Applying Quality Improvement Tools To Help Improve Employee Morale

LEAN POSITIVE

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When Everything Goes Right

1. Employee does excellent job for a customer. 🔔

2. Outstanding customer review, repeat service. 🔔

3. Org leader gives employee recognition. 🔔

4. Employee decides to stay. 🔔

5. Recognized employee does a great job for more customers. 🔔

6. Org grows, due to great customer service. 🔔

7. Org invests more in employee recognition, getting even better at it. 🔔

QUESTION: What was happening, each time there was a ding?

VALUE WAS RECEIVED!

Two Approaches to Value Creation

Process (Lean) Approach

People (Positive Psychology) Approach

Agenda

1. Leadership Challenges and Opportunities

2. Value

3. The Process Approach

4. The People Approach

5. Lean Positive

6. Conclusion and Q&A

Leadership Challenges and Opportunities

The Great Resignation

Voluntary turnover rate: 25.5%.
- U.S. Bureau of Labor Statistics, 2020

"52% of voluntarily exiting employees say their manager or organization could have done something to prevent them from leaving their job."
- Gallup Workplace, 2019

"Over half of exiting employees (51%) say that in the three months before they left, neither their manager nor any other leader spoke with them about their job satisfaction or future with the organization."
- Gallup Workplace, 2019

Value

What is Value?

- ► Process approach:
  - ► Safety
  - ► Quality
  - ► Delivery
  - ► Cost
  - ► Employee

- ► People approach:
  - ► Employee involvement
  - ► Recognition
  - ► Growth & development
  - ► Health & safety
  - ► Work-life balance

Define   Measure   Analyze   Improve   Control

The Psychologically Healthy Workplace
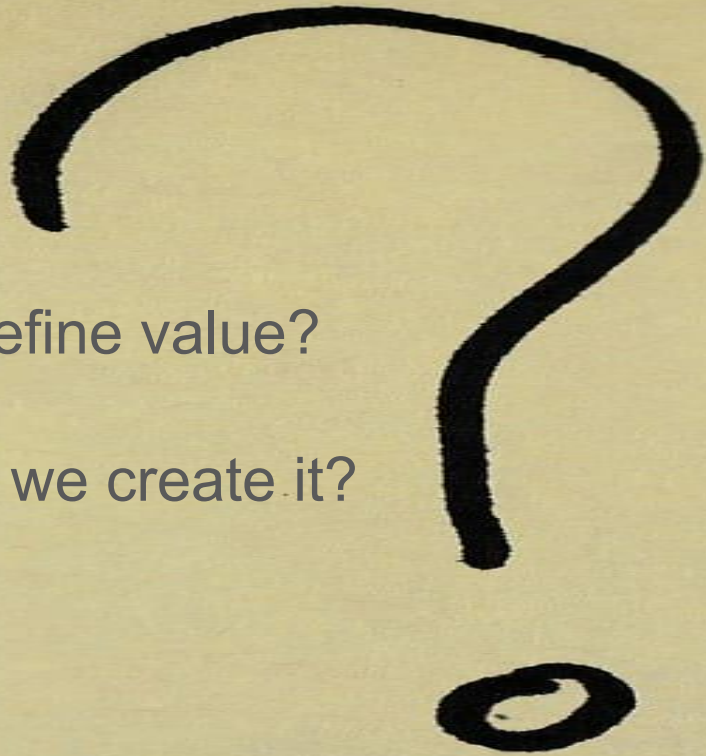
How would you define value?

For whom should we create it?

The Process Improvement Approach
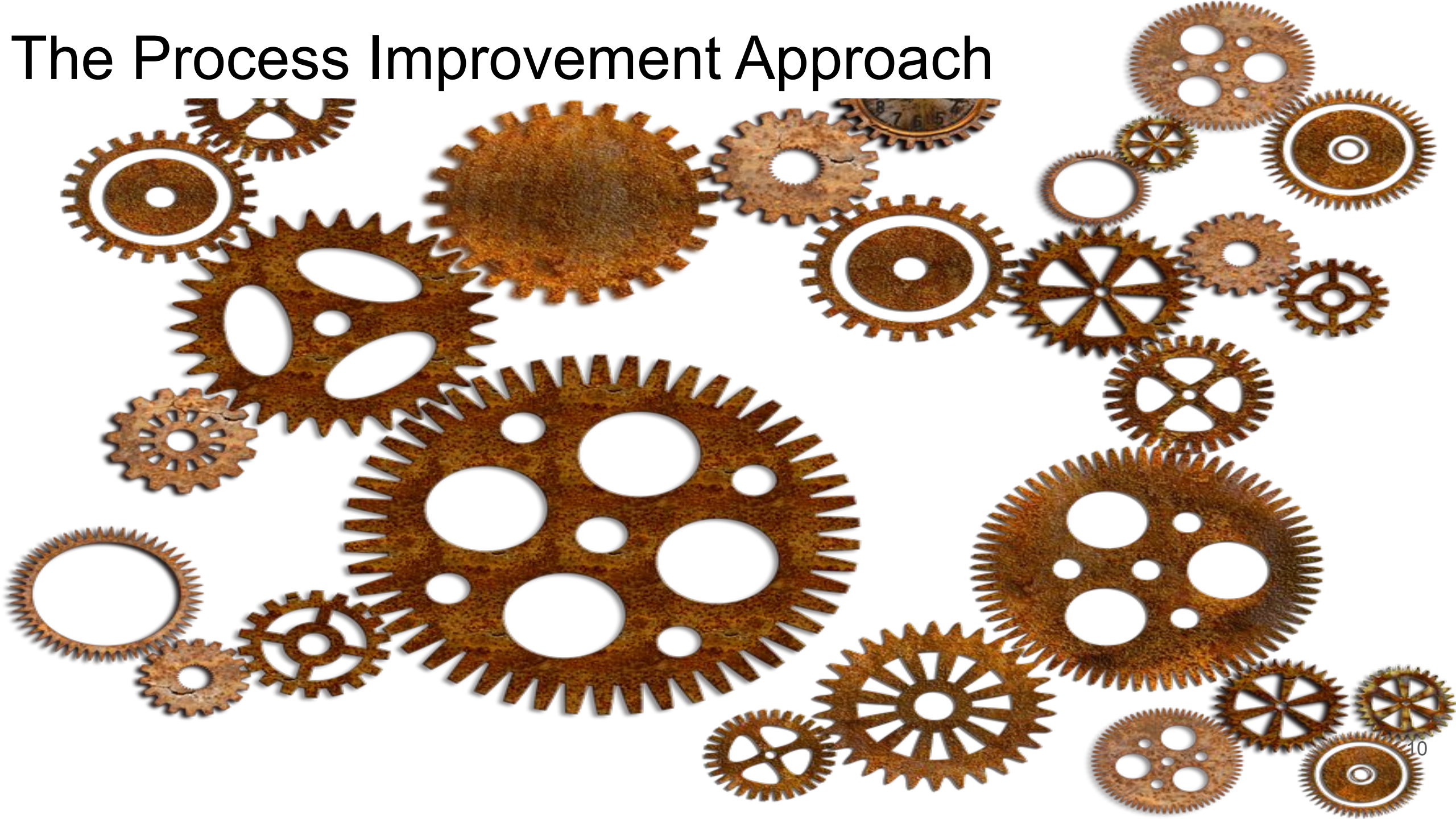
Who Gets Value In The Process Improvement Approach?

