

Leadership and Increasing Employee Engagement in a Lean Organization



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LEAN GOVERNMENT NOW!

HARRY W. KENWORTHY

LEAN GOVERNMENT NOW!

INCREASE SERVICE, CAPACITY AND EMPLOYEE ENGAGEMENT
WHILE REDUCING COSTS AND WASTES.



A LEAN STEP-BY-STEP TRAINING AND IMPLEMENTATION GUIDE
WITH NUMEROUS LEAN GOVERNMENT EXAMPLES



★ States

★ Cities/Counties

Lean Government Connections/Affiliations

- **GFOA (Government Finance Officers Association) – QPIC is the GFOA's national service provider**





- **ICMA – International City/County Management Association – QPIC does Lean Government webinars**



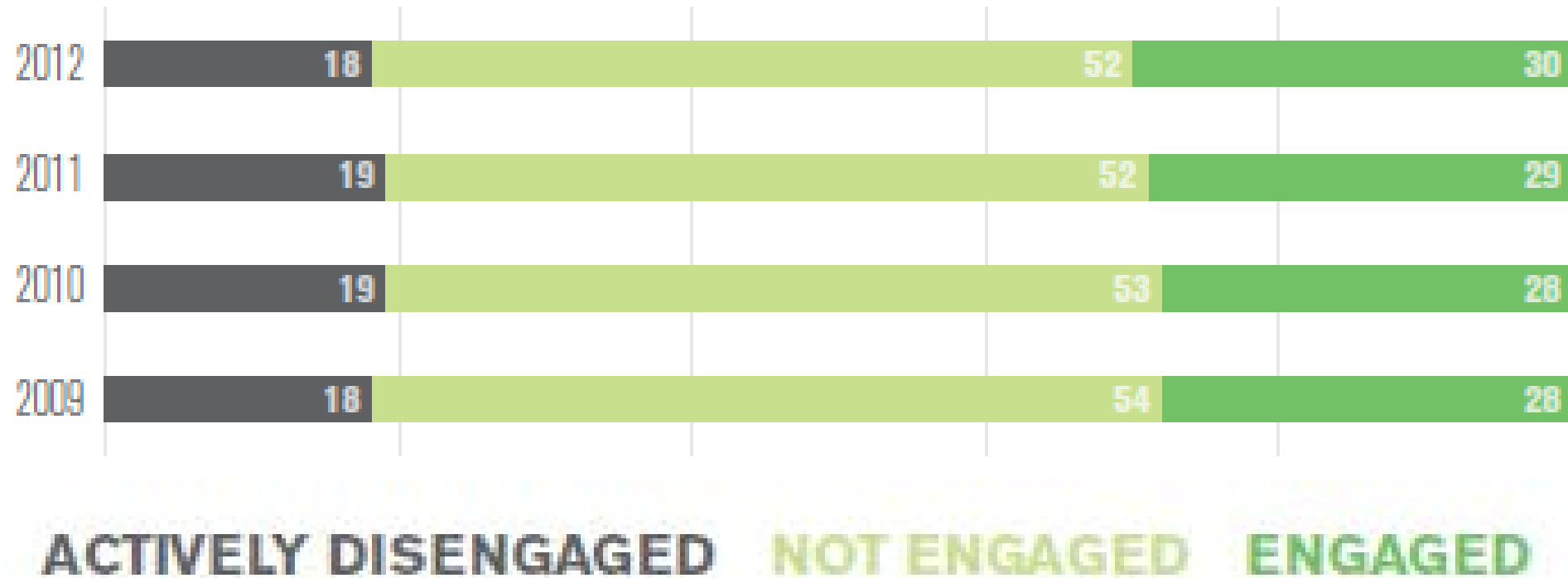
- **National Governors Association – Lean Government subject matter experts**



Lean Government Connections/Affiliations

- Lean Leadership Institute – Jeff Liker 
- Lean Enterprise Institute – John O'Donnell 
- Alan Robinson & Dean Schroeder – “Ideas are Free” and the “Idea Driven Organization”
- PricewaterhouseCoopers – JV Relationship with QPIC for Lean Government:
QPIC, LLC, is the premier resource center for Lean Government and a globally based consulting organization that focuses on Lean, Six Sigma, Change Management (ACE), Business Metrics (MWM – Measure What Matters), Supply Chain Management, and Executive Coaching as one of the leading Lean training organizations.

