



# 2022 Lean Transformation Conference

Evaluate to Evolve, Retrospection on Continuous Improvement

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## Learning objectives

- Share a process for program development and enhancement.
- Show how leveraging multiple organizational development disciplines supports continuous improvement
- Share lessons learned.

# Why Lean

We are building a culture where employees are:

- Excited to come to work.
- Valued for their skills and talents.
- Included in process improvements.
- Respected.
- Trusted to make decisions.
- Empowered to fix what bugs them.
- Creating more value for our customers.
- Helping build trust in government.



What's your why?

# Leveraging multiple disciplines



Strategic  
planning



Process  
improvement,  
DMAIC



Change  
management

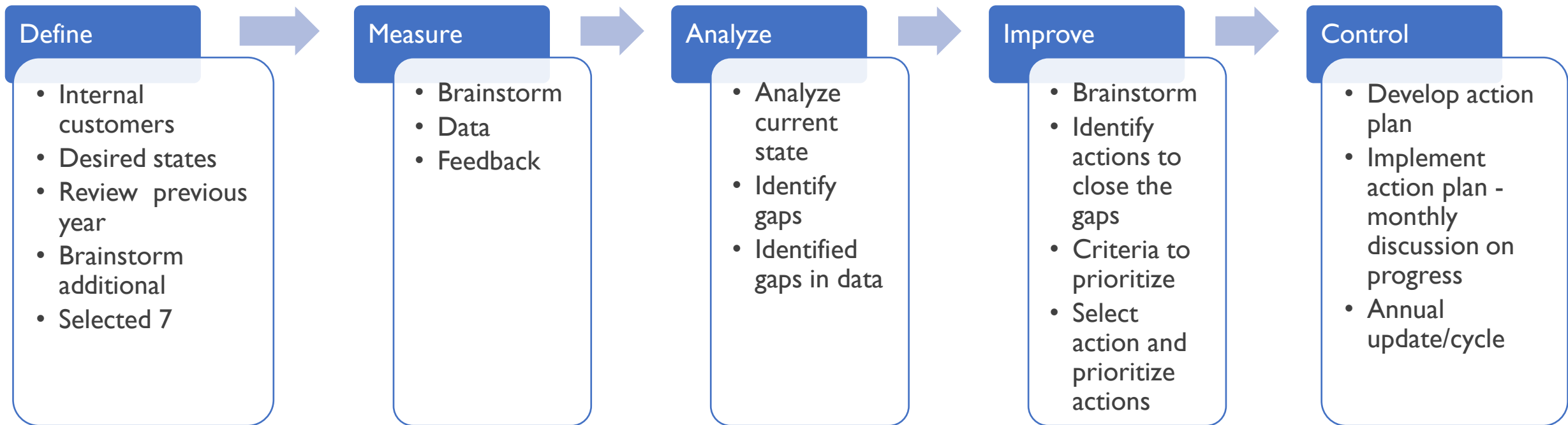


Performance  
management

Which disciplines do you already have experience in?

1. Recognize skills you already have.
2. Where you need team members?
3. Write them down.

# Process for program development



# Define

- Internal customers
  1. Lean Resources are used to support process improvement needed based on current state data or strategy.
  2. Regularly tell our story and communicate what our data is telling the agency.
  3. All employees understand their connection and contribution to Fundamentals Map, and performance measures.
  4. All employees and leaders have customer in focus.
  5. **Problem solving and data driven decisions is embedded into the culture.**
  6. Thriving green belt community of practice.
  7. The LTO is a key resource to leaders throughout the organization.



