Snohomish County

CONTINUOUS IMPROVEMENT LEADERSHIP DEVELOPMENT:

SETTING YOUR CONTINUOUS IMPROVEMENT EFFORTS UP FOR SUCCESS

Lean Government Summit 2025

Snohomish County OpEx Secret Sauce

INTRODUCTIONS

Kristi Hoagland – OpEx Director, CI Coach & Certified Change Manager

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Where do you live?

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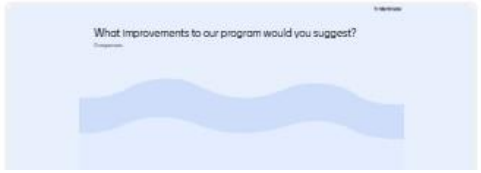
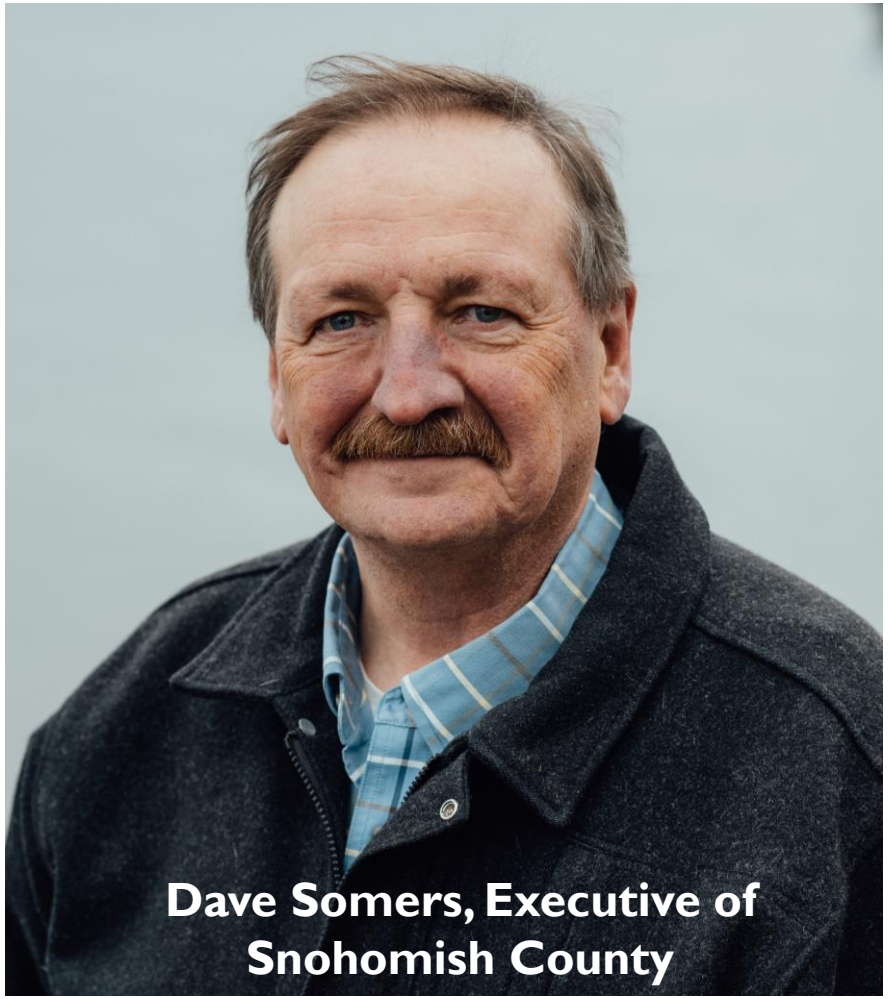


Snohomish County, originally part of Island County, was established on January 14, 1861 by the Washington Territorial Legislature.

- ❑ 3,000 Employees
- ❑ 43 Collective Bargaining Agreements
- ❑ 25 Departments
- ❑ 17 Junior Taxing Districts
- ❑ 1,300 Supplemental Staff

- ❑ 80+ Applications
- ❑ 100+ Integrations
- ❑ 40,000+ Access Databases
- ❑ 250+ Active Grants
- ❑ 15,000+ Assets

WHY A CI LEADER PROGRAM?



