

# Make Leadership More Human: Leading a Lean Culture

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Results Washington





# Washington State's Lean Journey Milestones

2012 Governor Election/Transition

## 1991-2011

Baldrige, TQM, Lean in a few agencies

- Assessment focus
- Point improvements
- Some Lean tools in use

## 2011

Governor Gregoire starts statewide Lean transformation

- Advice and help from expert partners
- Executive Order
- 72 practitioners in 36 agencies
- VSM workshops



## 2013 to Present

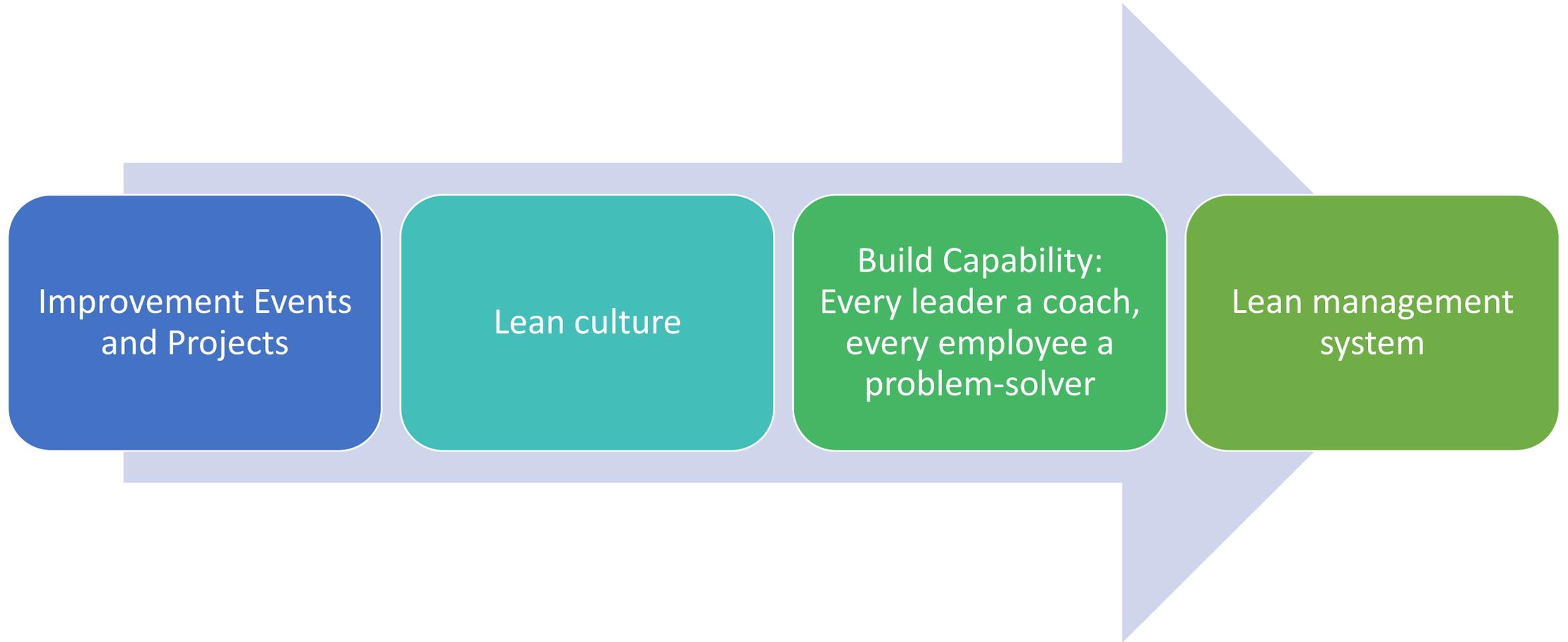
Governor Jay Inslee advances statewide Lean transformation

Support more responsive, data driven, and human centered government.

- Results Reviews
- Outcome Measures
- Workplace Transformation
- Designed thinking
- Lean



# Phases of our Lean Journey



The State of Washington is learning to adapt lean thinking and practices to government operations to deliver better value to all Washingtonians AND make public service deeply gratifying.

What is Lean?

What do you say?  
(Write this down.)

# Lean is...

Lean creates...

Lean uses...

Lean results in...

