



**INTEGRIS**  
PERFORMANCE ADVISORS

## Lean Culture

**What is it? Why do we want it? How do we get it?**

Presented by Brett Cooper

Less than  
1 out of 3  
US Workers Report  
Being Engaged at Work

Source: Gallup Organization

High engagement organizations are  
over 20% more productive

High engagement organizations  
have over 40% fewer defects

High engagement organizations  
have almost 50% fewer safety  
incidents

High engagement organizations  
have almost 40% less absenteeism

If More than  
65%  
of workers are disengaged,  
what does this mean  
for them as individuals?

Washington State	2006	2007	2009	2011
I know how my agency measures its success	3.4	3.4	3.5	3.4
My supervisor gives me ongoing feedback that helps me improve	3.7	3.8	3.8	3.8
My supervisor treats me with dignity & respect	4.3	4.3	4.3	4.3
In general, I'm satisfied with my job	N/A	N/A	N/A	3.7



# Houston Municipal Courts



Houston Courts	2005	2006	2008	2009
Overall department is well run and effective	26%	47%	48%	66%
My division has high quality	44%	55%	63%	79%
My supervisor is competent	38%	54%	68%	75%
I am satisfied with my job	50%	61%	62%	70%

# Agenda

- What is Lean Culture?
- Why do we want it?
- How do we get it?



