

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



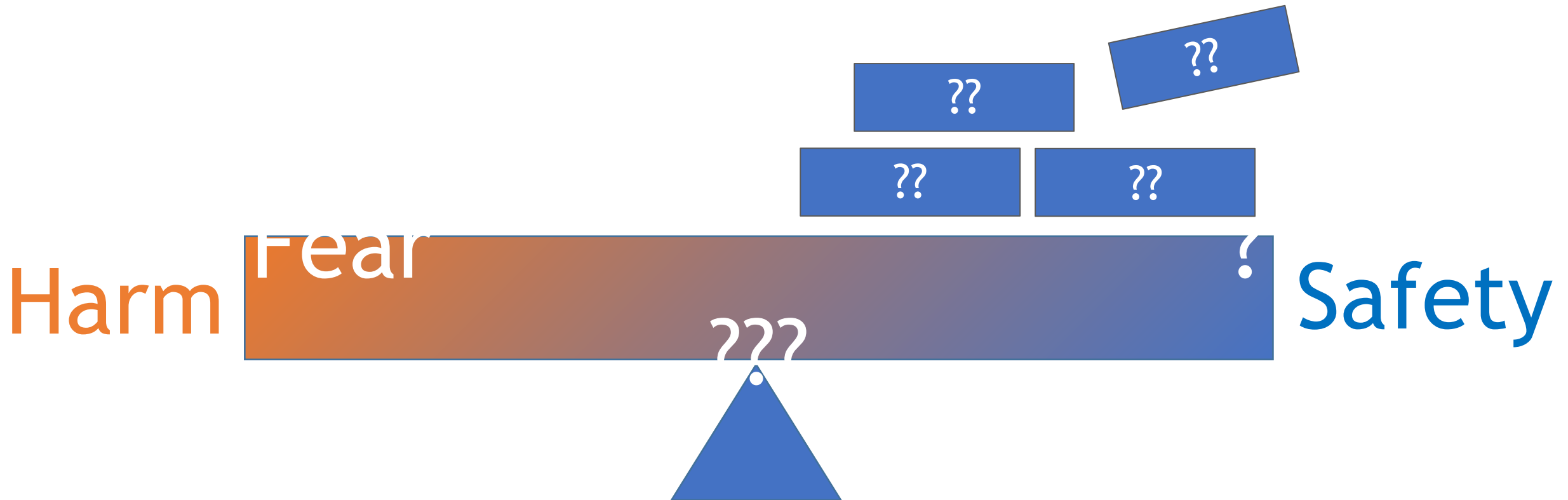
Lean scares people.



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

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

What tips the scales?



Love.

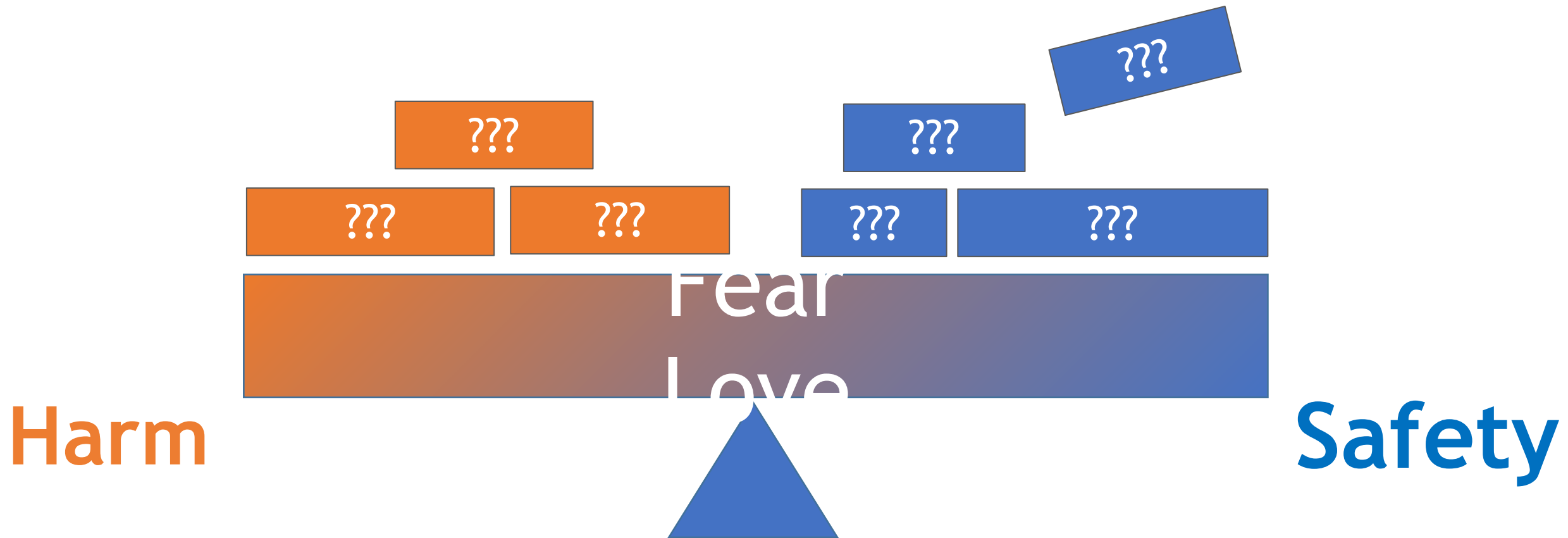
What is love?

