Overcoming Resistance to Your Organizational Change Management Plans

2017 WA State Government Lean Transformation Conference
“Growing a Culture of Problem Solvers”
October 18, 2017

Debra Hentz, SAO Performance Center
Ben Thurgood, City of Tacoma
John Dickson, Spokane County
Organizations come together to learn about Lean, discuss lessons learned and share innovative ways of adapting Lean to the public sector.
Our mission

The State Auditor’s Office holds state and local governments accountable for the use of public resources.

Our vision

Government that works for citizens.

Our strategic goals

1. Government that works better, costs less, and earns greater public trust.
2. High audit quality and operational efficiency.
3. Highly skilled, engaged and dedicated employees.

Debra Hentz, Lean Specialist

my focus

The Performance Center is part of the Performance Audit Division established by Voter’s Initiative 900 passed in 2005.

connection to Lean

Audits look back at what has been done. Lean services look forward to help improve Local Government operations.
Lean Services: sampling of served governments

San Juan County
Island County
Port Townsend
Sequim
Grays Harbor County
Jefferson County
Bellingham
Snohomish County
Marysville
Burlington
Lynnwood
Alderwood Water District
Kirkland
Bothell
Edmonds
Auburn
Burien
Tukwila
SCORE
Pierce County
Tacoma
Dupont

Benton County
Franklin - Benton Health District
Cowlitz County
Ridgefield
Battleground
Vancouver
Clark College
Camas
C-Tran
Port of Camas Washougal

Whitman County
Walla Walla County
College Place
Benton County
Benton-Franklin Health District
Franklin County

The Performance Center is a resource for local governments that need to solve problems, reduce costs and improve the value of their services to citizens.
City of Tacoma: Ben Thurgood, Continuous Improvement Lead
Continuous Improvement Initiative

Our mission is to help departments identify problems and implement solutions while developing citywide capacity for problem solving and continuous improvement.
Spokane County: John Dickson, Chief Operations Officer

Spokane County Performance Indicators

Office of the Washington State Auditor
County structure differs from most other Organizations

2017-18 Spokane County Organization Chart

Spokane County Citizens

Internal Services
- Assessor
- Auditor
- Treasurer
- CBO
  - Budget Office
  - Facilities
  - HR/Labor Relations
  - IT
  - Purchasing
  - Risk Management

External Services
- BoCC
  - Board of Equalization
  - Building and Planning
  - Community Services
  - Environmental Services
  - Fair and Expo Center
  - Medical Examiner
  - Parks, Rec. and Golf
  - Communications/Public Policy
  - Public Works
  - SCRAPs
  - Veterans Services
  - WSU Cooperative Ext.

Law and Justice
- County Clerk
- District Court
- Prosecuting Attorney
- Sheriff
- Superior Court
- COO
  - 911
  - Civil Service
  - Counsel for Defense
  - Detention Services
  - Emergency Mgmt.
  - Hearing Examiner
  - Pretrial Services
  - Public Defender
  - Regional Criminal Justice
  - SRECS
We each picked two barriers to share.
Lone Wolf Assignment: one person’s responsibility, ignoring bright spots
Wrong Strategic Intent: focus on $$ rather than capacity building
Forgetting History: re-education takes time, repetition & visible proof
Ignoring Data: failing to look, lack of curiosity, unmarked holes
Too much focus on tool usage: change requires people development
Lack of acknowledged steps: Lean is small, successful changes over time
Fix Processes, not People

- People do the best they can in the system they work in—they want to do a good job! *This must be an organizational value.*

- People respond to the system they operate within.
  - Systems are a collection of the processes, procedures, and situations that form the environment in which you work.
  - What happens when something doesn’t work or when failure is encountered? Do we delegate and develop people? How is respect for people demonstrated in our organization?

- Organizational habits form the Culture. We all make the culture that defines our organization.
At a high viewpoint, every situation has similarities.

What are your questions?

Thank You for being part of our Lean Community!
The State Auditor's Office has created the Performance Center to help local governments evaluate their programs and services, and improve results.

The Performance Center website provides more than 100 tools, templates and resources you can browse, share and download to use or customize for your own jurisdiction.

Contact the Center

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