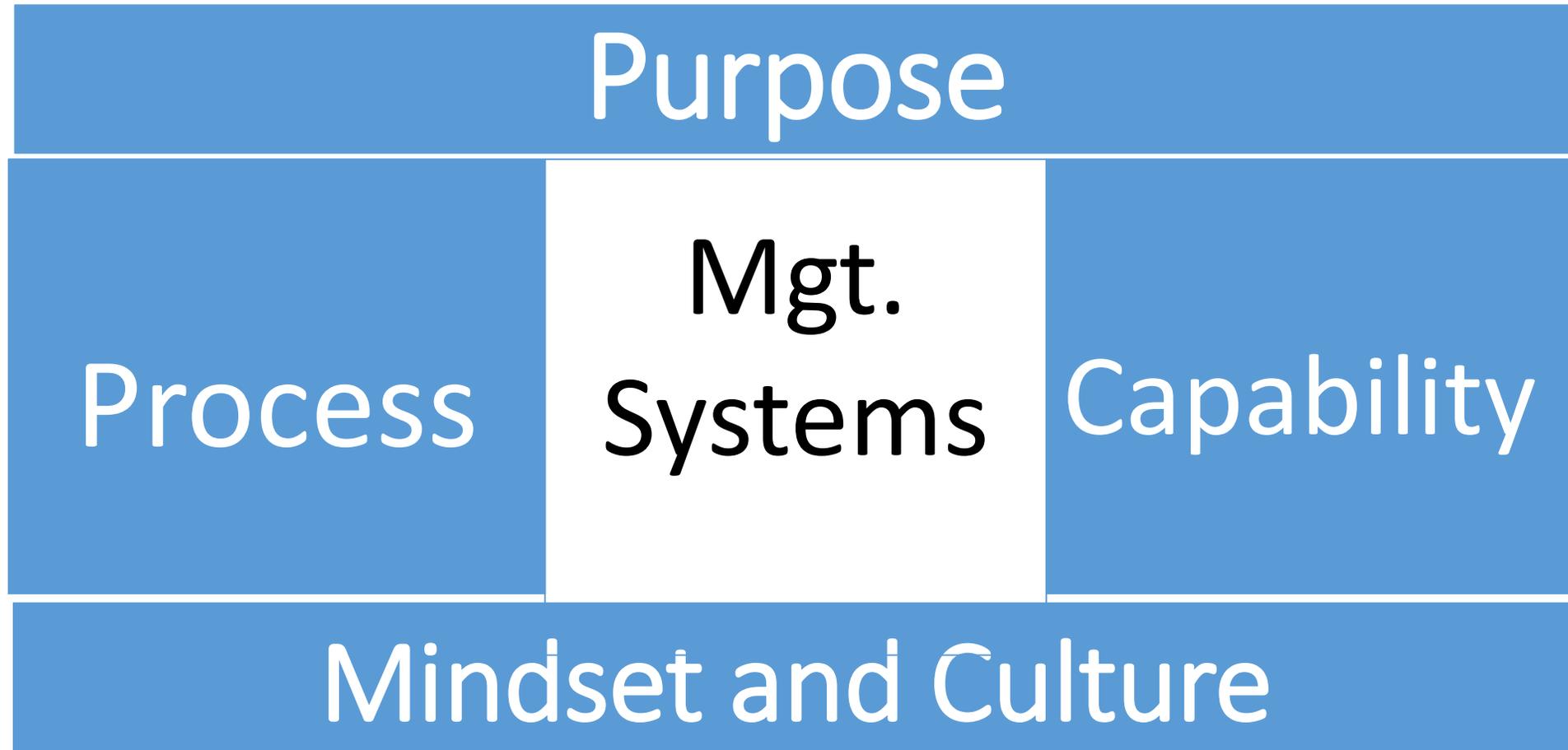
# Lean is a human-centered philosophy of work

Lean creates a culture of curiosity,  
continuous improvement and respect;

