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

PART 5

Better

Building the Continuous into Continuous Improvement

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The Respect for People Roadmap: Scott Gauvin

The Respect for People Roadmap Journey

You Are Here

Session 1

INTRODUCTION

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8/11/26
3:00-3:45PM ET

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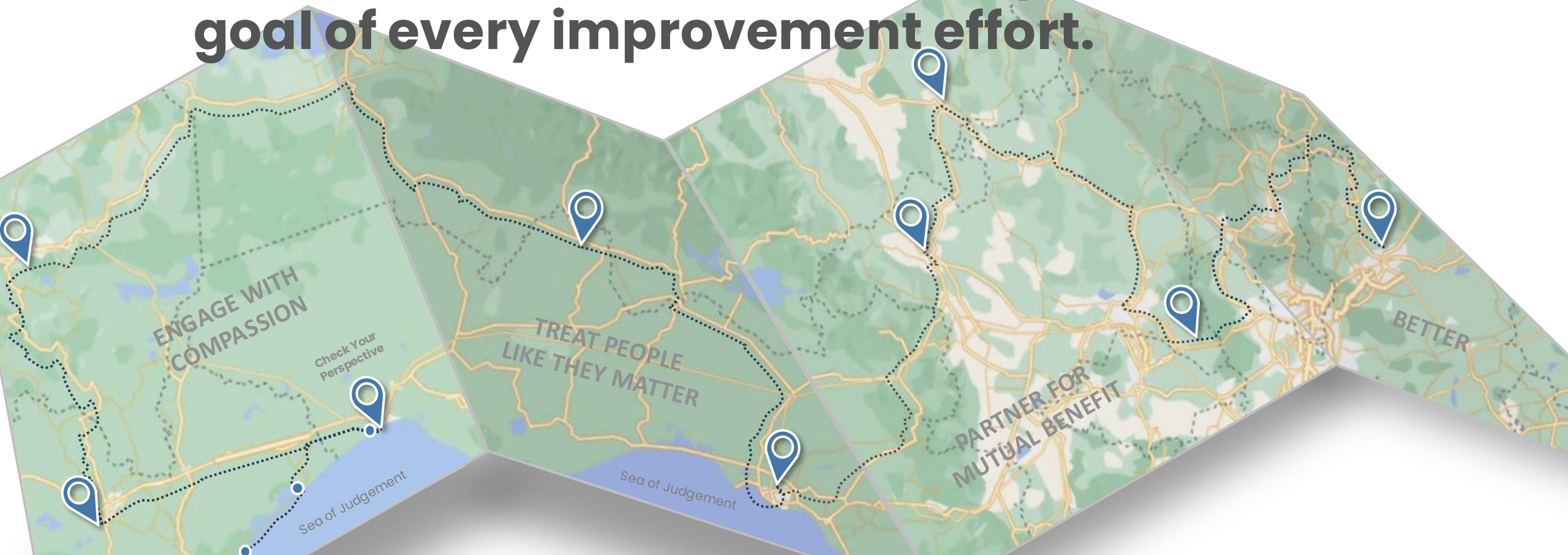
THE

Respect for People ROADMAP™

Better:

The destination of the Roadmap and the goal of every improvement effort.



Without standards, there can be no improvement.

– Taiichi Ohno

Respect for People is often present in our language and absent from the way work *actually* happens.

