



Building Lean for People

Lean Engagement and Development Team (LED)
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**Employment
Security
Department**
WASHINGTON STATE

Intent

- Build capability and independence
- Build daily problem solving, not workshops
- Build facilitative skills
- Build skills and methods to measure success
- Build engagement through all levels



Impact

- Lean with no deviation
- Daily Management Boards driven top down – being monitored for compliance
- Lean Fellows not equipped for coaching leaders, leading to frustration
- Improvement Inventory seen as making the numbers, not generating quality



What's in it for me?

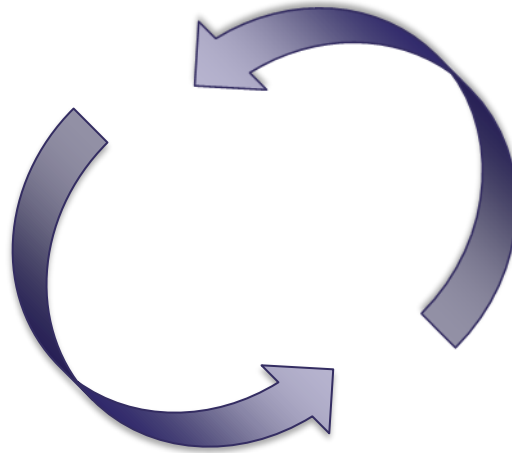
Customer's WIIFM

- Voice of the Customer
 - Green Belts, ELT, Rounding
- The customers wanted choices and options
- The customers wanted coaching and consultation
- Desire for ongoing development of staff

