DES- A journey to Customer and Team Satisfaction:

*Busting the “Build it and They Will Come” Myth*

- Chris Liu, Director
- Cheryl Sullivan-Colglazier, Leadership Development Director

Washington State Government Lean Transformation Conference

October 18, 2016
Innovation Through Listening
It begins with team and customer satisfaction.

Washington State Department of Enterprise Services

Grasping the Situation
What is the problem?

- Expectations vs. Reality
- Leadership Development Needed
- No Formal Leadership Development Program

When we started:
- Challenges for Business
  - Budget cuts
  - Credibility
  - Engagement
- Build it - they will come (hype)
- Change = hard
- Team/Customer dissatisfaction

A Key Theme Emerged:

- Co-create Solutions (Products)
- Build alongside

Results:
- Team/Customer satisfaction
- Engagement
- Credibility

Success!

Plan

- Develop Leadership Program
  - Why?
  - For the health and viability of State government to best serve our residents

Check

- Pilots launch
- Gather feedback
- Put it to work

Do

- We are making adjustments as we go!

Adjust

- Why?

LEAN PROBLEM SOLVING STEPS:
1-5: Grasp the Situation
6: Plan
7: Do
8: Check
9: Adjust

Customer involvement is essential at all phases.

You, too, can do this!

“What single conversation will you commit to having?”

Graphic Recording by Kristine Sogn

Sognate EMIL
Washington State Department of Enterprise Services
INNOVATION THROUGH LISTENING
It begins with team and customer satisfaction.

LEAN PROBLEM SOLVING STEPS:
1-5: Grasp the situation  6: Plan  7: Do  8: Check  9: Adjust
grasping the situation

What is the problem?
• Step 1: Identify the Problem in Simple Terms (What is the concern?)
• Step 2: Observe and Measure the Current State
  (What did we see and what are the facts?)

"What expectations would need to be met for you to be a fully satisfied customer/team member?"
# Workforce Support and Development

## CUSTOMER SATISFACTION

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<th>01</th>
<th>Shared Resources Leveraged for Everyone’s Benefit</th>
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<td>Clear, accurate, and timely communications are provided to us regarding WSD plans, service offerings, and contact information.</td>
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<td>People say what they are going to do, then do it. Information is kept confidential. Actions are taken to meet expectations by listening to and understanding our feedback.</td>
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## TEAM SATISFACTION

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<td>To have a culture of mutual trust and integrity where everyone does their job, is consistently reliable, adheres to team expectations, and has each other's backs.</td>
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<td>We communicate in our division with all the information on the table and no hidden agendas. We listen to understand, ask questions to clarify and ensure everyone has a voice.</td>
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<td>We bring positive attitudes to the workplace; by assuming positive intent in other’s actions, embracing possibilities and strengthening our comradery.</td>
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<td>Our work matters and we are all listened to as valuable members of the team.</td>
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<td>Individual and team contributions and successes are recognized on a timely and objective basis.</td>
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• Step 3: Set a Target
  (Where do we want to be?)
Step 4: Define the Problem/ Describe the Gap
(Describe the gap between where we are now and where we want to be.)
• Step 5: Analyze the Gap
  (What is the root cause? Choose a countermeasure.)

A KEY THEME EMERGED:
• Step 5: Analyze the Gap
(What is the root cause? Choose a countermeasure.)
• Step 6: Plan
(Who will do what by when?)
CO-CREATE SOLUTIONS (PRODUCTS)

BUILD ALONGSIDE
• Step 7: Do

Go slow to go fast.

Collaboration, Communication, Inclusion, Diverse Voice

"Doing the thing to teach the thing."

- Focus groups across the state.
- Panels across multiple agencies.

You're invited

We want you to succeed!
• Step 8: Check
(What did we learn through testing?)
Step 9: Adjust

Adjust

WE ARE MAKING
ADJUSTMENTS AS WE
GO!
Success!

- Team/Customer Satisfaction
- Engagement
- Credibility
you, too, can do this!

“What single conversation will you commit to having?”
Workforce Support and Development

CUSTOMER SATISFACTION

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Our needs are responded to with an appropriate sense of urgency. Requests are clarified and confirmed, and we are kept informed of progress through completion.

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introducing Leading Others

LEADING OTHERS, THE NEW SUPERVISION ESSENTIALS.

Leading others is a collection of learning strategies and tools that help developing leaders expand their mindset and build necessary knowledge and skills needed for leadership in the public sector today and into the future. This is one part of a larger leadership development model aimed at participants transitioning into new leadership roles or current leaders engaged in growth and development.

LEADING OTHERS OPENS THE DOOR TO LEADERSHIP SUCCESS

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360.407.8441

www.DES.WA.GOV/Training