TRADITIONAL CULTURE VS. CI CULTURE

Traditional Culture

- Function silos
- Managers direct
- Benchmark to justify not improving "just as good"
- Blaming people
- Rewards: Individual
- Supplier is the enemy
- Guard information
- Volume lowers cost
- Internal Focus
- Expert Driven

Continuous Improvement Culture

- Interdisciplinary teams
- Mangers teach/enable
- Seek the unlimited performance, the absence of waste
- Root cause analysis
- Rewards: Group sharing
- Supplier is ally
- Share information
- Removing waste lowers cost
- Customer Focus
- Process Driven

Source: A.P. Byrne, O.J. Fiume

CULTIVATING A CULTURE OF CONTINUOUS IMPROVEMENT

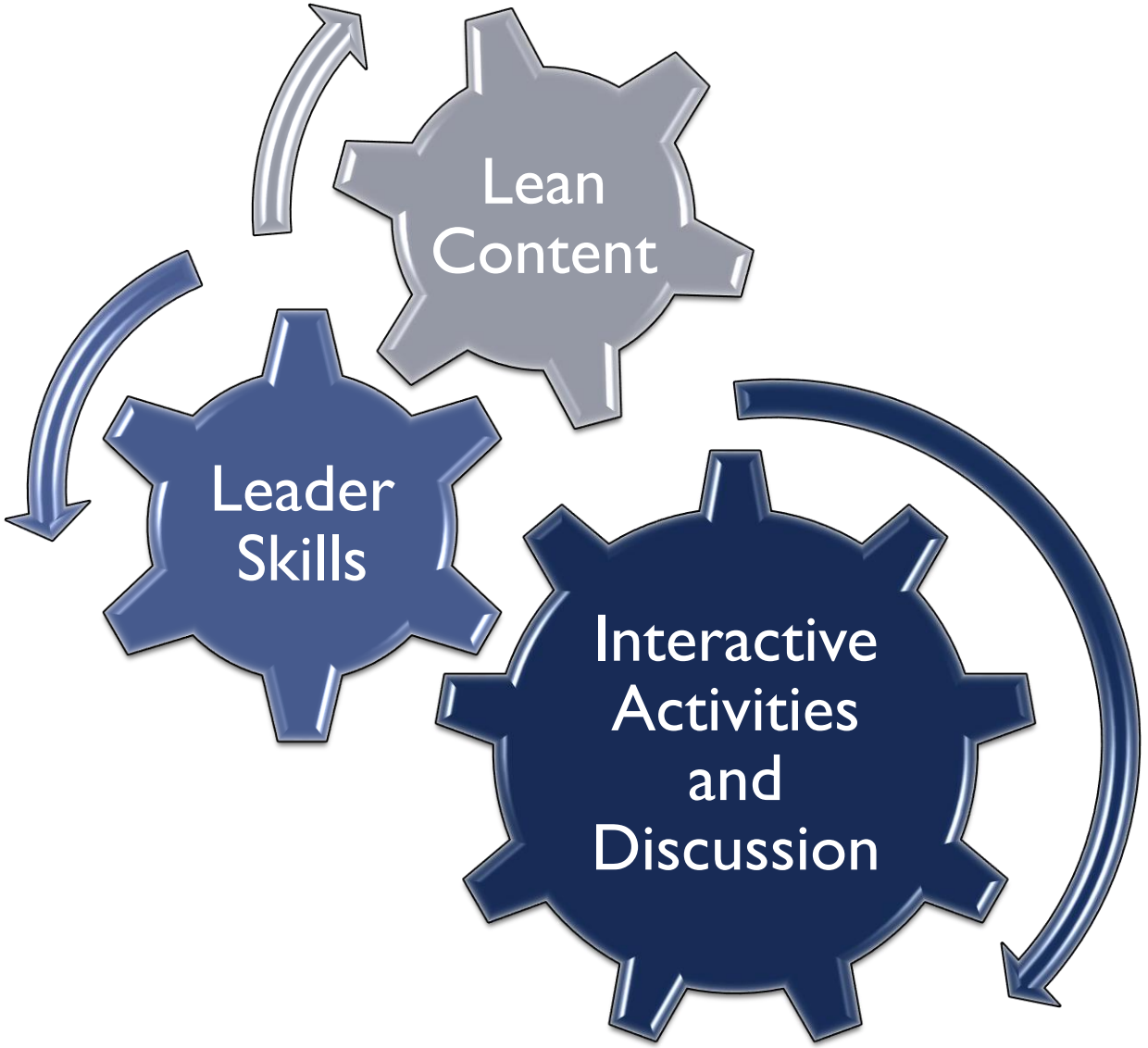
OUR SECRET SAUCE

Lean Content

Leader Skills

Interaction and Participation

PROGRAM STRUCTURE



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DEVELOPING CONTENT

1st and 2nd Drafts:

- Identify all Lean concepts
- Identify all the most valuable training I've attended
- Identify many skills important for leaders to know

3rd Draft:

- Core Lean Concepts
- Training most important to support CI
