


A Human Workplace: What's at the Center of Your Work?



November 6, 2018

Renée Smith, Director of
Workplace Transformation

Results Washington, Office of
the Governor



You are
welcome
here!

Our Purpose: To better understand what it means to be human-centered

1. Meet Other Humans
2. The Big Idea
3. Break
4. What's at the center of your work?
5. What does being "human-centered" mean?
6. Closing Circle



Meet Other Humans

Round 1: Around the Room

For 5 minutes, move around the room and meet people you don't know and share:

Your name and where you work

What drew you to this workshop?



Meet Other Humans

Round 2: At Your Table

In 10 minutes, at your table and
share:

Your name and where you work

What would make this time
meaningful to you?



The Big Idea





What is fear?

An instinctive response to
a perceived threat to
physical or psychological safety.

Fear is a survival mechanism.



Psychological Threat = Physical Threat



Fight or Flight at Work



Discuss with a partner: What scares people at work?



I asked,
“What is the most important job of a leader?”

“To **eliminate fear** from the workplace,”
replied DES Director Chris Liu.

Less fear and more what??

FEAR



????

Love.

Love is...

a limbic connection that attunes us to each other, creating steadiness, positive regard, and care.

*If fear helps us survive,
love helps us thrive.*



The Big Idea



If we decrease “fear” and increase “love” in the workplace, then we will deliver better value to Washingtonians and make public service deeply gratifying.

Fear and Love Research Interviews

- 50 interviews, self-selected participants.
- Responded to request via email, social media, or listserv.
- 80% public employees; 20% privately employed.
- 76% Female; 24% Male.
- 50% leaders; 50% individual contributors.
- 70% One on One interviews/30% Group Workshops.
- Method:
 - “Tell me a story about a time when you felt afraid at work.”
 - “Tell me a story about a time when you felt loved at work.”
- Analysis: Review stories for topics, group, identify themes.

Fear Stories



“I didn’t know how to be successful after a **change**.”

“I was betrayed.”

“I was **humiliated.**”

“I was **isolated** during
a personal crisis.”



“Fear is not a management strategy.”

Individual Reflection

**Recall a time when you felt
afraid at work.**

With a Partner

**Describe a time when you felt
loved at work.**

*“Loved” could mean belonging, trust, care,
respect, empathy, acceptance, inclusion, etc.*



Love Stories

“My leader **cared** about me.”

“My team was like a family.”

“I received support during
a personal crisis.”

**Love is
an excellent
management
strategy!**





10.19

70.14

72.67

91.22

94.23

41.62

48.12

29.87

59.55

61.22

10.50

59.62

46.63

27.96

15.00

91.66

75.67

46.63

72.84

74.84

Basic Advice for Teams to Increase Love

Demonstrate value for each other.

Greet each other. Look colleagues in the eye. Give your full attention. When meeting, minimize time on devices doing email/text. Show up to commitments.

Invest in building relationships.

Check in: “How are you in this present moment?” Get to know each other as people. Respect styles and preferences. Celebrate together. Share food.

Create trust and belonging.

Support team members when life happens. Give credit. Express appreciation. Pitch in. Follow through. Practice listening to understand. Value differences.

Work through challenges.

Suspend assumptions. Assume positive intent. Don't triangulate. Work out issues directly. When trust is broken, work to repair trust. Forgive.

Basic Advice for Leaders to Increase Love

Be respectful.

Don't yell, bully, name call, humiliate, intimidate or denigrate your colleagues. Convey regard, care, belonging, trust, acceptance.

Be humble.

Intentionally level the hierarchy. Practice humble inquiry. Listen to understand. Show sincere interest in team members. Apologize for your mistakes. Seek to understand how others experience the team.

Have integrity.

Do what you say you will do. Be trustworthy. Keep the highest ethical standards. Become aware of and learn to manage your implicit biases. Treat team members fairly.

Create safety.

Intentionally break down siloes. Share mental models of care. Support healthy conflict. Intervene when someone chronically creates fear.



Each day we face challenges.
Will we put love or fear in action?



Results Washington's Human Workplace initiative provides
Resources | Research | Training | Community
www.MakeWorkMoreHuman.com

Take a 10 minute Break

Lean

Circling in on a definition

Expanding out to a broader and
broader understanding

“Lean is a human-centered
philosophy of work.”

- Jim Benson

“Lean is a human-centered philosophy of work....” – Jim Benson

...that creates a culture of curiosity, collaboration, and care.

...that has principles, methods, and tools.

...so that we deliver better value to all Washingtonians and make public service deeply gratifying.

Human-Centered?

“Yes!”


“Oh no.”

“Oh brother.”

“What does that mean?”

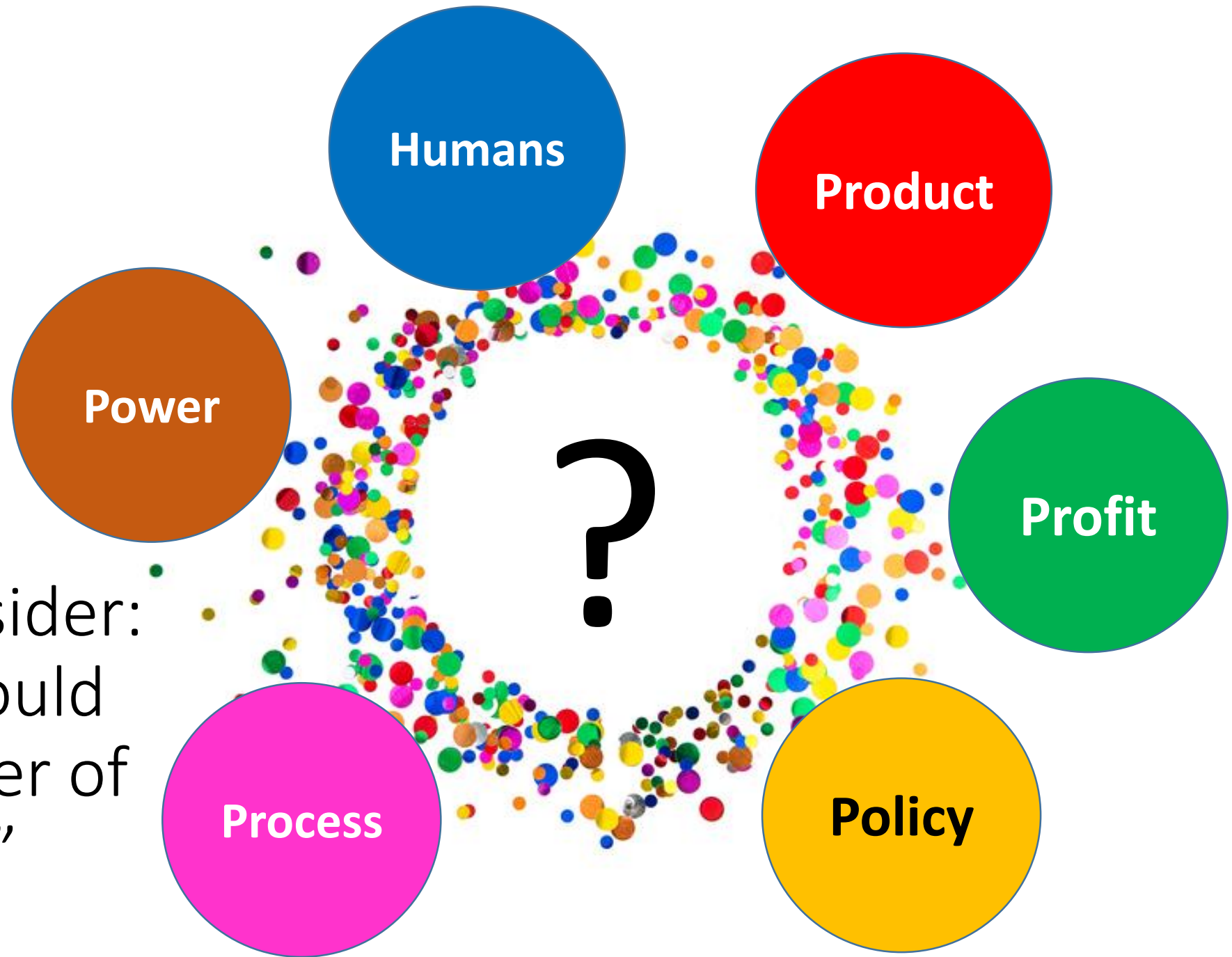
“What do I *do*?”





