



Washington State Department of
Enterprise Services

Workplace Learning and Performance

DES- A journey to Customer and Team Satisfaction:

Busting the “Build it and They Will Come” Myth

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Washington State Government Lean Transformation Conference

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INNOVATION THROUGH LISTENING

It begins with team and customer satisfaction.

Washington State
Department of
Enterprise Services

grasping the situation
WHAT IS THE PROBLEM?

STEPS 1-5

When we started:
CHALLENGES FOR BUSINESS

- BUDGET CUTS
- CREDIBILITY
- ENGAGEMENT
- "BUILD IT & THEY WILL COME" MINDSET
- CHANGE = HARD!
- TEAM/CUSTOMER DISSATISFACTION

EXPECTATIONS

VS.

REALITY

LEADERSHIP DEVELOPMENT STATEWIDE

NO FORMAL LEADERSHIP DEVELOPMENT PROGRAM

A KEY THEME EMERGED:



WE ASKED
100 AGENCIES
200 CUSTOMERS
"What expectations would need to be met for you to be a fully satisfied customer/team member?"

BEHAVIORS

WE WANT

WALK THE WALK TO DO: GO DO WHAT YOU SAY YOU'LL DO.

CO-CREATE SOLUTIONS (PRODUCTS)

BUILD ALSO CONSIDER

Success!

- ↑ TEAM/CUSTOMER SATISFACTION
- ↑ ENGAGEMENT ↑ CREDIBILITY

LEAN PROBLEM SOLVING STEPS: customer involvement is essential at all phases

- 1-5 GRASP THE SITUATION
- 6 PLAN
- 7 DO
- 8 CHECK
- 9 ADJUST



STEP 7

do

GO SLOW TO GO FAST
COLLABORATION
COMMUNICATION
INCLUSION
DIVERSE VOICE

You're invited
We want you to succeed!

"DOING THE THING TO TEACH THE THING"
Focus groups across the state, panels across multiple agencies.

STEP 6
plan



DEVELOP PROGRAM
LEADERSHIP
why?

FOR THE HEALTH AND VIABILITY OF STATE GOVERNMENT TO BEST SERVE OUR RESIDENTS

STEP 8

check



STEP 9

Adjust

WE ARE MAKING ADJUSTMENTS AS WE GO!

you, too, can do this!
"What single conversation will you commit to having?"

GRAPHIC RECORDING BY KRISTINE SOGN • SOGNART@GMAIL



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INNOVATION THROUGH LISTENING

