Turning Pain Points into Opportunities: Building Your Own Performance Academy

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Speaker Introductions

Traci McLean
• Co-founder of the Brighton Performance & Leadership Academy
• Black Belt from the Denver Peak Academy
• Master’s in Public Administration
• Master’s in Organizational Development and Leadership

Kayla Barber-Perrotta
• ELGL Traeger Award Winner
• Co-founder of the Brighton Performance & Leadership Academy
• Black Belt from the Denver Peak Academy
• Disney Way Champion for City of Royal Oak
Agenda

- Culture or Bust
- Steps to Starting an Academy
- Storyboarding Your Pain-Points
- Training Framework
- Impact/Effort Matrix
- Building Momentum
- Follow-Through

#WhatsYourPainPoint

#CultureOrBust

#BrightonPerformance
What is organizational culture?

- Leadership
- Practices and Processes
- Rituals, stories, traditions
- Shared Purpose/Values
- Relationships with customers (Internal and External)
Why does it matter?

- Less Turnover
- Reduces Brain Drain
- Higher Morale
- Better Engagement
- Fewer Sick Days
- Better Quality of Work
- Better Work/Life Balance
- Increased Customer Satisfaction
- Reduced Costs

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Steps to Starting an Academy

1. Diagnose organizational pain points
2. Get buy-in from all levels of the organization
3. Develop training framework
4. Identify your tools
5. Just Do It
6. Measure Success
7. Review
Identifying Pain Points
Identifying Pain Points

• Engage people at all levels of the organization
• Create a safe environment
• Choose the right tools to collect information
  • Surveys
  • Exit and stay interviews
  • Storyboarding
Why Performance and Leadership Academy

• Staff turnover
• Changing leadership and direction
• Pandemic stresses
• Few options for performance or leadership training
• Expressed interest
• Inflection point for the City
• Cultural foundation
• Good financial stewards

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What is Storyboarding?

• Flexible, creative, and efficient method for generating ideas
• Breaks complex problems into smaller chunks
• Visualization tool
• Generates 3x the responses of a traditional discussion
• Provides safety
• Appeals to both introverts and extroverts
• All participants must contribute
## Sample Storyboard

<table>
<thead>
<tr>
<th>Category Cards</th>
<th>Topic Card</th>
<th>Detail Cards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Oriented</td>
<td>Employee Recognition and awards</td>
<td>New Employee Spotlight</td>
</tr>
<tr>
<td>Makes Connections/ Communication</td>
<td>For Sale/Available equipment</td>
<td>Access to payroll forms anywhere</td>
</tr>
<tr>
<td>Forms</td>
<td>New Employee forms</td>
<td>Priority Dots</td>
</tr>
<tr>
<td>Exciting/Dynamic</td>
<td>More people can update content</td>
<td>Doesn't feel like 1990</td>
</tr>
</tbody>
</table>

**How does your ideal intranet function?**

- **Employee Oriented**
  - Chat or blog, like Facebook
  - Pictures of what is going on in the City
  - New Employee Spotlight

- **Makes Connections/ Communication**
  - News function-new polices, new employees, etc.
  - Employee events calendar

- **Forms**
  - Professional Development Plan Forms

- **Exciting/Dynamic**
  - Easy to use and update
Storyboarding Activity

1. Choose a facilitator
2. Facilitator: Place Question Card of the Board
3. Everyone: Using a **BLACK** marker, write down your ideas, **ONE IDEA** per card (5-10 minutes)
4. Facilitator: Gather cards and shuffle them
5. Facilitator: Read each card off one by one asking the group what they think it means and if it is similar or different to the prior cards
6. Facilitator: Once you have three cards in a column, stop and ask the group what the category should be titled
7. Repeat these steps until all cards are on the board
8. Facilitator: Check whether the group thinks anything should be re-arranged. **DO NOT REMOVE ANY CARDS!**

**Question:**
What are the biggest pain points facing your organization over the next 5 years?

#WhatsYourPainPoint
Storyboarding Activity

1. Take **THREE BLUE** dots
2. Place **BLUE** dots on the **DETAIL CARDS** you think are most important
3. If you think an item is extra important, feel free to place two of your dots or even all three on it
4. Facilitator: Prepare to debrief to the cohort
Results Debrief

What were your biggest pain points?

Was anything surprising?
Types of Storyboards

- Idea Storyboard
- Barriers Storyboard
- Planning Storyboard
- Customer Feedback Storyboard
- Leadership Storyboard
- Communication Storyboard
- Gaps Storyboard
Developing Your Tools
Training Framework

• Choose a schedule that fits your organization
• Make it sustainable
• Keep it balanced
• Leadership buy-in
• Participant commitment
• Prepare for the inevitable
What is an Impact/Effort Matrix?

- Prioritize your ideas
- Determine what to do and what not to do
- Visualize getting the biggest impact with the fewest resources
Impact/Effort Matrix Activity

1. Individually, take 10 minutes to brainstorm on sticky notes ideas for mitigating one of your top pain points identified in your storyboard
2. Draw an Impact/Effort Matrix
3. Choose a facilitator to read each strategy to the group
4. Collectively decide where each idea will be placed on the matrix
5. Group defrief
## Impact/Effort Matrix Activity Debrief

<table>
<thead>
<tr>
<th>Which organizational pain point did you choose?</th>
<th>What were some of your mitigation strategies?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation timelines for your strategies?</td>
<td></td>
</tr>
</tbody>
</table>

#WhatsYourPainPoint
Brighton’s Framework & Toolkit

- Culture
  - Organizational Values
  - Storyboarding
  - Reinforcing Culture

- Employee Cycle
  - Hiring for fit
  - Orientation/Onboarding
  - Team Dynamics and Development
  - Positive Exits

- Process Improvement
  - Process Mapping
  - Identifying Waste
  - Gap Analysis Tools

- Leading from Any Seat
  - Leadership v. Management
  - Styles of Leadership
  - Barriers to Innovation
  - Change Management

- Executing Change
  - Strategic Planning
  - Work Plans
  - PESTLE Analysis
  - SMART Goals

#WhatsYourPainPoint
Building Momentum

- Create a **buzz**
- **Honest branding** and marketing are crucial
- **Why** does it matter?
- Get **leadership** involved
- Identify your **change champions**
- Plan for **resistance**
- **Behavioral nudges**


#WhatsYourPainPoint
Follow-Through

- Check-in
- Establish **accountability** mechanisms
- Tell your **data story**
Celebrate

• Show your appreciation
• Have fun!
• Social activities
• Graduation
• Share specific accomplishments

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Questions?

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