Awareness

What our customers saw

- Compliance
- Formality
- Extra work
- Confusion



What we saw

- An opportunity for clarity
- A need to evolve
- A need to renew relationships

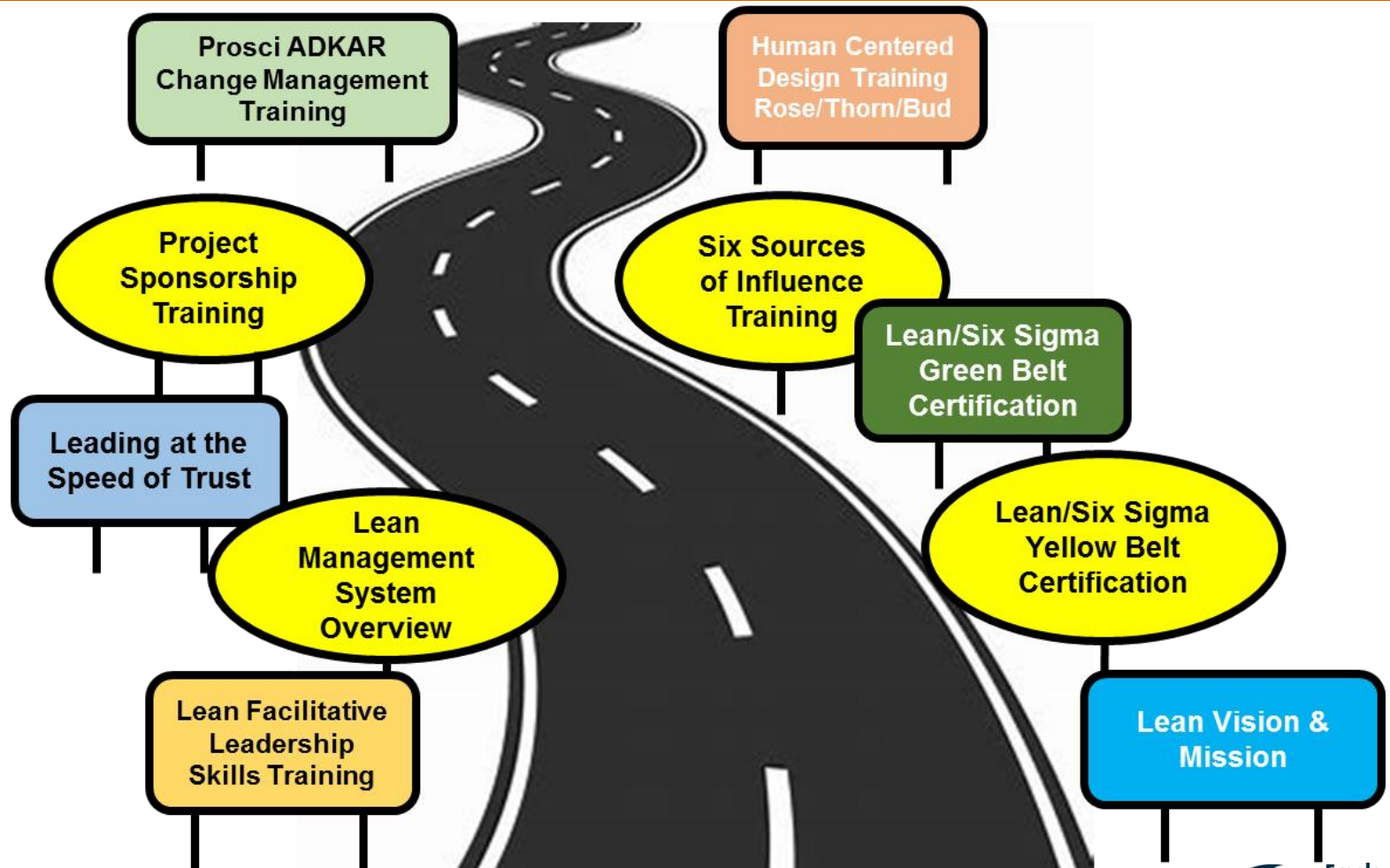
Building Lean for People

What we realized works

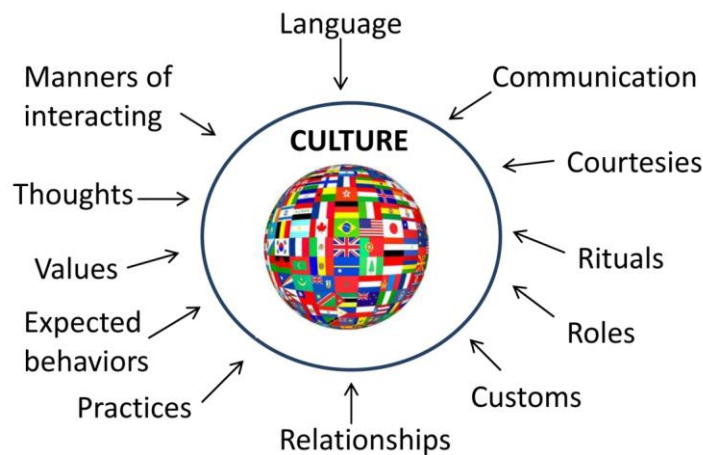
- Started with relationships and built from there
- Changed our team name to reflect a people-oriented approach
- Met our customers where they're at
- Offered a menu of services that includes OD, OCM, PM, Team Development, and Lean
- Offered coaching throughout training and after

Paving Paths to Engagement

on ESD's continuous improvement journey



Desire-Looking Inward



Building Lean for People-What works



Smaller Scale
trainings

Invite practitioners
to participate in
our work



Create a brand
that creates pull

Tailoring what we
offer at a
situational and
individual level



Lanyards for
Green Belts and
Yellow Belts

Telling jokes and
having fun

Knowledge

Building Independence

- Development of a Yellow Belt Course
- Development of OCM standard work
 - Sponsorship Assessments
 - Executive and Supervisor Coaching
 - Designing for resistance and context
- Refining our curriculum language away from compliance

Knowledge



Ability

Building Independence

- Internal Consulting Shop
 - Project Management
 - Lean
 - Change Management
- Practical Application
- Follow through with homework and coaching after classes



Ability

Building Lean for People

- Developing a Communication Strategy
- Sponsor training and coaching



Reinforcement



Green Belt Summit

Lean Community of Practice

5 day to a 6 month Green Belt program



Supervisor Check-ins

Knowledge drop-ins

Post certification engagement plan



Professional Pathways Program

Giving our practitioners choices to learn through observation opportunities and field trips to benchmark other programs, both private and public

