



# CONTINUOUS IMPROVEMENT LEADERSHIP DEVELOPMENT: SETTING YOUR CONTINUOUS IMPROVEMENT EFFORTS UP FOR SUCCESS

Results Washington 2024 Lean Conference

Snohomish County OpEx Secret Sauce

# INTRODUCTIONS




Kristi Hoagland – OpEx  
Director, CI Coach &  
Certified Change  
Manager



Shannon Boswell – CI  
Coach, Project Manager  
and Certified Change  
Manager



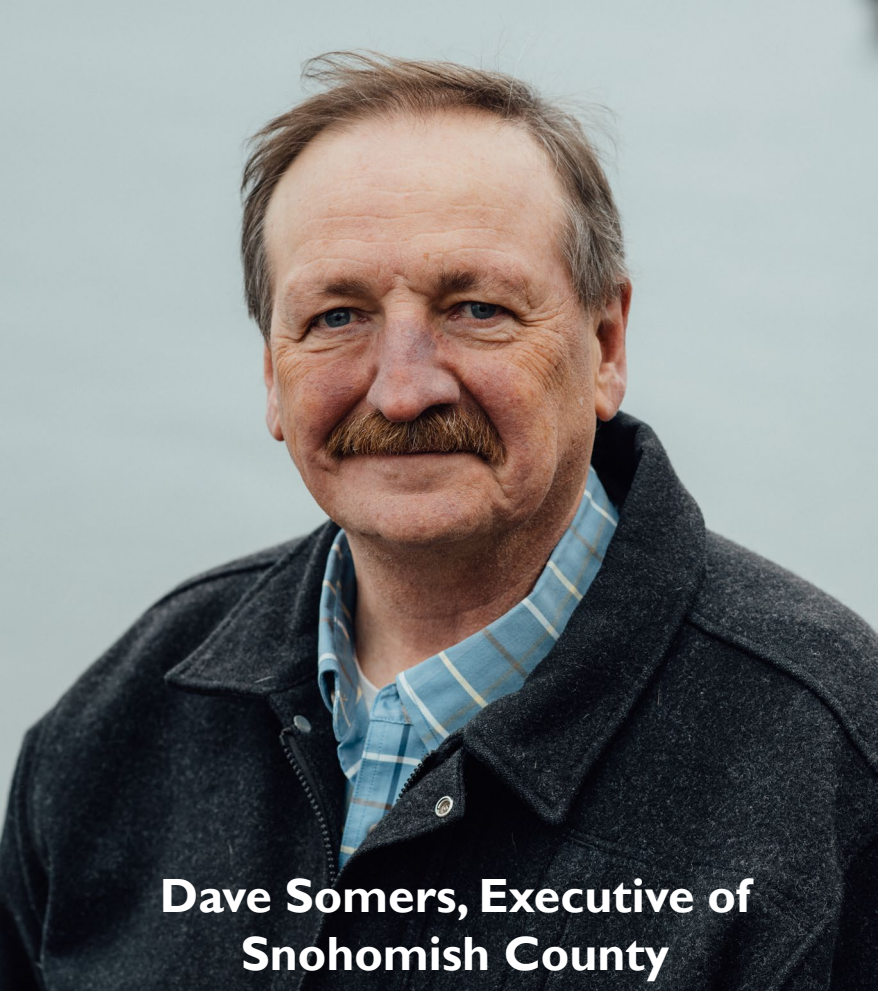
Alenka Fields – CI  
Specialist, Project  
Manager and Certified  
Change Manager



If you don't see  
your city, place your  
dot on the boarder  
in the direction of  
your location.



# WHY A CI LEADER PROGRAM?





# TRADITIONAL CULTURE VS. CI CULTURE

## Traditional Culture

- Function silos
- Managers direct
- Benchmark to justify not improving “just as good”
- Blaming people
- Rewards: Individual
- Supplier is the enemy
- Guard information
- Volume lowers cost
- Internal Focus
- Expert Driven

## Continuous Improvement Culture

- Interdisciplinary teams
- Managers teach/enable
- Seek the unlimited performance, the absence of waste
- Root cause analysis
- Rewards: Group sharing
- Supplier is ally
- Share information
- Removing waste lowers cost
- Customer Focus
- Process Driven



