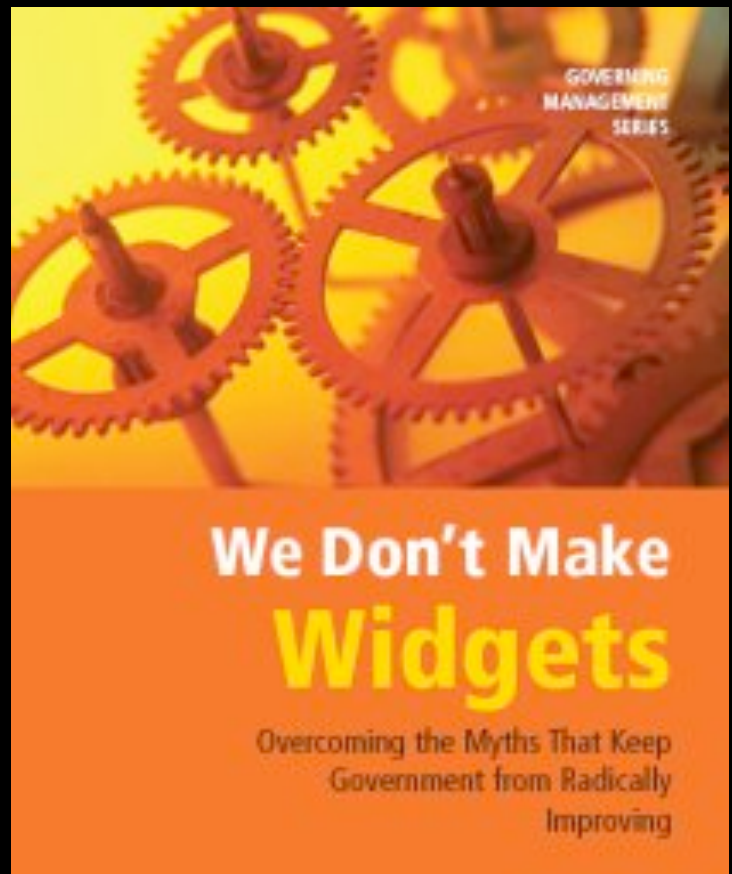


We Don't Make Widgets

keynote description

A presentation as engaging, humorous, and mind-blowing as the book. See why government leaders across the country are using Ken Miller to kickoff their radical improvement efforts.



Ken Miller

Founder of the Change and Innovation Agency, a firm dedicated to helping its clients radically improve.



Change & Innovation

agency *radically improve performance*

the 3 myths



We Don't Make Widgets
What we do is squishy, intangible service work. All of that manufacturing stuff doesn't work here.



We Don't Have Customers
Not in the traditional sense of someone who pays for something they want and walks away happy.



We're Not Here to Make a Profit
We don't have a bottom line or competition, so there is no real incentive to improve.

We Don't Make Widgets

The 3 Myths That Keep Government From Radically Improving

The pressure on government to improve has never been greater. Whether it's to cut costs, do more with less or be more customer-focused. Compounding the problem is the phenomenal success the private sector has had meeting these same challenges. Why has business been so successful, yet government at all levels continues to struggle? Clearly we must be defective. Wrong. Rather, government managers are blinded by 3 myths that keep them from radically improving:

- 1 We Don't Make Widgets** – All that quality and customer satisfaction stuff is easy in manufacturing but what we do is squishy and intangible, therefore it's hard to measure and even harder to improve.
- 2 We don't have customers** – We have hostages - they didn't choose us, they don't want to come back, and it doesn't really matter if they are happy or not. Also, we have multiple customers with competing interests who can never agree on what they need much less what they want.
- 3 We're not here to make a profit** – With no bottom line there is not the incentive to improve and in fact we are often punished for being more efficient.

These myths feed the greatest myth of all: *we're different*. Rather than learning from the improvement techniques that are transforming organizations outside government, we continually turn to the same playbook - another blue ribbon commission, a different strategic planning model, new performance appraisal form - in hopes that this time they'll actually work. **There is a better way...**

We Don't Make Widgets is a fast-paced, hands-on presentation tailored to people who are not in the business of manufacturing. Rather than glossing over the differences between manufacturing and everyone else, this workshop delves into them and presents proven techniques that lead to customer-centered results for government.

