

Under resourced?

Unlock your opportunity to grow capacity
with Lean thinking

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Center for Government
Innovation

About SAO





Tools and services to help

SAO's Center for Government Innovation offers

- Customized Lean facilitations & training
- Teambuilding workshops
- Online resource library
- Cyber checkups
- Financial Intelligence Tool (FIT)



Using Lean to achieve better outcomes



Agenda

01

Choose **LEAN**
methodology

02

Basics of Lean
LEADERSHIP

03

Importance of
CULTURE

04

BUILDING your
unique culture

05

Leading with
Lean **TOOLS**





**Choose LEAN
methodology**



Grow capacity, even with limited staff

- Sponsors set goals
- Subject matter experts make proposals
- Agreements determine small change steps
- Improvement achieved over time



**Big things have
small beginnings**



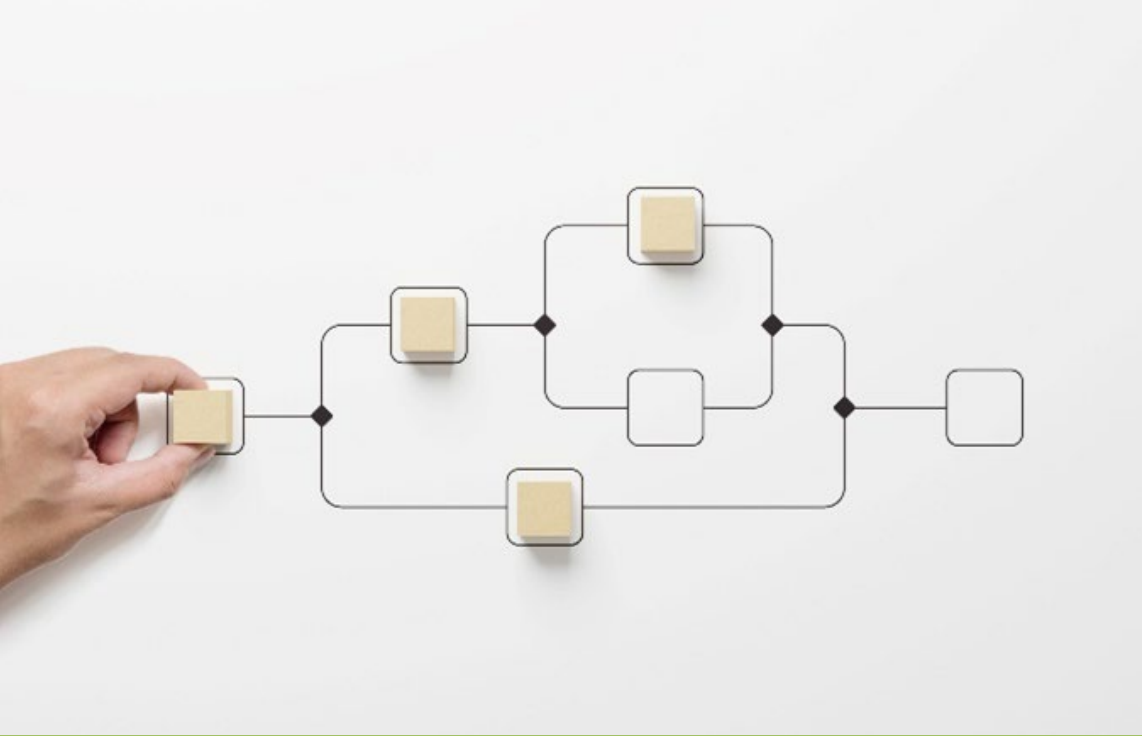


SMEs propose the change

Lean helps SMEs "see beyond" their desks

- Respect for management while empowering SMEs for their unique skills
- Coordinate cross-departmental workflows for a seamless value stream
- Considering the customer perspective as one project, not separate elements