The Customer

How The Process Improvement Approach Creates Value

Lean

Six Sigma

Agile

What Does The Process Improvement Approach Look Like?

► DOWNTIME process waste types

► 80/20

► Lean Daily Management

► Train-the-trainer

► Gemba

► Value streams

► Leader standard work

► 5 whys

► Ease-impact matrix

► PDCA

► DMAIC

Why Use The Process Improvement Approach?

If you can deliver customer value,
the organization will also gain value.

The Process Approach . . .

. . . Has A People Problem

The Toyota Way 2001: Pillars for Lean Success

Value Creation

Respect For People

Continuous Improvement

But According to Toyota, Respect for People is as necessary as Continuous Improvement to Create Value

Lean Organizations have focused mainly on implementing Continuous Improvement

Lean Business System

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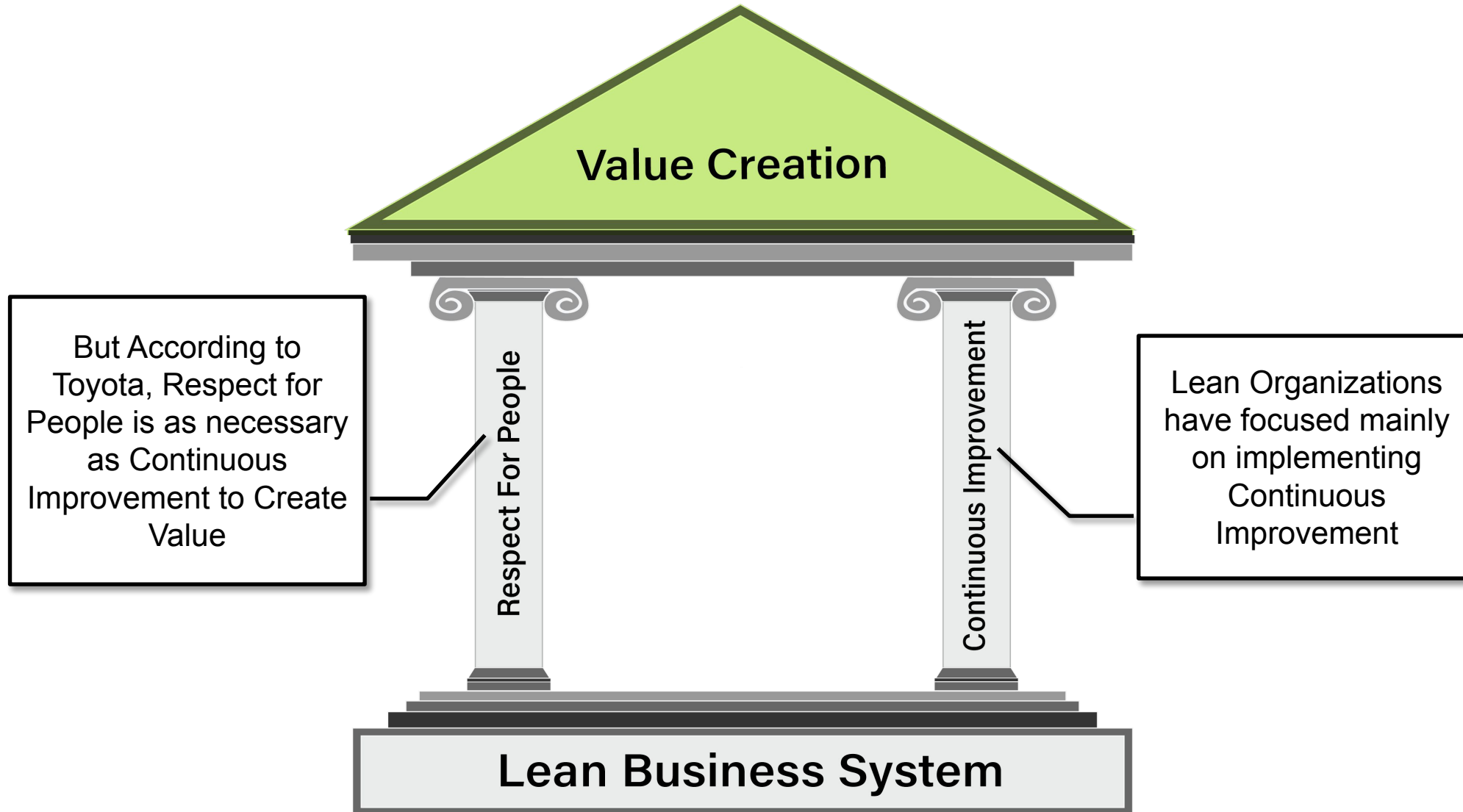
The Toyota Way with a People Problem
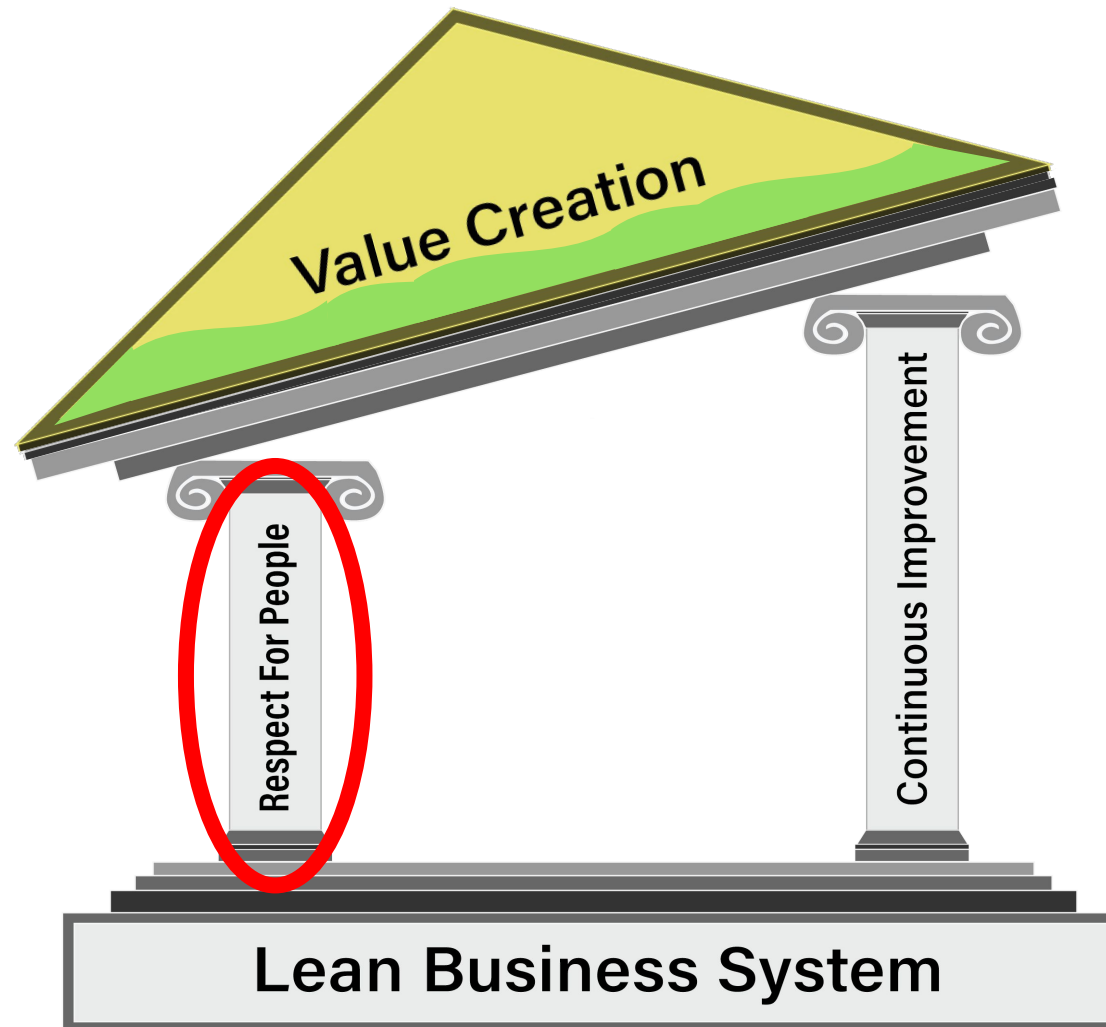
Respect for People: The Original Vision

► *"Before cars, make people."* – Eiji Toyoda