**CULTIVATING A CULTURE OF CONTINUOUS IMPROVEMENT**



# OUR SECRET SAUCE

Lean Content



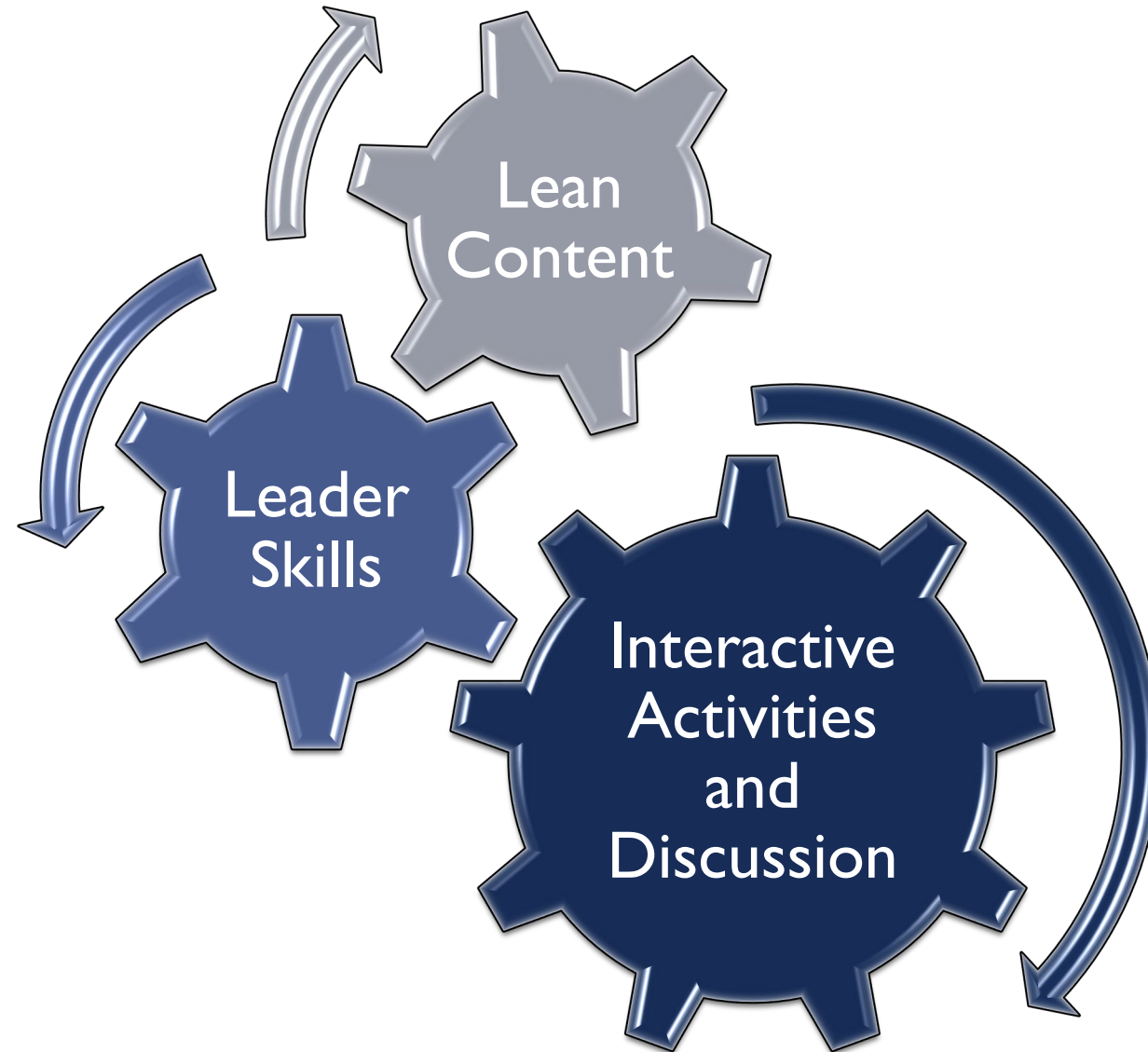
Leader Skills

Interaction and Participation





# PROGRAM STRUCTURE







# DEVELOPING CONTENT

## 1<sup>st</sup> and 2<sup>nd</sup> Drafts:

- Identify all Lean concepts
- Identify all the most valuable training I've attended
- Identify many skills important for leaders to know

## 3<sup>rd</sup> Draft:

- Core Lean Concepts
- Training most important to support CI
- Skills essential for leaders to support CI efforts



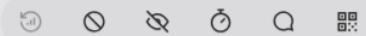
Join at [menti.com](https://menti.com) | use code 3143 6457

