

03-20-13 Governor's Office Accountability and Performance Tape 2-20

Good afternoon everyone. Welcome to Washington State Government's Lean for Dummies. I am Darrell Damron with Governor's Office of Accountability and Performance and I am glad to be here today to bring you another session of Lean for Dummies. So this week we're in chapter five, but this is a 20 week journey here that will take us all the way to May 29 doing one chapter a week of this book Lean for Dummies and just a reminder again after each session if you go the Accountability and Performance website if you want to see the Webex recorded version of each week's session you can come here and click on the date link and it will take you to the Webex recording of today's session as well as the previous sessions. And a reminder about getting the most out of the book review here. If you read the chapter before we get together each week and as you're reading make a list of questions and either send those in or talk to someone else about what you're reading and bounce the questions around that's a great way to deepen the learning relating to this great book.

I'm really enjoying going through it with our private sector partners as well as all that have joined us today. Today as usual we have a special guest from our private sector partners and that is Holly Valkama who with The Coraggio Group and I will pull up Holly's bio here. Holly we're glad you joined us today. I appreciate not only joining us today but your guidance as well as friendship over the past year. I have to say that every conversation I had with Holly over the past year I have learned something each time. It's not often you can say that in conversation with someone you learn something every time you talk, but it's definitely true in Holly's case and thanks for joining us today Holly. I will invite you in in just a minute in our key points, and you can help contribute to today's session.

I am really glad that you're here and thanks to The Coraggio Group for sending us your way. Okay. Again about the meeting if you joined or come in late or happen to hit that mute put it back on. That will keep that background noise down, and if you have questions use the chat feature. If you haven't already answered the poll then there are two questions in the poll there. What city are you in right now and the number of people at your location? So thanks for answering those poll questions and we will keep an eye on the sessions and how many are participating. It's exciting to see that there are folks from all over the state participating each week. It's a pleasure to bring this to you. There is additional information in the Prezi on line about the course information objectives each week, but I'm going to slide out to today's session and we will get started with chapter five.

So chapter five is go Lean Implementation Strategy Start Up and Evolution. And table of contents for this week as you can see several sections here preparing to go Lean, the idea of stating at the top and having the right infrastructure in place or finding a master or developing students. That's the whole sensei or who are you learning idea. Beginning the journey roll out some things to keep in mind as you get started and how to build and create awareness, and some things to avoid there like the flavor of the month syndrome and then living Lean. This idea of it, the journey being an evolution and how to unleash the mind-set of kaizen or proven thinking facilitate and then one day we're the master, so in the spirit of plan to check act we're trying to find the format that brings you the most value during the time together, so for the key points this week we're trying a combination of the two approaches we used up to this point. That is reviewing the key points of the chapter and responding to the

questions or comments that you send in prior to the session, so we're going to review the key points in the chapter in the order that they're found in the book today and we'll address the questions or comments that you send in where they're will relevant and applicable to the key points as we go along, so let us know how this change in the format works for you after today's session and you can send an Email to the accountability box or call or write me directly. We're interested in getting to that sweet spot where we found the best value for your time joining us today.

So let's get into the key points here, and as you can see on the view in the Prezi that I am bringing up where there is bolded characters here, and I put in parentheses the page number reference in the book, so those that are following along in the book or have your books with you and can use those parentheses page numbers to keep yourself oriented between the content that we're showing on the Prezi here and the page number where it can be found in the book, so this chapter starts off with the idea that in preparing to go Lean it's more of a evolution than a revolution, and this of course implies that we should take a series of smaller steps then a single giant leap on this thing called Lean journey. Three important points here in this first section starting from the top with the leaders and creating the necessary structure and support mechanism that can guide you along the way and finding a master own sensei or someone that can help to guide you in this journey so Holly in your experience how important are these three points to organizations and people that are on a Lean journey such as this?