► *"Always strive to build a homelike atmosphere at work that is warm and friendly."* – Sakichi Toyoda

► *"Foster a corporate culture that enhances both individual creativity and the value of teamwork, while honoring mutual trust and respect between labor and management."*
– Toyota Guiding Principle

PLANET LEAN
The Lean Global Network Journal

IndustryWeek.

The "mangineer" and people development

FEATURE – Sometimes you just need to get creative: as part of its flexible manufacturing model Esquel introduced a new role on its shop floor – the "mangineer".

The role of coaching in h...

FEATURE – As 2020 *finally* draws to an end, our editor reflects on the year that was and discusses why the Lean Community is a such an important source of inspiration and hope.

Lean for remote team management

...sses how the hoshin kanri process...
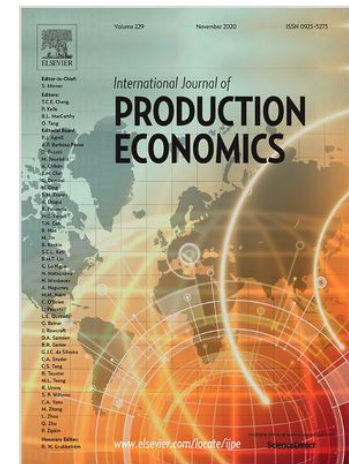...ges inherent to implementing chan...

FEATURE – The Covid-19 pandemic has reminded us all that the nature of the work has changed forever. The author discusses remote work and how Lean Thinking can help you make the most of it.