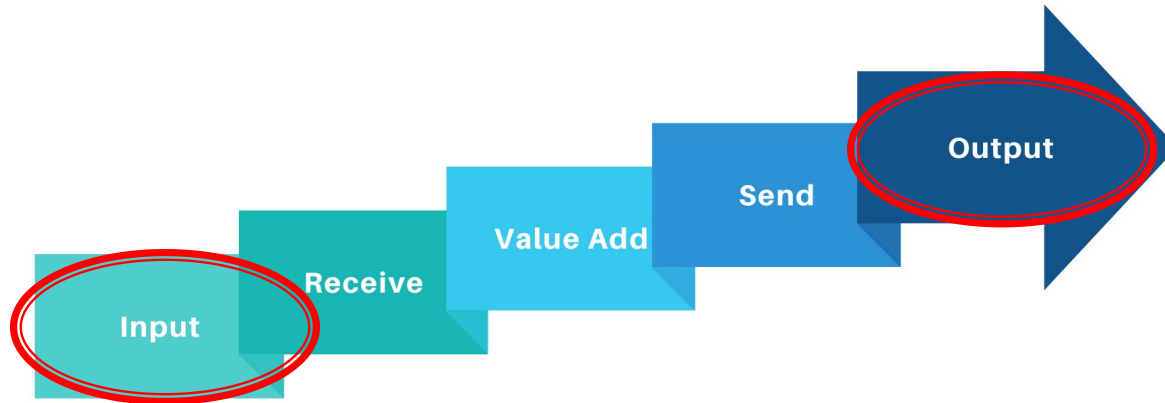


Focus on process, not people, to make improvements.

Lean principles



Lean improves the work processes that people do



**Focus on process,
not people**

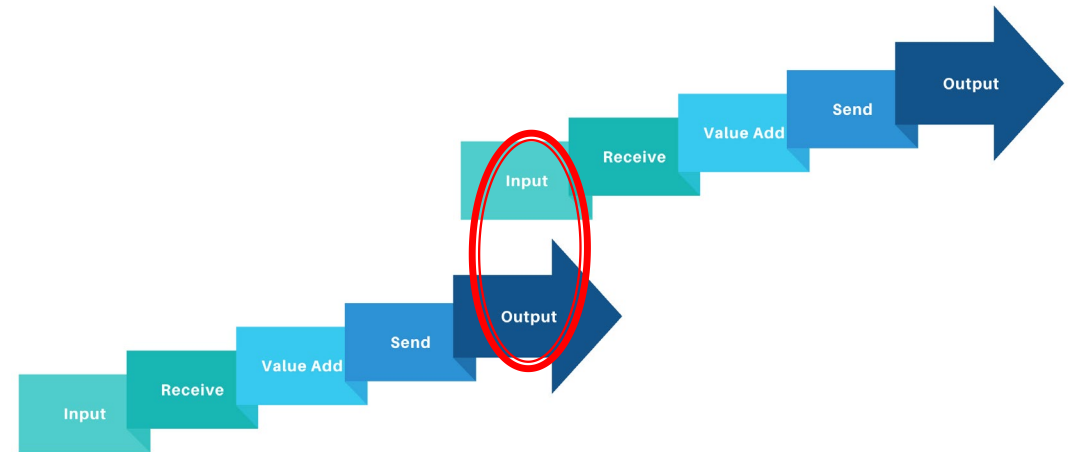


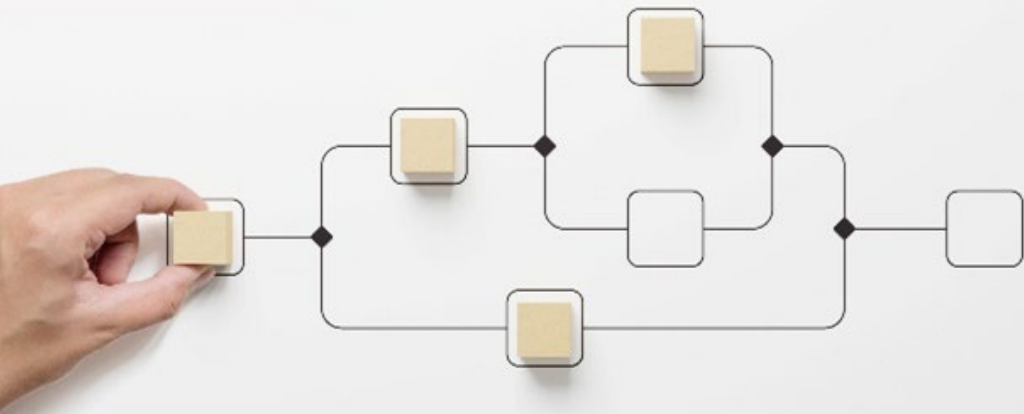


Customer defines quality

My “work” is what I produce for
the next person, my *customer*.

- ✓ External value stream customers
- ✓ Internal process output customers





Lean principles

Focus on process, not people, to make improvements.

Capture current state essentials to uncover waste to be eliminated.

Replace unnecessary tasks with capacity to do more priority work.