Thanks Darrell. Just to give a little background for those on the phone with us I actually have been using Lean before that word came up and Six Sigma before that came up, so it actually goes back to the late 80's and so had been in one role or another all of them supervisory or executive until I left the industry about six years ago, so over 10-15 years actually applying this, so back when I started we didn't have a Lean for Dummies. We didn't even have the word "Lean" So that now people have had enough experience and documented, even though this doesn't give a lot of depth on the topics, I would certainly say from my experience some of that being stumbling that these are very important, and I'm going to highlight just a couple. The first item on the bullet point, and I know you spent more time last week on leadership. Making that connection to your organizational strategy or what I would call the priorities of your organization, and if you can't link your Lean strategy to the organizational priorities but you may want to ask whether it's really the right thing for you to work on in terms of all of this effort that it is going to take to drive into the culture and sometimes an organization's priorities may not be aligned with what Lean really delivers, and so there maybe processes that you want to improve to help the organization, but it's not an all out cultural change to the organization and that's okay.

Having that connection though makes it clear for everybody no matter where they are in implementation that this very important to the organization and the aspirational view for where the organization is going and that helps to anchor people or the north star. You hear a lot descriptors like that why this connection is important. As we get into the infrastructure or structure and support mechanisms that are noted on pages 88 and 89 I'm going to call out the people policies, and probably many of you have had to deal with this, but because people have a certain understanding of Lean or heard stories about Lean they may have some fear of what Lean might mean to them as it comes to them in the organization, and so if at all possible we advise that the organization be out front relative to how Lean and its implementation is going to affect the people doing the work today, and to the extent that you can answer that question

you start to at least bring down -- you probably won't absolutely remove but you'll be able to bring down some of the fear potentially that people have attached to a Lean implementation. All of the other pieces are also important in terms of understanding how you're going to do training or how you're going to have people experience Lean and setting a path or a plan for that roll out. What structures are you going to create?

So the state has already created the Lean practitioner and those are coming to life within certain agencies. There are other structures -- organizations used whether it's a Lean office or operational excellence office and that can be staffed with a champion for the whole organization. You can have so to speak mini-champions within the various value streams. We sometimes call them process owners, so they're structures that can you set up to really help people understand how Lean is going to be supported in the organization and in fact be the support. And last of the tools a lot of which G map has been very helpful to bringing to you all, and you all have used any number of methods to achieve those, and as the book points out it's not just tools, but it's really helping understand how you use tools, where you use tools, and helping people get up to speed faster on that.

Before we move to the sensei and student apprenticing there were a number of submissions either questions or people talking about their experiences within their agencies prior to today's session, and one of the things I saw repeated with people somewhere in the organization not at the very top mentioned "There isn't training for leadership or leadership hasn't made that connection between Lean and your organization's priorities" and many of you gave some pause or concern for that, and I can appreciate -- particularly because you're probably energized by all that is possible and that you're seeing change in Lean happen, even if you don't get that immediately because of the book talks about there isn't just one path they have laid out if you have the chance for nirvana these are the steps that you might follow. Let me just encourage all of you. You are all leaders and so as a leader no matter where you are in the organization people are going to see your actions, and you will model the way for what people look at and say "I want that", and so even though you may not have your highest levels of leadership today doing these things that are highly recommended for a Lean implementation by you doing what you can as a leader you may find that you create a followership that is higher up in the organization, not just your peers or further down in the organization, so I just encourage all of you to be a leader in whatever role you presently have in your transformation.

The last bullet point in this section is about the sensei and the student. I call it an apprenticeship because it's not as simple as go read some books, take some tours and a test and you're good to go. As I said my experience was with Lean we didn't even have the word when I first started. I tried a lot of things in organizations. It wasn't until 2000 when Lean Enterprise Institute had somewhat recently opened and a gentleman Ricky Harris who was one of the early instructors at LEI. We happen to meet in my organization and Rick was a Toyota employee. Opened the Kentucky plant with some other managers, and so he very much understood what this was about, and obviously he did the roll out in Kentucky so he had the plan. He had the path and I was fortunate enough to be able to keep Rick hired in the organizations that I was in about a six year period, and just the learning was phenomenal, and I just can't tell you enough how important having somebody who has had all the bones, made all the mistakes, and has found their way. I'm talking both in terms of tools and how to lead this, how to help people step into this and all of the cultural and organizational elements that are involved in something like that, so in any organization where Rick might have come in or one of his staff we so to speak

weaned off them. It wasn't consistent but early in the implementation phase his help was invaluable, and so I highly recommend that as many of you are starting your journey. Thanks Darrell.