 Mentimeter

# What skills are essential for leaders to fully support CI efforts?

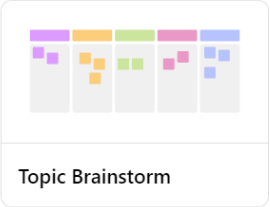
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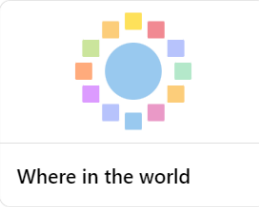




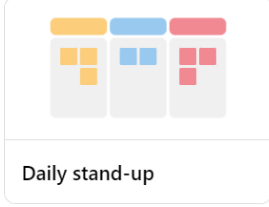
# WHITEBOARD EXERCISES



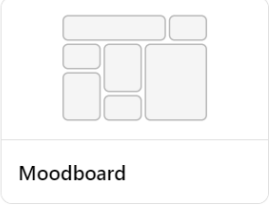
Topic Brainstorm



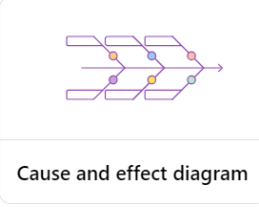
Where in the world



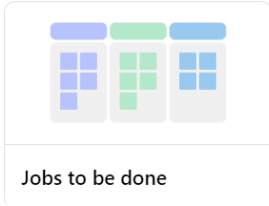
Daily stand-up



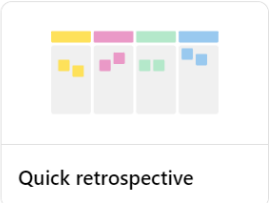
Moodboard



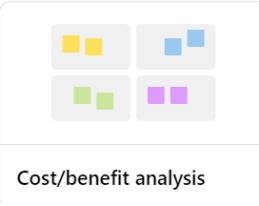
Cause and effect diagram



Jobs to be done



Quick retrospective



Cost/benefit analysis



# CI LEADER PROGRAM

- Session 1: Introduction to Continuous Improvement Leaders Program
- Session 2: Five Dysfunctions of a Team; Team Assessment and Conflict Mode Assessment
- Session 3: Identifying Waste, Assumptions and Inferences, & Lean in Government
- Session 4: Problem Identification and Problem Solving, Leader Development Model
- Session 5: Mistake Proofing, Learning from Failure, and Using Metrics
- Session 6: Workplace Organization and Visual Management
- Session 7: Standard Work and Change Management
- Session 8: Leader Standard Work, Process Flow Mapping
- Session 9: Daily Readiness Review, Lencioni's Accountability & Attn to Results, KPI Creation

