Make Work More Human

Renée M. Smith, MSOD
Lean Transformation Services Director
Washington State Department of Enterprise Services
What is fear?

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

Fear is a survival mechanism.

Renée M. Smith, WA State DES, 10/17/2017
Psychological Threat = Physical Threat

Renée M. Smith, WA State DES, 10/17/2017
Fight or Flight at Work

Renée M. Smith, WA State DES, 10/17/2017
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?

Renée M. Smith, WA State DES, 10/17/2017
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.

Renée M. Smith, WA State DES, 10/17/2017
Love moves us from Fear to Safety

From:
“I don’t care.”
Disregard
Rejection
Isolation
Callousness
 Discrimination
Suspicion

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

Renée M. Smith, WA State DES, 10/17/2017
My Hypothesis

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

Renée M. Smith, WA State DES, 10/17/2017
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

Renée M. Smith, WA State DES, 10/17/2017
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.”

Research findings: Themes from fear stories from interviews by Renée M. Smith, WA State DES, 10/17/2017.
“I was betrayed by someone I trusted.”

Research findings: Themes from fear stories from interviews by Renée M. Smith, WA State DES, 10/17/2017.
“I was publicly shamed.”

Research findings: Themes from fear stories from interviews by Renée M. Smith, WA State DES, 10/17/2017.
“I wasn’t supported during a personal crisis.”

Research findings: Themes from fear stories from interviews by Renée M. Smith, WA State DES, 10/17/2017.
“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.

Renée M. Smith, WA State DES, 10/17/2017
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.

Renée M. Smith, WA State DES, 10/17/2017
Love Stories
“My leader cared about me.”

Research findings: Themes from love stories from interviews by Renée M. Smith, WA State DES, 10/17/2017
“My team was like a family.”
“I received support during a personal crisis.”

Research findings: Themes from love stories from interviews by Renée M. Smith, WA State DES, 10/17/2017
With love,
we all win.

Renée M. Smith, WA State DES, 10/17/2017
What about accountability?

High Commitment

Compliance

Fear

Indifference

Neglect

Low Commitment

Permissiveness

Safety

Mutual Responsibility

Sustainable

Unsustainable

Renée M. Smith, WA State DES, 10/17/2017
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.

Research findings: Lessons from love and fear interviews by Renée M. Smith, WA State DES, 10/17/2017
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.

Research findings: Lessons from love and fear interviews by Renée M. Smith, WA State DES, 10/17/2017
“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)

October 2017: We pursue The Big 3 in a Human Centered Way.

2012: We involved all staff in creating VALUES, GOALS, & CULTURE.

*Graphics by Ariana Woods*
“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.

Thanks to Jim Benson, Modus Cooperandi, for the first half of this definition. Renée M. Smith, WA State DES, 10/17/2017
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*

Thanks to Jeff Canaan, WA State DES

Renée M. Smith, WA State DES, 10/17/2017
Customer Satisfaction Journey

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

Leaders learn facilitative leadership

Team interviews customers to understand expectations

Team analyzes data and develops customer satisfaction expectations

Team confirms expectations and interviews customers to understand satisfaction

Team matures and sustains process

Team begins cycles of improvement

Graphics by Jacob Skeers.
Thanks to Tom Nugent, Business Coaching & Consulting, for his methodology.

Renée M. Smith, WA State DES, 10/17/2017
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.

02 Customer Need-Driven Solutions
Solutions are developed and implemented based on customer feedback and expert insight in ways that help us succeed.

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

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

05 Knowledgeable Professionals
“Go to” subject matter experts, who have a practical understanding of our business culture, are readily available.

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.

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.

Washington State Department of Enterprise Services

Renée M. Smith, WA State DES, 10/17/2017
# WSD Customer Satisfaction

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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

Renée M. Smith, WA State DES, 10/17/2017
Commitment to Team Member Satisfaction

Renée M. Smith, WA State DES, 10/17/2017
### WSD Team Member Satisfaction

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- **Baseline**: 1 to 4
- **Meeting Expectations**: 2 to 3.9

**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
A loving, safe, human centered workplace is A Thing.
UPCOMING EVENTS

Conversations on Compassion and The Work with Byron Katie

October 19, 2017
THE NO ASSHOLE RULE
Building a Civilized Workplace and Surviving One That Isn’t

ROBERT I. SUTTON, PHD
MICROSOFT REWRITES THE CODE
HOW CEO SATYA NADELLA USED EMPATHY AND COLLABORATION TO ENGINEER A $250 BILLION TURNAROUND
Dedicated to the journey of continuous improvement and enterprise excellence.

Unlock the power of your people

October 9-13. Get engaged in Boston

Register today!
Keynote Speaker

John Shook

People-centered leadership

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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
Join the conversation at MakeWorkMoreHuman.com
Questions?

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