

FROM EFFICIENCY TO END-TO-END EXPERIENCE

Lean, CI, Agile, HCD, and CX: Partners, Not Replacements

For over a decade, Washington State has used Lean, continuous improvement (CI) and agile to improve public services. These methods make processes faster, more reliable, and more efficient—meeting the **functional** needs of our customers.

But CX is more than function. It's also **how people feel** and **how they are treated** as they interact with government services.

As people's needs evolve, so must the way we design and deliver services. That's where **human-centered design (HCD)** and CX come in. They expand our view to include **emotional** and **social** needs – because what people experience matters just as much as they achieve.

The Three Needs of Great Service



Functional Needs: Can people get what they need, reliably and efficiently? Lean and Agile help here by reducing waste and streamlining processes. *Example: Lean might reduce the steps in an application process.*



Emotional Needs: How do people feel during the experience? *HCD tools like interviews, empathy maps, and journey maps help reveal how services make people feel and where stress or confusion exists.*



Social Needs: Do people feel respected, competent, and seen? *Co design methods – like equity pauses and participatory workshops – help ensure people feel valued and included.*

How These Practices Work Together

Method	What it Brings	Focus
Lean/CI/Agile	Streamlined workflows, fewer delays, reduced rework	Efficiency and functionality
Human-Centered Design (HCD)	Empathy, early testing, co-creation with staff and residents	Feelings and inclusion
Customer Experience (CX)	A full view of how people experience services – before, during, and after	End-to-end service quality