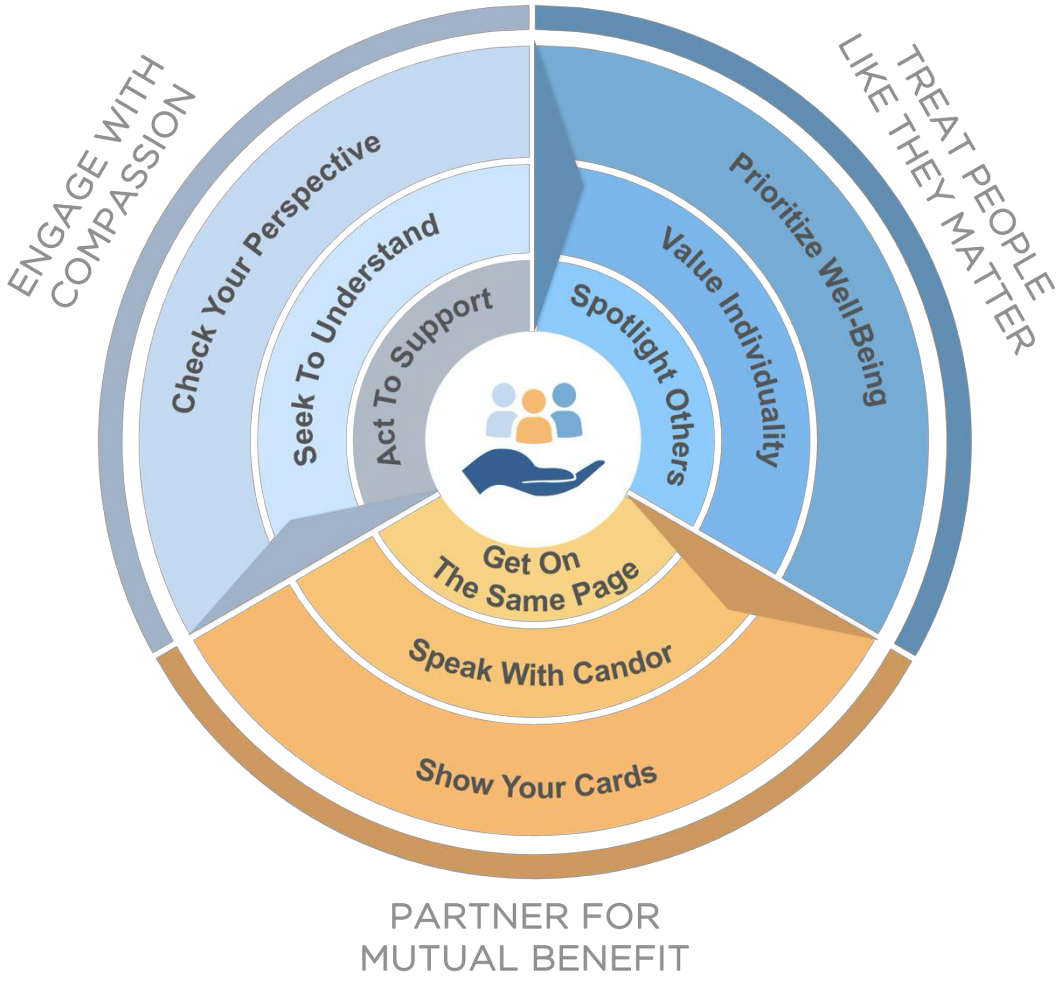
- Going to Gemba is not the same as building trust.
- Asking for input is not the same as being open to its influence.
- Encouraging people to speak up is not the same as creating psychological safety.
- Treating someone courteously is not the same as recognizing their knowledge as consequential.

Breakout:

How has your understanding of Respect for People changed over the course of this series?

The Roadmap defines the practice of Respect for People so it can be operationalized.

Three principles broken down into nine behaviors, developed in sequence, make the practice specific enough to learn, observe, improve, and measure.



A shared standard enables BOTH leaders and employees to see and improve how people work together

LEADERS

- Assess and develop the practice
- See where friction gets in the way
- Connect how people work to how work performs

EMPLOYEES

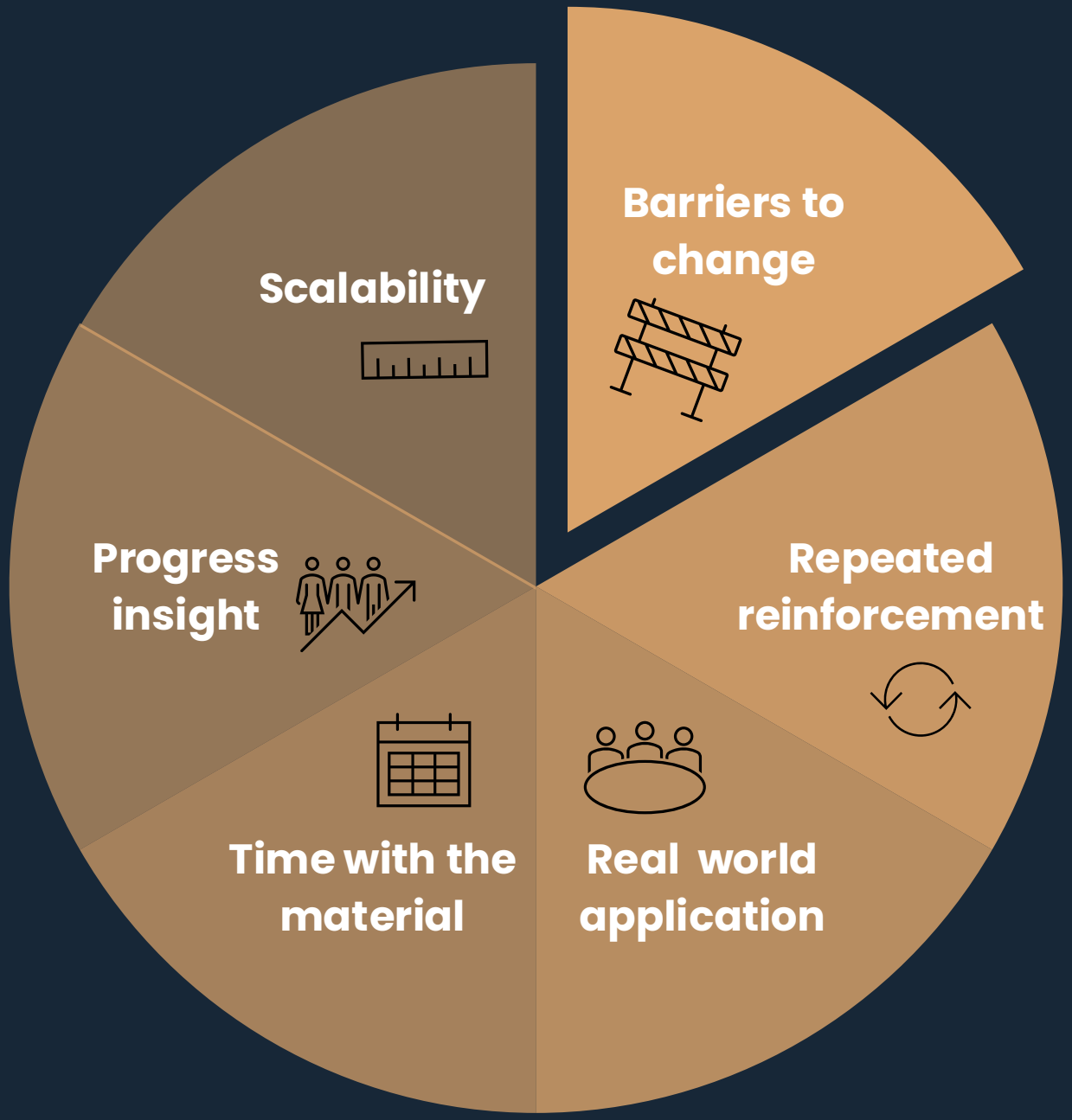
- See gaps and strengths in practice
- Name what's working and what isn’t
- Resolve issues with less leader intervention