Source: Ken Miller, *Extreme Government Makeover*

# Building a Lean Culture





# Building a Healthy Organization



# Three Outcomes of a Healthy Organization

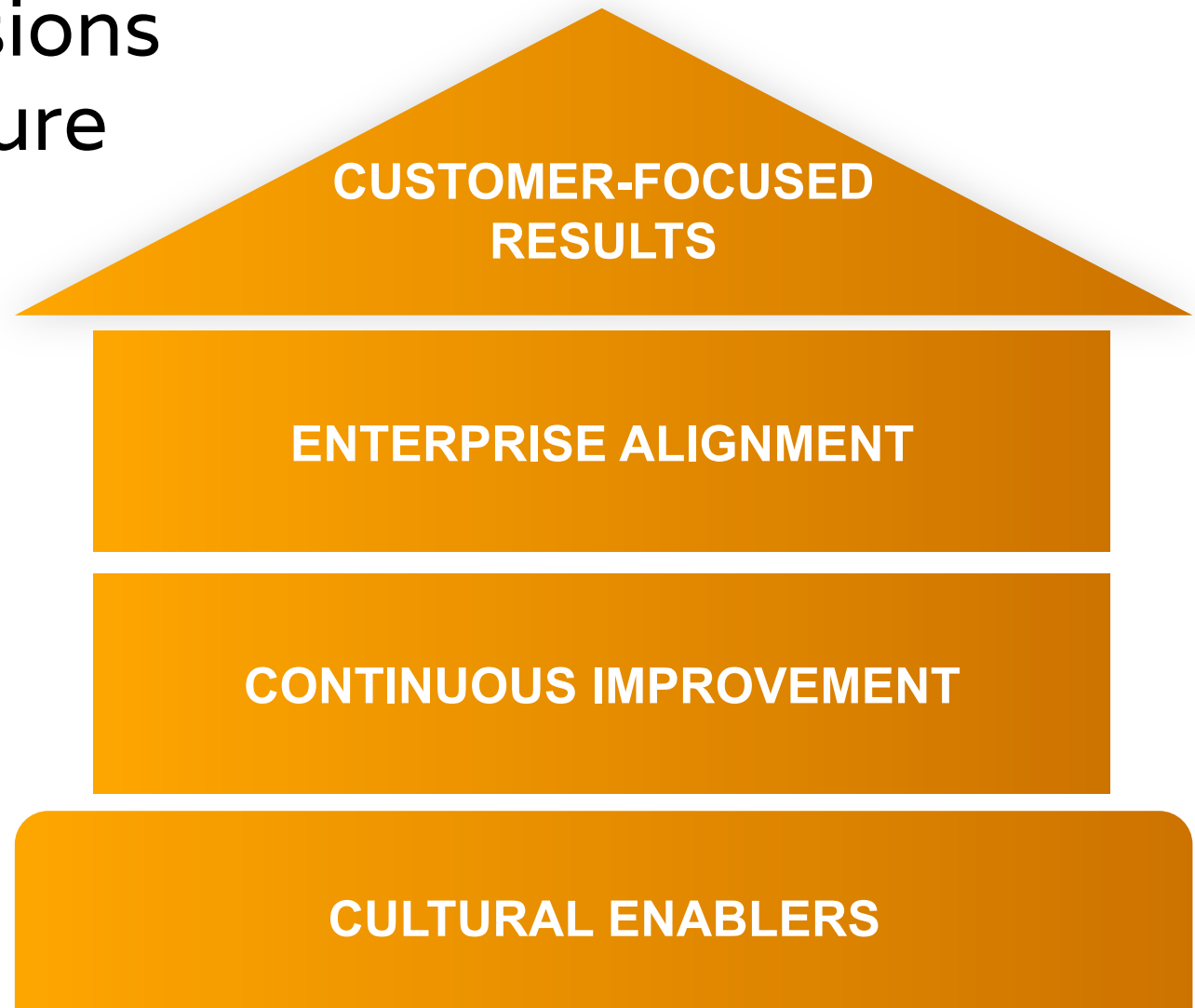
Employees

Customers

Stakeholders



# The Four Dimensions of Lean Culture







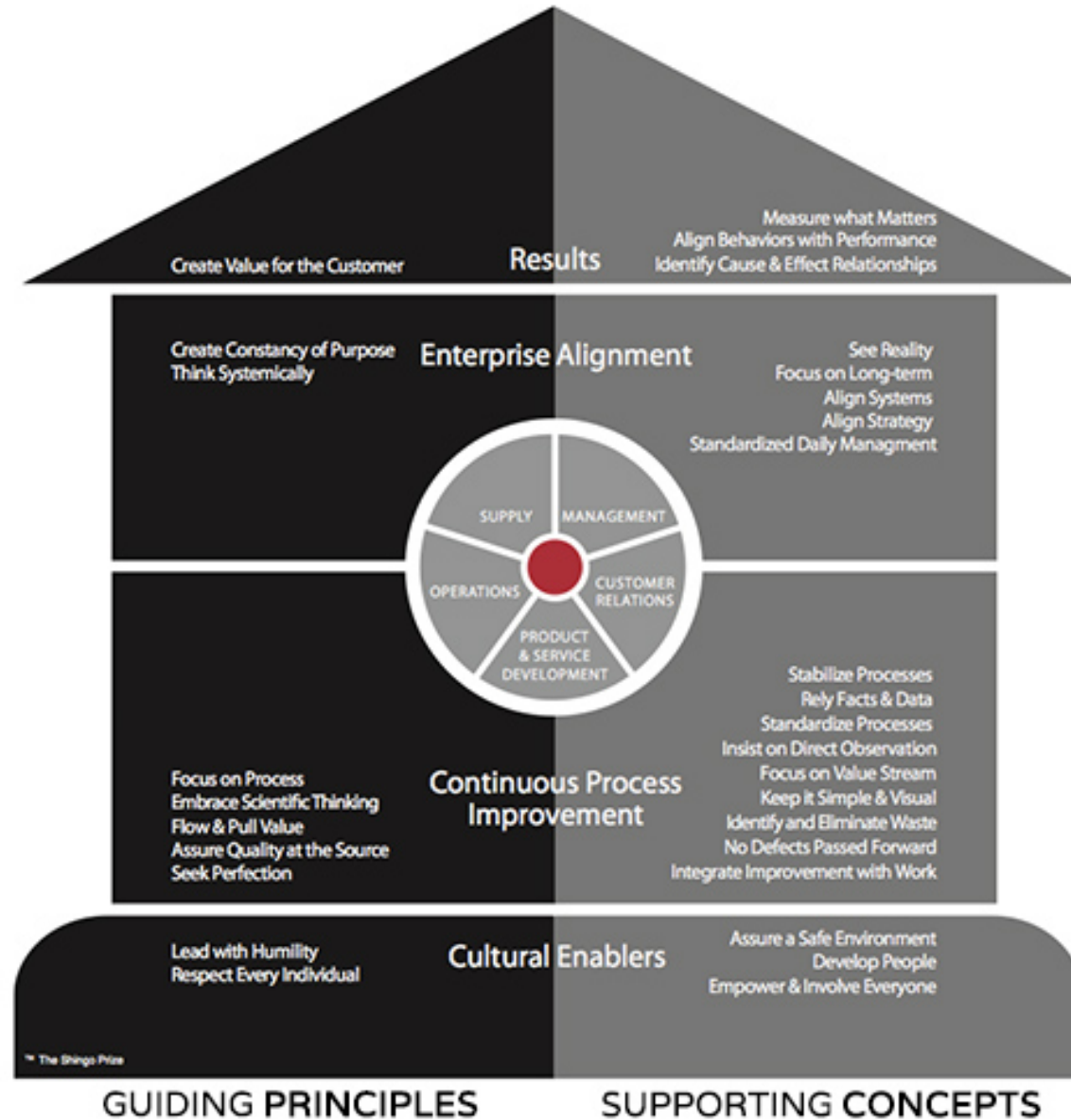
# THE SHINGO PRIZE

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*for* OPERATIONAL EXCELLENCE™



