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Making Lean Part of the Culture: A Staff Engagement and Outcomes Driven Strategy

October 24, 2012

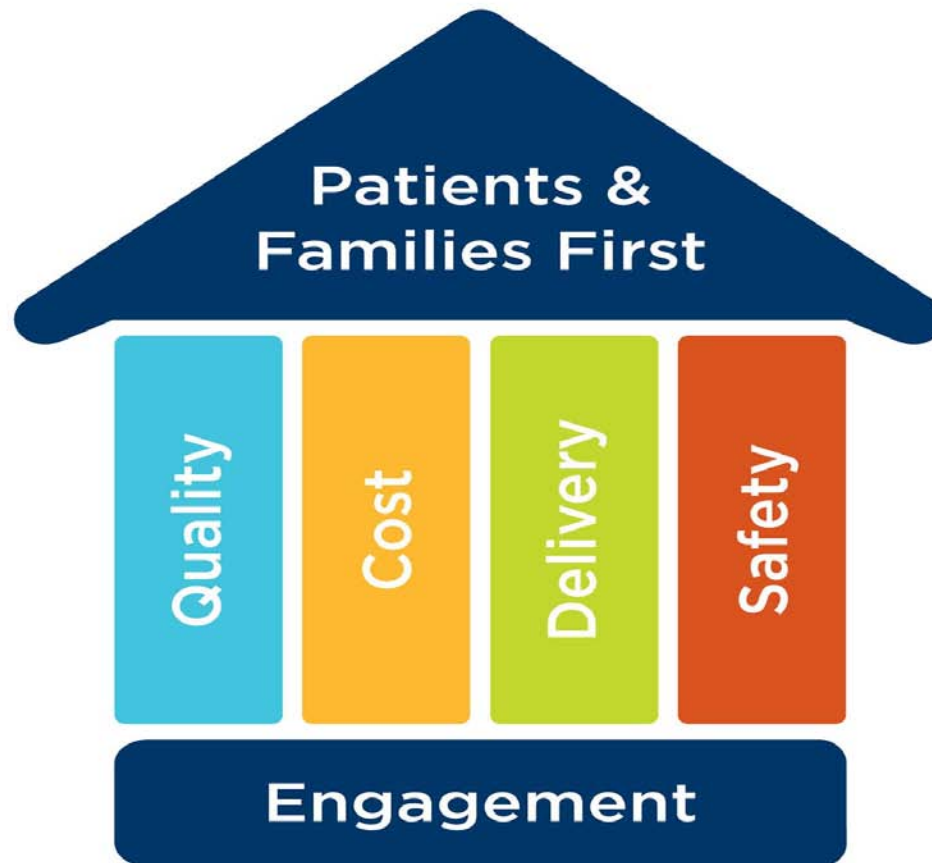Washington State Government Lean Transformation Conference

Session Objectives

Attendees will learn:

- Strategies to engage staff in lean thinking

- How to use outcomes as a way to build commitment and focus.

- Key principles to managing change

Seattle Children's 'House'
A simple way to look at a complex concept

Engaging your Staff in Lean Thinking

Engaging your Staff in Lean Thinking

- Requires a fundamental shift in thinking-not only among leaders but among staff as well.

- Think long term

- Start from their frame of reference

- Create a high trust environment so that problems are made visible

- It's about asking, not telling

- Staff know their work best

What's Getting in the Way?

Start with barriers and issues from your staff's perspective

- •Learn through observation and rounding
- •Make sure you have good data

What questions have worked for you?

What's Getting in the Way?

