

Essential Leadership Behaviors for Creating a CI Culture



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The Issue

Much of the Lean community is focused on the culture of our organizations as the biggest barrier to sustained continuous improvement.

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Our Belief

Culture is a reflection of the practices of management, the priorities and habits of leaders and the expectations of employees. The way to change culture is to start by shifting a few basic leader behaviors.

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Our Reasons

Psychological Safety* is having the sense that its safe to speak up, disagree, ask questions and making suggestions.

* Based on Amy Edmondson, **The Fearless Organization**, 2018

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Our Reasons - continued

When there's no sense of Psychological Safety*:

- Critical information is withheld
- Problems are not divulged
- Mistakes are not acknowledged
- No learning through reflection
- Mutual trust does not develop

* Based on Google's Aristotle Study of 180 Teams
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The Evidence

A study* of wrong medications given by nurses:

- Expected less errors by high performing teams
- Found more errors reported by best performers
 - Those nurses did not make more errors
 - Had greater sense of psychological safety
 - Felt safe reporting errors

*“Silence is easier (and safer) than taking the interpersonal risk of speaking up.” **

* From Amy Edmondson, **Teaming**, 2012

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The EVIDENCE

Goggle's study of performance of 180 teams*:

- Sense of psychological safety varies widely by team
- Regardless of company culture it is primarily "local"
- Greatly influenced by leader's behavior
- Key behaviors: accessible, inclusive, fair, respectful, clear, accountable, empathic, active learner



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* Based on Google's Aristotle Study

Asking versus Telling as we humans experience them

- Telling feels like being talked down to
- Asking feels like being invited to share among equals

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Asking versus Telling

as we humans experience them

- Telling feels like being told what to do and think
- Asking encourages the other to think, recall, reflect and share

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Asking versus Telling

as we humans experience them

- Telling often feels threatening which shuts down rational thinking
- Being asked is challenging but implies your perspective is valued

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**"PEOPLE WILL FORGET
WHAT YOU SAID,
PEOPLE WILL FORGET
WHAT YOU DID,
BUT PEOPLE WILL
NEVER FORGET HOW
YOU MADE THEM FEEL."
— MAYA ANGELOU**

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Show Respect by Listening

- Actually listening creates a human connection
- People want to feel their knowledge and ideas count
- If you don't listen, you won't know what you don't know

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Show Respect by Listening

- When you are listening to your own thoughts you are disregarding the other
- If we sense this lack of respect, our sense of safety is sucked out of the room!

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Show Respect by Listening

What listening sounds like
(when we acknowledge and respond)

- “It sounds as though you are frustrated over...”
- “If I am hearing you, you are exhausted by ...”
- “So you are very pleased with ... but concerned about ...”

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Show Respect by Listening

What not listening sounds like
(interrupting and stealing ownership)

- “... and what’s worse is ...”
- “... yes but, you know what else ...”
- “... and even more important than that ...”

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Traditional Role of a Leader

- **To Know**
- **To Decide**
- **To Tell**

Expected to understand what is happening, what needs to happen and what to do in all situations

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The Repercussion of Knowing

- When the leader “knows” it increases the risk of sharing or questioning
- When hierarchy rules silence reigns
- Respect for the leader diminishes as others recognize they know things the leader doesn’t

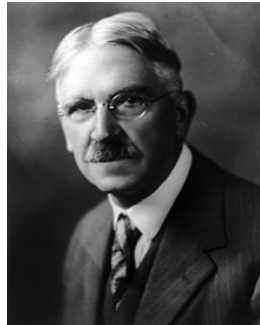
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The Power of Not Knowing

- When the leader concedes not knowing or being unsure it opens the “playing field”
- When the leader is curious everybody can question and learn
- The leader’s humility leaves space for others to explore, think and experiment

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We do not learn from experience, we learn from reflecting on experience.



- John Dewey

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Reflection

- stop after doing or saying something
- look at what you intended and expected
- compare to what actually happened
- ask why about any differences you see

In Other Words



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Self-reflection is asking what you personally did or did not do that contributed to the outcome of a plan or action.

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Model Self-Reflection

- Check assumptions and get the facts about mistakes
- Compare planned and expected to actual
- Candidly discuss what you did or did not do that influenced outcomes
- Lead in exploring for learning

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More Learning Opportunities

LEI Summit



Leading and Engaging CI Culture

March 26, Houston, TX

Lean Coaching Summit

Is CI Safe in your Company?

July 30, Jekyll Island, GA



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Additional questions or comments

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Thanks for joining us!

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