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

If fear helps us survive,
love helps us thrive.

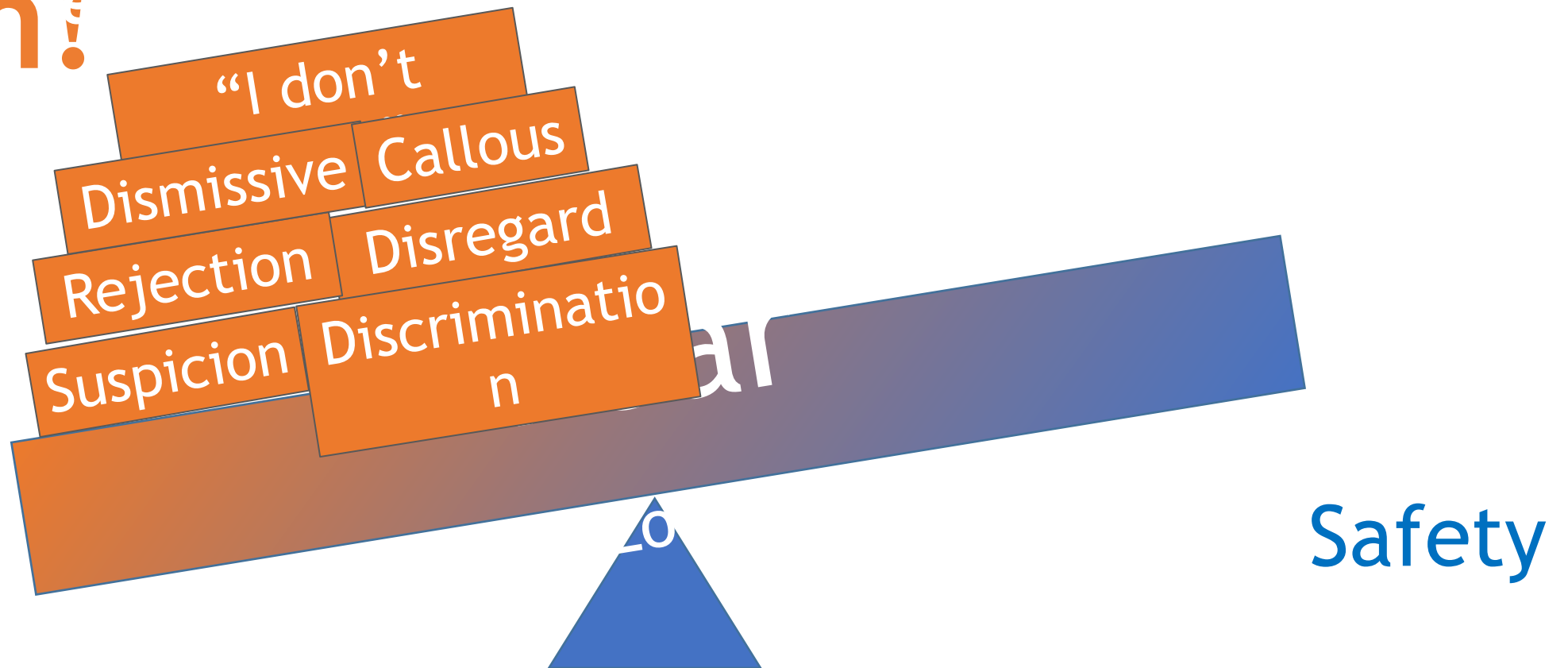


Which way will we tip the scale?

