

Kaizen managing people

It's a people thing !

Kaizen is simple, so why doesn't it just happen?



- Because like any new activity people have to practice to get good at it.
 - early support is vital!
- Because often we have many years of “this is how we do it here” to overcome.
- Because people feel threatened.
- Because management try to control it.



People make the difference



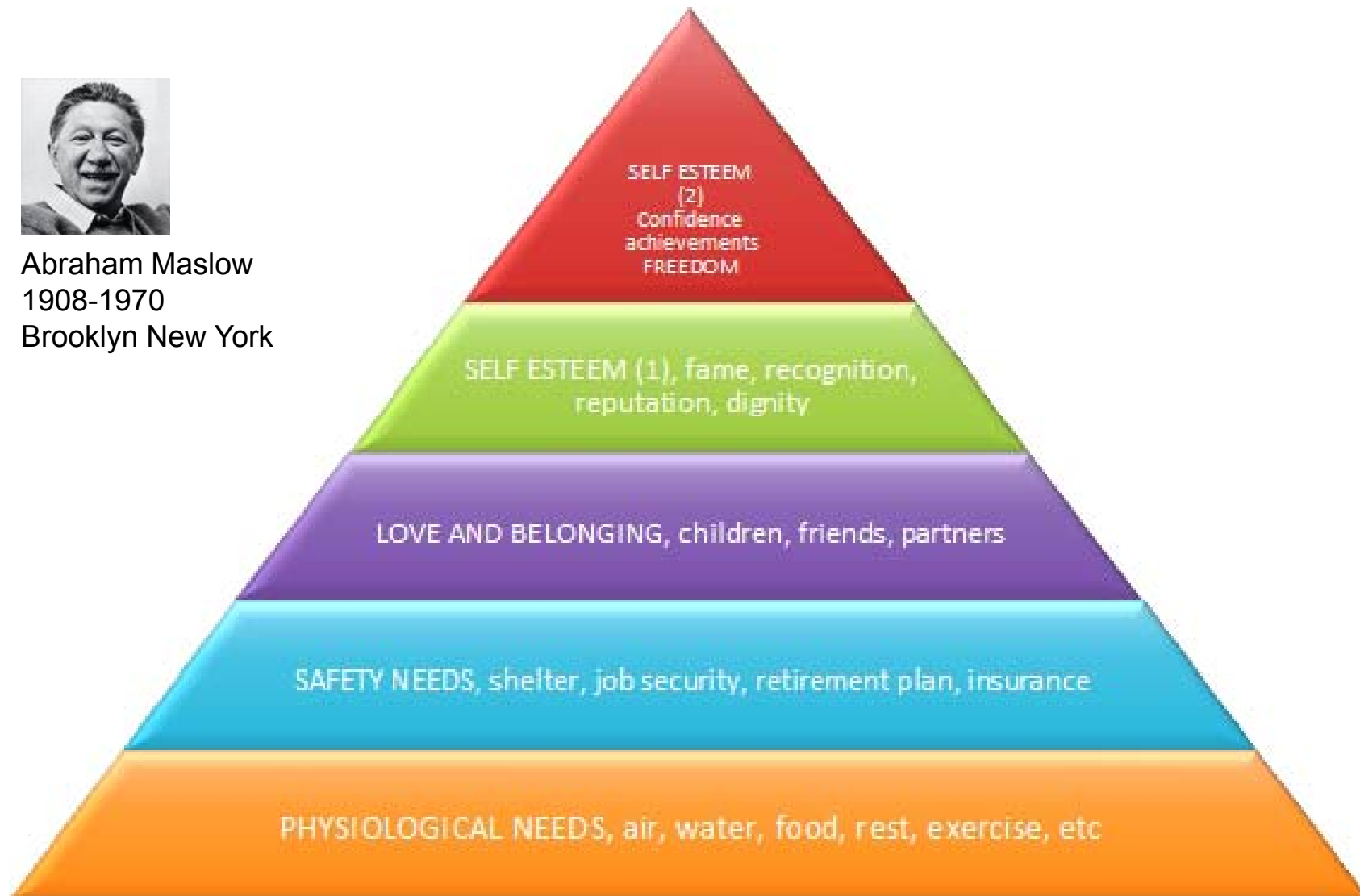
- Self motivation is a matter of choice.
- People are motivated for achievement, satisfaction, money... for themselves.
- People do not destroy what they create.