Continuous improvement includes everyone, everyday, from the C-Suite to the front lines.

So does Respect for People.

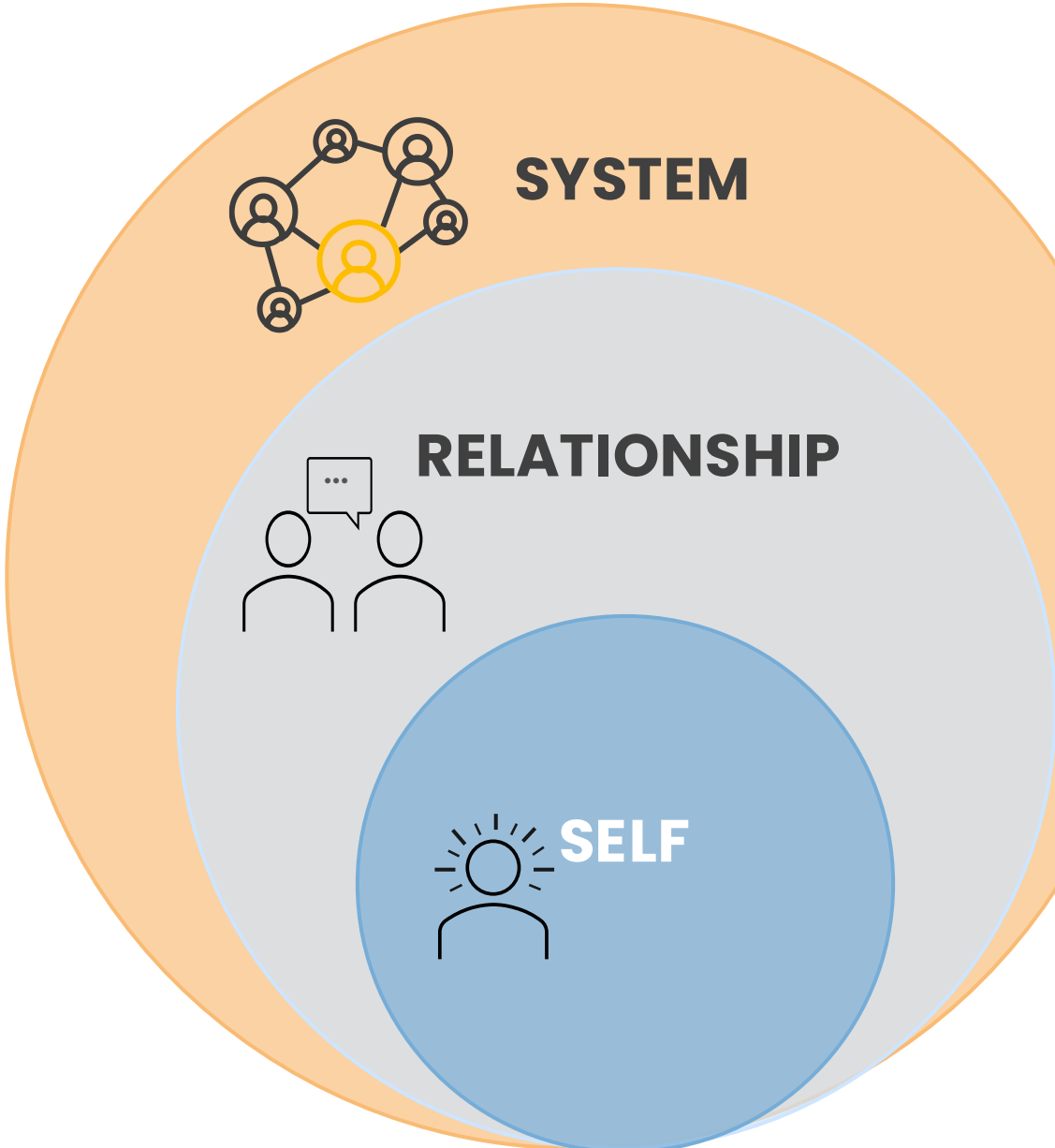
The Roadmap's multi-modal learning system moves people through repeated cycles of awareness, practice, application and feedback.

