



Washington State's Lean Transformation Journey



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Washington State's Lean Transformation Journey Timeline

1991-2010

Baldrige, TQM, GMAP

- Assessment Focus
- Point Improvements

2011

Governor Gregoire starts statewide Lean transformation

- Advice From Boeing
- Governor's Exec. Order
- VSM Workshops in 26 State Agencies
- Private Sector Partners

2012 Governor Election/Transition (2016 Reelected)

2013 to Present

Governor Inslee deepens statewide Lean transformation with Results Washington



- Strategic Alignment
- 5 Goal Councils
- Culture focus
- Problem solving, coaching, daily Lean

Statewide Lean Journey



A nation-leading state government performance system that integrates performance management, continuous improvement, and cross-agency collaboration for:

1. World Class Education
2. Prosperous Economy
3. Sustainable Energy & Clean Environment
4. Healthy & Safe Communities
5. Efficient, Effective, Accountable Government



Statewide Lean Journey

Capability Building

- **37,000+** employees have had Lean knowledge & skill training. Of those, more than 3,500 had more in-depth problem-solving training
- **1,000+** employees have been trained as Lean facilitators prepared to lead project work
- **11,000+** state employees have participated in a lean improvement project
- **60+** Agencies with **Lean Advisors**
- **19 Lean Fellows:** One year appointments
- **2018 7th Annual WA State Government Lean Conference:** Two days, 2500 public servants, 60 sessions.



Statewide Lean Journey

Results from Transformation Efforts

- **4,320** Lean improvement projects
- Sample (n=81) of **major improvement projects** in 2017:
 - 68% saved time
 - 37% improved quality
 - 28% reduced or avoided costs totaling \$6.1 mil
 - 28% improved customer satisfaction
 - 22% increased employee engagement
 - 4% improved safety



Statewide Lean Journey: Results 2.0



Purpose: To create a more data-driven, responsive, and human-centered state government.

- Double-down on Governor's Priorities
- Fewer, more meaningful measures on new dashboards
- Process: Results Reviews -> Deputies -> Cabinet -> R-Teams
- Making Government More Human
- More details at www.results.wa.gov



Lean is...creates...has...results in...

Lean is a human-centered philosophy of work.

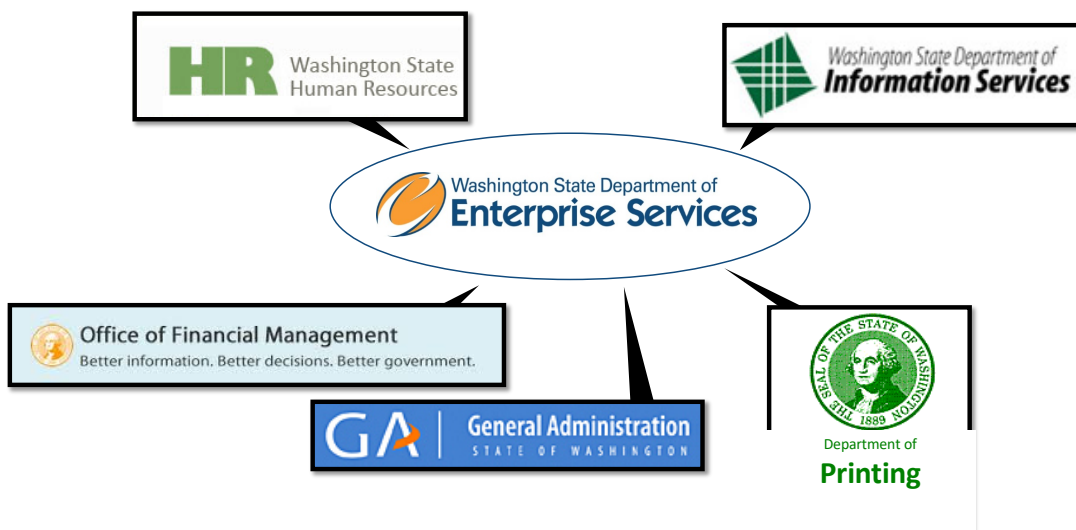
Lean creates a culture of curiosity, collaboration, and care.