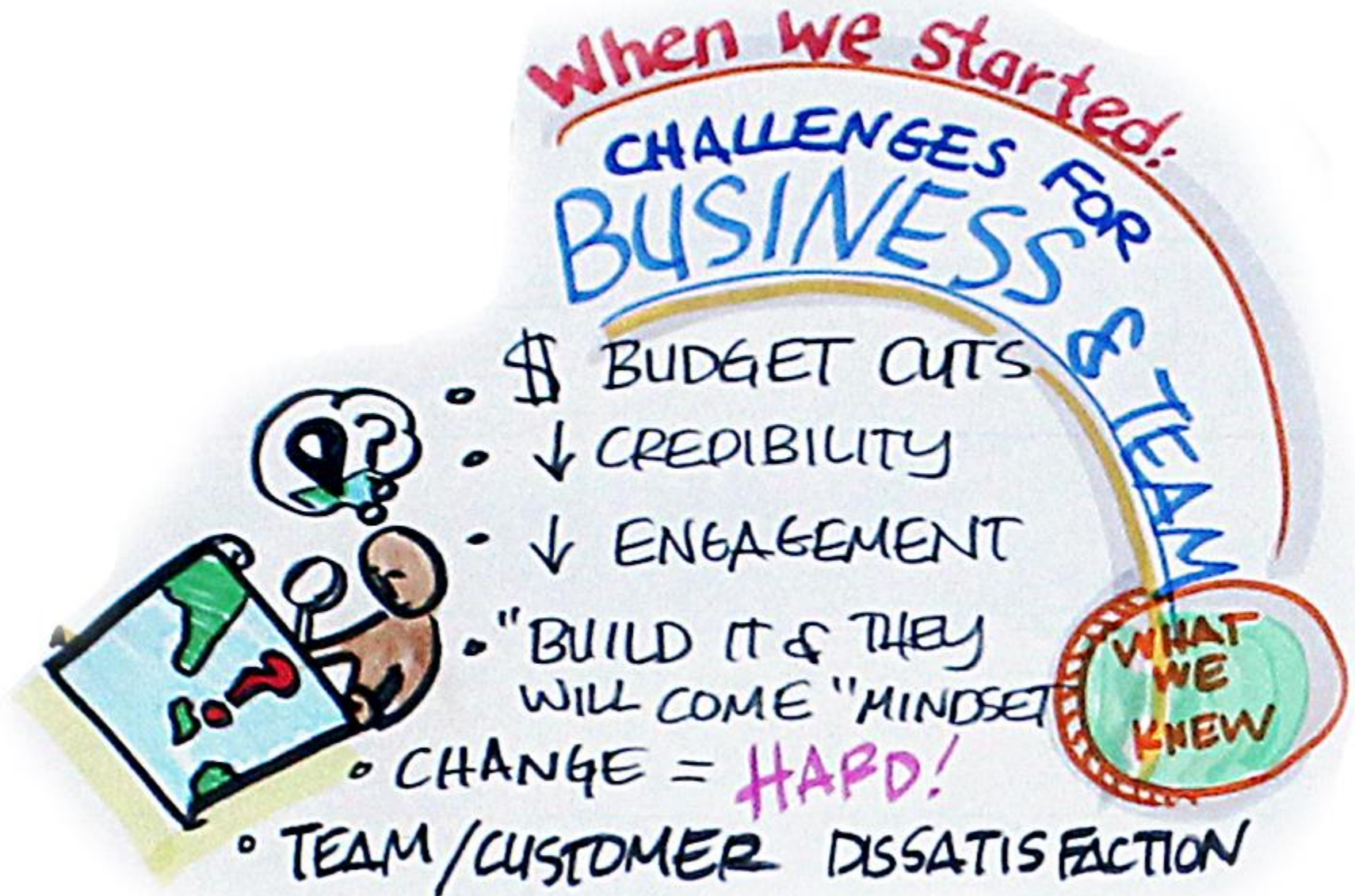
It begins with team and customer satisfaction.

LEAN PROBLEM SOLVING STEPS: *customer involvement is essential at all phases*

①-⑤: GRASP THE SITUATION ⑥: PLAN ⑦: DO ⑧: CHECK ⑨: ADJUST

grasping the situation
WHAT IS THE PROBLEM?

- Step 1: Identify the Problem in Simple Terms
(What is the concern?)



- Step 2: Observe and Measure the Current State
(What did we see and what are the facts?)



Workforce Support and Development

CUSTOMER SATISFACTION

01 Shared Resources Leveraged for Everyone's Benefit

Customers are brought together to leverage best practices, expertise and solutions in order to achieve cost effective, integrated services.

02 Customer Need-Driven Solutions

Solutions are developed and implemented based on customer feedback and expert insight in ways that help us succeed.

03 Collaborative Relationships

Collaborative decision making and mutual understanding of our business needs are accomplished through frequent, genuine dialogue.

04 Clear Communication

Clear, accurate, and timely communications are provided to us regarding WSD plans, service offerings, and contact information.

05 Knowledgeable Professionals

"Go to" subject matter experts, who have a practical understanding of our business culture, are readily available.

06 Responsiveness

Our needs are responded to with an appropriate sense of urgency. Requests are clarified and confirmed, and we are kept informed of progress through completion.

07 Trustworthiness

People say what they are going to do, then do it. Information is kept confidential. Actions are taken to meet expectations by listening to and understanding our feedback.



