Implementing Lean Change That Lasts: Building a Lean Culture

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Today’s Objectives

A case study of ESD’s Lean journey until now:

- A framework to build Lean culture within state government that:
  - engages employees and
  - is built to become self-sustaining
- Examples of how we’re implementing Lean in ESD
- Lessons we are learning
“We are too busy mopping the floor to turn off the faucet.”

~Author unknown
What makes Lean successful?

Attributes of a Lean program that are likely to lead to a successful outcome? Unsuccessful outcome?

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<th>Tasks</th>
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<td>Behaviors</td>
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What is Lean?

A philosophy, behaviors and a set of tools focused on delivering value to customers through the elimination of waste in the business process.
Throwing rocks vs. breaking dams

Common approach  Our approach
The ESD Lean framework

- Behaviors
- Culture
- Accountability Structure
- Sustainable Continuous Improvement
- Tools & Techniques
- The Work
Strategy Deployment
Find & focus on your North Star

- Vision
- Critical few, measurable priorities
- Root cause gap assessment
- Targeted improvement portfolio
- Catchball
Strategy Deployment: Find & focus on your North Star

Example: The ESD Lean strategy deployment “Bridge” A3
ACT framework: Accountability Structure

- Accountability Structure
  - Sustainable Continuous Improvement
    - Standard work
    - Measurement
    - Visual management
    - Governance
    - Role clarity

Culture
Tools & Techniques
ACT examples: Accountability Structure

Claims center Intake team visual management board

Claims center Adjudication team visual management board

Executive Leadership Team strategic initiative status boards
Example: Adjudication standard work “playbook”
ACT examples: 
Tools & Techniques

- Templates
- Rapid process improvement workshops
- Projects
ACT examples: 
**Tools & Techniques**

Example: Unemployment insurance claim value stream map

- Intake Current State
- Adjudication Current State
- Integrated Future State Intake + Adj
- Root Cause – Affinity Diagram
- Project Prioritization – Payoff Matrix
- Root Cause – “Fishbone” Diagram
**ACT examples:**

*Tools & Techniques*

Example: Training Benefits process improvement workshop
ACT examples: Culture

- Sponsorship
- Empowerment
- Communication
- Engagement
- Consequence management
- Fail forward
There are no pictures for culture

- Sponsors create sustaining sponsors; agents help
  - No “black holes”
  - Don’t work harder than your sponsor – or prepare to fail
- Leaders model desired behavior
  - Leaders admit mistakes; if it’s not OK for the leader to fail, then it can’t be OK for anyone else
  - Leaders coach; they don’t boss – that’s empowerment
- Learn by doing – at the Gemba
- Behavior change is what engages employees
- “Respect for People” is not intuitive
- Managers and supervisors in the middle need help
- Not everyone wants to be on the bus
ACT example: Culture

Example: Lean leadership discussion – “Greatness”
Lessons learned

- A3 doesn’t connect smoothly to existing tasks – need to align new interstate with state roads
- There are several ways to deploy sensei
- Pioneer with a model line
- All work is Lean work – it’s the behavior!
Thank you!

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