Lessons Learned from a 2–year Continuous Improvement Journey

10 key lessons from an organization’s 2+ year effort focusing on creating a culture of:

- Service Excellence
- Continuous Improvement
- Employee Engagement
- Leadership Development
Introductions

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- Evans Kerrigan, Integris
- Debbi Linebarger
- Elizabeth Soltero
- Mark Baker
Agenda

- Welcome; Introductions & Overview
- 2013–14 (Phase 1); 2014–15 (Phase 2)
  - Accomplishments & Lessons Learned
- Next Steps (2015–2016: Phase 3)
- Summary & Conclusion
Introductions

KC, Records and Licensing Services

King County Records and Licensing Services Division
Introductions

- The journey begins
Overview

“The work of government is noble
The people of government are amazing
The systems of government are a mess.”

Ken Miller, Extreme Government Makeover

King County Records and Licensing Services Division
Overview
Operational excellence cannot be a program, another new set of tools, or a new management fad.

Operational excellence is the consequence of an enterprise-wide practice of ideal behaviors, based on correct principles.

THE SHINGO PRIZE for OPERATIONAL EXCELLENCE
Model & Application Guidelines

The Shingo Principles of Operational Excellence

Continuous Process Improvement

- Stable Processes
- Simplify, Standardize, Streamline
- Lean on Process Improvement
- Focus on Value Stream
- Design for Reliability

Enterprise Alignment

- Senior Leadership
- Aligned Strategy
- Customer Focus
- Results Oriented
- Lean Enterprise

Guiding Principles

- Lean Startup
- Respect Everyone
- Empower Employees

Sustaining Principles

- Value-Based Decision Making
- Continuous Improvement
- Embracing Diversity
- Quality Results

Supporting Concepts

- Resource Self-Management
- Empowerment
- Integrated Learning
Overview

Results
- Q.C.S.D.M
- Voice of the Customer

Alignment
- KC Strategic plan
- 10 year plan
- Systems Thinking
- Reduce Firefighting
- PDCA
- Maturity Model
- Quad Charts

CI/Tools
- Visual Management
- Standard Work
- Business Process Redesign
- Change Management
- A3
- 7 Wastes
- Catchball
- Kanban
- Hoshin

Culture
- Leadership
- Communications
- We Don’t Make Widgets
- Extreme Government Takeover
- Lominger Profiling
- Employee Satisfaction
- Gemba
- Followership
- Employee Survey

Principles
- Balanced Score Card
- Customer Service Training
- Tier 1 IV boards
- Denning 14 points
- Covey 7 Habits
- Kotter 8 Step Change Model
- Metrics Accountability

Concepts
- Quality Workforce
Overview

- Real and sustained continuous improvement culture comes from success in all four dimensions.
2013–2014 (Phase 1)

- Senior Management
  - Alignment
- Leadership Development
- CI– Process Redesigns
- Employee Advisory Committee
## Alignment

### Vision, Mission, Values & Objectives

**King County**

<table>
<thead>
<tr>
<th>KING COUNTY</th>
<th>MISSION STATEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision Statement: King County is a diverse and dynamic community with a healthy economy and environment where all people and businesses have the opportunity to thrive.</td>
<td></td>
</tr>
<tr>
<td>Mission Statement: King County government provides financially responsible, quality driven local and regional services for healthy, safe, and vibrant communities.</td>
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<table>
<thead>
<tr>
<th>EXECUTIVE SERVICES</th>
<th>MISSION STATEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision Statement: A partner and leader in delivering excellent services, every day.</td>
<td></td>
</tr>
<tr>
<td>Mission Statement: To make the Department of Executive Services (DES) the provider of choice by providing King County agencies, municipalities and the public with efficient and effective general government services.</td>
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### RECORDS AND LICENSING SERVICES

#### Vision Statement

A leader in service excellence, committed to building an enduring legacy of continuous improvement and employee engagement.

<table>
<thead>
<tr>
<th>ARCHIVES, RECORDS MANAGEMENT &amp; MAIL SERVICES MISSION STATEMENT</th>
<th>LICENSING MISSION STATEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manage current, inactive and historic records and information assets in compliance with laws, regulations and industry standards.</td>
<td></td>
</tr>
<tr>
<td>With a commitment to exceptional service, we support consumer protection and public safety through licensing and regulation of vehicles, vessels, taxicabs, for-hire drivers and hobby horticulture.</td>
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</table>

#### Recording Office Mission Statement

The King County Recorder’s Office is committed to providing our community with exceptional customer service through:

- Prompt and accurate recording, preservation and reproduction of documents
- Accurate collection of real estate excise tax, and
- Courteous issuance and recording of marriage documents.

