

Make Work More Human

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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



Lean scares people.



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

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

How do we
decrease fear to
create safety?

Love.

What is love?

A limbic connection that attunes us to another, creating steadiness, positive regard, and care.

If fear helps us survive,
love helps us thrive.



Love moves us from Fear to Safety

Fear

Indifference

Love

Safety

From:
"I don't care."
Disregard
Rejection
Isolation
Callousness
Discrimination
Suspicion

To:
"I care."
High regard
Acceptance
Inclusion
Empathy
Respect
Trust

My Hypothesis

If we decrease **fear** and **indifference** and
increase **love** and **safe**,
then we will have
better workplace outcomes.

Testing this Hypothesis

1. Fear and Love Research Interviews
2. The Enterprise Services “Experiment”

Fear and Love Research Interviews

- 44 interviews to date
- Mostly government employees but some from private sector
- Methods:
 - 70% One on one interviews
 - 30% Group workshop interviews

Research Interview Questions

1. Tell me about a time when you felt fear at work. Fear might mean scared, excessively worried, terrified, stressed, anxious.
2. Tell me about a time when you felt loved at work. Loved might mean feeling care, belonging, acceptance, support, respect, trust.

For each:

- What happened?
- What did you do? What did others do?
- What impact did it have?
- What did it mean to you?

Fear Stories



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

“I was betrayed by someone
I trusted.”

“I was publicly shamed.”

“I wasn’t supported during a personal crisis.”



“Fear is not a management strategy.”

Individual reflection right now:

Recall a time when you felt afraid at work.

- What happened?
- What did you do? What did others do?
- What were the impacts of the fear?
- What did this experience mean to you?
- What was lost? What was learned?
- Appreciate your courage to continue on.

Love Story Exercise

Think of a time when you felt Loved at work.

Loved might mean care, belonging, acceptance, support, respect, or trust.

- What was the situation?
- What did you do? What did others do?
- What impacts did it have?
- What did it mean to you?

Find a partner and briefly share your stories – 2 minutes.



Love Stories

“My leader cared about me.”

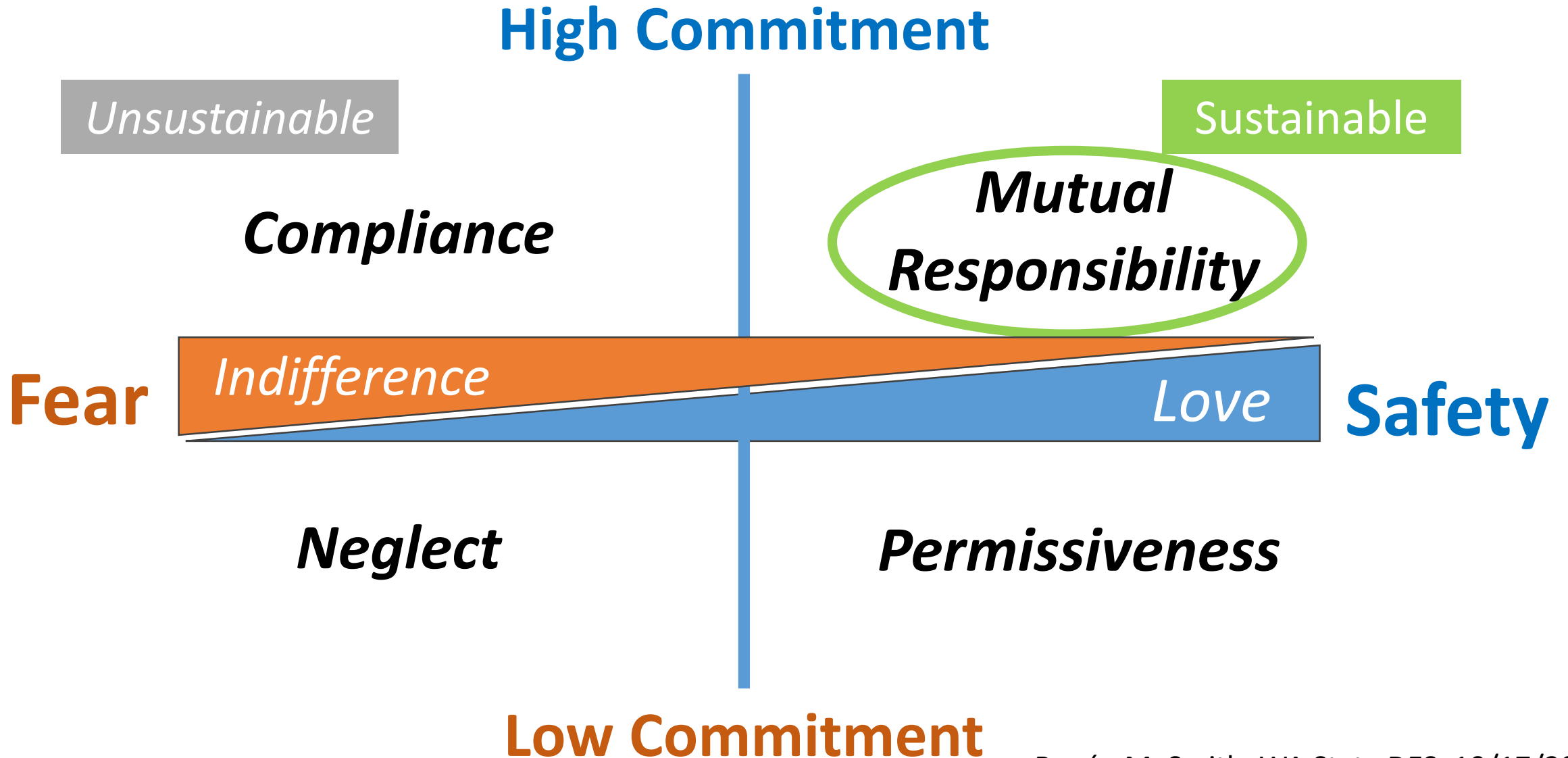
“My team was like a family.”

