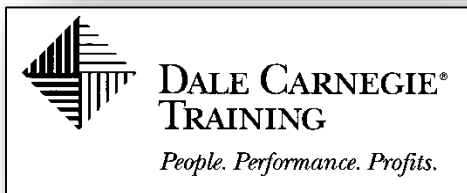# Emotional Intelligence – A Crucial Lean Leadership Skill

John Dickson

Chief Operations Officer

Spokane County

jdickson@spokanecounty.org

(509) 477-5770

My Background

Leading Change Ain't Easy…

Source: Scott Adams, Inc., *Dilbert Takes On Transformational Change*

Dealing With The Lean Hurl Factor

- How effectively am I dealing with my staff's urge to hurl with our lean changes?
  - Our department heads?
  - Our managers?
  - Our front line staff?
- How is it affecting our lean success rate?
- How does my staff's Emotional Intelligence skills affect our lean efforts?

Most Change Initiatives Fail

- *50% to 70 % of change efforts fail*
  (Ken Blanchard and Associates)
- *67% of TQM efforts failed*
  (Arthur D. Little)
- *70% of reengineering initiatives failed*
  (Power Projects)
- *Only a third of true step changes succeed* (McKinsey Global Survey Results 2008)

Our Success Obstacles…

The **number one obstacle** to success for major change projects **is employee resistance and** the **ineffective management** of the people side of change.

Best Practices in Change Management

Best Practices in Change Management

(c) Prosci 2010. www.change-management.com. Used with permission

Flawed Thinking

IndustryWeek.

LEADERSHIP > CHANGE MANAGEMENT

Change Management and Lean Transformation

Change management strategies are often based on flawed assumptions which can lead to self destruction.

Jeffrey Liker | Apr 24, 2015

http://www.industryweek.com/change-management/change-management-and-lean-transformation

- Many change management strategies are flawed

- Logical reasoning will <u>not</u> sustain lean changes

- Our subconscious mind naturally fights these changes
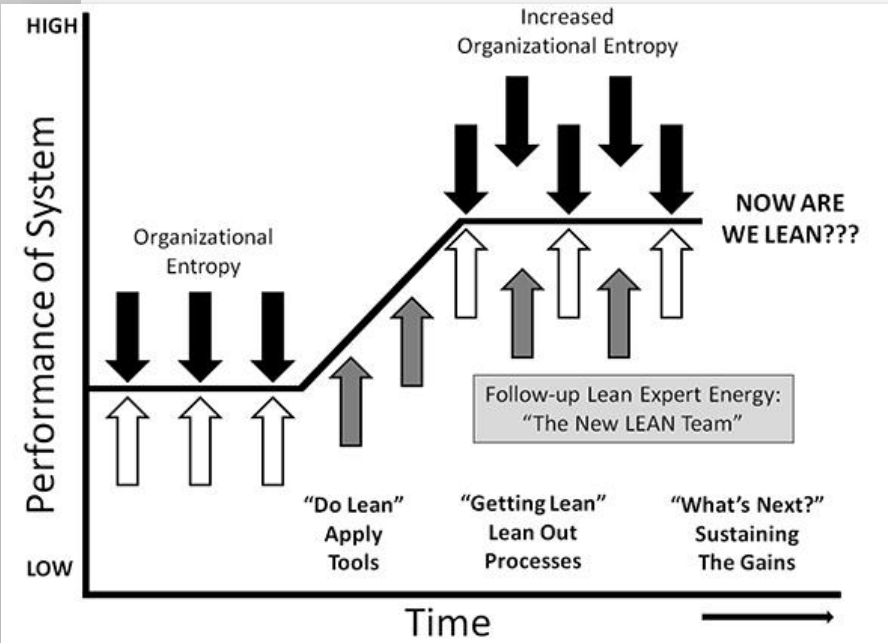
Traditional Lean Thinking – And Results

