



RESPECT FOR PEOPLE: LIVE INTO THIS LEAN VALUE

Jennifer Haury
CEO, Organizational Anthropologist
All Angles Consulting
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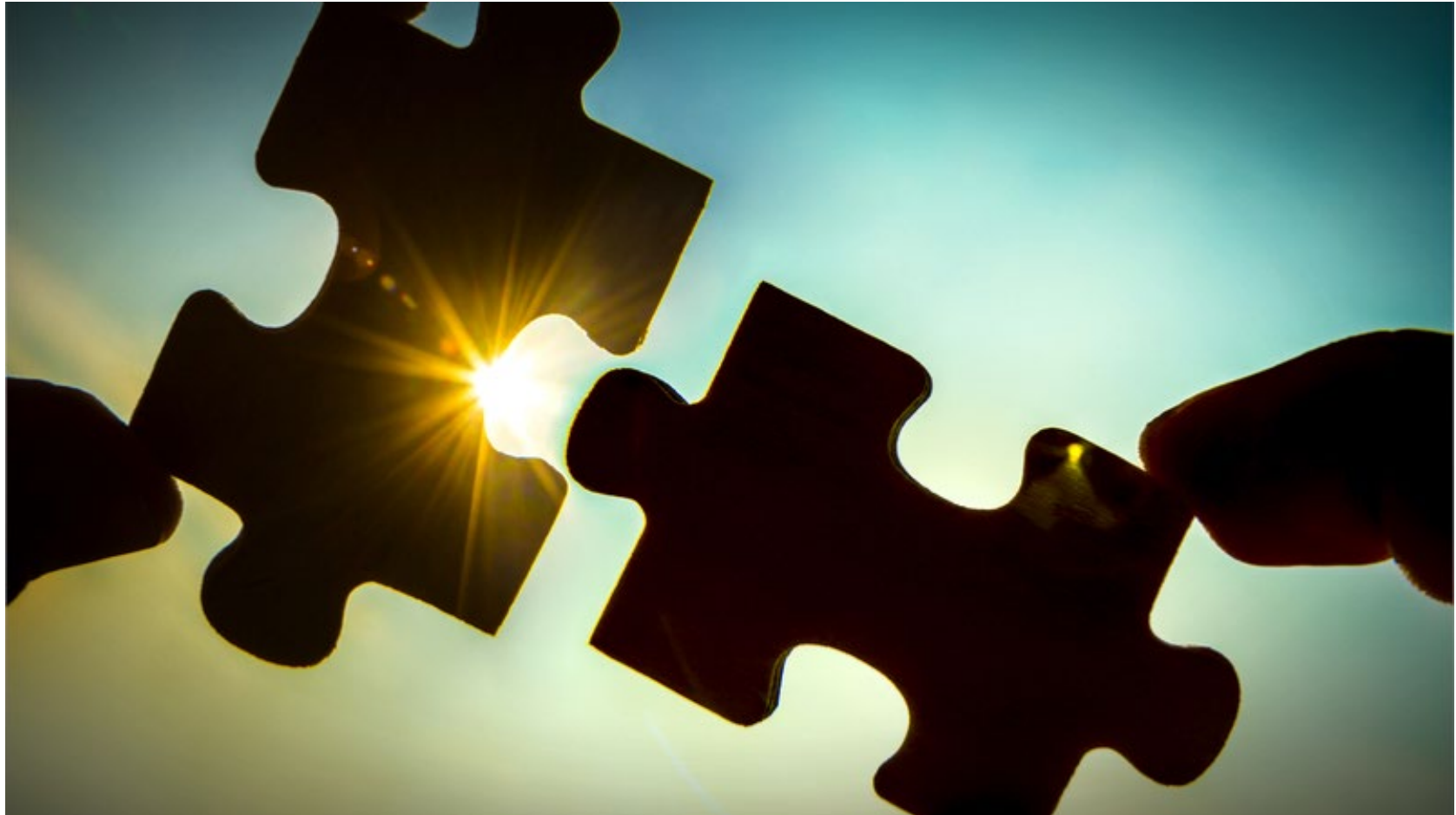
WHY “RESPECT FOR PEOPLE”?



