Lean Culture

What is it? Why do we want it? How do we get it?

Presented by Brett Cooper
Less than 1 out of 3 US Workers Report Being Engaged at Work

Source: Gallup Organization
High engagement organizations are over 20% more productive
High engagement organizations have over 40% fewer defects
High engagement organizations have almost 50% fewer safety incidents
High engagement organizations have almost 40% less absenteeism
If More than 65% of workers are disengaged, what does this mean for them as individuals?
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>I know how my agency measures its success</td>
<td>3.4</td>
<td>3.4</td>
<td>3.5</td>
<td>3.4</td>
</tr>
<tr>
<td>My supervisor gives me ongoing feedback that helps me improve</td>
<td>3.7</td>
<td>3.8</td>
<td>3.8</td>
<td>3.8</td>
</tr>
<tr>
<td>My supervisor treats me with dignity &amp; respect</td>
<td>4.3</td>
<td>4.3</td>
<td>4.3</td>
<td>4.3</td>
</tr>
<tr>
<td>In general, I’m satisfied with my job</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>3.7</td>
</tr>
</tbody>
</table>
Houston Municipal Courts
<table>
<thead>
<tr>
<th>Houston Courts</th>
<th>2005</th>
<th>2006</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall department is well run and effective</td>
<td>26%</td>
<td>47%</td>
<td>48%</td>
<td>66%</td>
</tr>
<tr>
<td>My division has high quality</td>
<td>44%</td>
<td>55%</td>
<td>63%</td>
<td>79%</td>
</tr>
<tr>
<td>My supervisor is competent</td>
<td>38%</td>
<td>54%</td>
<td>68%</td>
<td>75%</td>
</tr>
<tr>
<td>I am satisfied with my job</td>
<td>50%</td>
<td>61%</td>
<td>62%</td>
<td>70%</td>
</tr>
</tbody>
</table>
Agenda

• What is Lean Culture?
• Why do we want it?
• How do we get it?
Source: Ken Miller, *Extreme Government Makeover*
Building a Lean Culture
Building a Healthy Organization
Three Outcomes of a Healthy Organization

- Employees
- Customers
- Stakeholders
The Four Dimensions of Lean Culture

- Customer-Focused Results
- Enterprise Alignment
- Continuous Improvement
- Cultural Enablers
This is a PRINCIPLE-BASED Framework
Core Principles of a Lean Culture

• Create Value for the Customer

• Build Alignment Around Common Purpose

• Take a Process-Oriented View Towards Solving Problems

• Lead with Humility & Respect
The Four Dimensions of Lean Culture Model harnesses the power of “WHY”
CUSTOMER-FOCUSED RESULTS

ENTERPRISE ALIGNMENT

CONTINUOUS IMPROVEMENT

CULTURAL ENABlers
“Quality in a service or product is not what you put into it. It is what the customer gets out of it.”

– Peter Drucker
CUSTOMER-FOCUSED RESULTS

ENTERPRISE ALIGNMENT

CONTINUOUS IMPROVEMENT

CULTURAL ENABLERS
“If you don’t know where you are going, any road will get you there.”
CUSTOMER-FOCUSED RESULTS

ENTERPRISE ALIGNMENT

CONTINUOUS IMPROVEMENT

CULTURAL ENABLERS
"We cannot solve our problems with the same thinking we used when we created them."
“I have a list of measurable objectives”
“I have a dream”
“Leadership is everyone’s business.”

Source: Jim Kouzes & Barry Posner, *The Leadership Challenge*
CUSTOMER-FOCUSED RESULTS

ENTERPRISE ALIGNMENT

CONTINUOUS IMPROVEMENT

CULTURAL ENABLERS
Roles and expectations for leaders, managers and supervisors need to be clearer.

Lean can flourish only in an environment where every leader understands how to create a supportive environment where employees’ ideas are heard, and the customer receives value.

–2012 WA Lean Report
CUSTOMER-FOCUSED RESULTS

ENTERPRISE ALIGNMENT

CONTINUOUS IMPROVEMENT

CULTURAL ENABLERS
How do we build a dream home?
Start by building a solid foundation...
...then the house can stand the test of time
Effective Leaders Do Five Things...

- Model the Way
- Inspire Shared Vision
- Challenge The Process
- Enable Others To Act
- Encourage The Heart

Source: Jim Kouzes & Barry Posner, *The Leadership Challenge*
The Correlation of Leadership & Engagement

How frequently leaders exhibit the five practices (Model, Inspire, Challenge, Enable, Encourage)

Self-reported employee engagement score

Source: Jim Kouzes & Barry Posner, *The Leadership Challenge*
## What They Did In Houston!

<table>
<thead>
<tr>
<th>Houston Courts</th>
<th>2005</th>
<th>2006</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall department is well run and effective</td>
<td>26%</td>
<td></td>
<td></td>
<td>66%</td>
</tr>
<tr>
<td>My division has high quality</td>
<td>44%</td>
<td></td>
<td></td>
<td>79%</td>
</tr>
<tr>
<td>My supervisor is competent</td>
<td>38%</td>
<td></td>
<td></td>
<td>75%</td>
</tr>
<tr>
<td>I am satisfied with my job</td>
<td>50%</td>
<td></td>
<td></td>
<td>70%</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------------</td>
<td>------</td>
<td>------</td>
<td>------</td>
<td>------</td>
</tr>
<tr>
<td>I know how my agency measures its success</td>
<td>3.4</td>
<td>3.4</td>
<td>3.5</td>
<td>3.4</td>
</tr>
<tr>
<td>My supervisor gives me ongoing feedback that helps me improve</td>
<td>3.7</td>
<td>3.8</td>
<td>3.8</td>
<td>3.8</td>
</tr>
<tr>
<td>My supervisor treats me with dignity &amp; respect</td>
<td>4.3</td>
<td>4.3</td>
<td>4.3</td>
<td>4.3</td>
</tr>
<tr>
<td>In general, I’m satisfied with my job</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>3.7</td>
</tr>
</tbody>
</table>
Who is responsible for making it happen?
“Them?”
“Us?”
YOU!
I. Awareness

II. Understanding

III. Experimentation

IV. Adoption
Use “STOW” To Guide Your Journey
Team
Organization
World
Be BESTOW
be·stow [bih-stoh]

verb (used with object)

1. to present as a gift; give; confer

*The trophy was bestowed upon the winner.*
Don’t Be A Rufus

Take Responsibility For Making Change Happen