Each of its six elements addresses one of the reasons behavior change typically fails to stick.



LEARNING FOCUS

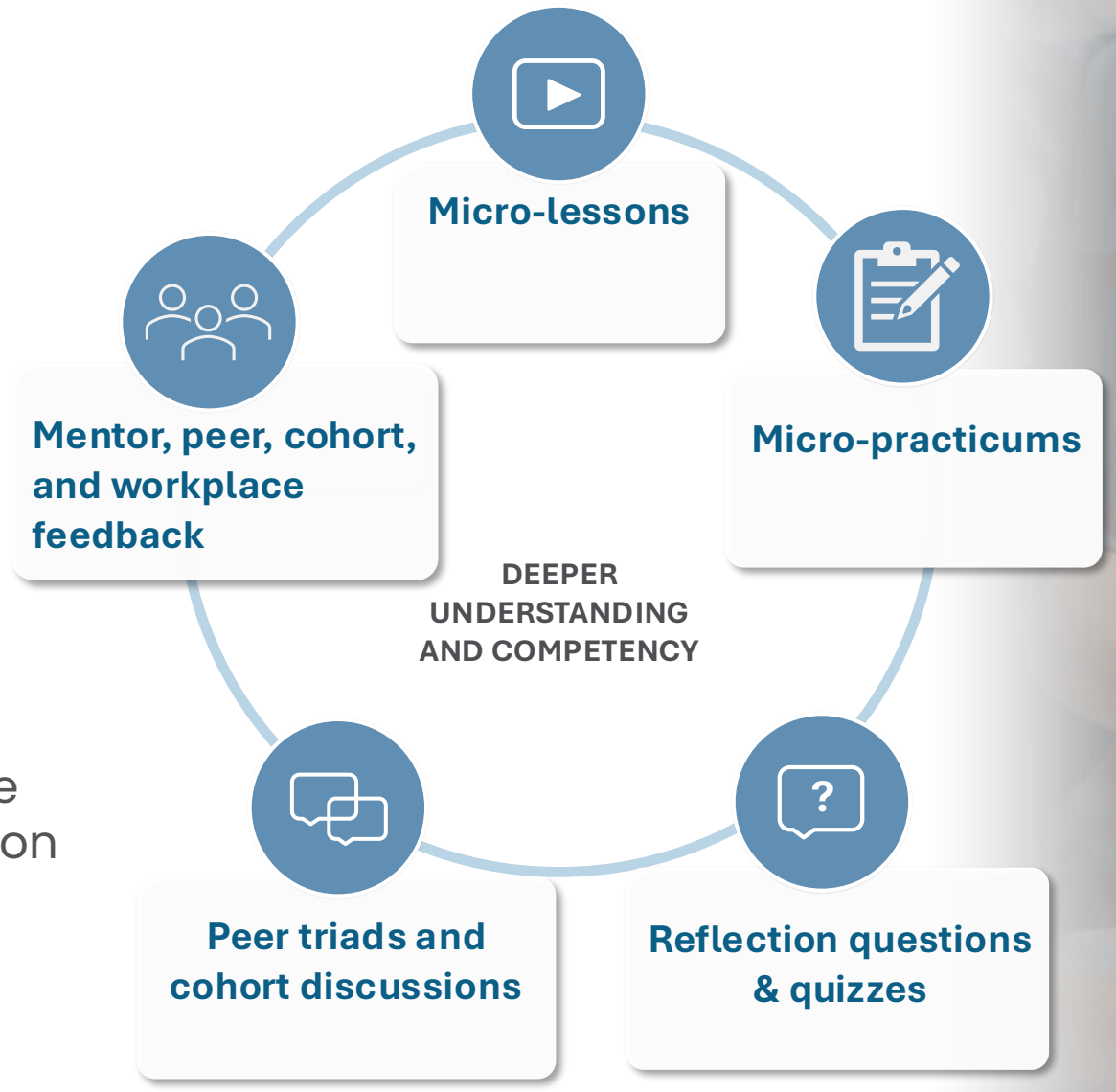
The curriculum targets the deficits and barriers to stronger competencies, from self to system.



LEARNING APPROACH

Multiple ways to learn. Real application at work.

Grounded in behavioral science and habit theory, the Roadmap reinforces the learning and peer connection through repeated practice, reflection, and feedback.



LEARNING CONTEXT

Learning happens where friction happens.

On the floor.
In the handoff.
In the huddle.

Everyday encounters become opportunities to practice, reflect, and learn.

LEARNING DURATION

Practice needs time to stick.

The Roadmap sustains repeated exposure, application, and reflection long enough for new competencies to emerge.

