Lean Service Innovation

It’s all about relevance
Impact Washington is a non-profit organization whose mission is to improve manufacturing performance in the state of Washington through a public private partnership offering consulting, educational and advocacy services in order to contribute to a healthy Washington economy.

In pursuit of our mission, Impact Washington supports governmental and educational institutions in their continuous improvement efforts which help to create an environment where manufacturing can thrive.
in association with

LEAN OFFICE INNOVATION
From Straus Forest LLC

"ENGINEERING"
1. Name
2. Where you work
3. What you do
4. Where you are from
Why are we here?

Because we have a BIG problem.
WHEREAS, our current economic climate with lower revenues and higher demand for services requires state government to continue to streamline operational processes and prioritize limited resources; and

WHEREAS, the citizens of Washington expect state government to deliver needed services with innovation, efficiency and integrity; and

WHEREAS, it is necessary for state agencies to take additional steps to do more with the resources we have available.

Continued…
Governor’s Challenge

“The best solutions to our problems come from those on the line everyday seeing what works and doesn’t work and how to fix it and how to solve it.”

- Governor Gregoire, Lean Symposium 3/24/11

Lean gives us the opportunity to do more with what we have.

LESSONS IN LEADERSHIP SERIES:
Getting Leaner – Getting Results

FREE Symposium for Washington State Agency Leaders

Dates: Thursday, March 24, 2011

Time: 1:00 – 4:30 p.m.

Location: Lena Auditorium
7273 Lindonway Way SW
Tumwater, WA 98501

Additional Information:
Mail: tigranina
860.002.4507
info@ehs.ny.gov

To Register: Click on:
http://www.gmap.org/tour/2011/

In business, “Lean” is the relentless pursuit of maximum efficiency. A Lean organization produces more with existing resources by eliminating non-value added activities. Lean establishes a systematic approach to identifying and eliminating inefficiencies, and improves workflow throughout the whole organization.

HEAR from experts who have successfully used Lean in their organizations:
- Carolyn Conlin, Chair, Virginia Mason Medical Board and retired VP & General Manager of Airplane Programs, Boeing Commercial Airplanes
- Laura McMillan, Chief of Staff & VP of Strategic Planning and Deployment, Group Health
- Diane Miller, Executive Director, Virginia Mason Institute
- Pat Hagan, President and CEO, Seattle Children’s Hospital

LEARN how several state agencies are already using the tools to:
- Reduce costs
- Expand services with fewer resources
- Improve processing time
- Increase productivity
- Improve quality of services
- Meet customer expectations

Sponsored by the Governor’s Office and Department of Labor & Industries
75 minute session design
What can we do?
Got Problems?

Lean Tools  Innovation Tools

Say hello to the 21\textsuperscript{st} century with a smile!
<table>
<thead>
<tr>
<th>Lean tools (a sampler)</th>
<th>Innovation tools (a sampler)</th>
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<tbody>
<tr>
<td>• Waste eradication</td>
<td>• Innovation assessment</td>
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<tr>
<td>• Just-in-time</td>
<td>• Mind mapping</td>
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<td>• Forecasting simulation</td>
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<tr>
<td>development</td>
<td>• PDCA experimentation cycles</td>
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</table>
problems
Explore / Exploit

• Use Innovation tools to create meaningful new services (Explore)

• Use Lean tools to reduce waste and increase flow (Exploit)
Thoughts on Lean regarding waste

Note: Carlos will be presenting this afternoon at 2:30 on “Doing More with Less”
Why the focus on waste?

Value Added  Non-value Added

Time
Why the focus on waste?

Value Added

Non-value Added

Time

VA

NVA

50% improvement in value-added work
Why the focus on waste?

50% improvement in value-added work

50% improvement in non-value-added work
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Success stories

TransOcean Products

Cross Agency

Communications

Leaning Forward
America's #1 brand of surimi seafood.

All across the United States, people who love the delicious taste of seafood are choosing Crab Classic and Lobster Classic more than any other brand. Whether it is because the Classics are a source of heart-healthy Omega-3 or because of the delicious seafood flavor, we sure are proud so many people are enjoying our products. The Classics are fully cooked and ready-to-eat, making them perfect for quick and easy salads, appetizers, hot dishes and more.

