



Session Abstract

Generating enthusiasm for Lean isn't always an easy task, and neither is sustaining the initiative as time goes by. What are the clues that you might need a little extra infusion of inspiration, instigation, or integration for Lean to thrive in your organization? Come learn how we have used Liberating Structures to build a Lean community of practice both within an organization and among local government workers from multiple agencies. This workshop will show you steps and tools to include in your Lean journey that will keep you moving forward.

Inspiration, Instigation, Integration:

Keeping Lean Alive and Kicking

Washington State Lean Transformation Conference

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Where is your organization on its Lean journey?



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A Journey Is A Journey



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Climbing Mount Pilchuck

Planning the Trip

Getting There is Half the Fun

The Hike!

Limping Back

Getting a Job

So Many Applications

The Interview Call

First Day at Work

I've Been Here So Long!

Preparing The Budget

Publish the Calendar

Gather Departments' Requests

Passed by the Board

Monitor Spending

Process Improvement

Define the Problem

Understand the Current State

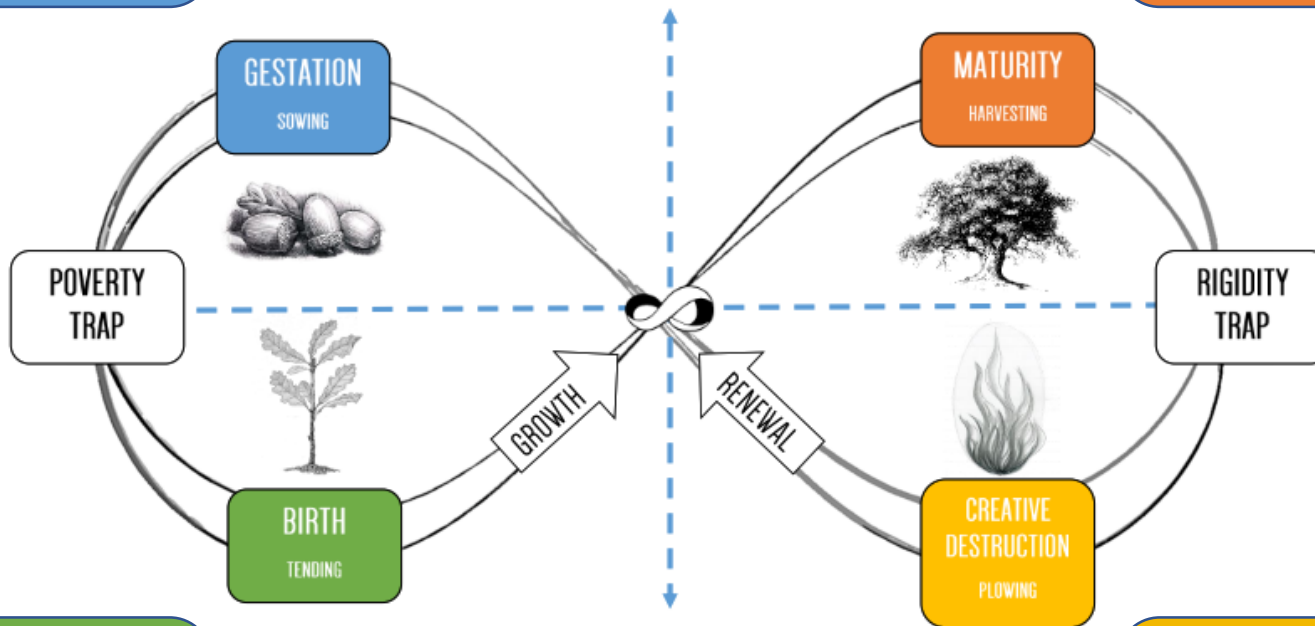
Sponsors Sign Off

Watch Performance Measures

ECOCYCLE PLANNING

Requires time and effort to discover if they are valuable.

Generates value against little or no effort.



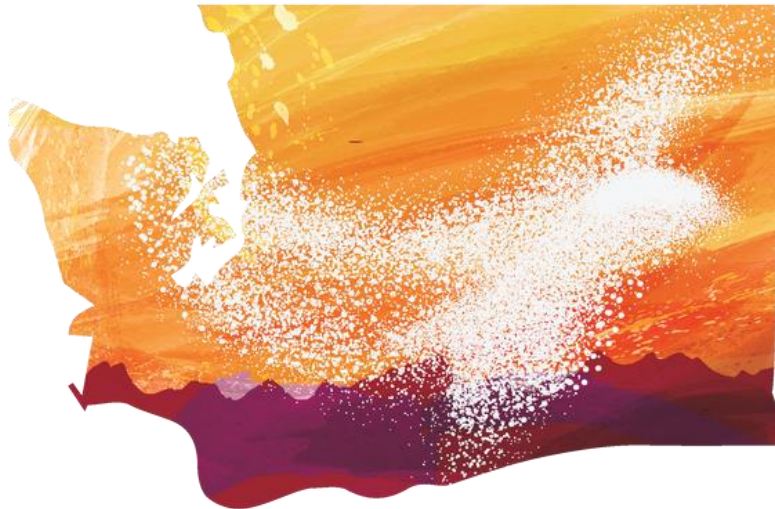
Requires time and effort to develop value and shape growth

Needs to be stopped to create space for innovation

Liberating Structures: Ecocycle Planning
Co-developed by Keith McCandless + Henri Lipmanowicz (www.liberatingstructures.com)
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2017 Liberating Lean: Transforming the People Side of Lean with Liberating Structures



Government
Performance
Consortium

Purpose: “To more powerfully engage people in cultivating a healthy organizational culture while improving performance”.