**THE SHINGO PRIZE**  
for OPERATIONAL EXCELLENCE™



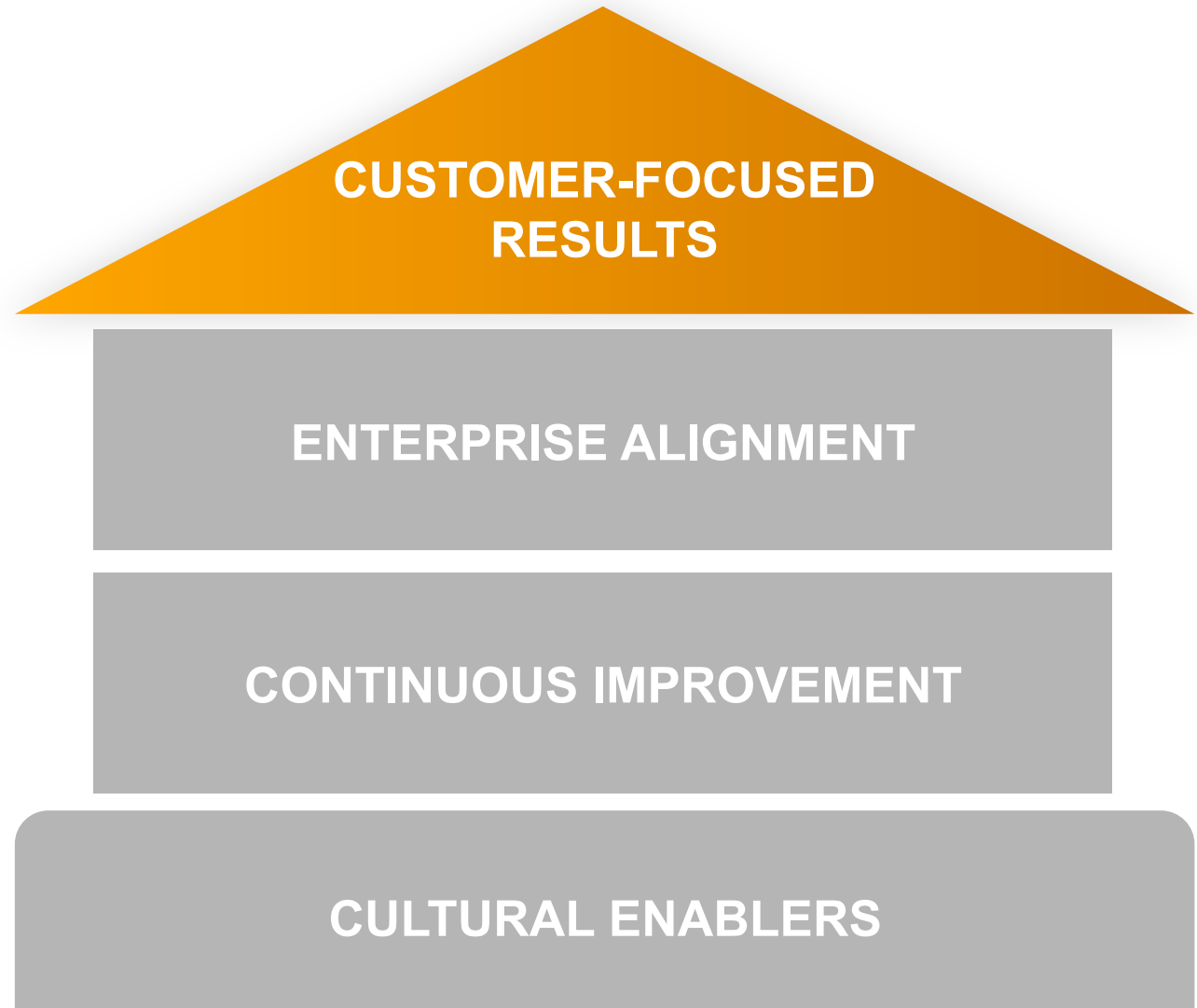
This is a  
**PRINCIPLE-BASED**  
Framework

# Core Principles of a Lean Culture

- Create Value for the Customer
- Build Alignment Around Common Purpose
- Take a Process-Oriented View Towards Solving Problems
- Lead with Humility & Respect