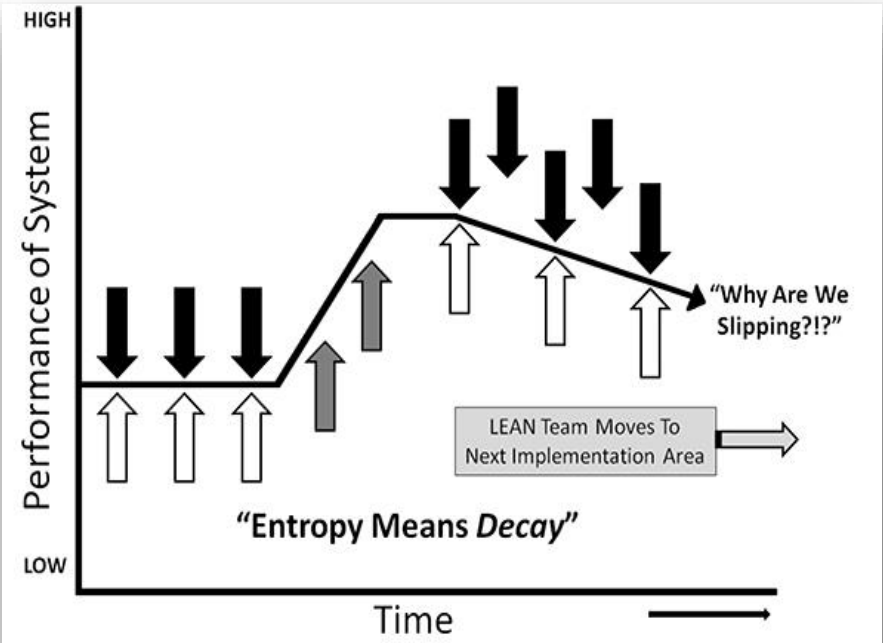Figure 1: Can we sustain the gains of lean like maintaining a machine?

Figure 2. Entropy will always win degrading the perfect "lean solution."

Traditional thinking…

Typical results…

Entropy = gradual decline into disorder; deterioration; degeneration; decay

Source: Jeffrey Liker*, Change Management and Lean Transformation*, Industry Week, April 25, 2015