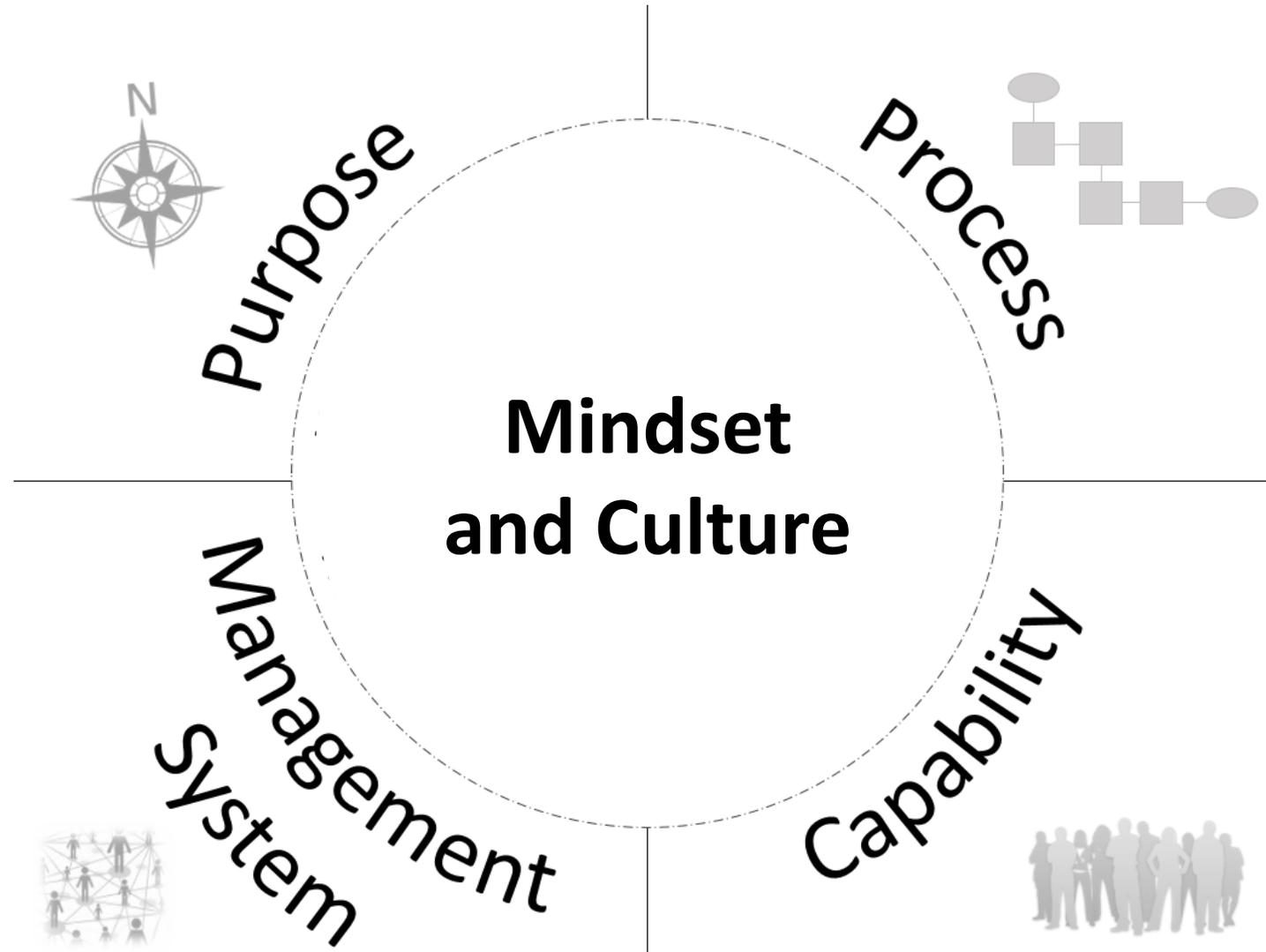
Lean uses (and creates) methods and  
tools to improve;

