

A background image showing a woman on the left and a man on the right, both smiling and looking towards the camera. They appear to be in a professional or collaborative environment. The woman has long brown hair and is wearing a dark top. The man has dark hair and a beard, wearing a light blue shirt. The image is slightly blurred and has a blue tint.

How to Build the Conditions for Continuous Improvement
A Five-Part Series Exploring the Respect for People Roadmap

PART 4

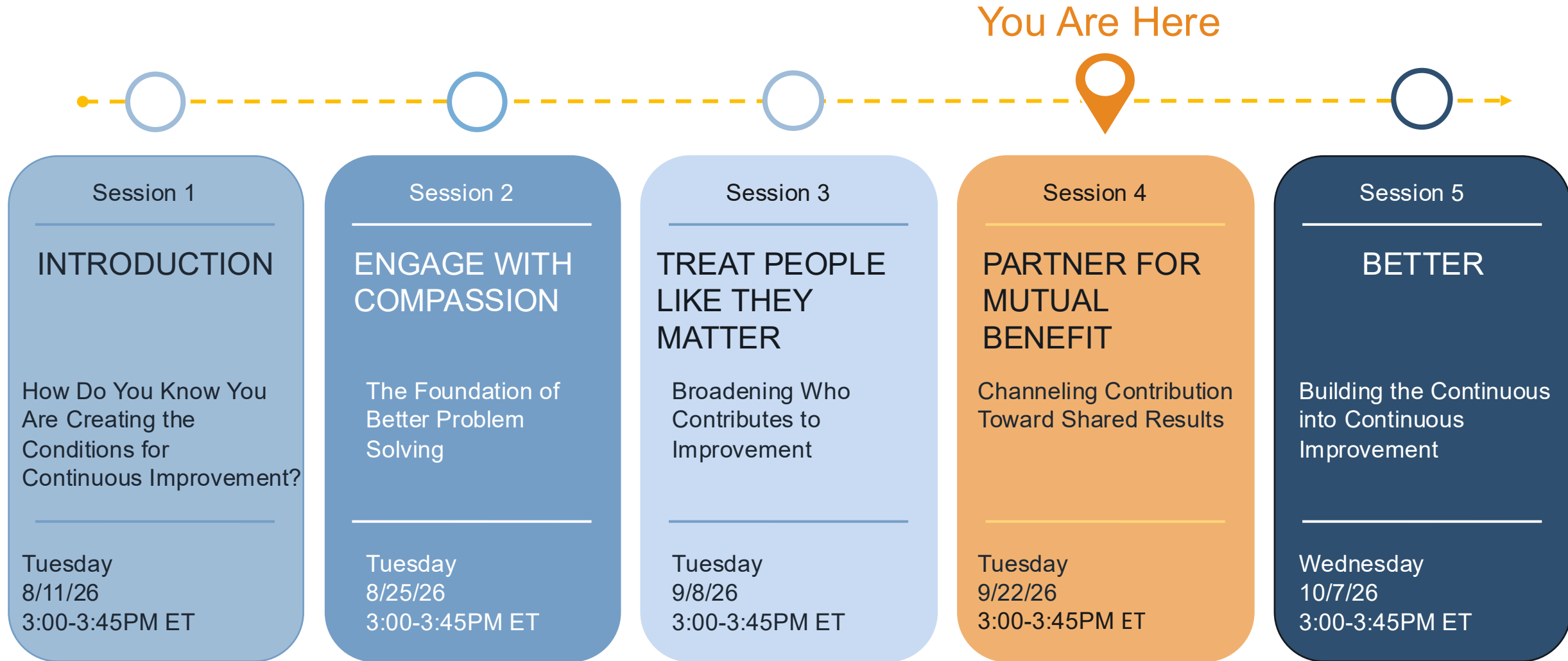
Partner for Mutual Benefit

Channeling Contribution Toward Shared Results

GBMP: Dan Fleming | Melinda Manente

The Respect for People Roadmap: Scott Gauvin

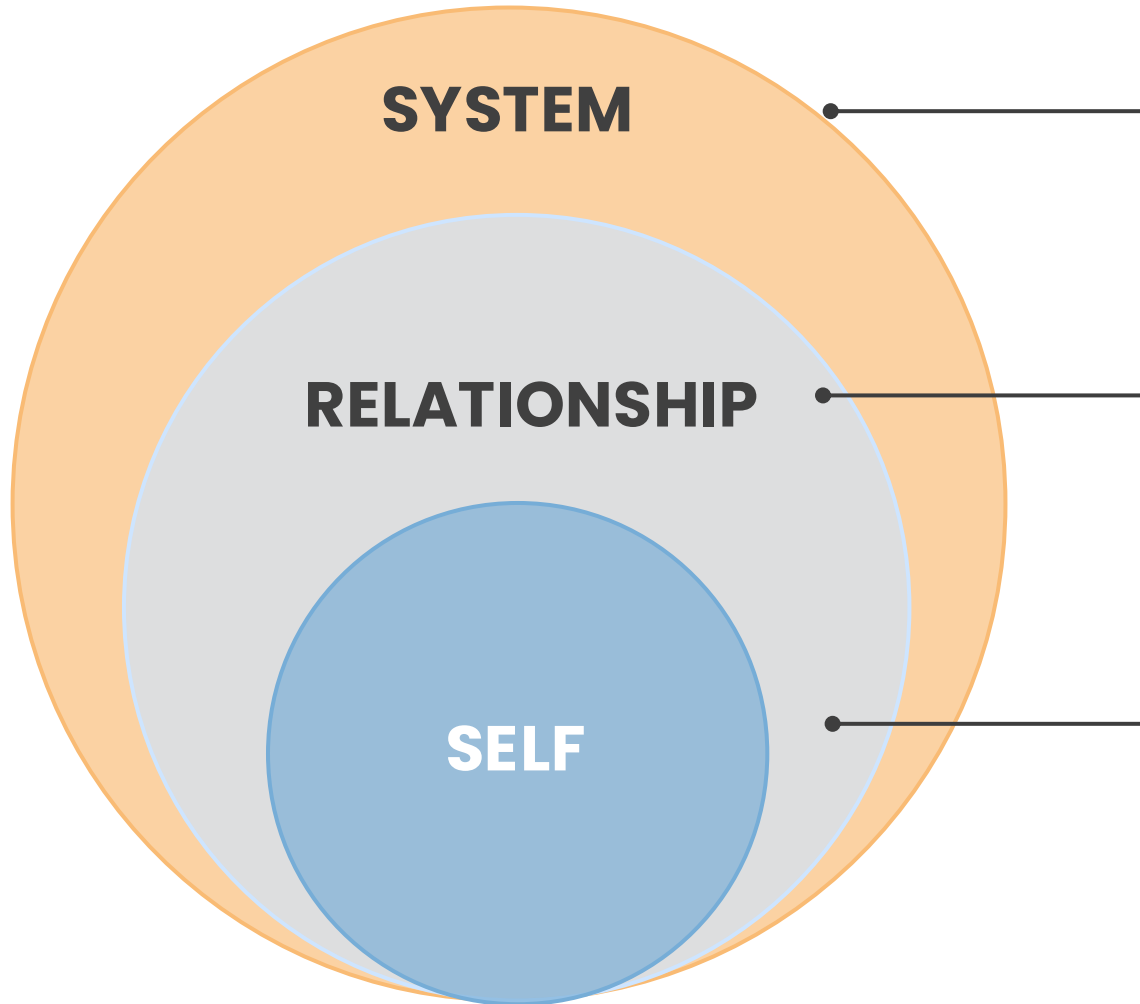
The Respect for People Roadmap Journey



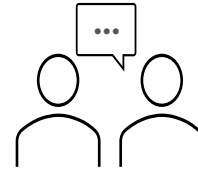
THE Respect for People



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?

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.





The purpose of recognizing that
different people create value is
for that value to carry consequence.

**Asking for input is
not the same as being
open to its influence.**



"What am I doing? Fixing the
paper shredder."

Coworkers are Both Customers and Contributors

TRADITIONAL

I produce.
You receive.

VS

CONTINUOUS IMPROVEMENT

My contribution affects
your ability to succeed.

Your contribution influences
what I understand and what
we do.

➤ Breakout:

Is the biggest barrier to driving continuous improvement getting people to contribute or remaining open enough for their contribution to change us and our ways of working?