First define the necessary, then eliminate waste

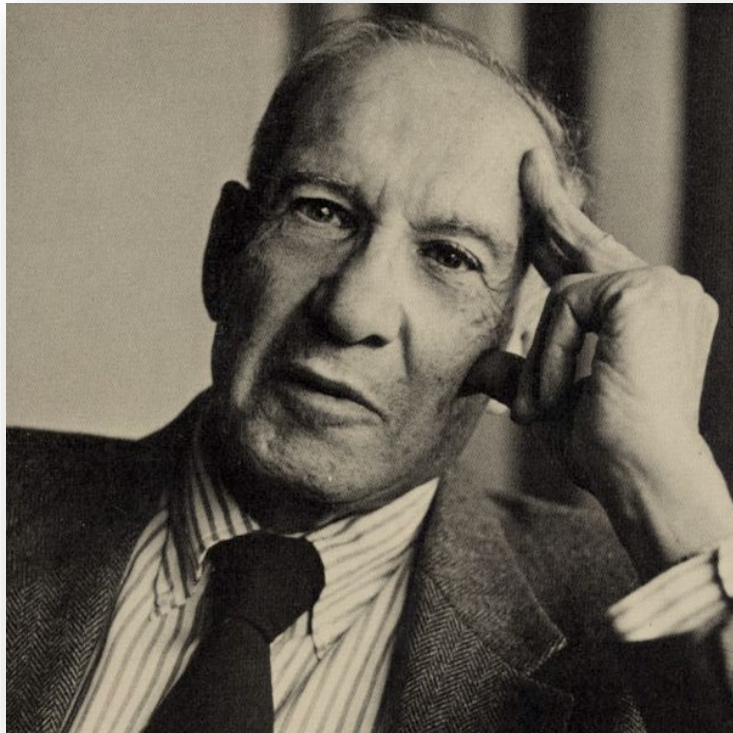


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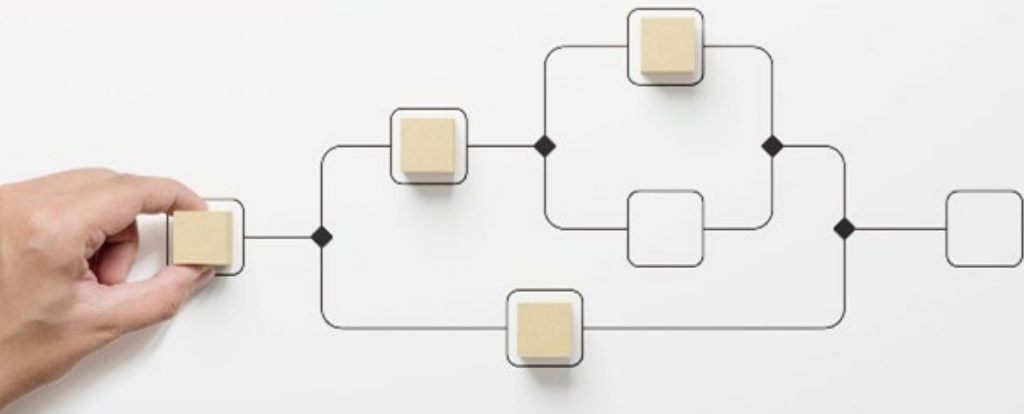
“

There is nothing quite so useless, as doing with great efficiency, something that should not be done at all.

”

*Peter Drucker,
American Business Consultant*





Lean principles

Focus on process, not people, to make improvements.

Capture current state essentials to uncover waste to be eliminated.

Replace unnecessary tasks with capacity to do more priority work.

Continue making improvements as knowledge grows & opportunities arise.



Lean improves process efficiency by making small changes over time.