Lean results in improvements to safety,  
cost, time, quality, customer satis

# The Results Model

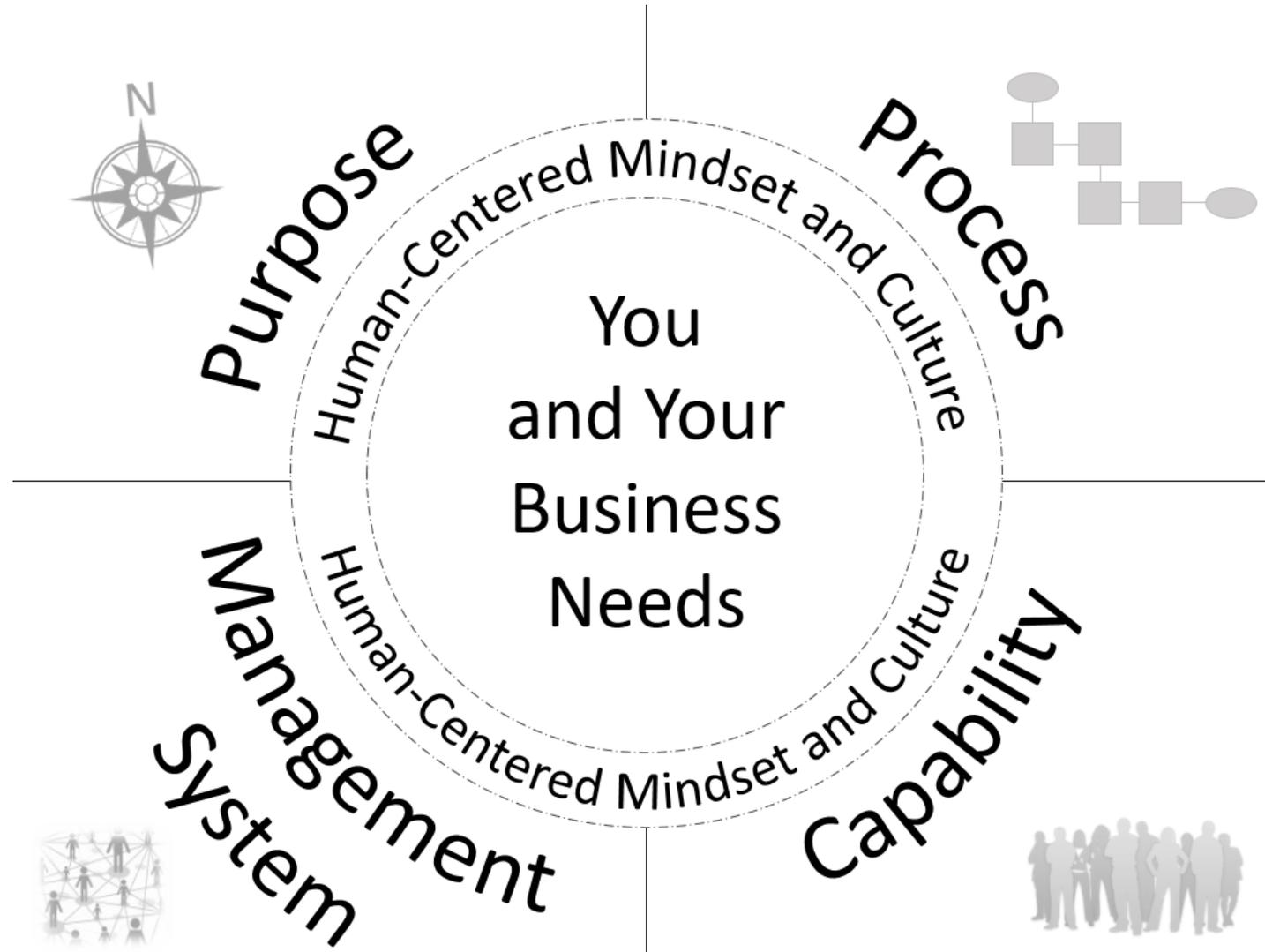


# The Lean Government Framework 1.0



# The Lean Government Framework 2.0

Helping Leaders Run the Business of Government





# **The Lean Government Framework has 5 components.**

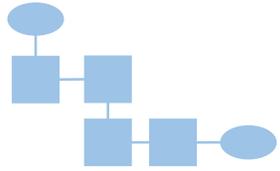
## **Purpose**

Know the value your organization is expected to deliver to customers.

Understand what your customers need and want so you can deliver the highest levels of customer and stakeholder satisfaction.

Set strategic direction and create the vision, mission, values, goals that will guide your organization toward the desired future.

# The Lean Government Framework has 5 components.



## Process

Clarify the work to be done at every level (from the individual job level, to the cross-functional team and process level, as well as value stream and system level).

Design new process and improve existing processes to increase the value you deliver to customers.

# The Lean Government Framework has 5 components.



## Capability

Onboard new leaders and team members with the knowledge and skill they need.

Whether it's classroom training, self-study or a conference setting learning experience, connect the knowledge & skill building activities of team members with on-the-job coaching to guide improvements in job performance.

# The Lean Government Framework has 5 components.



## Management System

Create process and outcome metrics that matter, visual management that helps leaders and team members quickly see where performance is on track or off, and tiered reporting that connects individuals, teams and leaders in a way that helps everyone make good decisions about the business of government.

# The Lean Government Framework has 5 components.

## Human-Centered Mindset & Culture



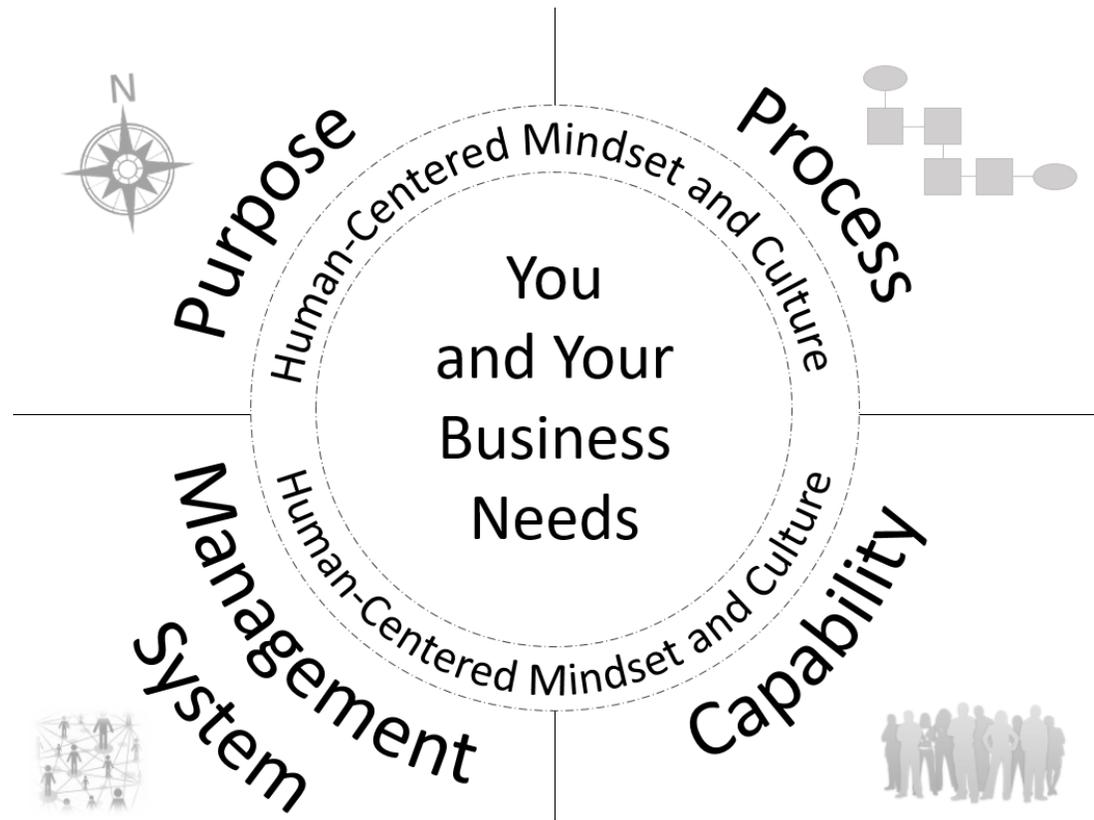
Put people (team members and customers) at the center of your organization.