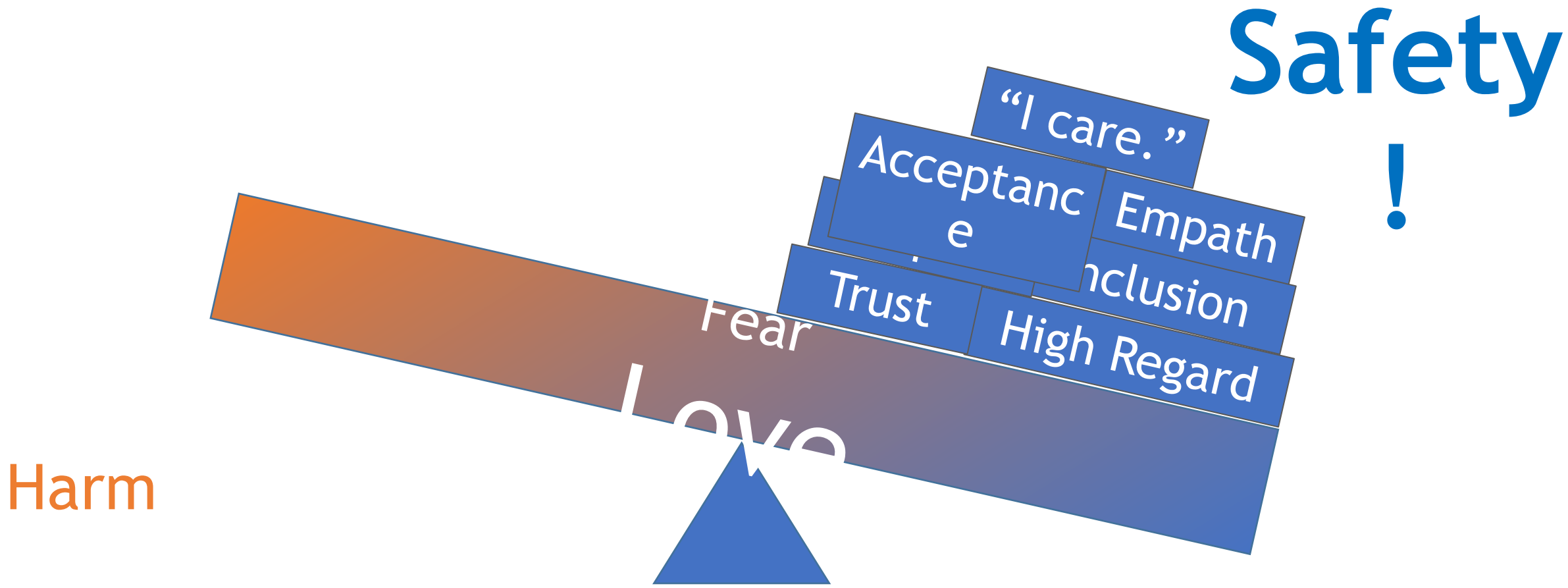


Toward fear and harm?

Harm!



Or toward love and safety?



Radical Idea

*If we create a loving, safe,
human-centered workplace,
then we will get **better results**
for public servants and
for Washingtonians.*

How do I know we'll get better results?

- Fear and Love Research Interviews
- Testing at Enterprise Services

Fear and Love Research Interviews

- 46 interviews to date
- Mostly government employees
- 70% One on One / 30% Group Workshops
- 2 Questions: Afraid? Loved?

Fear Stories



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

“I was betrayed.”

“I was publicly shamed.”

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



“Fear is not a management strategy.”



Love Stories

“My leader cared about me.”