- Reduces risk
- Grows knowledge
- Creates ideas



**Improvement
over time**





Basics of Lean LEADERSHIP

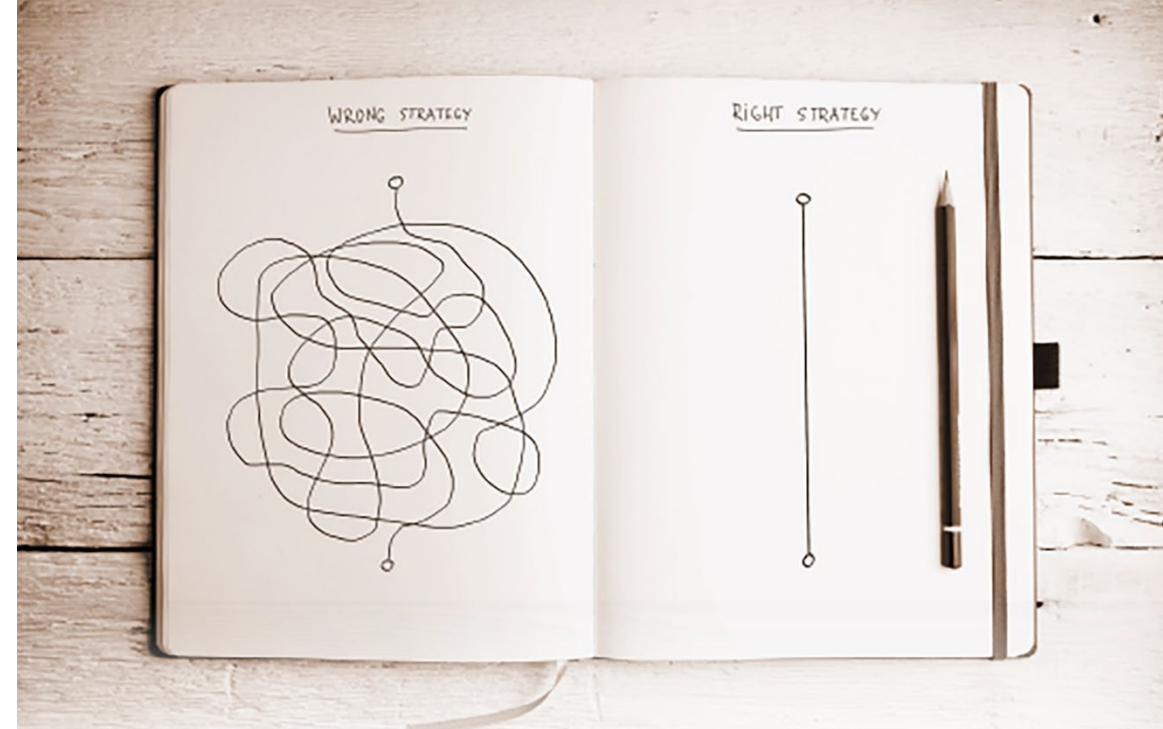




If your actions inspire others to dream more, learn more, do more and become more, you are a leader.



*John Quincy Adams,
6th President of USA*



Lean leadership



Consistent daily practice

- Demonstrate desired behaviors
- Inspire passion of purpose
- Evaluate current assumptions
- Balance team & individual recognition
- Enable the power of others

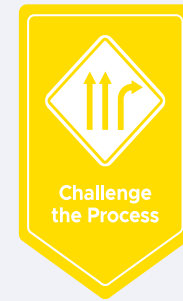


Photo credit: The Five Practices of Exemplary Leadership. Retrieved from [Leadership Challenge](#) – The Leadership Challenge® | Solutions for Every Stage of the Leadership Journey.

The Five Practices of Exemplary Leadership®



“Culture eats strategy for breakfast.”

– *Dr. Peter F. Drucker*

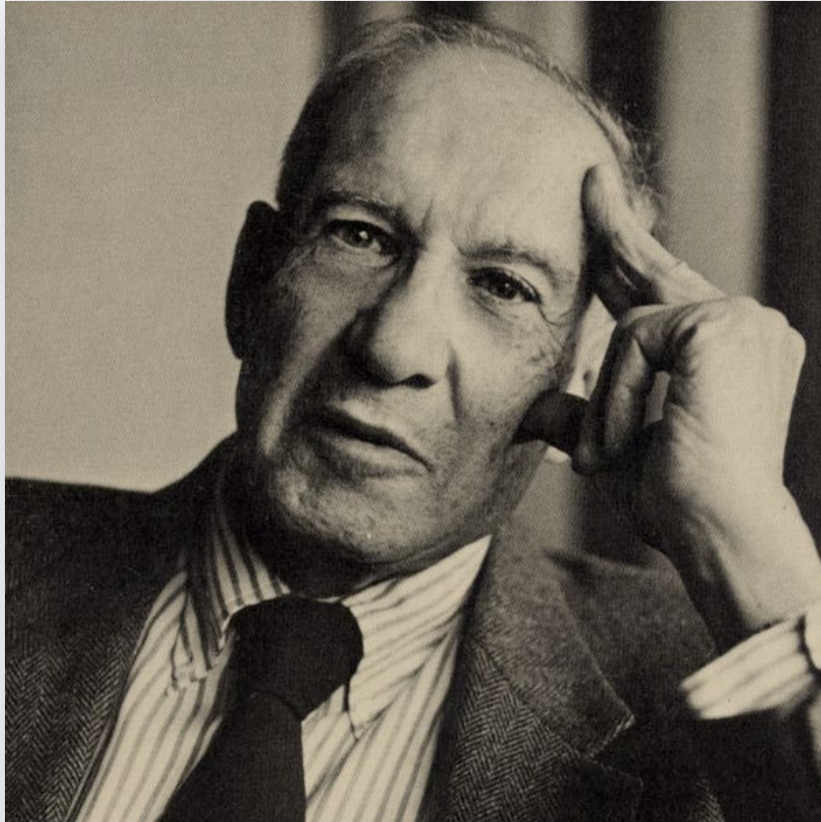


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**Leaders establish
the culture**