For information about specific products, click on the menu on the left.
Products after Innovation
Improve Cross Agency communication with business focusing on the startup phase of operations.

Prospective business owners don’t understanding what they need to do to license and register their new business.

Many prospective small business owners struggle to understand:
• Which agencies they need to contact to get their business registered and licensed with the state,
• What steps they need to take, and
• When they have completed the process.
State agencies face unprecedented budget cuts at the same time the Governor has called for agencies to adapt Lean to government operations.
Innovation Overview

• Why Innovate?
• What is Innovation?
Why do we need to innovate?
What is Innovation?

• Overused term¹
• Many useful definitions
• **Meaningful / Relevant Services**
• **New and Different**

¹You Call That Innovation?, Wall Street Journal, May 23, 2012
Meaningful & New

yeah yeah yeah yeah, but how?
Exercise & Stimulus

• The Mind Dump exercise

• Stimulus: what ideas do you already have that can help improve your work process?
Mind Dump

Step 1:
Write starter idea in the boxes.

Step 2:
Build on idea, "outside the box" in circles.
Instructions / Tips

**Stimulus**: We must do more with existing resources as per executive order (do more with less).

**Assigned Task**: How can you improve your work process?

1. Write down some of your ideas in the *Idea* rectangle.

2. Share these ideas with your neighbor(s) and listen for interesting feedback.

3. After discussing, write down any new ideas in the *Idea Builds* oval.
What did you learn?
## Basic Skillsets for Innovation

| 1. Create Idea          | • Stimulus Mining  
<table>
<thead>
<tr>
<th></th>
<th>• Diversity of Thinking</th>
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</thead>
</table>
| 2. Communicate Idea     | • Customer Problem     
|                         | • Benefit to Customer  |
| 3. Experiment with Idea | • Adapt current capabilities  
|                         | • Lead with new offerings  
|                         | • Reduce Risk with small steps (PDCA Cycle) 
|                         | • Decision Points: Kill or Continue |
## Basic Skillset 1: Create

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<td>• Diversity of Thinking</td>
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<th>2. Communicate Idea</th>
<th></th>
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<tbody>
<tr>
<td>• Customer Problem</td>
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<td>• Decision Points: Kill or Continue</td>
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</tbody>
</table>
Hidden Treasure in Your Group
Create

• Stimulus. Feed your brain! Explore. Seek out information regularly

• Utilize diverse thinking styles – within yourself and within your group

• More ideas are better: Quantity breeds more quality ideas to choose from
Exercise & Stimulus

• **Exercise:** Lawbreaker

• **Stimulus:** No additional resources are available for the foreseeable future. You must do more with less.
Lawbreaker

Need ideas for...

1. **INDIVIDUAL**
   - List Absolute Laws & Truths
   - Individually, list things that we always/never do.
     - Always
     - Never

2. **PAIR**
   - Boldly Break the Laws
   - Roll Die or randomly Pick a LAW
   - With partner, think of possibilities that break the law.
     - Law # _____
     - What if we....
     - Or what if we....

3. **TEAM**
   - Share Your Idea
   - Write Ideas and Advice From Team

4. **INDIVIDUAL**
   - Write Best Ideas on Idea Cards
What did you learn?
A Comparison of Creativity Techniques
Creativity
- individual brainstorming -

<table>
<thead>
<tr>
<th>“Traditional”</th>
<th>“Innovative”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not enough structure</td>
<td>Topic(s) established</td>
</tr>
<tr>
<td>No significant stimulus</td>
<td>Stimulus available</td>
</tr>
<tr>
<td>No preparatory work</td>
<td>Left &amp; Right brain warm up for integration</td>
</tr>
<tr>
<td>(whole brain not activated)</td>
<td></td>
</tr>
<tr>
<td>Low quality results</td>
<td>High quality results</td>
</tr>
</tbody>
</table>
Where To Go On Vacation? ("traditional")
Where To Go On Vacation?
(“traditional”)

Not enough stimulus for many people to succeed well.

