



How to Build the Conditions for Continuous Improvement

A Five-Part Series Exploring the Respect for People Roadmap

PART 3

Treat People Like They Matter

Broadening Who Contributes to Improvement

GBMP: Dan Fleming | Melinda Manente

The Respect for People Roadmap: Scott Gauvin

The Respect for People Roadmap Journey

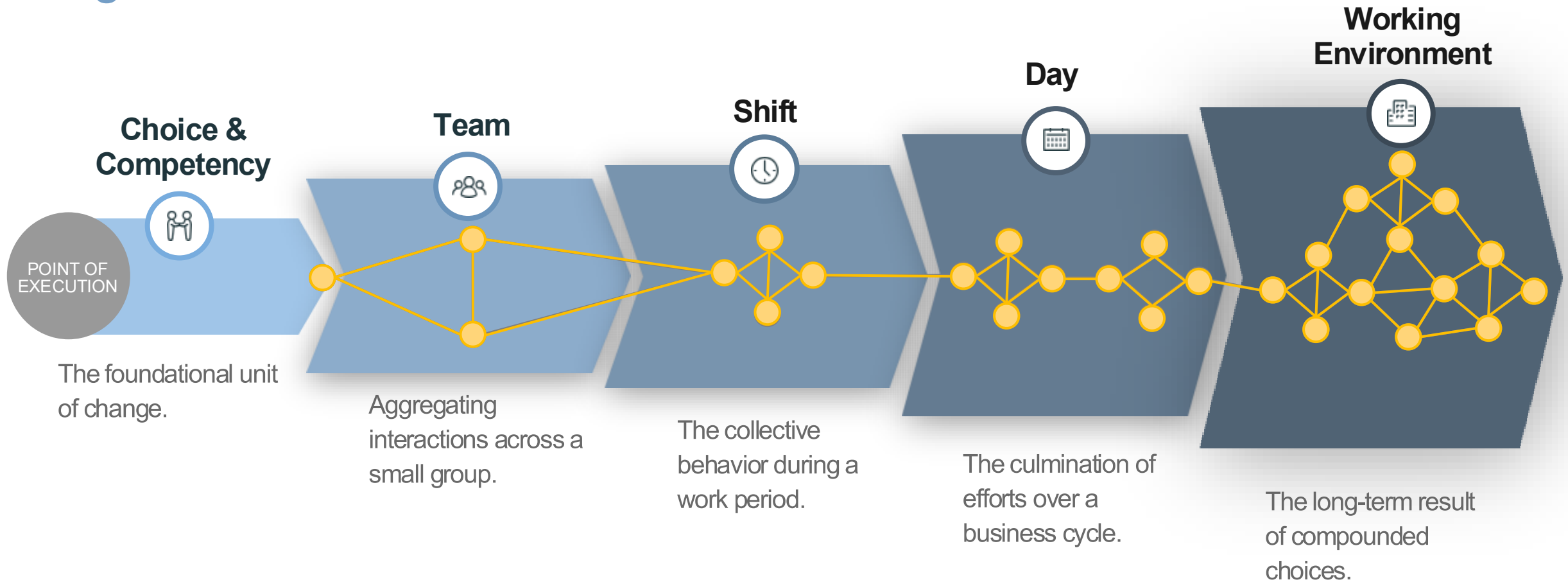
You Are Here



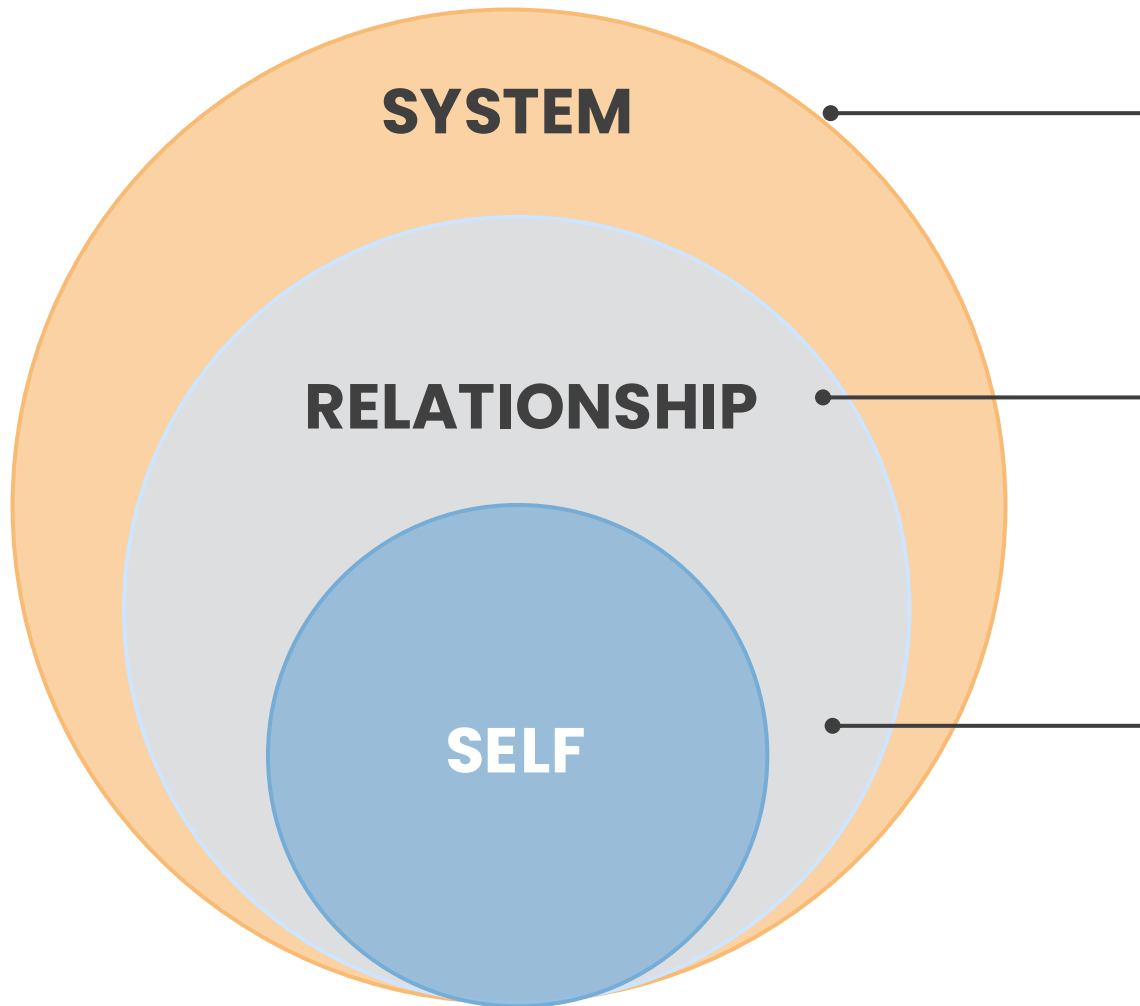
THE Respect for People



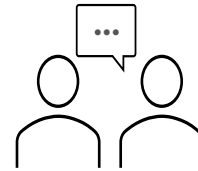
Individual Choices and Competencies Compound Into Organizational Conditions



Self to System Awareness



What do these kinds of interactions allow us to create or not – as a result?.



What does my behavior make possible or difficult for someone else?



