



THE HOWELLS GROUP

HELPING PEOPLE & ORGANIZATIONS FLOURISH

# "Leading Lean For Success"

Washington State Lean Conference

[www.thehowellsgroup.com](http://www.thehowellsgroup.com)

503-246-2929

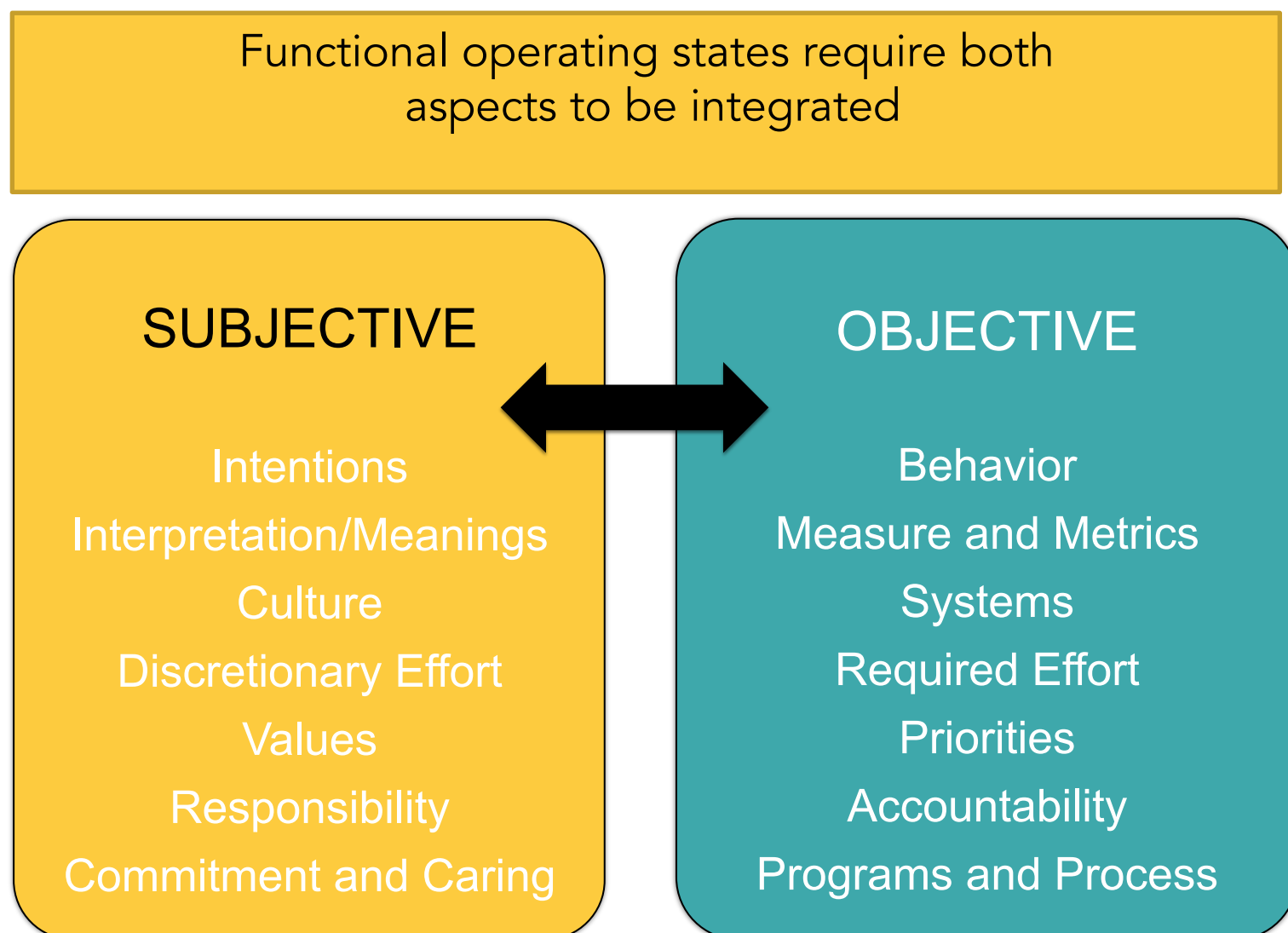
Kelly Johnston [kelly@developingclarity.com](mailto:kelly@developingclarity.com)