# The Four Dimensions of Lean Culture Model harnesses

## the power of “WHY”

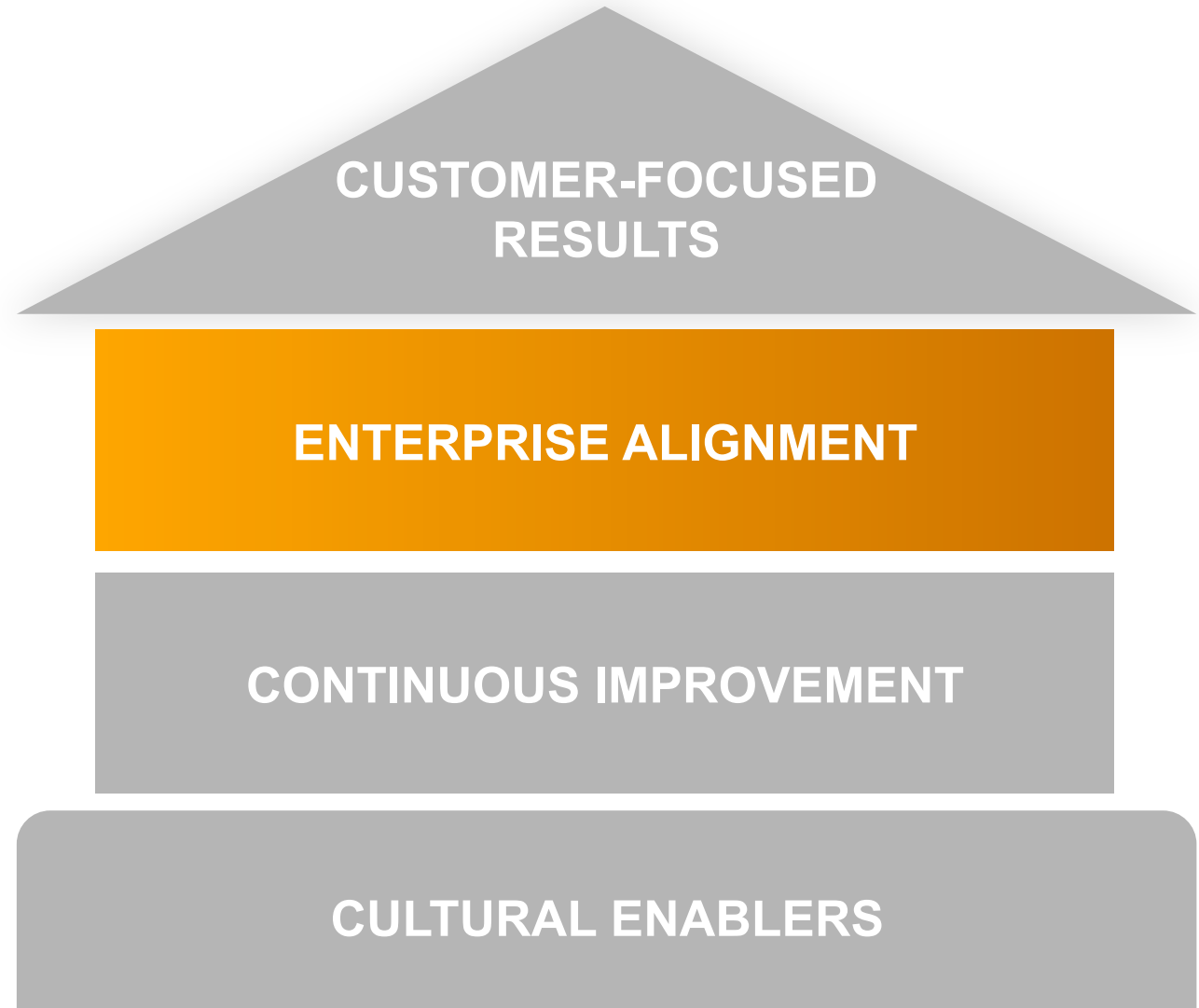




“Quality in a service or product is not what you put into it. It is what the customer gets out of it.”