Our Mental Battle With Lean (Leading to the Hurl Factor…)
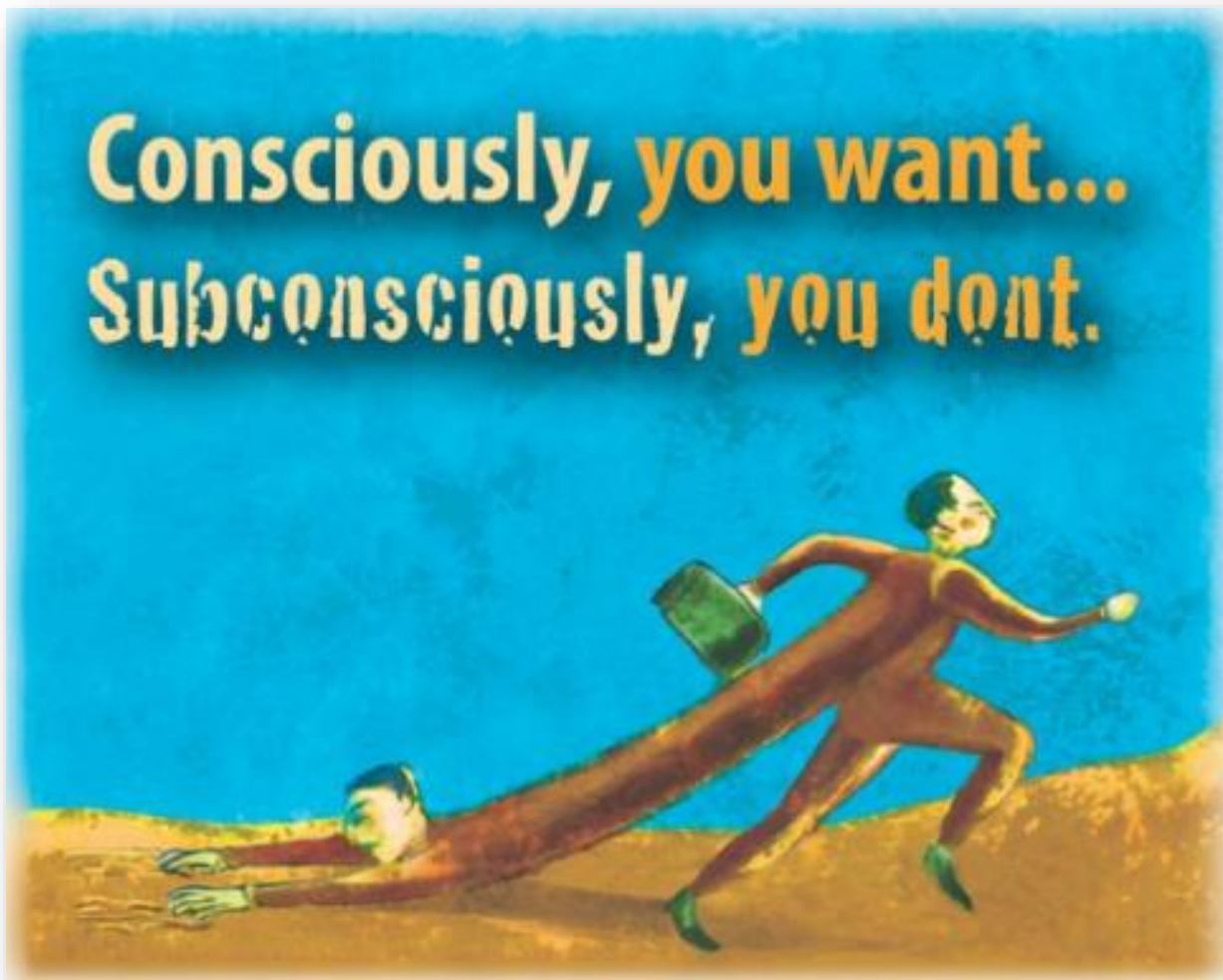
The Power of Engaged Teams
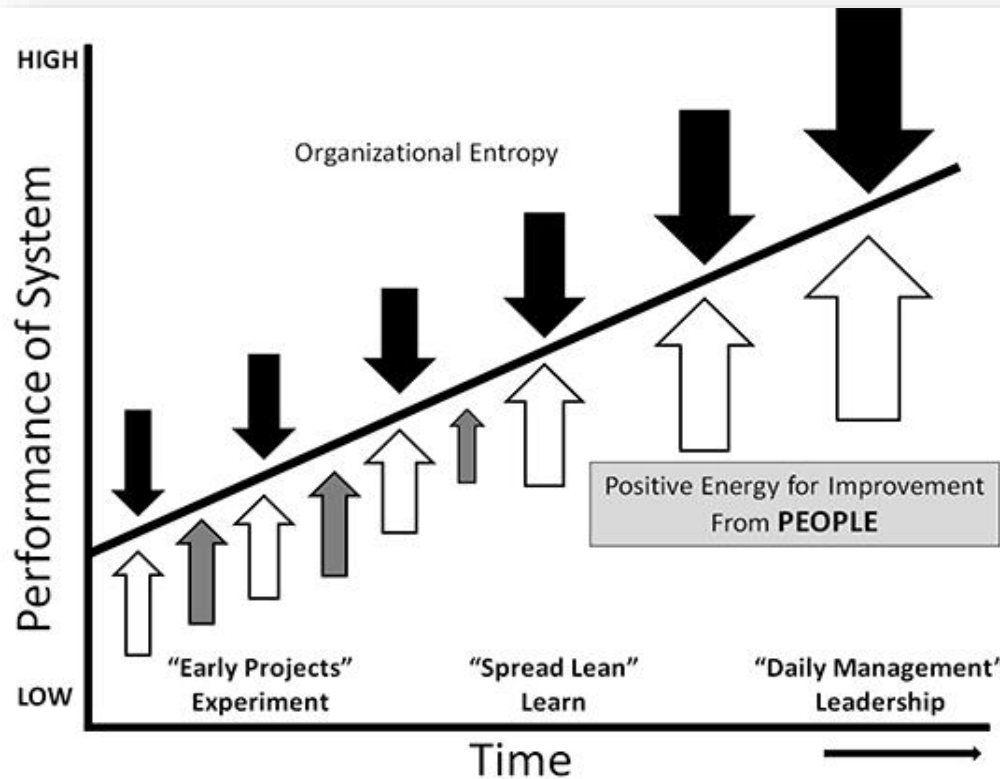
Figure 3. Entropy can only be beaten by the power of teams of people continuously improving.

Source: Jeffrey Liker*, Change Management and Lean Transformation*, Industry Week, April 25, 2015

Are Change Management and Employee Engagement Linked?

- Highly engaged employees are:
    - **480%** more committed to helping their company succeed
    - **250%** more likely to recommend improvements
    - **370%** more likely to recommend their company as an employer
- Unfortunately…
    - Disengaged managers are **3x** more likely to have disengaged employees
    - **70%** of employees are disengaged or actively disengaged