Guest Services Shuttle Transportation Reservation System

Focused on Toyota Production System 4 Rules in Use
- All activities are specified by content, sequence, timing, outcome
- Connections are simple and direct
- Pathways are simple and direct
- Improvement is close to the problem, in direct response to problem, an experiment, by those doing the work, supported by a coach

Learnings
- Activity of taking reservation took a long time to confirm
- Connection between taking the call and making a reservation had a middle man
- Pathway was rarely 'real time'
- Improvement led to other improvement opportunities

How to describe what's happening

Engage staff with concepts not lingo
- Listen for lean themes they bring forward
- Use their framing, then build to standardized terms, concepts, tools

Guest Services staff noted:
- Takes too many steps = Waste/Delivery
- Mistakes because of lack of real time schedule=Quality
- Staff lack 'power' to adjust schedule=Engagement

What lean concepts have your staff identified
as key to their work?

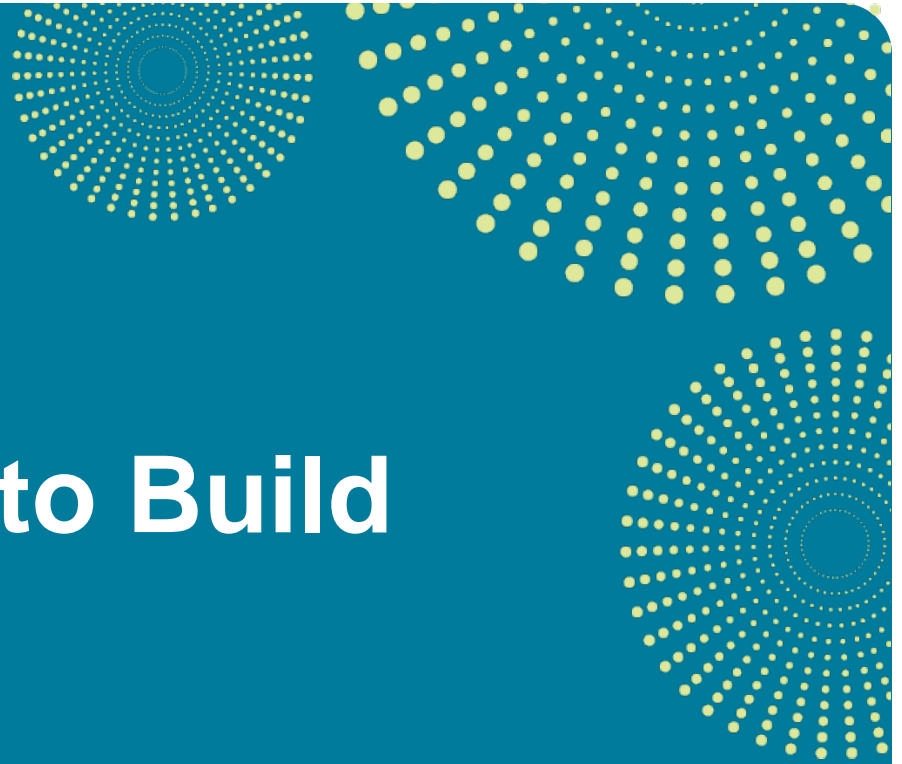# How can we make things better for our customers?

Key Concepts

- Engage staff in identifying solutions

- Build PDCA and reliable methods into daily work

- Clarify data ownership

Shuttle Service improvements

- Eliminated middle man

- Hard wired data entry into schedule

- Provided families with immediate response

Using Outcomes to Build Commitment

How do your staff know you care about their issue and how do you know change is being made?

- Go to Gemba: be visible!