106 Liberating Lean Attendees



City of Bonney Lake
Klickitat County
King County City of Tacoma
Pierce County
Seattle Housing Authority
Thurston County
City of Olympia
Washington State City of Redmond
University of Washington City of Vancouver Snohomish County
City of Burien
City of Renton
City of Tukwila City of Bremerton Port of Tacoma
Seattle Public Utilities
City of Lake Forest Park City of Kirkland Pierce Transit
Kitsap County Tacoma-Pierce County Health
City of Kent City of Bellevue
Private consultants
Results Washington

Why Pair Lean with "Liberating Structures"?

LIBERATING LEAN DAY 1

LIBERATING LEAN DAY 1

- IMPROMPTU NETWORKING
- GLEAN: Open to a whole new world, My intro changed, Movement, time, question, Same boat
- STRATEGIC PLANNING LESSONS LEARNED START W/ POSITIVE VIBE EXPLORE THE WORK
- 1-2-4-ALL
- TRIZ
- 25/10
- DISCOVERY ACTION DIALOGUE
- VULNERABLE PRESENCE
- MULTI-MULTI RESPECT
- CONVERSATION CONVERSATION
- JEFF KRAAS
- 15%
- ALL OF US ARE HUMAN!
- GLEAN: I am not alone
- #LIBERATING LEAN @ GPC Wa

Liberating LEAN DAY 2

Liberating LEAN DAY 2

ENGAGEMENT • Co Create HEALTH

PANARCHY ~ ECOCYCLE

Why's

- PURPOSE STATEMENT
- ENGAGEMENT
- USER EXPERIENCE
- FISHBOWL
- TROIKA CONSULTING

Social Myths

- TIME TO CYCLE THROUGH
- SCALE
- PROGRESSION
- PROFESSIONAL

User Experience

- MINIMIZE LOSS OF LIFE
- SERVE LIFE
- DELIVER MOST MEANINGFUL WAY
- ILLUMINATE STICKY POINTS

TROIKA CONSULTING

Your Vision of your government will Blow you Away

Liberating Lean Approach



Moving
Away
From

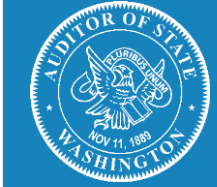
- Traditional one-to-many instruction
- Black-belt expert imparting knowledge
- Passive learning

Moving
Toward

- Peer-to-peer learning from people just a step ahead
- Networking with others at different experience levels with Lean
- Active engagement in self-discovering learning

Liberating Lean Activities





Participant Response

If more and more people start practicing Lean and Liberating Structures in government, I see a future where...



**Describing our political system, and
highlighting the key systemic
problems of a
government!**

City of Ridgefield

- Small city: population 9,000 and growing fast
 - ✓ About 50 employees
- 4 process improvement kaizen events in three years
- Question: How do we build and sustain a Lean culture?



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Organizational Culture Research

- 1) Reviewed relevant documentation
- 2) Interviewed leadership
- 3) Observed team meetings
- 4) Individual conversations with participants in past Lean events.
- 5) “Ride along” with selected employees

Goal: Identify the next conversation this group of people need to have with each other.



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Celebrity Interview



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Work Groups Chewing On A Question



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15% Solutions

Asking For a First, Small Step



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15% Solutions

*What is your 15 percent?
What can you do without more resources or authority?
Where do you and/or your work group have discretion and freedom to act?*

- 1:** Alone, list your 15% Solutions, 4 minutes
- 2:** Share your ideas with a partner, 3 min. each
- 4:** Consult with one another one at a time asking clarifying questions and offering advice, 2 min. each

All: Share ideas in larger group

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Key Ingredients for Success



- Openness
- Design
- Learning
- Action





Is Lean Taking Root?



Positive signs:

- People talking about it with excitement
- Meeting goals and benchmarks
- People using Lean tools on other processes
- Asking for more learning



Is Lean Taking Root?



Caution signs:

- Dragging feet, incomplete tasks
- Lip service
- Counterproductive behaviors
- Facilitators without sponsors

Why It's Not Thriving

Maybe they don't understand it.

- Check your communication.
- Do they see it as relevant?
- Can you put it in plain language?