Source: Bob Kelleher, *Employee Engagement – Who's Sinking Your Boat*
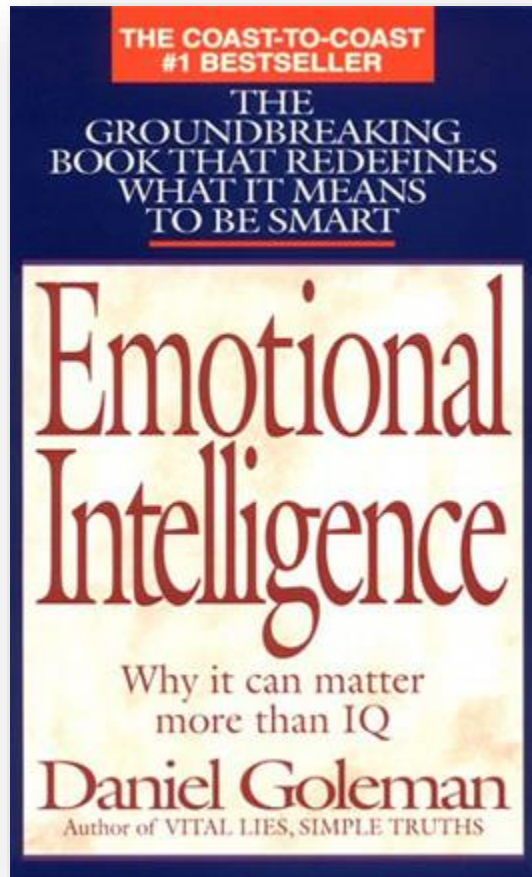
Emotional Intelligence (EI)

Emotional intelligence is the ability to accurately perceive your own and others' emotions; to understand the signals that emotions send about relationships; and to manage your own and others' emotions.

EMOTIONAL
INTELLIGENCE

Daniel Goleman

https://www.youtube.com/watch?v=wJhfKYzKc0s
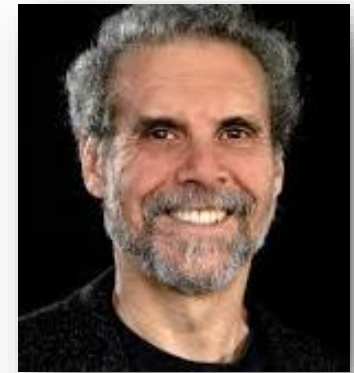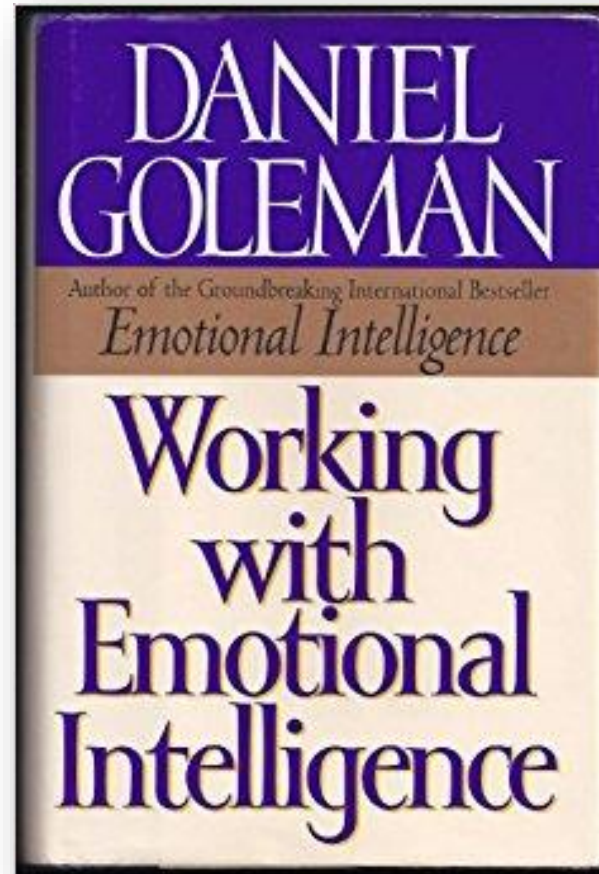
We Might Be Onto Something Here…

EI Personal and Social Competence

Emotional intelligence is made up of four core skills.

Our EI Improvement Strategy (To Battle Our Hurl Factor!)

- *Personal* Competence (what I see and do)
  - Know and respect *your* strengths and weaknesses
    - Clifton StrengthsFinder assessment
    - Department Head engagement in 2017
- *Social* Competence (what I see and do)
  - Know and respect *each others'* strengths and weaknesses
    - Gallup Q12 assessment
    - Q12 pilot department teams in 2017
    - Lean project teams (based on strengths)

Why Focus on Peoples' Strengths?