Importance of CULTURE



“The culture of a workplace...has a huge impact on our happiness and success.”

- Adam Grant
Organizational Psychologist



Photo credit: Adam Grant, portrait, facing forward. Retrieved from www.adamgrant.net.

What is culture?



Lean is 90% culture



Tasks fail; People learn





Lean culture

Lean teams prioritize learning over ego or hierarchical power.

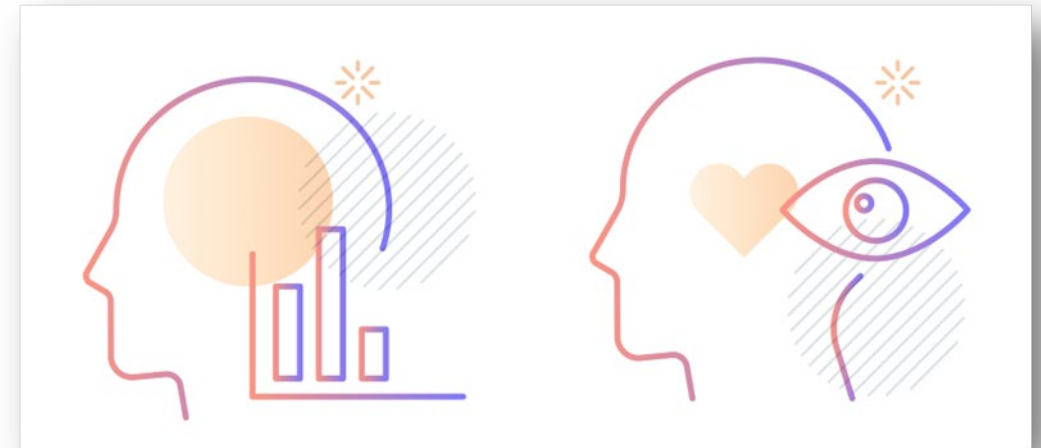
SMEs share information openly and are respected for their individual role.

Curiosity helps the team identify the critical handoffs for process efficiency.

Change risk is mitigated by taking small steps over time toward a True North.



Can we measure culture?



