

# Signposts on the Lean Transformation Journey

Washington State Government's Results Model  
Advice from our Lean Expert Partners

Darrell Damron \* Hollie Jensen



Washington State Government

Lean

Transformation  
Conference 2014  
TACOMA



# Note

- Roadmap for the Lean Transformation Journey (slides 3-25) was designed to be viewed via Prezi at

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We're making improvements in every area of the

# Results Model

Value-Driven Purpose

Process  
Improvement

Leadership  
Behaviors  
&  
Management  
Systems

People  
Development

Mindset/Culture

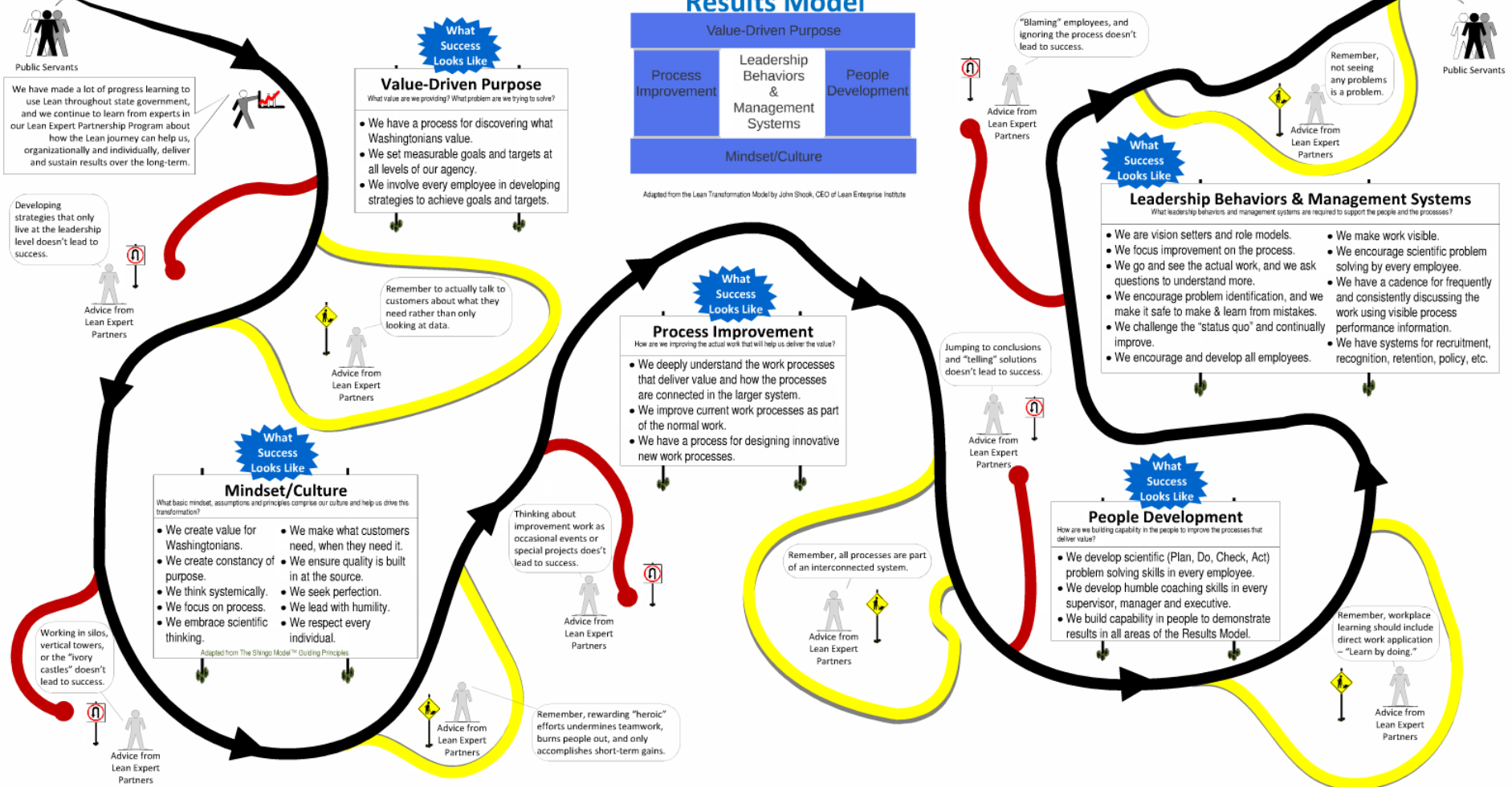
# Signposts on the Lean Transformation Journey



# Results and Better Value for More Washingtonians

2014

2020



We have a long history of improvement efforts to honor in Washington state government.