#### Regional Animal Services Mission Statement

Provide King County with sustainable, cost-effective animal services which protect people and animals, while providing compassionate animal care.

### Values

**(How We Will Conduct Ourselves)**

- **Respect:** We treat each other and our customers with dignity and kindness.
- **Honesty & Integrity:** We are trustworthy, transparent and fair.
- **Service:** We provide high quality and efficient service and strive to exceed our customers and stakeholders’ expectations.
- **Continuous Improvement:** We foster a culture of ongoing learning and development.
- **Competence:** We have the capacity, skills and talent to perform our work.
- **Dependability:** We make and keep our commitments, big and small.

### Objectives

**(Major Emphasis Areas to Help us Achieve our Vision and Mission)**

- **Continuous Improvement:** RALS is a learning organization committed to continuously improving both what we do and how we do it.
- **Service Excellence:** We provide high quality and efficient service and strive to exceed our customer’s and stakeholders’ expectations.
- **Employee Engagement:** RALS employees are ready, willing and able to provide excellent service, are enthusiastic and fully involved in continuously improving RALS.
- **Supervisor Development:** RALS supervisors are competent, confident and compassionate leaders who guide their team members in achieving measurable goals, with advocacy and accountability.
Leadership

leadership is critical to enabling values and behavior

“Only three things happen naturally in organizations: Friction, Confusion and Underperformance. Everything else requires leadership.”
- Peter Drucker

“The Leadership Challenge” - Jim Kouzes & Barry Posner

- Aligns Leadership behaviors with Lean principles
- Based on 25 years of research – observable behaviors
- Found 30 Leadership Behaviors key to leading effectively
- Organized into five – easy to grasp “Practices”
Leadership

summarizing the **Five Practices**

<table>
<thead>
<tr>
<th>Model the Way</th>
<th>Clarify Values</th>
<th>Set the Example</th>
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<tbody>
<tr>
<td>Inspire a Shared Vision</td>
<td>Envision the future</td>
<td>Enlist others</td>
</tr>
<tr>
<td>Challenge The Process</td>
<td>Search for opportunities</td>
<td>Experiment and take risks</td>
</tr>
<tr>
<td>Enable Others To Act</td>
<td>Foster collaboration</td>
<td>Strengthen others</td>
</tr>
<tr>
<td>Encourage The Heart</td>
<td>Recognize contributions</td>
<td>Celebrate victories</td>
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</table>
Sr Mgmt – Accomplishments

- Leadership Dev; 360; dev plans
- Toured various orgs: CI learnings
- Sponsored major process redesigns
- Established all employee CI trainings
- Chartered Employee Advisory Committee
Sr Mgmt – Accomplishments

- Chartered Employee Advisory Committee
Employee Advisory Committee

- What is EAC?
- Why was it created?
- What is its function?
EAC – Journey

- Fostering open communication with management
- Creating a culture that engaged and support the line staff
  - Earning the trust of coworkers
  - Establishing peer to peer recognition
  - Modeling the way
- Empowering staff to become Subject Matter Experts and facilitated numerous small experiments
EAC – 1st Year Lessons Learned

- Positives
  - EAC members began examining issues from the process point of view
    - Asked why things were done a certain way
  - EAC provided early adopters an avenue for strategic involvement
  - EAC initiated communication between management and staff
EAC – 1st Year Lessons Learned

- Opportunities
  - Insufficient tracking and documentation
  - EAC needed more guidance from Senior Management team
    - Members’ roles were not clearly understood
    - Outcomes were not clearly defined
  - Project burnout
    - Appropriate staff were not involved in Kaizen events
Sr Mgmt. 1st Year Lessons Learned

- Positives
  - Leadership Development
  - CI Trainings – all employees
  - CI Roadmap – Shingo organizing construct (Operational Excellence)
  - Alignment – Clarity Map
  - Employee Advisory Committee
Opportunities

- Process Improvements & Tools – then – Culture
- CI False Starts; Maintaining Momentum
- Customer Feedback work – insufficient progress
Overview

A Good Start

King County Records and Licensing Services Division
2014–2015 Sr. Mgmt– Focus

- Alignment – increase focus on 4 Objectives
- Leadership Development – Expand
- Recognition
- Continuous Improvement – small/incremental
Leadership Development