This means holding people in high regard by creating a physically and psychologically safe workplace.

Then team members bring their best and deliver value to customers.

A human-centered mindset is the essence of a Lean culture and motivates your choice of the methods and tools you use to improve.

# The framework has 4 important characteristics.



- Conceptual
- Situational
- Scalable
- Interrelated

# The framework is **conceptual**.

The framework helps you think about and ask important questions regarding your organization.



*Who are we?*  
**What are our goals?**  
*What do our customers want?*

*What work do we need to do?*

*How do we improve the work?*

**What activities deliver value?**

*What org structure do we need?*



*What knowledge and skill do our team members need?*

*How do we know if we're on track or off?*

**HOW DO WE DEVELOP OUR LEADERS AND TEAM MEMBERS?**

# The framework is **situational**.

The framework is relevant for any situation or type of business in government.

Any Situation



Setting Direction



Re-Assessing



Stabilizing



Aggressive Improvement

Any Type of Business



Call Center



Regulatory  
Direct Service



Construction



Support Services  
HR, Training, Finance

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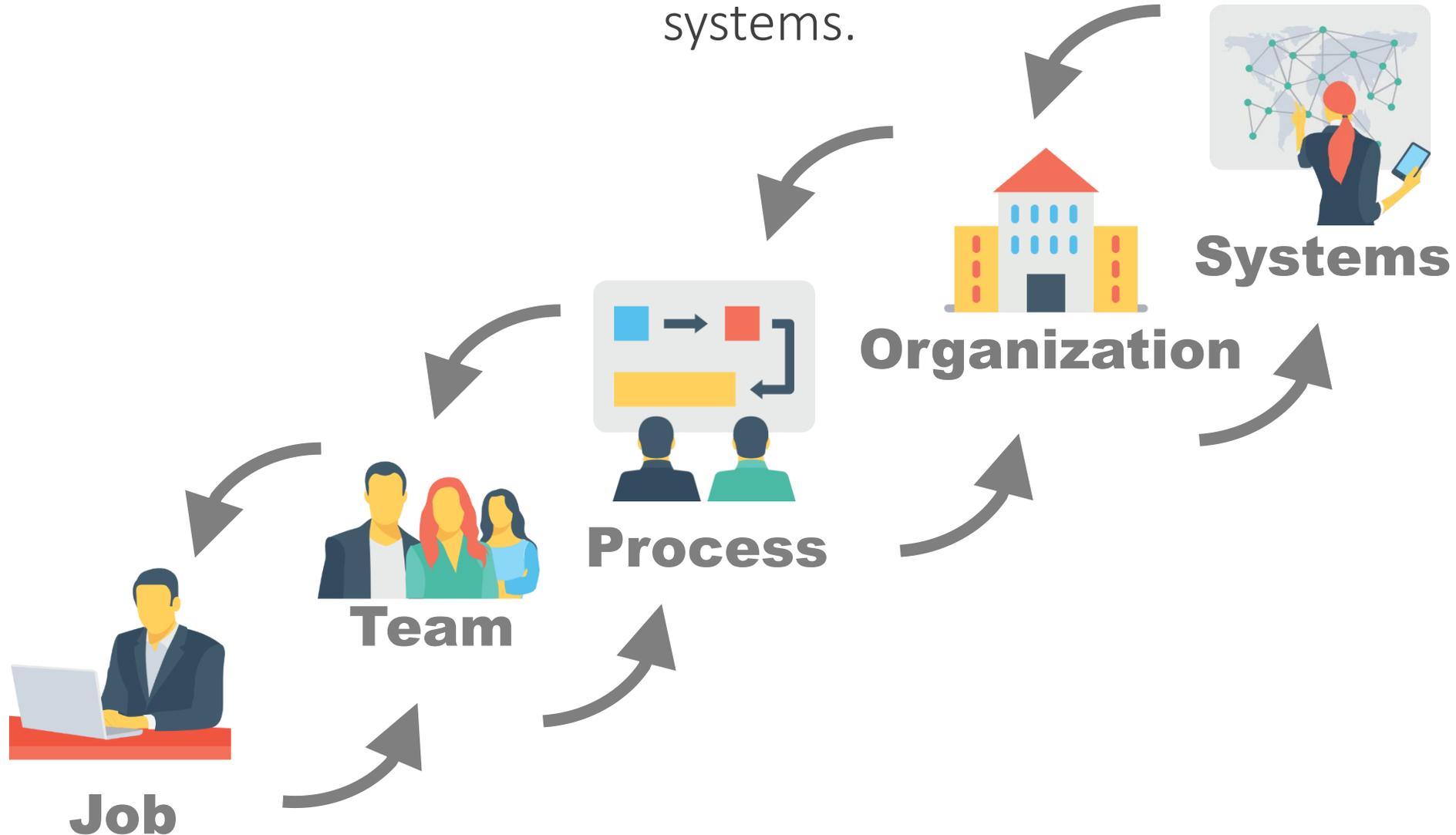
Construction