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

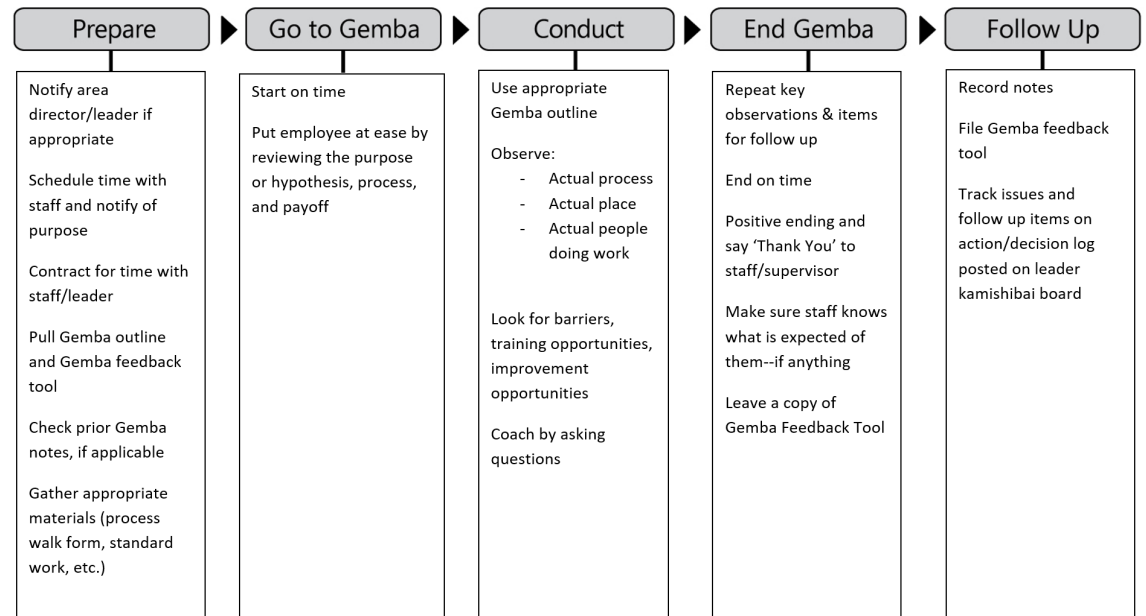
Preparing myself and those I am visiting
helps us have the right focus

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

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:		
<p>Purpose: To observe actual work</p> <p>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.</p> <p>Payoff: Clear expectations and increase understanding. Remove barriers. Recognition & feedback. Understand purpose and best practice.</p>		
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	Divisional and Departmental Work – “Stay Home”	External Facing Meetings	Gemba Time		Oversight, Governance & Cross Functional Projects	OPEN Organization Wide
9:00am						
10:00am						
11:00am						
	12:30pm – 1:30pm Meeting exception	12:00pm – 1:00pm Lunch/Reflection/Email No Meeting Zone				
1:00pm	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		Oversight, Governance & Cross Functional Projects	OPEN Organization Wide
2:00pm						
3:00pm						
4:00pm			SLT 3-5pm	OPTIONAL Quarterly staff meetings for departments		
5:00pm						
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				