1. I don’t know...
2. Anywhere else
3. Poughkeepsie?
Innovative create process

Stimulus

Bora Bora
Istanbul
Rockies
New Jersey
Patagonia

Results

???
# Basic Skillset 2: Communicate

| 1. Create Idea          | • Stimulus Mining  
|                         | • Diversity of Thinking |
| 2. Communicate Idea     | • Customer Problem  
|                         | • Benefit to Customer |
| 3. Experiment with Idea | • Adapt current capabilities  
|                         | • Lead with new offerings  
|                         | • Reduce Risk with small steps (PDCA Cycle)  
|                         | • Decision Points: Kill or Continue |
Communicate

• Understand your **customer(s)** and their **problem(s)**
• Describe the benefit you deliver (**promise**)
• Explain how your idea works (**proof**)
• Be prepared for several conversations
Storytime
(6+/- minutes)

Cross Agency Communication

Leaning Forward
# Improve Cross Agency Communication

![Idea Image](image)

## Expected Outcomes from Jump Start Pitch Sheets

<table>
<thead>
<tr>
<th>Collaborative approach</th>
<th>Expert staff from UBI agencies working together to support new biz</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication style</td>
<td>Speak to governor via podcast &amp; industry issues</td>
</tr>
<tr>
<td>Consistent process</td>
<td>Click on each step to reveal info &amp; actions specific to my biz</td>
</tr>
<tr>
<td>Consistent process</td>
<td>Consistent and complete information &amp; assistance required</td>
</tr>
<tr>
<td>Faster service</td>
<td>Answer 80-90% of questions on first call</td>
</tr>
<tr>
<td>Faster service</td>
<td>Immediate licenses: biz owner prints own license</td>
</tr>
<tr>
<td>Faster service</td>
<td>Complete registration &amp; licensing in one day</td>
</tr>
<tr>
<td>Faster service</td>
<td>Accounts w/ all agencies set up immediately during start-up process</td>
</tr>
<tr>
<td>Faster service</td>
<td>State pays biz owner for delays</td>
</tr>
<tr>
<td>Improved support</td>
<td>Startup.wa.gov website (One stop - One WA interactive website)</td>
</tr>
<tr>
<td>Improved support</td>
<td>Online video about steps to start a biz - self paced</td>
</tr>
<tr>
<td>Improved support</td>
<td>Provide all info &amp; contact info needed to start a biz</td>
</tr>
<tr>
<td>Improved support</td>
<td>One on one consulting for new biz</td>
</tr>
<tr>
<td>Improved support</td>
<td>Continuing to do list to keep you in compliance</td>
</tr>
<tr>
<td>Improved support</td>
<td>Consolidated 800 phone support line for all UBI agencies</td>
</tr>
<tr>
<td>Improved support</td>
<td>Deliver information incrementally as it is needed</td>
</tr>
<tr>
<td>Personalized process</td>
<td>Someone to shepherd new biz owner</td>
</tr>
<tr>
<td>Personalized process</td>
<td>Personalized roadmap for new biz owner</td>
</tr>
<tr>
<td>Personalized process</td>
<td>Know when you've done it right</td>
</tr>
<tr>
<td>Personalized process</td>
<td>Know what next steps are after you get started</td>
</tr>
<tr>
<td>Personalized process</td>
<td>Answer few questions &amp; get personalized help you need</td>
</tr>
<tr>
<td>Personalized process</td>
<td>Tell us what you plan to do, we tell you requirements, costs &amp; timelines</td>
</tr>
<tr>
<td>Reduced steps</td>
<td>Business license approval eliminated</td>
</tr>
<tr>
<td>Simplified process</td>
<td>One place to start, process takes biz to right place</td>
</tr>
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**Feith Lumson**  
I read most of the article with Best Practices from RightNow.com and it has several other good points. I recommend it.

**Karen Pemarl**  
VA ST Governor's Office of Regulatory Assistance  
Great article. Lots of good ideas for when we build My Account.