Gallup Survey Data



Dr. W. Edwards Deming



**“You either change
Management...
or you change
Management.”**

Is this transferring ownership/increasing engagement?



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Actual Case Study

A town DPW has inconsistent safety practices among supervisors and crews leading to higher employee accidents and injuries.

First - How should DPW management behave and treat employees?

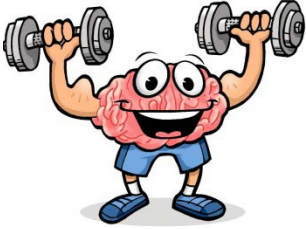
Our Stated Guidelines for how we will treat DPW team members:

- **We aren't perfect and understand it's OK to make mistakes and learn from them**
- **We will ask/seek what is the team member level of understanding of what needs to be done**
- **We will treat everyone with dignity and respect – “treat everyone the way you want to be treated” - fairly and honestly**
- **We view everyone as a valuable resource – we will take the time to listen – we want and need your inputs on how to improve job related things**
- **We will lead by example in our actions and behaviors**
- **We care about each other as contributing members of the DPW team**
- **We will foster greater ownership = greater responsibility and accountability with/for all team members**

How do we make the Stated Guidelines for how we will treat team members stick?

- DPW leadership team signs the guidelines statement
- Rolled out first to an all team meeting
- Cover in separate smaller team meetings by each leader and ask for individual understanding of what these mean
- Post for all to see
- Anyone can provide respectful feedback without penalty
- Leadership team will hold each other accountable
- Establish and audit function for compliance - measure and post “% right”

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Group Exercise



We've now developed safety expectations for all DPW employees. How do we:

- **How do we get employees to “buy in”?**
- **How do we ensure we will consistently maintain our new safety standards?**
- **How do we address employee “non-conformances”?**
 - ☐ **When?**
 - ☐ **How?**
 - ☐ **Disciplinary action?**

Transferring Ownership to Employees

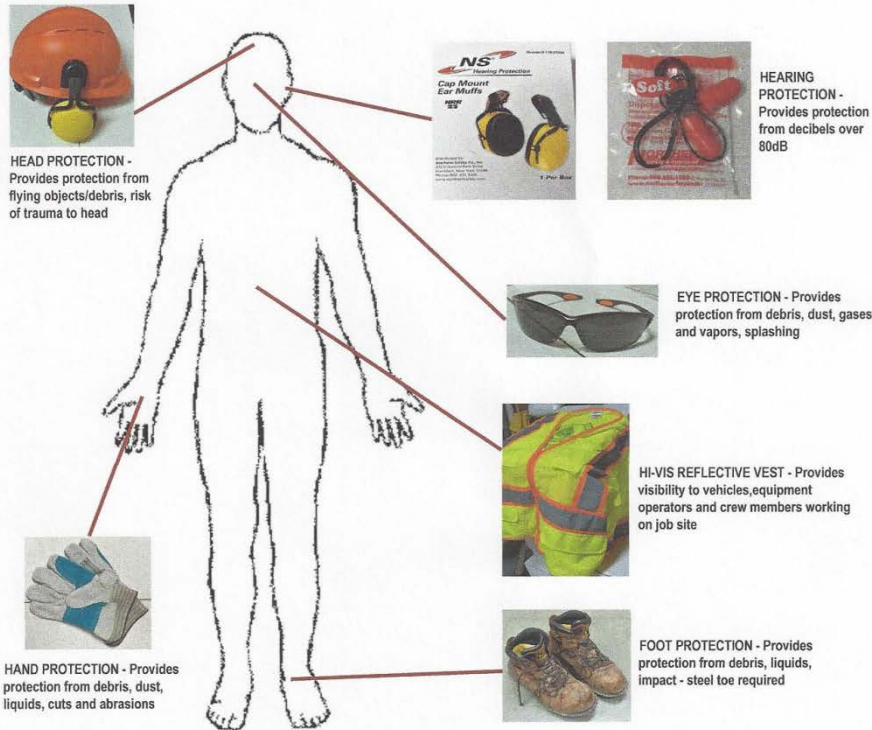
Transferring/developing employee ownership (in general):

1. Train and explain expectations
2. Demonstrate, as necessary
3. Employee explains their understanding of what's expected
4. Commitment – employee is asked “will you do it?”
5. Employee signs off on standards of performance /expectations form
6. Audit to ensure compliance (supervisor/managers)
7. Address “issues” the “Lean Way” – treat everyone with Dignity and Respect
8. Disciplinary action is the last step – “you have chosen not to be a DPW employee”

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BEFORE YOU LEAVE!