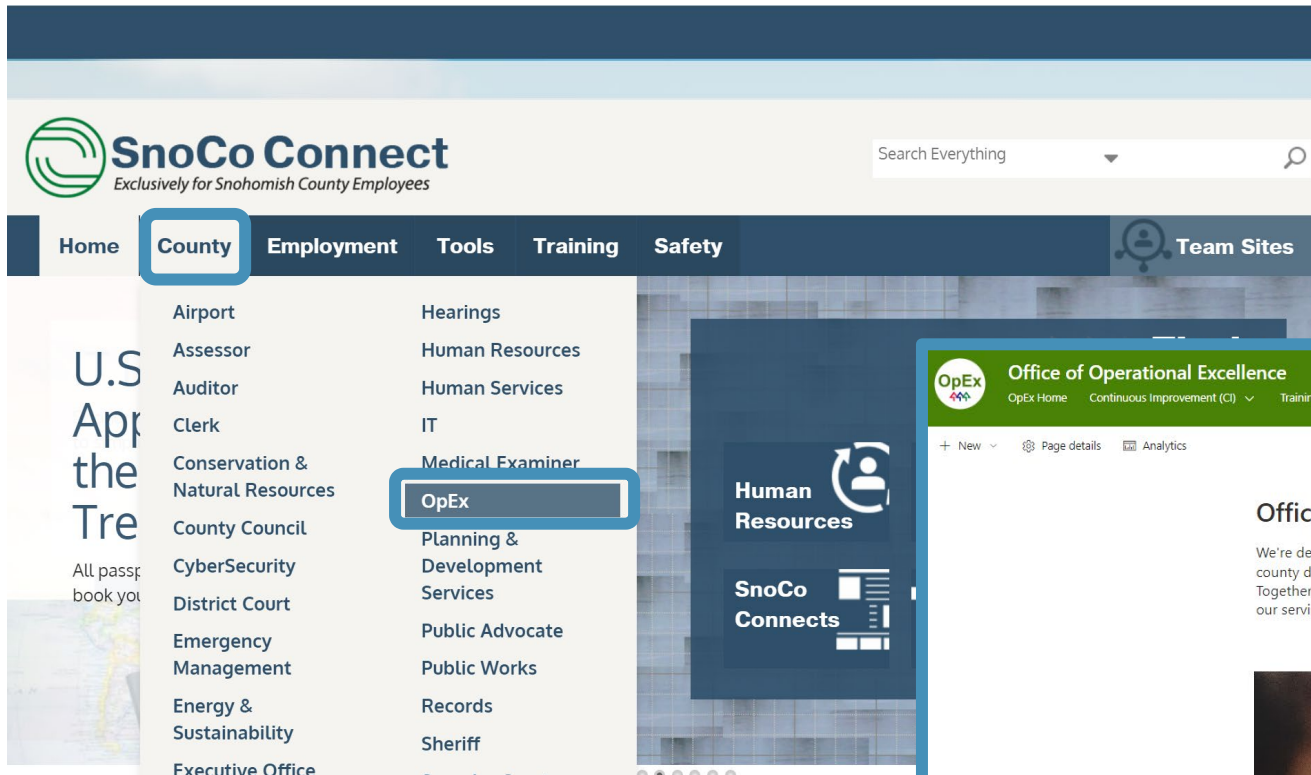


## PRACTICE TO SUSTAIN LEARNING:

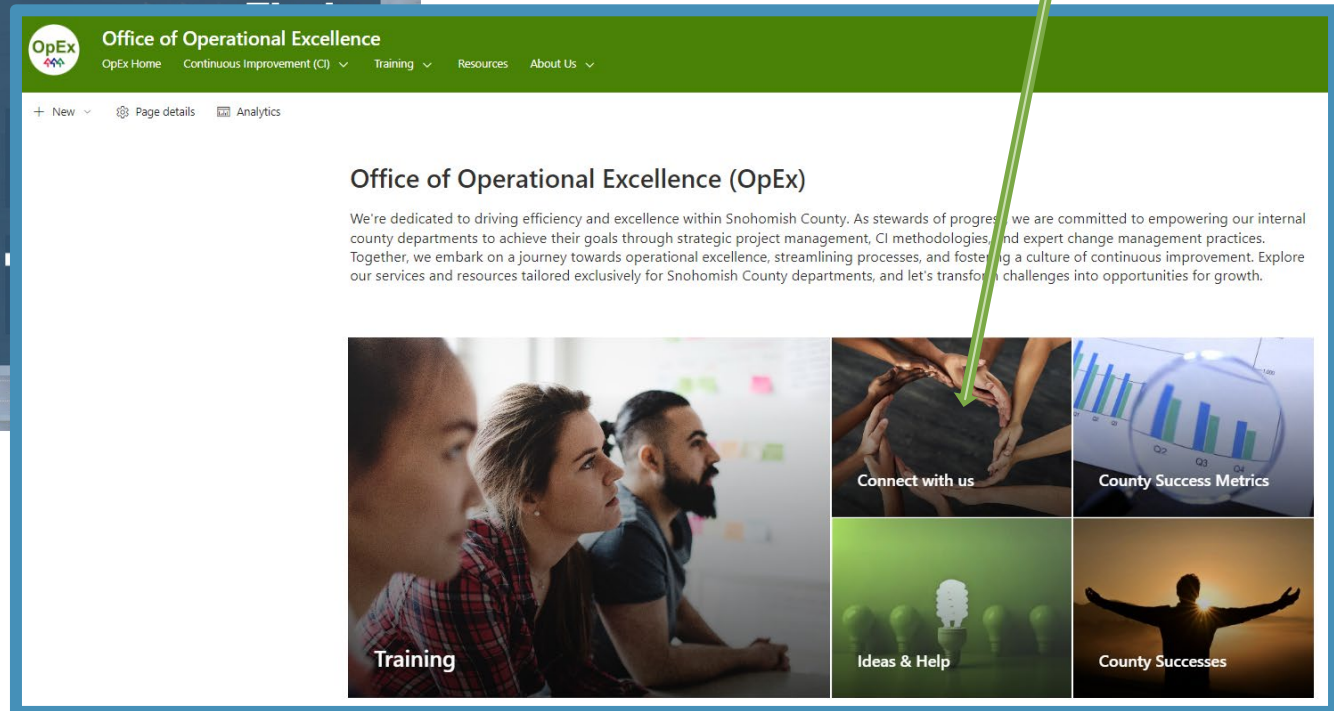
- Assignments after each session
- Sharing during following session
- Reinforcement of Coaching availability



# COACHING OPPORTUNITIES:



- Connect with us is the best way for all county staff to reach out to OpEx for any coaching assistance they may need.