– Peter Drucker



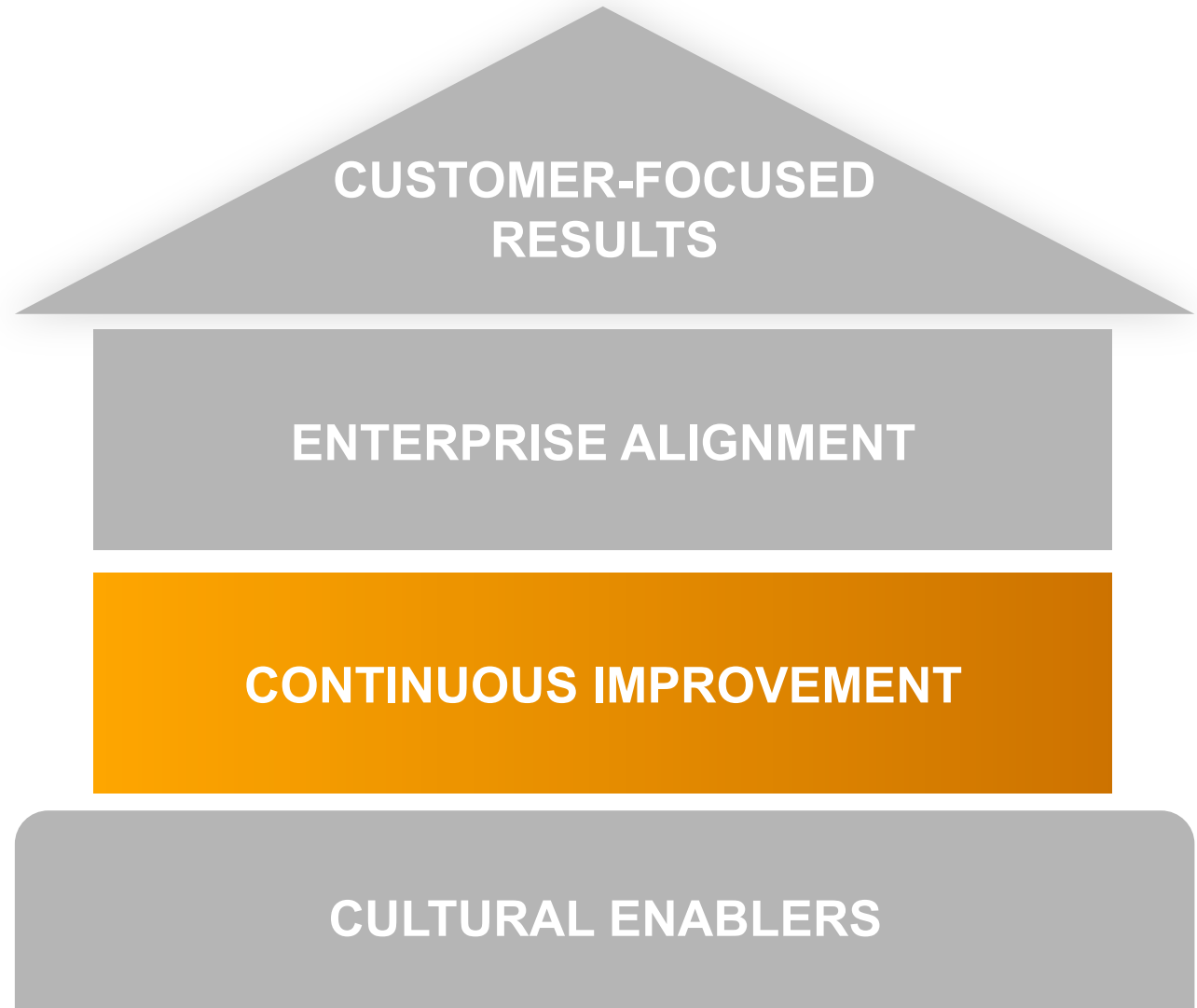






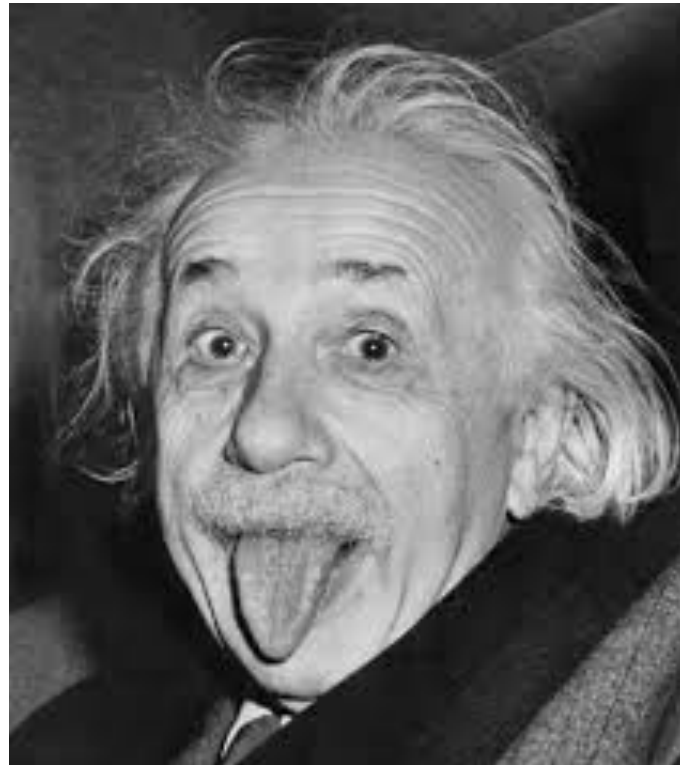
“If you don’t know where you are going, any road will get you there.”