What choices, assumptions, and behaviors do I bring into every interaction?

What has to be true for people to consistently make the choices continuous improvement depends on?

The Moment of Truth for Continuous Improvement



How and When to Pull the Cord

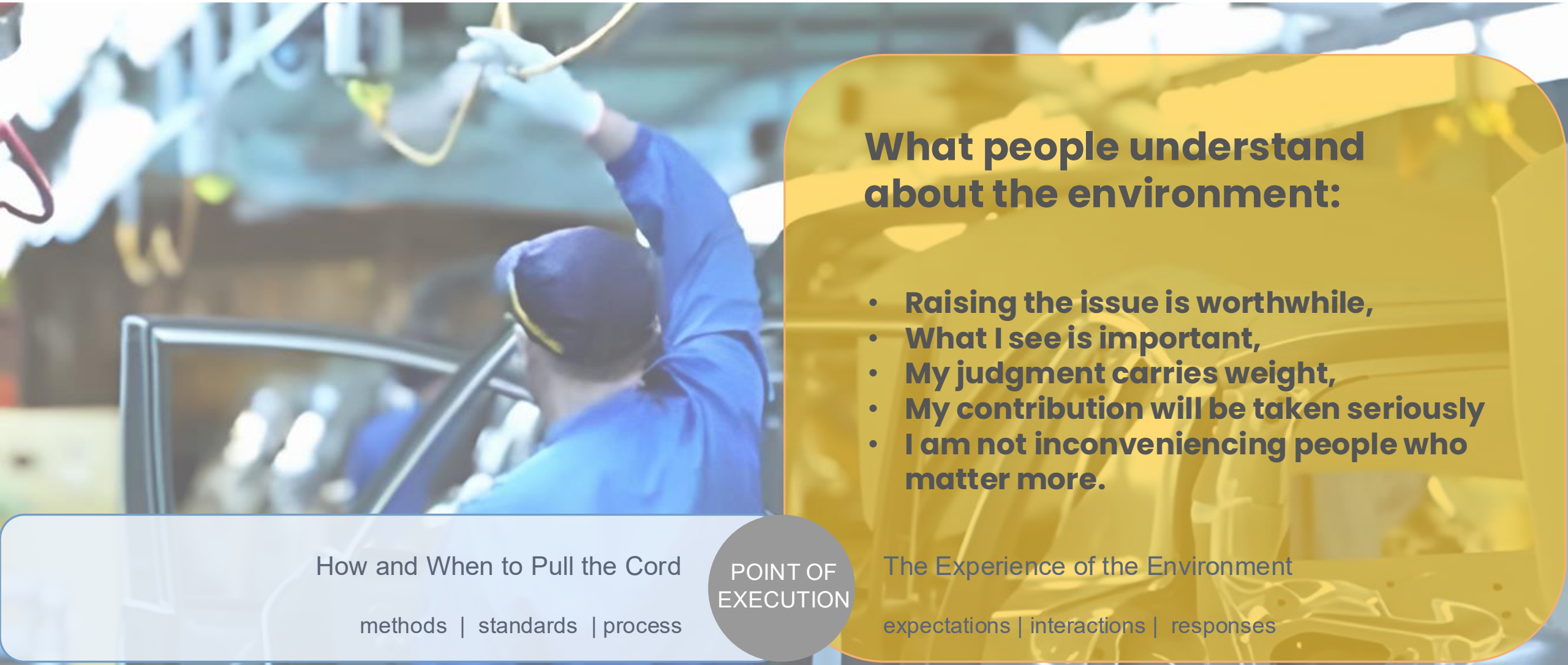
methods | standards | process

POINT OF
EXECUTION

The Experience of the Environment

expectations | interactions | responses

The Moment of Truth for Continuous Improvement



What people understand about the environment:

- Raising the issue is worthwhile,
- What I see is important,
- My judgment carries weight,
- My contribution will be taken seriously
- I am not inconveniencing people who matter more.