- Skills essential for leaders to support CI efforts

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What skills are essential for leaders to fully support CI efforts?

leader
focus
creative
fast
bold
inspiration
transpiration

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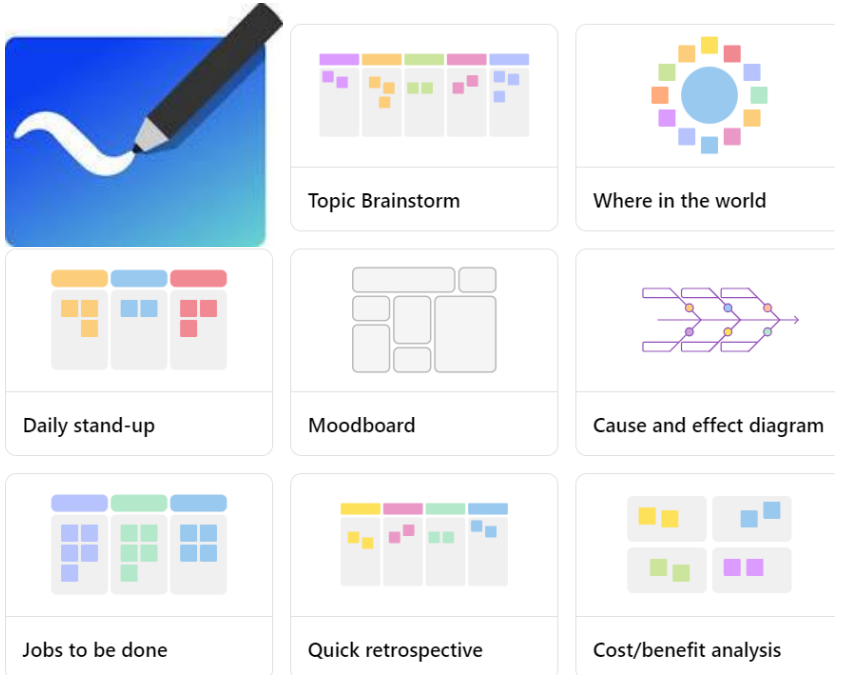
WHITEBOARD EXERCISES



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CI LEADER PROGRAM

Session 1: Introduction to Continuous Improvement Leaders Program

Session 2: Five Dysfunctions of a Team; Team Assessment and Conflict Mode Assessment

Session 3: Identifying Waste, Assumptions and Inferences, & Lean in Government

Session 4: Problem Identification and Problem Solving, Leader Development Model

Session 5: Mistake Proofing, Learning from Failure, and Using Metrics

Session 6: Workplace Organization and Visual Management

Session 7: Standard Work and Change Management

Session 8: Leader Standard Work, Process Flow Mapping

Session 9: Daily Readiness Review, Lencioni's Accountability & Attn to Results, KPI Creation