“I received support during a personal crisis.”

**With love,
we all win.**



What about accountability?



Advice for Team Members

- Say good morning. Smile. Be kind.
- Say please. Say thank you.
- Admit mistakes. Say you're sorry.
- Get to know each other, respecting styles and preferences.
- Notice people. Let them know you see them.
- Support people when life happens.
- Share food.
- Celebrate together.
- Learn together.
- Have fun.

Advice for Leaders

- Create clarity about change.
- Show people how to be successful.
- Work on your self awareness.
- Give credit to others. Take the blame yourself.
- Buffer your team from fear from above.
- Foster mutual responsibility rather than just compliance.
- Build and honor trusting relationships.
- Remove leaders who are chronically indifferent and create fear.

“Always the beautiful answer who asks a more beautiful question.”

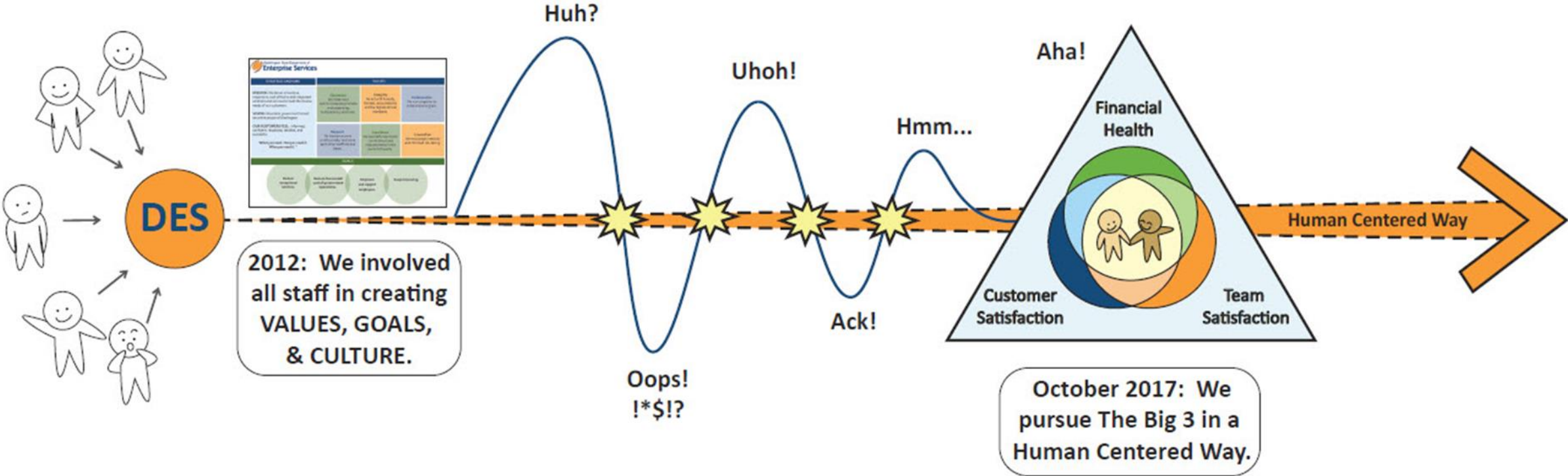