In this engaging presentation, participants will learn the techniques to clear these mental hurdles allowing them to make their agencies and programs better, faster, and cheaper.

Some Recent Government Audiences That Have Enjoyed Ken Miller

State of Washington
Oregon Legislature
City of Minneapolis
City of Chicago
San Diego County
Fairfax County, Virginia
Maricopa County, Arizona
New York Public Welfare
Association
National Association of State
Treasurers
National Association of State
Personnel Executives

State of Michigan
State of Utah
Polk County, Florida
Florida Department of Children and
Families Suncoast Region
Utah Department of Revenue
Federation of Tax Administrators
Washington Health Care Authority
Kenyan Federal Government
American Society for Quality
National Association of State
Transportation Training Directors
Missouri Department of Health

California Franchise Tax Board
Association of Government
Accountants
National Association of State Facilities
Managers
State of Iowa
Virginia Association of Local Human
Service Officials
Minnesota Department of Revenue
Louisiana Department of Revenue
Nigerian Communications Commission



Watch clips of Ken's keynote at
www.wedontmakewidgets.com

agenda

- The pressures government is facing
- Why government struggles with improvement
- The dysfunctional ways government tries to make change



Myth 1 We Don't Make Widgets

- The "we don't make widgets" problem
- The system of work: seeing the factories inside your agency
- Identifying your "widgets"
- Measurement made easy



Myth 2 We Don't Have Customers

- Why customer satisfaction matters
- Who is the customer? The trick that ends the debate
- The different roles customers can play
- Balancing competing customer interests
- The proper role for citizens, elected officials and funding sources



Myth 3 We're Not Here to Make a Profit

- Understanding "profit" in government
- Communicating our value
- Driving staff satisfaction through "profit sharing"
- Innovative government: an imperative not an oxymoron

Each myth takes 45 - 60 minutes. Longer times allow for more application exercises.



About Ken

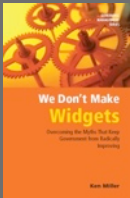
Ken Miller is the founder of the Change and Innovation Agency, a firm dedicated to helping its clients radically improve. Ken was named one of the **country's top change agents by Fast Company Magazine** (by a judging panel that included Tom Peters). He has worked with amazing people in tough environments to tackle the big issues like:

- How can we best organize the resources of a community to fight poverty?
- How can we overcome the barriers that prevent most inner city kids from going to college?
- Where's my tax refund?
- How do we make a child abuse hotline as responsive and reliable as 911?
- How can we get union workers in psychiatric facilities to say "Thank God it's Monday"?
- How can we bring the radical improvements of manufacturing to the 85% of the workforce that doesn't make widgets?
- Why is this DMV line so brutally long?

As Deputy Director of the Missouri Department of Revenue he led the effort to transform a government agency responsible for collecting taxes and licensing cars and drivers into a **State Quality Award winner** – one of only a handful of government agencies in the country to receive such a distinction. In the three years he was there, they reduced the time to issue tax refunds by 80% (fastest in the nation) at less cost and cut wait times in motor vehicle offices by half. Ken was then named Director of Performance Improvement for Missouri State Government, one of only two states to receive an **A grade from Governing magazine** for Managing for Results.

Ken is the author of **The Change Agent's Guide to Radical Improvement** and **We Don't Make Widgets: Overcoming the Myths that Keep Government from Radically Improving**.

Change & Innovation
agency *radically improve performance*



Praise for We Don't Make Widgets

"We Don't Make Widgets is an eminently readable treatise on how government should rethink its approach to everything from child protection to issuing drivers' licenses. Miller's send-ups of blue ribbon panels, performance-based budgeting, pay-for-performance, and reorganization as governmental panaceas are worth the price of the book."

-- **Jonathan Walters**

Staff correspondent for Governing magazine and author of Measuring Up: Governing's Guide to Performance Measurement for Geniuses (and Other Public Managers)

"Don't buy this book if you expect to have all of your management and leadership skills validated. Don't buy it if you want a book that will make you comfortable. But if you want a book that will stimulate your thinking about performance measurement, that has the potential to change how you lead your work team or organization and provides concrete steps for doing so, then this is the book for you."

-- **Michael Lawson**

Director, ICMA Center for Performance Measurement

Read excerpts at
www.wedontmakewidgets.com