The Moment of Truth for Continuous Improvement



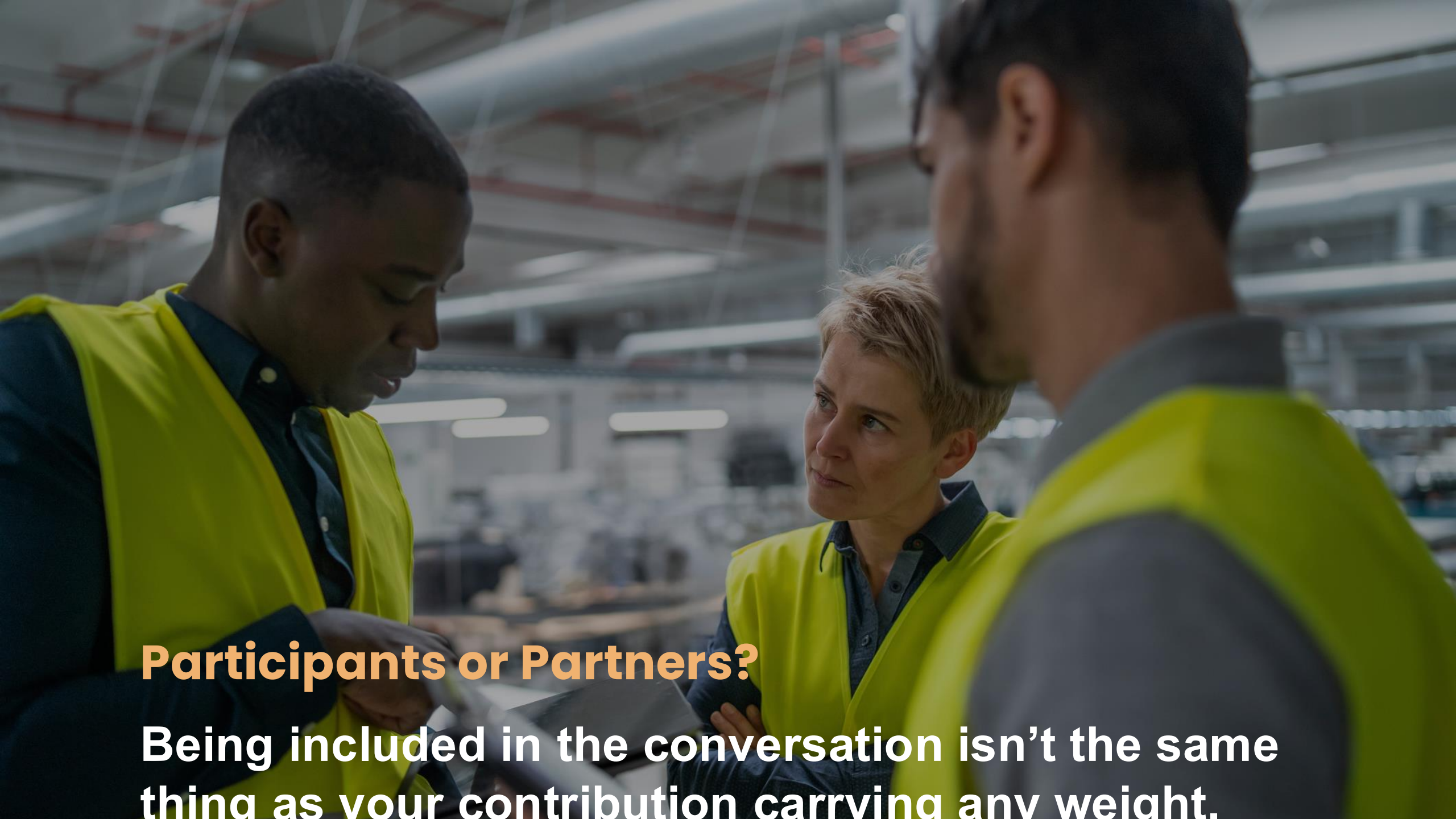
How and When to Pull the Cord

methods | standards | process

POINT OF
EXECUTION

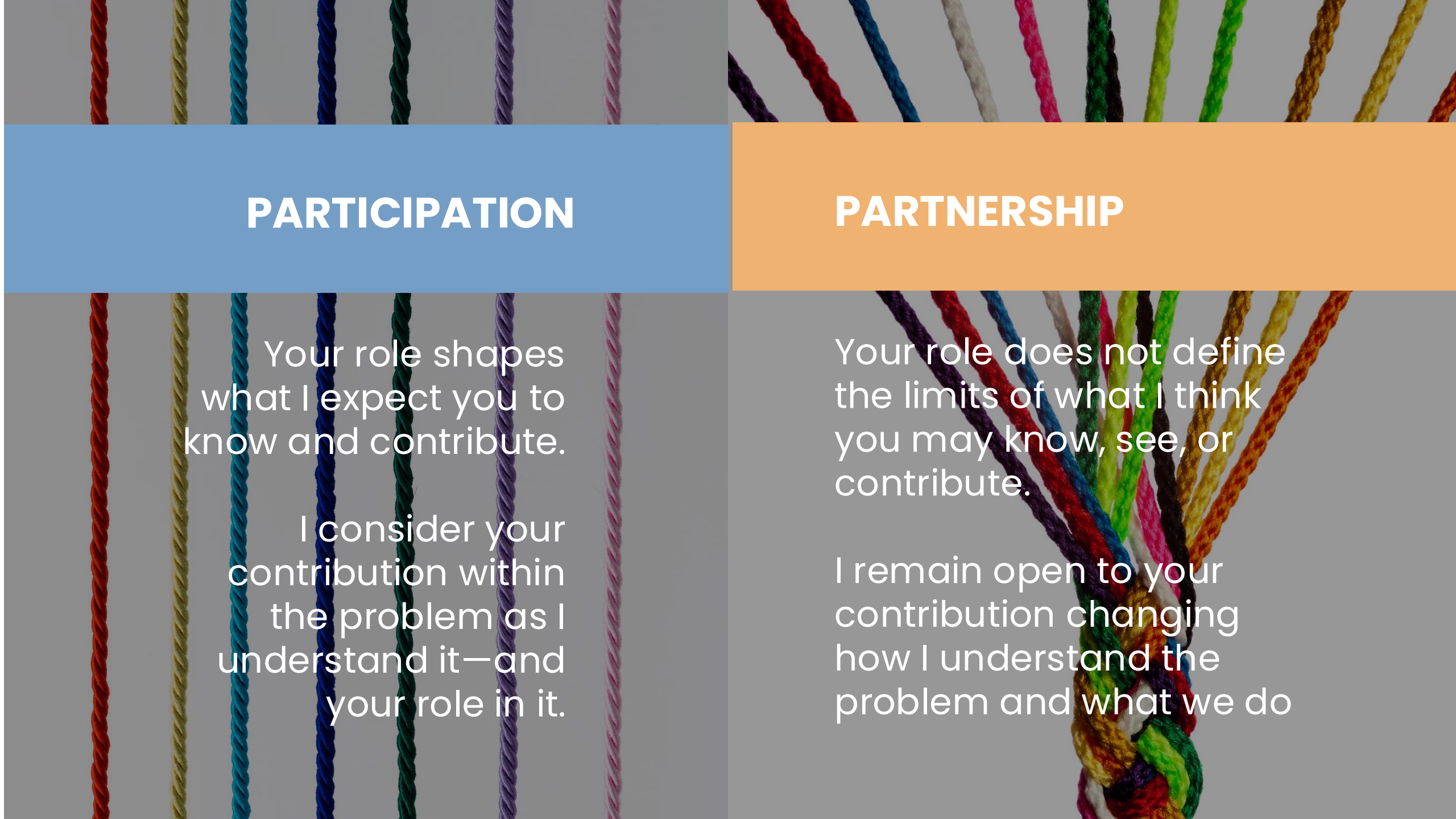
The Experience of the Environment

expectations | interactions | responses

A photograph of three people in a factory or industrial setting. On the left, a Black man in a yellow safety vest over a dark shirt is looking down at a tablet. In the center, a woman with short blonde hair, also in a yellow safety vest over a blue shirt, is looking towards the man. On the right, a white man in a yellow safety vest is seen from the back, looking towards the other two. The background shows industrial equipment and overhead lights.

Participants or Partners?

Being included in the conversation isn't the same thing as your contribution carrying any weight.

The background of the entire slide is a photograph of several thick, twisted ropes hanging vertically. The ropes are in various colors: red, yellow, teal, blue, green, purple, and pink. They are evenly spaced and run from the top to the bottom of the frame.

PARTICIPATION

Your role shapes
what I expect you to
know and contribute.

I consider your
contribution within
the problem as I
understand it—and
your role in it.

PARTNERSHIP

Your role does not define
the limits of what I think
you may know, see, or
contribute.

I remain open to your
contribution changing
how I understand the
problem and what we do



What I need
from you

What you need
from me

Mutual Benefit

➤ Question:

What is the difference between being co-located coworkers and being partners?

What is the trend at your organization?

Partner for Mutual Benefit

Move from contention to
co-creation



SELF

Show Your Cards

Be transparent about your intentions, constraints and needs.



Your intentions, constraints, goals, concerns, needs, capacity, and assumptions affect their ability to act.

A man with grey hair and a beard, wearing a brown sweater over a light blue shirt, is looking slightly to the right. The background is blurred, showing what appears to be a wall with some colorful posters or drawings.

A good partner doesn't hide a risk, withhold disagreement, or let the other person act based on incomplete information.