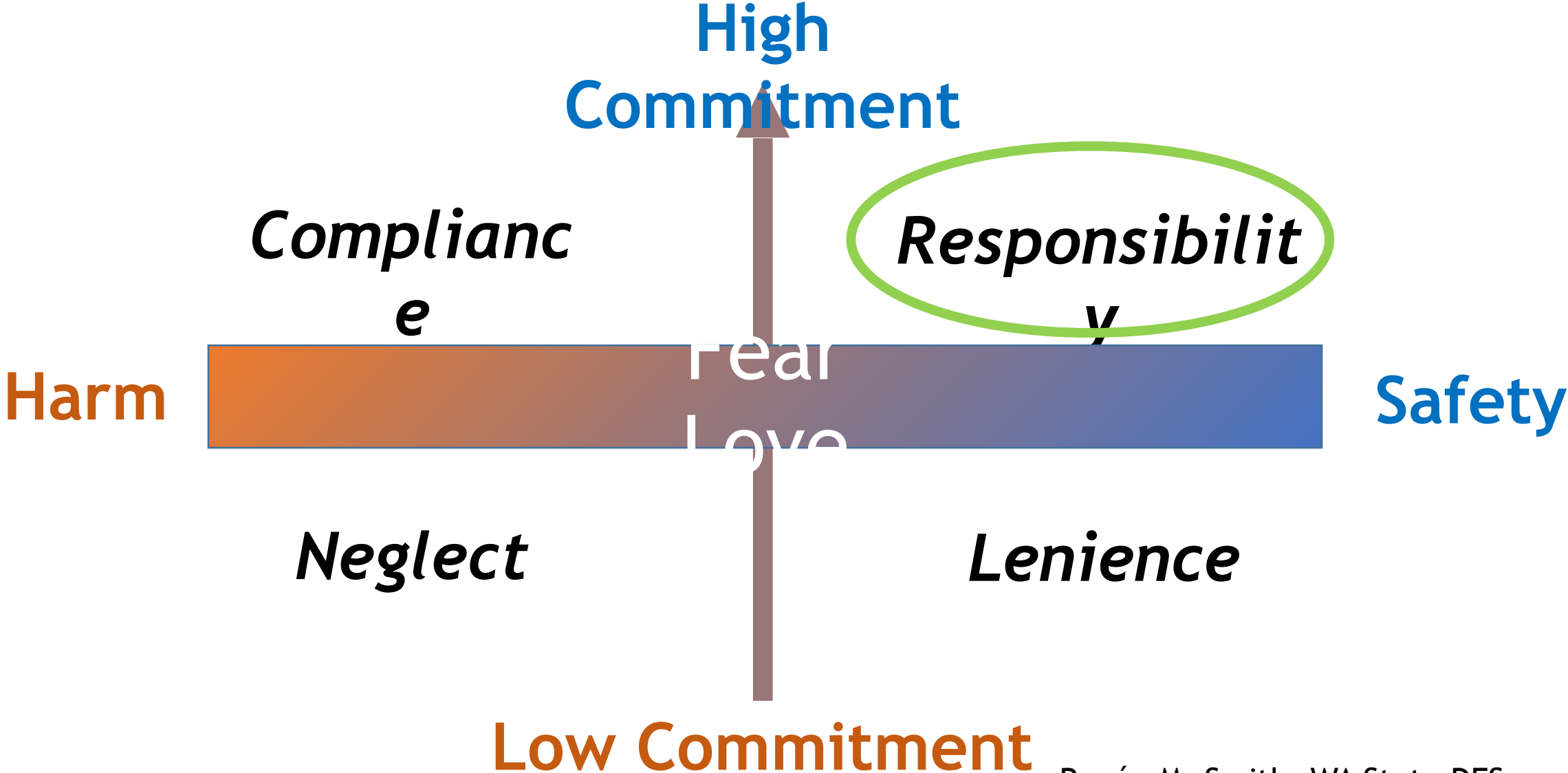
“My team was like a family.”

“I was supported during a personal crisis.”

With love,
we all win.



What about accountability?



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

- e.e. cummings

Testing a Loving, Human-Centered Culture at Enterprise Services



Enterprise Services started with a focus on trusting people.