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Market Mining Digital Dig: New Business Services offered by the State of Virginia. Named the "best state for business".
- Virginia website: clear, step by step instructions for starting a business, easy to navigate.
- Offers seminar to businesses: how to grow sales.
- Virginia Business Information Center: 800# to call (easily identifiable as a good number to call for general information).
- Marketing promotes new business growth: Come In, We're Open.
- "The Best States for Business" Nice graphics.

- "One on One Counseling Opportunities by geographic location with clear contact name and phone #. Other websites: State of Oregon offers online "How to Start a Business in Oregon Guide" which includes a Welcome Letter and offers further information & resources by contacting their Business Information Center.
IMPROVE CROSS AGENCY COMMUNICATION

Small Step or Big Leap?

Business Roadmap

As-Is
- uncoordinated duplicative services
- multiple entry points
- duplication of data
- differing schedules
- conflicting inconsistent information
- high risk of compliance failure because of complexity
- inconsistent and duplicative resource allocation
- multiple help desks
- inconsistent monitoring
  - no measures of overall performance
  - Small Business Services exist only in the state’s view
  - unsynchronized changes
  - no means of measuring overall effectiveness
  - no means of exercising strategic programs

To-Be
- coordinated services
- single entry point
- reuse of data
- automatic schedules or notifications
- consistent information
- low risk of compliance failure because of simplicity
- consistent and targeted resource allocation
- single help desk
- consistent monitoring
  - possible to measure overall performance
  - Small Business Services exist in customers’ view
  - changes are managed and synchronized
  - possible to measure overall effectiveness
  - clear line of sight to enterprise strategy

Proprietary template and graphics. © 2012 by Straus Forest LLC.
CRITERIA:
- Done by beginning of April
- Starts asap
- Low cost—use resources available
- Charge a small amount for agency training participants
- Train up to about 50 people—pairs from 26 agencies—voluntary participation by agencies
- Practice kaizens are real—prob will be done on processes in agencies other than the ones that the trainees work in
- All training needs to build toward and count toward a Lean certification that trainees could continue to work toward getting on their own (April 2013)
- Online learning – consider after work availability
- Lean overview 2 hours
- Performance measurement and improvement estimating 4 hours
- VSM overview 2 hours
- Kaizen tools and templates
- Team facilitation – Coached/Supported
- Classroom
- 5S, visual control, kaizen, 7 minimalist
- Defect reduction, root cause analysis, mistake proofing, data analysis, paradox, 1 day
- Conflict resolution, giving receiving constructive feedback 1 day Internal
- Facilitation for problem solving, implementation, PM, Change Mgmt. 1 day Internal
- Train the trainer lean 101 with simulation – 1 day Sara
- VSM - 3 days Boeing
- Three Kaizen events - supported coach, team etc. 3 days each
- Optional
- 40 hours of self study, reading and test prep consider after work availability
- 8 hour classroom test prep SME bronze level lean practitioner

On-going continuous education: Cohort discussions and learning/case study and assessment
### Customer Benefit Promise (Make a customer benefit promise to address the problem. Answer the question, "Why should I, the customer, care?")

**Our Lean Practitioner Path delivers Washington State government**

- At least one process in each executive cabinet agency improved using Lean by August 2012 at no cost
- 72 state employees (at least 2 from each cabinet agency) with a nationally recognized Lean certification by March 2013

**Our Lean Practitioner Path delivers private sector partners**

- The opportunity to help state government develop capacity to use Lean to improve government operations
- Recognition and appreciation for helping state government improve productivity, quality, delivery time, safety, and morale

**Our Lean Practitioner Path delivers Agency Directors**

- An improved agency process in less than 3 months at no cost
- A nationally recognized Lean certification (for two Lean Practitioners) in less than 1 year

---

**Product, Service, Process and Proof** (Provide a description for the following: 1-describe the product, service, or process and how it works. 2-provide proof that the innovation will deliver the benefit promised.)

We partner with private sector Lean experts to deliver a unique blend of training and coaching that uses proven Lean thinking, Lean tools, and Lean techniques to simultaneously improve agency processes and increase the agency’s capacity to use Lean.