OPERATIONS > CONTINUOUS IMPROVEMENT

How Lean Leaders Really Show Respect

As leaders, when we challenge people to learn new ways of thinking and doing, we are showing them the greatest type of respect possible.

ROAD TO RESPECT STRAIGHT AHEAD

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Lean Success & Organizational Cultures Research

Relationship between successful lean transformation and organizational cultures that are/have:

► Employee oriented

► Socially loose

► Openly communicative

► Higher institutional collectivism

► Humane orientation

► Lower level of assertiveness

Sources: Bortolotti, Boscari, & Danese, 2015; Cadden, Millar, Treacy, & Humphreys, 2020
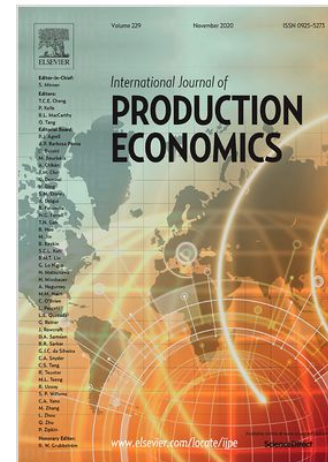
When have you seen a people problem in the process approach?
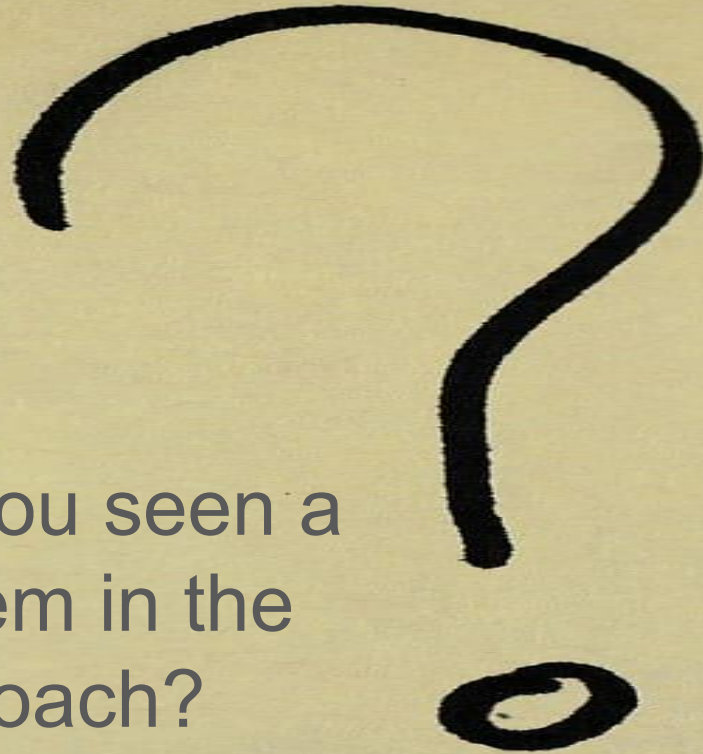
The People Approach

Who Gets Value In The People Approach?

Employees

How The People Approach Creates Value

Positive Psychology!

What Does The People Approach Look Like?

The Psychologically Healthy Workplace

AMERICAN PSYCHOLOGICAL ASSOCIATION
CENTER *for* ORGANIZATIONAL EXCELLENCE
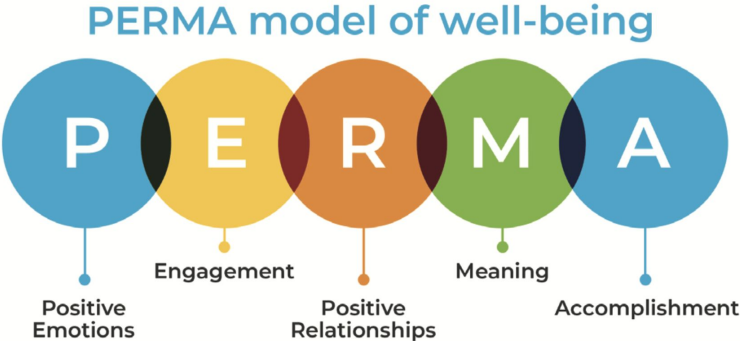
Why Use The People Approach?

If you can deliver employee value,
the organization will also gain value.

What Happens When Things Change?
Or Go Badly?
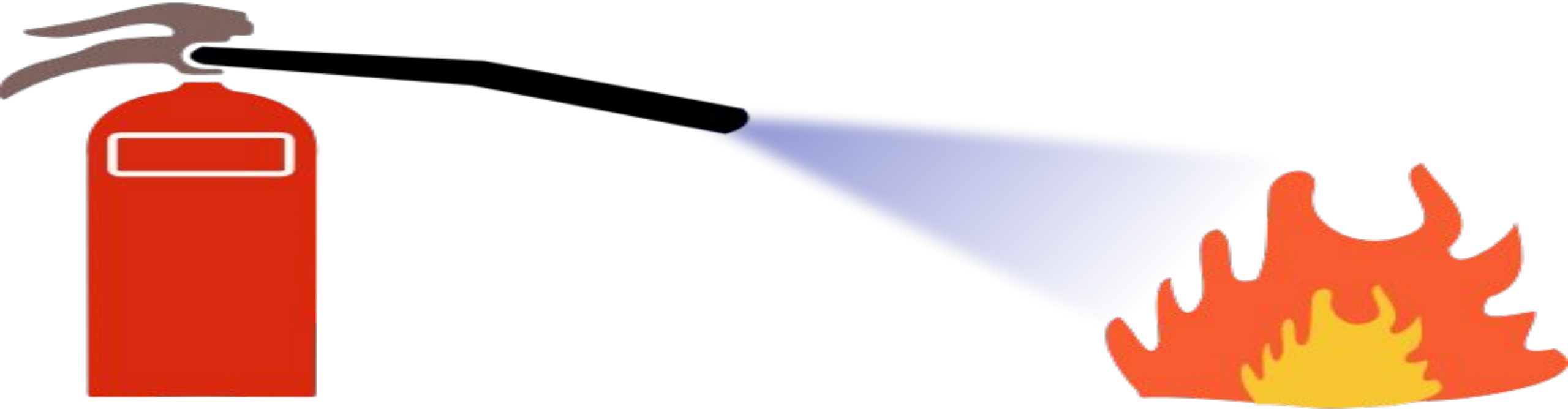
Too Brittle?