Leadership Focus Expands – Supervisors

Supervisor Development one of four key Division Objectives

“RALS Supervisors are competent, confident and compassionate leaders who guide their team members in achieving measurable results with advocacy and accountability”
Leadership Development

- Supervision – really hard job
  - Leadership and daily operational responsibilities
- 5 Behaviors – TLC
- 4 RALS Objectives
- 9 Performance Appraisal categories
- 3 Performance Objectives
- 22 Lominger factors
  - 43 items – really??
Leadership Development
Leadership Development

- “5 Bucket” Framework
  - Leadership
  - Continuous Improvement
  - Communications
  - Performance Management
  - Operations
Leadership Development
## Leadership Development

November 2014 – RALS Management Team – Leadership/Managerial Framework

<table>
<thead>
<tr>
<th>LEADERSHIP</th>
<th>Leadership (PA Objective)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model the Way</td>
<td>Inspire a Shared Vision</td>
</tr>
<tr>
<td>➢ Dependability</td>
<td>Strategic Agility (#58)</td>
</tr>
<tr>
<td>Dealing with Ambiguity (#2)</td>
<td>Political Savvy (#48)</td>
</tr>
<tr>
<td>Integrity/Trust (#29)</td>
<td></td>
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<tr>
<td>Self-Knowledge (#55)</td>
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<thead>
<tr>
<th>COMMUNICATIONS</th>
<th>PERFORMANCE MANAGEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>➢ Communications</td>
<td>➢ Performance Management (PA Objective)</td>
</tr>
<tr>
<td>Listening (#33)</td>
<td>Applies performance standards - Managing and measuring work (#35)</td>
</tr>
<tr>
<td>Written/Presentation Skills (Presentation Skills) (#49)</td>
<td></td>
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</table>

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<tr>
<th>OPERATIONS</th>
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</tr>
</thead>
<tbody>
<tr>
<td>➢ Adaptability/Flexibility/Initiative</td>
<td>Decision Quality (#17) Problem Solving (#51)</td>
</tr>
<tr>
<td>➢ Job Knowledge</td>
<td></td>
</tr>
<tr>
<td>➢ Productivity</td>
<td></td>
</tr>
<tr>
<td>➢ Quality</td>
<td></td>
</tr>
<tr>
<td>Decision-making/Judgment/Problem Solving Analyses</td>
<td></td>
</tr>
<tr>
<td>Customer Focus (#15)</td>
<td>Service Excellence</td>
</tr>
<tr>
<td>Business Acumen (#5)</td>
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Leadership Development

The Leadership Challenge
- Model the Way
- Inspire a Shared Vision
- Challenge the Process
- Enable Others to Act
- Encourage the Heart

Organizational Development Plans Hierarchy
(Apologeties to Abraham Maslow)

* having a clear meaning; having real importance or value
# Leadership Development

<table>
<thead>
<tr>
<th>Strength Area(s) to be leveraged (1 or 2 max)</th>
<th>SMART goal</th>
<th>Actions/plans</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Encourage the Heart</strong></td>
<td><strong>Improve Recognition Practices</strong></td>
<td>- Discuss the importance of recognition at 3/5 EAC meeting and seek feedback on how DO can support these programs</td>
</tr>
<tr>
<td></td>
<td>By 6/15/15, I will have developed a Recognition Maturity model, assessed each section’s recognition practices against the model and communicated action plans to take recognition in each section to the next level.</td>
<td>- Review recognition information prepared for January IDP workshops</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- By 3/23, develop draft Recognition Maturity Model based on best practices</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Share draft Recognition Maturity Model at 3/25 staff meeting and seek email feedback from managers by 4/1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Share draft Recognition Maturity Model with EAC members at 4/2 meeting and give deadline of 4/9 for email feedback</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- DO share Recognition Maturity Model division-wide by April 30th via newsletter email or other mass communication</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Convene 2:1 meetings with section manager and EAC member in May to assess section’s recognition maturity using Recognition Maturity Model and to develop action plans, which include current recognition practices, concrete steps to improve recognition and identifies the roles and responsibilities of the DO, section managers, supervisors and individual staff members</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Assist managers with sharing results of assessment and action plans at staff meetings by June 15, 2015.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Celebrate manager’s support and accountability for improving recognition programs at 6/24 senior management team meeting</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Celebrate success of EAC as cheerleader and coordinator of recognition program at 7/2 meeting.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Track and adjust/update- quarterly – i.e., September 2015, December 2015, etc.</td>
</tr>
</tbody>
</table>
Sr Mgmt – Accomplishments