Support Services  
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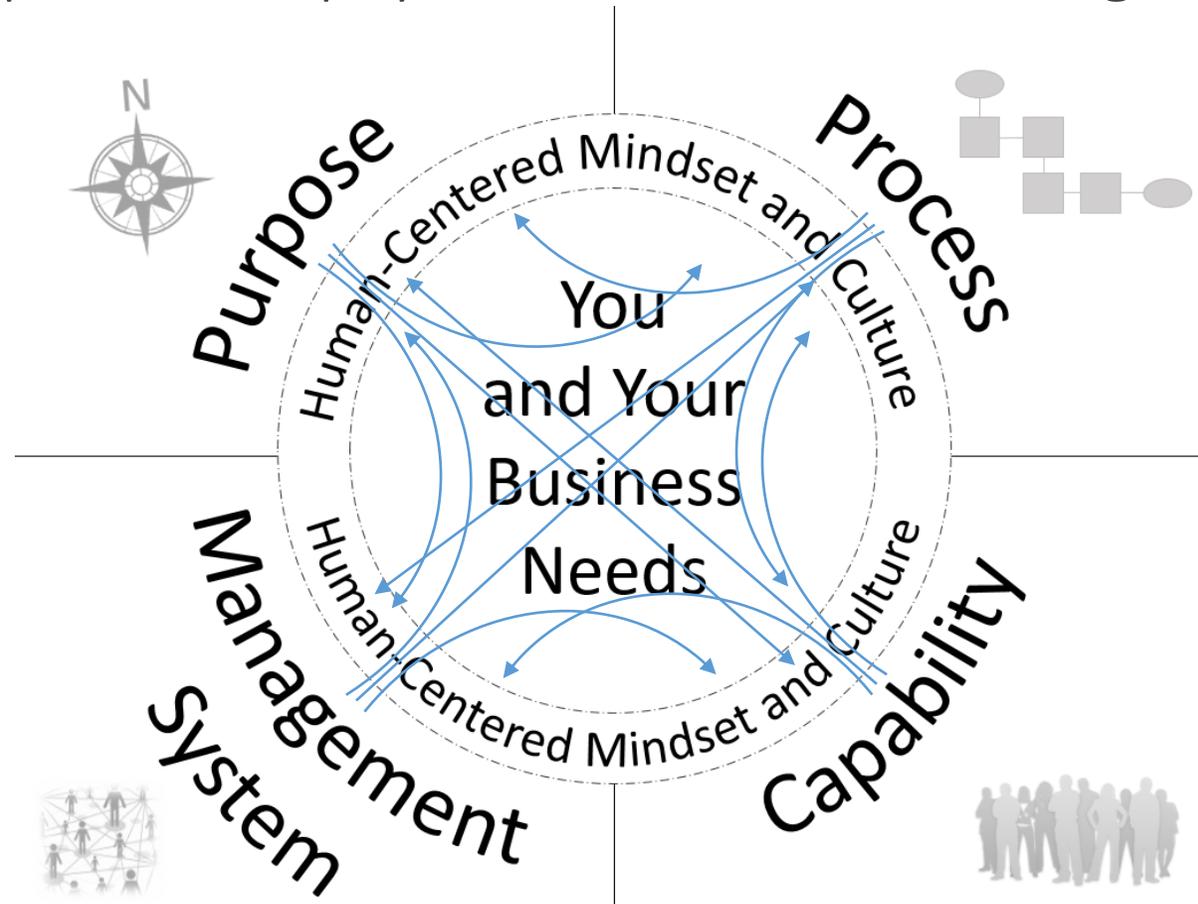
# The framework is **scalable**.