Karen A. Howells [karen@thehowellsgroup.com](mailto:karen@thehowellsgroup.com)

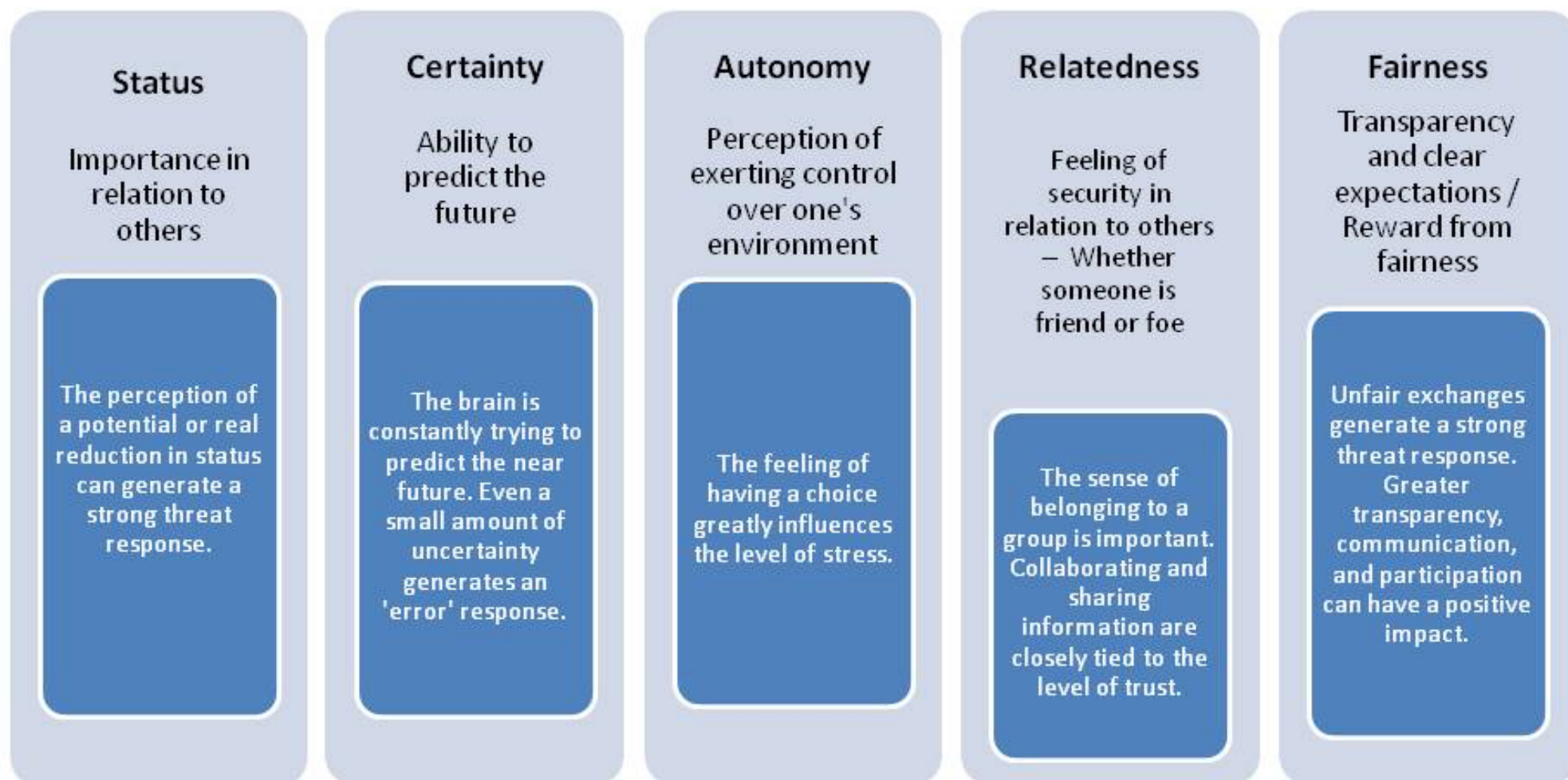
Client:	Results Washington
Date:	October 18, 2016