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Why It's Not Thriving (cont.)

Maybe they simply don't like it.

- Check your *listening*.
- Need more “intel” gathering?
- Have you *really* engaged your stakeholders?
- Are you pushing the pain point around?



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Why It's Not Thriving (cont.)

Maybe they don't like or trust you.

- Check your pace and approach.
- Are you ramming it through?
- Are you disregarding protocol?
- Are you associated with someone they don't like or trust?

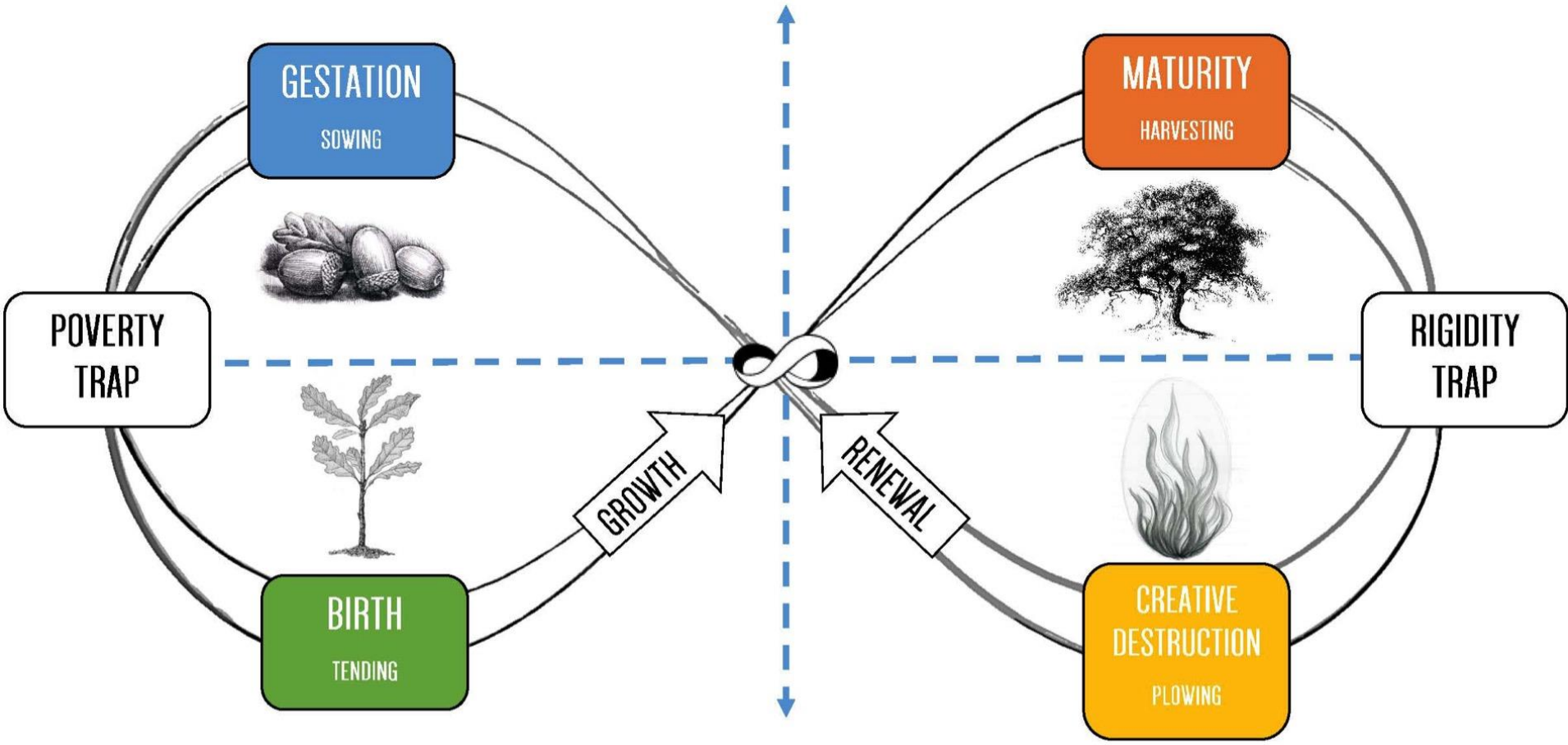


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Energy Cycles and Lags



Troika Consulting



Purpose: Get practical and imaginative help from colleagues immediately.

Invitation: “Where are you on the Ecocycle? How can you harness the collective wisdom in your organization to move forward?”

Structure: Form groups of three. Two people serve as “consultants”, one is the “client”.

Troika Consulting Process

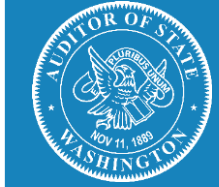
- Client shares Ecocycle location and challenge.
- Consultants ask clarifying questions.
- Client turns around while consultants generate ideas, suggestions, and advice.
- Client turns back and shares what was most valuable about the experience.



Questions



Information



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