

Lean Leadership Drives Employee Engagement Improvements: A Data-Driven Case Study

Situation and Opportunity

In 2015, the Washington Department of Social and Health Services (DSHS) was comprised of eight administration offices. ISSD was the core central service entity serving all administration offices, including infrastructure and enterprise-wide services. However, ISSD had committed all their resources to enterprise efforts.

Since the Financial Services Administration and Systems and Enterprise Support Administration lacked their own IT entity, they had a large and growing backlog of projects. In July 2015, Technology Services Division (TSD) was created to support FSA/SESA as their direct IT entity.

Subsequent with this July 2015 organizational restructure, Chris Lamb was hired as the TSD director. Early on, Chris' manager, an Assistant Secretary, asked him to set up this new division. She wanted him to accomplish several goals with his team of about 60 employees, each of which would move the organization forward in achieving its mission and enhance employee engagement. These goals were to:

- Improve the backlog of projects and customer service
- Improve employee morale and engagement
- Involve employees more in the direction, future and operations of the division
- Enable employees to have more of a voice in improving TSD operations
- Connect employees to how their work impacts DSHS and how success is measured
- Provide employees a greater connection to the strategic plan
- Expand decision making through performance measurement and management best practices
- Address problems as close to the frontline as possible
- Strengthen the division's focus on customer outcomes and experience
- Expand collaboration and productive communication and conflict management norms
- Implement stronger servant leadership in support of a performance-driven culture
- Enhance leadership team's role and competencies, especially for change management

Solutions Implemented

Empowered to achieve the above goals, Chris knew how valuable it would be to implement a division Performance Management System and he took the following actions:

- Chris had worked with Mass Ingenuity when he was the Chief Information Officer at the Washington State Department of Retirement Systems. Shortly after joining TSD, he contacted Mass Ingenuity and launched a project to implement the Results Management System™ and Results Software with his leadership team.

- The Results Management System (RMS) is a comprehensive, integrated, and outcome-based Lean performance management solution, which is proven to transform organizational culture and outcomes. Included in the RMS is a state of the art, SaaS cloud-based performance management software application, Results Software.
- As a single source of all performance data, Results Software will be visible 24x7 from any device. In addition, Results Software data is the centerpiece for regular business reviews, team meetings, and one-on-one's.
- Implemented leadership best practices, including the Prosci® Change Management and Three Hats model, and engage employees more in decision making.

Results

Due to implementing these solutions and management best practices, Chris Lamb and his leadership team quickly achieved the following results:

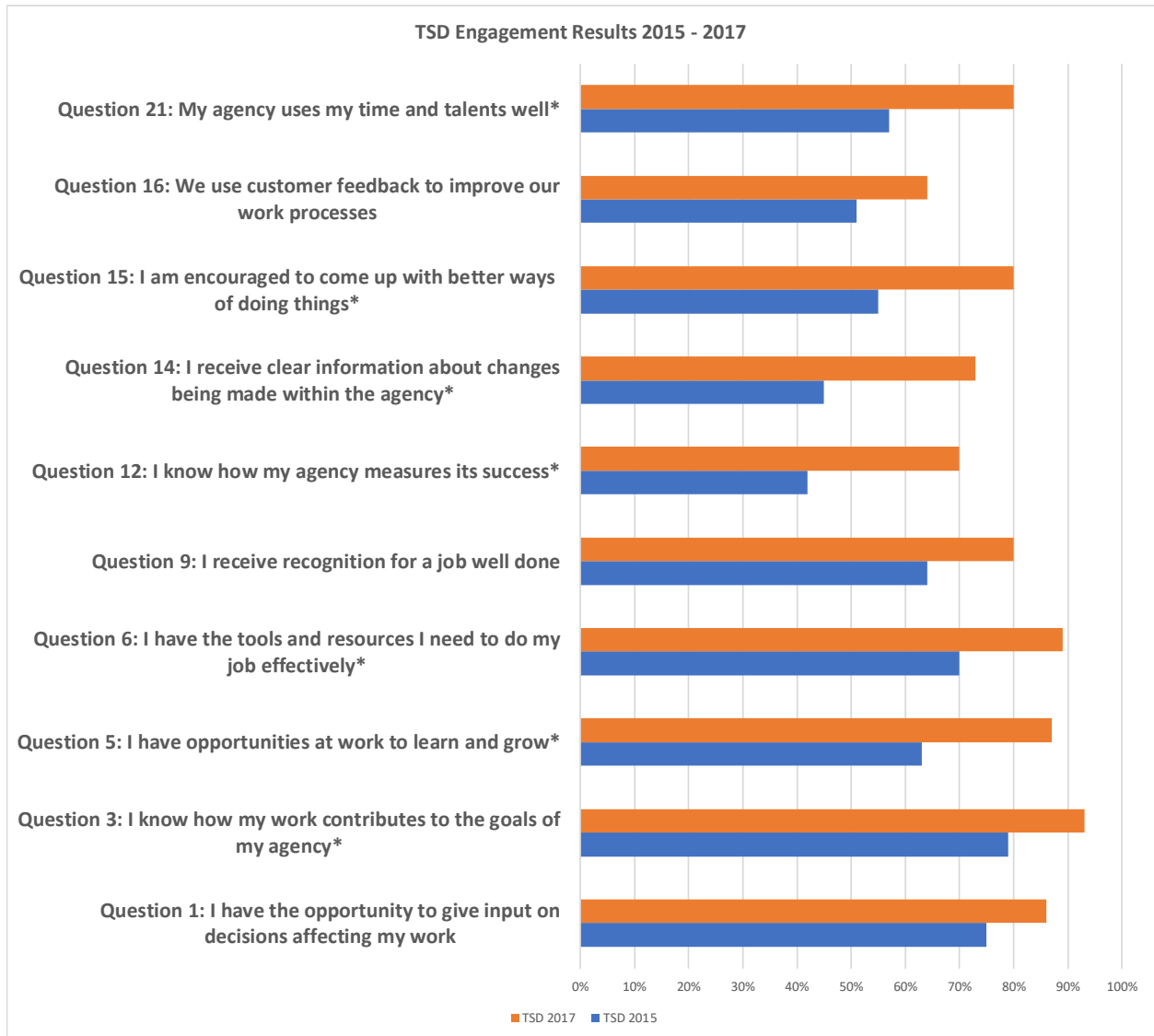
- Establish TSD's vision to "Enabling Possibilities" and its mission to "Deliver high-quality, innovative solutions that reliably enable DSHS team members to meet the agency's mission of Transforming Lives" (the development of which were driven by TSD employees)
- Aligned leadership team on strategic direction and operational execution outcomes
- Outcome and process measure improvements
- Demonstrated agility and resource adjustments when transferring programs to the Dept. of Children, Youth, and Families, Health Care Authority, and Dept. of Health
- Influenced divisions to achieve better outcomes with management system concepts and tools
- Significant improvement on employee engagement survey results (see below)
- As a result of the work that Chris Lamb and his team accomplished in just two years, Chris received Washington State Governor Inslee's 2018 Award for "Leadership in Management." This award is given annually to recognize 20 managers in state government who demonstrate extraordinary leadership through performance results in the previous year.

Quote from the TSD Director

"The Results Management System was a perfect fit for what TSD needed. After years of disconnection and disengagement, employees were emphatically asking for a new culture where transparency, openness, and the ability for them to directly impact the direction of their organization were ingrained in the DNA of their division. The Results Management System provided the vehicle to change the culture and the employees stepped up. The transformation was dramatic. As a leader, seeing the impact this has had on the division and its employees is nothing short of magical."

**Chris Lamb, Director, Technology Solutions Division
Washington State Dept. of Social and Health Services**

TSD Employee Engagement Survey Data Results



Survey Item	TSD 2015	TSD 2017	State-wide 2017 (Compared to TSD 2017)
Question 1: I have the opportunity to give input on decisions affecting my work	75%	86% (15% increase)	62% (39% higher)
Question 3: I know how my work contributes to the goals of my agency*	79%	93% (18% increase)	82% (13% higher)
Question 5: I have opportunities at work to learn and grow*	63%	87% (38% increase)	63% (38% higher)
Question 6: I have the tools and resources I need to do my job effectively*	70%	89% (27% increase)	71% (25% higher)
Question 9: I receive recognition for a job well done	64%	80% (25% increase)	56% (43% higher)
Question 12: I know how my agency measures its success*	42%	70% (67% increase)	57% (23% higher)
Question 14: I receive clear information about changes being made within the agency*	45%	73% (62% increase)	50% (46% higher)
Question 15: I am encouraged to come up with better ways of doing things*	55%	80% (45% increase)	57% (40% higher)
Question 16: We use customer feedback to improve our work processes	51%	64% (25% increase)	48% (33% higher)
Question 21: My agency uses my time and talents well*	57%	80% (40% increase)	N/A

- Comparison to previous employee survey
- Percent responding “usually” or “always/almost always”
- Survey items below followed by an “*” indicate a change between 2015 and 2017 is statistically significant at the .05 level