How and When to Pull the Cord

methods | standards | process

POINT OF
EXECUTION

The Experience of the Environment

expectations | interactions | responses

Choices don't only shape action. They express value.



What the environment values shapes:

- What we pay attention to
- What we accommodate
- What we dismiss
- Whose information we seek
- Whose concerns we take seriously
- Whose insights we consider useful
- Whose contribution we notice

How and When to Pull the Cord

methods | standards | process

POINT OF
EXECUTION

The Experience of the Environment

expectations | interactions | responses

A photograph of a paved road winding through a dense forest. A large, fallen log lies on the left shoulder of the road. The road has white dashed lines down the center and solid white lines on the edges. The trees are lush and green, with some showing signs of autumn. The sky is visible in the distance, showing a clear blue color.

Choices don't only shape action.
They express **value**.

➤ Question:

What percentage of people come to work with the intention to do their best?

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What percentage of people come to work with the intention to do their best?

Who **over** delivers?

Who **under** delivers?

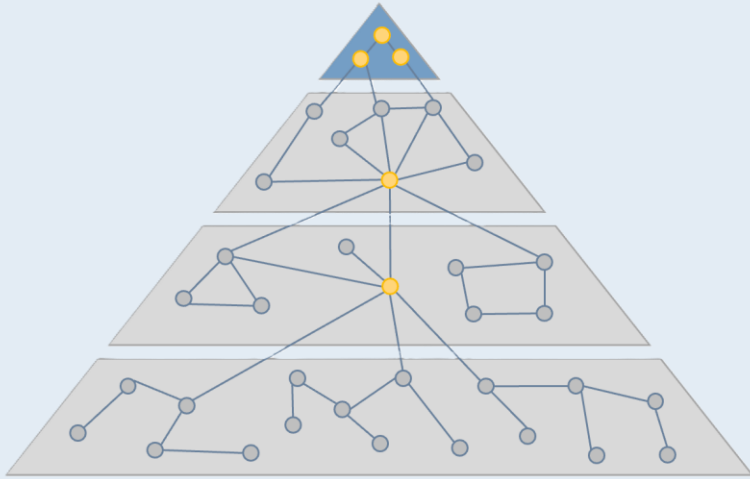
A photograph of a paved road winding through a dense forest. The road has white dashed lines down the center and solid white lines on the edges. On the left shoulder, a large, weathered log lies horizontally. The trees are mostly green with some autumnal tints. The sky is visible in the distance, showing a clear blue color.

We are constantly making judgments about who is capable, committed, valuable, or important.

Our criteria is often implicit, incomplete, or inconsistent.

Conflicting Ideas about where value lives

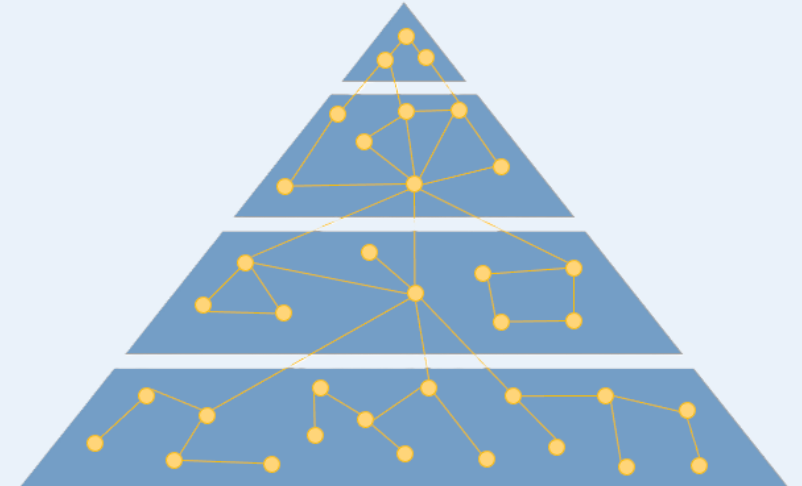
Traditional management value indicators:



Title | Authority | Tenure | Expertise
Visibility | Proximity to Power

VS.

