RESPECT FOR PEOPLE: LIVE INTO THIS LEAN VALUE

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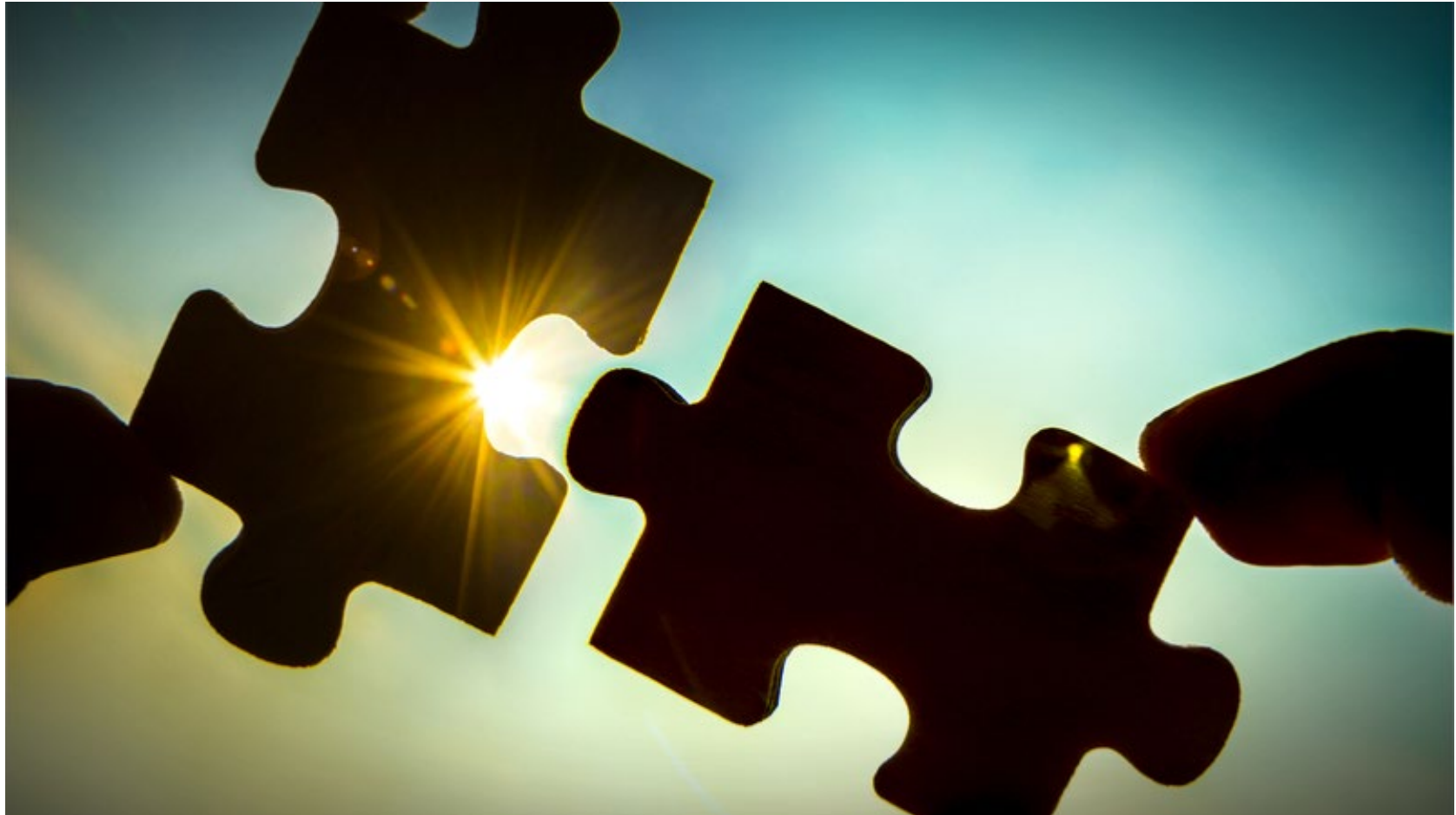11/04/2021

WHY "RESPECT FOR PEOPLE"?

