Lean Government Framework

Renee Smith, MSOD, LSSBB
Founder and CEO of A Human Workplace

www.MakeWorkMoreHuman.com
Today’s Plan

Introductions
Warm Up
Overview
Framework interview
Lunch
Reflections
Planning
Bonus if time: What’s at the center of our work?
Closing
Renée Smith, MSOD, LSSBB
Founder and CEO of A Human Workplace
Director of Workplace Transformation for Washington State

Washingtonian | Gatherer

Traveler | Artist

Grandma | Eater
Warm Up at Your Tables

Round One:
• Share your name
• Share 3 things about you: Identity, Preferences, Hobbies, Interests, etc.

Round Two
What is challenging about “running the business of government”? 
Washington State’s Lean Transformation Journey

1991-2010
Baldrige, TQM, GMAP
• Assessment Focus
• Point Improvements

2011
Governor Gregoire starts statewide Lean transformation
• Advice From Boeing
• Governor’s Exec. Order
• VSM Workshops in 26 State Agencies
• Private Sector Partners

2012 Governor Jay Inslee elected (2016 Reelected)

2013 to Present
Governor Inslee deepens statewide Lean transformation with Results Washington
• Strategic Alignment
• Results Reviews and Teams
• Focus on Humans
• Problem solving, coaching, daily Lean, behavioral economics

Create a more data-driven, responsive, human-centered state government.
What is Lean?

Brainstorm answers on sticky notes.
One definition per sticky note.
Lean is...

a human-centered philosophy of work.

• **Lean creates** a culture of curiosity, collaboration, and care.
• **Lean uses** a set of methods and tools.
• **Lean results in** better value to customers and a deeply gratifying employee experience.
What does the phrase “running the business of government” mean to you?
My Work: Agency and Enterprise Transformation = Leadership Transformation
What’s the problem we are trying to solve?

Most leaders see “Lean” as a task to be delegated, a box to be checked, and something extra to do but not central to THEIR job.

Instead, we want all leaders to personally embrace “Lean” as their responsibility and to see it as a philosophy with culture, principles, and methods that helps them solve their problems and run the business of government.
Evolution of the Lean Government Framework

We are always asking ourselves...

• Is it working?
• Why or why not?
• What’s in the way? What’s helping?
• What am I wedded to? Is it helping?
• What are my assumptions?
• Do others have insights?
• What experiment can I try next?
Galbraith’s Org Design Model
LEI’s Lean Transformation Model
Described by John Shook
WA State Results Model

Value-Driven Purpose

Leadership Behaviors and Management Systems

Process Improvement

People Development

Mindset/Culture

The Transformation Model was adapted from The Lean Transformation Model articulated by John Shook, Chairman and CEO of Lean Enterprise Institute.

AME Association for Manufacturing Excellence.
DES Lean Government Framework 1.0

**Purpose**
What problem are we trying to solve for our customers and stakeholders?

**Capability**
What capabilities do our public servants need to do the work and achieve our purpose?

**Mindset and Culture**
What work do we need to do to deliver value to our customers and stakeholders?

**Management System**
What management systems will support all our efforts?
DES Lean Government Framework 2.0

Purpose
What problem are we trying to solve for our customers and stakeholders?

Capability
What capabilities do our public servants need to do the work and achieve our purpose?

Process
What work do we need to do to deliver value to our customers and stakeholders?

Management System
What management systems will support all our efforts?

Mindset
What are the values, beliefs and assumptions that support this way of working and being?
The Lean Government Framework 3.0

Helping Leaders Run the Business of Government

You and Your Business Needs
The Lean Government Framework has 5 components.

**Purpose**
Know the value your organization is expected to deliver to customers. Understand what your customers need and want so you can deliver the highest levels of customer and stakeholder satisfaction. Set strategic direction and create the vision, mission, values, goals that will guide your organization toward the desired future.

**Management System**
Create process and outcome metrics that matter, visual management that helps leaders and team members quickly see where performance is on track or off, and tiered reporting that connects individuals, teams and leaders in a way that helps everyone make good decisions about the business of government.

**Human-Centered Mindset & Culture**
Put people (team members and customers) at the center of your organization. This means holding people in high regard by creating a physically and psychologically safe workplace. Then team members bring their best and deliver value to customers. A human-centered mindset is the essence of a Lean culture and motivates your choice of the methods and tools you use to improve.

**Process**
Clarify the work to be done at every level (from the individual job level, to the cross-functional team and process level, as well as value stream and system level). Design new process and improve existing processes to increase the value you deliver to customers.