A Popular Solution For The People
Approach's Process Problem

A **hulu** DOCUMENTARY

wework

OR THE MAKING AND BREAKING
OF A $47 BILLION UNICORN
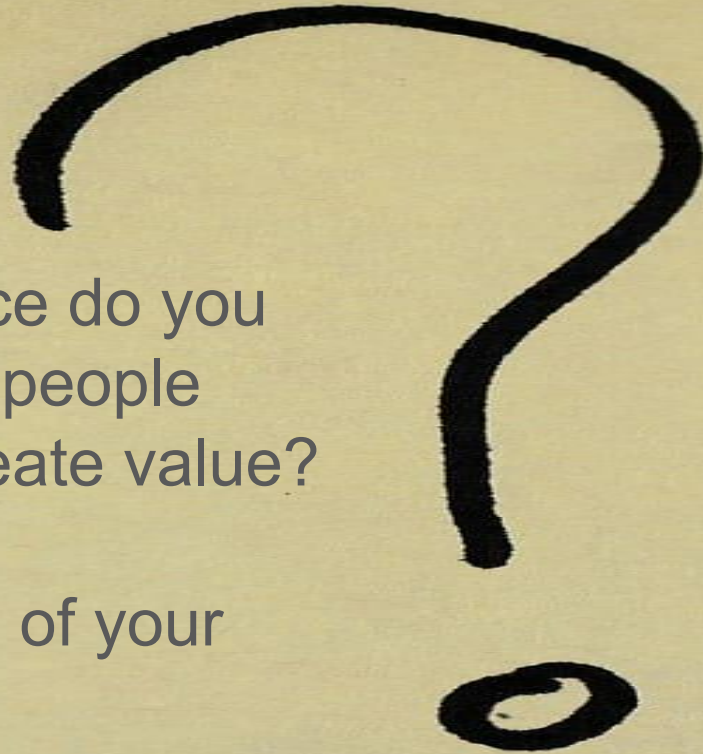
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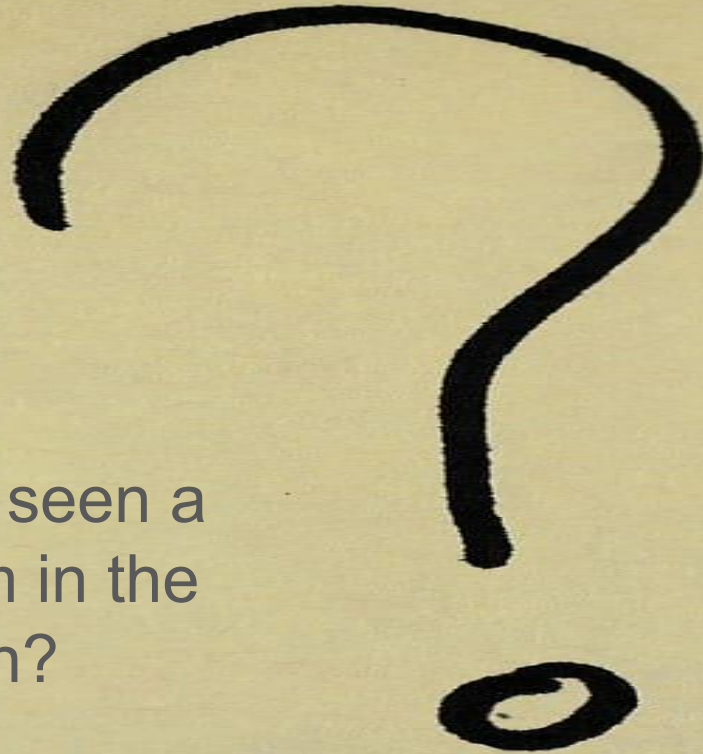
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Creating Human Value