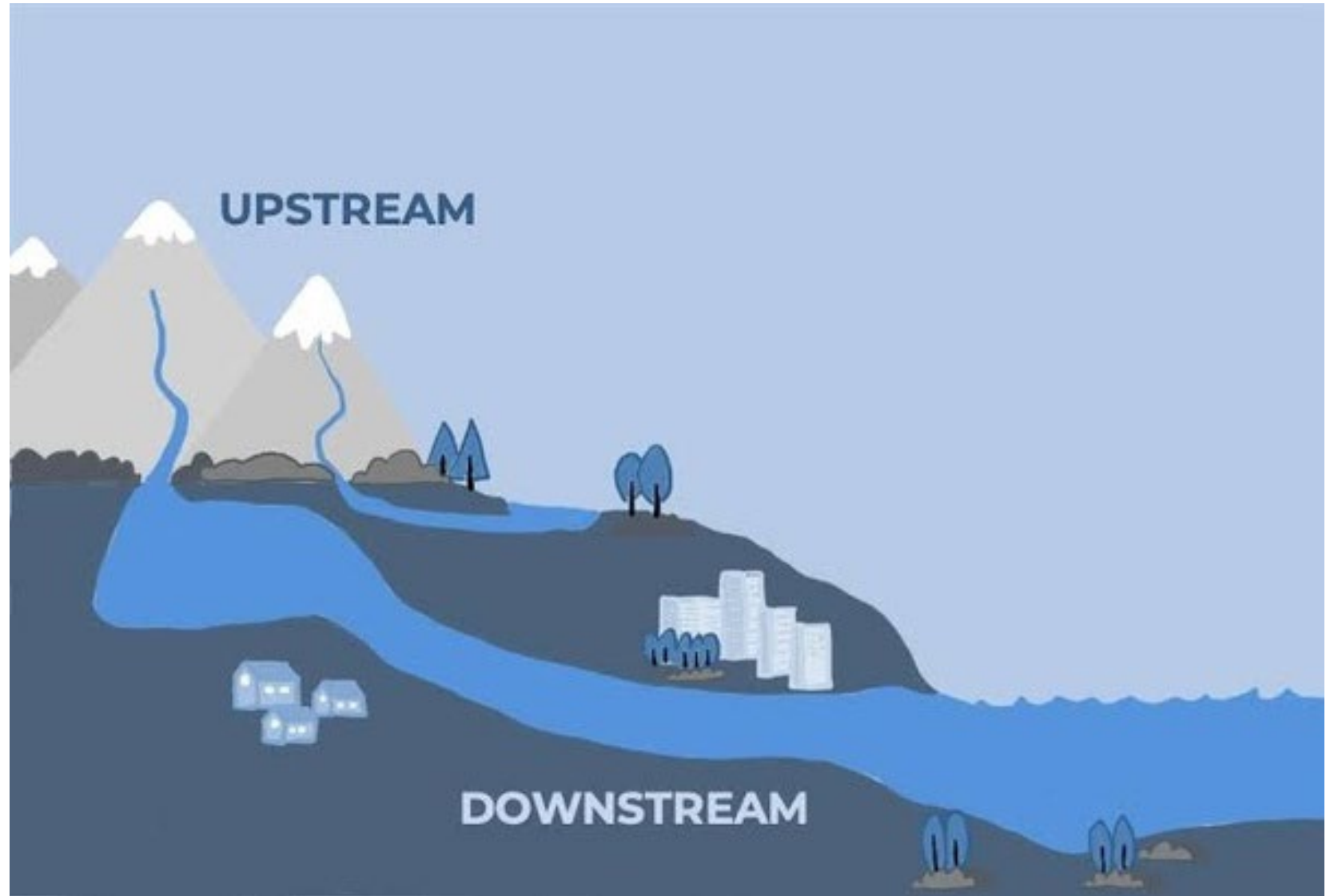
HABIT # 2: PROBLEM SOLVING



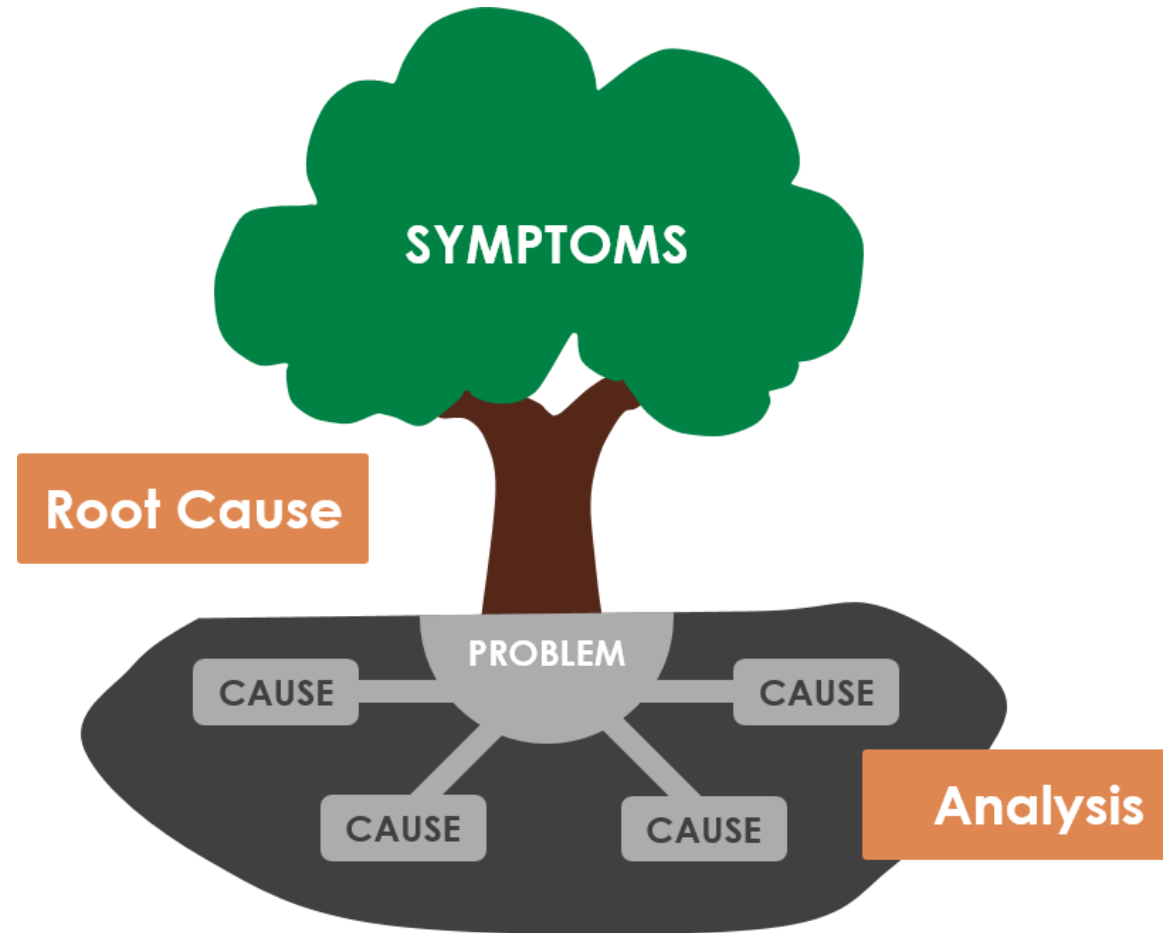
Make problem solving

- Visual
- Auditory
- Participatory
- Iterative

WHEN SOLVING
PROBLEMS...GO
UPSTREAM

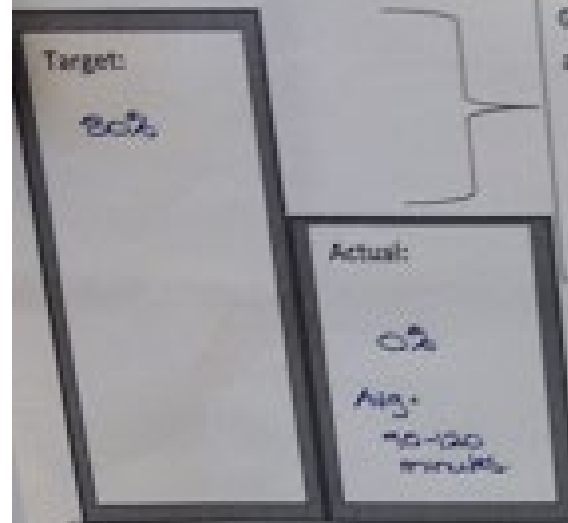


ROOT CAUSE PROBLEM SOLVING



Problem Statement:

Admissions are not arriving in Critical Care within 60 minutes of Bed Request



Gap Between Target and Actual:

= 60%

= 30-60 minutes

Rank Root Causes in Order of Importance

Time:
Want to get caught up before
beginning of shift

Bed
Planning
HSA
Change and
or assist
of clients
in critical
bedroom

Step 1

Step 3

Step 2

Step 4

Determine Root Causes Before Moving to Step 3!

Action Plan

Need a full hour
to dedicate to a
new admit.

Admit =
Additional work
that not quite
ready for.

No admit bed
available. Need
to move out
Med-surg patient
to create ICU
bed.

Gap Between Target and Actual:

60%

(Current)

Need to wait
for bed to come
in off of
standby

ICU change and
not aware of
critically ill
patients' status
as they arrive in
ICU to begin
treatment

Clean bed
available but
geographically
located outside
of assignment
bureau

Not a good
time to work
away from other
patients.

What	Who	When
1. Delegate tasks to Charge and/or other pts.		
2. Teamwork. Share admit tasks.		
3. Work to get Charge/Manager or Daily identification of ICU admits.		

HABIT # 3: COACHING KATA

COACHING KATA

The Five Questions

- 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?

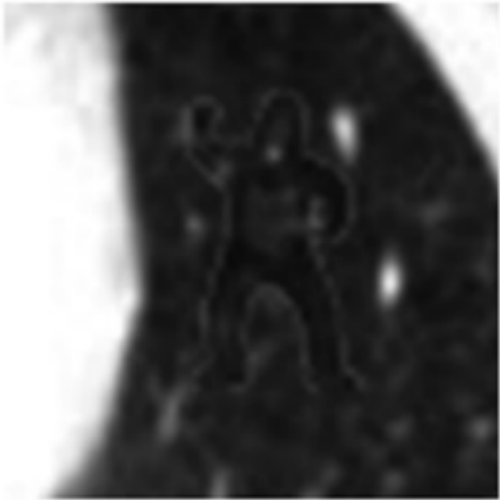
Reflect on the Last Step Taken

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?

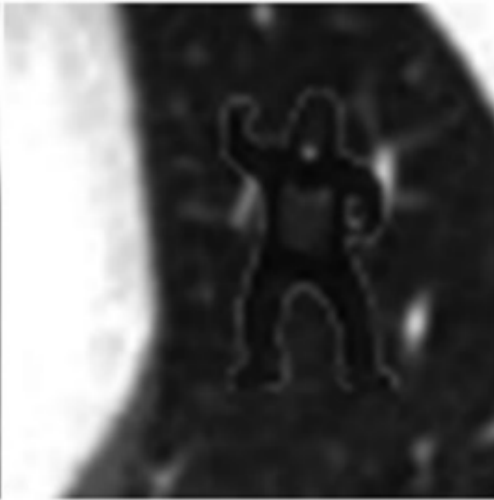
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Return

