Moving Toward a Lean Culture

Presented to the Metropolitan Water Pollution Abatement Advisory Committee – April 22, 2015
No thanks!

We are too busy
To Live Our Principles

- **Customers** Matter to Us
- We Are **Aligned** Around Common Purpose
- We Can Always Do **Better**
- We Have **Respect** For All People

To Achieve Desired Outcomes

- Engaged Employees
- Delighted Customers
- Satisfied Stakeholders
Attributes of a Lean Organization

- Understands customer value
- Focuses its key processes to continuously increase customer value
- Optimizing processes to eliminate waste
- Continuous Improvement
The Four Dimensions of Lean Culture

Customer-Focused Purpose

Enterprise Alignment

Continuous Improvement

Cultural Enablers
(Leadership Behaviors & Team Dynamics)

Each Dimension Supports the Others, and is Built Upon the Others.

Real and Sustained Lean Culture Requires An Integrated Approach Across All Four Dimensions
Enterprise Alignment Dimension:
The Six Critical Questions Every Organization Should Answer

1. Who are we and where are we going as an organization?

   Clarity Map
   Mission, Vision, Values & Strategic Outcomes

   Customer Value Delivery Map

   Communication Strategy

2. How do we measure performance against what's important?

   Balanced Scorecard
   Customer, Financial Stewardship, Process & Employee Outcomes

   Process Dashboard
   Lead & Lag Measures

3. How are we doing?

   Monitor & Review
   (Monthly/Quarterly)

   Customer & Employee Feedback

4. How do we decide where to focus our efforts & allocate resources?

   Project Selection & Portfolio Management

5. What actions do we take to improve our ability to achieve our desired outcomes?

   Breakthrough Initiatives
   (“Revolutionary”)

   Continuous Improvement
   (“Evolutionary”)

   Daily Work Projects
   (“Incremental”)

6. How do we sustain improvements and ensure our efforts are making an impact?

   Update Balanced Scorecard & Process Dashboard
   Monitor & Review As Normal
Clarity Map

**Vision**
What we aspire to be?

**Mission**
Why do we exist?

**Values**
What values do we live by?

What are the “visionary,” 3-5 year goals for the organization?

- Top Financial Measures
- Top Customer Measures
- Top Process Measures
- Top Learning & Growth Measures
WTD MISSION

We protect public health and enhance the environment by collecting and treating wastewater while recycling valuable resources for the Puget Sound region.
**WTD CORE VALUES**

- **Safety:** We protect ourselves and others before all other priorities. Safety is a virtue to be instilled in each of us.

- **Innovation:** We foster a creative environment where employees openly and enthusiastically search for new ways to improve our work.

- **Spirit of Service:** We reliably and equitably deliver exceptional products and services to our customers and communities all day, every day.

- **Empowered Teams:** We respect, trust, collaborate, and communicate openly - embracing problems and conflict as opportunities to create solutions.

- **Communication:** We listen to and share with each other timely, accurate and clear information to ensure effective performance of our work.

- **Cultivate Mastery:** We provide opportunities and encourage each other to reach our highest level of performance within an inclusive, positive, fun work environment.

- **Financial Accountability:** We are responsible stewards of public dollars.
Tier Boards create vertical linkage throughout the organization.
Number of Inquiries & Average Response Time
Quarter 1, 2015

Average response time (days)

Quarter 1, 2013
Quarter 2, 2013
Quarter 3, 2013
Quarter 4, 2013
Quarter 1, 2014
Quarter 2, 2014
Quarter 3, 2014
Quarter 4, 2014
Quarter 1, 2015

Number of Inquiries

Average response time (days)
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