- Employee engagement probabilities
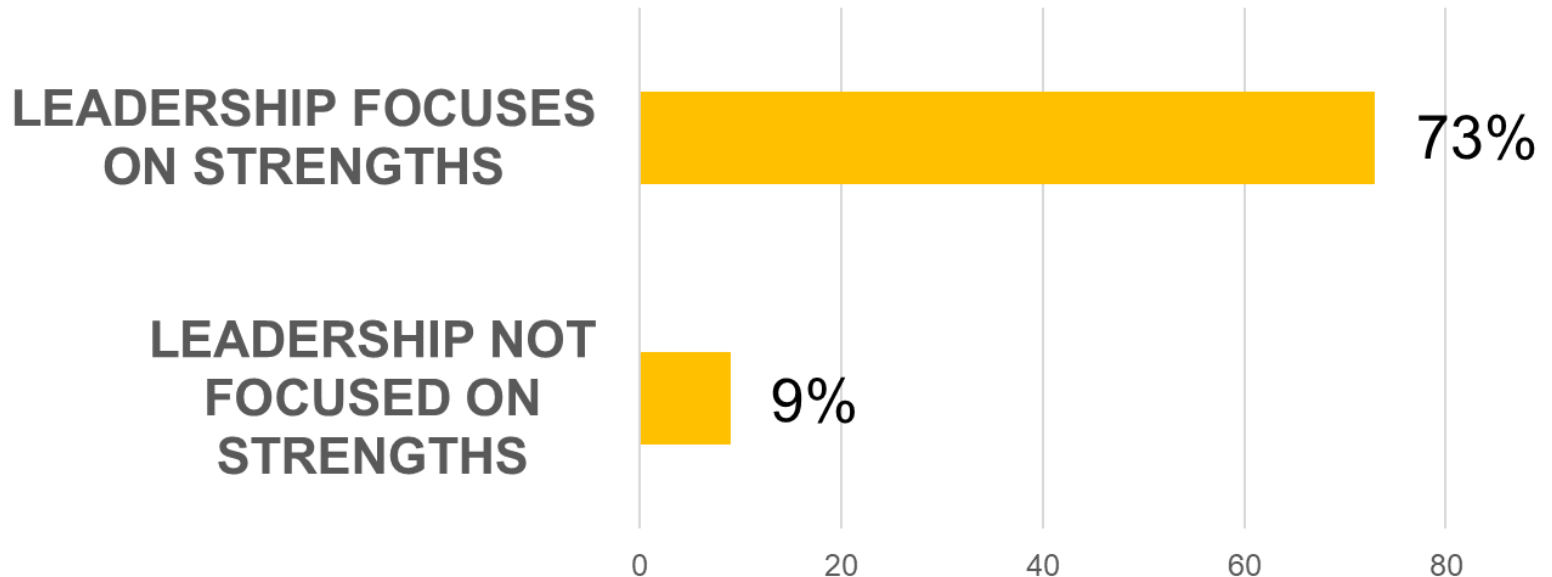
Employee Engagement/EI/ Hurl Reduction Strategy

- **Two Gallup survey tools**
  - Clifton StrengthsFinder
  - Gallup Q12 Engagement Survey
- **Goals**
  - Esteem employees with strengths information
  - Conduct strengths-based coaching conversations to link strengths to work
  - Gallup Q12 survey to establish engagement benchmark
  - Engage teams in setting goals to raise engagement/measure impact

Clifton StrengthsFinder

EXECUTING	INFLUENCING	RELATIONSHIP BUILDING	STRATEGIC THINKING
People with dominant Executing themes know how to make things happen.	People with dominant Influencing themes know how to take charge, speak up, and make sure the team is heard.	People with dominant Relationship Building themes have the ability to build strong relationships that can hold a team together and make the team greater than the sum of its parts.	People with dominant Strategic Thinking themes help teams consider what could be. They absorb and analyze information that can inform better decisions.
Achiever Arranger Belief Consistency Deliberative Discipline Focus Responsibility Restorative	Activator Command Communication Competition Maximizer Self-Assurance Significance Woo	Adaptability Connectedness Developer Empathy Harmony Includer Individualization Positivity Relator	Analytical Context Futuristic Ideation Input Intellection Learner Strategic

GALLUP®

John Dickson

SURVEY COMPLETION DATE: 12-13-2016

Your Top 5 Themes

1. Arranger
2. Maximizer
3. Futuristic
4. Positivity
5. Learner

Spokane County
WASHINGTON

Gallup Q12 – Elements of Great Managing/Engagement

GROWTH

Q12. This last year, I have had opportunities at work to learn and grow.
Q11. In the last six months, someone at work has talked to me about my progress.

TEAMWORK

Q10. I have a best friend at work.
Q09. My associates or fellow employees are committed to doing quality work.
Q08. The mission or purpose of my company makes me feel my job is important.
Q07. At work, my opinions seem to count.