- Link daily work to mission & vision

- Stick to your Huddle schedule

- Populate Visibility Boards with actionable items

- Be a Change Champion

- Focus on strengths

- Create opportunities for growth

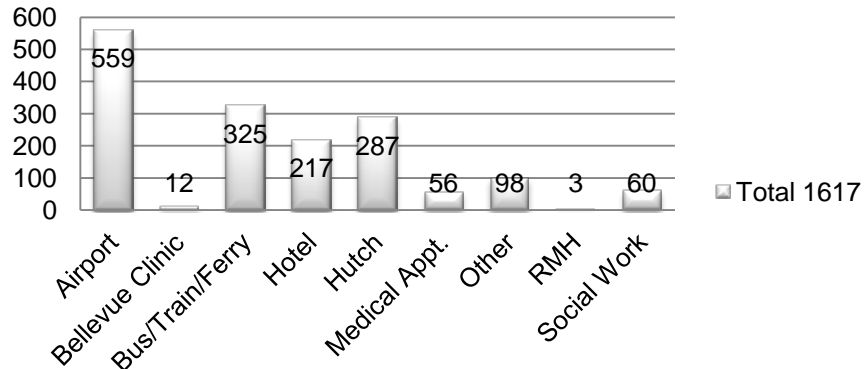- Use data to drive decisions

Daily Visual Management Board

Categories: Shuttle, Staffing, Housing, Proactive Calls

Shuttle: Red (10 or more rides), Yellow (7 – 9 rides), Green (6 rides or less)

Staffing: Red (one or more Specialist or Driver out all day), Yellow (one or more Specialist or Driver out for half a day), Green (fully staffed)

2012-2013 Guest Services Driver Dashboard

Total Rides by Type, October - May

Chart values:
- Airport: 559
- Bellevue Clinic: 12
- Bus/Train/Ferry: 325
- Hotel: 217
- Hutch: 287
- Medical Appt.: 56
- Other: 98
- RMH: 3
- Social Work: 60

Total 1617

Shuttle, January - May

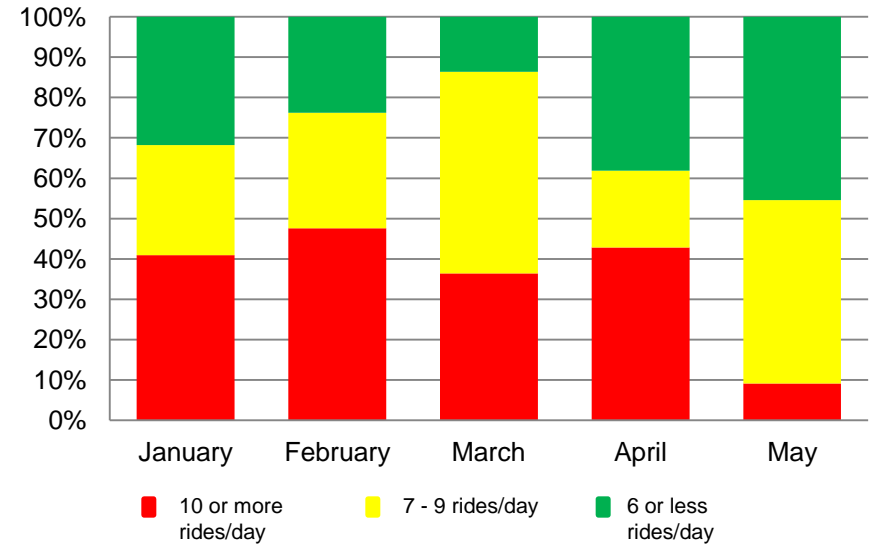Legend: 10 or more rides/day (red), 7 - 9 rides/day (yellow), 6 or less rides/day (green)

Key Points/Current State
- The average ride takes 2 hours roundtrip
- Our 2 Guest Svc Drivers are .9 FTE and work on average 7 hrs/day 5 days a week
- Including vehicle maintenance (gas, cleaning interior) and a lunch/break, drivers are available to transport 6+ hrs a day
- This means optimally drivers are only able to provide 3 rides each (for a total of 6hrs) for a total of 6 rides/day

Take Aways
- Currently we are only at optimal levels (green) 31% of the time
- As rides increase there is a compromise on customer service, safety, and consistency
- We are currently utilizing drivers working more hours, alternate transportation, and cab vouchers because we cannot meet demand
- The need is greater than ever