- Established best practices for recognition
- Established “maturity model” for RALS 4 Objectives
- Clarification of Roundings –Two way communication tool
Leadership Development Workshops

- Provide context; set stage for 360-survey
- Build anticipation for using the info constructively/beneficially
- Walk though the Development Planning process
- Refresh on TLC
- Conduct 360 survey – @ supervisor level
- Assign Supervisor lead “Teaching Pods”
- Finalized Individual Development Plans
- Establish quarterly check-ins
EAC – Journey Continues

- Expand the EAC and empower members
- Building a culture within the EAC
- Communication between
  - Management and EAC members
  - Cross sectional EAC members
  - EAC members and coworkers
EAC– Peer to Peer Survey

- Developed and fielded a CI survey to identify the current conditions
- Used the results to identify strengths and opportunities, and develop action plans
<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teamwork within your unit/section</td>
<td>My group works well as a team</td>
<td>2.8</td>
</tr>
<tr>
<td>Large scale process improvements</td>
<td>My group is very effective on large process improvements</td>
<td>3.0</td>
</tr>
<tr>
<td>Smaller scale - individual experiments/improvements</td>
<td>My group is very effective on small/individual experiments or improvements</td>
<td>2.5</td>
</tr>
<tr>
<td>CI training</td>
<td>The CI training I've received was highly effective</td>
<td>2.6</td>
</tr>
<tr>
<td>CI leadership support and role modeling</td>
<td>I understand how CI is practiced in RALS</td>
<td>2.6</td>
</tr>
<tr>
<td>CI Culture within your unit/section</td>
<td>My group values generating ideas for improvement</td>
<td>2.5</td>
</tr>
<tr>
<td>CI Culture within your unit/section</td>
<td>Failed CI experiments are valued as learning in my group</td>
<td>2.9</td>
</tr>
<tr>
<td>CI communications internal and external to your unit/section</td>
<td>Communications regarding CI are relevant and informative</td>
<td>2.8</td>
</tr>
<tr>
<td>CI communications internal and external to your unit/section</td>
<td>Employees in my group are encouraged to share their ideas and concerns related to CI</td>
<td>2.4</td>
</tr>
<tr>
<td>CI vision and goals for your unit/section</td>
<td>I understand RALS Division's goals for CI</td>
<td>2.9</td>
</tr>
<tr>
<td>Recognition</td>
<td>There is valued recognition in my group</td>
<td>2.8</td>
</tr>
<tr>
<td>Employee Advisory Committee</td>
<td>My group is benefitting from the EAC</td>
<td>2.7</td>
</tr>
</tbody>
</table>
EAC– Peer to Peer Survey

- Sections had varying priorities and opportunities for improvement
  - Most common opportunity for improvement was recognition
Employee Advisory Committee

PEER RECOGNITION AWARD

Is presented to


For


From ________________ on ____________
EAC 2\textsuperscript{nd} Year Lessons Learned

- Positives
  - Employees given a CI voice
  - Staff began to trust and join EAC members
  - Experiment failures are treated as opportunities for learning, not punishment
EAC 2\textsuperscript{nd} Year Lessons Learned

- Opportunities
  - Still need improvements in documentation
  - Building a culture is haaaaaaaaaaard!
    - “CI is not part of my job!”
    - “It’s not broken, why fix it?”
  - Becoming CI experts
    - How and when to use proper tools
Positives

- Leadership Development – 360 powerful feedback
- 5 bucket organizing construct = simplify/clarify/focus
- Development Workshops – providing additional support
  - Keep simple, format, do not over-commit; Teaching Pods
Sr Mgmt. 2\textsuperscript{nd} Year Lessons Learned

- Opportunities
  - Initiated with taking too much on; 3 dev areas, plus strengths
  - Not all ready – Maslow Hierarchy
  - Maintaining Momentum
  - Not holding to reasonable schedule
Summary – Key Lessons

1. Shingo–Operational Excellence Framework (Comprehensive/holistic)

2. Alignment (leadership focus, constancy/clarity of purpose focus)

3. All employee multiple CI Trainings (common tools, signal of investment)
Summary – Key Lessons

4. Employee Advisory Committee (employees=SME’s, empower and team)

5. Culture before tools–redesigns–Continuous Improvement–false starts

6. Support tracking/documentation

7. Leadership Development–expand to Supervisors–critical success factor
Summary – Key Lessons

8. Recognition–top down, milestones/achievements; peer to peer

9. Invest in communication

10. Be patient – it’s the journey – not the destination