The framework can be applied at any level – from a single job to systems of systems.



# The framework components are **interrelated**.

The framework helps leaders pay attention to how changes in one component



There's a **big hypothesis** behind the framework.

**If** leaders ignore (or fail to adequately attend to) any one of the framework components,  
**then** the organization cannot create a way of working that will deliver value to customers over the long-term.

# You can't change everything at once.

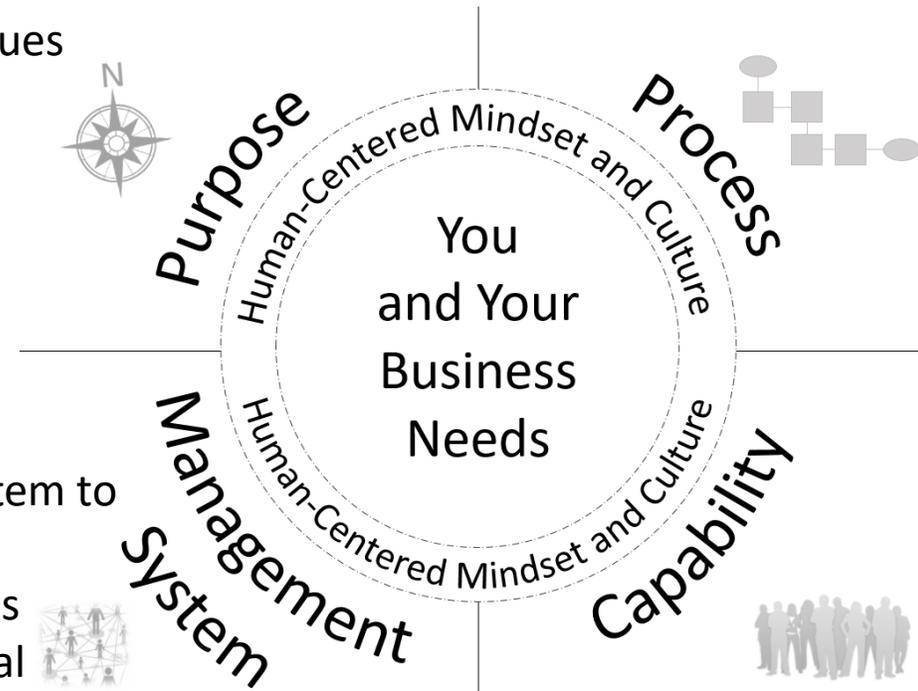
“What’s most important to work on next?”

Let’s get better at:

- Determining the voice of the customer
- Creating a shared vision
- Clarifying our mission and values
- Setting goals
- Planning strategy
- Creating strategy maps
- Establishing measures

Let’s get better at:

- Designing a management system to support all five components
- Maximizing the use of huddles
- Harnessing the power of visual management to make expected vs actual performance visible to all
- Creating logical linkages between organizational levels
- Using data to make business decisions



Let’s get better at:

- Making visible how value is currently delivered
- Establishing process, output, outcome, and financial measures
- Managing value streams
- Facilitating cross functional improvement projects
- Designing new processes

Let’s get better at:

- Building capability in individual leaders and employees
- Building capability in teams
- Developing experience with coaching
- Developing experience with problem solving methods





I asked,  
“What is the most important job of a  
leader?”

“To **eliminate fear** from the workplace,”  
replied DES Director Chris Liu.



Less  
Fear



More  
what?

Love!

# 50 Initial Interviews

“Tell me a story of a time when you felt afraid at work.”

“Tell me a story of a time when you felt loved at work.”

# Fear Stories

I was uncomfortable during a performance challenge.

I didn't know how to be successful after a change.

I was betrayed.

I was humiliated.

I was isolated during a personal crisis.

I experienced harassment and discrimination.



Fear is not a good  
leadership strategy.



# Love Stories

My leader cares about me.

My team is like a healthy, caring family.

I was supported during a personal crisis.

Good news!

Love is an excellent  
leadership strategy.

“Can we really get results  
AND care for people?”