The Workplace ECOsystem
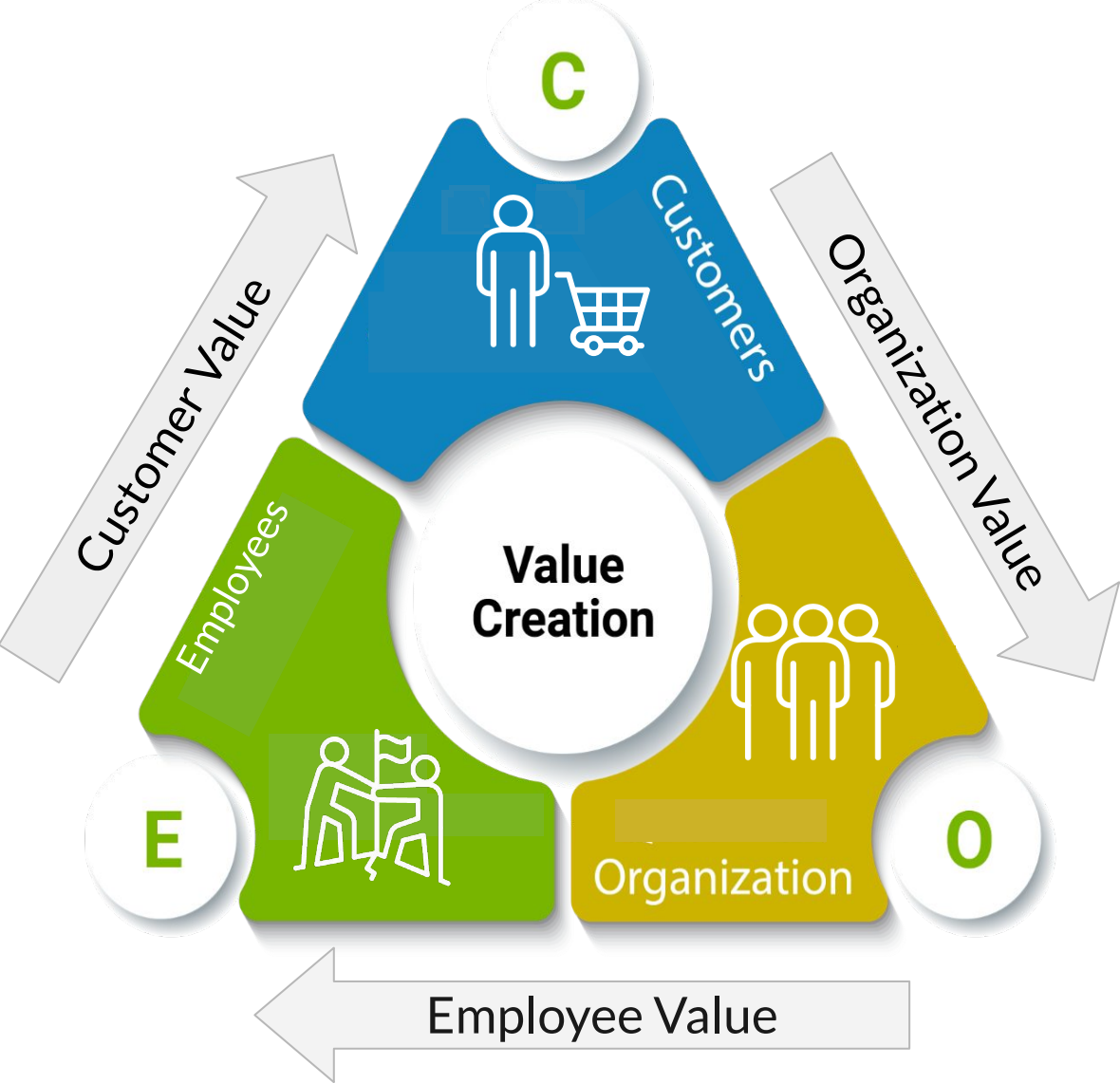
Breakdown of Employee Value

Transactional Value

Human Value

Needs Supported

Information Flow

Human Value In The Workplace ECOsystem

The Three Basic Psychological Needs

1	**Autonomy**	To feel free in choosing what you do each day and to approve of what you do.
2	**Competence**	To feel effective, efficient, and capable in whatever situation you find yourself in.
3	**Relatedness**	To feel understood, connected with, and appreciated by the people around you.

The Human Value Creation Process

Output — Process Steps — Input

Needs Supported — Support Needs — Leadership Skills

Information Flow — Share Information — Starting Information

Leadership Process Categories

Planning
- Strategy Development
- Strategy Deployment
- Operational Planning & Budgeting

Organizing
- Employee Recruiting
- Employee Hiring
- Employee Onboarding

Controlling
- Strategy Deployment Review
- Operational Review
- Stakeholder Relations

Leading
- **Employee Feedback**
- Employee Reward & Recognition
- Employee Performance Planning & Review
- Employee Growth & Learning

Employee Feedback

- Frequent touchpoints between leader and employee

- Communication For <u>and</u> From employees

Benefits of Employee Feedback

- ## Lower Turnover
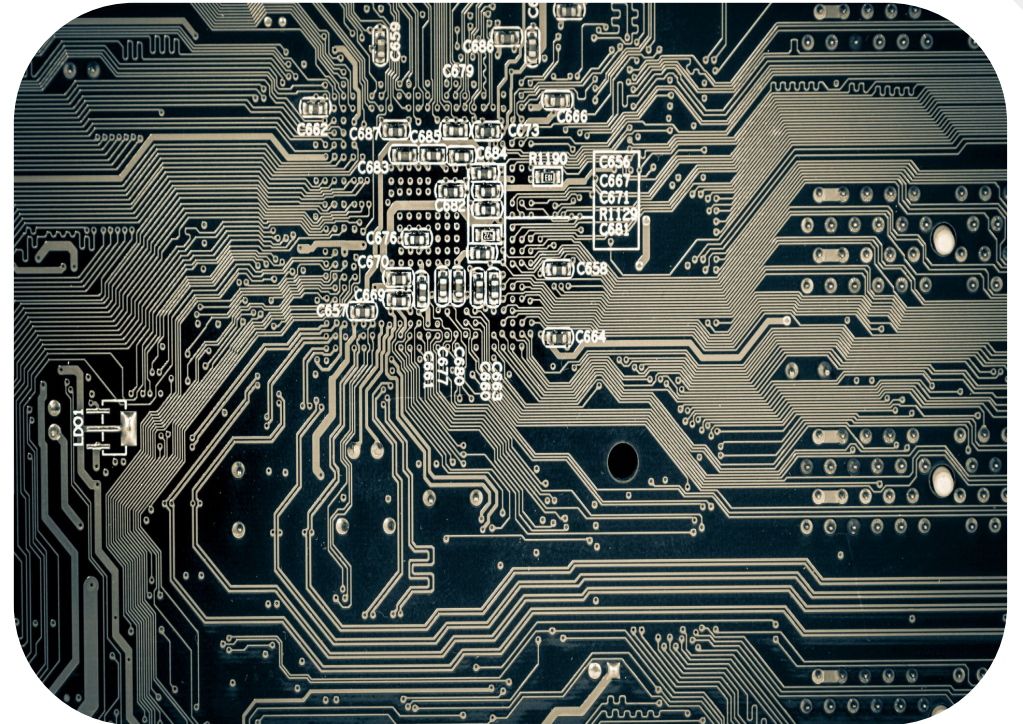
- ## Front-line Intelligence