Continuous Improvement sources of value

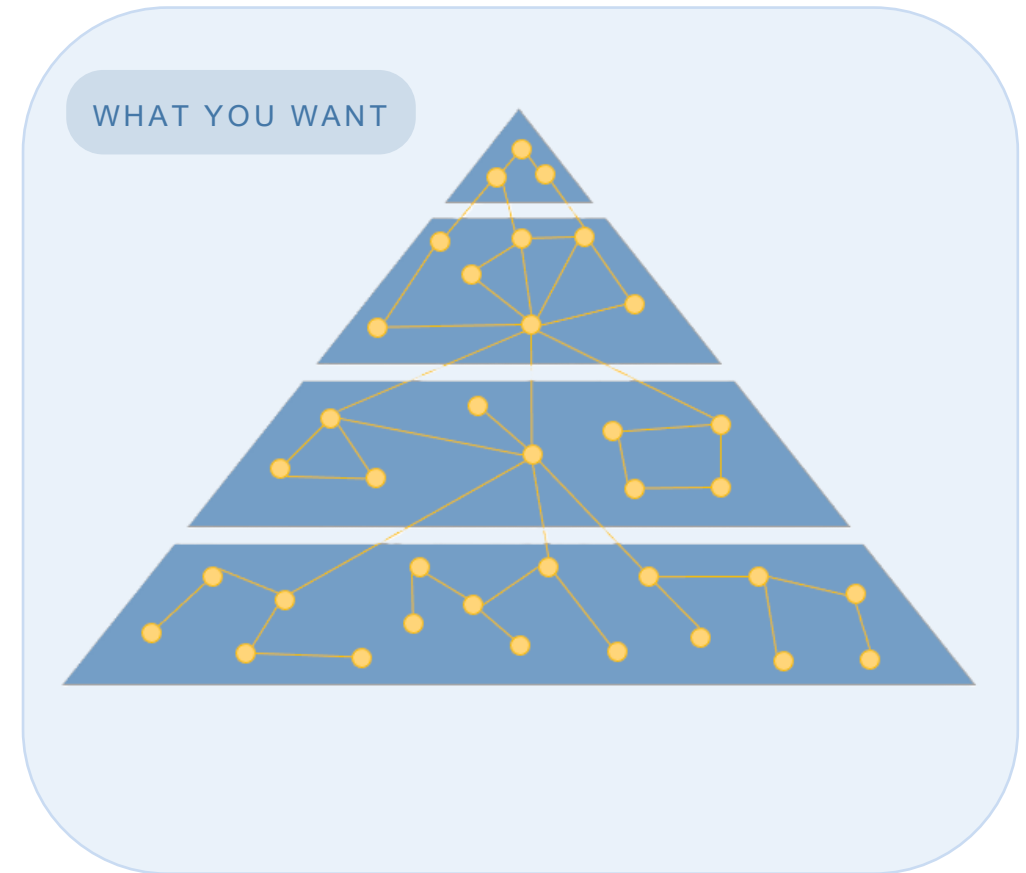
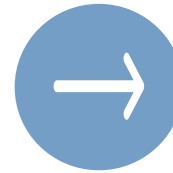
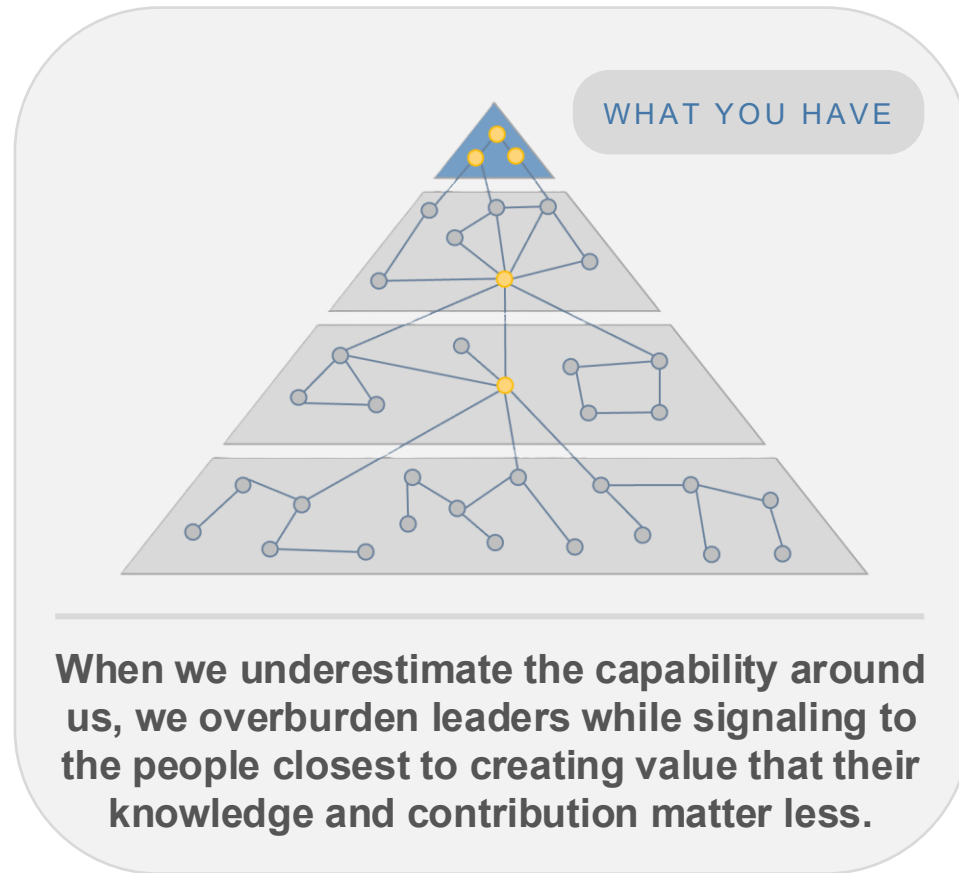


Knowledge and capability
exists where value is created.