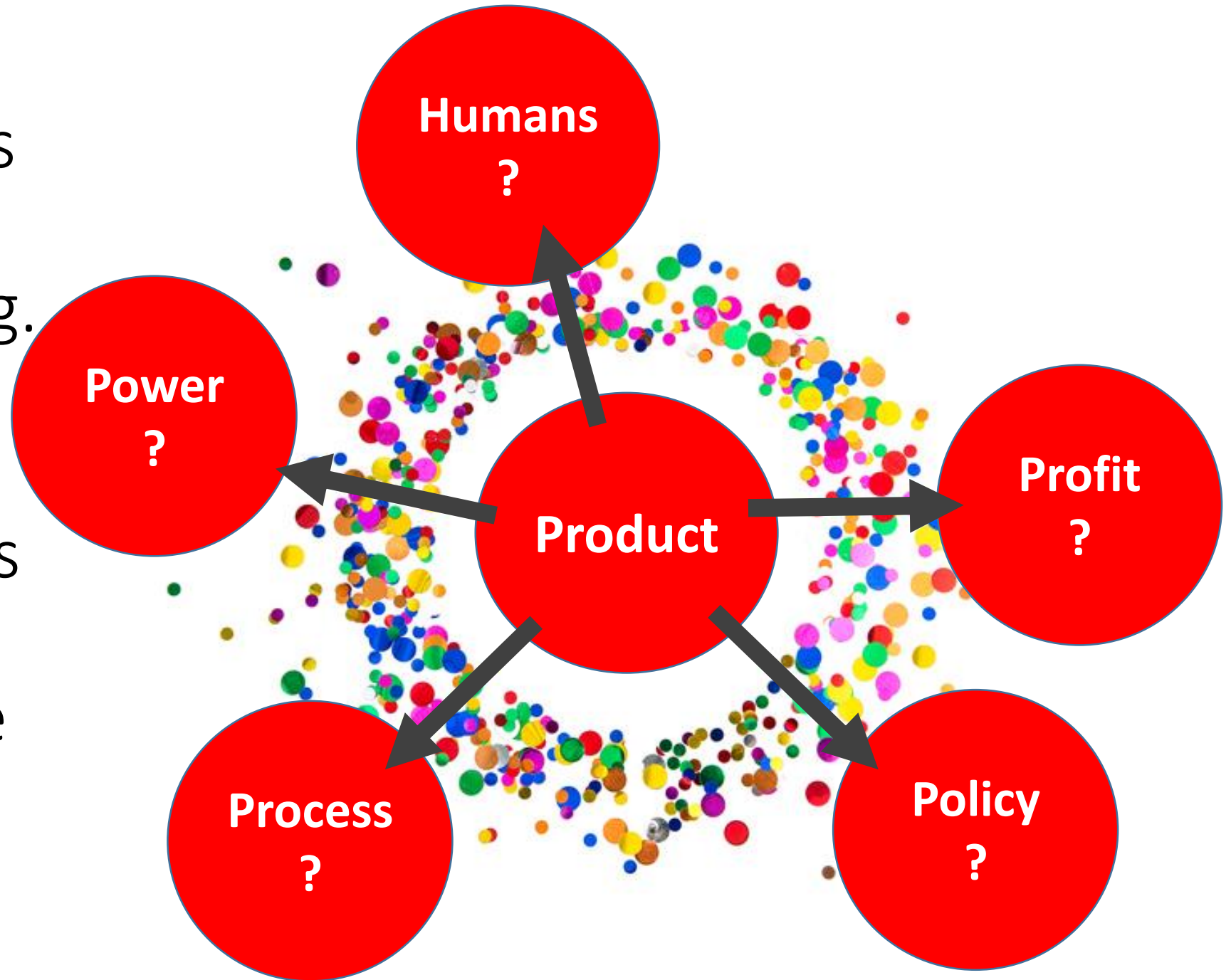
What's else can
be at the center
of our work?

Helpful to consider:
“What else could
be at the center of
our work?”