INDIVIDUAL

Q06. There is someone at work who encourages my development.
Q05. My supervisor, or someone at work, seems to care about me as a person.
Q04. In the last seven days, I have received recognition or praise for doing good work.
Q03. At work, I have the opportunity to do what I do best every day.

BASIC NEEDS

Q02. I have the materials and equipment I need to do my work right.
Q01. I know what is expected of me at work.

Q12 Department Head Results – Spring 2017

EMPLOYEE ENGAGEMENT REPORT | EMPLOYEE ENGAGEMENT Q12

Gallup Q¹² Items

The Gallup Q^{12} score represents the average of the scores of 12 items that Gallup has consistently found to measure employee engagement as linked to business outcomes.

	Total N	Current Mean	Last Mean	Change	Engagement Index
	19	3.68	N/A	N/A	Engagement Index is unavailable for the currently selected scorecard.

	Total N	Current Mean	Frequency Distribution ■1 ■2 ■3 ■4 ■5	Current Topbox
Q00: How satisfied are you with your company as a place to work?	19	4.00	1:0% 2:5% 3:16% 4:53% 5:26%	26
Q01: I know what is expected of me at work.	19	4.58	1:0% 2:0% 3:5% 4:32% 5:63%	63
Q02: I have the materials and equipment I need to do my work right.	19	3.89	1:5% 2:5% 3:16% 4:42% 5:32%	32
Q03: At work, I have the opportunity to do what I do best every day.	19	4.21	1:5% 2:0% 3:11% 4:37% 5:47%	47
Q04: In the last seven days, I have received recognition or praise for doing good work.	17	3.24	1:24% 2:6% 3:24% 4:18% 5:29%	29
Q05: My supervisor, or someone at work, seems to care about me as a person.	18	3.94	1:6% 2:6% 3:11% 4:44% 5:33%	33
Q06: There is someone at work who encourages my development.	18	3.17	1:11% 2:22% 3:17% 4:39% 5:11%	11
Q07: At work, my opinions seem to count.	19	4.11	1:5% 2:5% 3:16% 4:21% 5:53%	53
Q08: The mission or purpose of my company makes me feel my job is important.	19	4.58	1:0% 2:0% 3:5% 4:32% 5:63%	63
Q09: My coworkers are committed to doing quality work.	19	4.16	1:0% 2:5% 3:21% 4:26% 5:47%	47
Q10: I have a best friend at work.	17	2.35	1:35% 2:24% 3:24% 4:6% 5:12%	12
Q11: In the last six months, someone at work has talked to me about my progress.	18	2.50	1:28% 2:22% 3:28% 4:17% 5:6%	6
Q12: This last year, I have had opportunities at work to learn and grow.	19	3.47	1:11% 2:16% 3:16% 4:32% 5:26%	26

Spokane County
WASHINGTON

Strengths-Based Coaching

STRENGTHS-BASED
INITIAL COACHING CONVERSATIONS

STRUCTURE FOR 1-HOUR MEETINGS WITH DIRECT REPORTS

Preparation before the meeting

List the person's Gallup strengths:

1.
2.
3.
4.
5

----

1. What do you think of the StrengthsFinder? Were there any surprises for you? If so, what?

2. Tell me about one of your successes in the past 6 months. What strengths did you use to accomplish that outcome?

3. Please describe a major project coming up for you. Which strength/s will you use to get your desired impact? How will you use that strength(s)?

4. How have you helped one of your peers succeed in the past 6 months? What strengths helped you in this collaboration?

Revised 2/22/17

5. Based on your strengths, what should I know about working with you?

6. Tell me about your thoughts on the Q12 results for our team. Is there anything you would like to lead to improve engagement among our team?

7. How can I help you use your strengths more within your role? Are there activities or other parts of your role that you want to do more frequently?

8. How will you use your strengths over the next year to develop your team?

9. Anything else you would like to talk about?

We will meet again in late summer or fall. The next time we meet we will talk about . . .

2

2017 Q12 Spring and Fall Department Head Scores

2017 Spokane County Department Head Q12 Scores

Legend:
- Spring 2017
- Fall 2017

Y-axis: Q12 SCORE (2.00 to 5.00)

X-axis categories:
- Q000: How satisfied are you with your company as a place to work?
- Q001: I know what is expected of me at work.
- Q002: I have the materials and equipment I need to do my work right.
- Q003: At work, I have the opportunity to do what I do best every day.
- Q004: In the last seven days, I have received recognition or praise for doing good work.
- Q005: My supervisor, or someone at work, seems to care about me as a person.
- Q006: There is someone at work who encourages my development.
- Q007: At work, my opinions seem to count.
- Q008: The mission or purpose of my company makes me feel my job is important.
- Q009: My coworkers are committed to doing quality work.
- Q010: I have a best friend at work.
- Q011: In the last six months, someone at work has talked to me about my progress.
- Q012: This last year, I have had opportunities at work to learn and grow.

