

#### Make Work More Human Renée Smith, Director of Workplace Transformation Results Washington, Office of the Governor

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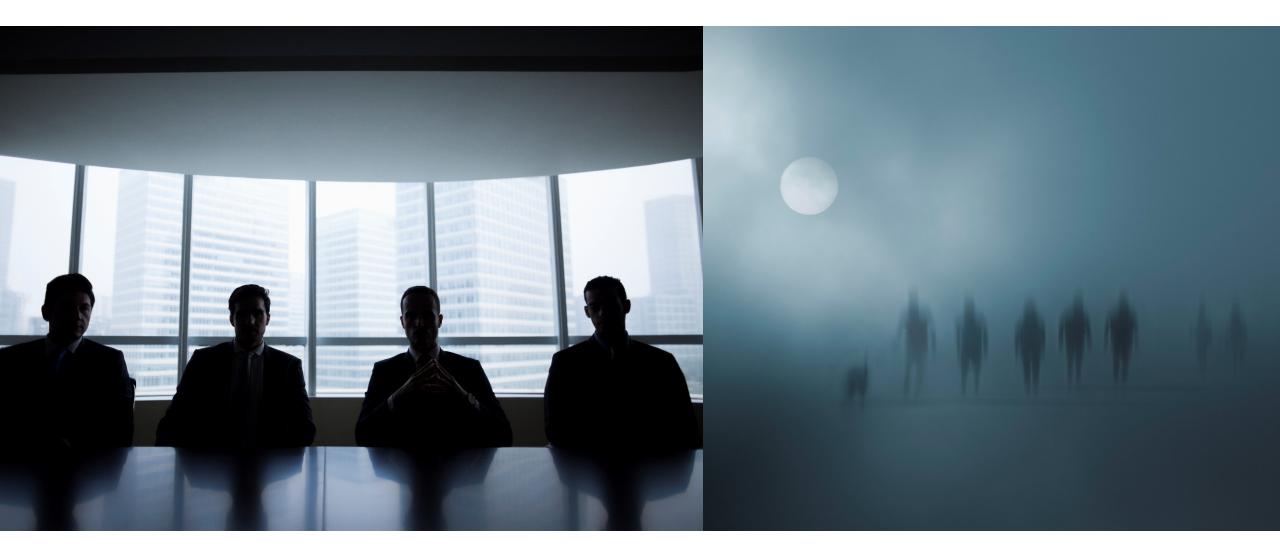
#### What is fear?

An instinctive response to a perceived threat to physical or psychological safety.

Fear is a survival mechanism.



#### Psychological Threat = Physical Threat



#### What scares people at work?



#### Fight or Flight at Work



#### I asked, "What is the most important job of a leader?"

## "To eliminate fear from the workplace," replied DES Director Chris Liu.



#### Less fear and more what??



## LOVe.

"There are only two emotions: love and fear.

All positive emotions come from love; all negative emotions from fear.

From love flows happiness, contentment, peace, and joy. From fear comes anger, hate, anxiety and guilt." ~Elisabeth Kubler-Ross, Psychiatrist

## What is Love?

#### Love is...

a limbic connection that attunes us to each other, creating steadiness, positive regard, and care.

> If fear helps us survive, love helps us thrive.





#### My Hypothesis

If we decrease "fear" and increase "love" in the workplace, then we will deliver better value to Washingtonians and make public service deeply gratifying.

#### Fear and Love Research Interviews

- 50 interviews, self-selected participants.
- Responded to request via email, social media, or listserv.
- •80% public employees; 20% privately employed.
- •76% Female; 24% Male.
- 50% leaders; 50% individual contributors.
- 70% One on One interviews/30% Group Workshops.

#### **Research Questions**

"Tell me about a time when you felt afraid at work."

"Tell me about a time when you felt loved at work."

### Fear Stories

## "I was uncomfortable during a performance challenge."

Research findings: Themes from fear stories from interviews by Renée M. Smith, Results Washington, www.MakeWorkMoreHuman.com

# "I didn't know how to be successful after a change."

Research findings: Themes from fear stories from interviews by Renée M. Smith, Results Washington, www.MakeWorkMoreHuman.com

### "I was betrayed."

Research findings: Themes from fear stories from interviews by Renée M. Smith, Results Washington, www.MakeWorkMoreHuman.com.

#### "I was humiliated."

Research findings: Themes from fear stories from interviews by Renée M. Smith, Results Washington, www.MakeWorkMoreHuman.com.

"I was isolated during a personal crisis."

Research findings: Themes from fear stories from interviews by Renée M. Smith, Results Washington, www.MakeWorkMoreHuman.com.

"Fear is not a management strategy."

#### Individual Reflection

## Recall a time when you felt afraid at work.

#### Discuss with a Partner

## Recall a time when you felt loved at work.

"Loved" could mean belonging, trust, care, respect, empathy, acceptance, inclusion, kindness, etc.