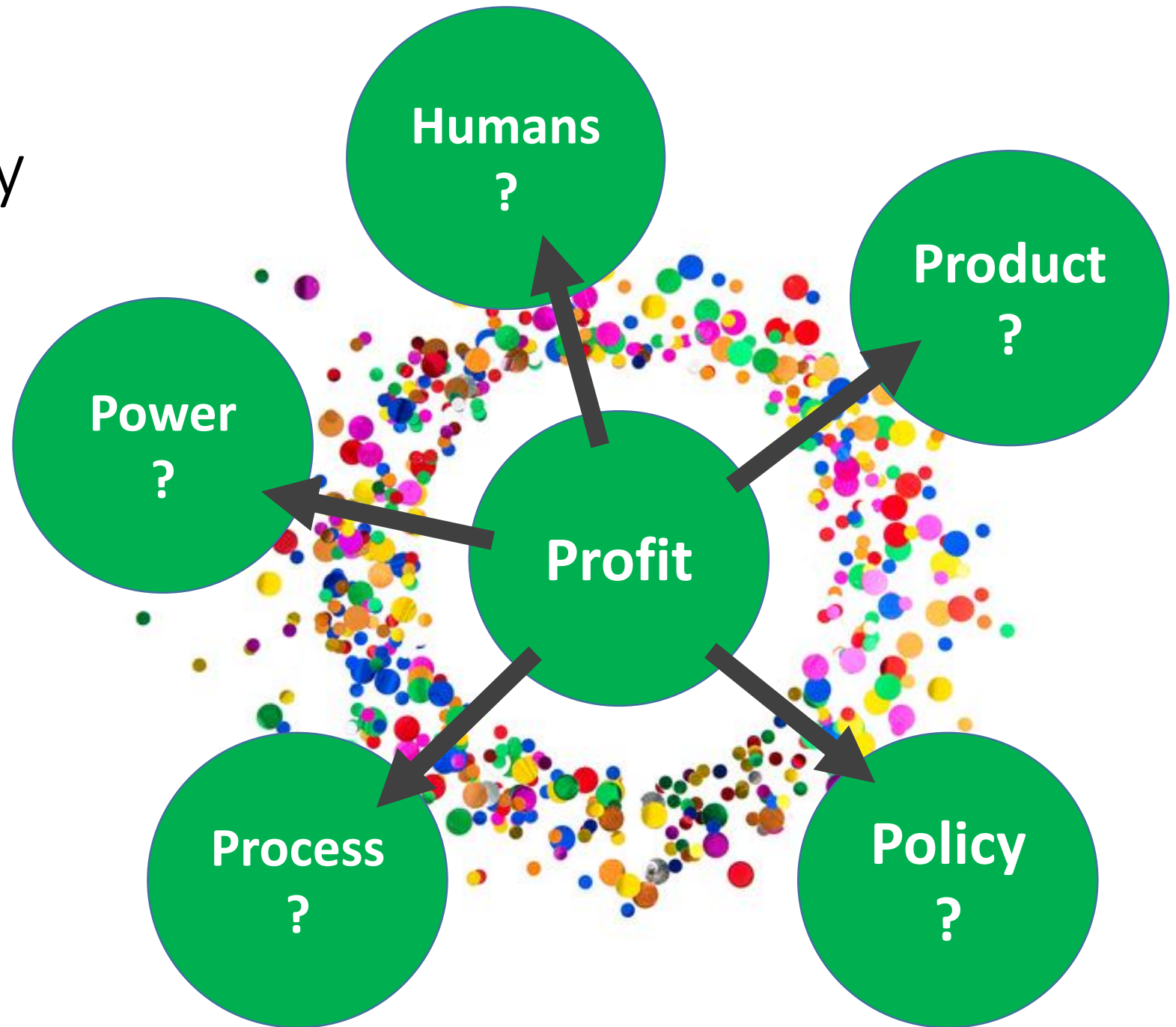
Our product is
the most
important thing.

What happens
when our
product is the
center of our
work?



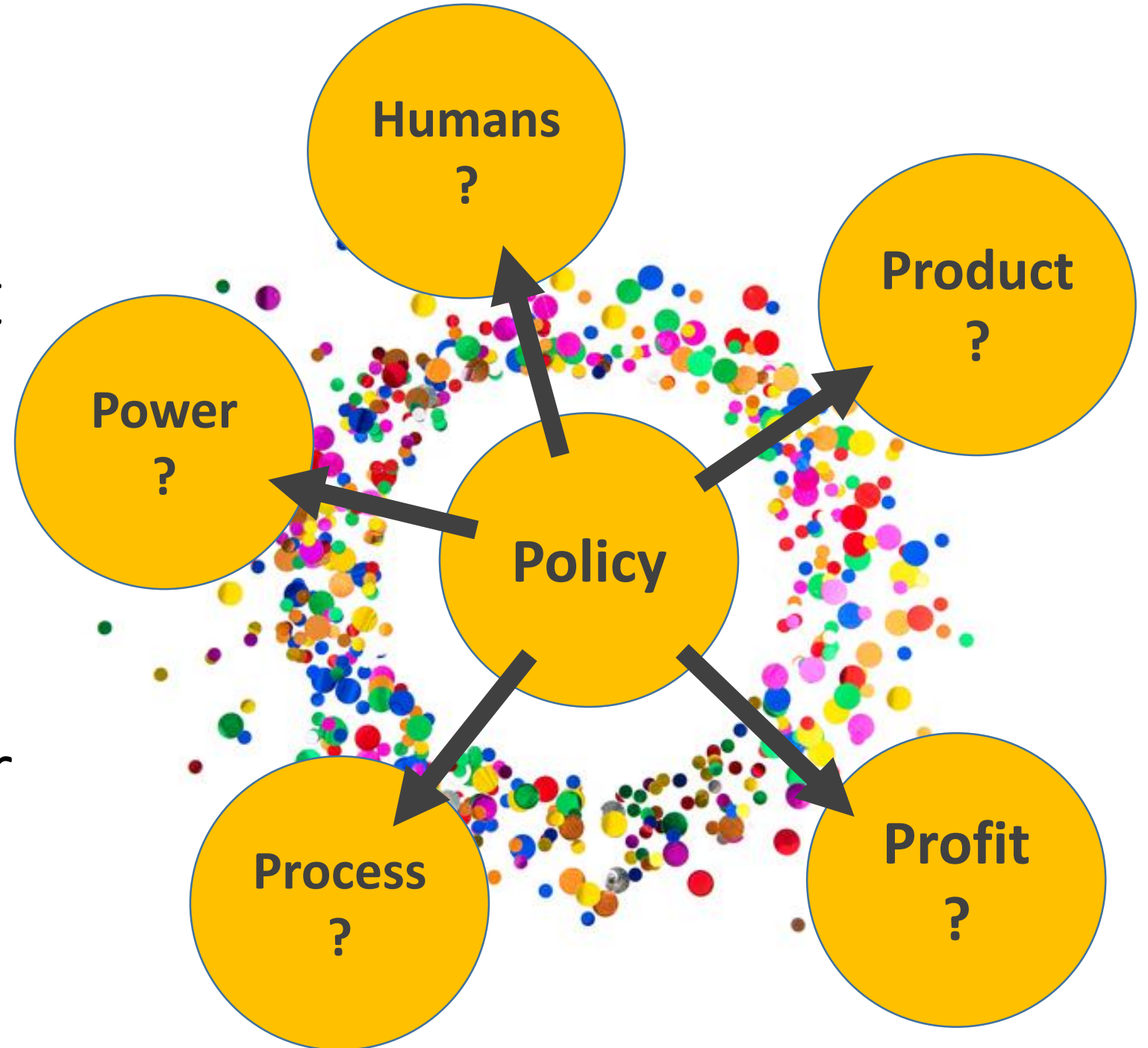
Making or managing money is the most important thing we do.

What happens when our **profit (budget)** is the center of our work?