A photograph of a paved road winding through a forest. On the left side of the road, a large, weathered log lies on the grass. A white line is painted on the road surface, starting from the bottom left and curving away from the road towards the log. The road continues straight ahead into the distance, marked with a dashed white center line. The surrounding trees are dense and green.

Creating the conditions for
continuous improvement, often
**requires changing our thinking
around who and what is valuable.**

Looking **up** versus looking **around** for answers



When we recognize and value the capability all around us,
we unlock more active contribution and create stronger results together.

➤ Question:

What percentage of people come to work with the intention to do their best?

100%



Treat People Like They Matter

Shift from indifference to inclusive interactions

Prioritize Wellbeing

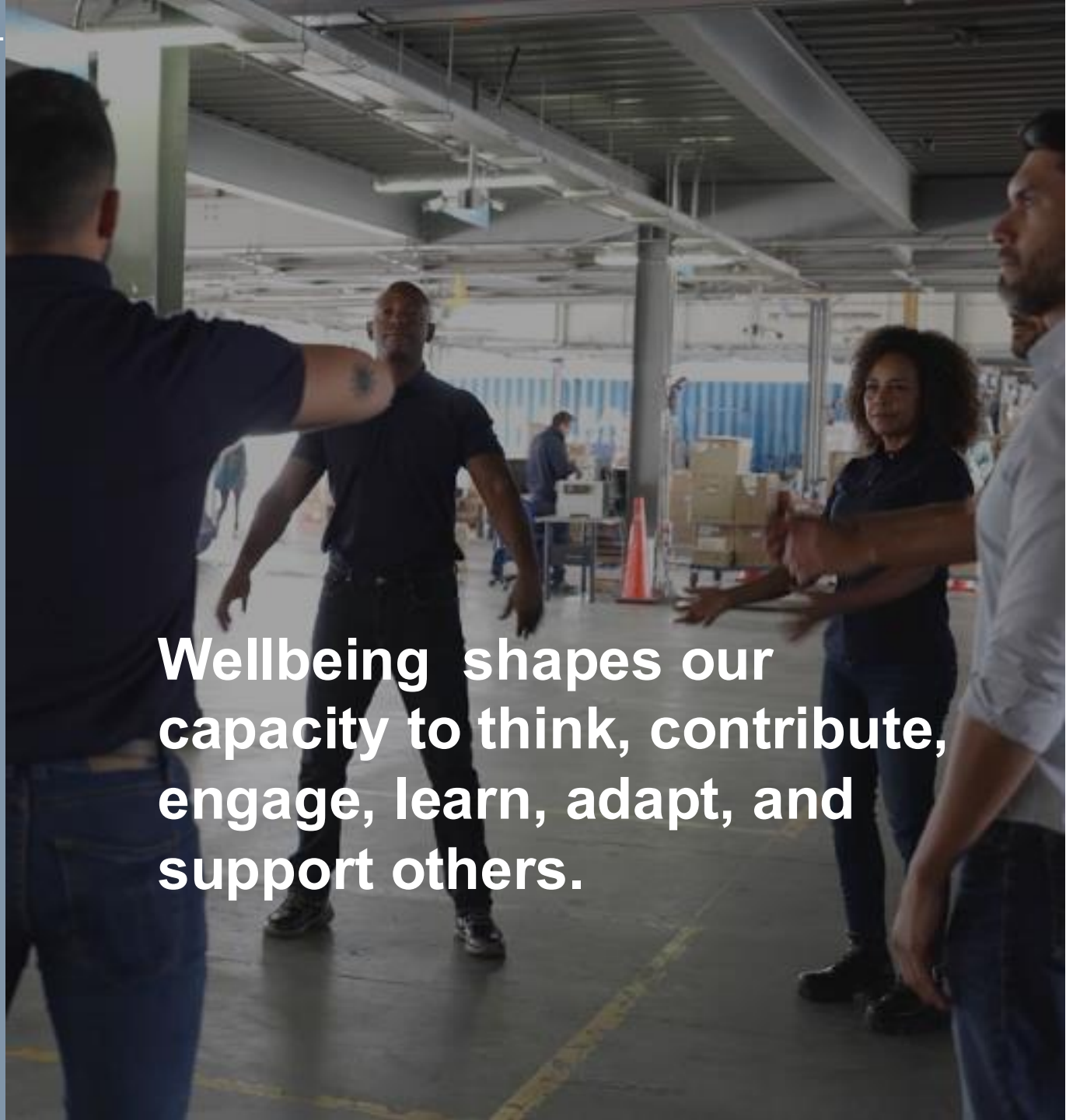
Value Individuality

Spotlight Others

SELF

Prioritize Wellbeing

Performance does not occur independently of human capacity

A photograph of a group of people in a warehouse or industrial setting. In the foreground, a man in a dark blue shirt is pointing his right arm towards the center. In the background, another man in a dark blue shirt is standing with his arms slightly out. To the right, a woman in a dark blue shirt is looking towards the center. On the far right, a man in a light blue shirt is partially visible. The background shows warehouse shelves, boxes, and an orange traffic cone.

Wellbeing shapes our capacity to think, contribute, engage, learn, adapt, and support others.

➤ Breakout:

Looking at the relationship between wellbeing and capacity.

When your well-being is stretched, what tends to change in how you show up with other people?