**Capability**
Onboard new leaders and team members with the knowledge and skill they need. Whether it’s classroom training, self-study or a conference setting learning experience, connect the knowledge & skill building activities of team members with on-the-job coaching to guide improvements in job performance.
The Lean Government Framework

Purpose

• Know the value your organization is expected to deliver to customers.
• Understand what your customers need and want so you can deliver the highest levels of customer and stakeholder satisfaction.
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The Lean Government Framework

Process

• Clarify the work to be done at every level (from the individual job level, to the cross-functional team and process level, as well as value stream and system level).
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The Lean Government Framework

**Capability**

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- Whether it’s classroom training, self-study or a conference setting learning experience, connect the knowledge & skill building activities of team members with on-the-job coaching to guide improvements in job performance.
The Lean Government Framework

Management System

• Create process and outcome metrics that matter, visual management that helps leaders and team members quickly see where performance is on track or off.

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The Lean Government Framework

Human-Centered Mindset & Culture

Put people (team members and customers) at the center of your organization. This means holding people in high regard by creating a physically and psychologically safe workplace. Then team members bring their best and deliver value to customers. A human-centered mindset is the essence of a Lean culture and motivates your choice of improvement methods and tools.
The framework has 4 important characteristics.

- Conceptual
- Situational
- Scalable
- Interrelated
The framework is **conceptual**.
The framework helps you think about and ask important questions regarding your organization.

**Who are we?**
**What are our goals?**
**What do our customers want?**

**What work do we need to do?**
**How do we improve the work?**
**What activities deliver value?**

**What knowledge and skill do our team members need?**

**How do we know if we’re on track or off?**
The framework is **situational**.

The framework is relevant for any situation or type of business in government.
The framework is **scalable**.
The framework can be applied at any level – from a single job to systems of systems.
The framework components are **interrelated**.

The framework helps leaders pay attention to how changes in one component impact another.
The **big hypothesis** behind the framework.

If leaders ignore (or fail to adequately attend to) any one of the framework components,

then the organization cannot create a way of working that will deliver value to customers over the long-term.
You can’t change everything at once.

What’s most important to work on next?

Let’s get better at:
- Determining the voice of the customer
- Creating a shared vision
- Clarifying our mission and values
- Setting goals
- Planning strategy
- Creating strategy maps
- Establishing measures

Let’s get better at:
- Making visible how value is currently delivered
- Establishing process, output, outcome, and financial measures
- Managing value streams
- Facilitating cross functional improvement projects
- Designing new processes

Let’s get better at:
- Designing a management system to support all five components
- Maximizing the use of huddles
- Harnessing the power of visual management to make expected vs actual performance visible to all
- Creating logical linkages between organizational levels
- Using data to make business decisions

Let’s get better at:
- Building capability in individual leaders and employees
- Building capability in teams
- Developing experience with coaching
- Developing experience with problem solving methods

A few examples of what most organizations need to get better at:

- Purpose
- Process
- System
- Management
- Capability

You and Your Business Needs
Current State Interviews
Let’s get oriented: The Handouts

The Lean Government Framework
Helping Leaders Run the Business of Government – No Direct Reports

**Purpose**

- Know the value your organization is expected to deliver to customers.
- Understand what your customers need and want so you can deliver the highest levels of customer and stakeholder satisfaction.
- Set strategic direction and create the vision, mission, values, goals that will guide your organization toward the desired future.

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<td>I have a clear purpose, strategy, goals for my area of responsibility.</td>
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<td>2.</td>
<td>I routinely talk to those who receive my finished products or services about what they need and want.</td>
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<td>I involve every team member in shaping the strategies I choose to improve the value I’m trying to deliver to customers.</td>
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</table>
Choose your hat and keep it on: What level of the organization are you responsible for?

- Direct reports
- No direct reports
Let’s get oriented: The Process

1. Work through all five components.
2. Focus on one component at a time.
3. Consider five statements/component.
4. Rate your current state for that statement. (Note: It’s only useful if you’re honest with yourself!)
5. After completing the 5 statements, you’ll discuss observations with your partner.
6. At the end, you will reflect on the whole set of five.
The Lean Government Framework
Helping Leaders Run the Business of Government

What “hat” do I have on?

What are my current pressing business needs?

I can’t change everything at once, so what’s most important to work on next?
## Purpose

- Know the value your organization is expected to deliver to customers.
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The Lean Government Framework
Helping Leaders Run the Business of Government – Direct Reports

**Purpose**

- Know the value your organization is expected to deliver to customers.
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<td>1. We (our organization) have a clear purpose, strategy, goals.</td>
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<td>2. We routinely talk to those who receive our finished products or services about what they need and want.</td>
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<td>3. We have set measurable core business performance targets at every level in our organization.</td>
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<td>4. We (each member of our workforce) can clearly articulate our organization’s purpose.</td>
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<td>5. We involve every team member in shaping the strategies we choose to improve value to customers.</td>
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For Discussion with Partner

• What do you notice about this component?
• Surprises? Concerns?
• How does this feel?
• What other statements might you use for this component?
The Lean Government Framework
Helping Leaders Run the Business of Government—No Direct Reports

Process

Clarify the work to be done at every level (from the individual job level, to the cross-functional team and process level, as well as value stream and system level).
Design new process and improve existing processes to increase the value you deliver to customers.