Q12 Department Head Improvements

|	Spring 2017	Fall 2017	Delta
Q11: In the last six months, someone at work has talked to me about my progress.	2.50	3.59	1.09
Q12: This last year, I have had opportunities at work to learn and grow.	3.47	3.89	0.42
Q10: I have a best friend at work.	2.35	2.74	0.39
Q05: My supervisor, or someone at work, seems to care about me as a person.	3.94	4.28	0.34
Q06: There is someone at work who encourages my development.	3.17	3.47	0.30
Q04: In the last seven days, I have received recognition or praise for doing good work.	3.24	3.50	0.26
Q07: At work, my opinions seem to count.	4.11	4.21	0.10
Q09: My coworkers are committed to doing quality work.	4.16	4.21	0.05
Q00: How satisfied are you with your company as a place to work?	4.00	3.95	-0.05
Q01: I know what is expected of me at work.	4.58	4.53	-0.05
Q02: I have the materials and equipment I need to do my work right.	3.89	3.84	-0.05
Q03: At work, I have the opportunity to do what I do best every day.	4.21	4.05	-0.16
Q08: The mission or purpose of my company makes me feel my job is important.	4.58	4.26	-0.32

Department Head Engagement Focus Areas

1. Design and attend a 'Department Head 101' course to learn the basics of leadership expectations, policies, and procedures

2. Create a coaching/mentoring system for Department Heads

3. Create an annual Peer Review Summit (a Basics Boot Camp for Department Heads)

Social Competence – County-Level Projects
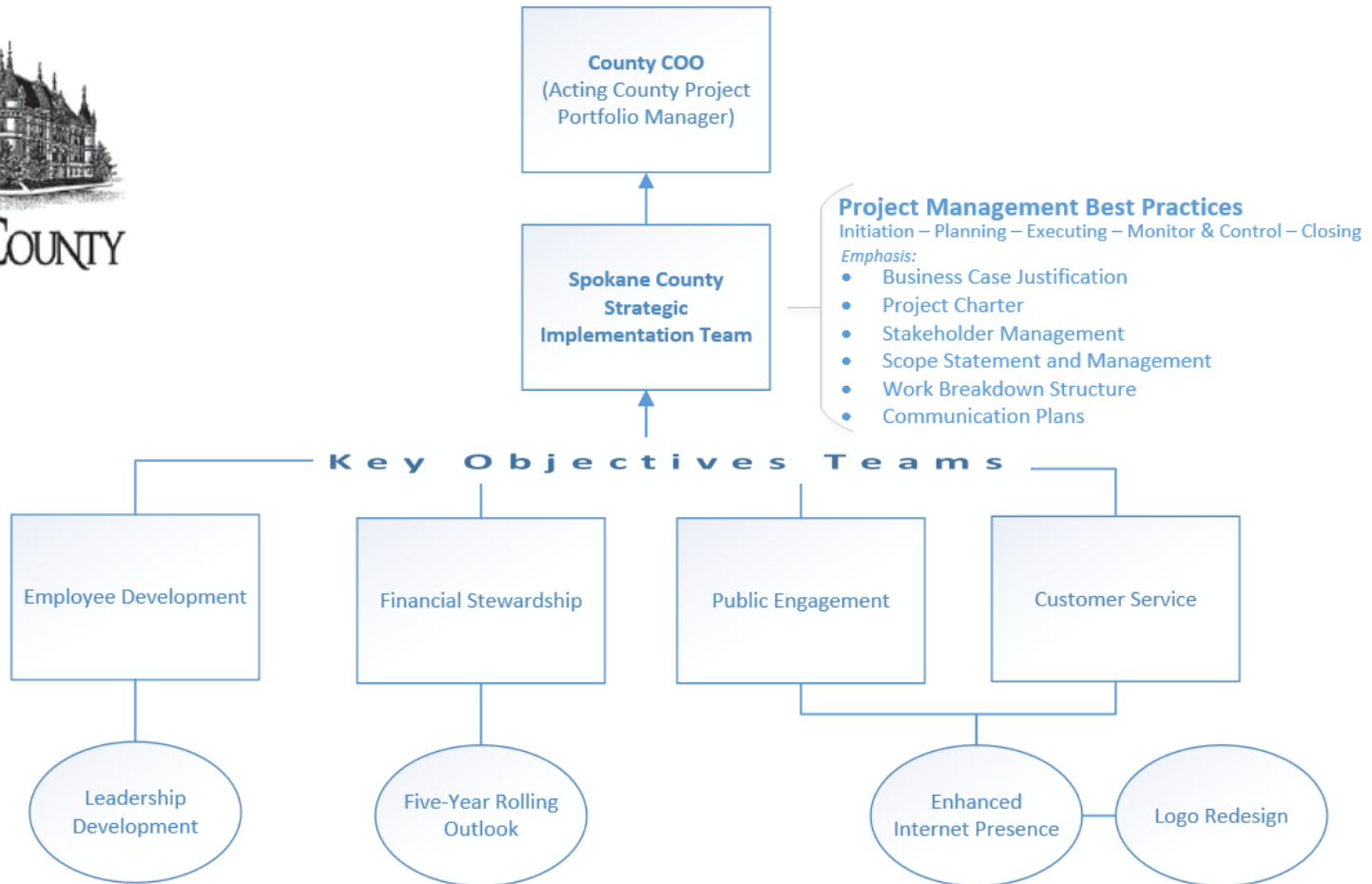
Formal Project Charters