Each person brings a unique combination of lived experience and ways of seeing to the work.

RELATIONAL

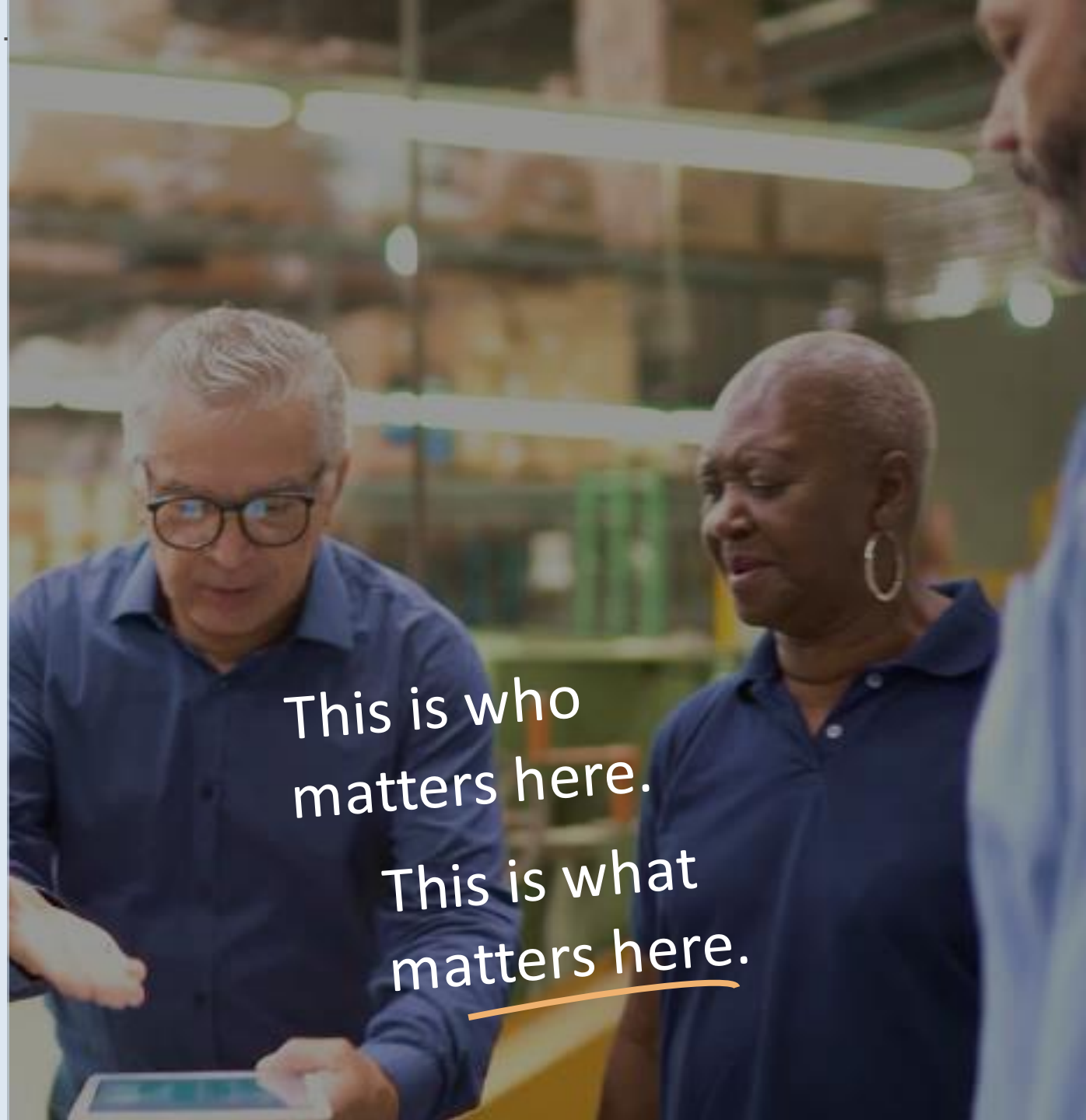
Value Individuality

What makes a person's contribution valuable is directly related to what makes them distinct.

SYSTEM

Spotlight Others

What gets spotlighted
gets repeated, modeled,
and compounded.



This is who
matters here.

This is what
matters here.

Broadening Who Contributes to Improvement

When people experience themselves and others as valued and necessary contributors, more of the knowledge, insight, and capability already present in the organization becomes available to the work.



More and more diverse perspectives

Broader input because more perspective are present.



Stronger solutions

Better answers because the organization has more to draw from.

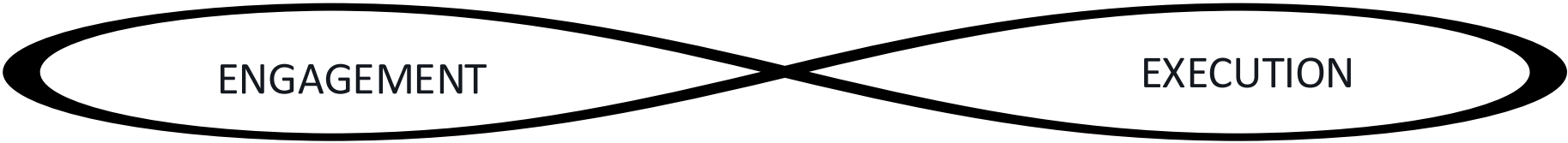


Less dependence on a few

Reduce the reliance on a small number of leaders or experts.



