



Office of the Washington State Auditor

Pat McCarthy

Overcoming Resistance to Your Organizational Change Management Plans

2017 WA State Government Lean Transformation Conference

“Growing a Culture of Problem Solvers”

October 18, 2017

Debra Hentz, SAO Performance Center
Ben Thurgood, City of Tacoma
John Dickson, Spokane County



2017 Government Lean Transformation Conference

2017 Event Schedule

Organizations come together to learn about Lean, discuss lessons learned and share innovative ways of adapting Lean to the public sector.



**Overcoming “Resistance”
to Organizational
Change Initiatives**





Office of the Washington State Auditor

Pat McCarthy

Our mission

The State Auditor's Office holds state and local governments accountable for the use of public resources.

→ **my focus**

Our vision

Government that works for citizens.

The Performance Center is part of the Performance Audit Division established by Voter's Initiative 900 passed in 2005.

Our strategic goals

1. Government that works better, costs less, and earns greater public trust.
2. High audit quality and operational efficiency.
3. Highly skilled, engaged and dedicated employees.

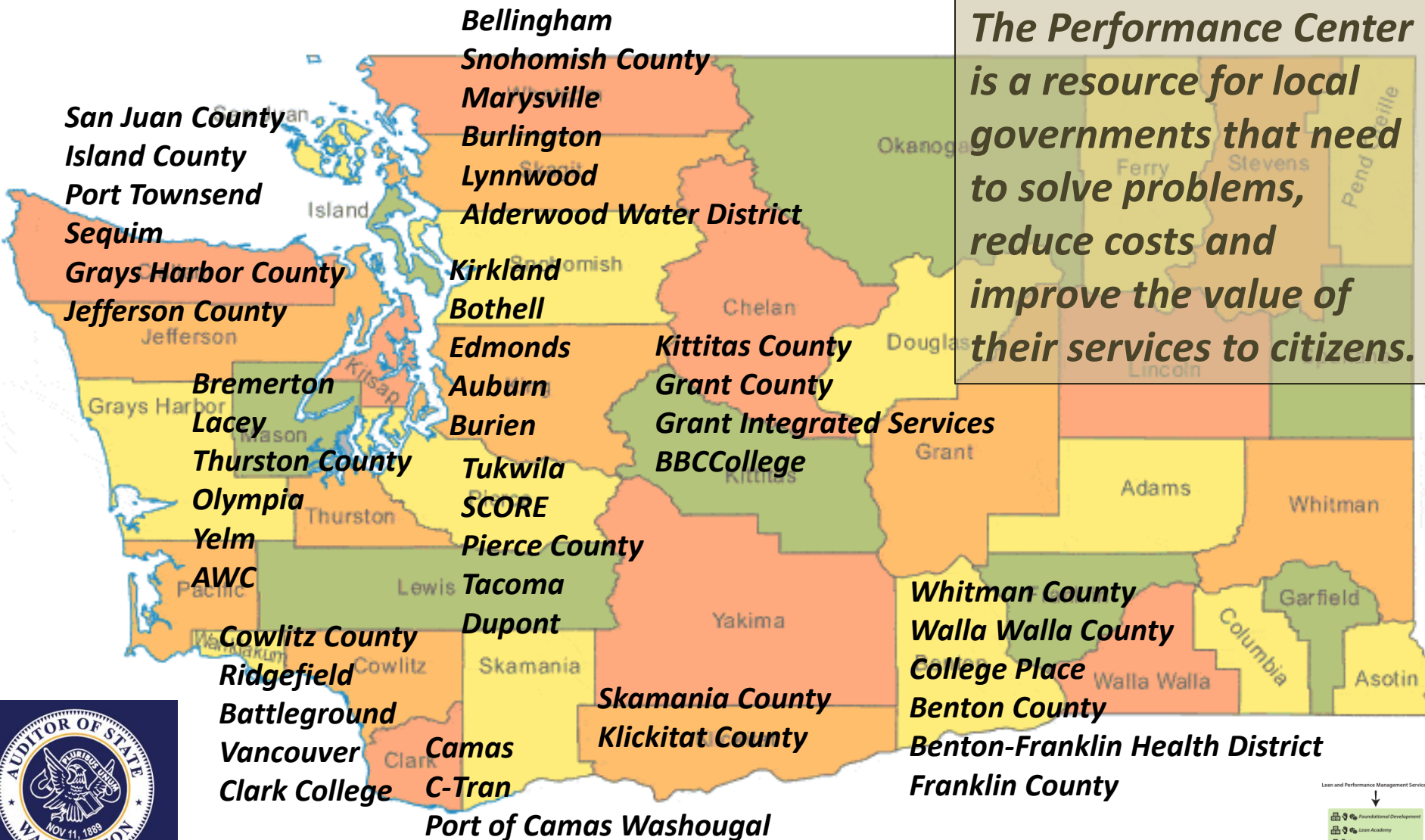
→ **connection to Lean**

Audits look back at what has been done.
Lean services look forward to help improve Local Government operations.

Debra Hentz, Lean Specialist

Lean Services: *sampling of served governments*

The Performance Center is a resource for local governments that need to solve problems, reduce costs and improve the value of their services to citizens.



City of Tacoma: Ben Thurgood, Continuous Improvement Lead

City of Tacoma
W A S H I N G T O N



Continuous Improvement Initiative

Our mission is to help departments **identify** problems and **implement** solutions while developing citywide capacity for problem solving and continuous improvement.