Quantitative

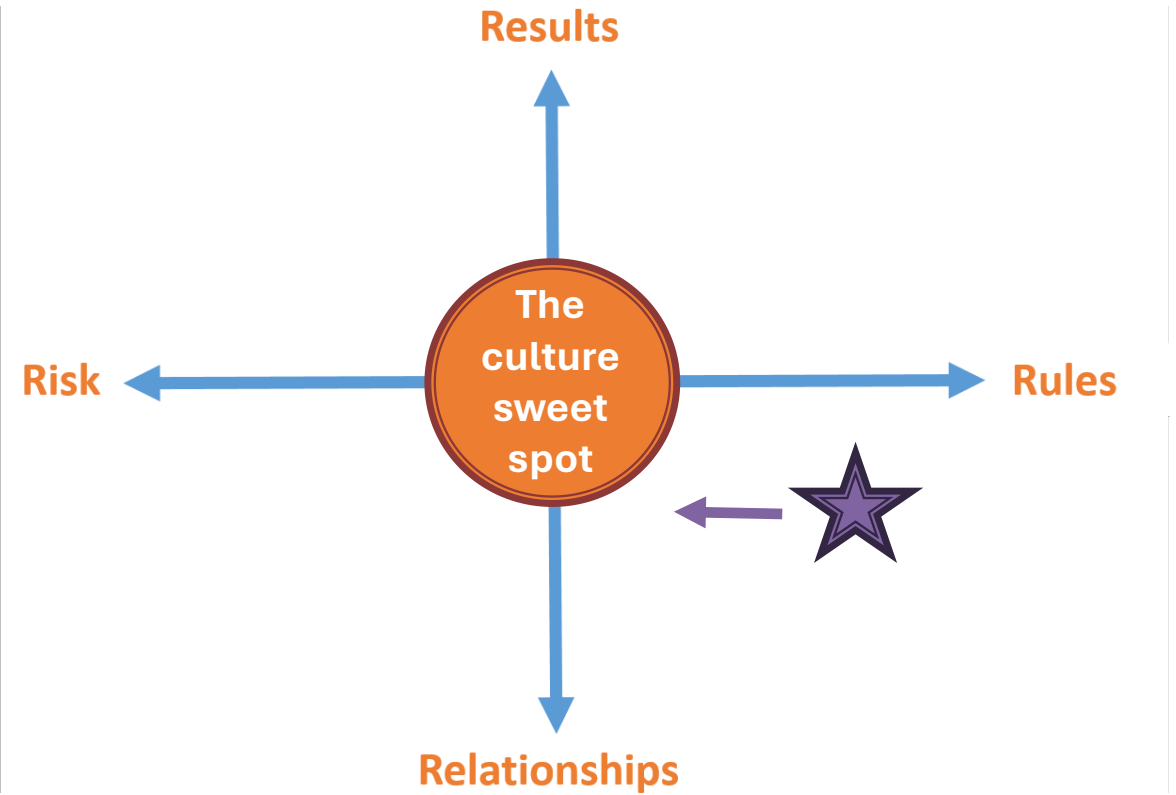
Qualitative



Adam Grant's Cultural Model



Cultural Model





BUILDING your unique culture



Convert Lean theory into action

Current State



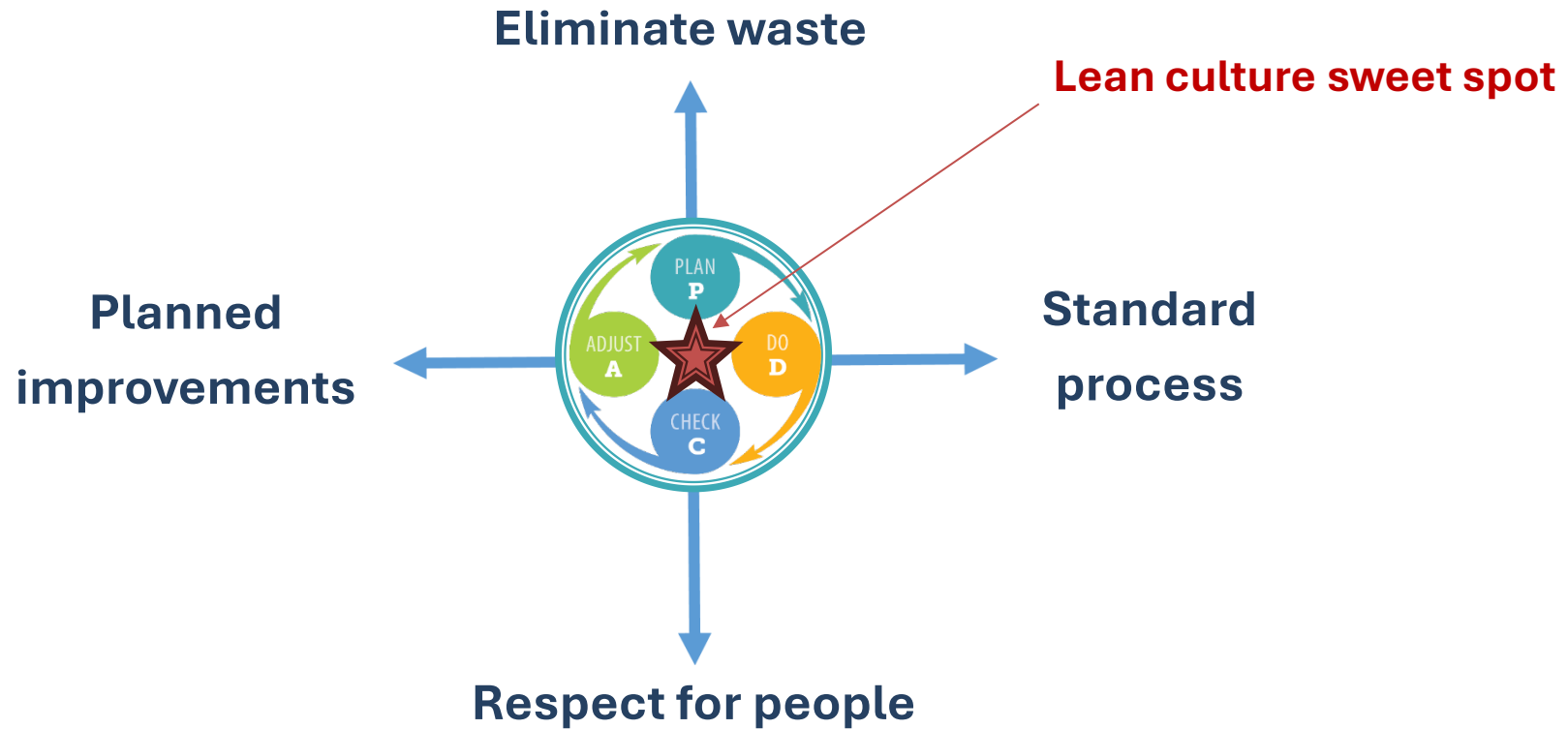
Lean



Direction



Lean cultural model





From theory to action

- Decide to focus on an improvement
- Confirm your organizational True North
- Define the current state axis location
- Identify your improvement direction
- Create a small change goal

Cultural model as a Lean tool



How can management move toward the center?

- Move toward planned improvement:
 - Am we stuck in a comfortable habit?
 - Are we working under old assumptions?
- Move toward respect for people:
 - Do we empower SMEs?
 - Do we support time to make changes?



Example for leadership



Leading with Lean TOOLS