PERSONAL PROTECTIVE EQUIPMENT REQUIREMENTS



While every job is different, at a minimum you MUST be wearing the basic personal protective equipment shown above. Before you leave this building, make sure you have the required equipment with you or in your vehicle. You must be wearing this at all times on the jobsite. There will be spot checks by your supervisors!

Visual Controls

Develop Great Lean Leaders

4 INGREDIENTS FOR DEVELOPING NEW SKILLS

With these ingredients you can start to rewire your brain & acquire new skills and habits

“The ability to take a new behavior and make it an ingrained habit can *only be done through deliberate practice and coaching*”

Mike Rother

Feeling that:
“I’m getting better at this”

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Coaching must be seen as helpful

- **We have good intentions when we “coach”:**
 - ☐ **We need to understand what coaching is vs. “telling” people what to do, or providing the solutions**
 - ☐ **The person being coached has to be receptive (open and ready) to the coaching and able to put it to use.**
 - ☐ **You can’t tell a person how or what to think about a process they already think they know about.**



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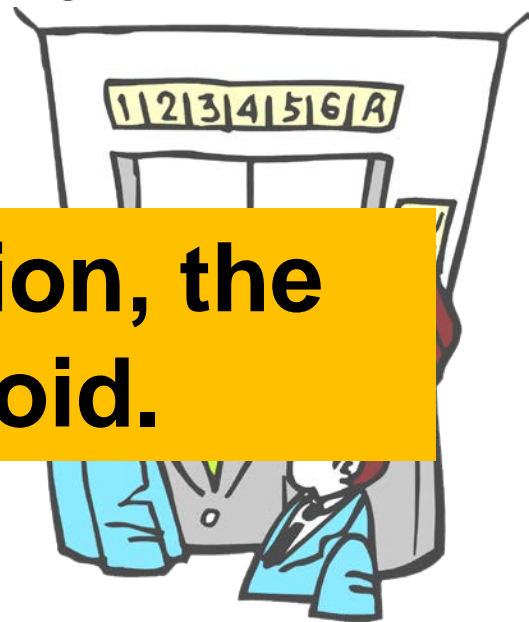
Engagement Tool: The Elevator Speech

Describe the need and the vision of the new change or state, as one might respond to the questions like:

In the absence of information, the rumor mill will fill the void.

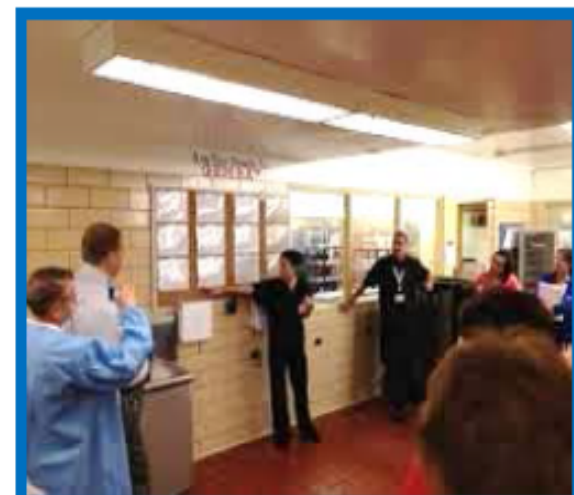
- ☐ How is it going to benefit me? (WIIFM)

Communication of clear purpose helps overcome resistance and increases buy-in.



Daily accountability-Huddles

- Daily huddles are a key part of daily management.
- Daily huddles are team or cross-functional group meetings focusing on process status, identification of challenges
- Benefit: Enable the team to raise and address issues as they occur, preventing larger problems from developing.
- Huddles typically occur at the visibility wall at the same time each day.