---

**Death Threats** (Rather than compromise the idea, identify the biggest unknown/hurdle.)

Will there be enough private sector Lean experts to provide training and coaching?
## Basic Skillset 3: Experiment

| 1. Create Idea                  | • Stimulus Mining  
|                                | • Diversity of Thinking |
| 2. Communicate Idea             | • Customer Problem  
|                                | • Benefit to Customer  |
| 3. Experiment with Idea         | • Adapt current capabilities  
|                                | • Lead with new offerings  
|                                | • Reduce Risk with small steps (PDCA Cycle)  
|                                | • Decision Points: Kill or Continue |
the government service model canvas

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<tr>
<th>6. Key Resources</th>
<th>3. Channels</th>
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<table>
<thead>
<tr>
<th>9. Cost Structures</th>
<th>5. Revenue Streams</th>
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the government service model canvas

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9. Cost Structures

5. Revenue Streams

A great place to put your ideas.

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Mine for insight on any segment

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Proprietary template and graphics. © 2012 by Straus Forest LLC.
Combine and recombine ideas
Exercise & Stimulus

• Exercise: Annotate the Government Service Model Canvas

• Using information as stimulus gained from the last 2 exercises, annotate your canvas
the government service model canvas

Instructions / Tips

**Suggested Task:** take your ideas from the previous exercises and, as best you can, concisely transpose them onto the canvas.

Add more ideas if that makes sense to you.

Spend time thinking about what you are seeing.
What did you learn?
Experiment

- Develop methods to accurately test new ideas and rapidly improve them (Deming Cycle, Plan-Do-Check-Act Cycle)

- Turn **fear** into useful ideas that can propel your product or service forward (identify your “death threats”, address them, and dissolve them)
Decision Point

• You will **kill** projects. This **must** happen and is just as much cause for celebration as maintaining good projects.

• You will **continue** fruitful projects, learning what adjustments to make as you progress.
Storytime, continued…
(10+/- minutes)

Cross Agency Communication

Leaning Forward
Works Like Looks Like Prototype

Get prepared

Steps new business owner takes

- Have you written a business plan?
  - Yes
  - No

- Do you know what state and local licensing and registration requirements are?
  - Yes
  - No

- Have you checked for additional requirements for starting your business?
  - Yes
  - No

Determine your type of business structure. For help, contact a trusted advisor and read the Start Chapter of the Business Guide.

Several resources are available to help you write a business plan. Go to the Plan chapter of Washington’s Business Guide for assistance.


For help understanding Washington’s business requirements, go to http://bldor.wa.gov/bld/Answer questions about your business and receive customized information. Use this information as you license and register your business.

http://www.BGBguide.wa.gov

For additional help, read the Start Chapter of the Business Guide.

http://www.BGBguide.wa.gov

Role

One suggestion moved this step right after Have you written a business plan? diamond. I think the current position launches them into starting their business.
### Proof for Business Owners

- No more time spent sifting through confusing registration and licensing requirements—trying to determine which apply to you and which agencies you need to go through.

  - Time businesses spend doing it today vs. using roadmap;

  - fewer duplicate UBIs - # today vs. future

- Your time is freed up to focus on the actual work of opening your doors.

  - How much sooner can business open???

### Proof for Agencies

- Fewer staff hours will be spent supporting *routine* business start-up procedures.
  - Today it takes X minutes/customer???

- Online submittal reduces printing and mailing associated with requests for more information and license updates.
  - Outline print/mail costs???

- Faster business startup, which will generate revenue sooner.
  - How many hours/days/weeks today vs future???
  - # of duplicate UBIs today vs. future???
  - $$ revenue generated because they open faster???

- Higher level of customer satisfaction.
  - Need baseline data
ROADMAP

IMPROVE CROSS AGENCY COMMUNICATION

Get Prepared!

Be successful by following these steps before you license and register your business...

HAVE YOU WRITTEN A BUSINESS PLAN?
For help, go to the Plan chapter of Washington’s Small Business Guide:
www.BizGuide.wa.gov

DO YOU KNOW STATE AND LOCAL LICENSING AND REGISTRATION REQUIREMENTS?
For help go to:
www.blis.doc.wa.gov/bif
Answer the questions on this page to get customized information. Hang on to this information and use it when you license and register your business.

