The Results Model

Leading . . . The Washington State Way
What

Results Washingtonians Expect

How

State Government Will Achieve Sustained Results
The Results Model was adapted from The Lean Transformation Model articulated by John Shook, Chairman and CEO of Lean Enterprise Institute.
## Value-Driven Purpose

<table>
<thead>
<tr>
<th>Guiding Question</th>
<th>What is our purpose? What problem are we trying to solve?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Why</strong></td>
<td>Focusing our work on what Washingtonians value ensures we deliver the right products and services to the right place at the right time every time.</td>
</tr>
</tbody>
</table>
| **How**          | • Discover what Washingtonians value  
                     • Set measurable goals and targets  
                     • Involve every employee in developing the strategies to achieve those goals |
| **Proven Methods & Tools** | • Policy Deployment (hoshin kanri)  
                             • Change management (Kotter, PROCI)  
                             • Theory of Constraints (TOC)  
                             • Inspire a shared vision (TLC)  
                             • Model the way (TLC) |
## Process Improvement

<table>
<thead>
<tr>
<th>Guiding Question</th>
<th>How are we improving the actual work that delivers value?</th>
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<td><strong>Why</strong></td>
<td>Improving the work that delivers value to Washingtonians allows us to innovate and rapidly respond to changing needs/demands.</td>
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</tbody>
</table>
| **How**          | • Deeply understand how the work that adds value is connected in a system  
                   • Improve current work processes and design innovative new processes |
| **Proven Methods & Tools** | • Plan, Do, Study, Act cycle (PDSA/PDCA)  
                                • Value stream mapping (VSM)  
                                • Waste elimination (muda, muri, mura)  
                                • Quality tools (TQM)  
                                • Challenge the process (TLC)  
                                • TRIZ  
                                • Agile |
# People Development

<table>
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<tr>
<th>Guiding Question</th>
<th>How are we building capability in people to do and improve the work?</th>
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<tr>
<td><strong>Why</strong></td>
<td>Building capability in every employee to solve problems and continuously improve processes will deliver value to more Washingtonians.</td>
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</tbody>
</table>
| **How**          | • Develop scientific (Plan, Do, Check, Act/Adjust) problem solving skills in every employee  
                     • Develop humble coaching skills in every leader |
| **Proven Methods & Tools** | • Coaching (Toyota Kata)  
                     • Training Within Industry (TWI)  
                     • Adult learning principles  
                     • Enable others to act (TLC)  
                     • Encourage the heart (TLC) |
# Leadership Behaviors

**Guiding Question**
What leadership behaviors do we need to support the new way of working?

**Why**
Demonstrating principle-based behaviors helps every leader support and develop the people and processes that deliver value to Washingtonians.

**How**
- Focus improvement on the process
- Go and see the actual work, ask questions to understand more
- Encourage problem identification and make it safe to make mistakes
- Challenge “status quo” – never be satisfied
- Create urgency

**Proven Methods & Tools**
- Go see (gemba walks)
- Visual management
- Huddles
- Improvement/Idea boards
- 5 Exemplary practices (TLC)
## Management Systems

<table>
<thead>
<tr>
<th>Guiding Question</th>
<th>What management systems do we need to support this new way of working?</th>
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</thead>
<tbody>
<tr>
<td><strong>Why</strong></td>
<td>Aligning management systems and maintaining consistent use, will helps us focus on our goals, quickly identify &amp; fix problems, and support the people and processes that deliver value to Washingtonians.</td>
</tr>
</tbody>
</table>
| **How**          | • Make the work visible  
                      • Problem solving by every employee  
                      • Develop a cadence to frequently and consistently discuss the work using visible process performance information |
| **Proven Methods & Tools** | • Results Reviews & Goal Councils  
                      • Tiered reporting  
                      • Go see (gemba walks)  
                      • Visual management  
                      • Huddles  
                      • Improvement/Idea boards  
                      • 5 Exemplary practices (TLC) |
# Mindset/Culture

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<tr>
<th>Guiding Question</th>
<th>What basic mindset, assumptions, or principles guide and align our efforts to drive this transformation and deliver value to Washingtonians?</th>
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<tr>
<td><strong>Why</strong></td>
<td>Developing a mindset of principle-based behaviors in every employee helps develop a culture that will deliver better value to more Washingtonians for generations to come.</td>
</tr>
</tbody>
</table>
| **How**          | • Create value for Washingtonians  
                    • Create constancy of purpose  
                    • Think systemically  
                    • Focus on process  
                    • Embrace scientific thinking  
                    • Make what customers need when they need it  
                    • Assure quality (is build in) at the source  
                    • Seek perfection  
                    • Lead with humility  
                    • Respect every individual |
| **Proven Methods & Tools** | • Communities of Practice  
                                • Developmental job assignments  
                                • Training/workshops/conferences  
                                • 5 Exemplary practices (TLC)  
                                • Shingo Model guiding principles |