

Staying the Course – Why CI Matters More Than Ever



Mark Ashworth – Executive Director,
Business Systems Support
Indiana Department of Revenue



Introduction



Indiana Department of Revenue
7+ Years



25+ years in leadership, both
private and public sectors

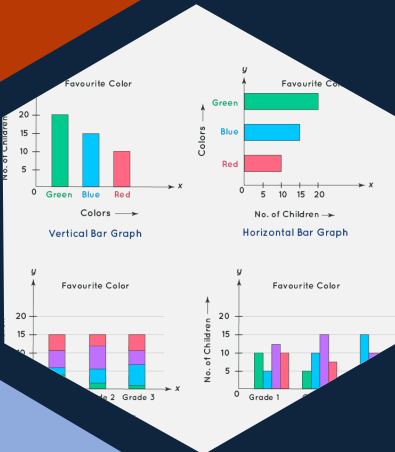


Tobias Leadership Fellow,
Chair of Advisory Board



Show Dog Dad

Continuous Improvement Matters Now More Than Ever



- Essential during administration changes
- Critical in tough economic times
- Vital in state government organizations
- Prevents agencies from turning into Swiss cheese

CHANGING LANDSCAPE

Multiple Administrations

Leadership turnover disrupts priorities and momentum

RISK

CI becomes fragmented or sidelined

Economic & Budget Pressures

Revenue fluctuations, recession, and inflation all create uncertainty

RISK

Unknown directions and priorities fragments CI from the agency

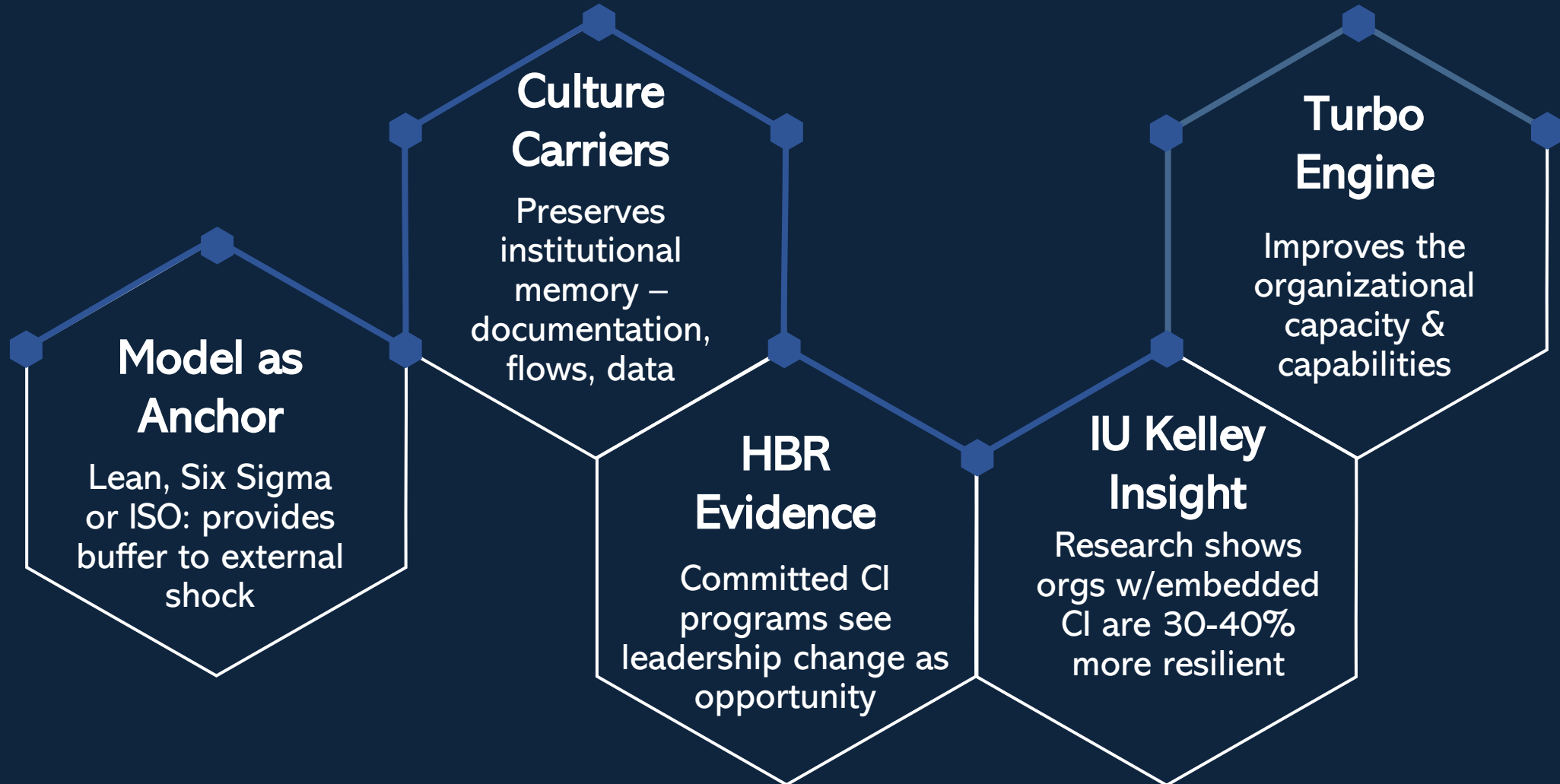
Legislative Driven Change

Leadership change and cost cutting affects legislative impact

RISK

Without a CI team, impacts are greater than they need to be

THE CASE FOR COMMITTING TO CONTINUOUS IMPROVEMENT



PRACTICAL TAKEAWAYS YOU CAN START TODAY

The 1% Better Challenge

Who: Anyone and Everyone

1. Pick one task you do daily, something that frustrates you or takes too long.
2. Ask: What's one thing I could do 1% better?
3. Track Progress for 1 week and share results with a colleague.

CI Ally Map

Who: Those with CI Experience

1. Pick 3 people you work with who complain about processes and might be open to new ideas.
2. Each month, invite one to co-brainstorm and share tools with them, like 5-Whys.
3. Create a ripple affect, making CI more about a mindset than titles.



THANK YOU

Mark Ashworth - Executive Director,
Business Systems Support

email: Mashworth@dor.in.gov LinkedIn:

Indiana DOR CI Team Leaders

- Alison Briles – Director of EPMO & Continuous Improvement
abriles@dor.in.gov
- Stephen Higgins – Assistant Director of Business Analysis and Continuous Improvement
sthiggins@dor.in.gov

Resources

Harvard Business Review

“Building a Culture of Continuous Improvement” (Aug 2023) –
tips on sustaining CI through leadership turnover

“When Budgets Bite: Lean Methods for Government” (Feb 2024)