Our way of working helps us achieve results and deliver better value to more Washingtonians for generations to come.

We have made a lot of progress learning to use Lean throughout state government, and we continue to learn from experts in our Lean Expert Partnership Program about how the Lean Journey can help us, organizationally and individually, deliver and sustain results over the long-term.

Developing strategies that only live at the leadership level doesn't lead to success.

Working in silos, vertical towers, or the "Ivory castles" doesn't lead to success.

**What Success Looks Like**

**Value-Driven Purpose**  
What value are we providing? What problem are we trying to solve?

- We have a process for discovering what Washingtonians value.
- We set measurable goals and targets at all levels of our agency.
- We involve every employee in developing strategies to achieve goals and targets.

Remember to actually talk to customers about what they need rather than only looking at data.

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## Results Model

Value-Driven Purpose		
Process Improvement	Leadership Behaviors & Management Systems	People Development
Mindset/Culture		

Adapted from the Lean Transformation Model by John Shook, CEO of Lean Enterprise Institute

**What Success Looks Like**

**Process Improvement**  
How are we improving the actual work that will help us deliver the value?

- We deeply understand the work processes that deliver value and how the processes are connected in the larger system.
- We improve current work processes as part of the normal work.
- We have a process for designing innovative new work processes.

Thinking about improvement work as occasional events or special projects doesn't lead to success.

Remember, all processes are part of an interconnected system.

"Blaming" employees, and ignoring the process doesn't lead to success.

Jumping to conclusions and "telling" solutions doesn't lead to success.

**What Success Looks Like**

**Leadership Behaviors & Management Systems**  
What leadership behaviors and management systems are required to support the people and the processes?

- We are vision setters and role models.
- We focus improvement on the process.
- We go and see the actual work, and we ask questions to understand more.
- We encourage problem identification, and we make it safe to make & learn from mistakes.
- We challenge the "status quo" and continually improve.
- We encourage and develop all employees.
- We make work visible.
- We encourage scientific problem solving by every employee.
- We have a cadence for frequently and consistently discussing the work using visible process performance information.
- We have systems for recruitment, recognition, retention, policy, etc.

**What Success Looks Like**

**People Development**  
How are we building capability in the people to improve the processes that deliver value?

- We develop scientific (Plan, Do, Check, Act) problem solving skills in every employee.
- We develop humble coaching skills in every supervisor, manager and executive.
- We build capability in people to demonstrate results in all areas of the Results Model.

Remember, not seeing any problems is a problem.

Remember, workplace learning should include direct work application - "Learn by doing."

**What Success Looks Like**

**Mindset/Culture**  
What basic mindset, assumptions and principles comprise our culture and help us drive this transformation?

- We create value for Washingtonians.
- We create constancy of purpose.
- We think systemically.
- We focus on process.
- We embrace scientific thinking.
- We make what customers need, when they need it.
- We ensure quality is built in at the source.
- We seek perfection.
- We lead with humility.
- We respect every individual.

Adapted from The Shingo Model™ Guiding Principles



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Public Servants



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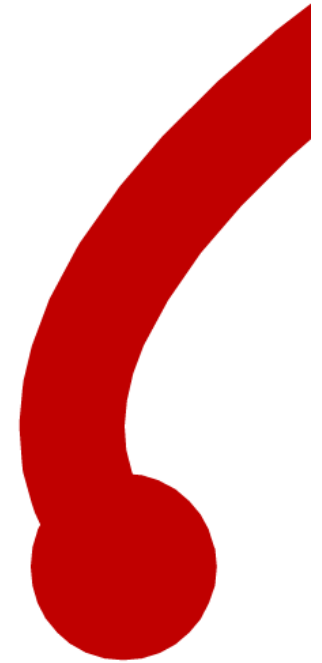
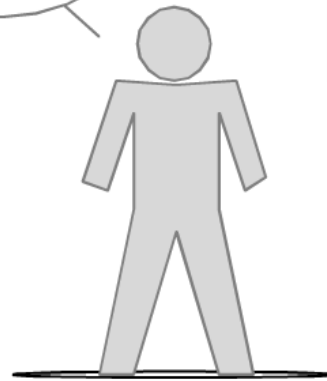
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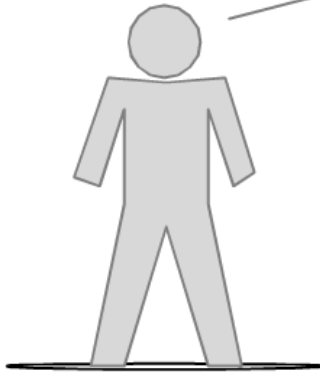


Developing strategies that only live at the leadership level doesn't lead to success.