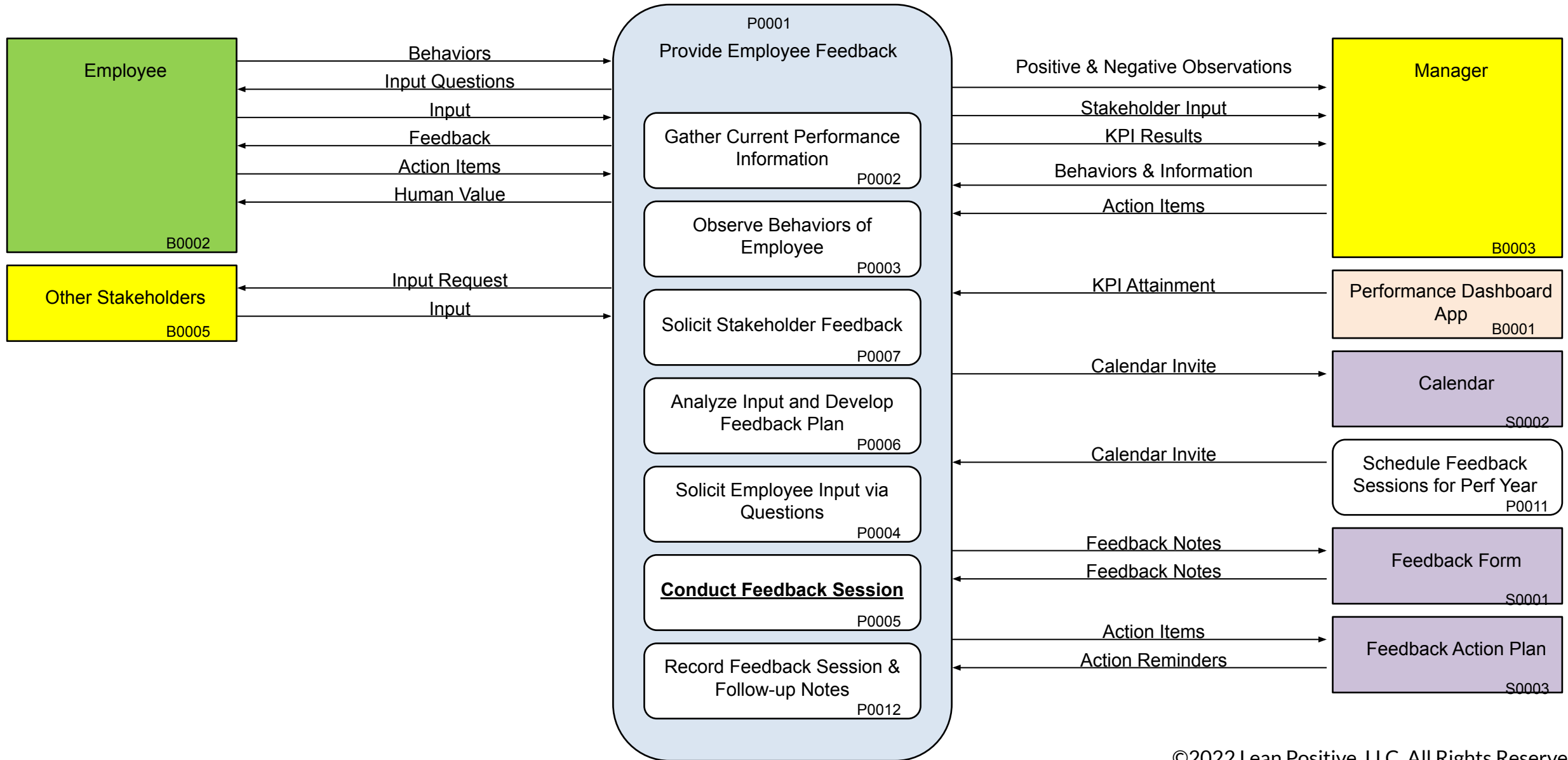# Redesigning & Standardizing the Employee Feedback Process

Target Results:

- Deliver Human Value
- Encourage Frontline Intelligence Sharing

How to Redesign:

- Process Documentation
- Need Support Guidelines
- Define and Capture Measurements

ActionMap™: Interactive SIPOC for Employee Feedback Process

P0001
Provide Employee Feedback

Employee → Behaviors
Input Questions ← **Employee**
Input →
Feedback ←
Action Items →
Human Value ←

B0002

Other Stakeholders
Input Request ←
Input →

B0005

- Gather Current Performance Information **P0002**
- Observe Behaviors of Employee **P0003**
- Solicit Stakeholder Feedback **P0007**
- Analyze Input and Develop Feedback Plan **P0006**
- Solicit Employee Input via Questions **P0004**
- **Conduct Feedback Session** **P0005**
- Record Feedback Session & Follow-up Notes **P0012**

Positive & Negative Observations →
Stakeholder Input →
KPI Results →
Behaviors & Information ←
Action Items ←