# WAYS TO GET HELP

## Ideas and Help :

- Access CI form
- Identify Opportunities
- Celebrate success!



### I fixed it!

Tell us about a solution you and/or your team worked to develop. We want to celebrate your success in solving problems!

### I have an idea

Maybe you've identified a problem that needs some attention. We want to hear from you!

### CI form

Here's a link to our classic CI form that you can fill out and submit to us.



### Join Office Hours

visit OpEx coaches during office hours, M-F 9-10AM

### Schedule a Coaching Session

Set up a 1:1 appointment with a CI coach

### Email the CI Coaches

Send an email to our team. We'll get back to you quickly!

# FINAL PROJECT: CREATE A DAILY READINESS REVIEW (DRR) BOARD

## For Report Out:

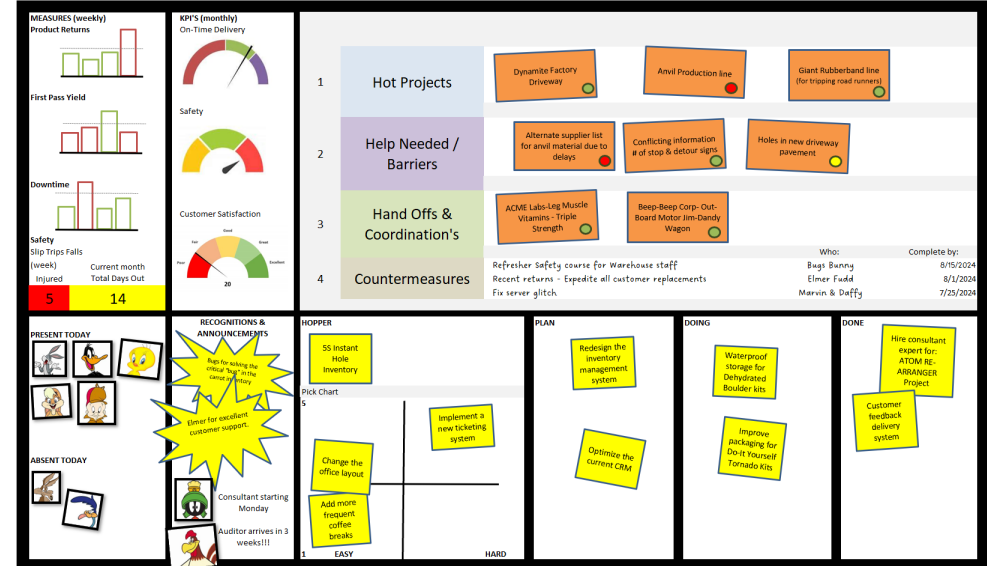
- Metrics- Start with at least 1-2
- Accountability
- Problem Solving- Just do its or CI Form
- Implementation
- Results/Tracking progress
- Lessons learned



OpEx Issues Countermeasures

Task name	Countermeasure	Assignee	Due date
Active Issues			
Metrics going forward			
Metrics capture 2024 completes			
Closed and over target date	Place Projects on hold. Use SW in qui...	Kristi Hoagla...	Jun 25
Resolved Issues			
Edit field list	Group opening a project field: Closin...	Kristi Hoagla...	Jun 25

## ACME MFG. CO. OPERATIONS AND PRODUCT DELIVERY DIVISION







# CI LEADER CERTIFICATION REQUIREMENTS AND MAKE-UP SESSIONS

- 100% completion required
- Tracking attendance
- Challenges and future improvements







# ADDITIONAL CI TRAINING

- Building on prior learning
- Training for staff/teams
- Advanced Lean concepts for Leaders
- 4 Certificate levels





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 Mentimeter

# What improvements to our program would you suggest?

0 responses





**THANK YOU FOR PARTICIPATING!**

For questions or more information, please contact [Kristi.Hoagland@snoco.org](mailto:Kristi.Hoagland@snoco.org) , [Shannon.Boswell@snoco.org](mailto:Shannon.Boswell@snoco.org) , or [Alenka.Fields@snoco.org](mailto:Alenka.Fields@snoco.org)