40 hours

over 15–20 weeks

20 minutes

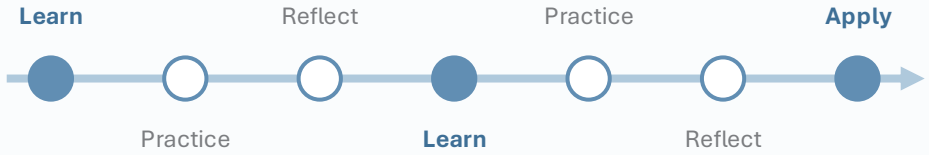
a day, on average

The point is not simply to spread the learning out. It is to create repeated chances to process, practice, and apply it.

REPETITION + SPACE + APPLICATION

Learning unfolds across time

FORMAL LEARNING — **15–20 weeks**



Most practice happens between lessons.

Spacing gives participants time to process what they learned, try it in real work, and come back with experience.

POST-PROGRAM ACTION PLAN

Practice continues after the formal learning ends.

LEARNING BENCHMARKS

Makes development visible to participants and the organization, so both can act on what the learning reveals.

- Pre and post individual assessments.
- Organizational assessment.
- Midpoint and wrap-up insight reports on progress, engagement, and operational friction.

PRE
Baseline

MIDPOINT
Course-correct

WRAP-UP
See the change

THE

Respect for People

Your Leadership Tendencies In Focus

Your Overall Score

6/10

A clear view of how your everyday responses support the conditions for engagement and execution.

WHAT THIS REVEALS

Consistency is visible. Variation becomes actionable.

Use the benchmark to target practice, coaching, and team conditions.

BENCHMARK VIEW

PRE Baseline

MID Insight

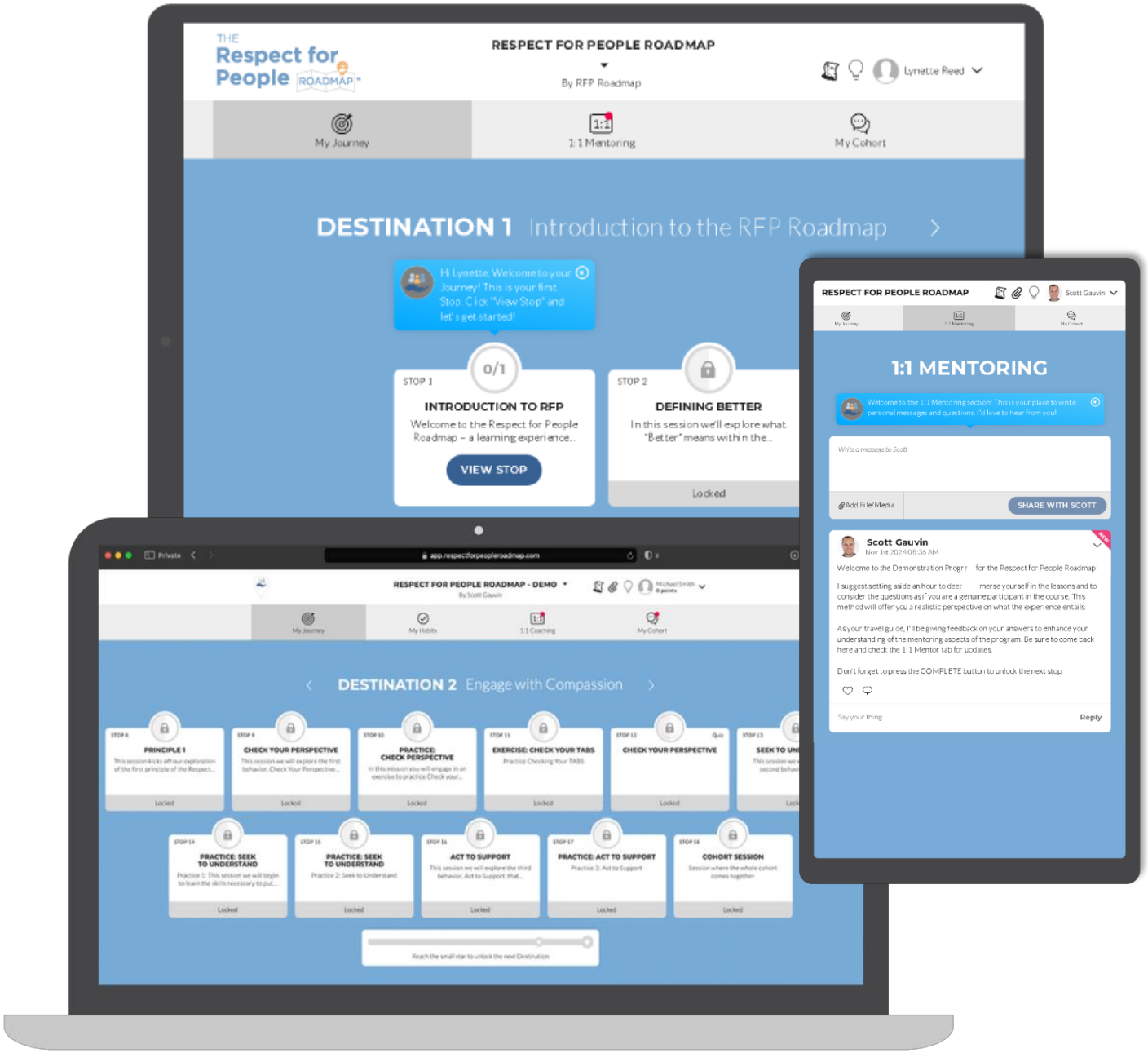
POST Change

ACTION 30/60/90

LEARNING REACH AND SCALE

One platform hosts the learning content and mentor interaction for every participant.

