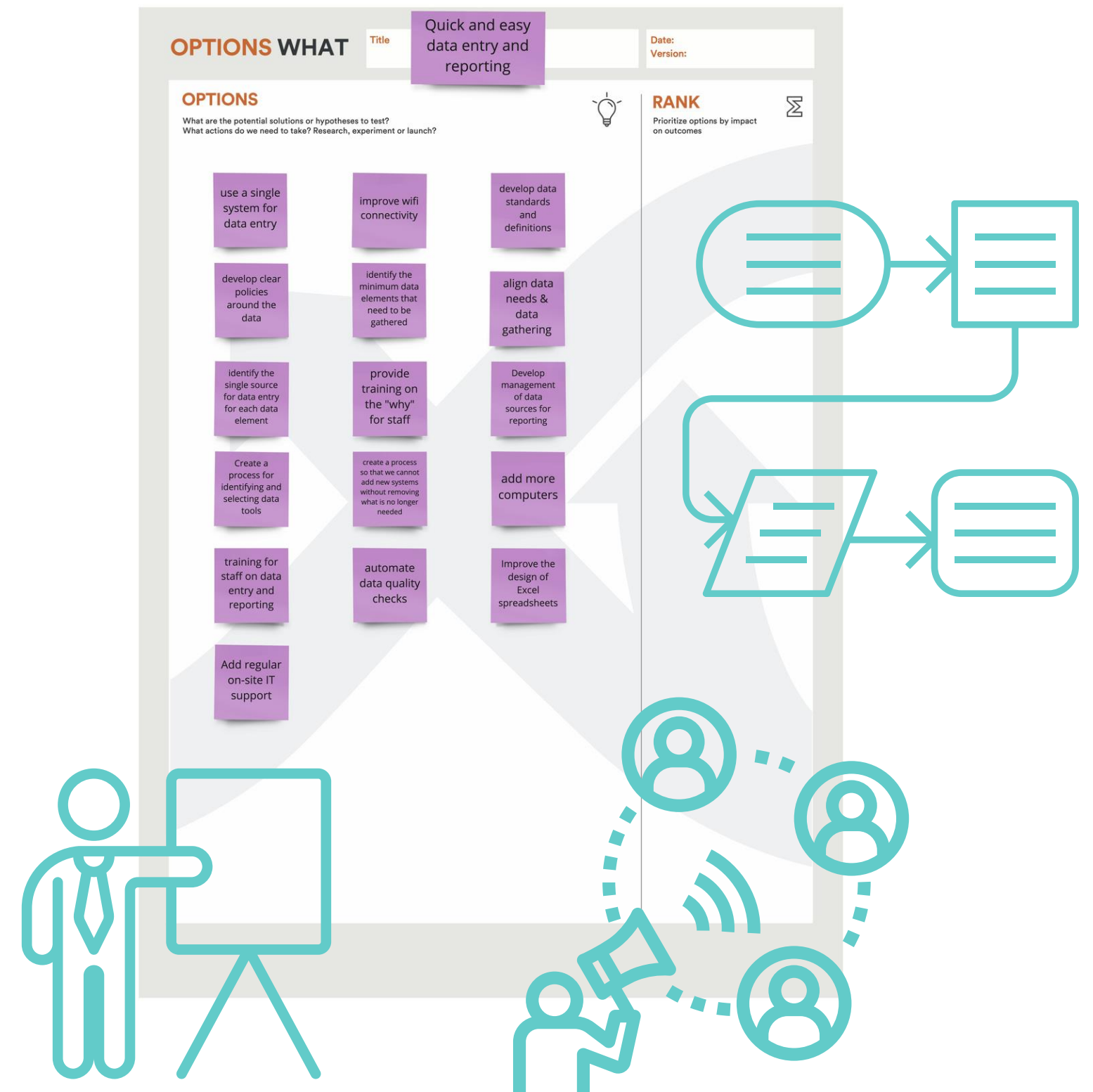
Discover Why

- Focus on supporting staff
- Quickly & easily gather data
- Improve quality



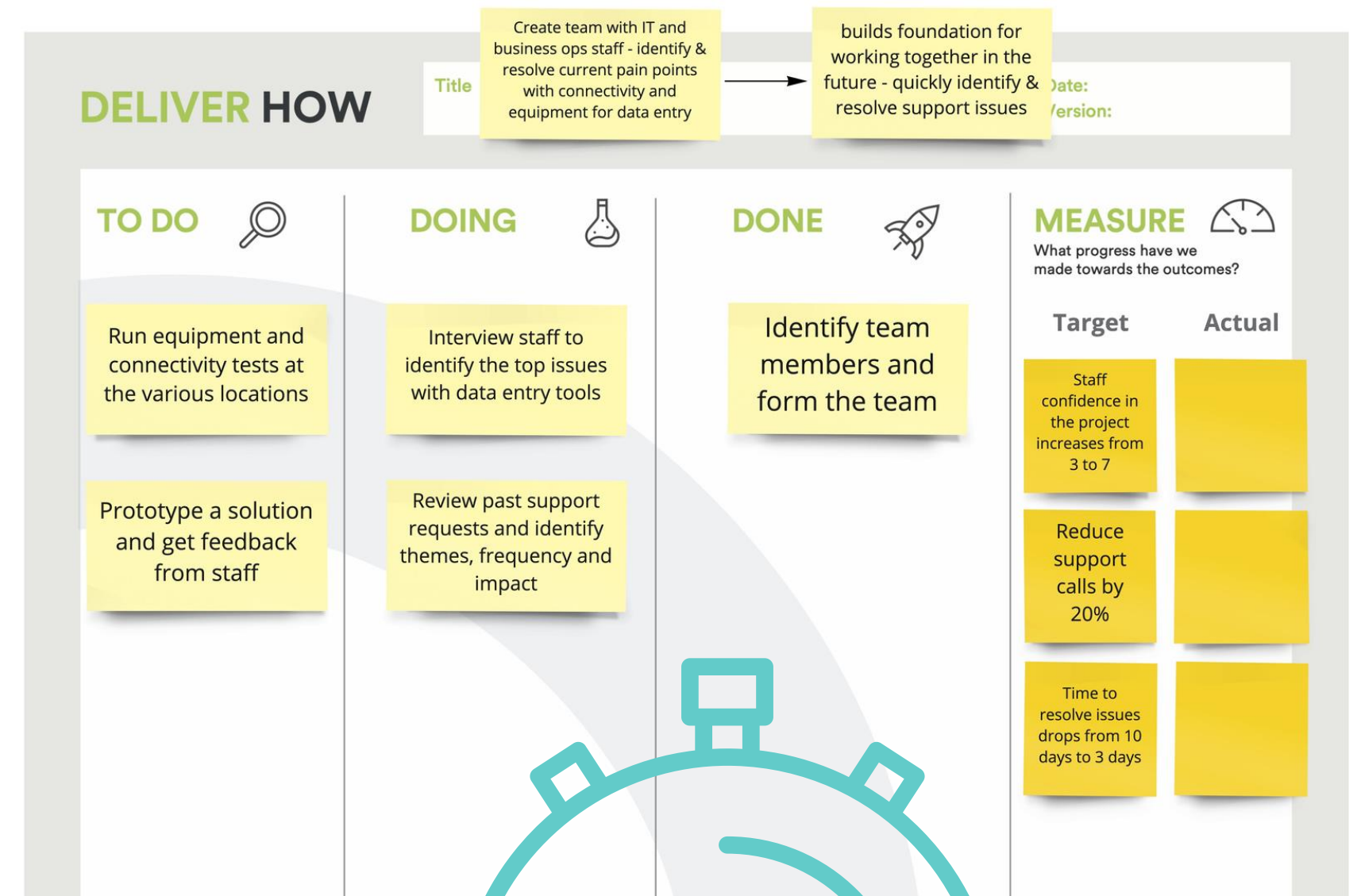