Workforce Support and Development

SATISFACTION

TEAM

01 Clear Expectations

The right people in the right positions, provided with compelling performance goals, clear roles and responsibilities, well thought out priorities, communication and support to be successful.

02 Trust

To have a culture of mutual trust and integrity where everyone does their job, is consistently reliable, adheres to team expectations, and has each other's backs.

03 Accountability

We hold ourselves and each other accountable for professional behaviors, ethical standards, individual and team performance commitments and excellence on the job.

04 Empowerment

Team members are trusted to do their jobs, encouraged to share ideas, engaged in the decision making process, and are supported in their growth and development.

05 Communication

We communicate in our division with all the information on the table and no hidden agendas. We listen to understand, ask questions to clarify and ensure everyone has a voice.

06 Attitude

We bring positive attitudes to the workplace, by assuming positive intent in other's actions, embracing possibilities and strengthening our comradery.

07 Value / Respect

Our work matters and we are all listened to as valuable members of the team.

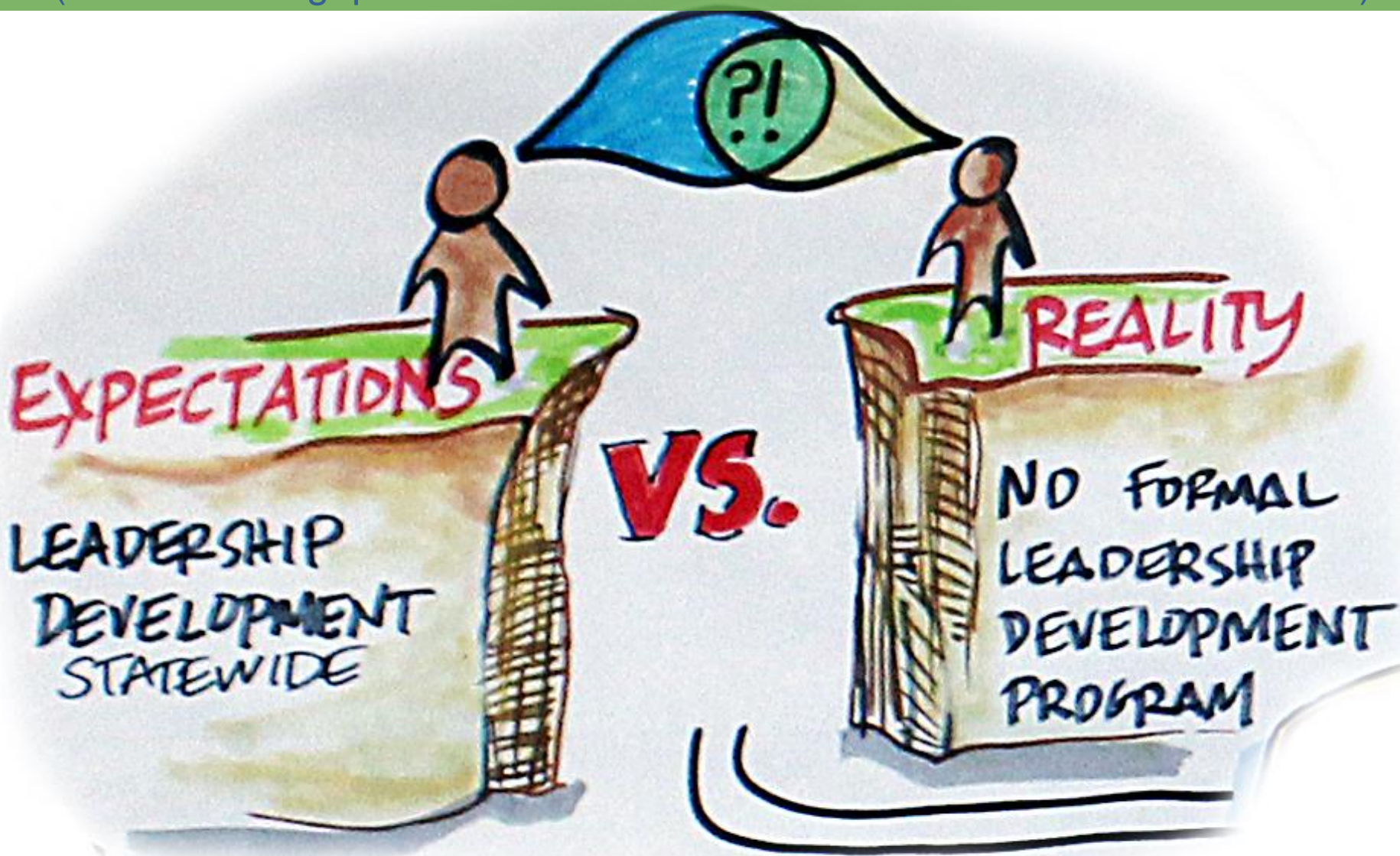
08 Recognition

Individual and team contributions and successes are recognized on a timely and objective basis.

- Step 3: Set a Target
(Where do we want to be?)



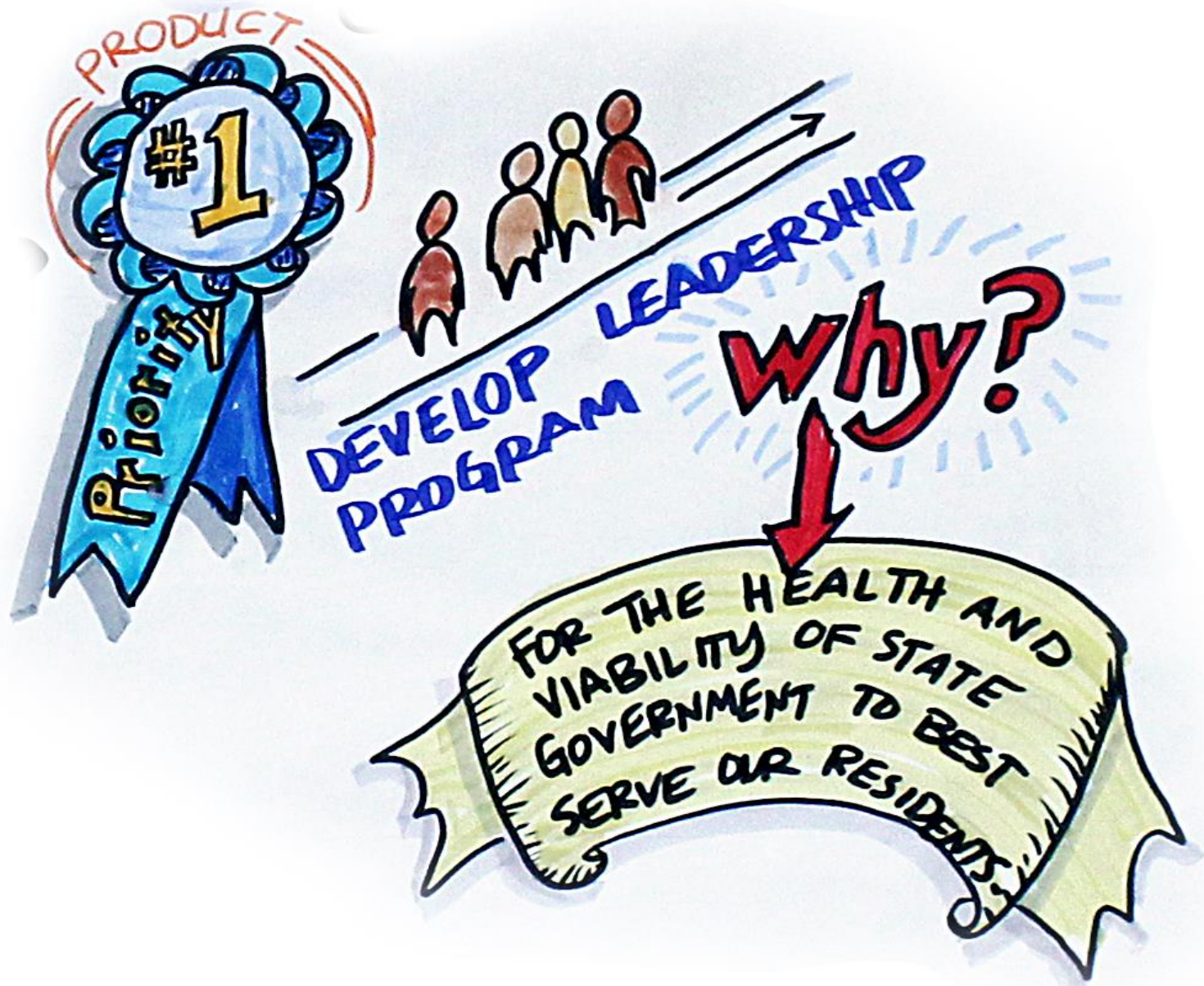
- Step 4: Define the Problem/ Describe the Gap
(Describe the gap between where we are now and where we want to be.)



