DAY 3:
TRUST
CONTINUOUS IMPROVEMENT

WELCOME!
Agenda

- Trust and its effect on team behaviors
- Biology of trust
- Continuous Improvement concepts
Trust

The willingness to put yourself at risk based on another person’s actions
What goes into building trust?

- Expertise
- Past Experience
- Aligned purpose

Trust
Why does it matter?
Limbic system
Trust drives performance

- In a trusting environment, our brains don’t have to focus on self-preservation
- We can use our brains for problem solving, new ideas, etc.
The human body is unable to differentiate between emotional and physical safety.
It can take up to **four hours** to get back to normal depending upon the severity of the incident/conditions.

We re-live the stress response when we reflect on the incident.
What types of things drive this response?
- Publicly criticized/mocked
- Being lied to
- Someone stealing my credit
- Confidence being broken
- Being yelled at
- Condescension
- Eye rolling
Longer-term effects

- Higher absenteeism
- Higher rate of accidents
- Higher turnover
- Lower client satisfaction
- Lower ability to respond and adapt in a competitive environment
Members of teams with an absence of trust...

- Conceal weaknesses and mistakes from one another
- Hesitate to ask for help or provide constructive feedback
- Hesitate to help outside their own areas of responsibility
- Jump to conclusions about the intentions and aptitudes of others without attempting to clarify them
Members of teams with an absence of trust...

- Fail to recognize and tap into one another’s skills and experiences
- Waste time and energy managing their behaviors for effect
- Hold grudges
- Dread meetings and avoid spending time together
A team with trust
What does it look like?
What items drive a trusting response?

- Compliments
- Eye contact
- Sharing resources
- Public recognition
- Seeking an opinion
- Offering assistance
Employees are unafraid to share opinions
We can try new ideas

Mistakes are forgiven
We are open about performance

Members acknowledge each others strengths
We ask for and offer help
Trust drives...

- Collaboration
- Loyalty
- Initiative
- Execution
- Innovation
- Growth
Trust-building behaviors
## 12 rules for respect

- Be aware of your nonverbal and extra-verbal cues
- Develop curiosity about the perspective of others
- Assume that everyone is smart about something
- Become a better listener by shaking your “but”
- Look for opportunities to connect with and support others
- When you disagree, explain why
- Look for opportunities to grow, stretch, and change
- Learn to be wrong on occasion
- Never hesitate to say you are sorry
- Intentionally engage others in ways that build their self-esteem
- Be respectful of time when making comments
- Smile!
Meeting Personal Needs
Maintain or enhance self esteem

Listen and respond with empathy

Ask for help and encourage involvement

Provide support without removing responsibility

Share thoughts and rationale
Maintain or enhance self esteem

- Show gratitude
- Specific & sincere
- Connect with the person
- Reiterate impact
Empathy

- Each person lives in their own reality
- Acknowledging feelings allows us to move forward
Encourage involvement

- Put the ball in their court
- Ask questions to prompt
- Can be used as an opportunity to direct towards a conclusion
Share thoughts & rationale

- Draw the person into your vision
- Focus on a goal rather than the current state
Provide support...keeping ownership

- Remove obstacles
- Again, keep the ball in their court
- Allow them to learn & make mistakes
CONTINUOUS IMPROVEMENT
This doesn’t make any sense. Why do we do it that way?

Well, that’s how we’ve always done it.
Facets of CI

- Organization of work space
- Examination of processes
- Non-acceptance of the status quo
- Problem Solving concepts
  - 5 Whys
Problem Solving
What is a problem?

- a matter or situation regarded as unwelcome or harmful and needing to be dealt with and overcome.
- Deviation from expected process or result
What is a problem?

- Failure - Process/Communication
- Roadblock
Impact

- Loss of $
- Safety impact
- Unhappy student
- Inefficiency
  - Rework
  - Waiting time
What do you do?

- Address the current problem/repercussions
- Prevent recurrence
Agenda

1. Problem Definition
2. Identify Cause
3. Implementing Solutions
1. Problem Definition
2. Identify Cause
But...why?

- 5 Why’s
- Root Cause Analysis
5 Why’s

Asking WHY 5 Times -
provides a focus on finding the true root cause of a problem versus reacting to a symptom and implementing a band aid like fix.
“Repeating WHY 5 times...By asking WHY 5 times and answering it each time, we can get to the real cause of the problem, which is often hidden behind more obvious symptoms.”

Taiichi Ohno

The Father of the Toyota Production System
ROOT CAUSE ANALYSIS
Root Cause Map

- Identify all contributors
- Mitigate all contributors
Struck Iceberg

Didn’t See Iceberg

No binoculars

Provide binoculars/etc.

Water filled the hull

Hull buckled

Strength of Hull not enough

Build stronger hull
Didn't turn in time

- Speed of rudder
  - Going too fast
    - Go regulation speed
- Size of rudder
  - Could not accommodate a quick turn
    - Build larger rudder
Loss of 1500 lives

Lack of life boats

Have enough boats for all passengers

Loss of 1500 lives

Lack of life vests

Have enough life vests for all passengers
Loss of 1500 lives

Water temperature

Travel only in warm weather

Loss of 1500 lives

Lack of safety measures

Investigate proper safety measures & implement safety rules
One last thing...

Plan → Do → Check → Act