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1. I have documented the major activities in each of the core business processes in my area of responsibility.

2. I have set measurable performance targets for each of our processes.

3. I use data to measure the performance of each of our processes.

4. I routinely invest time in improving our processes by identifying and eliminating activities that do not deliver value to customers.

5. I design and improve job-level work with the human performance system model in mind.
Clarify the work to be done at every level (from the individual job level, to the cross-functional team and process level, as well as value stream and system level).

Design new process and improve existing processes to increase the value you deliver to customers.

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<td>5.</td>
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</table>

1. We have documented the major activities in each of our core business processes.
2. We have assessed the activities in all of our processes to determine which activities add value.
3. We focus on identifying and eliminating waste from our processes.
4. We use data to measure the performance of each of our processes.
5. We design and improve job-level work with the human performance system model in mind.
For Discussion with Partner

• What do you notice about this component?
• Surprises? Concerns?
• How does this feel?
• What other statements might you use for this component?
Onboard new leaders and team members with the knowledge and skill they need. Whether it’s classroom training, self-study or a conference setting learning experience, connect the knowledge & skill building activities of team members with on-the-job coaching to guide improvements in job performance.

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<td>1. My onboarding process gave me the knowledge and skills I need to perform the work I’m expected to do.</td>
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<td>2. I am expected to improve my own work, and I’m actually given the time to improve my own work.</td>
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<td>3. I receive coaching that helps me make improvements to my work activities and processes.</td>
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<td>4. I have the knowledge and skills necessary to do my work.</td>
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<td>5. I am developing my ability to use the scientific method to improve my work.</td>
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The Lean Government Framework
Helping Leaders Run the Business of Government – Direct Reports

**Capability**

Onboard new leaders and team members with the knowledge and skill they need. Whether it’s classroom training, self-study or a conference setting learning experience, connect the knowledge & skill building activities of team members with on-the-job coaching to guide improvements in job performance.

1. We onboard new employees in every position with the knowledge and skills needed to perform.

2. We create both the expectation and the time for every employee to improve their own work.

3. We develop every leader to help them get better at providing the kind of coaching that helps employees make improvements to individual work activities and processes.

4. We develop every leader to deepen their understanding of how principle-based behaviors will help our organization deliver value to customers and foster a human-centered culture.

5. We develop every employee to help them get better at using the scientific method to improve their work.
For Discussion with Partner

• What do you notice about this component?
• Surprises? Concerns?
• How does this feel?
• What other statements might you use for this component?
The Lean Government Framework
Helping Leaders Run the Business of Government – No Direct Reports

Management System

Create process and outcome metrics that matter, visual management that helps leaders and team members quickly see where performance is on track or off, and tiered reporting that connects individuals, teams and leaders in a way that helps everyone make good decisions about the business of government.

1. I regularly discuss the alignment of my goals and strategies with the goals and strategies in the next level up.

2. I have a regular cadence of discussing process performance data with my supervisor/team.

3. I make process performance data visible, so planned vs. actual is easy to see at a glance in the workplace.

4. I serve as a coach, helping others get better at using problem solving to improve processes.

5. I routinely go to the place work is being done to see & ask questions to deepen my understanding of performance gaps and development needs.
The Lean Government Framework  
Helping Leaders Run the Business of Government – Direct Reports

Management System

Create process and outcome metrics that matter, visual management that helps leaders and team members quickly see where performance is on track or off, and tiered reporting that connects individuals, teams and leaders in a way that helps everyone make good decisions about the business of government.

| Current State |
|----------------|----------------|----------------
| We haven’t done this | We’ve done some of this | We’re a model for this |

1. We regularly discuss the alignment of my goals and strategies with the goals and strategies in the next level up.

2. We have a regular cadence of discussing process performance data at every level of our organization.

3. We make process performance data visible at every level, making planned vs. actual easy to see at a glance in the workplace.

4. We serve as coaches, helping direct reports get better at using problem solving to improve processes.

5. We routinely go to the place work is being done to see for ourselves & ask questions that deepen our understanding of performance gaps and development needs.
For Discussion with Partner

• What do you notice about this component?
• Surprises? Concerns?
• How does this feel?
• What other statements might you use for this component?
Put people (team members and customers) at the center of your organization. This means holding people in high regard by creating a physically and psychologically safe workplace. Then team members bring their best and deliver value to customers. A human-centered mindset is the essence of a Lean culture and motivates your choice of improvement methods and tools.

