

The Washington State Lean Fellowship Program



Why are we doing this?

The Lean fellowship is part of the Result Washington management system that is pioneering a new way of governing to provide better value to more Washingtonians for generations to come.

What is the Lean Fellowship?

The Lean fellowship is a one year developmental job assignment with Results Washington, a branch of the Governor's office. Each fellow is assigned to one of five goal areas outlined in the [Washington State Strategic Framework](#), and is a member of that area's goal council.

Throughout the year-long fellowship, the fellow advances and applies his or her Lean knowledge and skillset to support the goal councils as they solve cross-agency problems and improve the state's performance in targeted areas.



What does a Lean Fellow do?

Lean fellows focus on coaching, consulting, and applying Lean thinking in their assigned work.

- **Lean Coaching: Leaders Helping Leaders**

Each Lean fellow is trained on how to coach and mentor others using Lean principles. The fellows leverage what is learned to coach leaders in Washington state government on how to apply Lean principles and tools to their work. The fellows themselves are also coached as part of their development in this role.



- **Lean Consulting: Building a Lean Culture of Problem Solvers**

Lean Fellows help build Lean capacity within Washington state government employees by creating and delivering training on topics like Lean leadership, culture, tools, and principles and providing internal consulting on problem solving efforts across the state.

- **Applying Lean Thinking: Learning & Teaching by Doing**

Fellows reinforce their own learning and teach others by applying what they have learned to support the problem solving of the most complex issues facing Washington State leadership. The Lean fellows are assigned to targeted improvement areas, where they partner with the owner of the work to use Lean tools and principles to identify problems, their root causes, and counter measures. This partnership builds capacity within state government to apply Lean thinking after the fellow has moved to other work.



How do I find out more?

Contact Hollie Jensen at Hollie.Jensen@gov.wa.gov.