Identify Options

- More than just a new system!
 - Policy
 - Process
 - Training
 - Culture

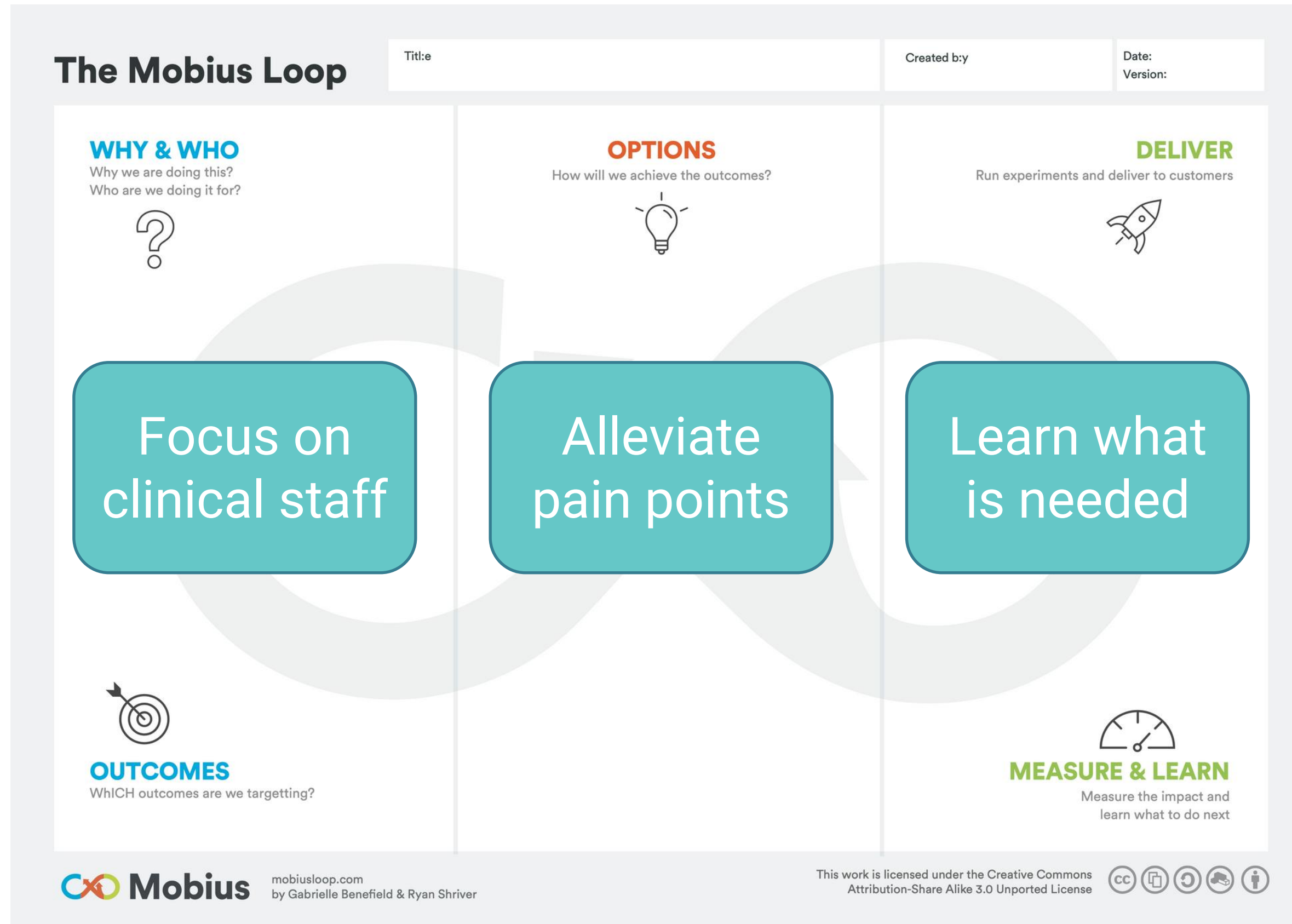


Make a Plan

- Quick wins we can do now
- Learn, build trust
- Know better what to build



Mobius Loop



Finding the Why

"I'm excited to get started! We understand what the critical needs are and we can make a difference."