Yeah thank you Holly. I really appreciate you bringing up the idea that our state employees -- not just the ones that listening today, but throughout state government no matter the position they're leaders. I don't think it's often that state employees get the accolades or even the thank you for the tremendous work that they're doing to keep government and make government run, and they really do and are leaders and able to influence both up the chain of command and across to each other and everyone can do, so I really appreciate everything you bringing up that point. Let's move onto the next section here in the book, the Lean Rollout. The book offers some elements to consider in the plan as you're moving forward on the Lean journey, and some idea here about picking the starting point and where do you get started and then creating awareness or getting people excited through communication especially like -- well Holly like most organizations we've started with an improvement project focus using value stream mapping finding opportunities to improve. Can you speak to the book's idea of one of the things it says here is avoiding the Kaizen blitzkrieg, and while there are several points I know that when we talked before you want to make in this section, 10but I thought I would start with that one. Why is that something that we should avoid, this idea of avoiding a Kaizen blitzkrieg What is it? And why should we avoid it?

Right. Here's my experience with that. When you give people a taste of something that is really good once they finish it they then ask the question "What is next or how do I build off of this?" And if you don't have a plan set up front with the elements that were talked about here earlier then you just leave people hanging, and the risk is that their energy and momentum is going to stall, and potentially worse than that they're going to have a sour taste because nothing came afterwards. It was kind of like there was this implied promise of what was possible, and nothing has happened with that, and my experience is that if you have a plan that is connected to how you're able to resource, so we always attach a resource plan into the early thinking, and from that resource plan you know at what pace you can roll out.

To some extent it almost doesn't matter the pace that which you roll out. You just have to let people know that, so the communication would be although we would love to do a Kaizen and improvement activity in every one of our value streams we can't resource that right now, so here's the list over the next -- whatever, 3, 6, 12 months what we feel we can resource, and for those who cannot be a part of this here is the awareness training that we're going to keep running so you still get a taste of it even although you don't yet get to participate, so setting clear expectations with folks can still keep everybody good with and supportive of your initiative, but if you have everything in change at once and you don't have it properly resourced you will have disappointment. Things won't execute well. I think many of us have been in that situation on projects other than a Lean implementation.

Yeah, true. It's a difficult at every level; right? I know I experience it at the enterprise level of timing of making that transition from expert lead projects and improvement projects to what -- how do we connect the employees solving problems? How do they solve problems at the job level and how do we help Supervisors and leaders take their next steps and the timing in some sense seems painfully slow, but in others like you said there is no perfect meter to march it to move forward and the good news for Washington State Government not only is Governor Inslee completely committed to Lean thinking tools and techniques to

help state government move forward, but we are moving forward on all of those channels and not just expecting to run projects everywhere. There are some other key points. Holly, you want to speak to any of these others before we move on?

The one for me Darrell that jumped off that I felt that the book -- the book covers a lot of them, but just a couple that were highlighted for me is when the author talks about find your greatest motivation, find your 12starting point. That comes out of just basic change management that says meet people or the organization at greatest point of need, so wherever we can do that then we automatically have people's attention and there is motivation attached to that, and in any change initiative early momentum is important, and so even though it may not be the biggest benefit if it really is a pain point for the group that you're working with it maybe a right place to start, so I thought that was a great point there.

The other thing that came out really throughout the whole chapter -- I think it was one of the early lead ins and continued to be pointed out here. That there are a lot of places that you can start and there are a lot of ways to craft your Lean journey, and in the spirit of PDCA apply to that to this also. You'll start with a basic plan. We usually start with a two year plan. Obviously the latter period is peer outline. In the early six months you've got great detail so you can execute but we're always applying PDCA thinking to the plan itself as we see and hear how the organization is responding, so don't forget your PDCA as you think about your implementation strategy and start up.

Yeah that is great advice, and I know many agencies from the agency perspective are doing exactly that, and are at that moment right now as well as we are in the enterprise in state government.

The other item in here Darrell I think we're in the part where we're in measurements 13also; right? In this start up section.

Let me see.

Yeah.

Yeah, right here. I brought it up.