Shuttle Rides, Jan. – May 2012

Pie chart values:
- 10 or more rides/day: 35%
- 7-9 rides/day: 34%
- 6 or less rides/day: 31%
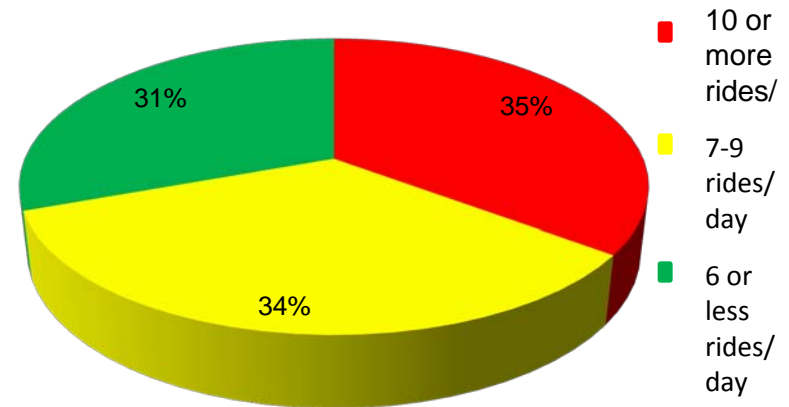
Key Principles to Managing Change

Your Experience

In pairs, discuss your experience being part of change (leading, managing, participating)
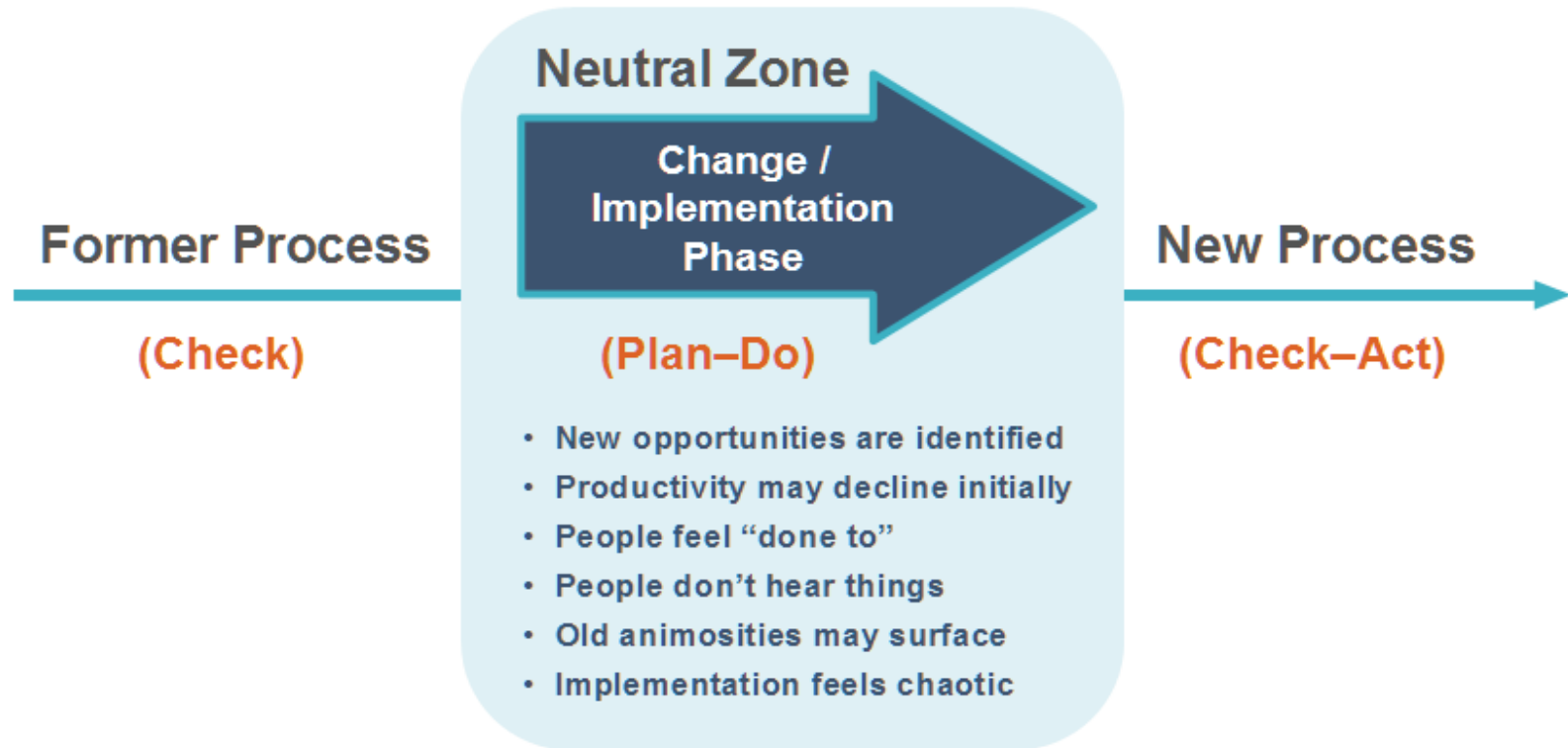
- What has made past change efforts go well? ("Key Ingredients")