HAVE YOU CHECKED FOR ANY ADDITIONAL REQUIREMENTS FOR STARTING YOUR BUSINESS?
For help, read the Start chapter of Washington’s Small Business Guide:
www.BizGuide.wa.gov

HAVE YOU DECIDED WHAT TYPE OF BUSINESS STRUCTURE YOU WILL HAVE? (for example: sole proprietor, limited liability company, etc.)
For help, consult a trusted advisors. You can learn more about business structures in the Start chapter of Washington’s Small Business Guide:
www.BizGuide.wa.gov

New Business Owner

Roadmap to Register and License your Business in Washington
Washington State Government Lean Practitioner Path

Draft for Discussion 1/3/12

**Input**
- Agency Lean Practitioner Candidate

**Output**
- Certified Lean Practitioner

**Lean 010**
- Intro to WA Lean
- Overview of Lean Basics
  - 1 day class

**Lean 020**
- VSM Facilitator
  - 3 day class

**Application 1**
- Value Stream Selection
- Process Walk
- VSM Project Description
  - 14 calendar days

**Application 2**
- VSM Pre-Planning
- VSM Charter
- VSM Scheduling & Logistics
  - 40 calendar days

**Application 3**
- VSM Workshop
- Report Out
  - 5 day workshop

**Application 4**
- VSM Implementation & Follow-up
- Status Reporting
  - 90 calendar days

**Lean 301**
- Presentation of VSM Results
- Lessons Learned
  - 1 day session

**Lean 302**
- Prep for SME Bronze Certification Exam (LECF)
  - 1 day class

**Lean 303**
- SME Bronze Level Exam (Certificate)
  - 1 day off site

**Lean 304**
- SME Bronze Level Certification Awarded
  - 1 day exam

Learning and Doing
Practitioners complete Lean 102, 103, 104, and 105 during the same timeframe as Application 2, 3, and 4

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**Partnership Resources Color Key**
- Impact WA
- Boeing
- Lean Expert Coach
February XX, 2012

Dear XXXXXX:

On behalf of Governor Gregoire and her Office of Accountability and Performance, we want to welcome you as a Washington State Government 2012 Lean Practitioner Path Partner Coach. We appreciate your offer to provide project coaching this year as our state agency training participants apply their learning to plan and conduct a value stream mapping workshop. Now more than ever, we are excited about the opportunity to use Lean to improve state government performance, a goal that we know is shared by our private sector partners. Several state agencies are already using Lean to eliminate waste, save time, standardize workflow, reduce backlogs and decrease process complexity, which benefit our customers, the residents and businesses of Washington State.

As you may be aware, Governor Gregoire's Executive Order 11-04 (embed link to EO) directs her Cabinet agencies to pursue Lean through learning and through process improvement projects. Her vision is to integrate Lean thinking, tools, techniques and culture into all state government operations to put Washington on a trajectory that ensures a strong financial foundation for the future.

In 2012, Cabinet agencies are to:
- Learn Lean principles, concepts and tools,
- Deploy efforts to build capacity for Lean while embedding Lean in the agency culture
- Complete at least one Lean process improvement project by August 2012

Our goal with the Washington State Government 2012 Lean Practitioner Path is to help the agencies build internal capacity to support their Lean journey through developing at least one pair of Lean practitioners in each agency with facilitation capability while also helping them complete at least one process improvement project this year. We are very fortunate to have so much support from the business community. The training curriculum includes:

- 4 separate days of basic Lean training provided by Impact Washington,
- 3 consecutive days of Lean Value Stream Mapping (VSM) Facilitator training provided by the Boeing Co.,
- A tour of a private sector facility (like the Boeing Plant in Renton, Seattle Children's Hospital, or others),
- Individual reading and study assignments
- Hands-on VSM Workshop, to be conducted with a private sector Partner Coach:
  - 4-6 weeks of VSM workshop planning (approx 1 meeting per week)
  - Conduct a 5-day VSM Workshop and
  - Facilitate VSM implementation follow up (weekly meetings over a 90 day period)

Thank you for your commitment and dedication to helping us continue to be a "leaner government."
# Washington State Lean Engagement Plan for 2012 - DRAFT

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Leaning Forward

Lean Overview for Leaders

Accountability and Performance

The Governor directed Washington state agencies to begin implementing Lean by learning about Lean concepts and tools; building capacity; embedding Lean in agency culture; and completing at least one Lean project by August 31, 2012. This session will provide an overview of Lean principles, methods and tools, and the role of the leader.