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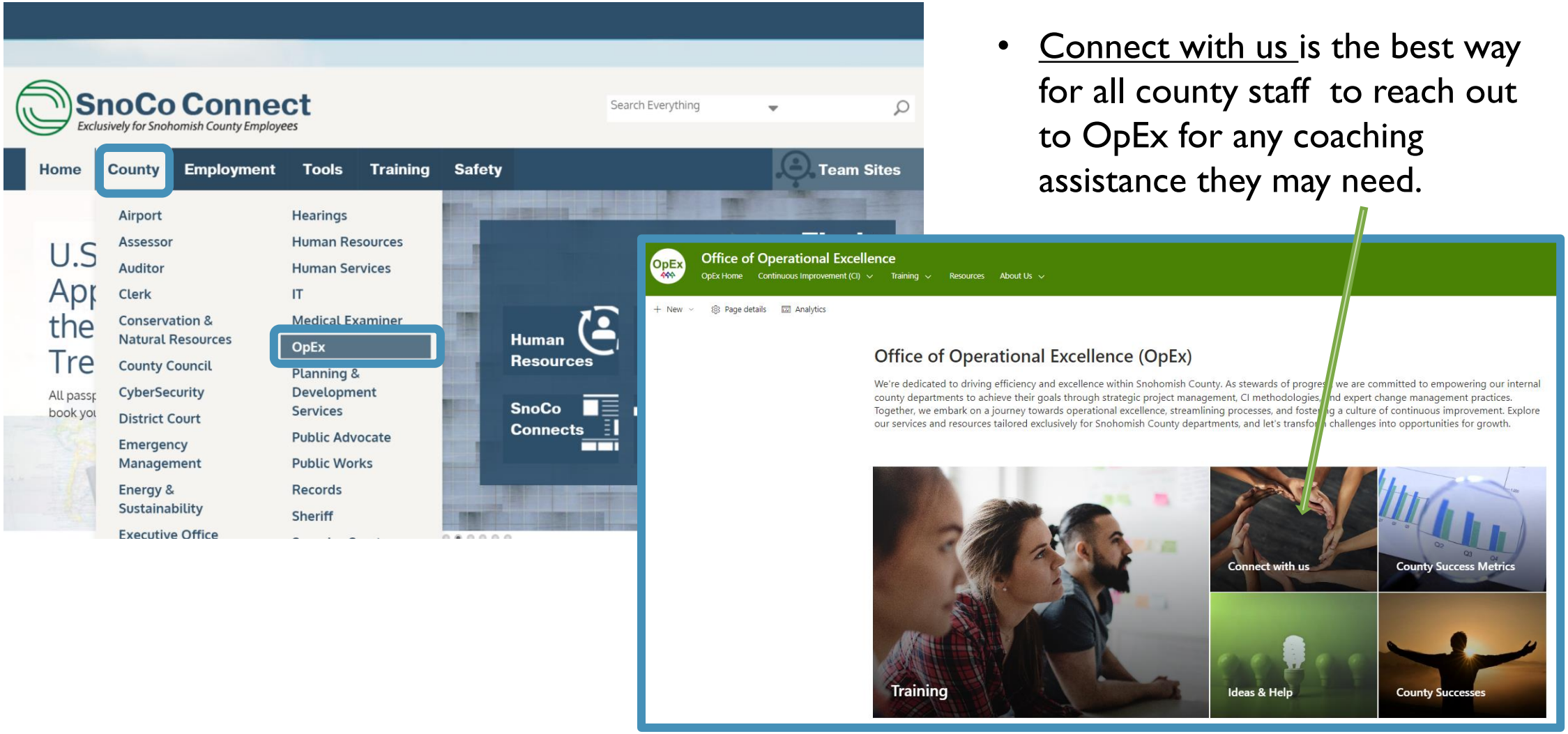
PRACTICE TO SUSTAIN LEARNING:

- Assignments after each session
- Sharing during following session
- Reinforcement of Coaching availability

COACHING OPPORTUNITIES:



- Connect with us is the best way for all county staff to reach out to OpEx for any coaching assistance they may need.

WAYS TO GET HELP

Ideas and Help :

- Access CI form
- Identify Opportunities
- Celebrate success!

I fixed it!

Tell us about a solution you and/or your team worked to develop. We want to celebrate your success in solving problems!

I have an idea

Maybe you've identified a problem that needs some attention. We want to hear from you!

CI form

Here's a link to our classic CI form that you can fill out and submit to us.