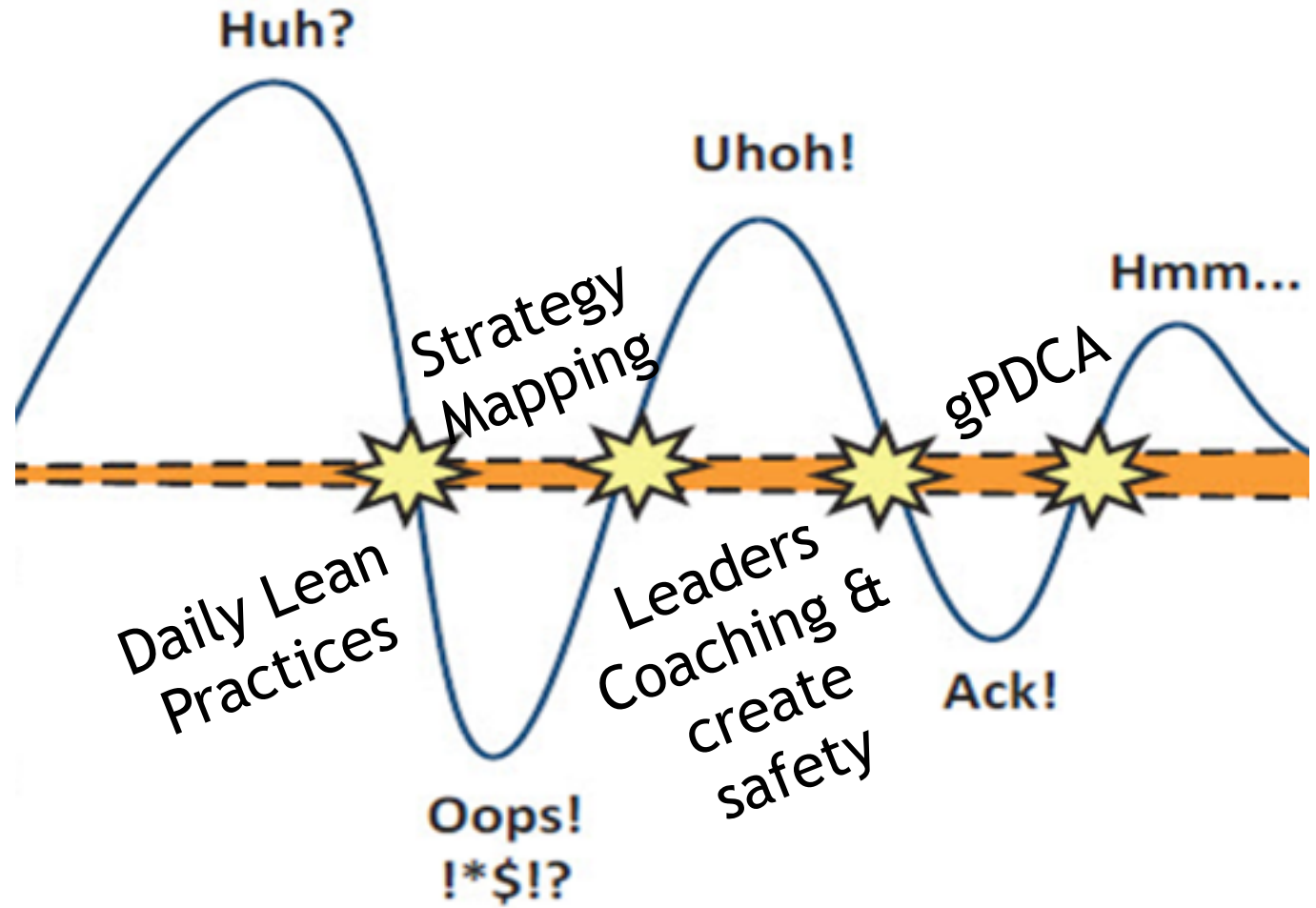
October 2011: 5 agencies became 1 new agency. (GA, PI, DOP, DIS, OFM)