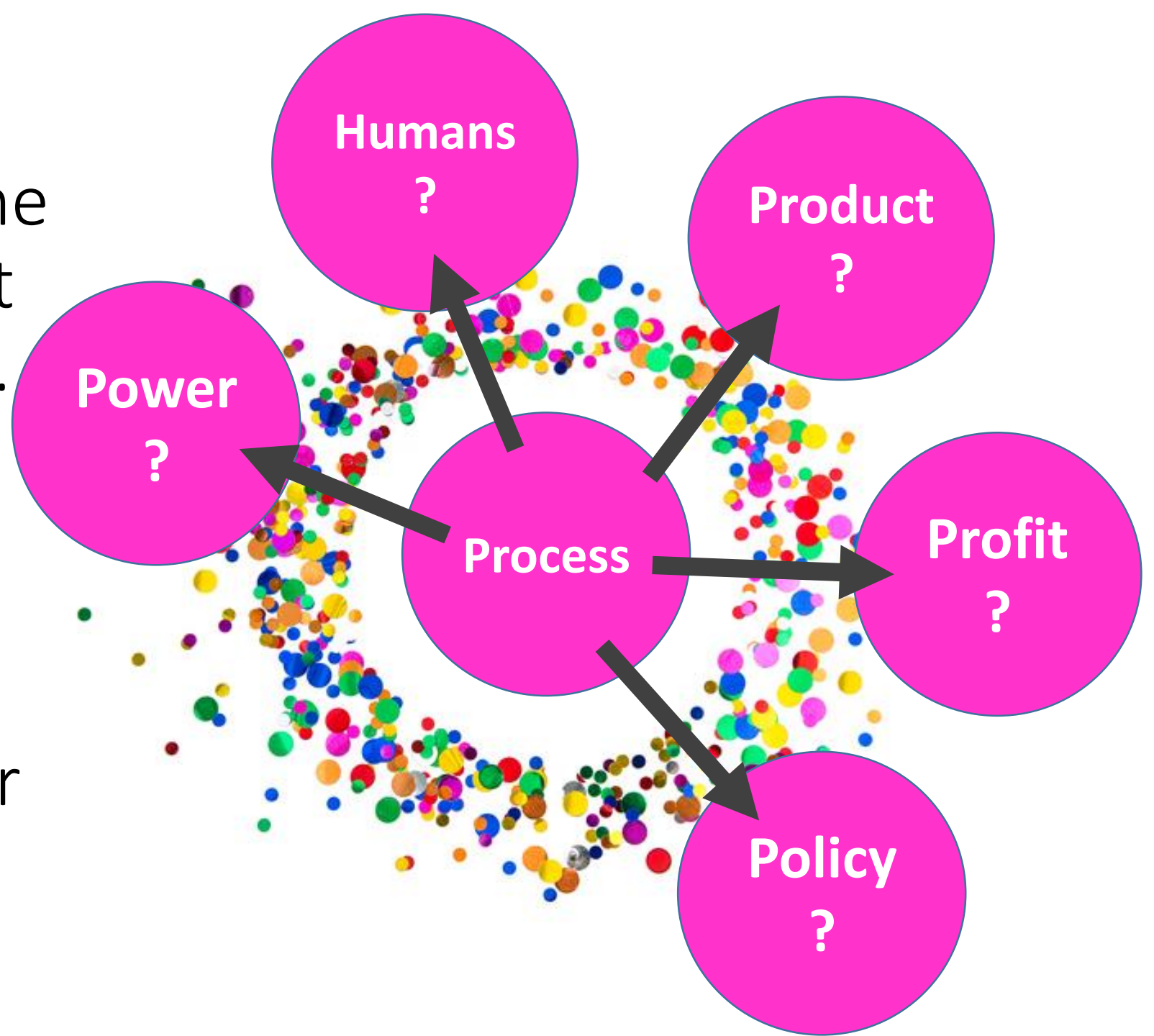
Making and following the rules is the most important thing.

What happens when **policy** is the center of our work?



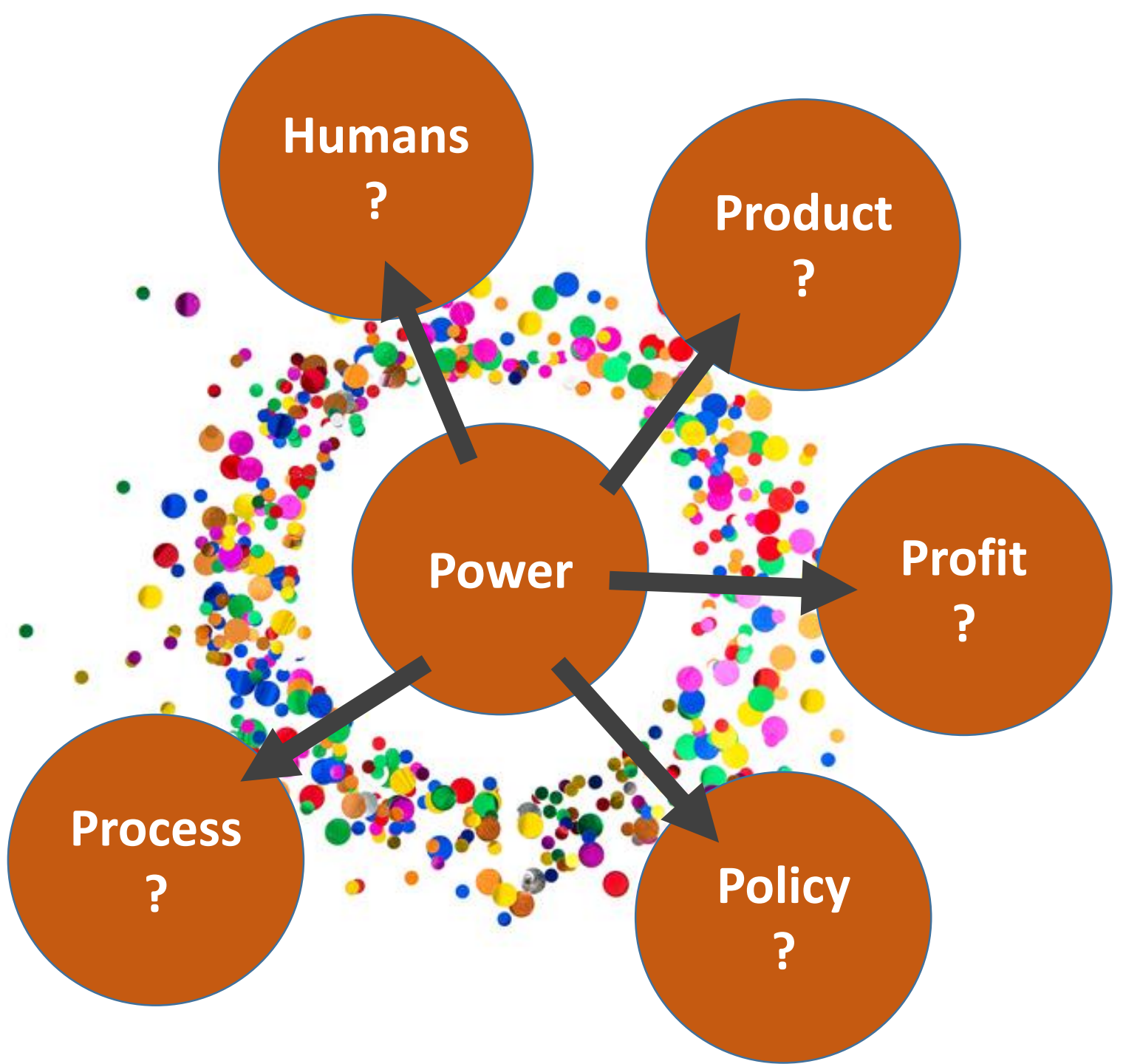
The way we do the work is the most important thing.