Manager **B0003**

KPI Attainment ←

Performance Dashboard App **B0001**

Calendar Invite →

Calendar **S0002**

Calendar Invite ←

Schedule Feedback Sessions for Perf Year **P0011**

Feedback Notes →
Feedback Notes ←

Feedback Form **S0001**

Action Items →
Action Reminders ←

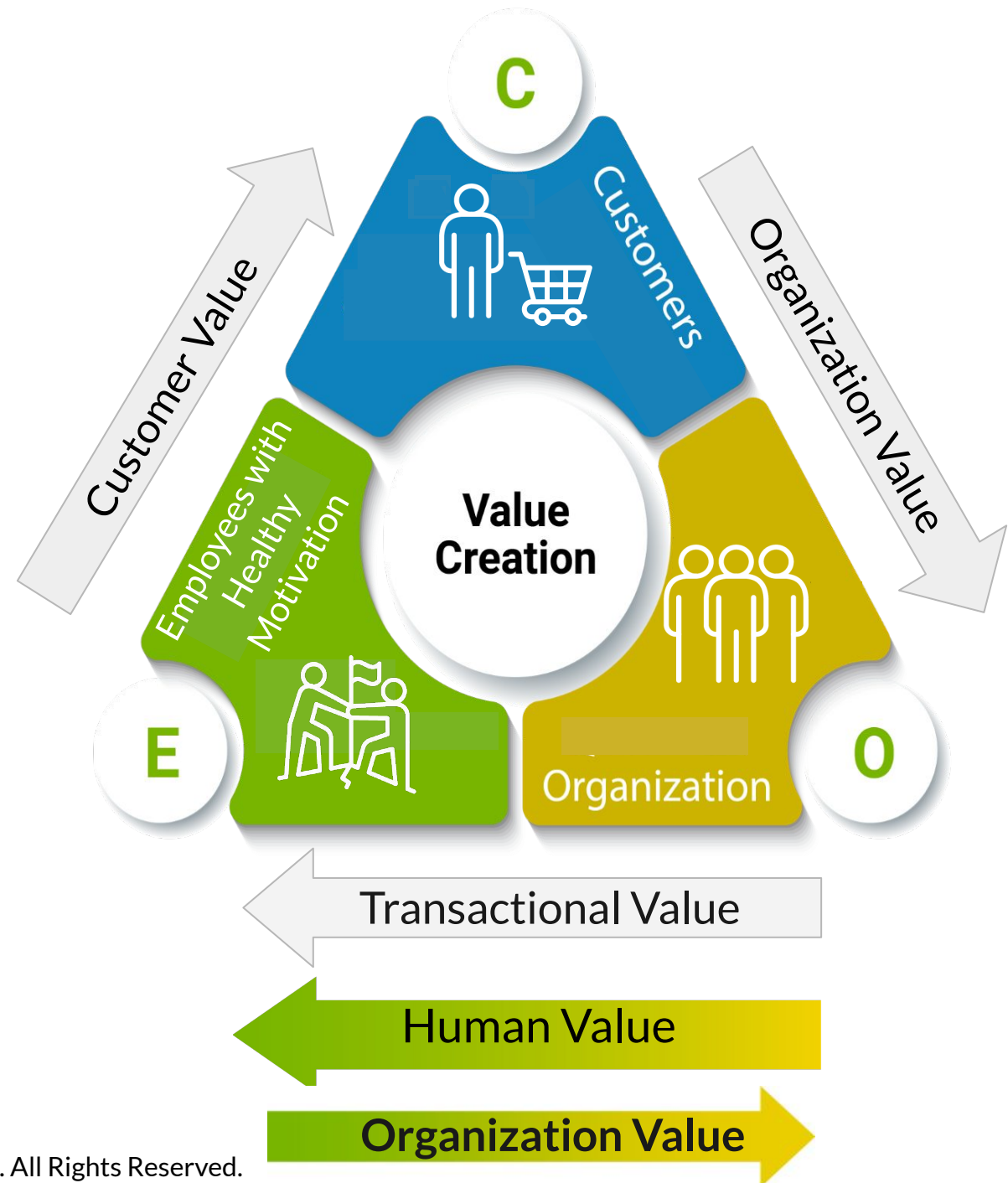**Feedback Action Plan** **S0003**
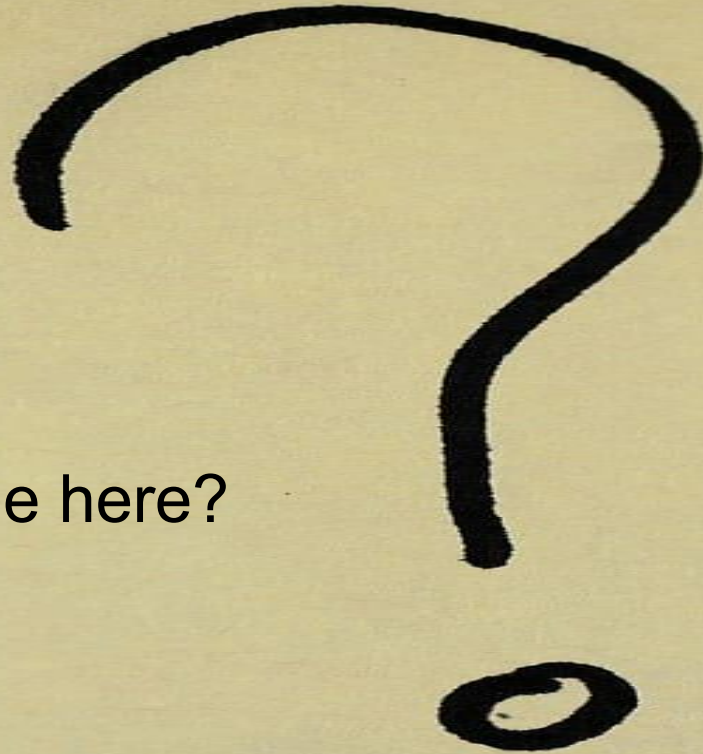
Employees Get:
- ✓ Human Value

Customers Get:
- ✓ Greater value from employees

Organizations Get:
- ✓ Frontline Intelligence
- ✓ Lower Turnover

Do you see value here?

THANK YOU!

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QUESTIONS?