

Daily Huddles

Every program in Enterprise Services holds a daily huddle – more than 100 each day. Huddles help employees practice and build Lean habits and values including:

- Respect for people
- Openness
- Trust and safety
- Transparency
- Collaborative problem solving
- Managing with data
- Incremental continuous improvement

Daily huddles offer many benefits and can actually create capacity in the work day of employees.

The Huddle Format

The general format for huddles is based on four questions. Each employee briefly answers:

1. What did I do yesterday?
2. What am I doing today?
3. What do I plan to do tomorrow?
4. Are there any barriers preventing work from getting done?

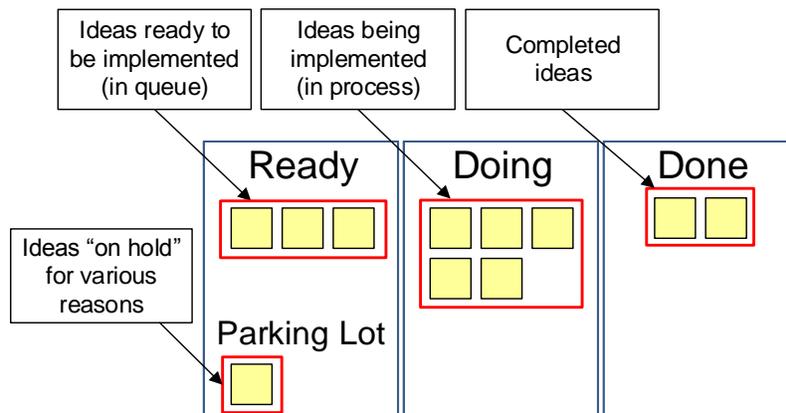


But these questions are just the beginning. Over time, huddles evolve to incorporate visual boards that allow employees to set goals and track results.

Visual Boards

Teams decide what data should be shared during huddle discussions, and what should be tracked on a visual board. Program strategy maps are the primary tool that teams use to decide what to report and track, so that business decisions are data driven.

In addition, the team can incorporate an **Employee Idea Board*** (shown below) to track improvements - whether a simple solution or a more complex problem that requires root cause analysis and problem solving.



For more information, please contact:

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* Adaptation of Personal Kanban, by Jim Benson and Tonianne DeMaria Barry