Reinforcement

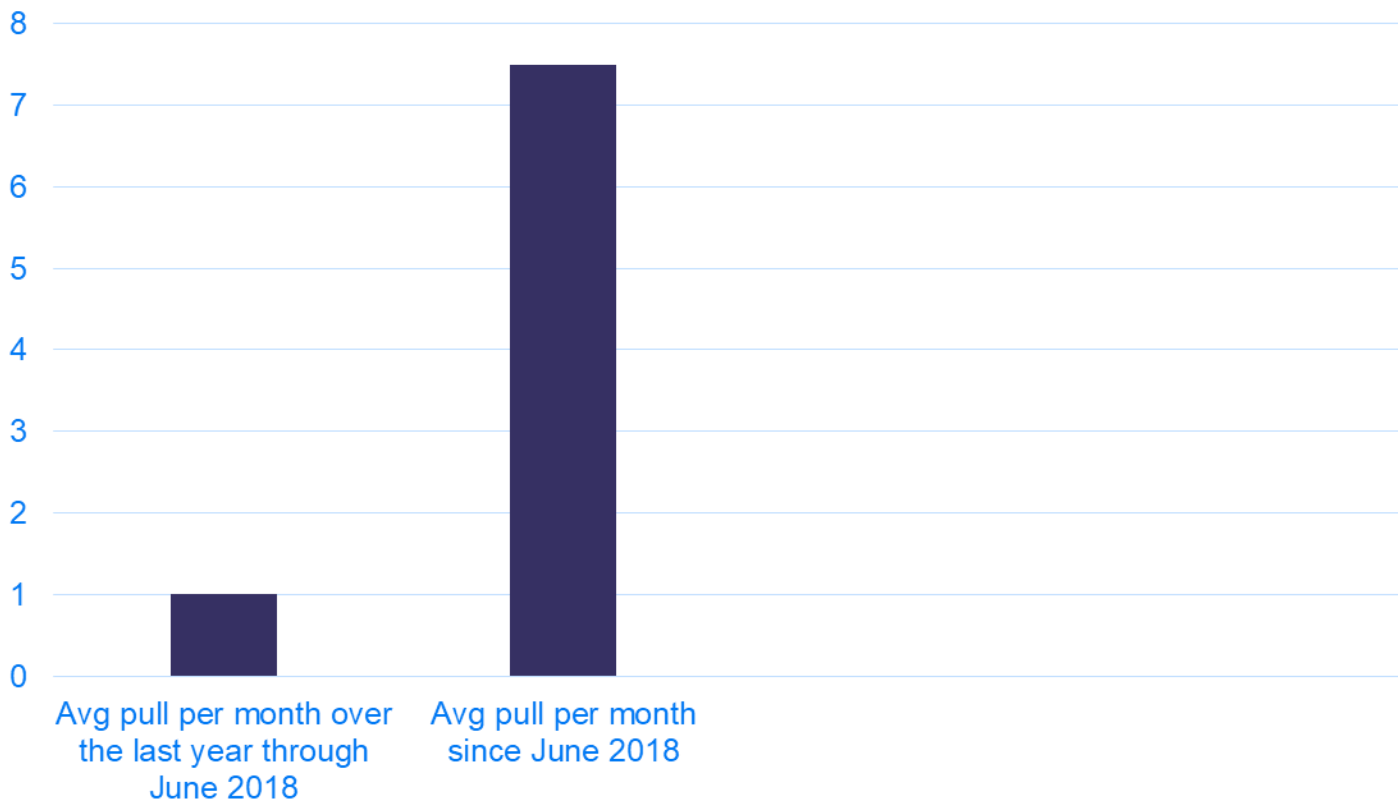
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- Green Belt Graduation
- Improvement Inventory
- Poster Sessions
- Real Life Lean Blog
- Telling stories on InsideESD

REAL LIFE
Lean

The results

Pull on LED Team Services



Conclusion

What does it mean to build Lean for People?

- We do things *with* our customers, not *to* them
- We incorporate human-centered design into every piece of our work
- Our first step is to accept our customer's truth



Contact Us!

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