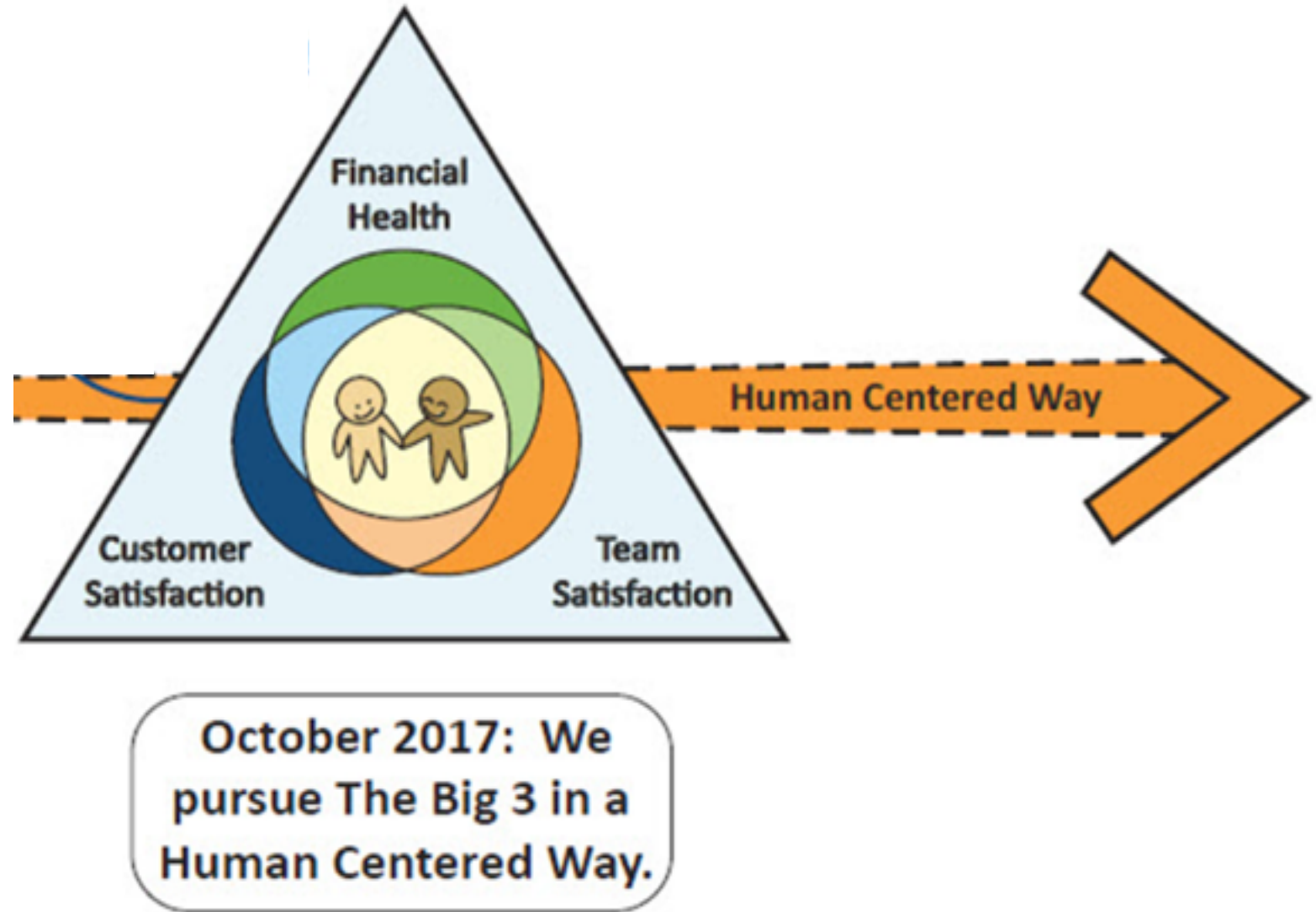
Department	Sub-Unit
Administrative Services	Administrative Services
Information Technology	Information Technology
Human Resources	Human Resources
Legal Services	Legal Services
Procurement Services	Procurement Services
Public Safety	Public Safety
Transportation Services	Transportation Services
Utilities	Utilities

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

We experimented with and learned about **Lean**, a human-centered philosophy of work.