OPERATIONAL EXCELLENCE



	PRINCIPLE	CONDITIONS	INTERPERSONAL COMPETENCIES	OUTCOMES
SAFETY TRUST RESPECT	03 Partner for mutual benefit	PEOPLE FEEL Valued through collaboration	Get on the same page Speak with candor Show your cards	Effective alignment Shared ownership
	02 Treat people like they matter	PEOPLE FEEL Seen through recognition	Spotlight others Value individuality Prioritize wellbeing	Broader input Stronger solutions
	01 Engage with compassion	PEOPLE FEEL Heard through objectivity	Act to support Seek to understand Check your perspective	Better problem definition Fewer false fixes

The distance between the outcomes you're after and the conditions that produce them is the Respect for People Roadmap.



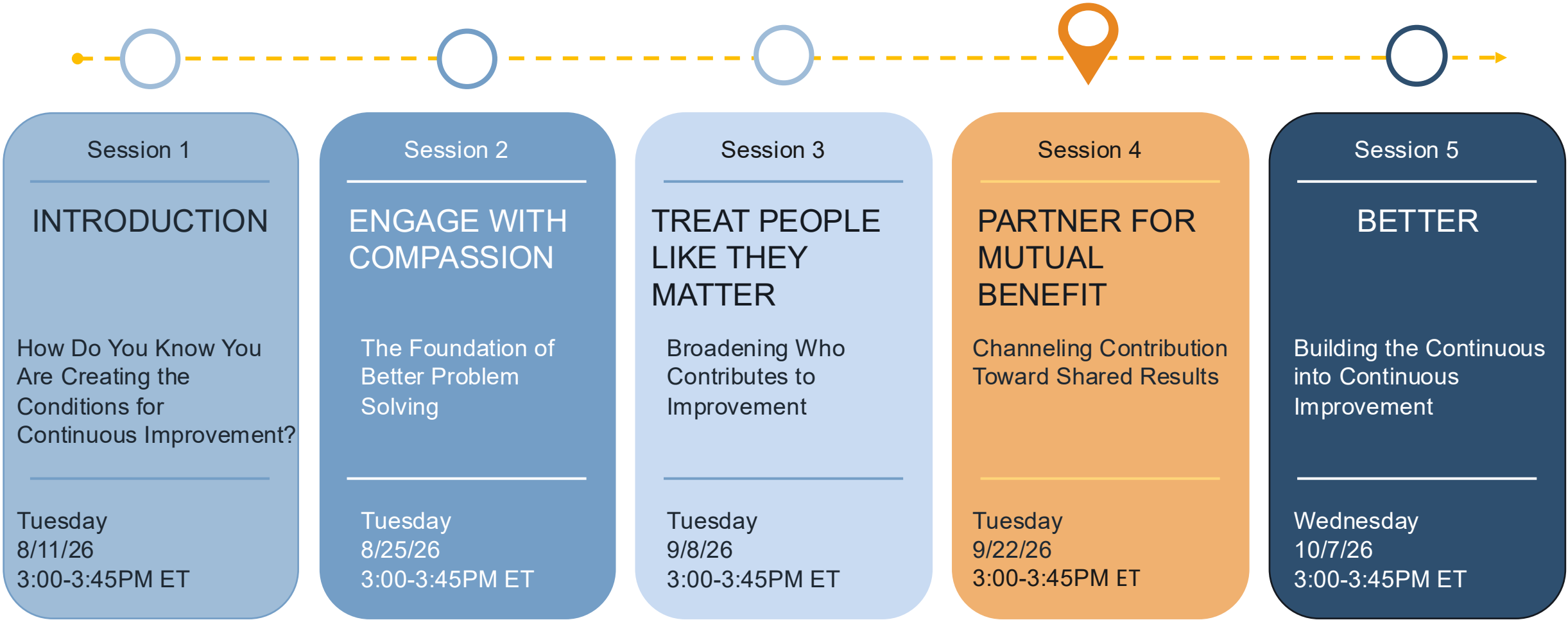
Treat People Like They Matter

Recognizing Value = Creating Value

What we recognize as valuable determines how much of the organization's knowledge and capability gets translated into the work and ultimately, into the quality of both the customer and employee experience.

