

HOW DO I DEBRIEF WITH MY TEAM TO REVIEW A PROCESS OR PLANNED EVENT TO ENSURE CONTINUOUS IMPROVEMENT?

Continuous improvement is a mindset we use in the approach to our own work and our work with teams, in which we always consider how to improve. Success with teams means the leader has a relationship with the team and there is a level of trust between the leader and team members. This level of trust is supported by having the team engaged in meaningful work that will support the success of the organization. Teams want to know the direction of the organization and the team. They want to be able to participate in supporting achievement of the goals and priorities based on the direction. To reach goals, we know there must be specific actions to achieve success. One of these actions is a review of our processes and practices to determine what works well and should be continued and what needs to be tweaked or changed to be more effective. One process that can be used to get feedback for improvement from the team is a tactic known as plus/delta. This is a group activity and all ideas are captured. If our team was reviewing a hosted event, we might ask, "What worked well about this event?" Then, "What might need to be changed or tweaked to be better?" Someone would write all responses from all team members on chart paper or a board. The PLUS column is used to celebrate WINS for the team. The Delta column of responses would be used to guide discussion for improvement. The leader might choose one particular issue on which to focus or allow the team to determine the focus of the conversation. Ultimately, this would lead to changes for improvement that the team has identified.

To engage with a team get input to support continuous improvement practices, try this tactic:

PLUS/DELTA OR +/▲

WHY IS THIS TACTIC IMPORTANT?

We all know how important engaged employees are to the success of the organization. Engaged employees want to know:

- their value as a team member
- the direction of the organization
- the role of the team in that direction
- their role in the team and the success of the team
- improvement is a consistent practice of the team and organization

It is our responsibility, as leaders, to create a work environment where people choose to engage in their work and with others. When we intentionally connect with our employees in ways that are meaningful to them, we engage our employees/team members in goal setting, reviewing results, taking actions for improvement, and celebrating the WINS, employees are engaged and productive.

Also, employees/team members want to provide useful input and feedback. Using the plus/delta process with teams and employees engages employees in conversations inviting their feedback, input, and ideas. This process validates employees and the work they do each day. Then, action occurs based on the data collected and analyzed through the plus/delta process. The action intends improvement focused on the work of the team. A great work environment is supported.

WHAT IS A PLUS/DELTA?

Plus/Delta is a formative assessment process that allows feedback on an event or experience and collects ideas for future improvements. This team activity asks members what worked well and what areas or things could be changed for improvement? Responses from all participants are recorded for all to see. The Plus responses are used to ensure certain practices continue. The Delta responses are used to determine actions for improvement before the next event.

HOW CAN I USE PLUS/DELTA WITH MY TEAM?

Step 1: After an event or implementation of a process hold a session with your team.

- **Use** a flip chart or some tool to display for all to see the responses to the questions

Step 2: Ask the team what worked well regarding the event or process. This is the Plus of the process.

- **Record** all responses on the flip chart for complete transparency
- These responses are WINS for the team and actions that the team should continue

Step 3: Ask the team what might need to be changed or could have worked more effectively.

- **List** all responses of the team
- **Prioritize** the changes with the help of the team

Step 4: Create a 90 Day Action Plan

Step 5: At appropriate meetings of the team revisit the 90 Day Plan for results

CHECKLIST

- ☐ After an even or the completion of a process meet with the team and ask 2 questions.
 - What worked well regarding the planning and execution of the event?
 - What could have worked better?
- ☐ Note all responses from all team members.
 - Use the “working well” responses to celebrate good work
 - Use the “working well” responses to identify actions that should continue
 - Use the “could have worked better” to determine the actions that will be taken for improvement
- ☐ Develop a 90 Day Action Plan to create the improvement identified
- ☐ Revisit the Action Plan with the team at regular intervals to ensure implementation of the plan

Provide structure for your team to solve problems by identifying what’s going well that you should continue to do and what improvement opportunities you should prioritize.

+ PLUS What is going well?	Δ DELTA What opportunities do you see for improvement?