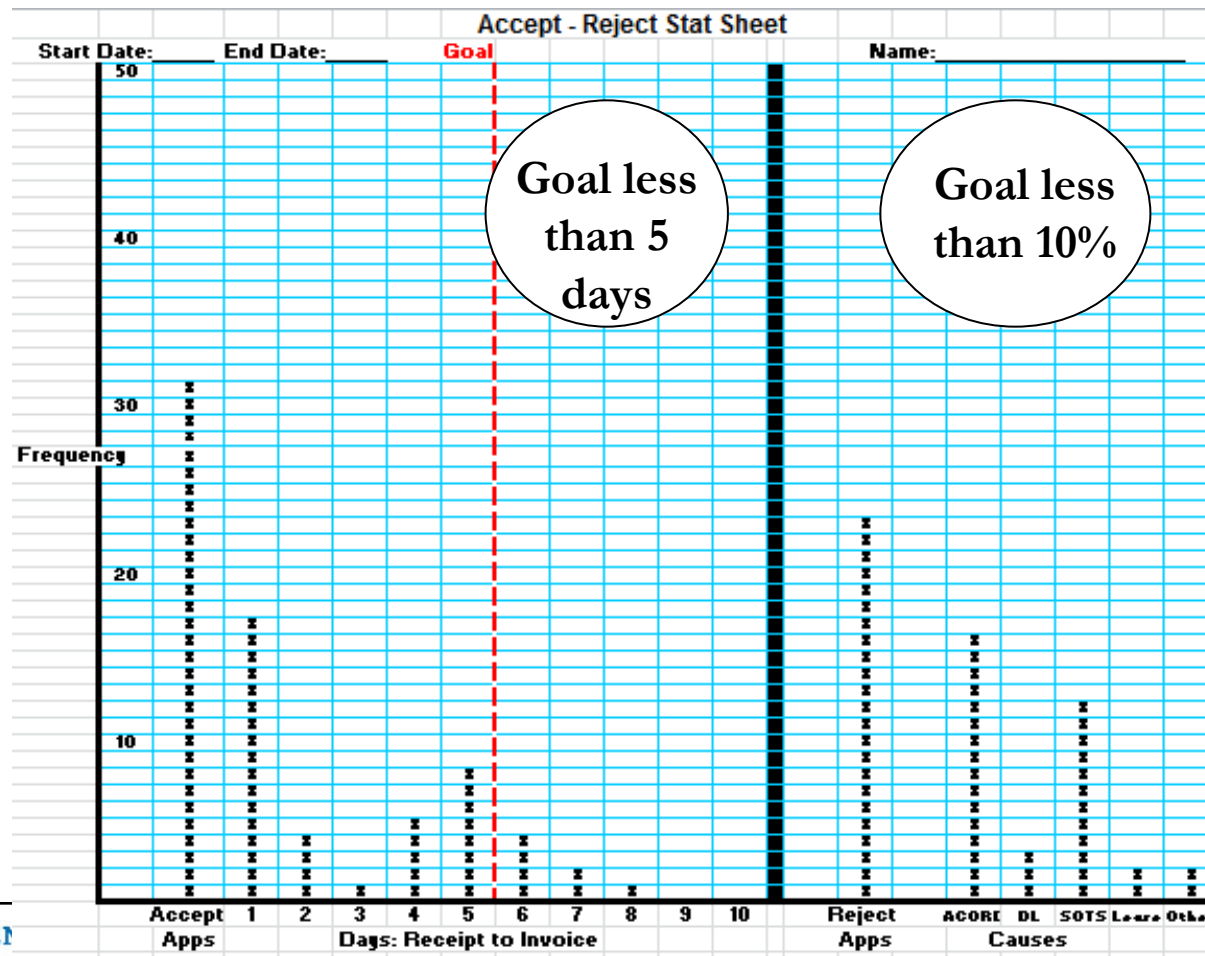


The Power of Dynamic Daily Data Collection

1. See What is Happening, which generates clues for:
2. What Corrective Actions can be taken to solve the problem and
3. Move the expectation for "right the first time" as close to the source as possible

Individual Workstation Metrics

A daily data collection means is established with a goal/metric for the team members – visual in the work area – it's clear “how are things going today?”:



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Vehicle Insurance Concentration Diagram

ACORD **CERTIFICATE OF LIABILITY INSURANCE** DATE (MM/DD/YYYY)

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER: NAME, PHONE, FAX, ADDRESS, INSURER(S) AFFORDING COVERAGE, NAME #