- e.e. cummings

The Enterprise Services “Experiment”



Washington State Department of Enterprise Services: Pursuing a Human Centered Way of Working

October 2011: 5 agencies became 1 new agency.
(GA, PI, DOP, DIS, OFM)



*“Respect for people means
holding precious what it is
to be human.”*

(from Jon Miller, translating Toyota’s original
phrase from Japanese)



Our Definition of Lean

Lean is a human-centered philosophy of work, that creates a culture of curiosity, collaboration, and care so we deliver value to customers and make public service gratifying.

**A loving, safe workplace is
a human centered workplace.**

Enterprise Services is pursuing these in a Human Centered Way

1. Customer Satisfaction

(because it's at the center of everything)

2. Team Member Satisfaction

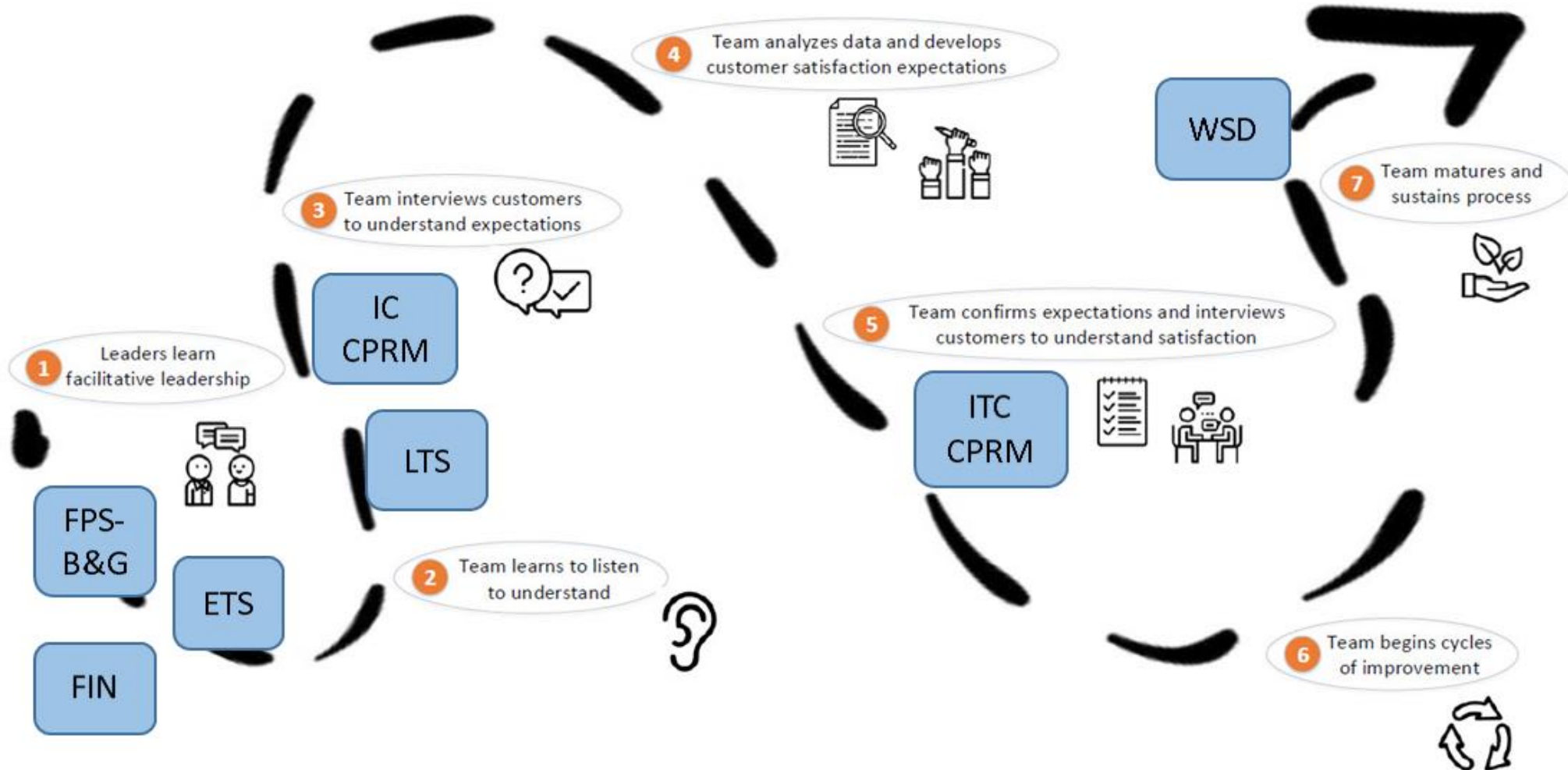
(because only engaged, satisfied teams create satisfied customers)