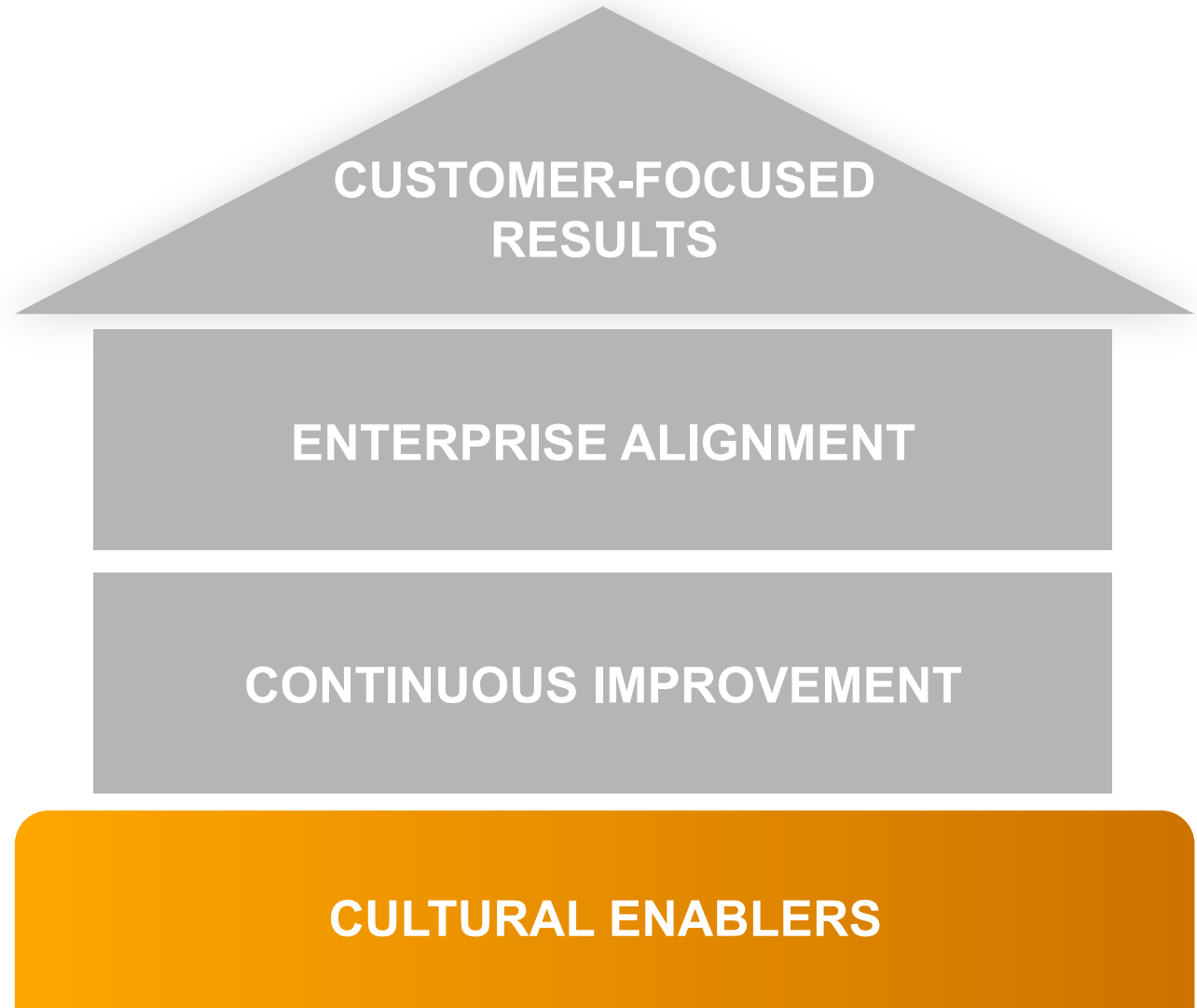






"We cannot solve our problems with the same thinking we used when we created them."









**“I have a list of measurable objectives”**





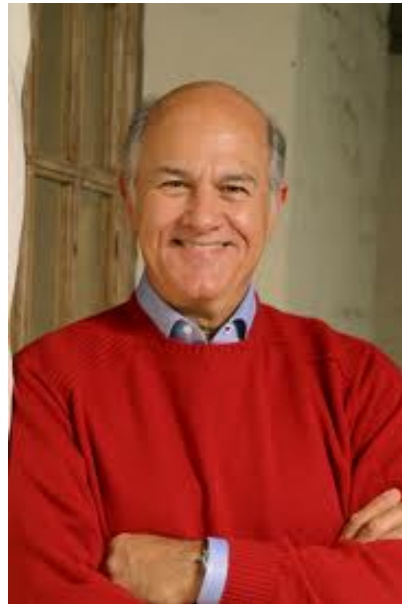


**“I have a dream”**





“Leadership  
is everyone’s business.”



Source: Jim Kouzes & Barry Posner, *The Leadership Challenge*





**CUSTOMER-FOCUSED  
RESULTS**



**ENTERPRISE ALIGNMENT**



**CONTINUOUS IMPROVEMENT**



**CULTURAL ENABLERS**





# Lean Transformation Report 2012 and Beyond

The Governor's Office of Accountability & Performance  
October 2012



Roles and expectations for leaders, managers and supervisors need to be clearer.

Lean can flourish only in an environment where **every leader** understands how to create a **supportive environment** where employees' ideas are heard, and the customer receives value.



–2012 WA Lean Report



**CUSTOMER-FOCUSED  
RESULTS**



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**CULTURAL ENABLERS**

# How do we build a dream home?



Start by building a solid foundation...