Some Truths About Change

- Few people will think you have communicated enough

- Many will wonder what administration, management or someone else "has up their sleeve"

- The people with the vision will be excited and engaged

- The people with the vision will not necessarily be supported by their colleagues

- After a long day, it will seem easier to just "keep doing it the way we do it now"

- The reason for needing to change has got to be compelling and clear to make it all worthwhile

- You have to be personally convinced

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The Transition Process

Neutral Zone

Change / Implementation Phase

Former Process

(Check)

(Plan–Do)

New Process

(Check–Act)

- New opportunities are identified
- Productivity may decline initially
- People feel "done to"
- People don't hear things
- Old animosities may surface
- Implementation feels chaotic
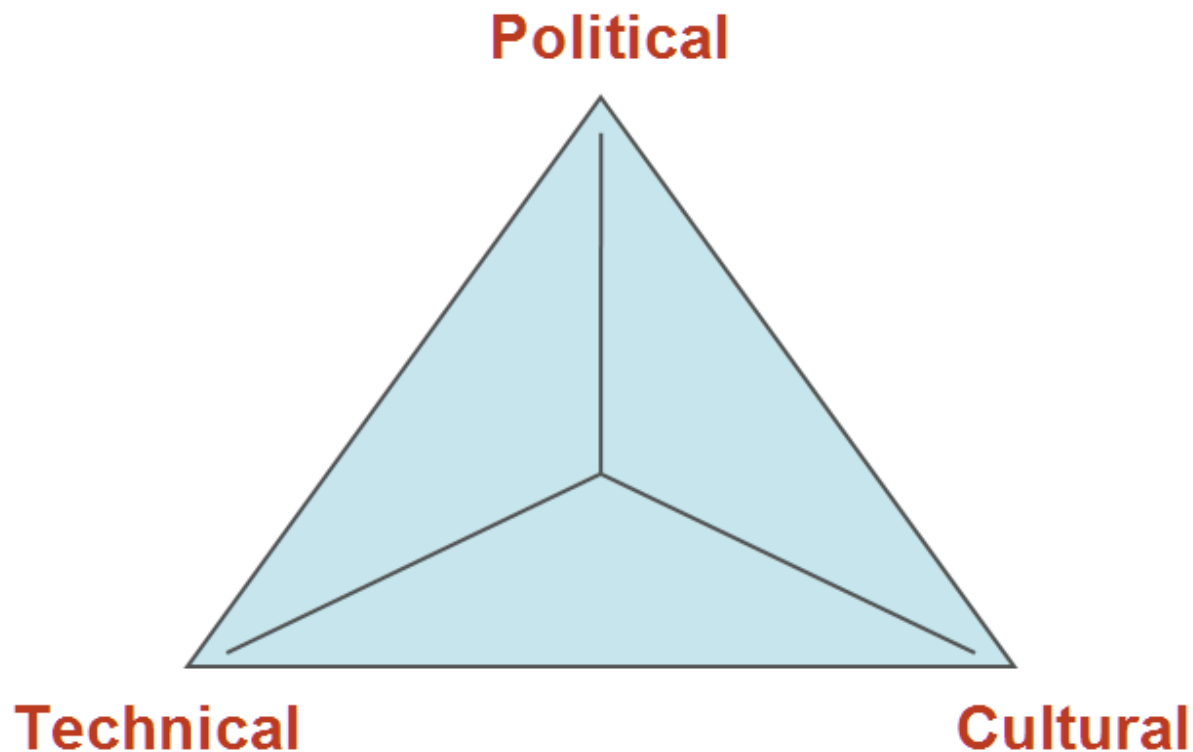
"Unless you can describe who is losing what, you are not keeping your eye on the transition." – Bill Bridges