Managing improvement work done by others

- Charter document
- P-D-C-A methodology
- Coaching Kata

Lean tools for leaders





Charter Document

Leaders as Lean sponsors

- ✓ Clarify purpose
- ✓ Define targets
- ✓ Set boundaries
- ✓ Identify team
- ✓ Create draft





Charter Document

Leaders as Lean sponsors

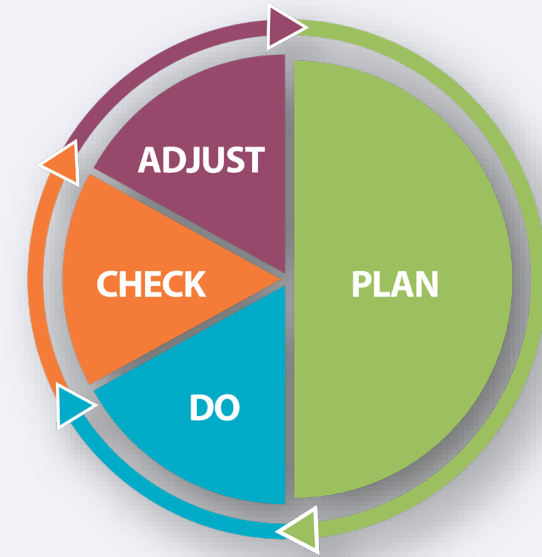
[YOUR ORGANIZATION'S NAME HERE] Lean Project Charter

Subject	Project name:	Date:	
Background	Background		
Targets	Targets		
Boundaries	Boundaries		
Timeline	Leadership Training:	Team Training:	Kaizen:
The Team	Team Sponsor: Team Go-To Person: Team members: On-Call members:		Stakeholders:



Plan-Do-Check-Adjust (PDCA)

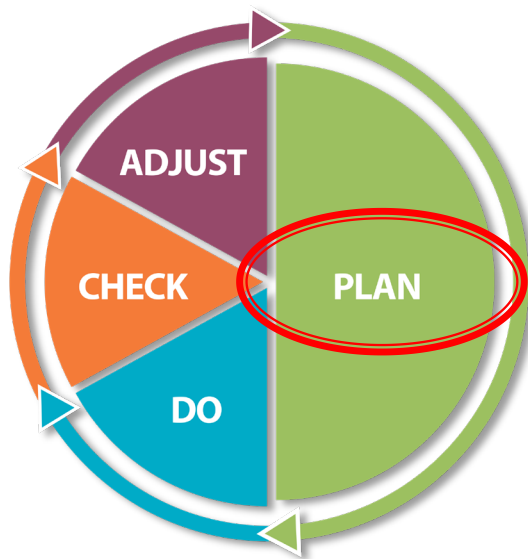
Continuous improvement through **small changes** that are **tested & evaluated** before embraced as the **new procedure**.