RELATIONAL

Speak with Candor

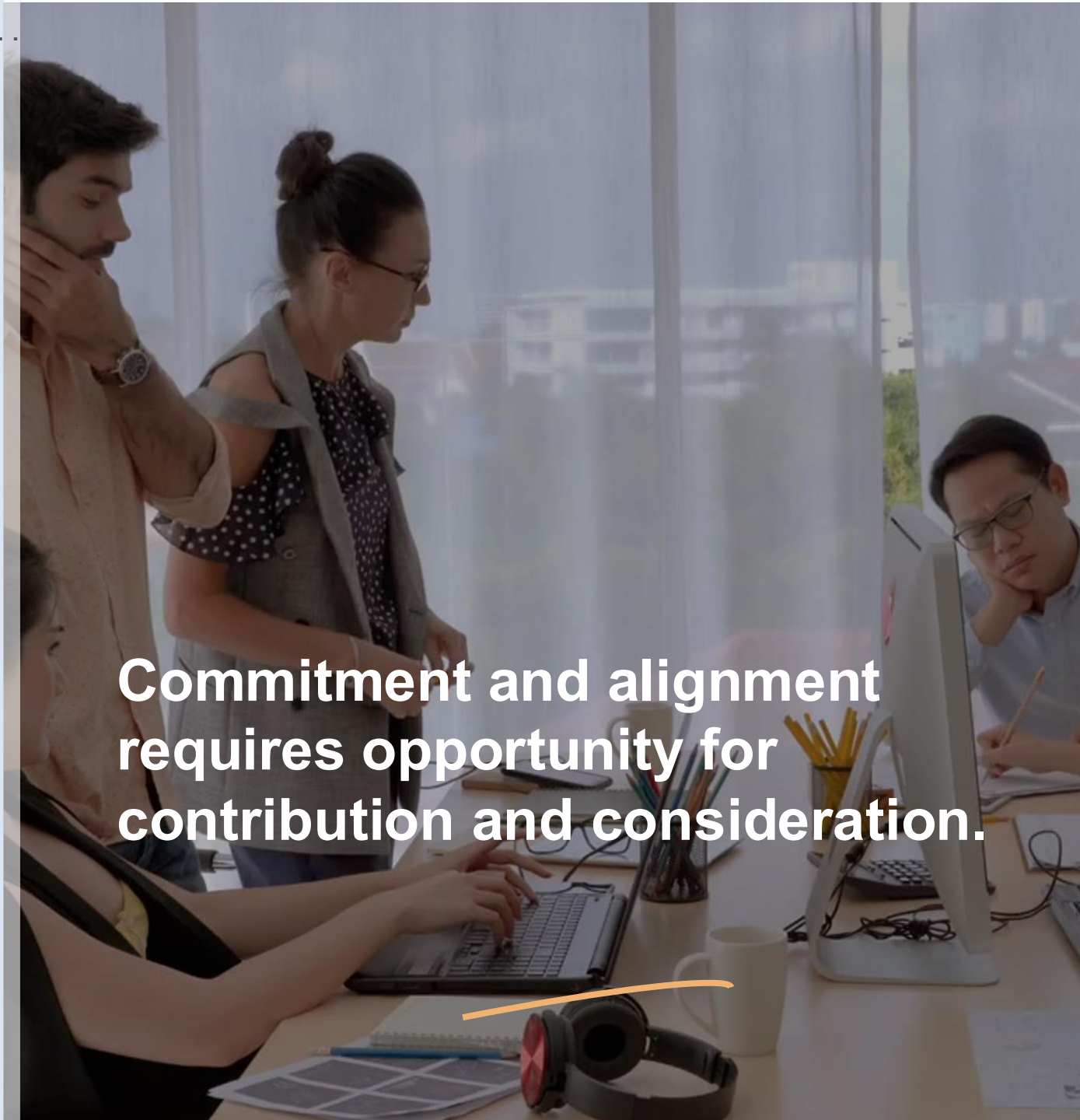
Tell your partner what they *need* to hear, not what they want to hear.

SYSTEM

Get on the Same Page

Bring people into the decision not just the outcome.

Commitment and alignment requires opportunity for contribution and consideration.



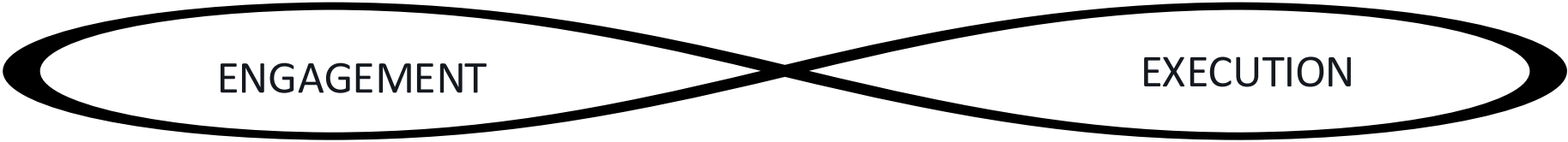
➤ Question:

Score your comfort level with

1-5 (5 is best)

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

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.