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Continuous Performance
Improvement

Managing all Aspects of Change

Political

Technical

Cultural

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Continuous Performance
Improvement

Why People Change

- Motivated by dissatisfaction with the current state

- Motivated by an exciting vision of the future

- Clear expectations about new behaviors and standards are set

- They have the education and training in the skills required

- Role models

- Reinforcement for doing it the "new way"

- Because people "have to"

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Kotter's Eight Key Challenges to Implementing Change

1. Allowing too much complacency

2. Failing to create a sufficiently powerful guiding coalition

3. Lacking a vision

4. Under communicating the vision by a factor of 10 (or 100 or 1000)

5. Permitting obstacles to block the new vision

6. Failing to create short term wins

7. Declaring victory too soon

8. Neglecting to anchor the changes firmly in the culture

John Kotter, Leading Change, 1996.

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Improvement

Leadership: The Most Significant Success Factor

Leadership Alignment

- Aligned on need for change
- Communicating same messages
- Aligned on vision and plan

Leadership Participation

- Making time to attend meetings
- Formal and informal check-ins
- Active and visible to staff

Leadership Support

- Leadership conviction
- Long-term perspective
- Persistence – relentless pursuit of improvement
- Seeing change as a learning process, not an opportunity to blame when things don't go as planned

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Success Factors

Leadership Alignment

1	**2**	**3**	**4**	**5**

- Managers are not aligned on targets, level of urgency, methods, plans

- Employees hear different messages from different managers

- Confusion reigns in management and employee groups about why we are doing this and what priority to give this work

- Managers are vertically and horizontally aligned on targets, level of urgency, methods, plans

- Managers actively communicate similar messages to employees regarding the effort

- Employees and managers understand the priority of this work in relation to other initiatives

- When asked, any member of the organization can explain "what we are doing and why we are doing it"

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Success Factors (cont'd.)

Leadership Participation

1   2   3   4   5

- Managers' participation in critical events and meetings is not consistent

- Managers miss critical meetings

- "Monday morning quarterbacking"

- No consistent follow-up and monitoring

- Managers actively participate in:
  - Upfront education
  - Planning and target setting
  - Daily debriefs as needed
  - Vision report outs
  - End of workshop report outs
  - Follow-up coaching
  - Ongoing monitoring

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Success Factors (cont'd.)

Leadership Support

1	2	3	4	5

- Managers:
  - Only share the good news
  - Pull people out of workshops to meet work demands
  - Do not actively engage issues which workshop participants and leaders can't address
  - Do not use the workshop as a basis for continuous improvement

- Managers are "model learners"
- Managers understand cultural "unwritten rules" and take those into account
- Managers provide:
  - Resources during the workshop
  - Resources to keep the work flowing during the workshop
  - Time for workshop participants to complete follow-up work
  - Plans for actively addressing "systems" issues (reward system, information system, planning system, etc.)

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Don't forget to have fun!

How this impacts engagement and change management: the team considers itself a group of friends, as well as coworkers.