The Respect for People Roadmap Journey

Next Up

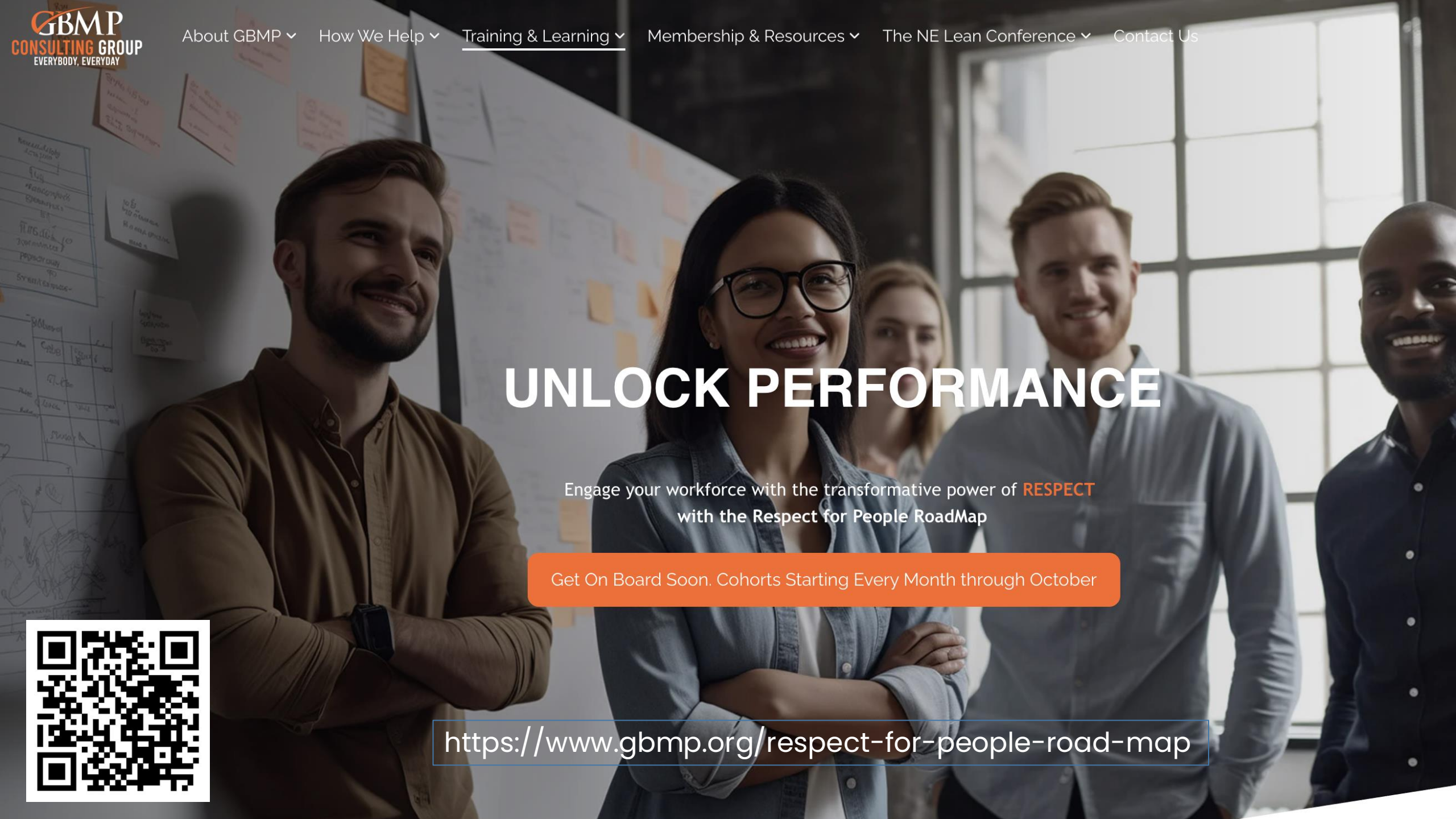


➤ For Next Time

Score your comfort level with

1-5 (5 is best)

- Showing your cards
- Speaking candidly
- Time you invest getting on the same page



UNLOCK PERFORMANCE

Engage your workforce with the transformative power of **RESPECT**
with the Respect for People RoadMap

Get On Board Soon. Cohorts Starting Every Month through October



<https://www.gbmp.org/respect-for-people-road-map>

REGISTER SOON

The 22nd Annual Northeast Lean Conference

People, A.I., & Lean — The Future of Continuous Improvement

Join more than 500 Lean practitioners for two days of learning, ideas, and practical continuous improvement.



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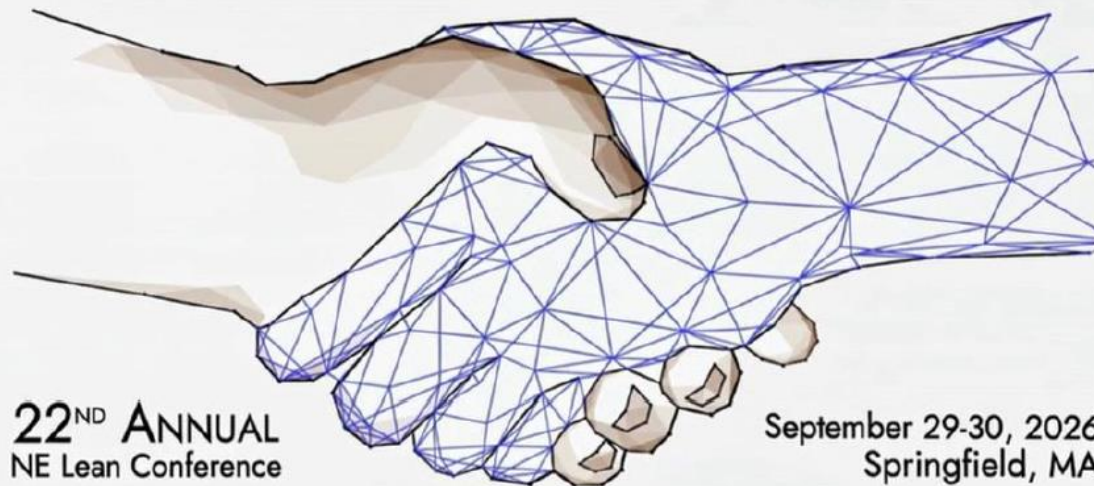


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