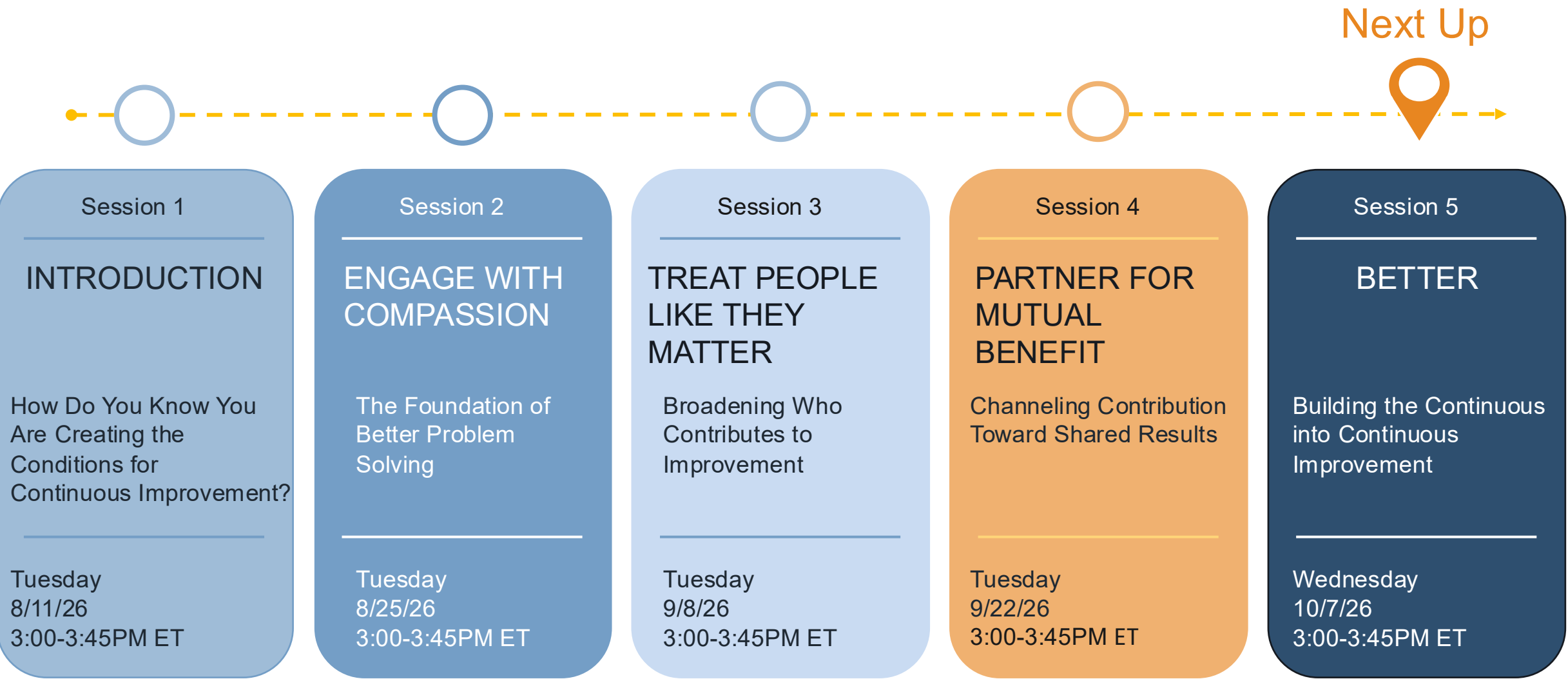


Partnering for Mutual Benefit

How Resilience Gets Built

When priorities compete for resources or circumstances change unexpectedly, resilience depends on whether people can continue to coordinate, adapt, and work through competing needs under strain.