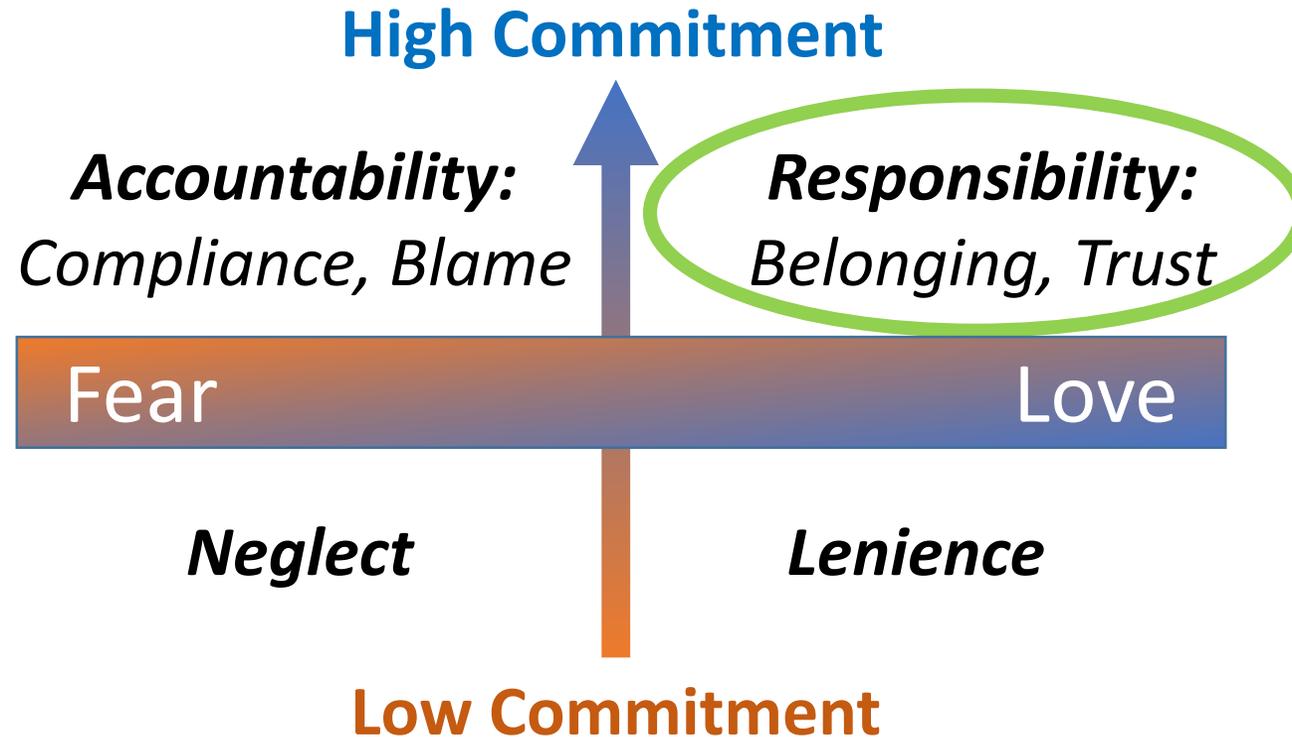
“Wrong question!”

Better question,

“How will we achieve  
results, if we don’t care  
for people?”



# “What about accountability?”



“How do I put love in action at work each day?”





Identify a current workplace challenge.



# Hollie Jensen

## Results WA, Director of Continuous Improvement

### Challenge:

Developing team members.

### Showed Love:

Coaching one on one

Coaching A3

Principles



# Brent Chapman

## Grounds Operations Manager and Horticulturist

### Challenge:

25% Budget cuts

Same expectations

### Showed Love:

Problem solving by staff



Photo by Austin Jenkins/Northwest News Network

# Rick Garza

## Director of the Liquor and Cannabis Board

### Challenge:

Manager made a mistake

### Showed Love:

Coached and supported her

“We are family, and you aren’t alone.”



# Workplace Learning and Performance Team

## Challenge:

Many new team members

## Showed Love:

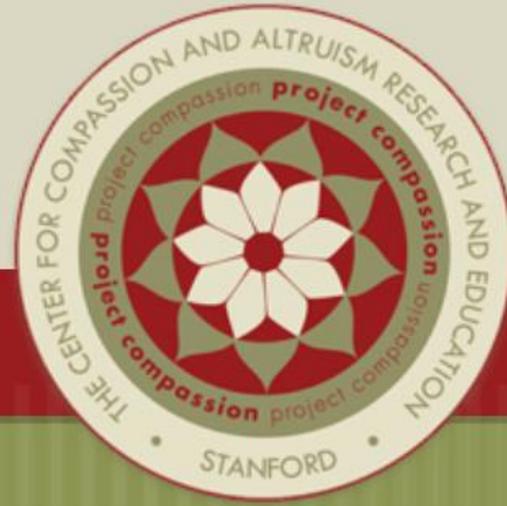
- Manager gave time and attention.
- Visit over coffee.
- Show where to park.



A loving, human  
workplace creates  
psychological safety which  
is the necessary  
underpinning for all other  
performance factors.



Science has  
proven this.



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# Thank you!

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