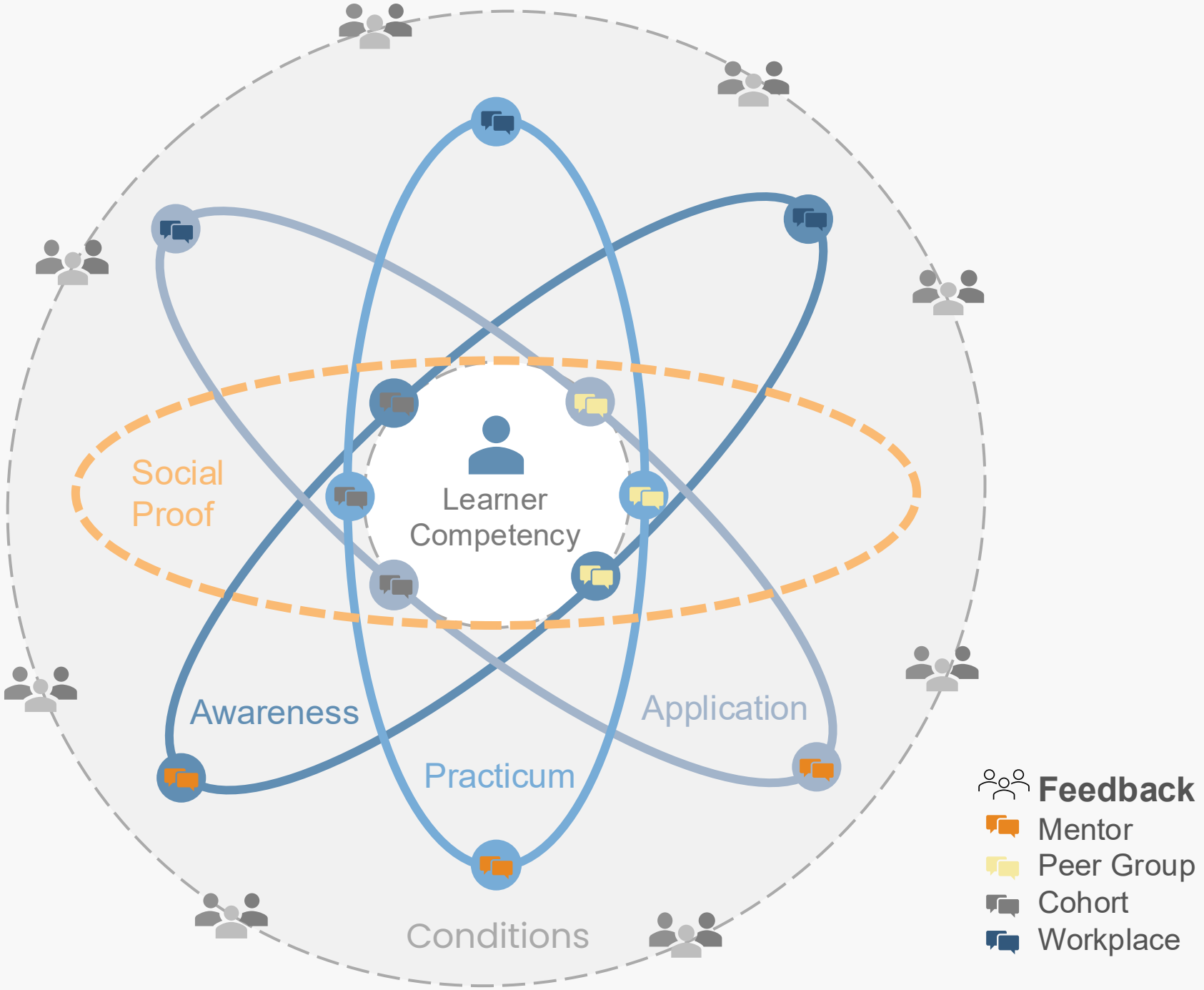
Accessible from any shift, site, region or smart device, the Platform enables delivery of a consistent and repeatable standard regardless of role or number of cohorts.



LEARNING MODEL

Each behavior is developed through overlapping cycles of awareness, practice, and application.

