Session Abstract

Generating enthusiasm for Lean isn’t always an easy task, and neither is sustaining the initiative as time goes by. What are the clues that you might need a little extra infusion of inspiration, instigation, or integration for Lean to thrive in your organization? Come learn how we have used Liberating Structures to build a Lean community of practice both within an organization and among local government workers from multiple agencies. This workshop will show you steps and tools to include in your Lean journey that will keep you moving forward.
Inspiration, Instigation, Integration:
Keeping Lean Alive and Kicking

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Steven Thomson
Lean Specialist
Center for Government Innovation (SAO)

Deborah Needham
Emergency Management Director
Renton Results Team, City of Renton
Where is your organization on its Lean journey?
## A Journey Is A Journey

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<tr>
<th>Climbing Mount Pilchuck</th>
<th>Getting a Job</th>
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<tr>
<td>Planning the Trip</td>
<td>So Many Applications</td>
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<td>Getting There is Half the Fun</td>
<td>The Interview Call</td>
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<td>The Hike!</td>
<td>First Day at Work</td>
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<td>Limping Back</td>
<td>I’ve Been Here So Long!</td>
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<th>Preparing The Budget</th>
<th>Process Improvement</th>
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<tr>
<td>Publish the Calendar</td>
<td>Define the Problem</td>
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<td>Gather Departments’ Requests</td>
<td>Understand the Current State</td>
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<td>Passed by the Board</td>
<td>Sponsors Sign Off</td>
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<td>Monitor Spending</td>
<td>Watch Performance Measures</td>
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Requires time and effort to discover if they are valuable.

Requires time and effort to develop value and shape growth.

Generates value against little or no effort.

Needs to be stopped to create space for innovation.
2017 Liberating Lean: Transforming the People Side of Lean with Liberating Structures

Purpose: “To more powerfully engage people in cultivating a healthy organizational culture while improving performance”.
106 Liberating Lean Attendees
Why Pair Lean with “Liberating Structures”?

Liberating LEAN DAY 1

Liberating LEAN DAY 2

liberatingstructures.com  gpcliberatinglean2017.weebly.com
Liberating Lean Approach

Moving Away From

• Traditional one-to-many instruction
• Black-belt expert imparting knowledge
• Passive learning

Moving Toward

• Peer-to-peer learning from people just a step ahead
• Networking with others at different experience levels with Lean
• Active engagement in self-discovering learning
Liberating Lean Activities
If more and more people start practicing Lean and Liberating Structures in government, I see a future where...
City of Ridgefield

• Small city: population 9,000 and growing fast
  ✓ About 50 employees

• 4 process improvement kaizen events in three years

• Question: How do we build and sustain a Lean culture?
Organizational Culture Research

1) Reviewed relevant documentation
2) Interviewed leadership
3) Observed team meetings
4) Individual conversations with participants in past Lean events.
5) “Ride along” with selected employees

Goal: Identify the next conversation this group of people need to have with each other.
Celebrity Interview
Work Groups Chewing On A Question
15% Solutions
Asking For a First, Small Step

15% Solutions
What is your 15 percent?
What can you do without more resources or authority?
Where do you and/or your work group have discretion and freedom to act?

1: Alone, list your 15% Solutions, 4 minutes
2: Share your ideas with a partner, 3 min. each
4: Consult with one another one at a time asking clarifying questions and offering advice, 2 min. each
All: Share ideas in larger group
Key Ingredients for Success

• Openness
• Design
• Learning
• Action
Is Lean Taking Root?

Positive signs:

• People talking about it with excitement

• Meeting goals and benchmarks

• People using Lean tools on other processes

• Asking for more learning
Is Lean Taking Root?

Caution signs:

• Dragging feet, incomplete tasks
• Lip service
• Counterproductive behaviors
• Facilitators without sponsors
Why It’s Not Thriving

*Maybe they don’t understand it.*

- Check your communication.
- Do they see it as relevant?
- Can you put it in plain language?
Why It’s Not Thriving (cont.)

*Maybe they simply don’t like it.*

- Check your *listening*.

- Need more “intel” gathering?

- Have you *really* engaged your stakeholders?

- Are you pushing the pain point around?
Why It’s Not Thriving (cont.)

*Maybe they don’t like or trust you.*

- Check your pace and approach.
- Are you ramming it through?
- Are you disregarding protocol?
- Are you associated with someone they don’t like or trust?
Energy Cycles and Lags

- GESTATION: SOWING
- MATURITY: HARVESTING
- POVERTY TRAP
- RIGIDITY TRAP
- BIRTH: TENDING
- CREATIVE DESTRUCTION: PLOWING

GROWTH and RENEWAL
Purpose: Get practical and imaginative help from colleagues immediately.

Invitation: “Where are you on the Ecocycle? How can you harness the collective wisdom in your organization to move forward?”

Structure: Form groups of three. Two people serve as “consultants”, one is the “client”.

Troika Consulting
Troika Consulting Process

• Client shares Ecocycle location and challenge.

• Consultants ask clarifying questions.

• Client turns around while consultants generate ideas, suggestions, and advice.

• Client turns back and shares what was most valuable about the experience.
Questions
Information

Contact Steven Thomson

thomsons@sao.wa.gov

(360) 725-5585

Website: www.sao.wa.gov

Twitter: www.twitter.com/WaStateAuditor

Facebook: www.facebook.com/WaStateAuditorsOffice