## "Operating State" Defined:

- Often described as "culture"
- Persistent behavior patterns; how people work, decide to deal with failures and breakdowns
- Unseen, implicit rules shape and govern behaviors of an organization
- These rules create unexamined boundaries for what can be done, or said, or even thought
- Without impact, only incremental change is possible.
- Efforts at the superficial transformational change fail miserably.
- As in any living system, it is the underlying place and conditions that behavior and thinking emerge.



# SCARF – A MODEL FOR COLLABORATING WITH AND INFLUENCING OTHERS



SCARF Model	Threat	Reward
<b>Status</b>	Giving advice or instructions, offering feedback, performance reviews	Beating one's own best time at a task or sporting activity, receiving positive feedback
<b>Certainty</b>	Not knowing your boss' expectation Someone acting incongruently	Stating clear objectives at the start of a discussion, breaking projects down into small steps
<b>Autonomy</b>	Being micromanaged	Allowing people to organise their workflow, working hours etc.
<b>Relatedness</b>	Meeting someone unknown, meeting from a different culture	Setting up mentoring or coaching systems at work, having a friend at work
<b>Fairness</b>	Lack of ground rules, expectations or objections	Transparency, doing volunteer work

# Scenario #1

A state agency recognized a critical business opportunity nearly guaranteed to make a difference in their organization's effectiveness and efficiency. A strategic realignment was needed. Not only had the legislature made this clear, but it was the "right thing" to do. Work that had been done internally for years that was no longer value added it once was. Positions, job descriptions and the nature of the work needed to change to better represent the new realities driven by technology and constituent needs. Though no layoffs were needed, day- to- day work tasks needed to be rearranged and reassigned.

Staff in the departments needing realignment were highly loyal and known to be proud of their work. Many had performed the same tasks and processes for years. They liked both their work and the long term relationships with their respective teams. They also placed strong identity in the value they felt their jobs provided to citizens.

To prepare for the change, there was careful planning, repeated communication of the change in F2F meetings, staff briefings and in writing. Management overall was totally committed and saw the need for change. But, after 9 months it was clear that the change process was bogged down and stuck. Resistance was both overt and covert. When briefed with the facts, many staff said "what if we don't want to do this"? The quantitative value of the change was questioned in many different ways. Conscious and unconscious resistance emerged in many ways.

## Scenario #2

After the Governor in their state made her election platform efficiency in government and adoption of new technology, a large state agency spent considerable time reviewing new online systems that would align and integrate The priorities and energies of their agency.

Following a careful selection process, a vendor was chosen and the process began to incorporate a new system. At first, it seemed that all were on board. Management and staff at many levels began to talk positively about how this could streamline the operations of the agency. At the one year mark of this project, there appeared to be some traction and momentum. However, fast forwarding to three years later, this agency was still struggling to get the new system to “stick”.

Finally in frustration, the Deputy of this agency engaged some outside support in change management to determine why the agency wasn’t moving forward. After some fast tracked assessment, it seemed everyone was pointing the finger at someone else. Employees were blaming managers for not getting correct information to them to agree on the information to put into the system. Managers were blaming employees for “dragging their feet and sabotaging the change”. And senior leaders were blaming managers for not “getting people on board and bought in. Disagreements had spiraled down to minute details and the larger purpose and need for a new approach appeared to be lost. During an offsite meeting, the senior team struggled to agree on very basic goals and outcomes.