Join Office Hours

visit OpEx coaches during office hours, M-F 9-10AM

Schedule a Coaching Session

Set up a 1:1 appointment with a CI coach

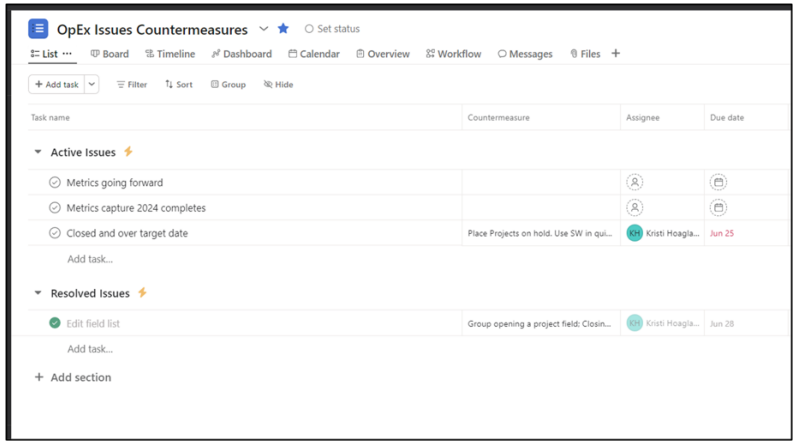
Email the CI Coaches

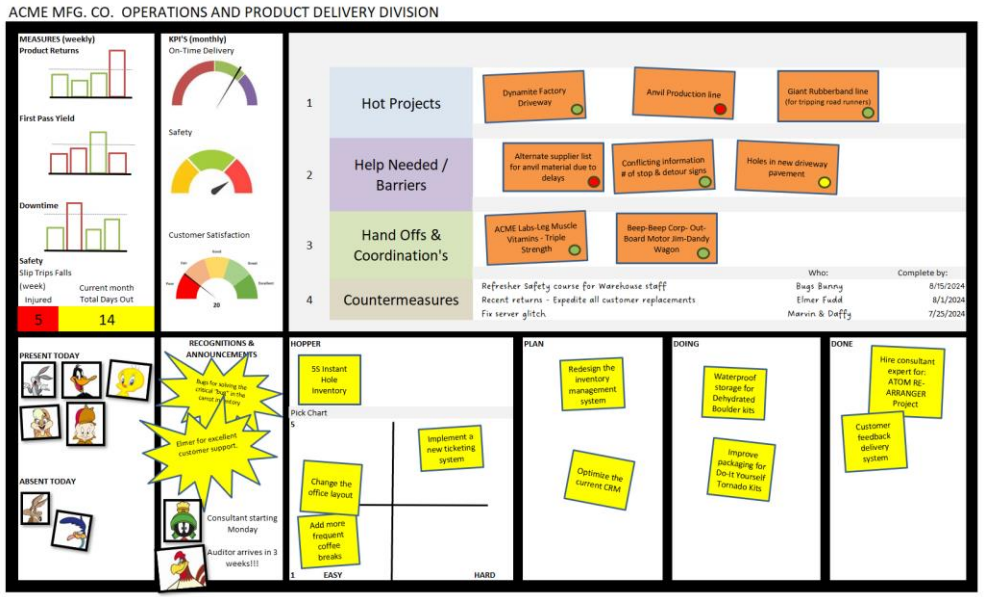
Send an email to our team.
We'll get back to you quickly!

FINAL PROJECT: CREATE A DAILY READINESS REVIEW (DRR) BOARD

For Report Out:

- Metrics- Start with at least 1-2
- Accountability
- Problem Solving- Just do its or CI Form
- Implementation
- Results/Tracking progress
- Lessons learned





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CI LEADER CERTIFICATION REQUIREMENTS AND MAKE-UP SESSIONS

- 100% completion required
- Tracking attendance
- Challenges and future improvements

AFTER THE REPORT OUT

Cohort Collaborative Sessions

- Share what you've done, what's working, where you need help or input
- Moving beyond and continued development
- Lessons learned with waste identification, problem solving, mistake proofing, 5S, standard work, leader standard work, and DRR

ADDITIONAL CI TRAINING

- Building on prior learning
- Training for staff/teams
- Advanced Lean concepts for Leaders
- 4 Certificate levels

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THANK YOU FOR PARTICIPATING!

For questions or more information, please contact Kristi.Hoagland@snoco.org , Shannon.Boswell@snoco.org , or Alenka.Fields@snoco.org