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<td>I care about individual team members (support during change/crisis, team like a family-like, high trust).</td>
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<td>I listen to my customers with empathy to understand how they feel about my services so I can improve their experience.</td>
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<td>I believe my organization’s purpose is to deliver value to those we serve.</td>
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<td>I see Lean as a human-centered philosophy of work not just a set of tools and techniques for improving processes.</td>
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Human-Centered Mindset and Culture

Put people (team members and customers) at the center of your organization. This means holding people in high regard by creating a physically and psychologically safe workplace. Then team members bring their best and deliver value to customers. A human-centered mindset is the essence of a Lean culture and motivates your choice of improvement methods and tools.

1. We (leaders) are intentionally taking actions to decrease fear and increase physical and psychological safety in the workplace.
2. We care about individual team members (support during change/crisis, team like a family-like, high trust).
3. We (each of our team members) listen to our customers with empathy to understand how they feel about our services so we can improve their experience.
4. We (each of our team members) believe we exist to deliver value to customers.
5. We embrace Lean as a human-centered philosophy of work not just a set of tools and techniques.
For Discussion with Partner

- What do you notice about this component?
- Surprises? Concerns?
- How does this feel?
- What other statements might you use for this component?
Lunch
What’s on the far right of your sheet?

Reflection
Paired Discussion
Group Observations
What’s on the far left of your sheet?

- Reflection
- Paired Discussion
- Group Observations
The Lean Government Framework
Helping Leaders Run the Organization’s Business

What “hat” do I have on?

What are my current pressing business needs?

I can’t change everything at once, so what’s most important to work on next?
What’s most important to work on next?

<table>
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<th>Framework Component:</th>
<th>Get Better At:</th>
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## Action Planning

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# gPDCA/9-Step Problem Solving Method

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<th>Step</th>
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<tbody>
<tr>
<td>Grasp the situation</td>
<td>1. <strong>Identify the problem in simple terms.</strong> (What is the concern?)</td>
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<td>2. <strong>Observe and measure the current state.</strong> (What did we see, and what are the facts?)</td>
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<td>3. <strong>Set a target.</strong> (Where do we want to be and by when?)</td>
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<td>4. <strong>Write a problem statement.</strong> (Describe the gap between where we are now and where we want to be, using measures.)</td>
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<td>5. <strong>Analyze the gap.</strong> (What is the root cause? Choose a countermeasure.)</td>
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<tr>
<td>Plan</td>
<td>6. <strong>Plan to test your countermeasure.</strong> (Who will do what by when?)</td>
</tr>
<tr>
<td>Do</td>
<td>7. <strong>Do test your countermeasure.</strong></td>
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<tr>
<td>Check</td>
<td>8. <strong>Check the results of your test.</strong> (What did we learn from testing this countermeasure?)</td>
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<tr>
<td>Adjust</td>
<td>9. <strong>Adjust the plan.</strong> (Should we plan for wider implementation, refine this countermeasure, or try a new countermeasure?)</td>
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Training materials provided by Washington State Department of Enterprise Services, 2015.
Reflections and Applications
A Human Workplace is human-centered.

“Yes!!!” (Finally!)
“Oh no....” (Here we go again.)
“Oh brother.” (eye roll)
“What are you talking about?
“What does THAT mean?”
“What do I do?”
What’s else can be at the center of our work?
Helpful to consider this.
Our product is the most important thing.

What happens when our product is the center of our work?
Making or managing money is the most important thing we do.

What happens when our profit (budget) is the center of our work?
Making and following the rules is the most important thing.

What happens when policy is the center of our work?
The way we do the work is the most important thing.

What happens when process is the center of our work?
Authority or position is the most important thing.

What happens when power is the center of our work?
The impact on people is the most important thing.

What happens when humans are the center of our work?
Think of an organization you’ve experienced that is NOT human-centered. What is the organization?
________________________
Label what’s at the center?

How does that impact:
-Humans
-Product
-Profit
-Policy
-Process
-Power
-Something else?

Make note of those impacts.
Think of an organization that is NOT human-centered. What’s the organization? The ACME Company

Label: What’s at the center?

How does that impact...?
- Humans
- Product
- Profit
- Policy
- Process
- Power
Discussion

From your examples...

• What happens when policy, profit, process, product, or power are the center?

• What would be different if humans were at the center of your examples?
Reflection: What’s at the center of YOUR work?

Think about YOUR work, team or organization.

Write in the circles:
What’s sometimes at the center besides humans?

What’s on the outside?
-Humans
-Product
-Profit
-Policy
-Process
-Power
-Something else?

When that thing is at the center, how does it impact the other circles in your work?
Make some notes.
Discuss with your partner

What’s sometimes at the center of your work besides people?

What are the impacts?
Discussion

What are the benefits of being more human-centered?

What might we need to do to make that happen?
Thank you!

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