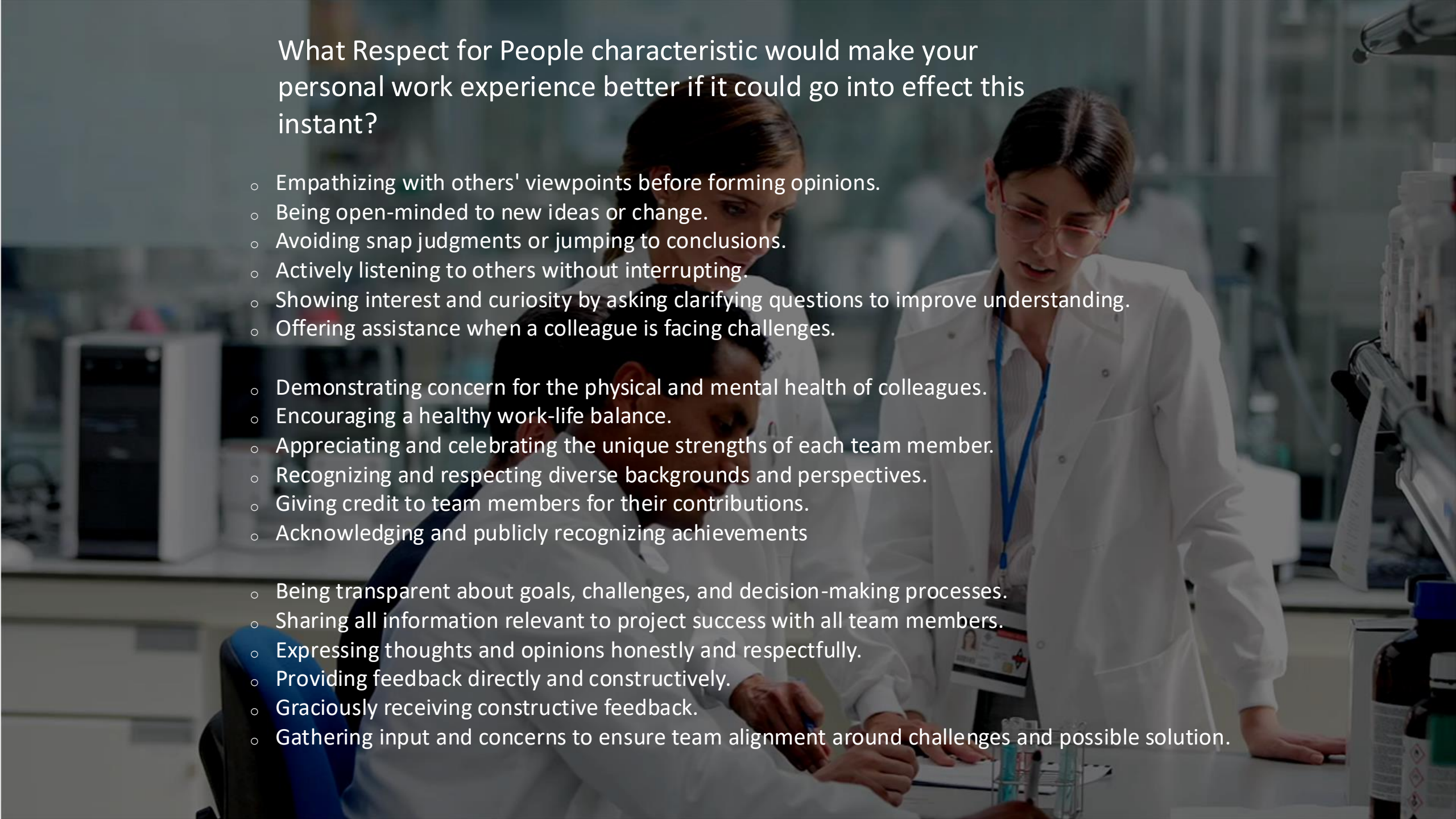
The Respect for People Roadmap Journey



➤ For Next Time

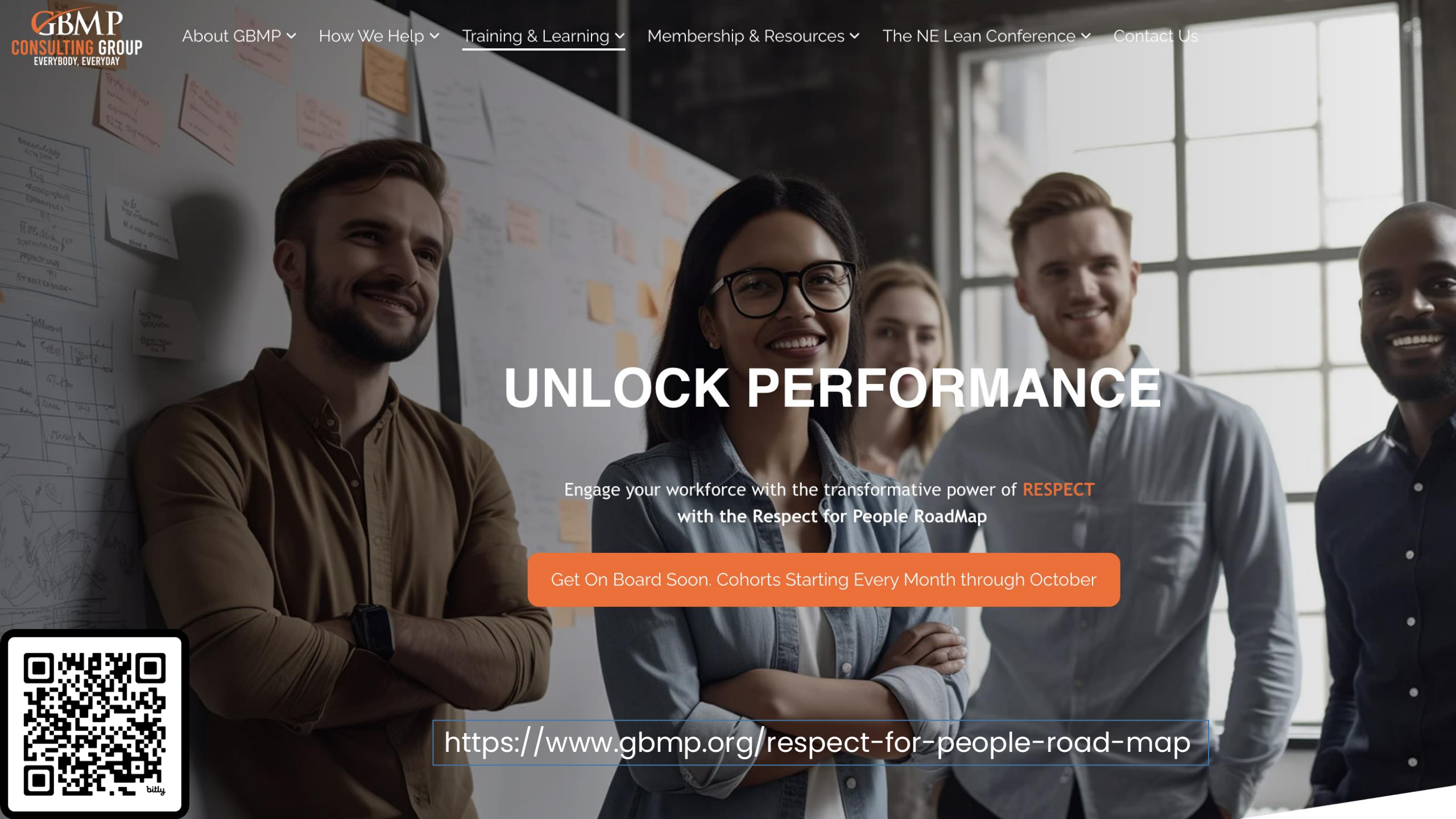
The Respect for People Roadmap includes 18 characteristics that support how we practice these behaviors.