3. Financial Health

(so that our teams can keep on creating satisfied customers)

Customer Satisfaction Journey

“What expectations need to be fulfilled for you to be a fully satisfied customer?”



Graphics by Jacob Skeers.

Thanks to Tom Nugent, Business Coaching & Consulting, for his methodology.

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Customer Satisfaction Questions

1. Who are our customers?
2. What expectations need to be met for customers to be fully satisfied?
3. How well-satisfied are they today? Why?
4. What are the important gaps in their satisfaction?
5. How do we keep fresh our understanding of customers' satisfaction and emerging gaps?



Workforce Support and Development

CUSTOMER SATISFACTION

01

Shared Resources Leveraged for Everyone's Benefit

Customers are brought together to leverage best practices, expertise and solutions in order to achieve cost effective, integrated services.

05

Knowledgeable Professionals

"Go to" subject matter experts, who have a practical understanding of our business culture, are readily available.

02

Customer Need-Driven Solutions

Solutions are developed and implemented based on customer feedback and expert insight in ways that help us succeed.

06

Responsiveness

Our needs are responded to with an appropriate sense of urgency. Requests are clarified and confirmed, and we are kept informed of progress through completion.

03

Collaborative Relationships

Collaborative decision making and mutual understanding of our business needs are accomplished through frequent, genuine dialogue.

07

Trustworthiness

People say what they are going to do, then do it. Information is kept confidential. Actions are taken to meet expectations by listening to and understanding our feedback.

04

Clear Communication

Clear, accurate, and timely communications are provided to us regarding WSD plans, service offerings, and contact information.



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WSD Customer Satisfaction

Customer Satisfaction Expectations	Baseline	Jul - Sept 2015	Oct - Dec 2015	Jan - Mar 2016	Apr - Jun 2016	Jul-Sept 2016	Oct - Dec 2016	Trend
Shared Resources Leveraged for Everyone's Benefit	2.2	2.7	2.7	2.7	2.8	2.9	3.1	
Customer Need-Driven Solutions	2.4	2.6	2.9	3.0	3.4	2.9	3.3	
Collaborative Relationships	2.2	2.9	3.3	3.2	3.3	3.3	3.4	
Clear Communication	2.5	2.9	3.0	2.9	3.3	2.8	3.2	
Knowledgeable Professionals	3.0	3.2	3.4	3.3	3.5	3.1	3.0	
Responsiveness	2.8	3.3	3.3	3.2	3.5	3.6	3.4	
Trustworthiness	2.9	3.5	3.4	3.4	3.5	3.7	3.5	
Average	2.6	3.0	3.1	3.1	3.3	3.2	3.2	

Exceeding Expectations	3.9 to 4.0
Meeting Expectations	3.0 to 3.8
Sometimes Meeting Expectations	2.0 to 2.9
Not meeting Expectations	1.0 to 1.9



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Commitment to Team Member Satisfaction

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Workforce Support
and Development

TEAM SATISFACTION

01 Clear Expectations
The right people in the right positions, provided with compelling performance goals, clear roles and responsibilities, well thought out priorities, communication and support to be successful.