What happens when **process** is the center of our work?



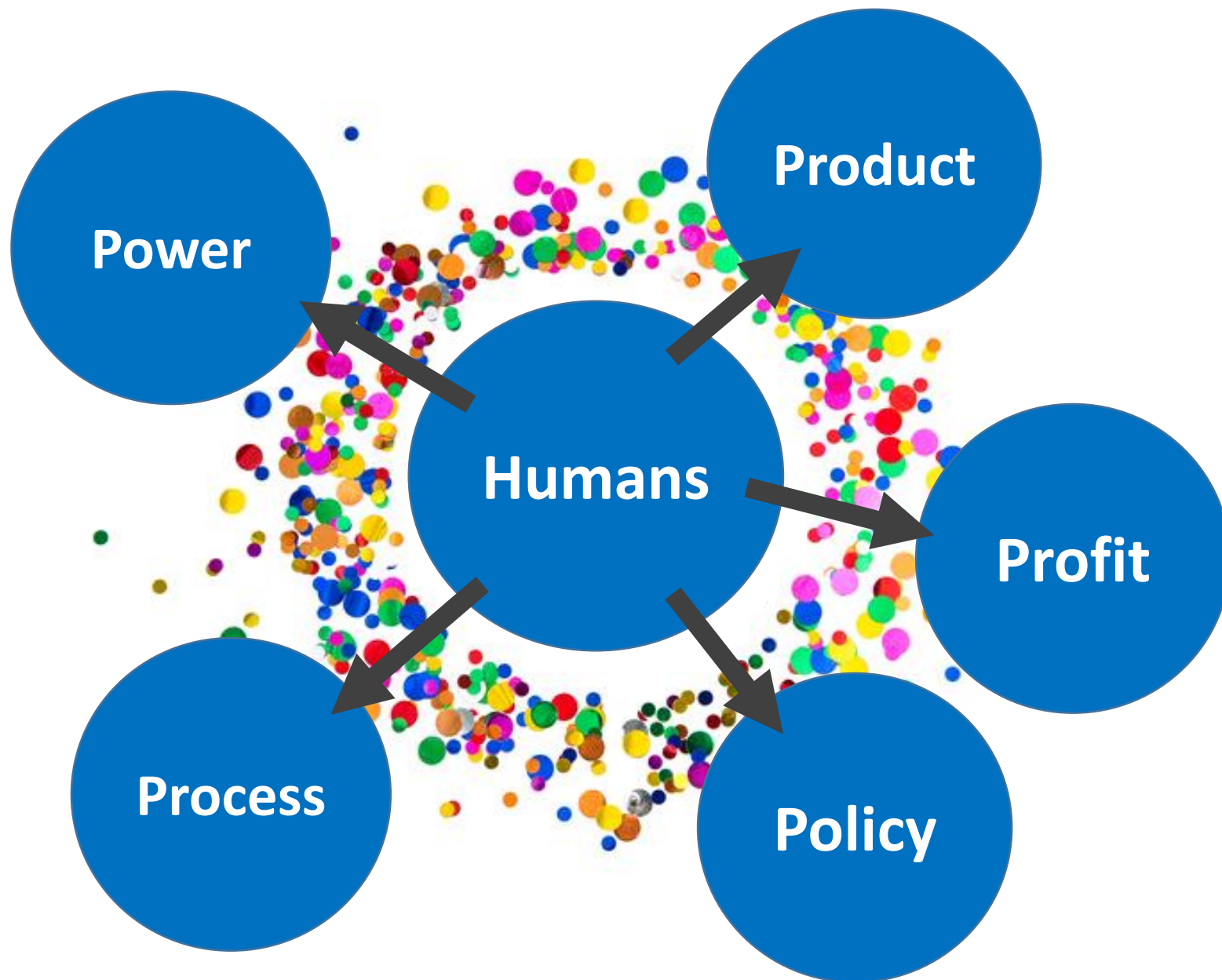
Authority or position is the most important thing.

What happens when **power** is the center of our work?



The impact on people is the most important thing.

What happens when **humans** are the center of our work?



Explore.

Think of an organization you've experienced that is NOT human-centered.

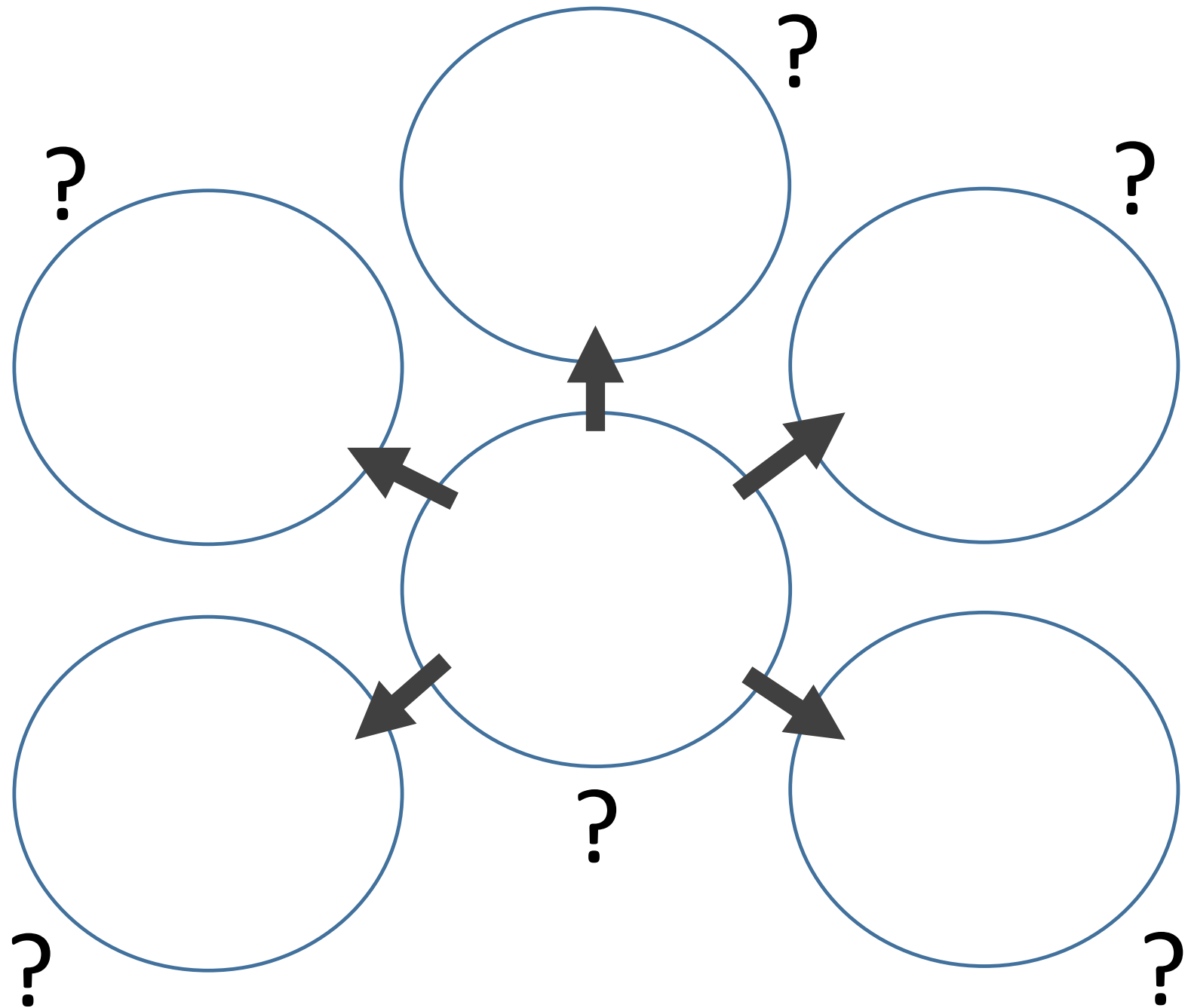
What's the organization?