If you could choose just ONE to get better at, which would you choose?



What Respect for People characteristic would make your personal work experience better if it could go into effect this instant?

- Empathizing with others' viewpoints before forming opinions.
- Being open-minded to new ideas or change.
- Avoiding snap judgments or jumping to conclusions.
- Actively listening to others without interrupting.
- Showing interest and curiosity by asking clarifying questions to improve understanding.
- Offering assistance when a colleague is facing challenges.
- Demonstrating concern for the physical and mental health of colleagues.
- Encouraging a healthy work-life balance.
- Appreciating and celebrating the unique strengths of each team member.
- Recognizing and respecting diverse backgrounds and perspectives.
- Giving credit to team members for their contributions.
- Acknowledging and publicly recognizing achievements
- Being transparent about goals, challenges, and decision-making processes.
- Sharing all information relevant to project success with all team members.
- Expressing thoughts and opinions honestly and respectfully.
- Providing feedback directly and constructively.
- Graciously receiving constructive feedback.
- Gathering input and concerns to ensure team alignment around challenges and possible solution.



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



billy

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

REGISTER SOON

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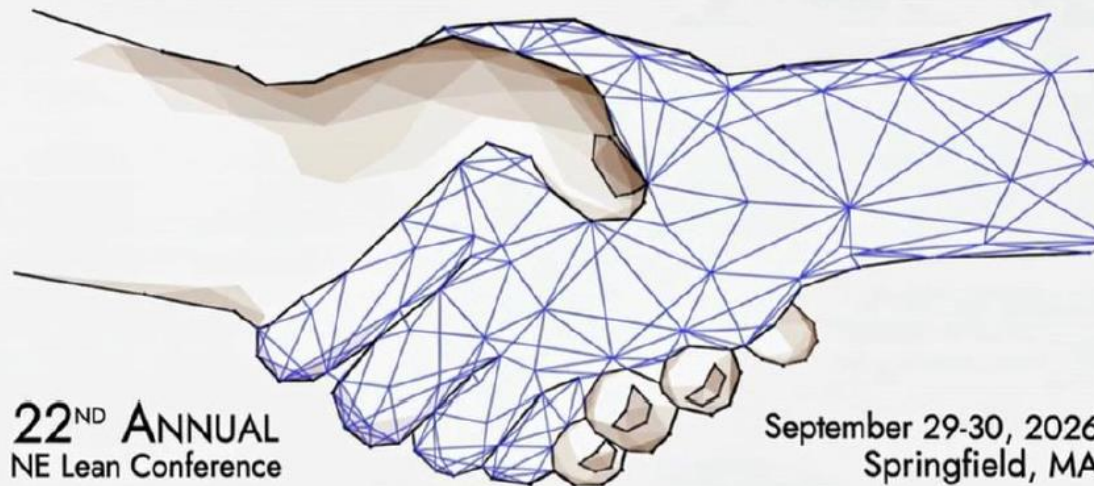


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PEOPLE & AI

THE FUTURE OF CONTINUOUS IMPROVEMENT



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GROUP2026



Scan