## Leading Change With the Brain in Mind

### Identity

- Ask and listen for what people in your organization truly believe in
- Leverage the existing beliefs (we're a strong team, our organization has value, we work hard, I'm part of an efficient agency) toward the new opportunity
- Continually point towards each person's role in the success of the whole organization
- Use symbols, stories and actions that shift "turf" thinking
- Celebrate people taking personal accountability for organizational success

### Power

- Celebrate people who persevere together to break through barriers
- Reward and circulate examples of people exercising initiative and discretion
- Publicly and privately reward all levels of staff for taking informed risks
- Show courage in taking informed risks yourself

### Learning

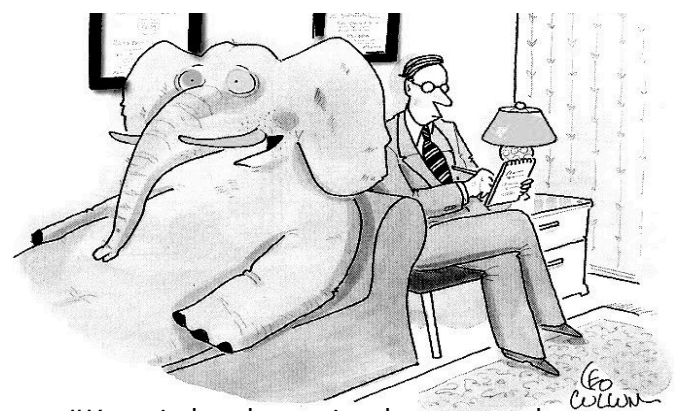
- Identify and normalize "breakdowns" as part of progress – not mistakes to be punished!
- Make learning a priority for you, your senior staff and work to stamp out "not invented here" thinking
- Model and promote humility as key to organizational success; celebrate requests for help versus self sufficiency

### Contention & Conflict

- Promote and train people to consistently surface issues to unblock the system
- Courageously model candor is a matter of personal integrity
- Create systems and leaders that expedites quality resolution – not perfection
- Model, hire for and promote diversity of thinking as a cultivated value



# Organizational Self – Assessment



"I'm right there in the room but no one ever acknowledges me!"

## POWER

Do employees believe they have both influence and agency to impact organizational performance?

1 2 3 4 5 6 7 8 9 10

Are staff resigned and cynical; or do they believe in a larger possibility and have conviction that they can make a difference?

1 2 3 4 5 6 7 8 9 10

## IDENTITY

Do team members source appropriate identity from their role in the organization?

1 2 3 4 5 6 7 8 9 10

To what degree do team members define themselves narrowly by profession, working team or functional unit instead of the organization as a whole?

1 2 3 4 5 6 7 8 9 10

## CONTENTION and CONFLICT

How competent are people to handle adversity and differences?

1 2 3 4 5 6 7 8 9 10

To what degree do people "smooth over" conflict and recycle old debates?

1 2 3 4 5 6 7 8 9 10

How able are people able to treat conflict as a stimulus for growth, innovation and improvement?

1 2 3 4 5 6 7 8 9 10

## LEARNING

How effective are members of your organization in keeping in step with changes in the world around them?

1 2 3 4 5 6 7 8 9 10

To what degree are people complacent or in denial about change?

1 2 3 4 5 6 7 8 9 10

How curious and inquisitive are people to new information- even when it's disruptive to their current beliefs?