Label what's at the center?

What's on the outside?

- Humans
- Product
- Profit
- Policy
- Process
- Power
- Something else?

Make notes: How does the center impact the other circles?



For Example...

Think of an organization that is NOT human-centered.

What's the organization?

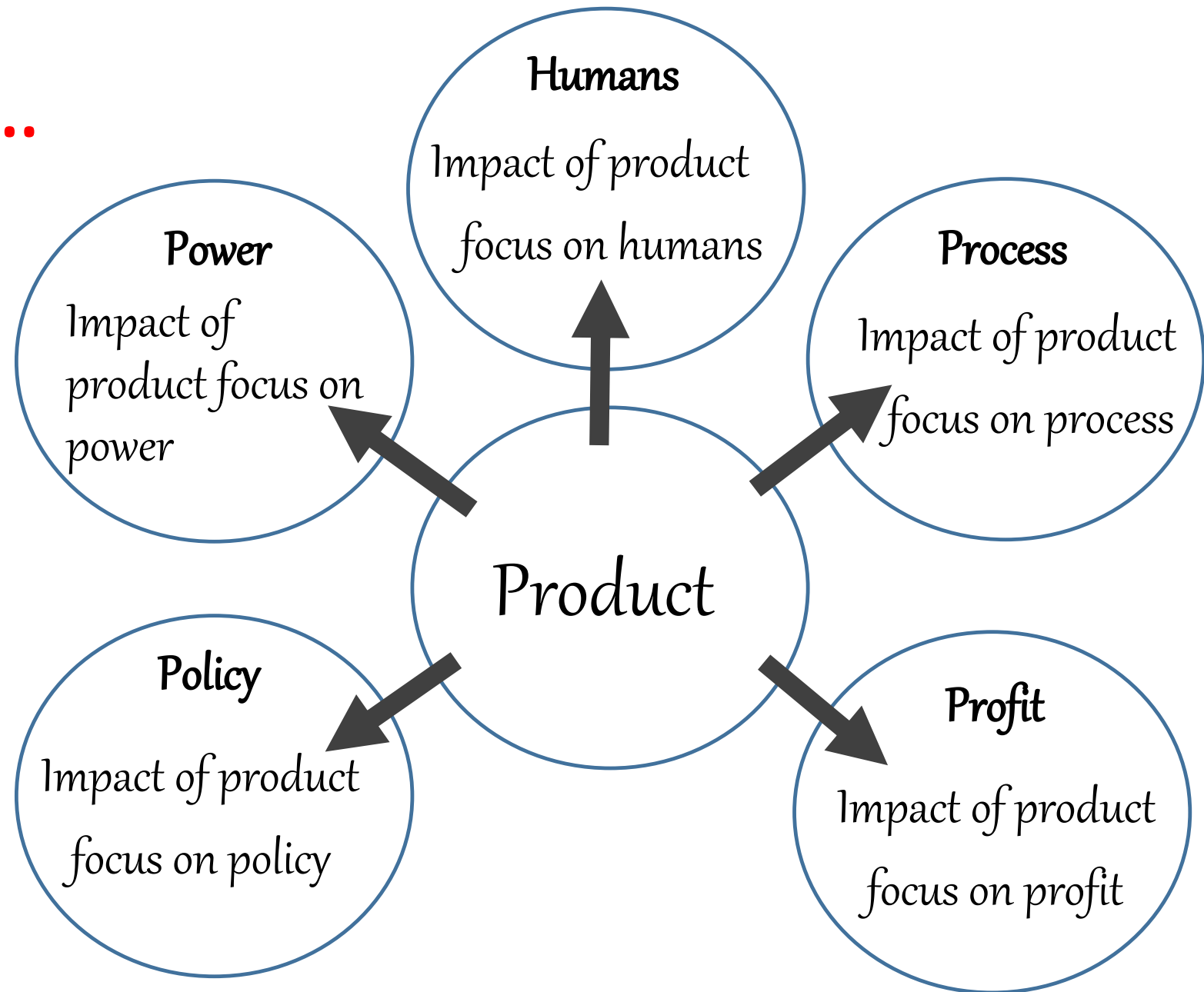
The ACME Company

Label: What's at the center?

What's on the outside?

- Humans
- Product
- Profit
- Policy
- Process
- Power

How does the center impact the other circles?



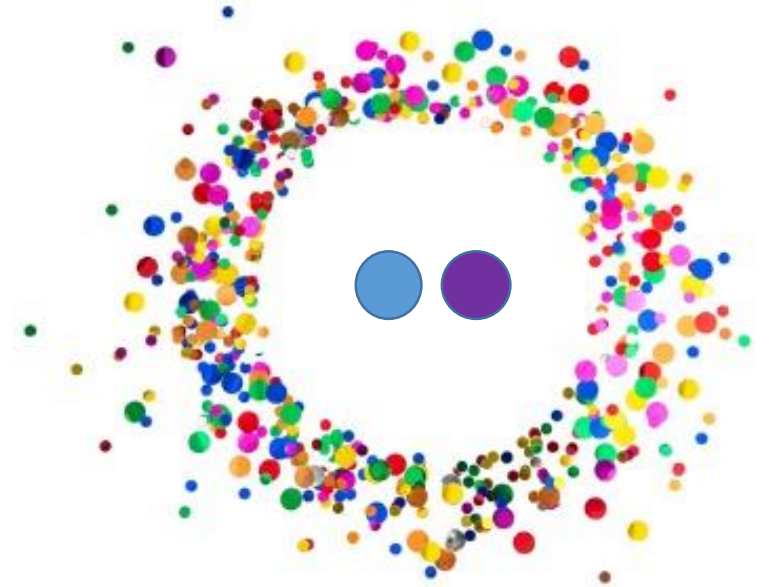


Find a partner.



With your partner...

- Take 8 minutes (4 min each).
- Share your examples.
- Listen and make notes:
 - ✓ What impacts stand out in your partner's story?
 - ✓ What do you notice in your stories?
- Be ready to share insights.



Discussion

From your examples...

- What kinds of things happen when policy, profit, process, product, or power are the center?
- What would be different if humans were at the center of your examples?