WHAT DOES RESPECT FOR PEOPLE MEAN?

➢Safe to learn and make mistakes

➢Cognitive diversity and psychological safety helps us solve problems

➢Leaders learn in the Gemba AND coach teams to push beyond status quo

HOW DO I DEMONSTRATE "RESPECT FOR PEOPLE"?

HABIT # 1: GO TO GEMBA, ASK WHY, SHOW RESPECT

WHY DO WE HESITATE TO GO TO GEMBA?

I don't feel comfortable just showing up in people's workspace

Work happens in many places—even online. How would that even work?

I don't have time—I am in meetings

I don't want to be perceived as a "micromanager"

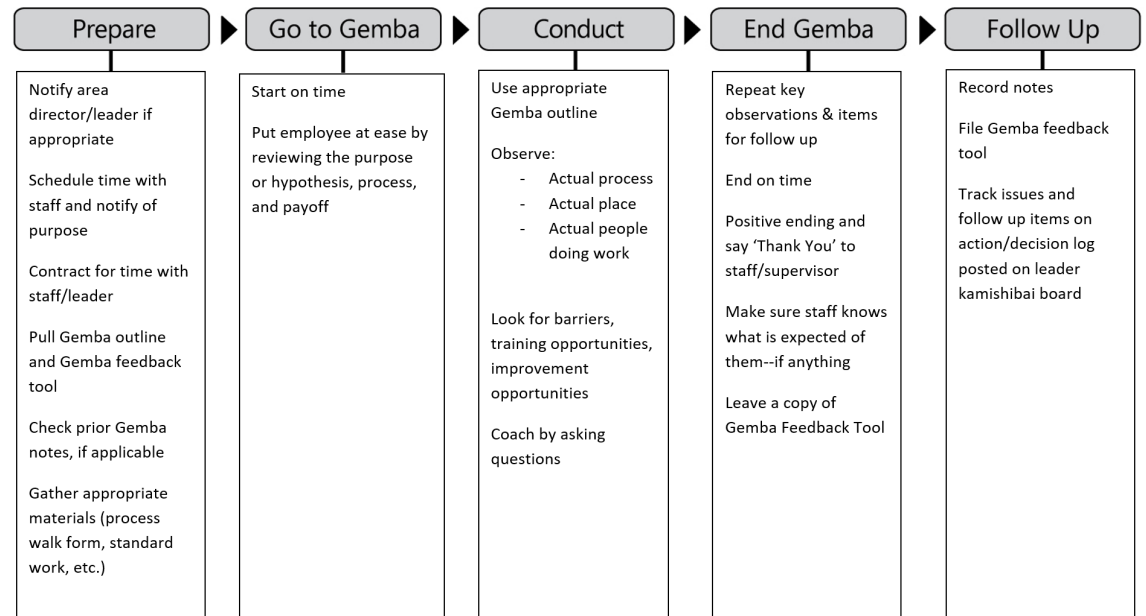# WHAT THOSE WHO GO TO GEMBA HAVE FOUND

Preparing myself and those I am visiting helps us have the right focus

I have reserved times/dates for rounding to different sites and it has built greater trust

Going to Gemba replaces need for meetings and has gotten us better results

How you show up in the Gemba is important to building respect

GEMBA ROUNDING TOOLS

Prepare ▶ **Go to Gemba** ▶ **Conduct** ▶ **End Gemba** ▶ **Follow Up**

Prepare	Go to Gemba	Conduct	End Gemba	Follow Up
Notify area director/leader if appropriate	Start on time	Use appropriate Gemba outline	Repeat key observations & items for follow up	Record notes
Schedule time with staff and notify of purpose	Put employee at ease by reviewing the purpose or hypothesis, process, and payoff	Observe:	End on time	File Gemba feedback tool
Contract for time with staff/leader		- Actual process - Actual place - Actual people doing work	Positive ending and say 'Thank You' to staff/supervisor	Track issues and follow up items on action/decision log posted on leader kamishibai board
Pull Gemba outline and Gemba feedback tool		Look for barriers, training opportunities, improvement opportunities	Make sure staff knows what is expected of them--if anything	
Check prior Gemba notes, if applicable		Coach by asking questions	Leave a copy of Gemba Feedback Tool	
Gather appropriate materials (process walk form, standard work, etc.)				