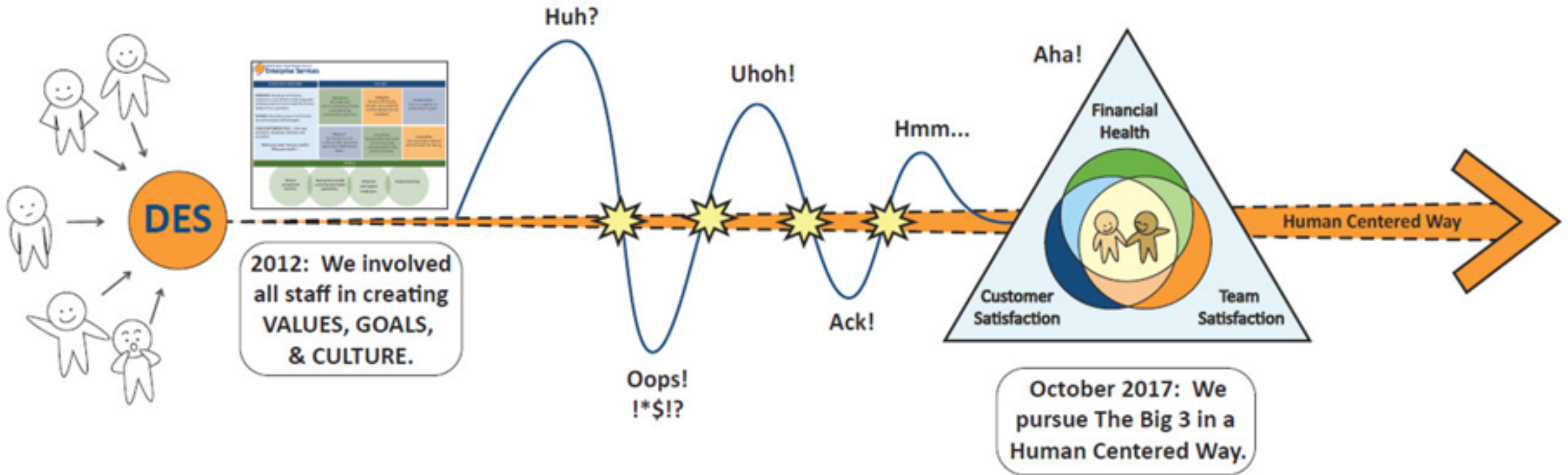


Now we're
building on our
human-centered
Lean culture to
pursue
The Big Three.



Experiments in Human-Centered Work at Enterprise Services

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



Deputy Jeff Canaan promotes this definition:

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

Lean means learning to understand the needs of our customers and team members motivated by love and a deep respect for their humanity.

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 dialogue.

04

Clear Communication

Clear, accurate, and timely communications are provided to us regarding WSD 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.

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



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



Financial Health:
The third leg of
The Big Three
human-centered
stool



Advice for Team Members

- Say good morning. Smile. Be kind.
- Get to know each other.
- Respect styles and preferences.
- Notice people. Let them know you see them.
- Support people when life happens.
- Learn to listen to understand.
- Give credit.
- Celebrate together.
- Share food. Have fun!

Advice for Leaders

- Create clarity when change happens.
- Show people how to succeed.
- Work on your self awareness.
- Buffer your team from fear.
- Aim for responsibility not just compliance.
- Be a facilitative leader.
- Learn to listen to understand.
- Do the small, thoughtful things.
- Put systems in place to support human-centered work.
- Remove those who are chronically indifferent and create fear.

Simple but not easy

**“If it was easy, everyone
would be doing it.”**

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



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THE CENTER FOR COMPASSION AND ALTRUISM RESEARCH AND EDUCATION



UPCOMING EVENTS



Conversations on Compassion and The Work with Byron Katie

October 19, 2017

FEATURED VIDEOS



Power of Compassion & Importanc...

“I Love You, Howard Behar”: Howard Schultz Pays Tribute to Former Starbucks President in Heartfelt Speech

Love in the workplace: Howard Schultz says it's what the world needs more of.

BY: JOHN LEVESQUE



Image Credit:

Howard Schultz and Howard Behar of Starbucks embrace on stage at the 2018 Seattle Business Magazine Executive Excellence Awards.

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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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Reflections: What came up for you?



Questions: What are you pondering?

How to reach me

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