## Love Stories

### "My leader cared about me."

Research findings: Themes from love stories from interviews by Renée M. Smith, Results Washington, www.MakeWorkMoreHuman.com.

### "My team was like a family."

Research findings: Themes from love stories from interviews by Renée M. Smith, Results Washington, www.MakeWorkMoreHuman.com.

### "I received support during a personal crisis."

Research findings: Themes from love stories from interviews by Renée M. Smith, Results Washington, www.MakeWorkMoreHuman.com.



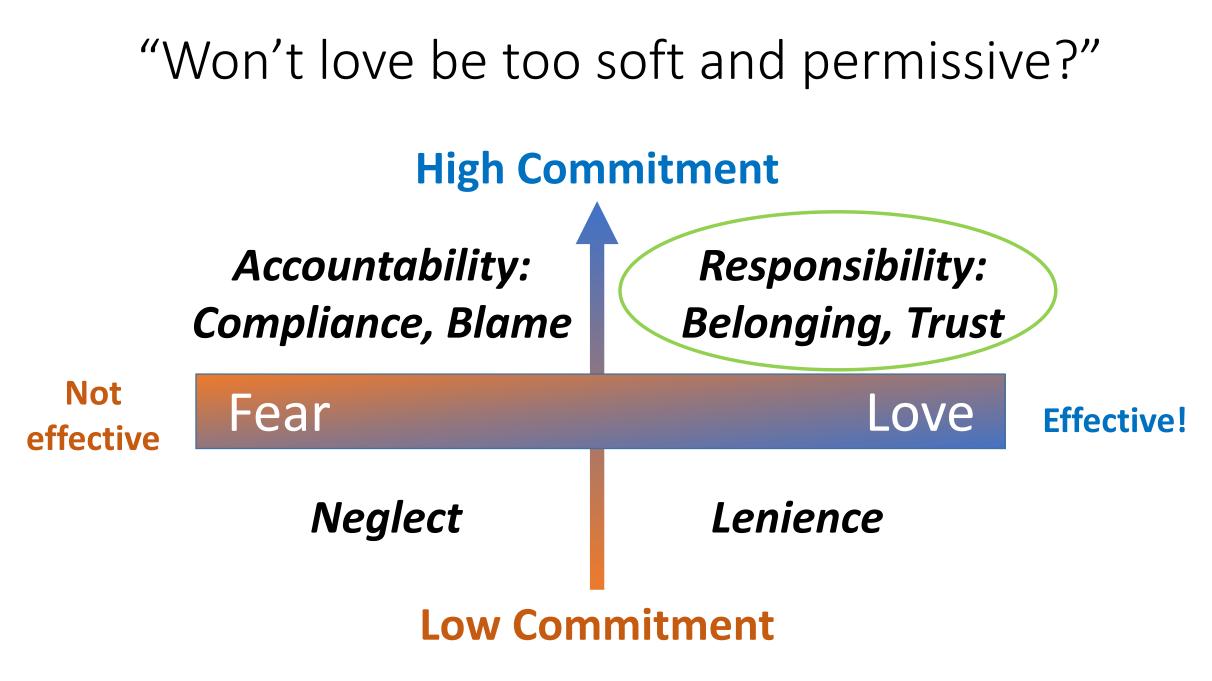
Love is an excellent management strategy!

## "Yes, but..."

"Can we sustain performance AND care for people?" Wrong question!



#### Right question: "If you don't care for people, how will you sustain performance?"



Renée M. Smith, Results Washington, www.MakeWorkMoreHuman.com.

#### Basic Advice for Teams to Increase Love

#### Demonstrate value for each other.

Greet each other. Look colleagues in the eye. Give your full attention. When meeting, minimize time on devices doing email/text. Show up to commitments.

#### Invest in building relationships.

Check in: "How are you in this present moment?" Get to know each other as people. Respect styles and preferences. Celebrate together. Share food.

#### Create trust and belonging.

Support team members when life happens. Give credit. Express appreciation. Pitch in. Follow through. Practice listening to understand. Value differences.

#### Work through challenges.

Suspend assumptions. Assume positive intent. Don't triangulate. Work out issues directly. When trust is broken, work to repair trust. Forgive.

## Basic Advice for Leaders to Increase Love

#### Be respectful.

Don't yell, bully, name call, humiliate, intimidate or denigrate colleagues. Convey regard, care, belonging, trust, acceptance.

#### Be humble.

Intentionally level the hierarchy. Practice humble inquiry. Listen to understand. Show sincere interest in team members. Apologize for your mistakes. Seek to understand how others experience the team.

#### Have integrity.

Do what you say you will do. Be trustworthy. Keep the highest ethical standards. Become aware of and learn to manage your implicit biases. Treat team members fairly.