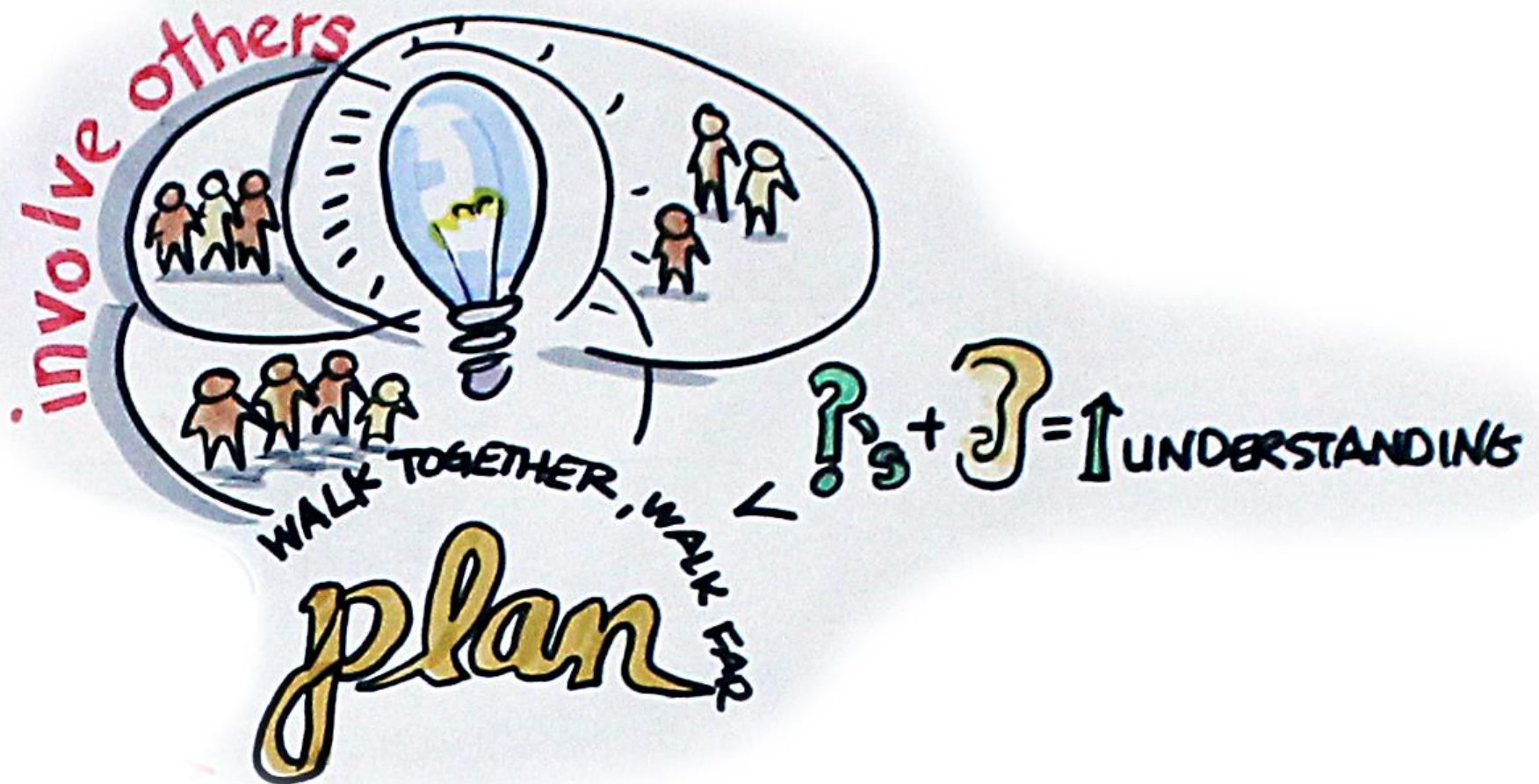
- Step 5: Analyze the Gap
(What is the root cause? Choose a countermeasure.)