Lean has a set of principles, management system, methods and tools.

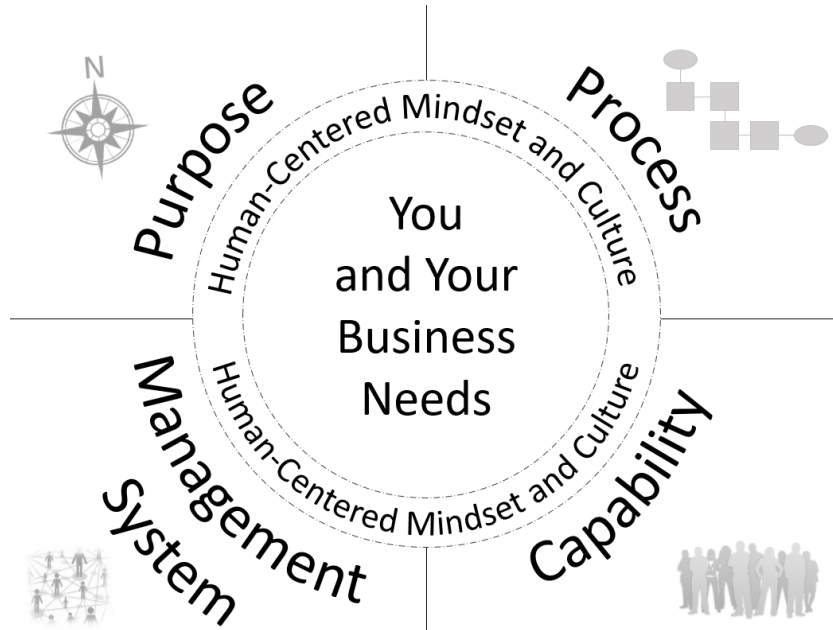
Lean results in better value to customers and a deeply gratifying employee experience.



Agency Example: Department of Enterprise Services Est. 2011



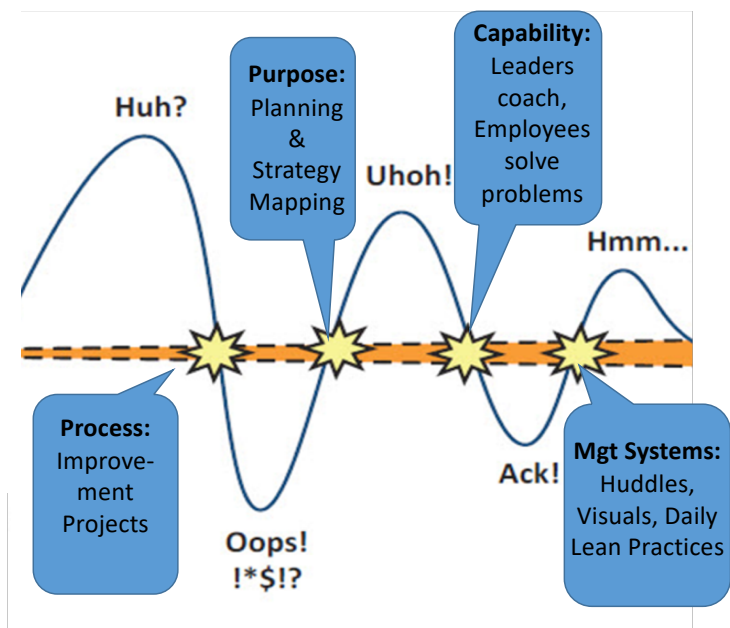
The Lean Government Framework



DES: One Component at a Time

Each year the Department of Enterprise Services slowly worked on each component of the Framework.