...then the house can stand the test of time



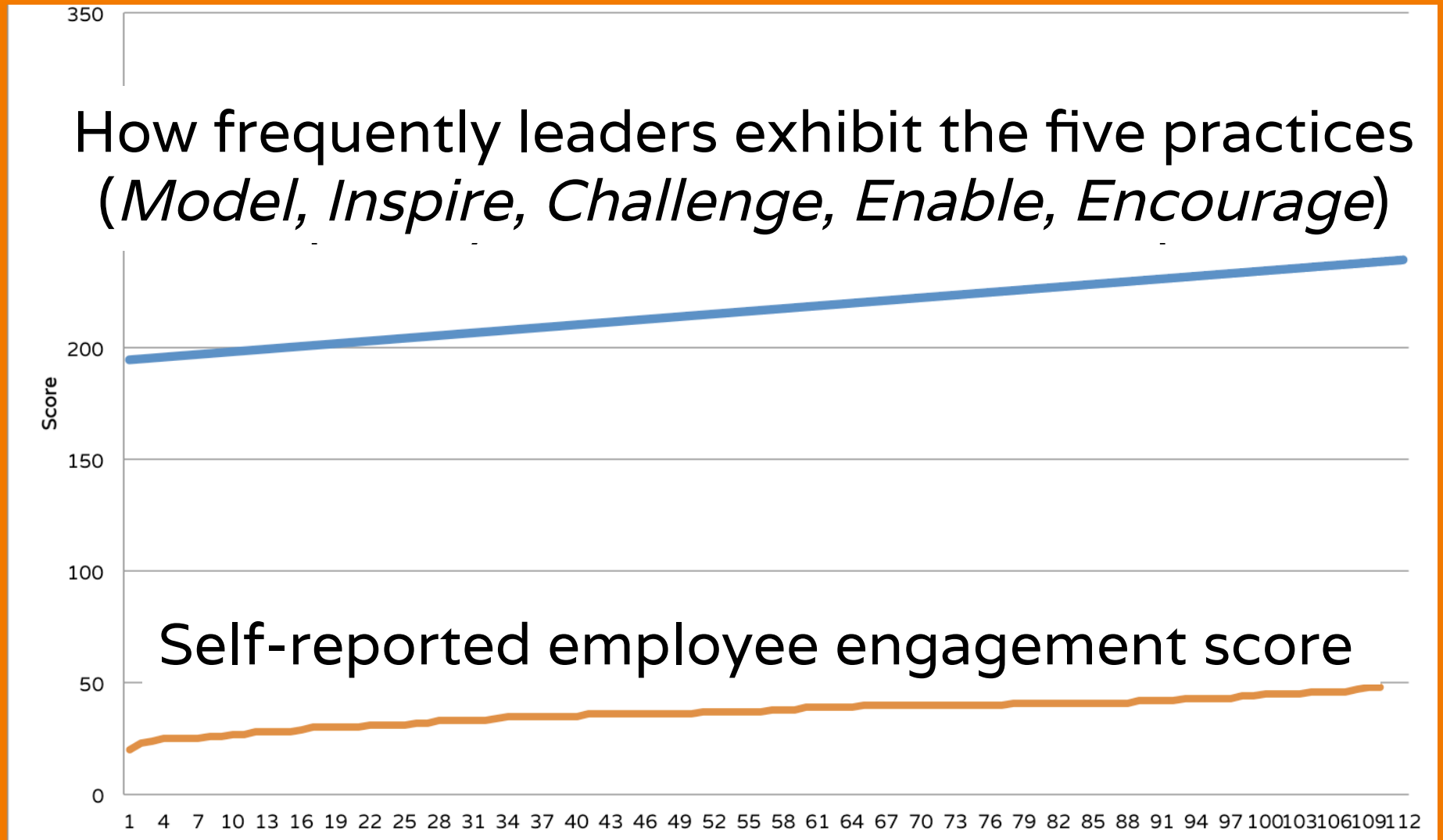


# Effective Leaders Do Five Things...

- Model the Way
- Inspire Shared Vision
- Challenge The Process
- Enable Others To Act
- Encourage The Heart

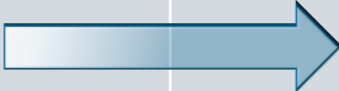
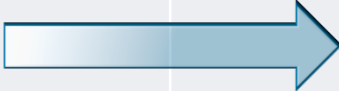
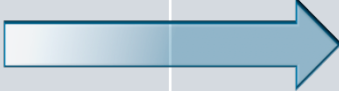
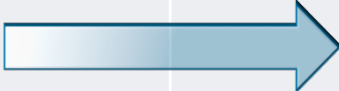
Source: Jim Kouzes & Barry Posner, *The Leadership Challenge*

# The Correlation of Leadership & Engagement



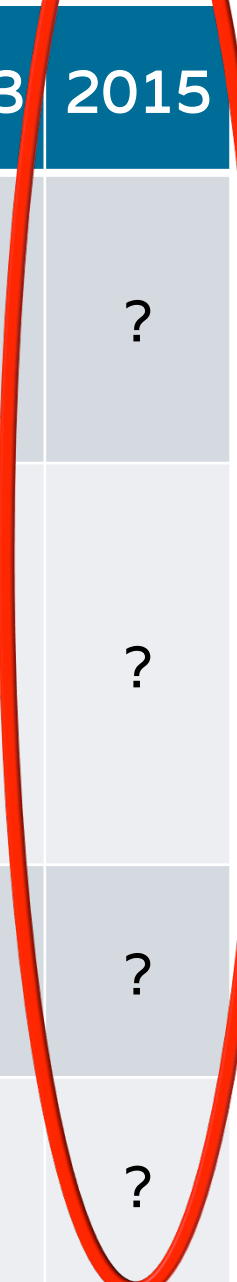
Source: Jim Kouzes & Barry Posner, *The Leadership Challenge*

# What They Did In Houston!

Houston Courts	2005	2006	2008	2009
Overall department is well run and effective	26%			66%
My division has high quality	44%			79%
My supervisor is competent	38%			75%
I am satisfied with my job	50%			70%

# What is Possible in Washington?

Washington State	2006	2007	2009	2011	2013	2015
I know how my agency measures its success	3.4	3.4	3.5	3.4	?	?
My supervisor gives me ongoing feedback that helps me improve	3.7	3.8	3.8	3.8	?	?
My supervisor treats me with dignity & respect	4.3	4.3	4.3	4.3	?	?
In general, I'm satisfied with my job	N/A	N/A	N/A	3.7	?	?