Advice from  
Lean Expert  
Partners





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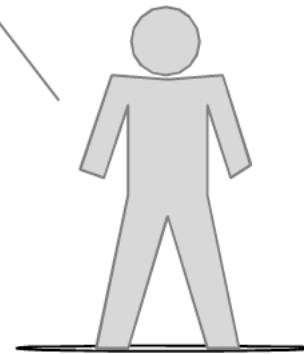
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Remember, rewarding “heroic” efforts undermines teamwork, burns people out, and only accomplishes short-term gains.



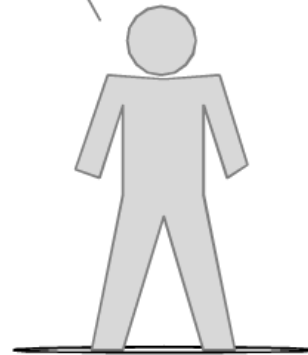
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# **Process Improvement**

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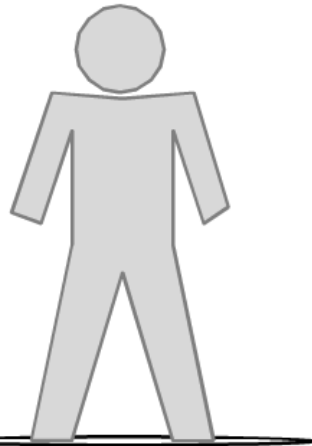
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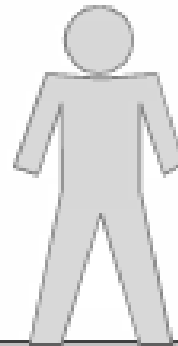
# What Success Looks Like

## People Development

How are we building capability in the people to improve the processes that deliver value?

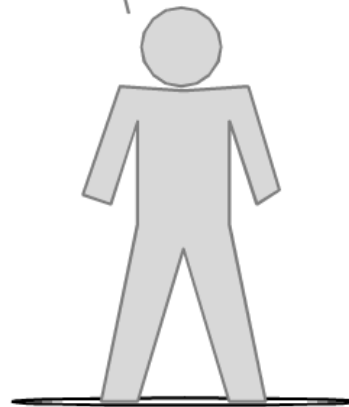
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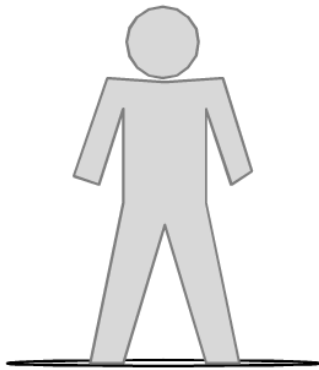
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# Leadership Behaviors & Management Systems

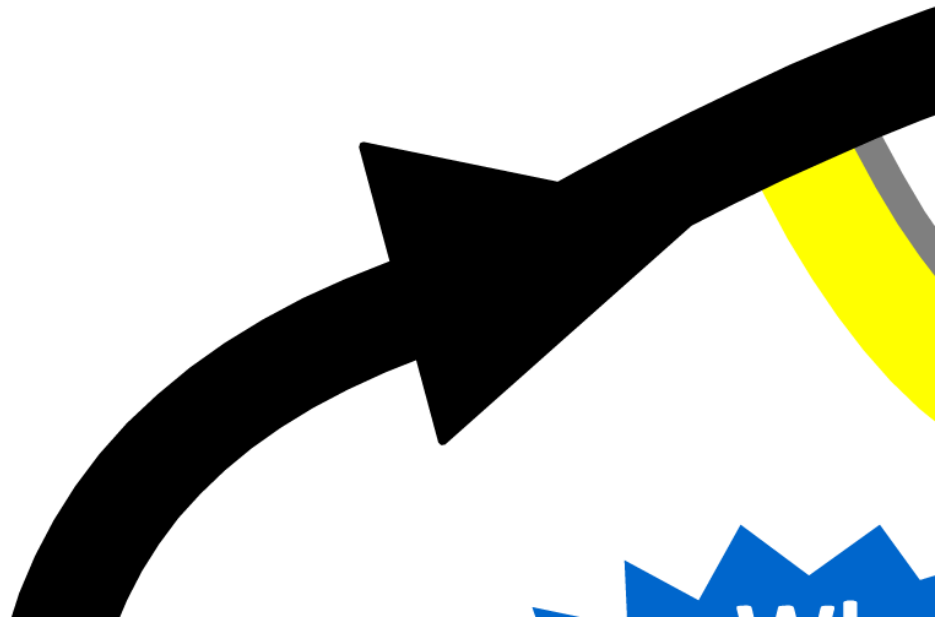
What leadership behaviors and management systems are required to support the people and the processes?