Prepare	Go to Gemba	Conduct	End Gemba	Follow Up

Prepare

Notify area director/leader if appropriate

Schedule time with staff and notify of purpose

Contract for time with staff/leader

Pull Gemba outline and Gemba feedback tool

Check prior Gemba notes, if applicable

Gather appropriate materials (process walk form, standard work, etc.)

Go to Gemba

Start on time

Put employee at ease by reviewing the purpose or hypothesis, process, and payoff

Conduct

Use appropriate Gemba outline

Observe:
- Actual process
- Actual place
- Actual people doing work

Look for barriers, training opportunities, improvement opportunities

Coach by asking questions

End Gemba

Repeat key observations & items for follow up

End on time

Positive ending and say 'Thank You' to staff/supervisor

Make sure staff knows what is expected of them--if anything

Leave a copy of Gemba Feedback Tool

Follow Up

Record notes

File Gemba feedback tool

Track issues and follow up items on action/decision log posted on leader kamishibai board

A COMMON TOOL FOR FEEDBACK AT THE GEMBA

Gemba Feedback Tool		
Date:	Department:	
Target Duration:	Time Started:	Time Ended:
Gemba Participants:		

Purpose: To observe actual work

Process: Put employee at ease while observing the actual work. Watch. Listen. Ask Questions. Look for variation, training issues, improvement opportunities. Understand the "why" and identify key items for follow up.

Payoff: Clear expectations and increase understanding. Remove barriers. Recognition & feedback. Understand purpose and best practice.

Gemba Observations:
Follow Up for Staff/Leaders:
Follow Up for Gemba Leaders:

-Leave a copy of the completed form with the department-

CREATE A REGULAR ROUNDING TIME FOR VISITING THE GEMBA—WITH PURPOSE

Time	Monday	Tuesday	Wednesday	Thursday	Friday
	7:00am - 8:00am No Meeting Zone				
8:00am 9:00am 10:00am 11:00am	**Divisional and Departmental Work – "Stay Home"**	**External Facing Meetings**	**Gemba Time**	**Oversight, Governance & Cross Functional Projects**	**OPEN Organization Wide**
	12:30pm – 1:30pm Meeting *exception*	**12:00pm – 1:00pm Lunch/Reflection/Email No Meeting Zone**			
1:00pm 2:00pm 3:00pm 4:00pm 5:00pm	**Divisional and Departmental Work – "Stay Home"**	**Divisional and Departmental Work – "Stay Home"** **AND** **Divisional and Departmental Work** **SLT** **1:1** **Small Groups** **Follow-up**	**Pacesetter Gemba Time** **SLT 3-5pm** / **OPTIONAL Quarterly staff meetings for departments**	**Oversight, Governance & Cross Functional Projects**	**OPEN Organization Wide**
	5:00pm – 6:00pm No Meeting Zone				
	Reserved time to focus on divisional or departmental work				
	Recommended time to schedule this type of work				
	Management Discretionary Time				
	Gemba				
	Oversight, Governance & Cross Functional Projects				

HABIT # 2: PROBLEM SOLVING

Make problem solving
- ➤ Visual
- ➤ Auditory
- ➤ Participatory
- ➤ Iterative

WHEN SOLVING PROBLEMS...GO UPSTREAM

HABIT # 3: COACHING KATA

The Five Questions

COACHING KATA

1) What is the target condition?

2) What is the actual condition now?

3) What obstacles do you think are preventing you from reaching the target condition?

--------(Turn Card Over)-------------------->

What obstacle are you addressing now?

4) What is your next step? (next PDCA / experiment) What do you expect?

5) When can we go and see what we have learned from taking that step?

Reflect on the Last Step Taken

Because you don't actually know what the result of a step will be!

1) What obstacle were you addressing?

2) What was your last step?

3) What actually happened?

4) What did you learn?