Making the Shift



Shared Accountability



Individuals



Get clear on priorities



Audit our work



Drop or do differently



Teams



Ask why



Set team goals



Don't over-commit



Leaders



Provide clarity



Make it safe



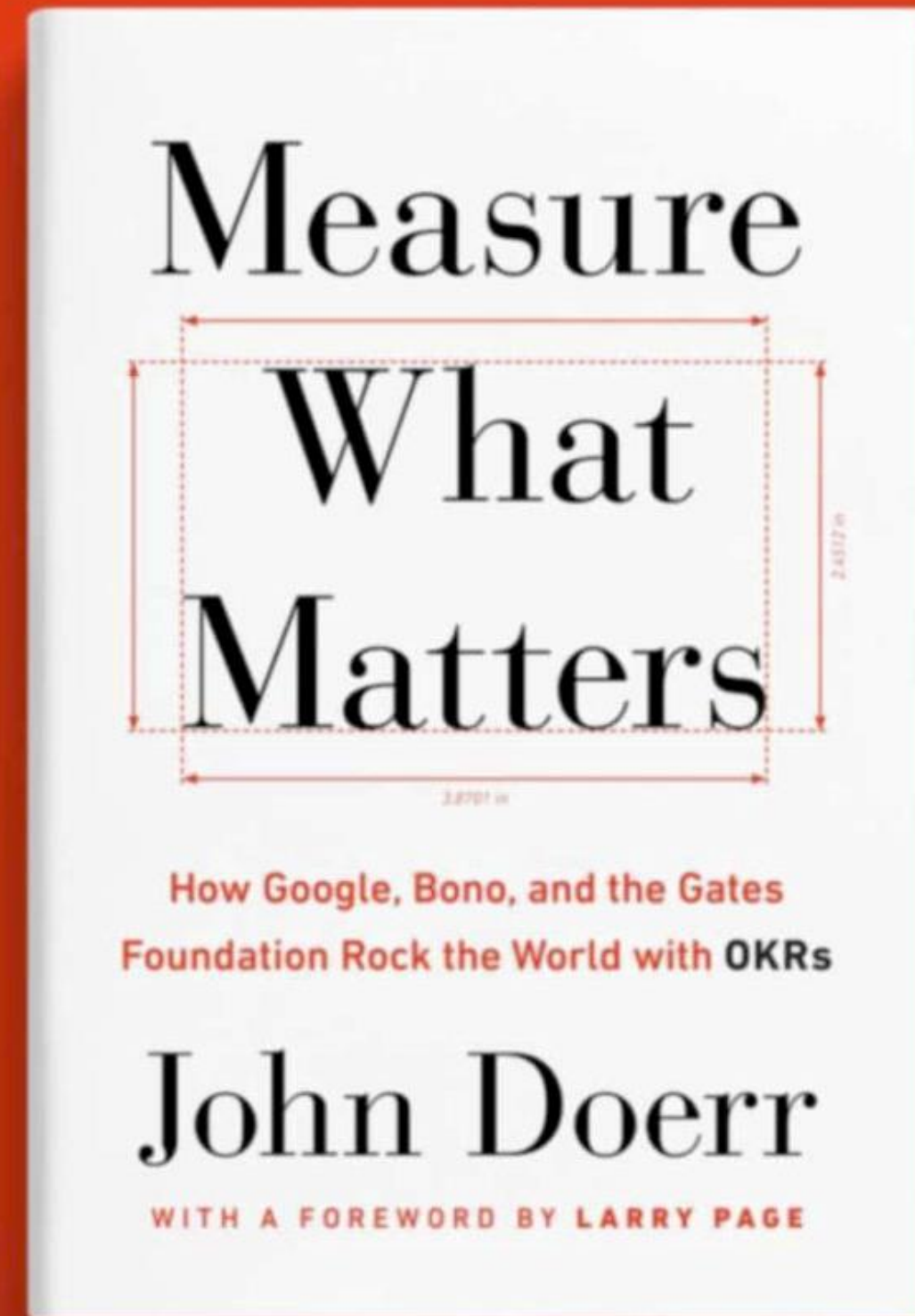
Ensure alignment



The Why Matters

“Leaders must get across the why as well as the what. Their people need more than milestones for motivation.

They are thirsting for meaning, to understand how their goals relate to the mission.”



Discussion

Share with a partner (in-person) or share your ideas in the Q&A section (online)

1 What first step can you (personally) take?

2 What do you need from your leaders?

3 How might you apply this mindset during this conference?

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Poll

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Key Takeaways

01 More than ever, we want our work to have meaning and purpose

02 Fire-fighting and order-taking are a symptom of getting lost in the activities

03 Shift to an outcome-focus by asking "why" and identifying the most impactful actions

04 Individuals, teams and leaders work together to make this happen

Refresh, Reset, Refocus

“Although no one can go back and make a brand-new start, anyone can start from now and make a brand-new ending.”

Carl Bard





THANK YOU

We look forward to connecting!

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