INSURED: XXXX = Name, XXXXXXXX-XX-XX = Address

COVERAGES: POLICY NUMBER, REVISION NUMBER

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

POLICY DATE	TYPE OF INSURANCE	POLICY NUMBER	REVISION	LIMITS
	GENERAL LIABILITY			
	COMMERCIAL GENERAL LIABILITY			
	CLAIMS MADE			
	OCUR			
	GENL AGGREGATE LIMIT APPLIES DEP			
	POLICY			
	LOC			
	AUTOMOBILE LIABILITY			
	ANY AUTO			
	ALL OWNED			
	HYRED AUTOS			
	SCHEDULED			
	AUTOS			
	NON-OWNED			
	AUTOS			
	UMBRELLA LIAB			
	EXCESS LIAB			
	OCUR			
	CLAIMS-MADE			
	DED			
	RETENTIONS			
	WORKERS COMPENSATION AND EMPLOYERS LIABILITY			
	ANY PROHIBIT TO EMPLOYERS/EMPLOYEES			
	OFFICER/EMPLOYEE EXCLUDED?			
	SEPARATE IN TIME			
	IF YES, DESCRIBE UNDER DESCRIPTION OF OPERATIONS below			
	DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (SEE ACORD 101, Additional Remarks Schedule, if more space is required)			
	Vehicles Listed = XXX, XXX			
	CERTIFICATE HOLDER			
	CANCELLATION			
	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.			
	AUTHORIZED REPRESENTATIVE			

Data drives decisions,
instructional needs,
and priority/sequence
⇒ *improvements.*

Having this visual data
helps rank the biggest
issues. Customer forms
can then be oriented in
relationship to the
biggest issues. 20

How Effective are Suggestion Systems?



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***DIG* - Dynamic Idea Generation**



Alan Robertson & Dean Schroeder
“Ideas are Free”

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DIG – Dynamic Idea Generation

The Supervisor's Role

1. To create an environment that encourages ideas.
2. To help employees develop their knowledge and improve their problem solving skills, in order to increase the quality and impact of their ideas
3. To champion ideas and look for larger possible implications in them.



Robinson & Schroeder, Ideas Are Free

Lean Idea Example

Lean Idea form in use at Virginia Mason Hospital. (Seattle)

When should I write down my ideas?

1. When I see a mistake being made in my work area
2. When the problem happens.
3. When something you do every day makes you think there is a better way to get the job done.
4. When you see ways to make Virginia Mason safer for patients in your work area.
5. When you see ways to make Virginia Mason better for you and your work team

How can I use this tool?

1. Complete an Everyday Lean Idea and get feedback from your team members if the idea will impact other processes. Who knows? Their input might make your idea better.
2. Try your Everyday Lean idea. Implement it if logical and then pick an idea coach to review how it went (see back). This could be a teammate or your supervisor.
3. Don't be discouraged if one idea doesn't work. Many times, several ideas are needed to find the right solution.

Waste

Processing
Unnecessary processes and motions traditionally accepted as necessary

Motion
Unnecessary movement or movement that does not add value
- Movement that is done too quickly or slowly

Defects
Waste related to waste for inspection or
- Defects in materials and processes
- Customer complaints
- Rework

Transportation
Carrying, transferring, picking up setting down, putting up and otherwise moving unnecessary items.

Inventory
- Maintaining excessive amounts of parts, materials, or information for any length of time.
- Having more on hand than what is needed and used

Overproduction
Producing what is unnecessary, and in unnecessary amounts

Time
Waiting for complete services to be provided.
- In which your processes, people and machines are idle.

1. Here's the situation and problem it is causing

- Remember, a picture is worth 1,000 words!
- Circle the types of waste involved
What happens if you ask "why" 5 times?

I need this pt's flow? You

Do you happen to have any flows?

lost flows = lost chemo orders

can't find flows

different people looking for same flow throughout day

flows filed in wrong MD's file section

frustration by all

Problems it causes: NO flow for MD apply, nurse needs to initiate new chemo orders; many people & many minutes spent looking for flows. Frustration for all

2. Here's a description of my idea

Make flow chart (laminated) & place flows hide for Reception, Nurses - keep in file room. (See enclosed)

This provides a quick flow to follow which most staff learn by trial & error over many months of searching.