- Teammates don't want to let each other down

- They can confide in each other and ask for advice

- Collaboration becomes easier

- Individuals are recognized for more than just "work"

Fun Stuff

- No-Shave November
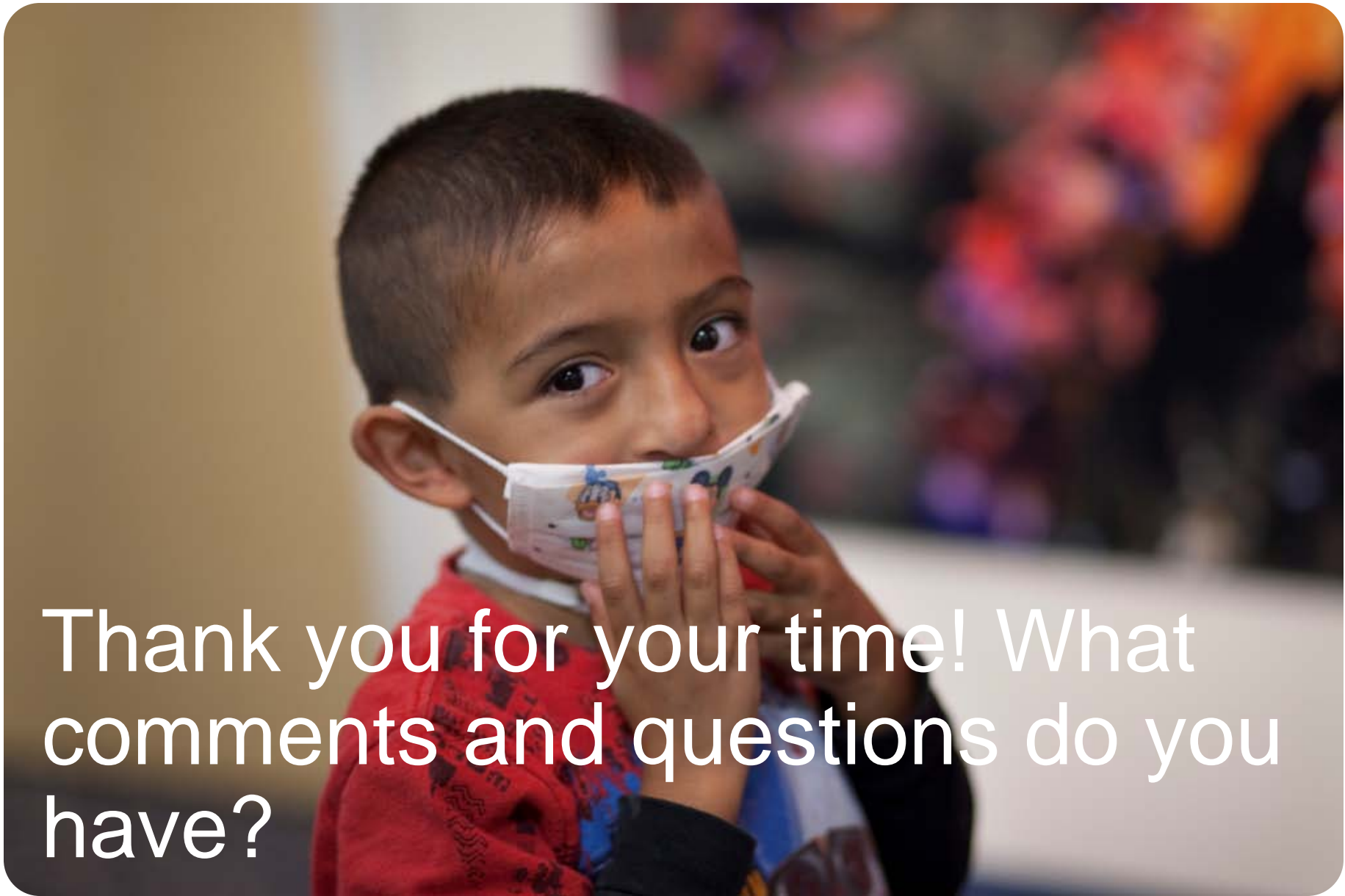
Thank you for your time! What comments and questions do you have?