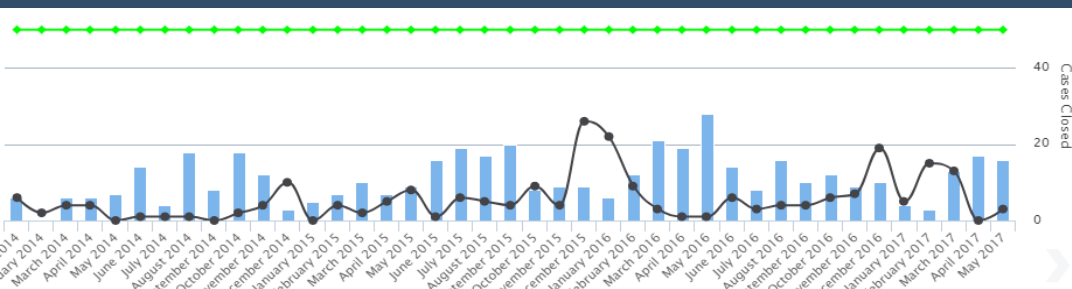
brought to you by

CONTINUOUS IMPROVEMENT

Spokane County: John Dickson, Chief Operations Officer



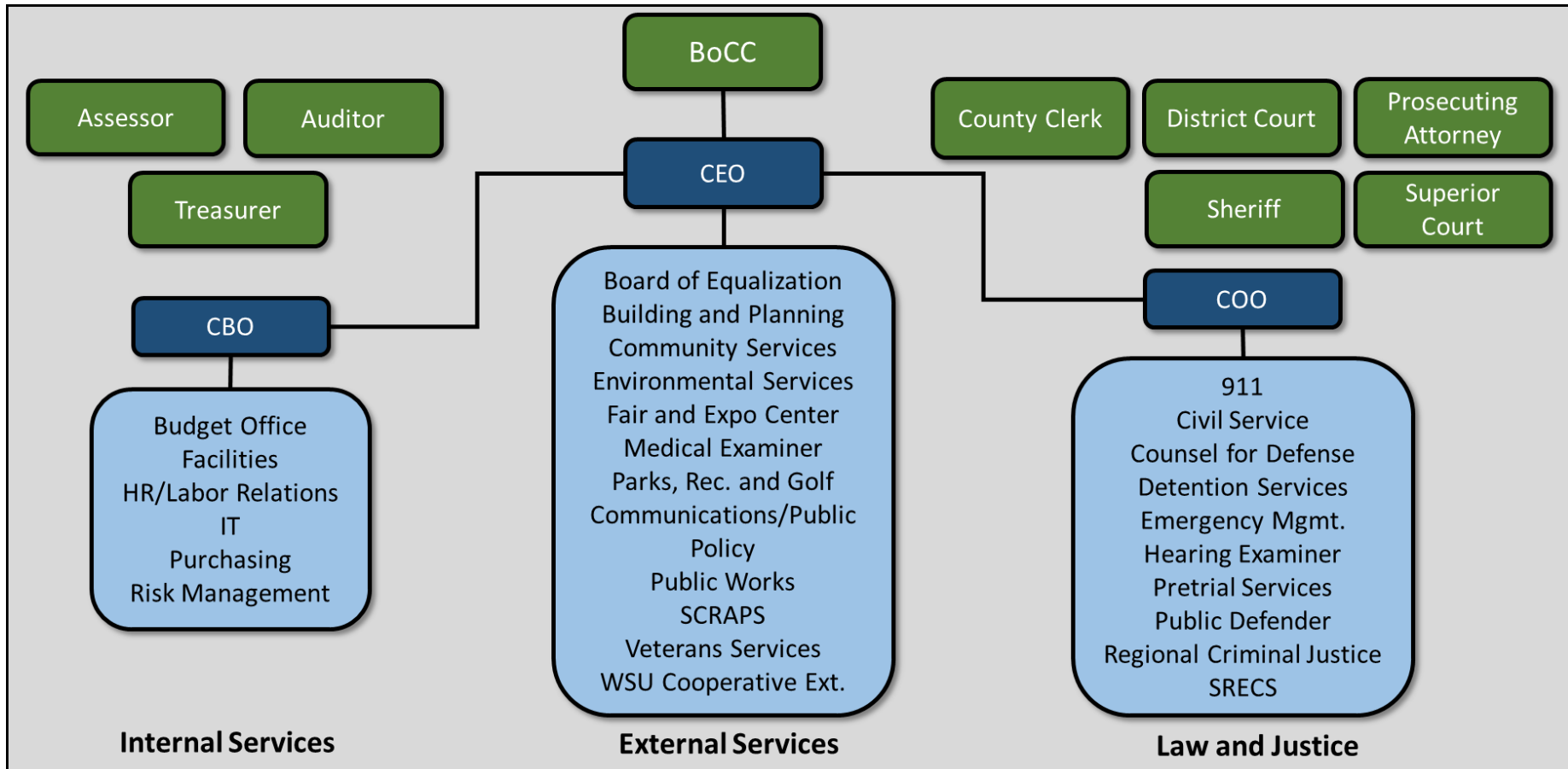
Spokane County Performance Indicators



County structure differs from most other Organizations

2017-18 Spokane County Organization Chart

Spokane County Citizens



We each picked two barriers to share.



Lone Wolf Assignment: one person's responsibility, ignoring bright spots



Wrong Strategic Intent: focus on \$\$ rather than capacity building



Forgetting History: re-education takes time, repetition & visible proof



Ignoring Data: failing to look, lack of curiosity, unmarked holes

DANGER

DON'T RUN



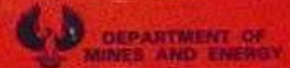
BEWARE!



DON'T WALK BACKWARDS



UNMARKED HOLES



Too much focus on tool usage: change requires people development



Lack of acknowledged steps: Lean is small, successful changes over time



Fix Processes, not People

- People do the best they can in the system they work in –they want to do a good job! *This must be an organizational value.*
- People respond to the system they operate within.
 - Systems are a collection of the processes, procedures, and situations that form the environment in which you work.
 - What happens when something doesn't work or when failure is encountered? Do we delegate and develop people? How is respect for people demonstrated in our organization?
- Organizational habits form the Culture. We all make the culture that defines our organization.

At a high viewpoint, every situation has similarities.



What are your
questions?

Thank You for
being part of our
Lean Community!

SAO Performance Center

The State Auditor's Office has created the Performance Center to help local governments evaluate their programs and services, and improve results.

The Performance Center website provides more than 100 tools, templates and resources you can browse, share and download to use or customize for your own jurisdiction.

Contact the Center

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