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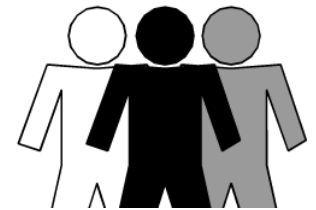


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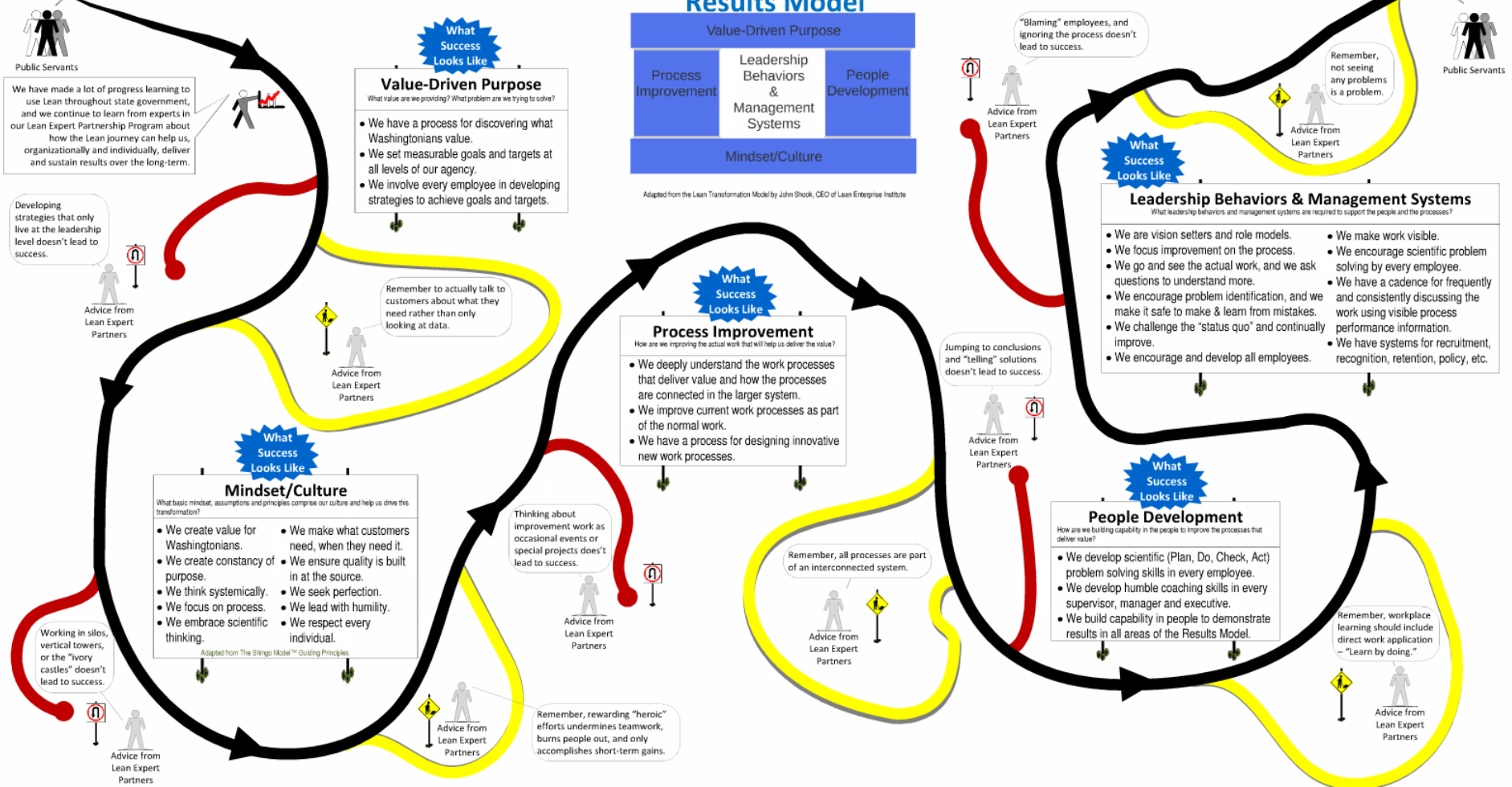
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