Slice 1



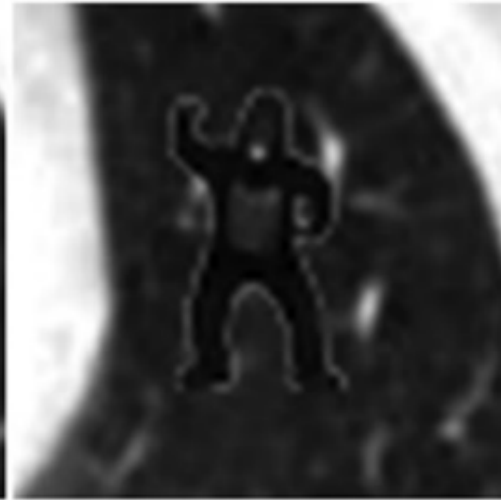
50%

Slice 2



75%

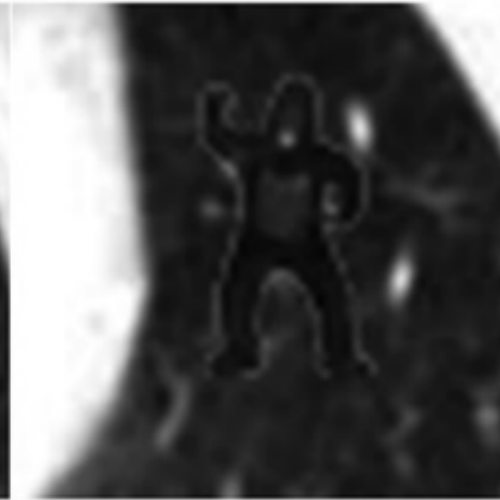
Slice 3



100%

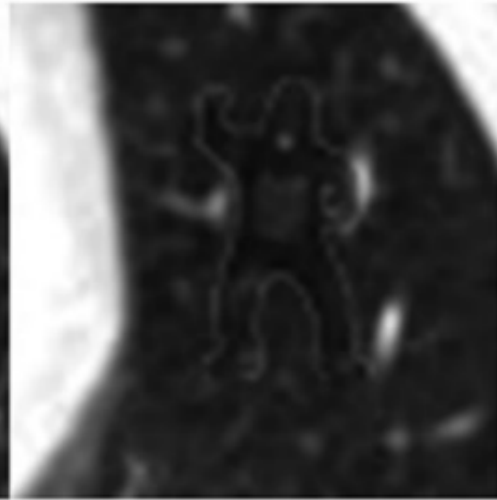
Gorilla Opacity

Slice 4



75%

Slice 5



50%

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

[illegible]

Ashley

Lydia

Ryan

Respectful treatment and partnership. How much can we integrate? We are all supporting different scope but should be a unified team at GSE

Published list of roles and responsibilities. We should be able to tell some and know what partners can support any given need. There is a lot of gray and this creates confusion

Agreed to meet. The need that the audit is some form of some form to meet to meet 20

SLAS on timelines for updates.

Scrumlike subteams. Decision tree. There are sometimes quick changes that can be fast tracked but are often bogged down by process

Wayne

<p>My "Client" is a very high level it.</p> <p>1) RUS is the GIGAL system of global non-time (GWAY) - AOTD (and a Director).</p>	<p>2) All Drawing changes are submitted to the team managing RUS Updates (not Drawing and Update Date as change happens).</p>	<p>3) Team managing RUS updates drawing updates and assigns space data in RUS as change happens.</p>	<p>4) GREF is can live in RUS via a Custom Floor plan Graphic view for back of house teams to view, download, and print</p>
<p>5) Drawings can live in RUS as well as Custom Floor plan Graphic View for Engineers to Review.</p> <p>6) All changes are made through a single to make changes to the RUS, and then the RUS is updated to the drawing and then the drawing is made.</p>	<p>7) Review, GIGAL, customers of RUS updates as change happens and updates drawings are sent singly from RUS to other teams as well as to RUS Teams for printing and posting on site.</p>		

Marie

Kelli

- Request made by Customer
- Work completed onsite
- Issue resolved
- Follow up with customer
- Customer satisfied
- Customer contacted via phone
- Customer contacted via email
- Requester into customer's database

Becca

Sydney

- A change happens in the space
 - Participation gets important: not a place or site but a way of working
 - How to build a place for the future? A place for the future? A place for the future?
- All four plan Logistics are influenced and influenced by PM
 - PM is a central role in the project, but it is not a role that is defined by the project. It is a role that is defined by the project.
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Rob