1 2 3 4 5 6 7 8 9 10

# Design 10/17/16

Time	Key Point	Details	Facilitator
1:30	Intro Kelly and Karen -the question we'll be addressing together: <i>"How to make it safe for experimentation &amp; failure so change efforts can thrive"</i> ?	Icebreaker – quickly find a partner – dialogue on "A time when a leader made it safe for you?"	Kelly and Karen
1:40	Common efforts to institute new thinking/methods – why they fail to achieve best outcomes/greatest impact	Share common challenges – engage group	Karen
1:50	We must work with both sides of the "operating system"	Share "objective/subjective" operating system in any org. The "elephant and the rider" model	Kelly
2:00	Practical real case scenario Scenario 1 and 2 ( 10 min each?)	Where the subjective won even where the objective was addressed well. Read the case study and get feedback from group	Kelly and Karen
2:20		What is needed to address the subjective to help cultures change	Karen
2:30	Close	Assessment as a take away	Kelly

**Answers the question:** *How do we create a safer environment where experimentation and failing helps us learn?*

How do leaders intentionally and consistently create an environment that drives out fear, fosters safety and models respect in order to fully engage employees? Even with the best of intentions and effort, many leaders report that employees are often hesitant to engage and participate fully. The newest brain science reveals that people quickly sense at every level when their ideas and concerns are not truly welcome, or if honest participation could be "career limiting." This session reviews the implications of brain science to full participation, sharing the key principles and mindsets a leader must adopt, then offers practical actions leaders can take to create conditions for Lean to flourish.

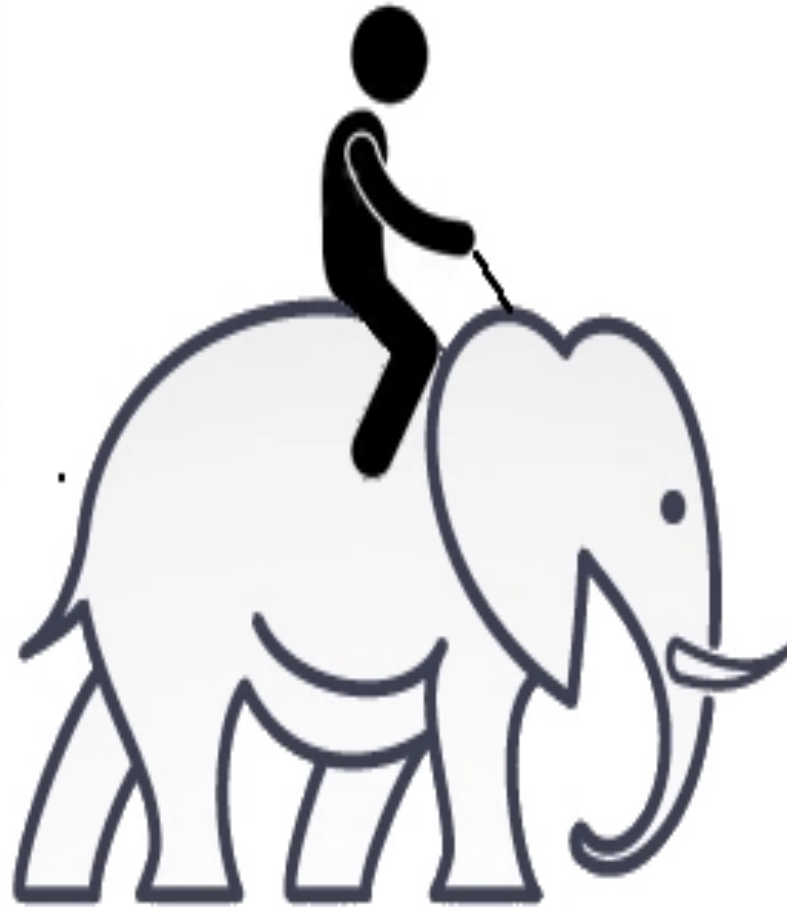


# Leading with the brain in mind.....

## THE RIDER

Logical  
Acts on thought  
Acts on analysis

Requires Direction  
Clarity is key  
Gets stuff done  
Weak



## THE ELEPHANT

Emotional  
Acts on Passion  
Acts on impulse

Requires moral purpose  
Stories are key  
Over thinker  
Strong

From the book *"Switch; How to Change things When Change is Hard"*  
By Chip and Dan Heath