Building Lean for People

Lean Engagement and Development Team (LED)
Anna Saint Mullaire, Bill Kysor, and Brian Mark
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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

- Prosci ADKAR Change Management Training
- Human Centered Design Training Rose/Thorn/Bud
- Project Sponsorship Training
- Six Sources of Influence Training
- Lean/Six Sigma Green Belt Certification
- Lean/Six Sigma Yellow Belt Certification
- Leading at the Speed of Trust
- Lean Management System Overview
- Lean Facilitative Leadership Skills Training
- Lean Vision & Mission
Desire-Looking Inward

Feedback

CULTURE
- Language
- Communication
- Courtesies
- Rituals
- Roles
- Customs
- Relationships
- Practices
- Expected behaviors
- Values
- Thoughts
- Manners of interacting

Vision

Mission

Employment Security Department
WASHINGTON STATE
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

- Development of a Crowdsourcing Platform
- Leadership and Team Coaching
- Building Lean for People
- Scalable Retreats
- Team Development
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

Building Lean for People
- Green Belt Graduation
- Improvement Inventory
- Poster Sessions
- Real Life Lean Blog
- Telling stories on InsideESD
The results

Pull on LED Team Services

Avg pull per month over the last year through June 2018

Avg pull per month since June 2018
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!

Anna Saint Mullaire, Lean Engagement and Development Manager
360-902-9542
ASaintMullaire@esd.wa.gov

Bill Kysor, Lean Leader
360-902-9730
WKysor@esd.wa.gov

Brian Mark, Lean Leader
360-902-9375
Bmark@esd.wa.gov