#### Actively intervene.

Intentionally break down siloes. Share mental models of care. Support healthy conflict. Take action when someone chronically creates toxic fear.

# How are you putting love in action at work?



How Are You Teaming: Love in Action?	Rate 1-5	How Are You Leading: Love in Action?	Rate 1-5
Demonstrate value for each other.		Be respectful.	
Invest in building relationships.		Be humble.	
Create trust and belonging.		Have integrity.	
Work through challenges.		Actively intervene.	
What will you do differently on your team?		What will you do differently when you lead?	



## Each day we face challenges. Will we put love or fear in action?

# Identify a workplace challenge you face right now in your work.

My current challenge is:			
Fear in action looks like	Love in action looks like		

## Jeff Canaan Assistant Director, Workforce Support & Development

#### Challenge

New Leader of division Inherited customer complaints Legislature threatened budget cuts

Fear in Action?

#### Love in Action...

- Respect and facilitative leadership
- Taught listening to understand
- Pursue customer satisfaction



## Rick Garza Director of the Liquor and Cannabis Board

Challenge Mistake by manager

Fear in Action?

Love in Action

- Coached and supported her
- Checked in on her
- "We are family, and you aren't alone."

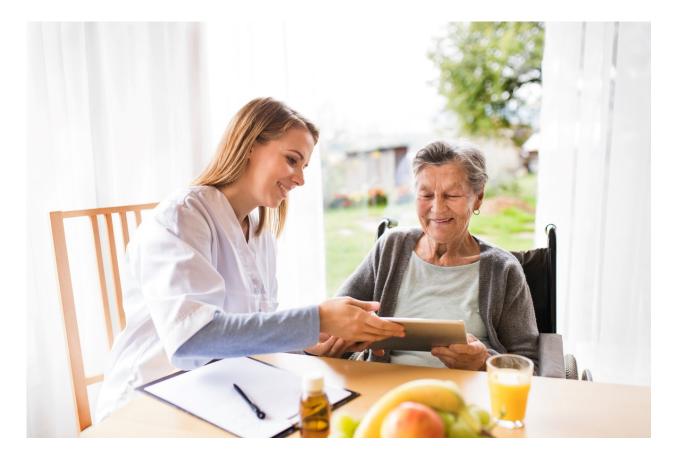


### 24/7 Home Care Team

Challenge Demanding, isolating work

Fear in Action?

Love in Action Team's "Love Letters" in logbook



## Workplace Learning and Performance Team

Challenge

On boarding new team members

Fear in Action?

Love in Action

- Manager's focused attention
- Get acquainted over coffee
- Showed where to park



Your Workplace Challenge: Will you put fear or love in action?

What would putting fear in action look like for your challenge?

What will you do to put love in action instead?





### Stanford THE CENTER FOR COMPASSION AND MEDICINE ALTRUISM RESEARCH AND EDUCATION

## **UPCOMING EVENTS**



Conversations on Compassion and The Work with Byron Katie

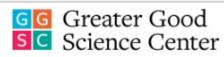
## FEATURED VIDEOS

Power of Compassion & Importanc...



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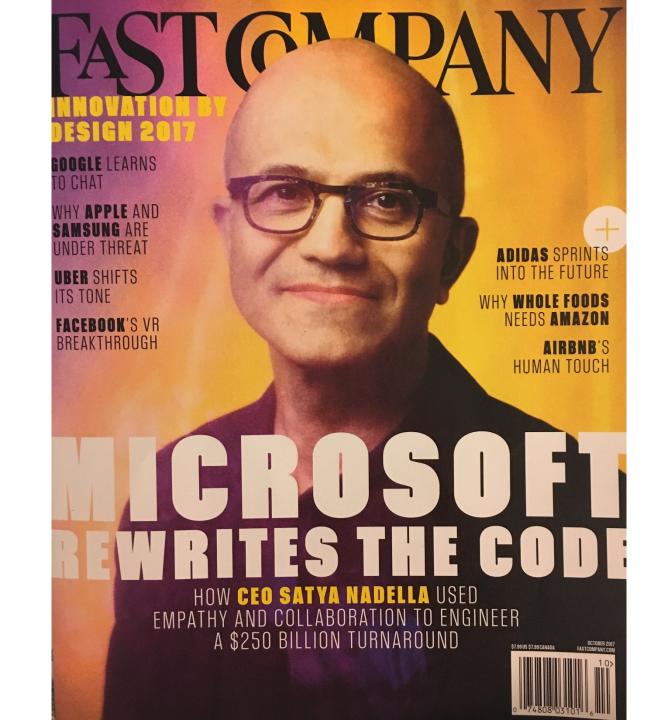
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#### The Science of Happiness at Work

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## A Human Workplace Community | Resources | Research | A Movement www.MakeWorkMoreHuman.com

## Thank you!

#### Renée Smith, MSOD

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