



# ARIZONA MANAGEMENT SYSTEM

What we do matters. That's why we must improve every day.

	<b>Set the Foundation</b>	<b>Manage Performance</b>	<b>Solve Problems</b>	<b>Be an Example</b>
	<i>Identify and communicate the vision while creating urgency for positive change</i>	<i>Measure, perform and deliver results</i>	<i>Everybody, every day, looking at performance while always seeking a better way</i>	<i>Commit to excellence, care about one another and do the right thing</i>
<b>Senior Leaders</b>	<ul style="list-style-type: none"> <li>• Create a “burning platform”</li> <li>• Set direction, aligned with the Governor’s key goals</li> <li>• Bridge the gap between policy and operations, leveraging collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Reinforce and amplify the continuous improvement culture</li> <li>• Remove obstacles</li> <li>• Recognize and celebrate success</li> </ul>	<ul style="list-style-type: none"> <li>• Create a safe environment where problems are gold</li> <li>• Institutionalize new approaches</li> <li>• Go to where the work is done; engage in “humble inquiry”</li> </ul>	<ul style="list-style-type: none"> <li>• Set standards and hold staff accountable for performance and adherence to standards</li> <li>• Make continuous improvement part of daily work</li> </ul>
<b>Managers</b>	<ul style="list-style-type: none"> <li>• Ensure alignment between leadership and frontline staff</li> <li>• Interpret leadership’s vision and establish metrics</li> <li>• Translate the connection between policy and operations</li> </ul>	<ul style="list-style-type: none"> <li>• Choose meaningful metrics</li> <li>• Visually track and share performance metrics</li> <li>• Support team, ensure process drives improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Champion good ideas</li> <li>• Coach and mentor employees to be problem solvers</li> <li>• Ask questions to uncover root causes</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain standard work and processes</li> <li>• Deliver outcomes and drive behavior</li> <li>• Make work visible and correct deviations immediately</li> </ul>
<b>Frontline Staff</b>	<ul style="list-style-type: none"> <li>• Understand customer needs</li> <li>• Identify problems</li> <li>• Improve processes</li> <li>• Measure results</li> </ul>	<ul style="list-style-type: none"> <li>• Huddle often</li> <li>• Track progress visually, learn from the metrics, improve</li> <li>• Place the team’s interest above your own</li> </ul>	<ul style="list-style-type: none"> <li>• Never stop asking why</li> <li>• Do not fear failure</li> <li>• Innovate through small and large changes</li> </ul>	<ul style="list-style-type: none"> <li>• Identify the current one best way and document standards</li> <li>• Be disciplined in adhering to standard work</li> <li>• Always seek a better way</li> </ul>
<b>Tools</b>	<ul style="list-style-type: none"> <li>• Agency scorecards</li> <li>• Agency strategic plans</li> <li>• Leader standard work</li> </ul>	<ul style="list-style-type: none"> <li>• Agency scorecards</li> <li>• Visual management/ huddle boards</li> <li>• Visual process adherence</li> </ul>	<ul style="list-style-type: none"> <li>• Plan-Do-Check-Act</li> <li>• 3-box thinking</li> <li>• A3 problem solving</li> <li>• Five why analysis</li> <li>• Fishbone diagram</li> <li>• Pareto analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Standard work</li> <li>• Daily discipline</li> <li>• Agency policies and procedures</li> </ul>

Culture is a combination of the right beliefs and behaviors that yield ever-increasing results for our ever-expanding mission.