Perfect. And so it talks about the quantitative measurements, and in this one and I don't know how many others have experienced this. I know you have done a lot of tours in private sector or even within the state in other agencies. Just encourage you to make sure your visual management metrics are current. My not having them be current it sends a subtle message that this isn't a daily, weekly, or monthly strategy of importance so as I walk through plants or other offices I have seen metrics that haven't been changed out for 60 days or longer it automatically makes me question where's the commitment here? How much are you really using the disciplines that Lean wants to bring into our thinking? So really encourage you that your metrics stay current and just like anything else you can create standard work around that. Who is responsible? How are you going to collect it? It's just important.

The other thing I asked a question around was what might be called qualitative metrics. This is about a cultural change, and that means behavior and thinking, and if only it was so easy for us to quantify what is happening in people's brains and be able to collect that to an agency level. Right. It's not. But as any of you who are responsible for the performance of this journey, and making sure that the cultural 14roots set and spread what we recommend is that

you've thought about what does that look like, sound like, and feel like as I walk the halls? And so once you're clear of when people are starting to think differently what are you expecting to hear in conversations? How are you expecting to see people work? How are you expecting to hear people talk? So feel about their work differently, and when you have had that conversation just like with any metric you set your goal. What am I expecting to see or hear then you can be out in the halls listening for that and you will. If you aren't that in itself is a question to say is this only happening during Kaizen events or on process improvement teams versus it's becoming a part of the daily work which means the daily language of the organization.

Yeah, that's a great one Holly, the qualitative piece. I know a lot of folks are really now struggling with " How do we roll up just how many projects or BSM's or improvement efforts that we're doing as if that's the measure of progress which it is a measure obviously but this qualitative piece is super important. Great timing. I am glad -- well, the book makes it in this chapter which happens to fall in this moment in history. I think this whole chapter is really well timed. Many of the points are perfect for where we are in the history of the state's journey here. Okay. The last section then is about moving the organization from individual improvement events to 15sustaining Lean thinking and our actions over the long haul. Well, I invite you in here Holly is the book says this can take years. Have you found that to be true in the organizations that you have worked with as well?

I have. Right. If we're talking about changing a culture that doesn't happen in less than a couple of years and I think having that expectation is right, and what you're doing during the two years is important in order for it to be really evident at the end of two years, but that would be our experience. There's just side bars, facilitating with finance and other things. I think there are a lot of good points in this chapter hopefully you had the opportunity to read and shows you a maturity curve. You started with let's see what this is all about and run a Kaizen event all the way to instinctual Lean thinking and what will get you there, and again the book gives leeway in terms of adopting for your organization and culture.

I maybe want to close on a thought. We collaborate with a gentleman named Mark Barden who is with the firm "Eat Big Fish". They publish world wide and he is working on a book right now that has a component that fits very well in this chapter that I want to share with you, and there are so many organizations out there who start with " I can't because" and maybe in this chapter as you read it your response was "I cant because I'm not the agency director" "I can't because my supervisor hasn't been through training". 16And what his research has shown that organizations that change that from "can't because" to "can if" And think about "I can if" and fill in the blank and there is any number of organizations and Darrell and I was talking about this.Zappos is a perfect one. You can't sell shoes if you don't have those shoes on a store floor for somebody to put on their feet and Zappos couldn't get funding from venture capitalists because they had a model that suggested differently, and Zappos continued to push and they said we can if shorten the supply chain. We can if we have a no cost return policy.

We can if we have excellent customer service with people that know the product on the phone, and as we all know Zappos has a successful business model, so I encourage all of you if you believe that this is the right thing for your organization and you're hearing it your inside voice or in the halls of your organization I encourage you to change that conversation from a can't because to a can if and fill in the blank.

Thank you so much Holly. I love that. Forget the can't because. Let's think about we can if. Well, we're out of time for today in our session. I would invite all of you to give feedback about the format and how it went today and we will pick it up next time. I just want to remind you that a little technical difficulty getting the quiz out to you, but we'll get that out to you, and then we will see you all again next week Wednesday at noon. We will review chapter six. Thanks 17again for coming. Go do great things in Washington State Government. Thank you Holly for being here today. Everyone give her a round of applause. Can you hear it?

Thanks.

Thanks Holly. Good bye everyone.