



Lean Summit 2019



# Make Work More Human

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Results Washington, Office of the Governor



# 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??

Fear



?????

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.”

“I didn’t know how to be  
successful after a **change.**”

“I was betrayed.”

“I was **humiliated.**”

“I was **isolated** during  
a personal crisis.”



**“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.”

“My team was like a family.”

“I received support during  
a personal crisis.”

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?”

“Won’t love be too soft and permissive?”

**High Commitment**

***Accountability:  
Compliance, Blame***

***Responsibility:  
Belonging, Trust***

**Not  
effective**

**Fear**

**Love**

**Effective!**

***Neglect***

***Lenience***

**Low Commitment**

# 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?

Demonstrate value for  
each other.

Invest in building  
relationships.

Create trust and  
belonging.

Work through challenges.

What will you do differently  
on your team?

| Rate 1-5 |
|----------|
|          |
|          |
|          |
|          |

## How Are You Leading: Love in Action?

Be respectful.

Be humble.

Have integrity.

Actively intervene.

What will you do differently when  
you lead?

| Rate 1-5 |
|----------|
|          |
|          |
|          |
|          |



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?







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# Thank you!

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