<ul style="list-style-type: none">- Project Prequalification <p>Determine single source or multi capable or simultaneously soliciting all parties where that plan makes. Following the RFP conduct a project sponsor to authority update of current plans</p>	<ul style="list-style-type: none">- RFP - <ol style="list-style-type: none">1. Search for a RFP2. Request Information for Request Authority needs as part of project charter3. Write RFP4. Write RFP5. Write RFP	<p>Topic</p> <p>What is a RFP? A Request for Proposal (RFP) is a document that is used to solicit proposals from potential vendors for a specific project. It is a formal document that outlines the project requirements, the scope of work, and the terms and conditions of the contract. The RFP is typically used for large-scale projects that require a significant amount of resources and expertise. It is a key tool for project managers to ensure that they are getting the best value for their money and that the project is completed on time and within budget.</p>	<p>Objectives</p> <p>The objectives of a RFP are to:</p> <ul style="list-style-type: none">1. Identify potential vendors who are qualified to provide the services required for the project.2. Obtain proposals from multiple vendors to ensure that the project manager is getting the best value for their money.3. Compare the proposals received from the vendors to determine which vendor is the best fit for the project.4. Select the vendor that will be awarded the contract for the project.
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[illegible][illegible]

Michael

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

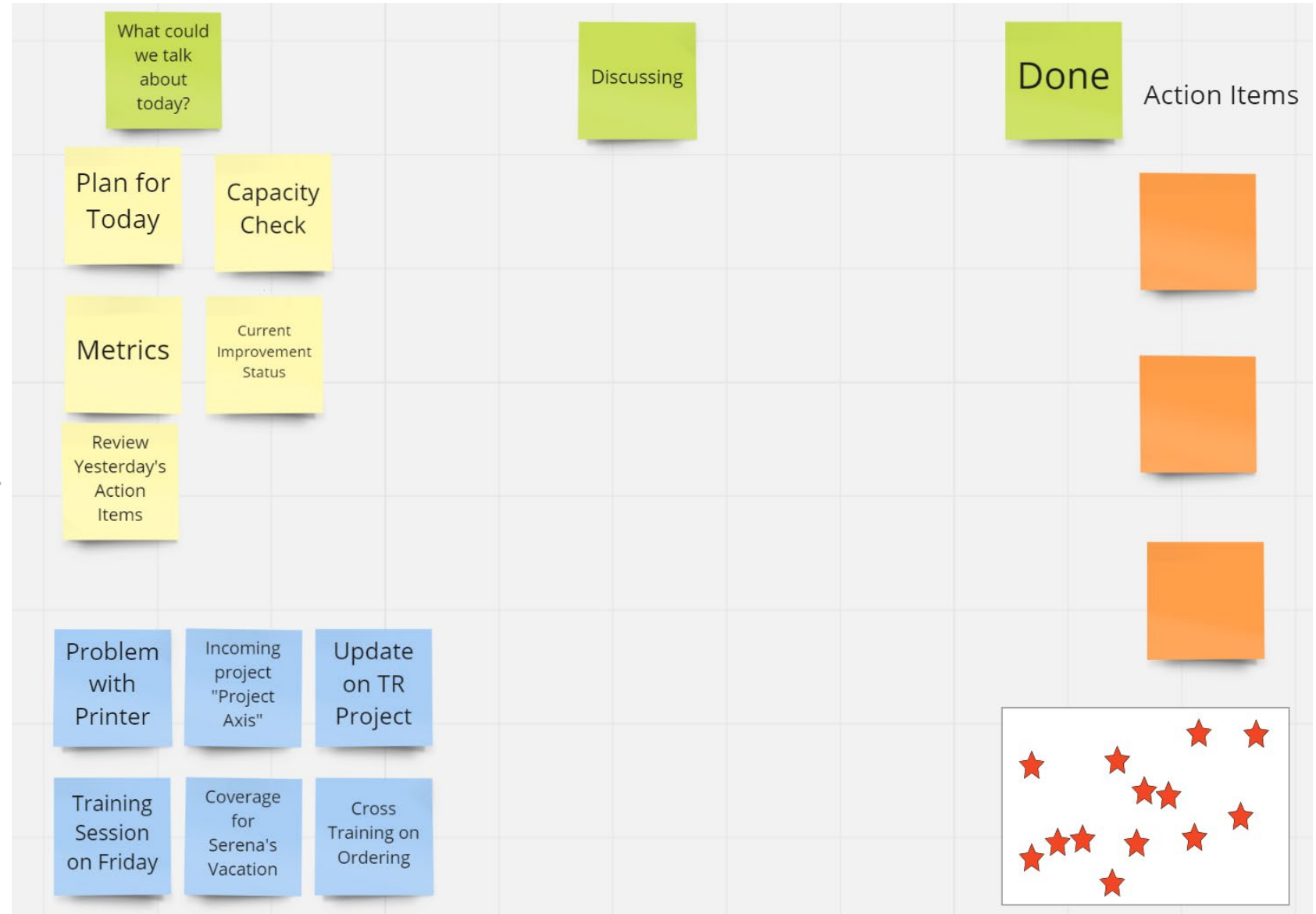
Jamal:
Stop using
graphics

Melody:
Change
program for
designing

Jamal: Buy
a new hi-
cap printer

Priyanka:
Use QR
codes
instead

HUDDLE/LEAN COFFEE MASHUP



USING SCREEN SHARE TO “GO TO GEMBA”

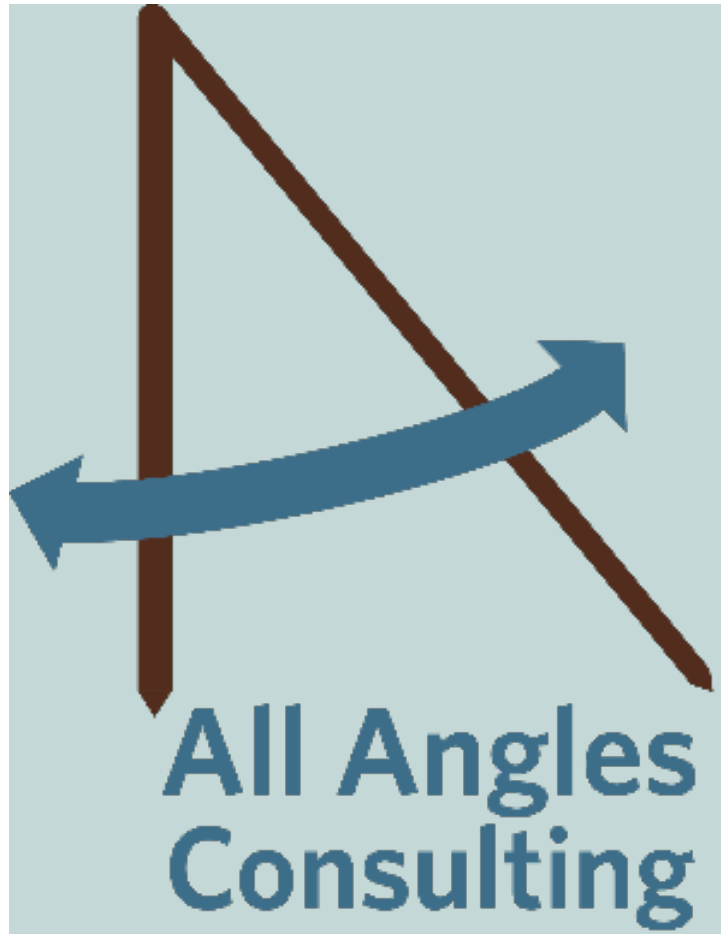


SCREEN SHARING



RESPECT FOR PEOPLE

Q&A



JENNIFER HAURY

jennifer@considerallangles.com
(360)810-2568