Who is responsible  
for making it happen?

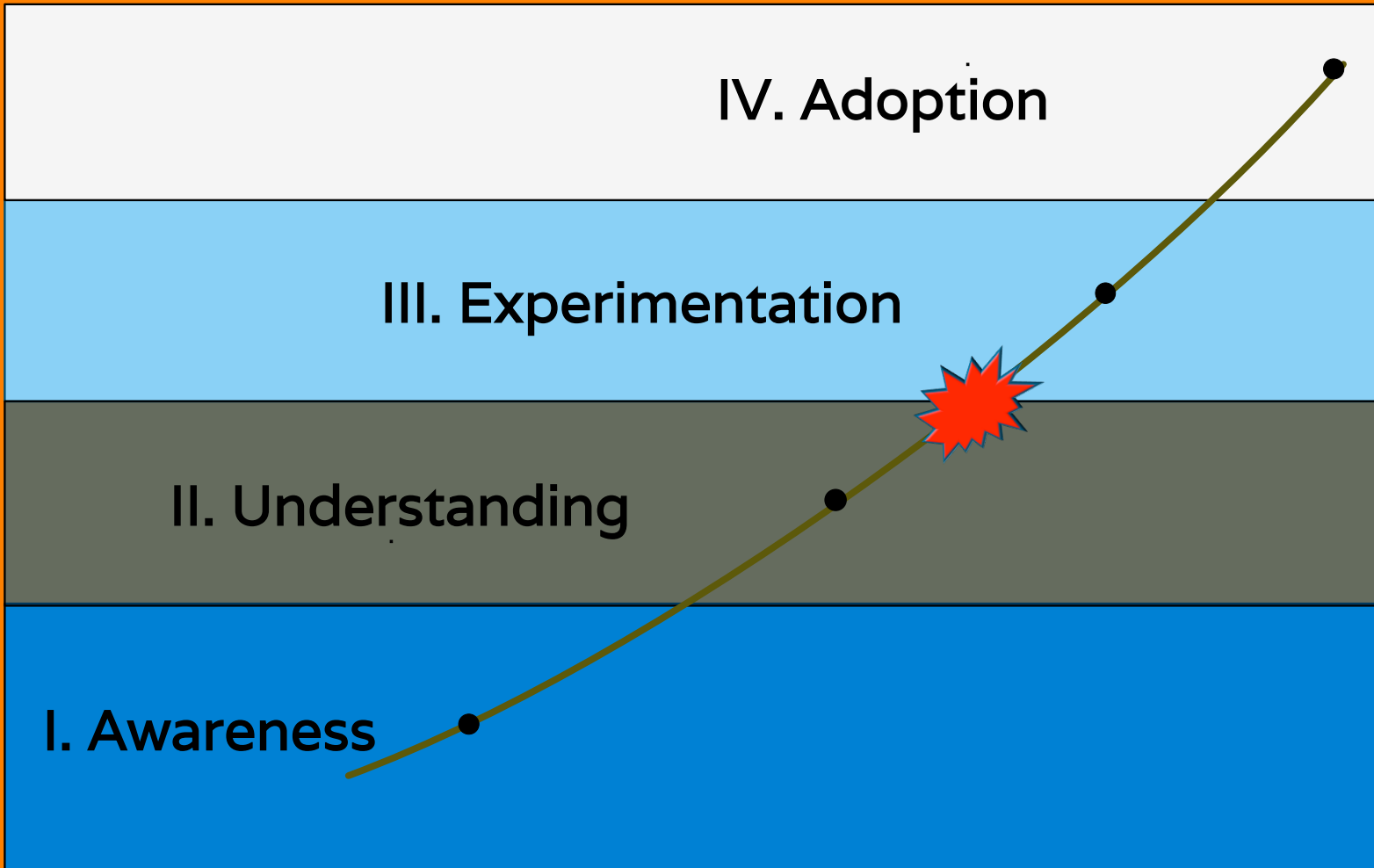
“Them?”

“Us?”

# YOU!







Use

“STOW”

To Guide Your Journey

# Self

# Team

# Organization

# World

**STOW**

Be STOW



# be·stow [bih-stoh]

*verb (used with object)*

1. to present as a gift; give; confer

*The trophy was bestowed upon the winner.*

Don't  
Be A  
Rufus

Take Responsibility  
For Making  
Change Happen