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- Step 6: Plan
(Who will do what by when?)

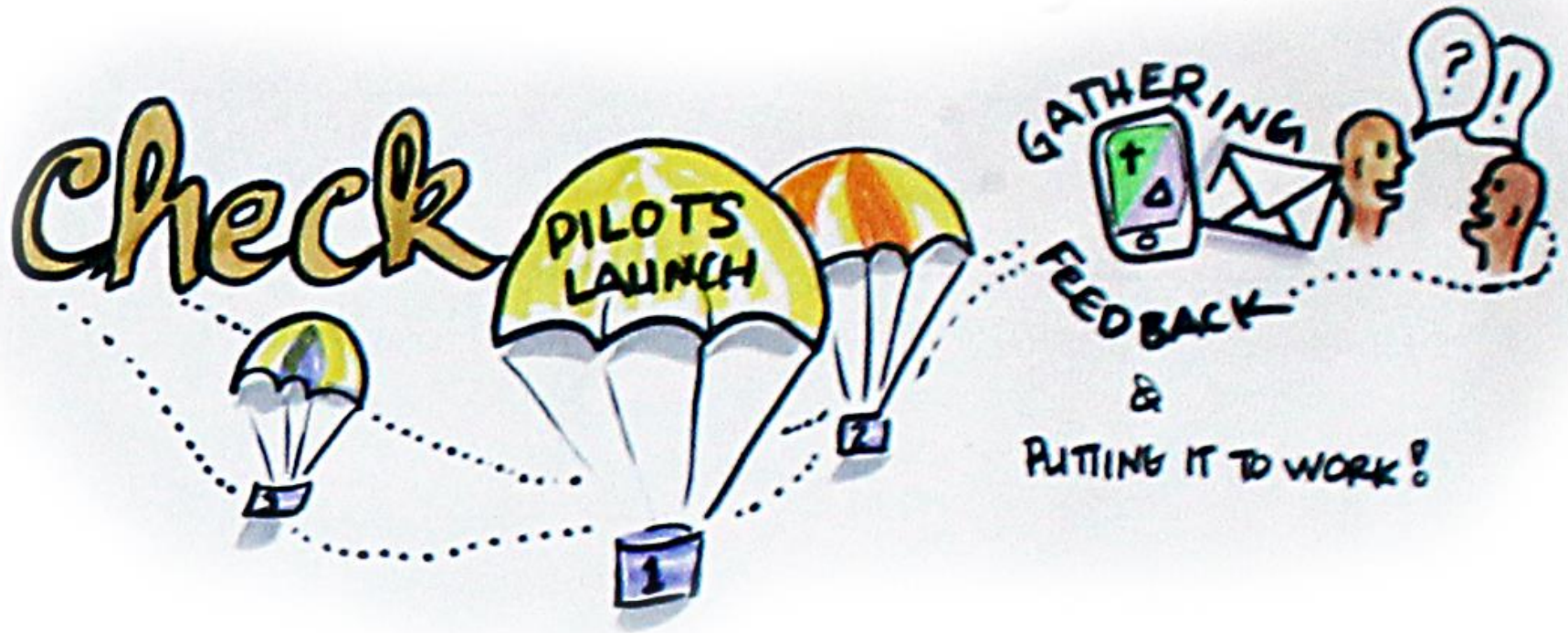




- Step 7: Do

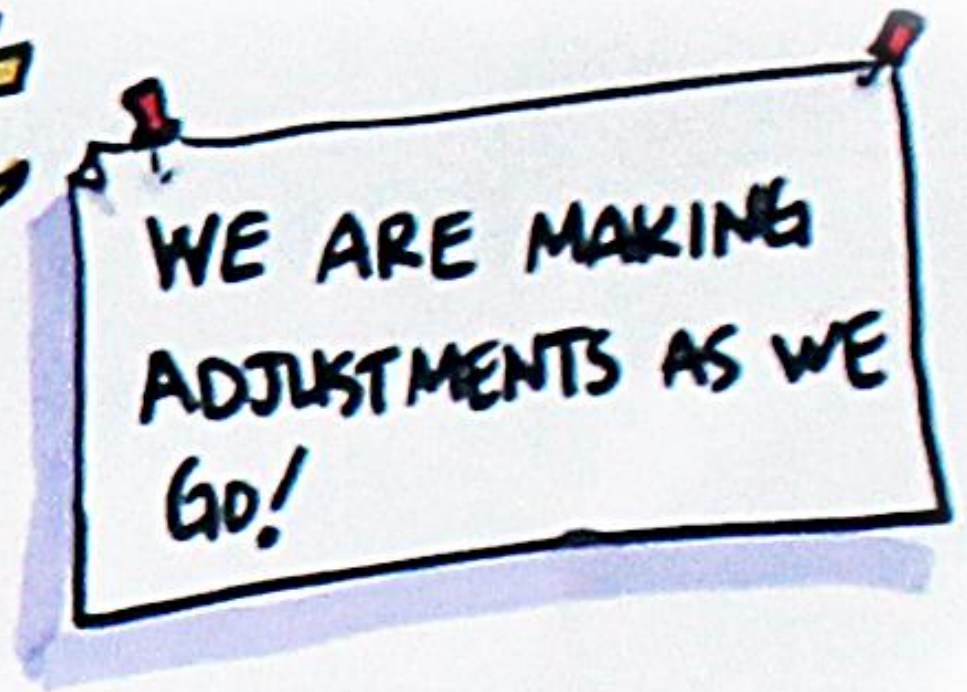


- Step 8: Check
(What did we learn through testing?)



- Step 9: Adjust

Adjust





you, too, can do this!

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Workforce Support and Development

CUSTOMER SATISFACTION

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introducing **Leading Others**



DEVELOPING LEADERS FOR THE PRESENT AND FUTURE OF WASHINGTON STATE

Scheduled Dates:

Days 1-2	Day 3
• Jan 18-19	— Feb 23
• Feb 8-9	— Mar 7
• Feb 21-22	— Mar 23
• Mar 1-2	— Apr 6
• Mar 20-21	— Apr 24
• Apr 11-12	— May 17
• Apr 26-27	— May 31
• May 3-4	— Jun 1
• May 25-26	— Jun 30
• Jun 5-6	— Jun 29

LEADING OTHERS, THE NEW SUPERVISION ESSENTIALS.

Leading others is a collection of learning strategies and tools that help developing leaders expand their mindset and build necessary knowledge and skills needed for leadership in the public sector today and into the future. This is one part of a larger leadership development model aimed at participants transitioning into new leadership roles or current leaders engaged in growth and development.

LEADING OTHERS OPENS THE DOOR TO LEADERSHIP SUCCESS



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