

## Leadership Growth Story

### Title: Learning to See – How Chris Used CI Tools to Build Capability, Not Just Solve a Problem

**Background:** Chris is a Customer Insights & Service Design Lead. Despite the formal title, Chris came into this Continuous Improvement journey with curiosity, humility, and minimum CI training. What sets Chris apart isn't just what he learned — it's *how* he learned: by stepping into the discomfort of facilitation, focusing on real customer pain points, and resisting the urge to jump straight to solutions.

**The Opportunity:** Chris identified a subtle but important service issue: customers who arrived with scheduled appointments were still experiencing wait times. In a **hypothetical data generation scenario**, it was revealed that customers with appointments may wait on average **8–10 minutes**, just like walk-ins. This eroded trust and sent a quiet message — *we're not ready for you*.

But Chris didn't rush to fix it. Instead, he used the A3 as a learning tool, both for himself and as a safe container for a defensive team to engage in structured problem-solving. His goals:

- Learn the A3 methodology hands-on
- Practice facilitating with a stretched, under-pressure team
- Build empathy through firsthand observation and data collection

#### What He Did Differently:

- Sat in the foyer and personally observed customer arrivals and timing
- Validated the issue through lived experience, not assumptions
- Created an A3 not to "present a fix" but to *co-create insight* with others
- Held back from completing the "future state" until the team aligns on the problem

**This Is Capability in Action:** Chris used this A3 to learn how to *see*, how to hold space, and how to guide — not control — a team through discomfort. He brought the principles of continuous improvement to life:

- **Go See** (he did it)
- **Ask Why** (root cause thinking)
- **Show Respect** (by not forcing a solution)

**Quote from Leadership:** "Chris showed what real leadership looks like: slowing down to listen, learn, and lead with empathy. This A3 isn't just a tool — it's a milestone in his growth as a change leader."

**Why This Matters:** This one-page problem statement, built during coaching, became a live coaching lab — a safe way to rehearse how to lead change, influence without authority, and

anchor everything in customer value. Chris is building capability that will ripple far beyond this one problem.

**What's Next:**

- Facilitate the A3 with frontline teams to uncover shared insights
- Support the team in identifying their own countermeasures
- Use this case to inspire other leaders to learn through doing