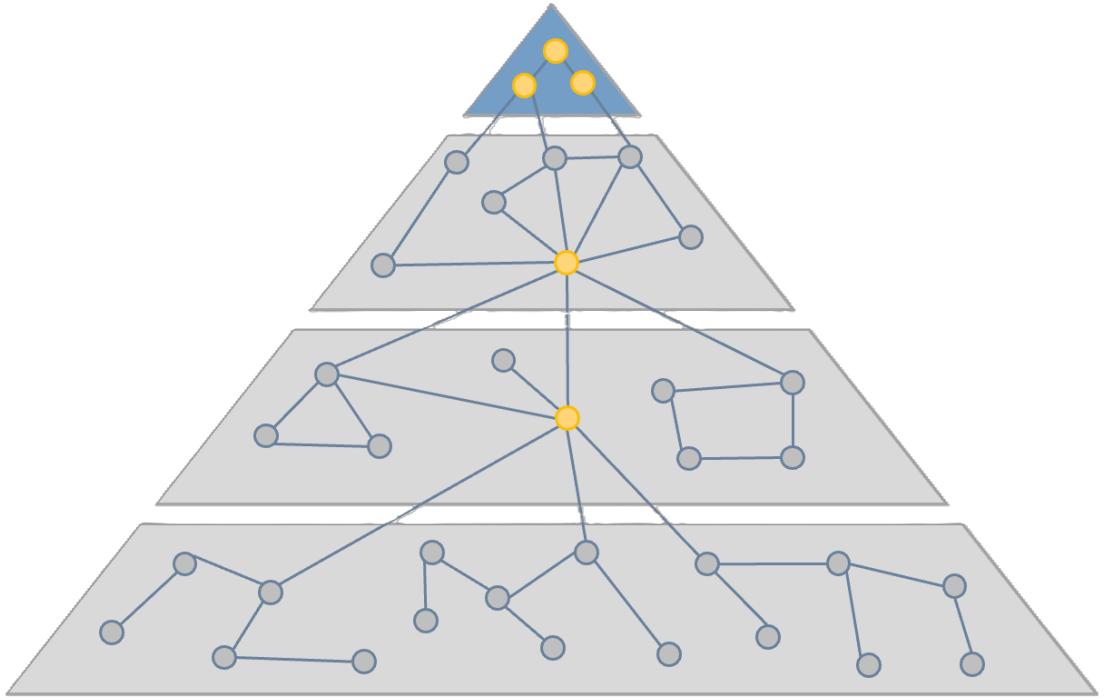
Feedback from mentors, peer groups, the cohort, and the workplace runs through every cycle.

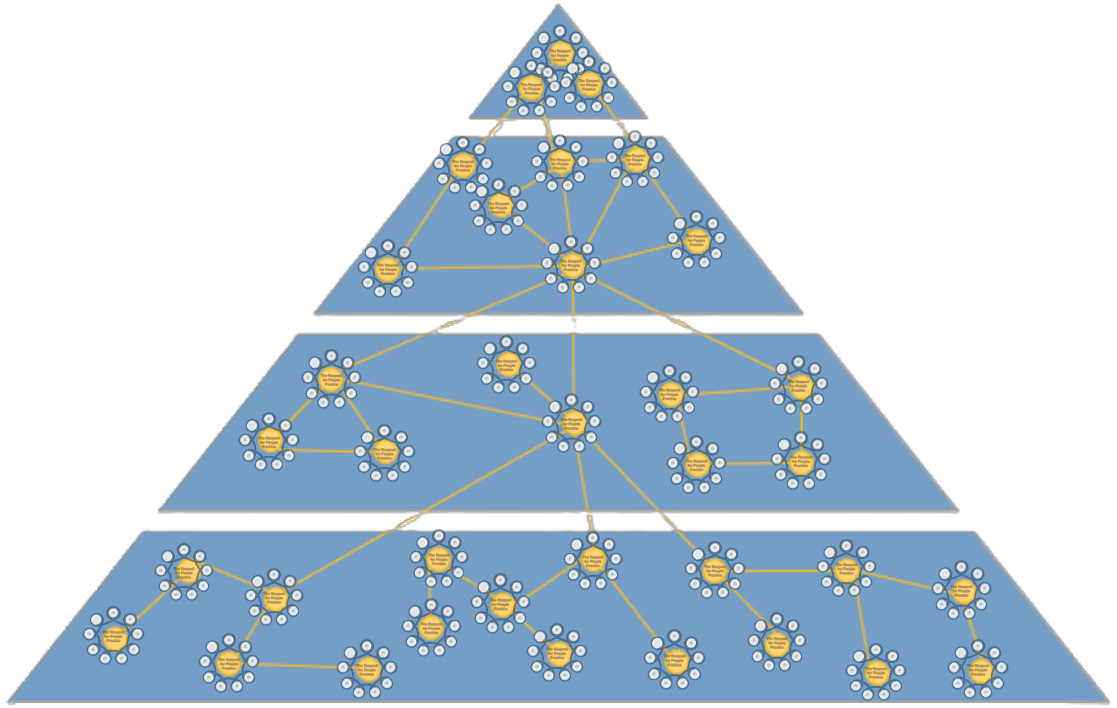


The Respect
for People
Practice

From individual development to collective momentum

One person practicing these behaviors can improve an interaction.
A critical mass of people practicing them changes what an organization is capable of.





OPERATIONAL EXCELLENCE

ENGAGEMENT

EXECUTION

PRINCIPLE		CONDITIONS	INTERPERSONAL COMPETENCIES	OUTCOMES
SAFETY	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
TRUST	02 Treat people like they matter	PEOPLE FEEL Seen through recognition	Spotlight others Value individuality Prioritize wellbeing	Broader input Stronger solutions
RESPECT	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.

