



Growing ideas into success!

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Engaging Mid-Level Managers

In Lean
Transformation

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André Helmstetter

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Overview

- ❖ Why Engagement/Why this topic?
- ❖ What is a mid-level manager?



Introduction of lean in state government

- ❖ Top-down initiatives led by upper management
- ❖ BPR efforts at the direct service level



Challenges of lean transformation in state government

- ❖ Transitional Leadership
- ❖ Too much, too fast
- ❖ The “next big thing”
- ❖ Administrative overhead
- ❖ Civil servants are asked to do more with less
- ❖ and Lack of trust leading to...

...reluctance of middle-management to adopt



What we did: Engaged mid-level managers, individually and in teams, in iterative learning to address immediate problems and needs.



South Carolina

- ❖ Department of Social Services
- ❖ Department of Health and Human Services



DSS

- ❖ Workgroup Meetings
- ❖ An introduction
- ❖ The Gemba Walk
- ❖ Thirty managers begin to see
- ❖ Kanban standard work and unconstrained resources



DHHS

- ❖ Managing through ACA and a new eligibility system
- ❖ Mapping the policy technical assistance value stream
- ❖ Feedback loop, or the big electric kaizen board



Assess current state

- ❖ Met individually with agency managers
- ❖ Responsibilities
- ❖ Backlog
- ❖ Identify opportunities



Identified countermeasures and ran experiments

- ❖ Work visualization and kanban
- ❖ Gemba walks
- ❖ Utilize team talent
- ❖ Introduce standards
- ❖ Prioritize effort based on value to customer



What we learned

- ❖ Tailoring transformation to **real need**,
- ❖ Learning while running **small experiments** and
- ❖ **Respect for people** as a core philosophy
- ❖ Leads to **engaged** mid-level management and

...It's really not about tools...



It's Really About...

- ❖ Valuing and respecting **people** at all points in the value stream
 - ❖ Understanding who the **customer** is and what they need
 - ❖ Delivering value in a healthy and sustainable way with honesty and **trust**
- ...and understanding that it doesn't happen overnight.**



Contact

André Helmstetter
andre.helmstetter@koneconsulting.com
www.koneconsulting.com