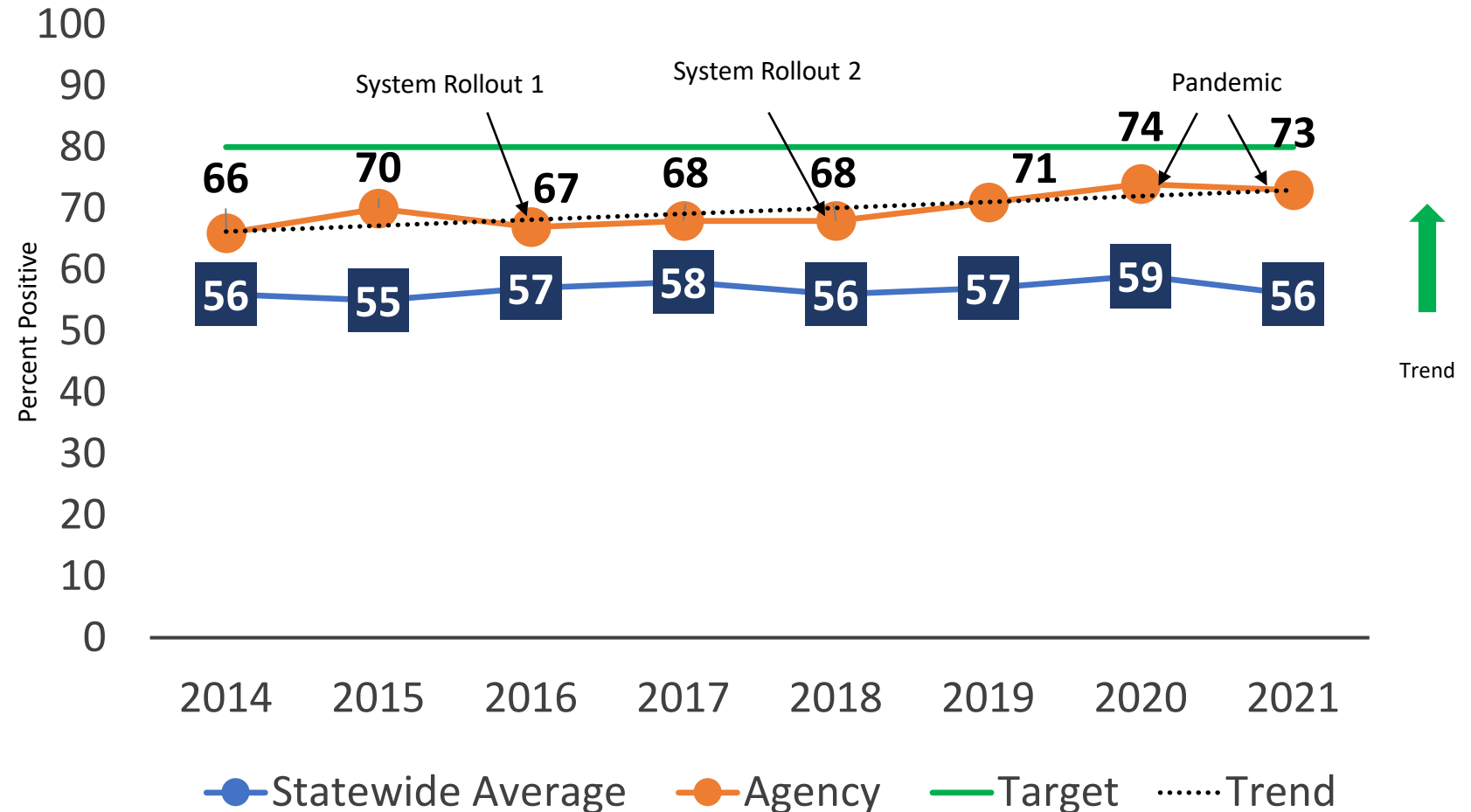
# A Deeper Dive into a Desired State

- Problem solving, and data driven decisions embedded
  1. Managers support and encourage.
  2. Coach employees through problem solving.
  3. Everyone manages with data and makes data driven decisions.
  4. Regularly reviewing data.
  5. Using data to inform solutions.
  6. Resources and process improvement.



## Measure – Data available

I am encouraged  
to come up with  
better ways of  
doing things.



## Measure – Additional data and feedback

- 44% have taken Problem Solving the Washington Way.
- About half have taken course in last three years.
- 5 of 14 divisions with 80% or more of their management teams trained in problem solving.
- Opportunities exist to increase awareness and desire.