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Return
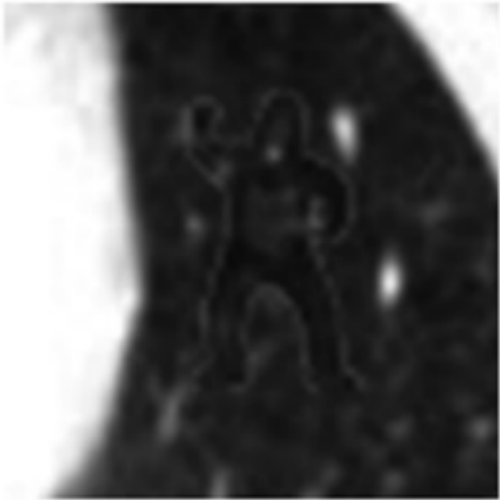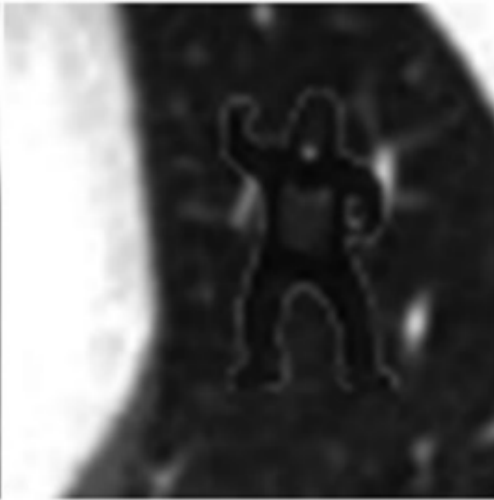
Slice 1 · 50% Slice 2 · 75% Slice 3 · 100% Slice 4 · 75% Slice 5 · 50%
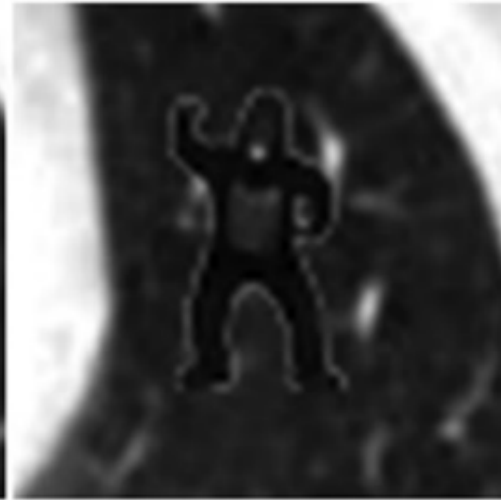
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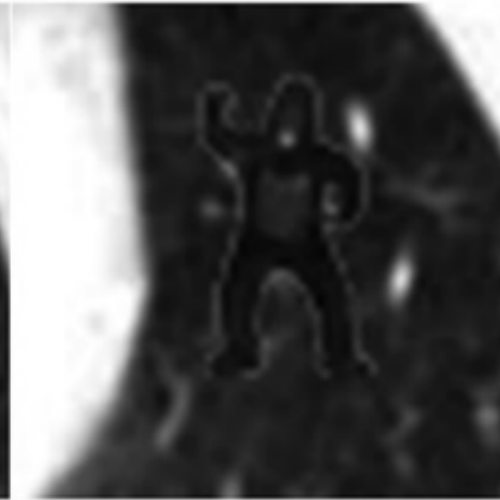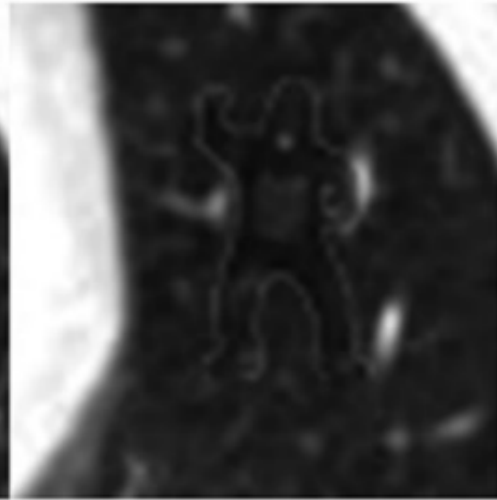
COACH TEAMS TO SEE PROBLEMS