REGIONAL METAL FABRICATOR

Used the Roadmap to prepare for Lean, after previous attempts failed to stick

Engaged entire org from C-suite to front lines

26% +

increase in throughput in eight months

NATIONAL COMMERCIAL BAKER

Introduced the Roadmap alongside CI training and value stream mapping in a century old business with a deeply entrenched culture.

12% +

increase in shipping throughput since August

MEDICAL PRACTICE

Preparing for a return to Lean after unbalanced earlier attempts. Started with executive team and is now moving on to Managers.

Early progress

Leadership behaviors and team communication is improving, voluntary lunch and learn community

Getting Better at Getting Better

The same capability that makes improvement continuous also makes an organization more adaptive, better able to learn from what happens, use what people across the system know, and adjust as conditions change.

Poll:

Why did you participate in this series?

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Next

DISCOVERY CALL

Explore if the Roadmap is right for your organization

Implementation

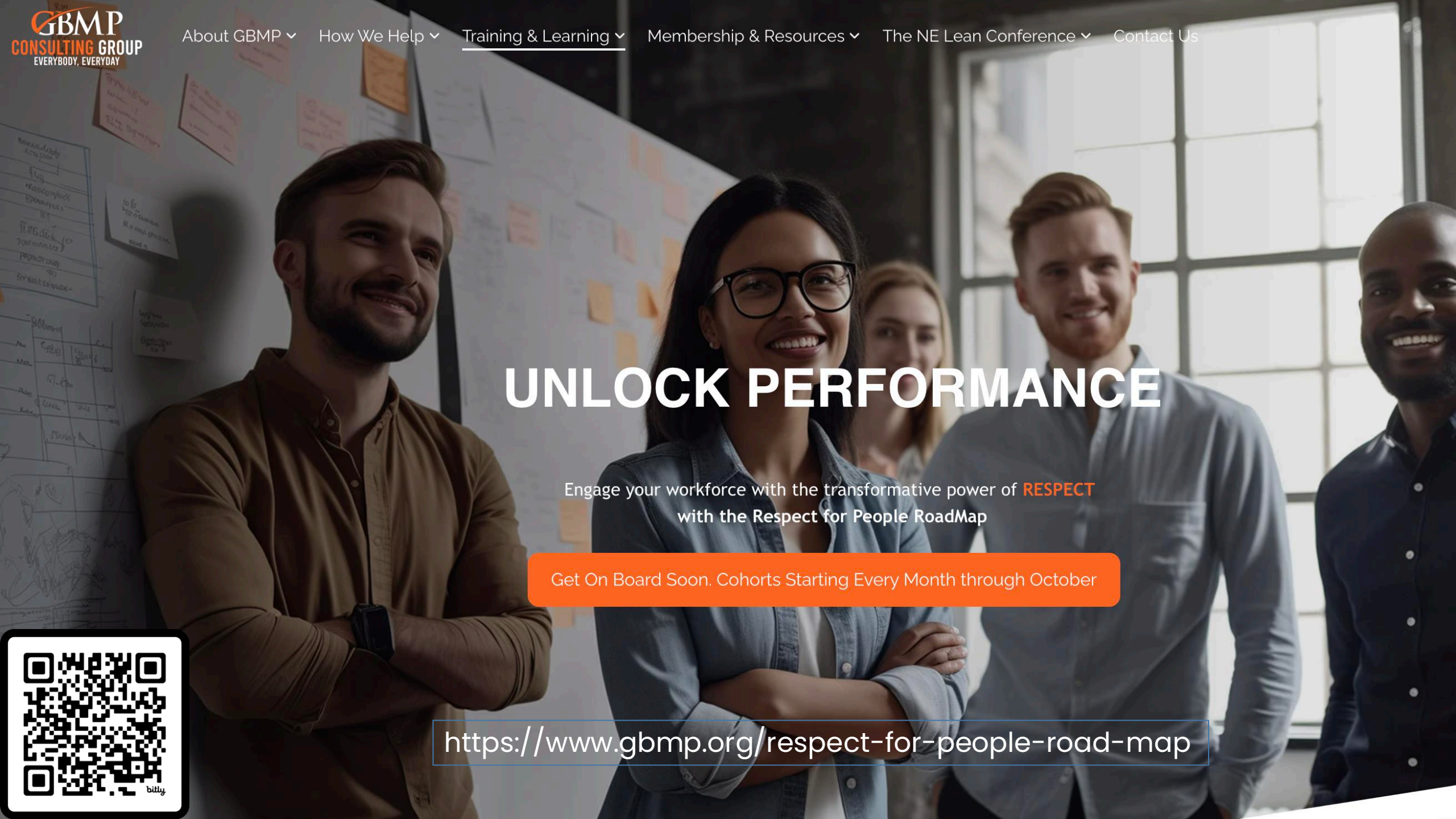
IMPLEMENTATION PLANNING

Prepare to Launch the program in your organization

Launch

PROGRAM LAUNCH

Launch your first set of cohorts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EVERYBODY, EVERYDAY
About GBMP
How We Help
Training & Learning
Membership & Resources
The NE Lean Conference
Contact Us
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