## Problem solving assessment

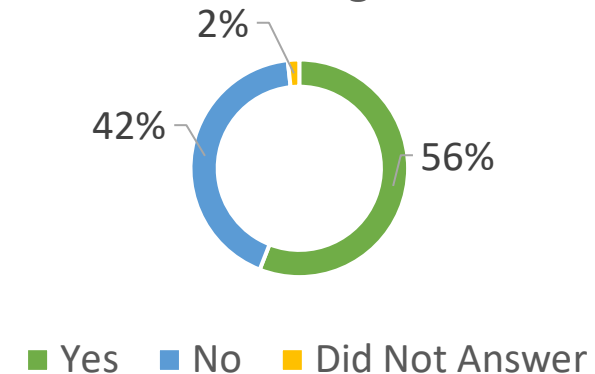
### Gap: Didn't have data on usage

- Surveyed 163 staff.
- 34% of respondents were managers.

### Of those who had used the method:

- 26% said they used it regularly.
- 61% used it on occasion.
- 13% had only used to earn a Lean belt.

Managers using problem solving



# Measure and survey feedback

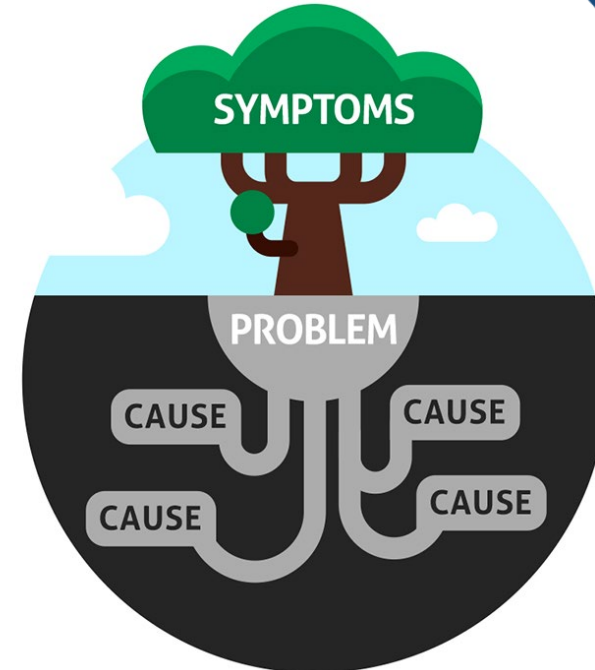
Value of the program development model:

- A clear process to follow.
- Ensures data is included part of the problem-solving effort.
  - Baseline and post improvement measurement.
- Includes root cause analysis.
- Using the 9-steps helps to communicate to others and collaborate.
- This method has been key in improving productivity and efficiency in processes.

# Analyze

## Barriers to Problem Solving – Manager

- Too much time has passed since training.
- Method does not come to mind when facing problems.
- Access to materials to support use of the model is not readily available.
- Not sure who can support them as they use the model and have questions or want coaching.
- Perception of the time it takes to apply the method.



# Improve Closing the gap to increase employee usage

- Use the framework as a standard approach to problem solving, not just in Lean workshops, but on committees, teams, etc.
- Regularly remind people of the framework by making it part of our organization.
- Dedicate time to problem solving so that it is explicitly part of our role.
- Set an expectation to use problem-solving framework when solving problems.

# Improve

## Create

- Visual reminders of 9-step process
- Fillable problem-solving template

## Continue

- Resources on Lean intranet page
- Sharing how others used it

## Daily tools

- On grasp the situation as a daily tool
- Check results, and adjust

## Start

- Offer refresher video
- Share tips on using the framework





# Control

- Develop action plan
- Implement action plan - monthly discussion on progress
  - Status
  - Assigned to
  - Action Item
  - Target Completion Date
  - Date Complete
- Annual update

# Example of Actions

## Gap in data on usage of problem-solving tools

1. Develop firm method for measuring that all employees and leaders using problem solving and DDD.
2. Require 9 step for all sups/mgrs.
3. Document and share our/LTO decision making process as we pilot and refine.
4. Highlight/communicate dangers at managing on "intuition". This must happen first! (Note, getting the compelling reason why we need to change - out there).
5. LTO participate in LT discussions when dashboard or performance measures are on agenda.

What's one thing you're going to try?

Put it in chat.



# Lessons learned



Integrate performance management and process improvement.



Show results often.



Advocate early.



Be persistent.

# Questions?





# Contact Information DOR's Lean Transformation Office



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