January 25, 2012
9am - 12pm
OB2 Auditorium, Olympia

Opening remarks by Governor Chris Gregoire
Also during this session:
- Learn about a leader's role in Lean
- Hear about Lean and where it came from
- Gain knowledge of common Lean methods, tools and their application
- Learn about the potential benefits of using Lean statewide
- Find out how private sector partners are helping Washington state deploy Lean
- Have an opportunity to ask questions of agency leaders and practitioners already using Lean

Register Now!
To register for this course, visit:
http://celearn.dop.wa.gov

WSDOT and Liquor Control Board employees use:
https://aml.geolearning.com/reconnect/wasdcp/orgn.reg

Click on the "featured" button on the home page and look for "GOV Lean Overview for Leaders" to register.
If you are new to the online training registration system, contact your human resource department for assistance.

Who should attend?
Executive leaders who have not previously attended a Lean overview, and supervisors and managers who will lead a Lean model area project are strongly encouraged to attend. Others with an interest in Lean may attend if space is available.

Office Building 2 Auditorium
1115 Washington St. SE

Questions? 360-902-0849
E-mail: accountability@gov.wa.gov

http://www.accountability.wa.gov/leadership/lean/default.asp
Customer Concept Card

Innovation Name (Suggestive of the Benefit)
Lean Practitioner Path — Building Lean Capacity through Private Sector Partners

News Headline (Explain your idea in 1 sentence. The first 100 words will be used.)
Lean experts from the private sector partner with state agencies to develop capacity to use Lean to improve government operations.

The Customer & Their Pain (with)
Executive Cabinet Agencies have lots of money (as do all government agencies) and are looking for ways to spend it more efficiently.

Customer’s Questions
Understanding the benefits of Lean or having a culture that is accustomed to Lean

Customer’s Response
There is a growing awareness of the benefits of Lean and a question of how to educate and implement Lean by August 2012 at no cost. State agencies can achieve a nationally recognized Lean certification by working with private sector partners.

Customer’s Pain
Current state agencies have limited capacity to use Lean and are not seeing the full benefits of Lean in helping state government improve productivity, quality, delivery time, safety,

Getting Started with Lean
6th delivers Agency Directors
6th delivers Lean Thinking Tools and Techniques
3rd delivers Lean Thinking Tools and Techniques
2nd delivers Agency Process in less than 3 months at no cost
1st delivers agency process in less than 3 months at no cost
3rd delivers a nationally recognized Lean certification (for two Lean Practitioners) in less than 1 year

Product, Service, Process and Proof (Provide a description for the following: 1-describe the product, service, or process and how it works. 2-provide proof that the innovation will deliver the benefit promise.)
We partner with private sector Lean experts to deliver a unique blend of training and coaching that uses proven Lean thinking, tools, and techniques to simultaneously improve agency processes and increase the agency’s capacity to use Lean.

Death Threats (Rather than compromise the idea, identify the biggest unknown hurdle.)
Will there be enough private sector Lean experts to provide training and coaching?
Summing up
Take Aways

• Lean focuses on increasing capacity by eliminating waste and increasing flow. Use innovation within Lean to accomplish these goals.

• Use Innovation to create and develop meaningful new services for your customers.

• Do Both.
### Lean + Innovation

<table>
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<tr>
<th>Lean tools</th>
<th>Innovation tools</th>
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<tr>
<td>![Tool Icon]</td>
<td>![Innovation Icon]</td>
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**your BRAIN - the ultimate tool**

*(use it or lose it)*

---

**Got Problems?**

Use Lean Tools  
Use Innovation Tools

_Say hello to the 21st century with a smile!_