Sustainable improvement



PLAN specific change



- ✓ Start with charter document
- ✓ Understand current state
- ✓ Capture the important
- ✓ Identify waste
- ✓ Determine improvements



Determine improvement

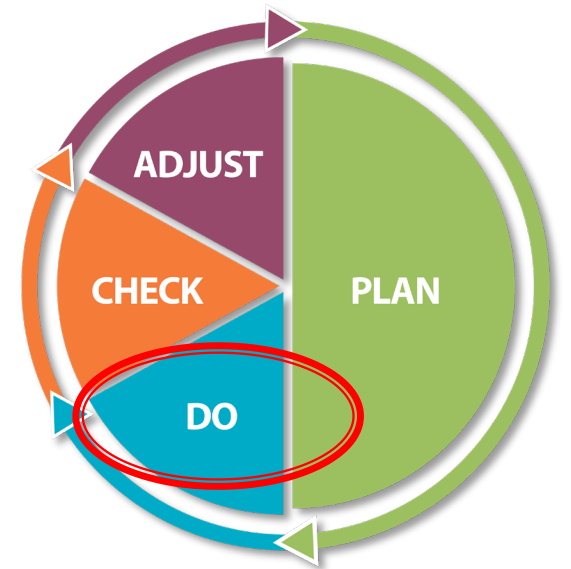




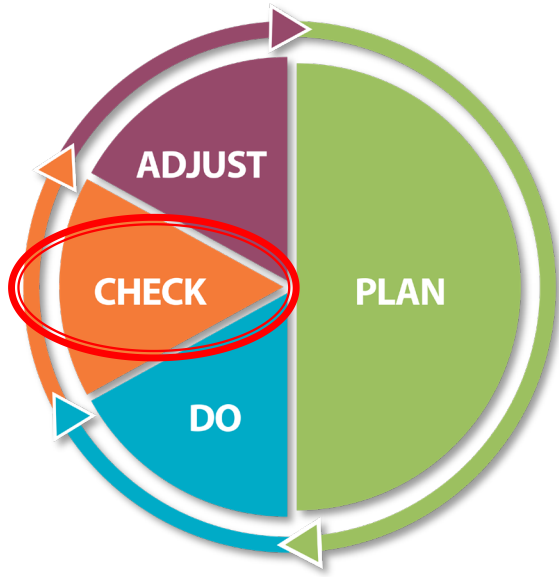
Begin the work

Implement the future state

- ✓ Manage risk
- ✓ Broad communication
- ✓ Observe outcome
- ✓ Collect data



Measure the results

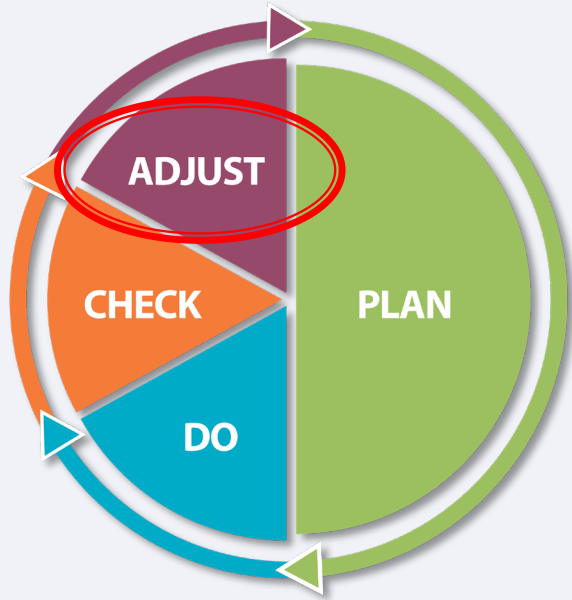


- ✓ Evaluate the improvement
- ✓ Collect feedback
- ✓ Identify the unexpected
- ✓ Plan adjustments



Actual outcome





**Standardize
the new process**

Make final adjustments

- ✓ Establish *adjusted* future state
- ✓ Provide training
- ✓ Communicate status
- ✓ Update documentation
- ✓ Capture lessons learned



Lean is a journey



Coaching Kata



Leaders coach SMEs by asking a set of questions:

- What step did you take?
- What did you plan to happen?
- What actually happened?
- What did you learn?
- What is your next step?



Coaching Kata



It begins
with you

Risky: Taking a leap



**It begins
with you**

Also risky, typical SME reactions:

- Maintaining status quo
- Staying comfortable
- Ignoring new environment
- Making excuses
- Catastrophizing
- Overanalyzing



Under resourced?

- See “beyond your desk” to grow strong teamwork breaking down silos
- Increase SME capacity by improving the efficiency of prioritized work
- Develop a culture of leadership where limited resources can resolve problems and drive creativity



**Lean
methodology**



Behavior change starts with small actions



Start small



Mentor/coach



Build group momentum





Lean is simple, but not easy

- Small changes over time
- Achievable benchmarks
- Slow and steady wins the race

Closing



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Questions?



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