NARRATIVE LEADERSHIP
LEAN THINKING

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Goals

1. World-Class Education
2. Prosperous Economy
3. Sustainable Energy and a Clean Environment
4. Healthy and Safe Communities
5. Efficient, Effective, and Accountable Government

“Washington State and its public servants are committed to the continuous improvement of services, outcomes, and performance of state government, to realize a safe, beautiful and healthy place to live and work. In order to achieve these aims, “Results Washington,” an innovative, data-driven, performance management initiative, will drive the operations of state government through Lean thinking. This initiative will aid state leaders in fact-based decision-making, enhancing the breadth of understanding, focus, and commitment to our customers—all Washingtonians.”

– Governor Jay Inslee's Executive Order
Lean Leaders want to make the world a better place.

This is the beginning of the story...
The story begins...
Cooperation

You can do some things better than I can. I can do some things better than you. We can all learn by working together. Think of the many things we can do!

Resourcefulness

When there is a problem, I might have a great idea to solve it.
Learning begins with reflection.
Lean = Value – Waste

- **EFFICIENCY** (Zero Waste)
  - Doing things the right way

- **EFFECTIVENESS** (Customer Value)
  - Doing the right things

**Plan, Do, Check, Act** (PDCA)

**Discipline**
...to tell the whole story, we need to become systems thinkers...
FLOW = VISIBILITY = DECISIONS = CONSEQUENCES
Intended Consequences (VALUE)

DECISION

Unintended Consequences (WASTE)
...and yet, the story is fluid and ever changing...
Our collective skills, talents, approaches and management systems are struggling to keep pace,

(i.e., Does anybody really know for certain what to do?)

“The saddest aspect of life right now is that science gathers knowledge faster than society gathers wisdom.”

— Isaac Asimov : 1920 - 1992
Keeping Up Changing World

Awareness  
Educate  
Experiment  
Learn & Scale
Lean leadership is principle-based leadership.
Leader as
Student &
Teacher

Participate: Go-See
See the Whole: Systems Thinking

Believe: Advocacy
Curious: Inquiry
Improving the Washingtonian’s experience...one human at a time.
BE INSPIRED.

• **EVERYONE** is affected by value and waste.
• **EVERYONE** learns through problem solving.
• **EVERYONE** has an opportunity to make a real difference.
• **EVERYONE** should be proud of their work.
“If you know but you don’t do, then you don’t really know.”
- Aristotle

…and so the story continues…