The through-line →
Human-Centered Mindset



Department of Enterprise Services Lean Journey

1. Focus on Process:

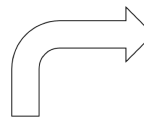
- 20 improvement projects across agency in the first year
- A different approach
- Measurable results
- Develop staff



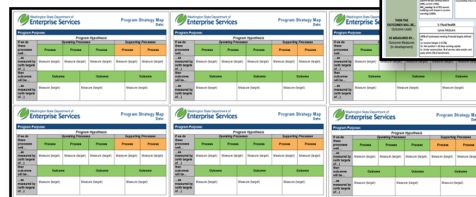
Department of Enterprise Services Lean Journey

2. Focus on Purpose

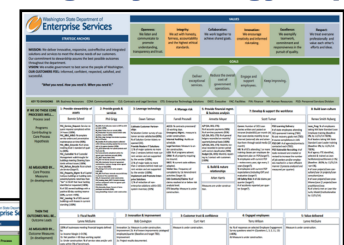
- Grassroots planning
- Data is for making business decisions
- Practice and learn



**62 Program
Strategy Maps**



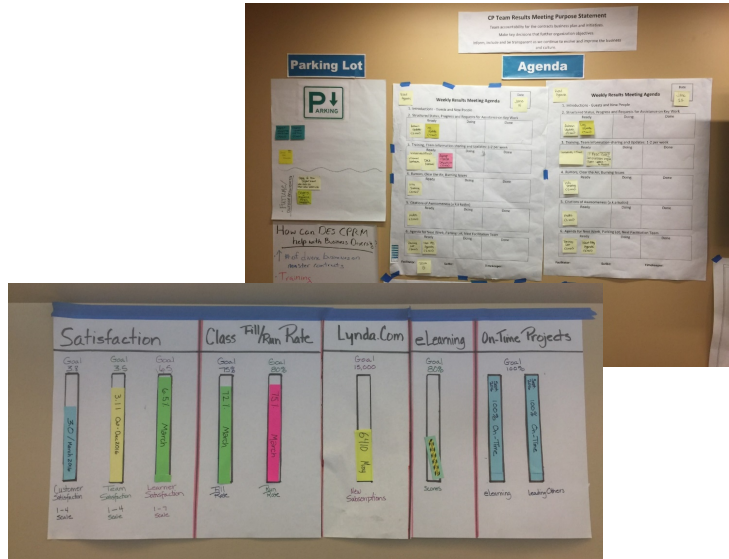
1 Agency Strategy Map



Department of Enterprise Services Lean Journey

Management Systems

- Huddles
- Visual management
- Personal Kanban
- Idea boards
- Daily Lean Practices



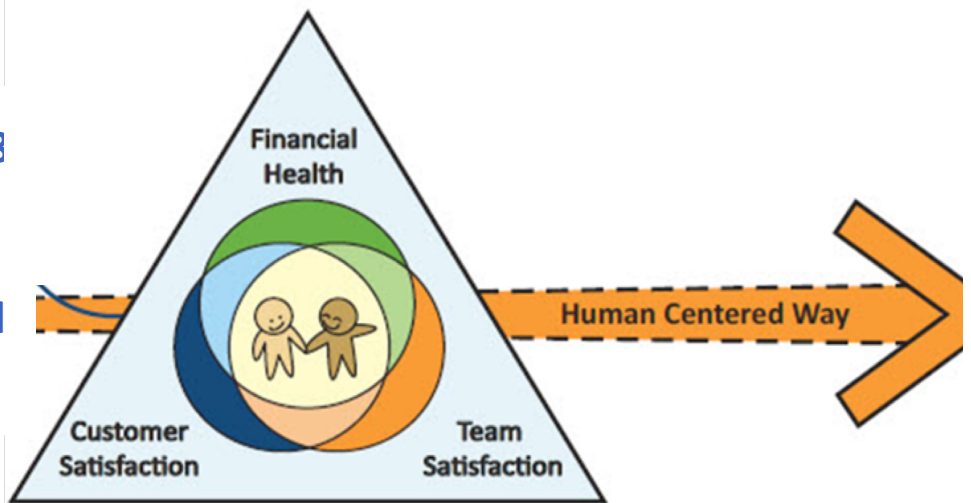
Department of Enterprise Services Lean Journey

Capability

- Every leader a coach
- Every employee a problem solver



**DES Lean Culture 2018
Pursuing
“the Big Three”
in a Human-Centered
Way**



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Thank you!

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