HABIT #3: SHOWING RESPECT ACROSS THE DISTANCE

3 IDEAS TO SHOW "RESPECT FOR PEOPLE" IN HYBRID/REMOTE TEAMS

➤ Using Online Whiteboards (Miro, Mural, etc) to encourage engagement AND to remove bias

➤ The Huddle meets Lean Coffee—let the team sort the agenda and prioritize what's important

➤ The "Go See"—Incorporate go-see by using screen share during meetings to understand workflow

Kim / Tom

Ingrid

Ashley

Lydia

Ryan

SLAS on timelines for updates.

Wayne

Marie

Kelli

Request made by Customer

Work completed onsite

Becca

Sydney

A change happens in the space

Rob

Malini

1. Standardize types of audits (what is being audited) and which vendor submits them.

2. Send markups to Splice first for evaluation. (WIP tickets checked when a new request is added).

3. Splice sends questions and measurement requests to Cummings via ticket.

4. Confirm who works with customer if onsite furniture and sign changes are needed.

Kaitlyn

Michael

Intake

Project

RFC/RUM

Audit

Central repository of WIP?

Clear Repository

Sara

Prompt: Now that we understand root causes for our problem, what solutions could we try?

Sam: Order new cartridges

Sam: Reorganize printing stations

Priyanka: Offer online-- let customer print out

Devin: Pre-order print outs

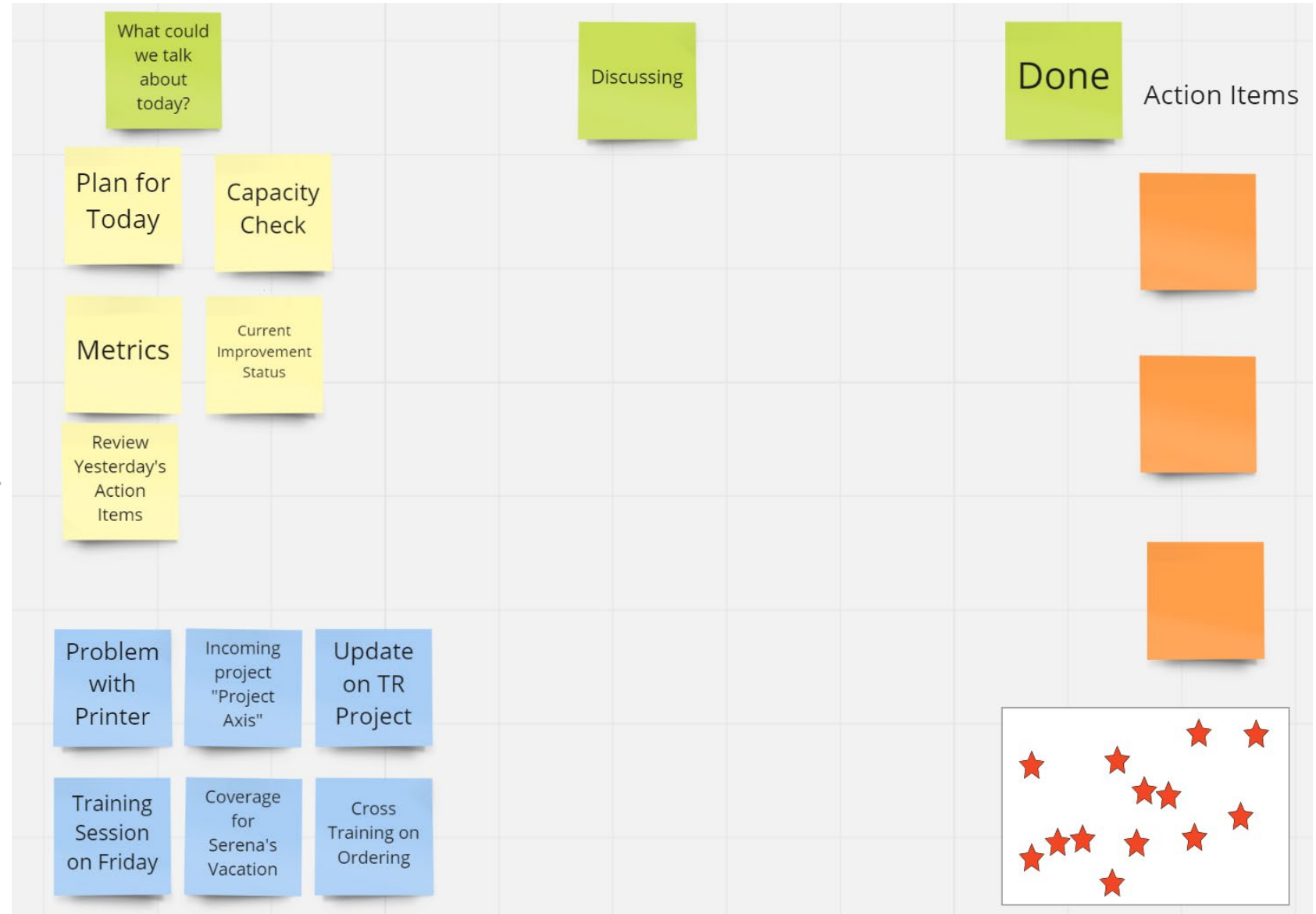Jung: Test printing in advance

Charmaine: Change printers

Jamal: Stop using graphics

Jamal: Buy a new hi-cap printer

Melody: Change program for designing

Priyanka: Use QR codes instead

HUDDLE/LEAN COFFEE MASHUP

USING SCREEN SHARE TO "GO TO GEMBA"

SCREEN SHARING

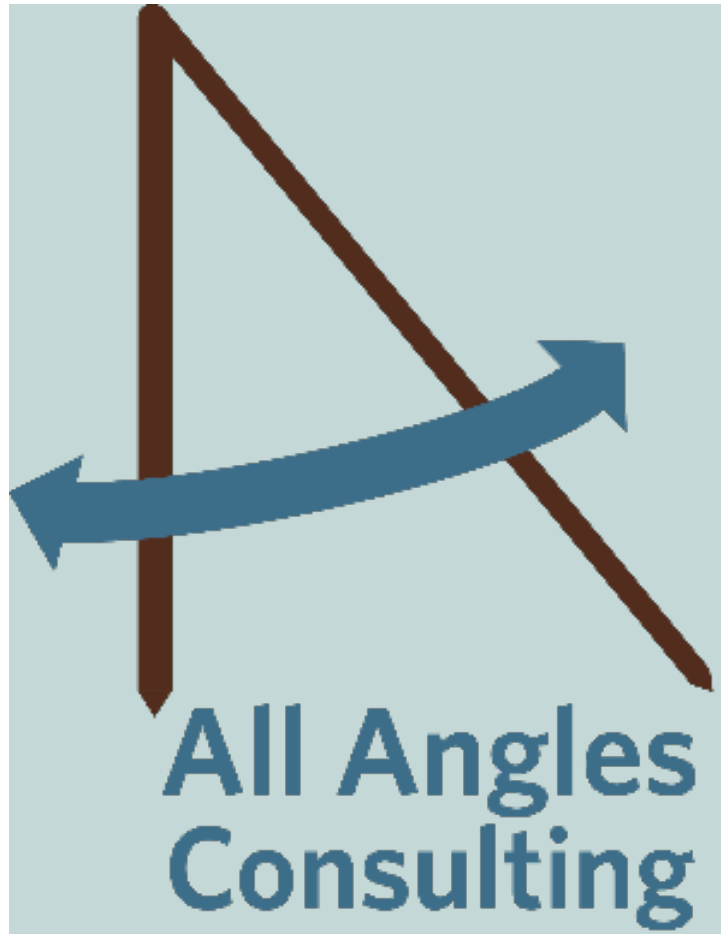# RESPECT FOR PEOPLE | Q&A

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