

Resources to Build Lean Culture in Your Agency

Enterprise Services made a long-term commitment to building a Lean culture of increased efficiency and effectiveness. DES is now beginning to develop and offer Lean Services to support other agencies on their Lean journey. ***Let us know of your agencies needs and interest!***

Come see Lean culture in action on a Lean Culture Tour

Learn about Lean culture and see the story of Enterprise Services Lean journey in action by arranging a guided tour. Featured are examples of a grassroots approach to program and agency fundamentals mapping. Hear from employees about their huddles. See creative examples of visual management and process improvement results made by employees and teams. Hear first-hand experiences of the challenges and benefits of working in a Lean Culture from DES staff.

Email Lean@des.wa.gov for more information.

Lean Services for Your Agency

We offer affordable, professional and proven consulting, facilitation and training services adapted to the special needs and issues of government agencies.

Consulting Services

Our consultants build capacity, not dependence, within client agencies and insure alignment with Results Washington's overall Lean vision. After an initial assessment, we collaborate with agency leaders and any Lean staff to select Lean culture goals and strategies tailored to your organization and aligned with your priorities. Options include:

- Leader, manager, supervisor development of skills and mindset
- Employee development in scientific problem-solving skills and mindset
- Introduction and maturation of huddles
- Agency and program fundamentals mapping
- Strategic and business planning
- Change management
- Communication planning
- Visual management and managing with data
- Deployment of Lean methods at the jobsite
- Institutionalization of Lean through HR systems and practices

Facilitation Services

Our consultants can facilitate process improvement projects, building your internal capability, using multiple approaches and tools for the best fit for the process challenge, including Value Stream Mapping, A3's, standard work, 5S implementation and more. We can also provide facilitation for meetings, retreats, team building and planning activities. ***We are currently identifying demand to ramp up facilitation services offerings.***

Training Services

Equip employees with the skills and knowledge to be successful in a Lean environment so that every employee is engaged in problem solving and innovating every day!

The Improvement Routine for Employees – What distinguishes Lean culture from every previous quality and improvement effort? Seeing every employee actively using scientific problem solving every day. This course equips employees with the scientific method with simple tools that follow the Plan –Do–Check –Act Cycle and prepares them to regularly engage in jobsite improvements as well as to contribute to larger process improvement efforts.

Coursework is coming soon!

The Coaching Routine for Leaders, Managers and Supervisors – The keys to sustaining any Lean culture transformation are middle managers and supervisors. In a Lean transformation, the organizational pyramid is flipped and employees are empowered as problem-solvers. Then managers and supervisors must be equipped to be coaches and mentors. This course offers new coaching habits and skills to leaders at all levels, teaching them to ask questions to prompt desired problem solving and critical thinking in employees. Leaders learn to create a safe, trusting environment for employees to identify problems, share ideas, learn and test out new solutions.

Coursework is coming soon!

Lean Facilitation Training –This 40 hour course covers an overview of Lean, facilitation skills and the Plan-Do-Check-Act problem-solving methodology. Included are methods adapted to government such as process definition, chartering, value stream mapping, data collection and display techniques, measurement techniques, root cause analysis, solution generation and selection, reporting tools, and daily Lean practices. The interactive classroom experience emphasizes systems thinking, flexibility, teamwork, and communication skills. Each participant will conduct and report on a small applied project after the 40 hours of classroom training. Each participant would generally be expected to give back to their agency by facilitating 1-2 improvement projects each year after the training and applied project are completed. ***Coursework is available to be scheduled.***

Daily Lean Practices – Lean culture is built and sustained each day by teams who apply Lean thinking and methods at the job site. Equip your staff with skills and techniques for huddles, visual management, continuous improvement, managing with data in real time, and more! ***Coursework is available to be scheduled.***

More training options will be developed, based on agency demand. Please let us know of your interests and needs. Prices will be set to just cover costs and assure affordability.

For more information, contact DES Consulting Services:

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