2016 Spokane County Project Charter

Project Title: Education Attainment Policy

Project Sponsor: John Dickson, Spokane County Chief Operations Officer (COO)

Project Manager: Bethany Ellifritz

Project Budget: $0

Project Objectives and Deliverables:

The objectives of this project are to:

- Determine how Spokane County departments currently enable staff to attain college degrees and/or major certifications (i.e., tuition reimbursement, flexible work schedules to attend courses, etc.)
- Study results from the Spokane County Education Attainment survey (sponsored by Greater Spokane Incorporated – GSI)
- Study results from other companies who took the GSI Educational Attainment survey
- Based on these results and feedback from a variety of County departments/leaders and 'best practices' from other governmental organizations, define how Spokane County can better enable staff to attain college degrees and/or major certifications
- Develop an annual budget estimate to implement and sustain this program (include assumptions).
- Create a DRAFT Spokane County Education Attainment Policy

Business Case Justification:

The following realities justify creating a strong educational attainment program at Spokane County:

1. Spokane County has a large amount of staff who can retire in the next few years.
2. The current economy is good, and quite a few high-performing staff have left the County for better paying jobs.
3. It's costly to train new people outside the County to fill these increasing job vacancies.
4. On average, people with advanced degrees and certifications make more money than their peers who don't.
5. Spokane County does not have an educational attainment policy.

With a strong educational attainment focus and program at Spokane County, we'll be able to retain more of our staff, enable internal candidates to more effectively fill internal job openings in the coming years, and keep the costs down associated with hiring people outside the County.

2016 Spokane County Project Charter

Project Scope (Boundaries):

This project team will:

- Study the Spokane County Educational Attainment survey results (sponsored by GSI)
- Find best practices associated with educational attainment policies in government
- Based on our survey results and best practices, create a draft Spokane County Educational Attainment policy
- Develop an annual budget estimate to implement and sustain this program (include assumptions).

This team will not implement the educational attainment policy at Spokane County.

Project Assumptions and Risks:

Assumptions:

1. Our project team will be comprised of Spokane County staff;
2. Team members will be given the time to work on this project;
3. There is a desire across the County to implement an educational attainment process; and
4. The project objectives above can be completed within 6 months of the project start date.

Risks:

1. Team members aren't allowed the time they need by their respective organizations to work on this project; and
2. The recommended policy won't be approved by County officials.

Project Team: To be determined

Subject Matter Experts (SMEs):

- Mary Lee (CSHCD)
- Meg Lindsey (GSI)

Customers and/or Stakeholders:

Spokane County staff

Project Timeline: To be determined (assumed to be completed within 6 months of start date)

Strategic Project Teams

https://www.youtube.com/watch?v=oczu1WZSxPw

Records Retention Process

Ken Mohr (PM)

Campus Signage Improvement

Shawna Ernst (PM)

Summary – Our EI Strategy (To Battle The Hurl Factor)

- *Personal* Competence (what I see and do)
  - Know and respect *your* strengths and weaknesses
    - Clifton StrengthsFinder assessment
    - Department Head engagement in 2017
- *Social* Competence (what I see and do)
  - Know and respect *each others'* strengths and weaknesses
    - Gallup Q12 assessment
    - 2017 county pilot teams
    - Lean improvement teams (based on strengths)

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