02 Trust
To have a culture of mutual trust and integrity where everyone does their job, is consistently reliable, adheres to team expectations, and has each other's backs.

03 Accountability
We hold ourselves and each other accountable for professional behaviors, ethical standards, individual and team performance commitments and excellence on the job.

04 Empowerment
Team members are trusted to do their jobs, encouraged to share ideas, engaged in the decision making process, and are supported in their growth and development.

05 Communication
We communicate in our division with all the information on the table and no hidden agendas. We listen to understand, ask questions to clarify and ensure everyone has a voice.

06 Attitude
We bring positive attitudes to the workplace; by assuming positive intent in other's actions, embracing possibilities and strengthening our comradery.

07 Value / Respect
Our work matters and we are all listened to as valuable members of the team.

08 Recognition
Individual and team contributions and successes are recognized on a timely and objective basis.

WSD Team Member Satisfaction

Team Satisfaction Expectations	Baseline	Jul - Oct 2015	Nov 2015 - Feb 2016	Mar - Jun 2016	Jul - Sep 2016	Oct - Dec 2016	Trend
Clear Expectations	2.2	2.6	2.8	3.1	3.1	3.2	
Trustworthiness	2.2	2.7	2.6	2.7	3.1	3.2	
Accountability	1.9	2.5	2.6	3.0	2.9	3.2	
Empowerment	2.5	2.9	3.0	3.2	3.4	3.4	
Attitude	2.2	2.6	2.7	2.9	2.9	3.2	
Communication	2.2	2.7	2.6	3.0	3.1	3.4	
Value/Respect	2.4	2.8	2.9	3.1	3.2	3.5	
Recognition	2.0	2.7	3.1	3.1	3.2	3.2	
Average	2.2	2.7	2.8	3.0	3.1	3.3	

Exceeding Expectations	3.7 to 4.0
Meeting Expectations	3.0 to 3.6
Sometimes Meeting Expectations	2.0 to 2.9
Not meeting Expectations	1.0 to 1.9



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A loving, safe, human
centered workplace is
A Thing.



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October 19, 2017

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NO ASSHOLE
RULE

*Building a Civilized Workplace
and Surviving One That Isn't*



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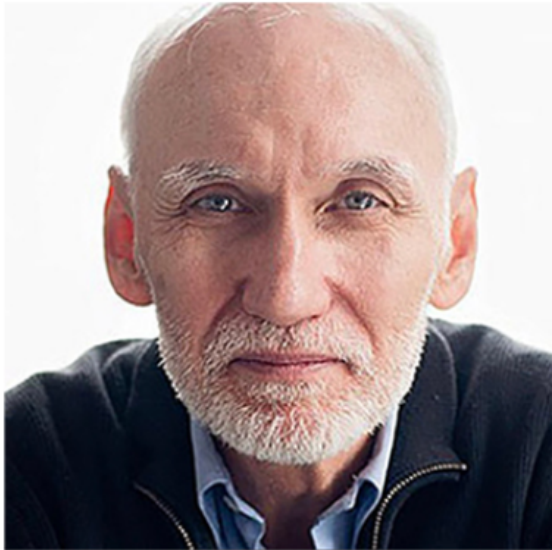


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10/7/2017



[CONFERENCE SCHEDULE >](#)

Keynote Speaker



John Shook

People-centered leadership

Tuesday, Oct. 10	Location	Code
4:00pm-5:00pm	Hynes Center, Level 2, Memorial Auditorium	N/A

Overview

John Shook is chairman and CEO of the Lean Enterprise Institute and is recognized as a true sensei who enthusiastically shares his knowledge and insights within the lean community and with those who have not yet made the lean leap.

Shook learned about lean management while working for Toyota for nearly 11 years in Japan and the U.S., helping it transfer production, engineering, and management systems from Japan to NUMMI and subsequently to other operations around the world. While at Toyota's headquarters, he became the company's first American kacho (manager) in Japan. In the U.S., Shook

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Questions?

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