Reflection: What's at the center of YOUR work?

Think about YOUR work.

Write in the circles:

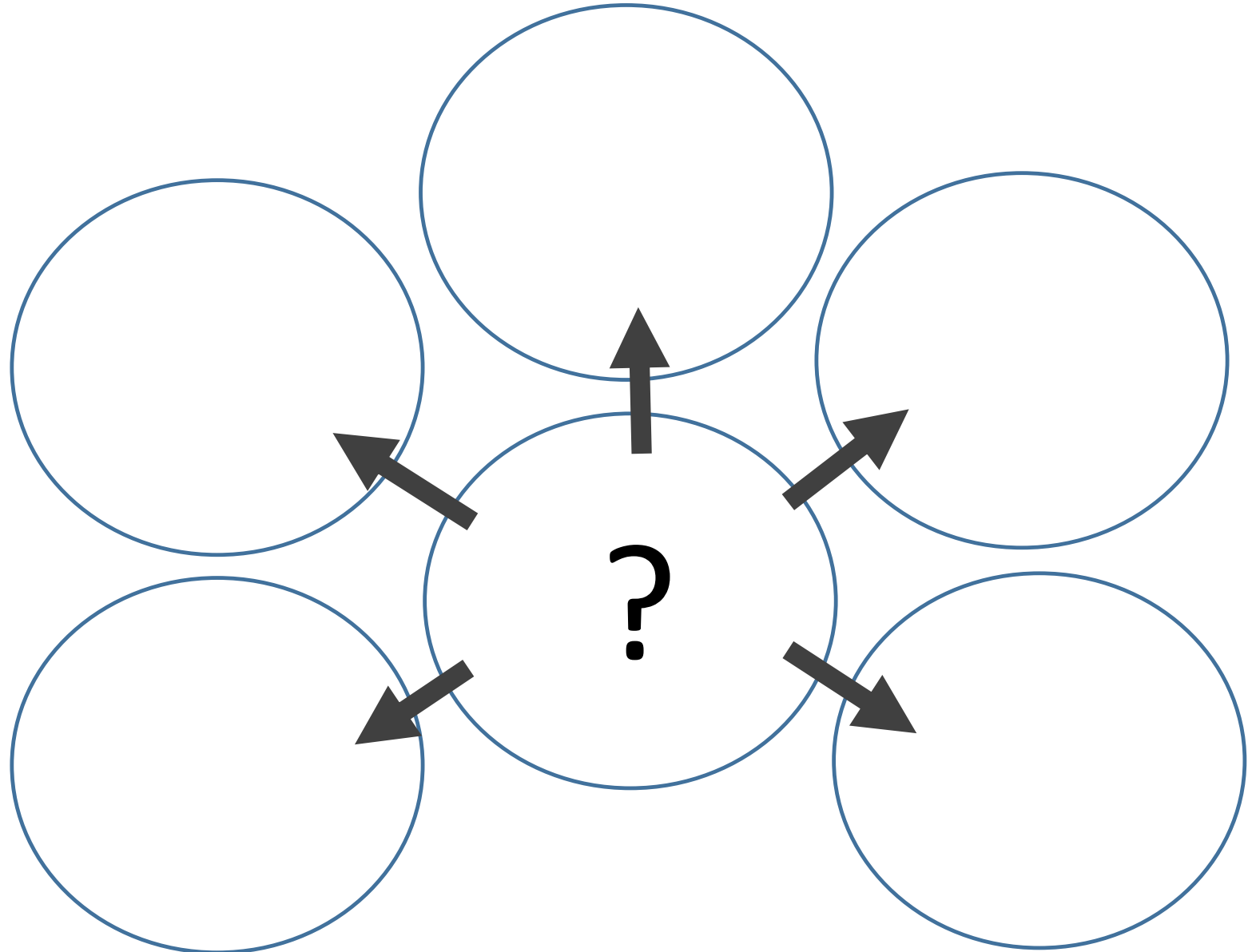
What's sometimes at the center?

What's on the outside?

- Humans
- Product
- Profit
- Policy
- Process
- Power
- Something else?

When that thing is at the center, how does it impact the other circles in your work?

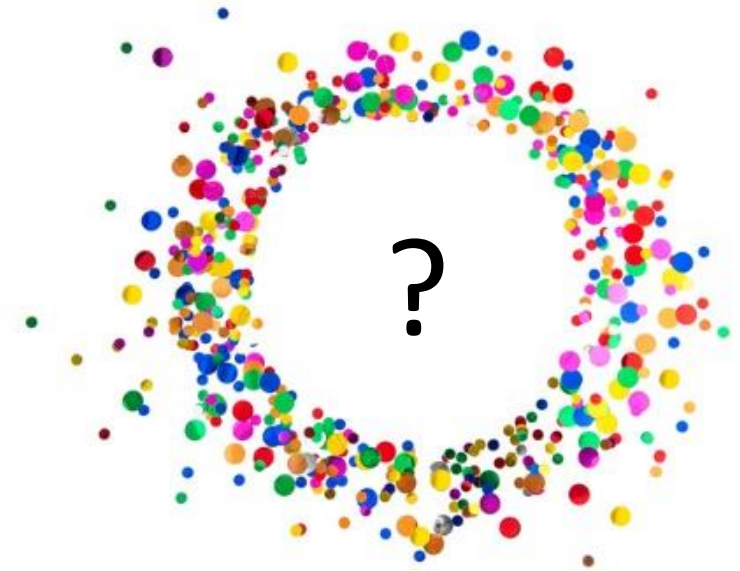
Make some notes.



Discuss with your partner

What's sometimes at the center of your work besides people?

What are the impacts?