3. Here's how I tested my idea

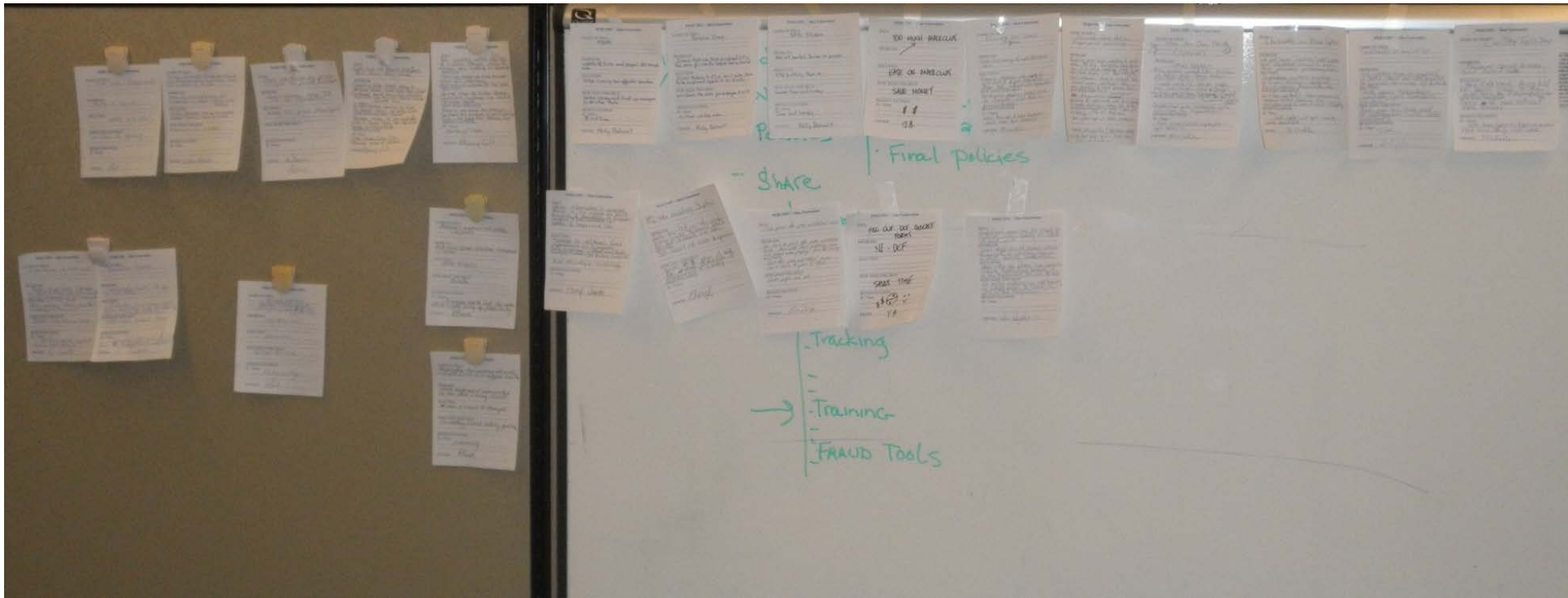
Make flow chart / flow diagrams for support staff to use. Diagram placed in flow file room & discussed at support staff meetings

4. Here's the effect from trying the idea

New staff members now have a fast depicting where flow could be so more flows found. Also used as a reference for established staff when flow missing.



Lean Ideas Posted for Weekly Review



In Summary

- We covered a series of approaches to increase employee engagement.
- Leadership is the key to increasing employee engagement.
- Good coaching is paramount to achieving success – developing new ingrained habits.

Harry Kenworthy

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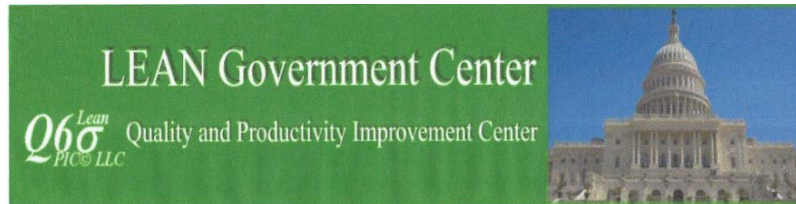
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860-918-0649 (C)

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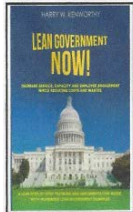
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Thank You!



Implementing & Sustaining Government Lean Initiatives to Increase Capacity and Service, while Reducing Costs

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Lean Government NOW! is a how-to book for training and implementing broad based Lean Government initiatives to increase service, capacity, and employee engagement, while reducing costs and wastes. It's non-traditional as it's written in a bullet format showing exactly what must be done and how to do it to have a successful, sustainable, Lean initiative. Currently #1 on Amazon out of 97 Lean Government books.

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QPIC, LLC is honored to be the LEAN Government service provider for GFOA (Government Finance Officers Association) and ICMA (International City/County

Management Association). QPIC is also the only Lean Leadership Institute member (also providing coaching) solely focused on LEAN Government.



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