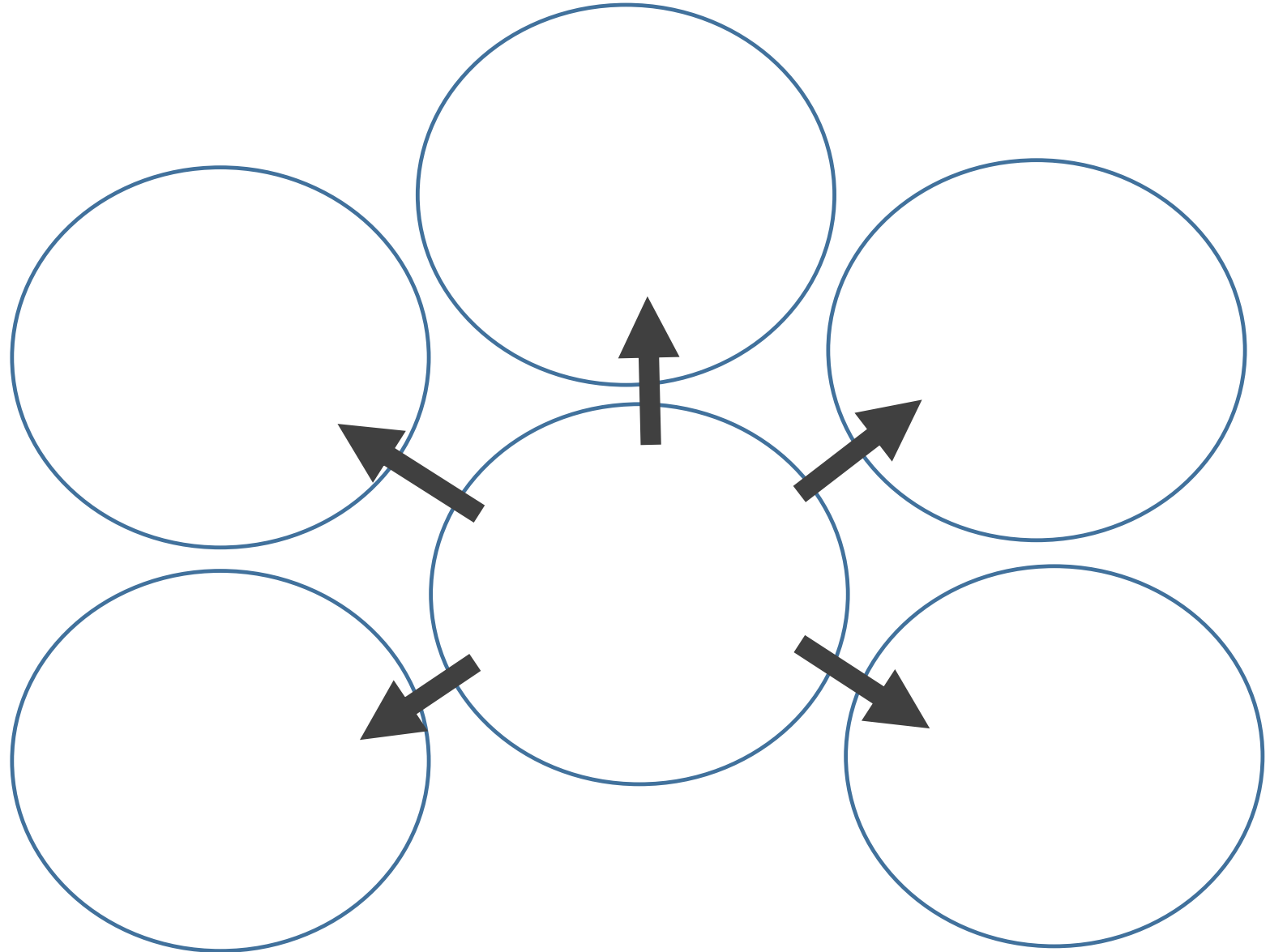


Reflection: What if you were more human-centered?

Now consider, what would be the benefits if you were more human centered? Make some notes in the circles.

What are the obstacles that keep you from being human-centered?

What can you do to overcome those obstacles?



Discuss with a partner:

What would be the benefits if you were more human-centered?

Share your obstacles and discuss strategies to overcome.



At your table: What did you discover?

Define “human-centered.”

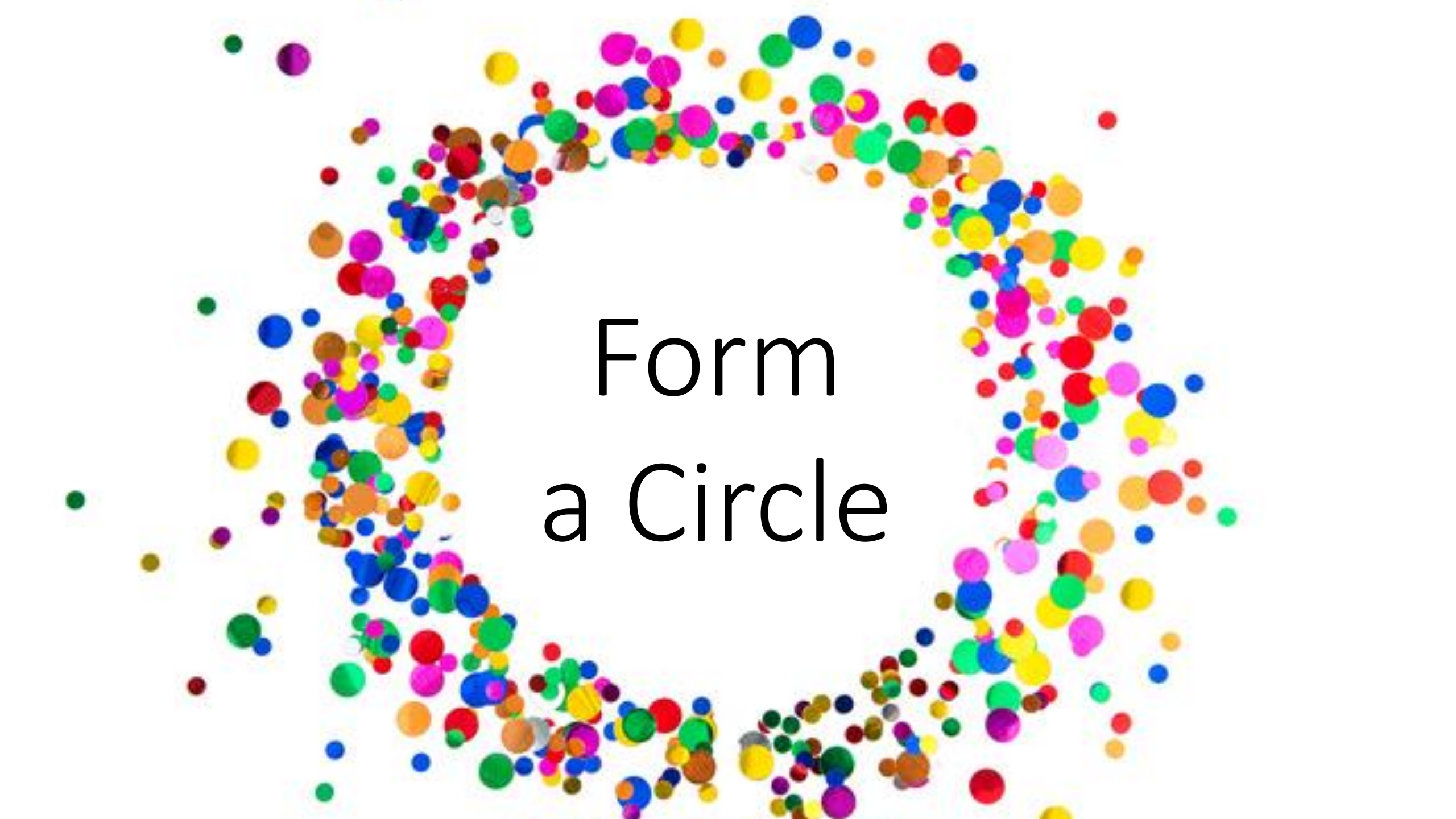
Why is it important?

What will you do now?





Start with Why.



Form
a Circle

Thank you!

Renée Smith, MSOD

Director of Workplace Transformation

Results Washington, Office of the Governor

360-764-3166 | Renee.Smith@gov.wa.gov

State Blog:

www.MakeWorkMoreHuman.com