Maslow's hierarchy of needs



Abraham Maslow
1908-1970
Brooklyn New York

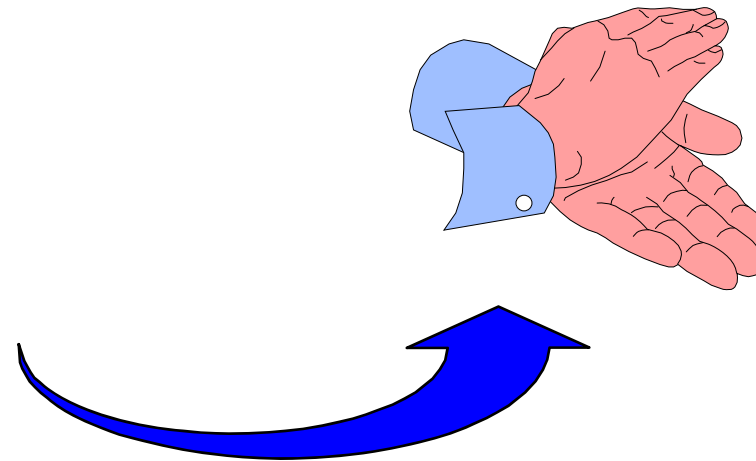


Benefits of Employee Contribution

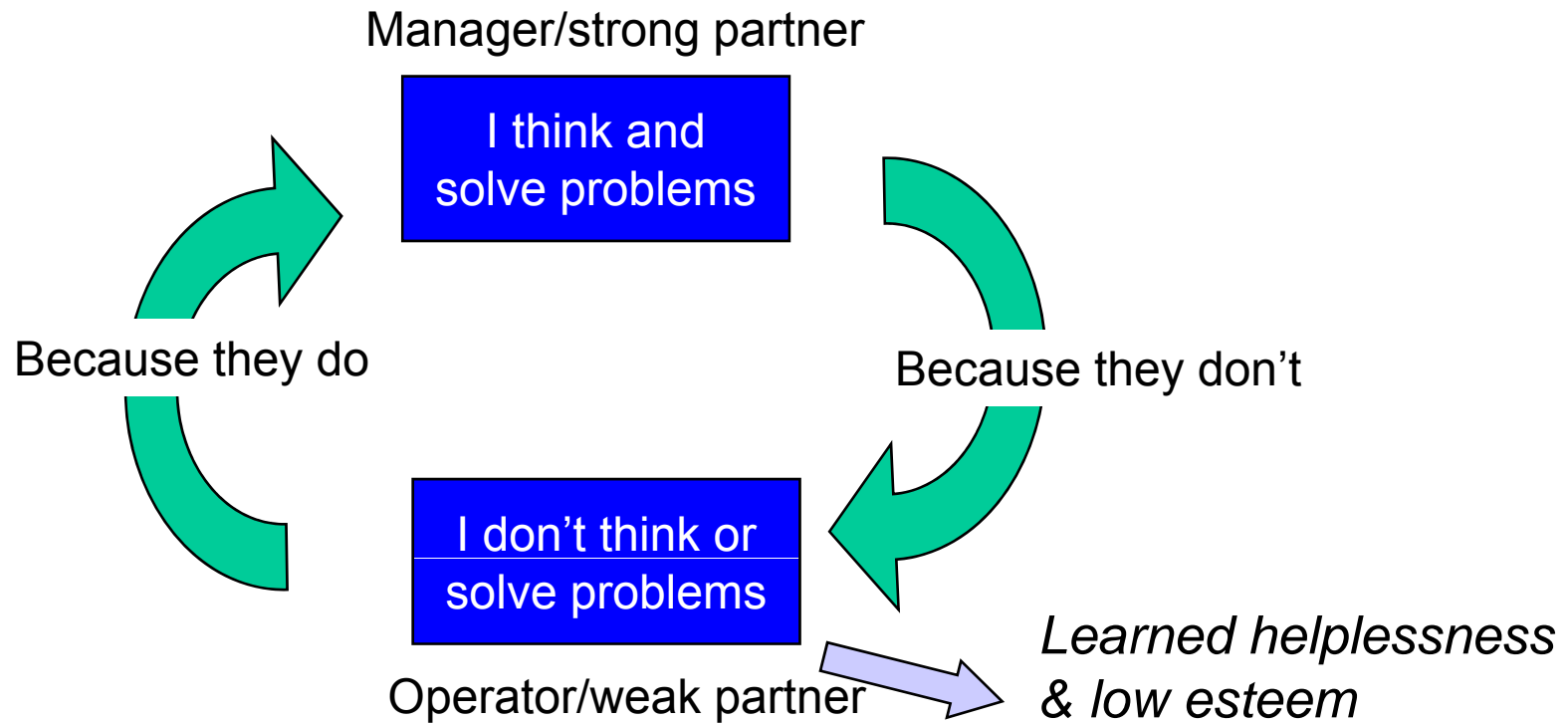


Opportunity

- new skills & knowledge
- greater confidence
- show the company what you are made of
- advancement
- quality of working life
- self- respect
- improved morale
- recognition
- job security



Dependency Loop

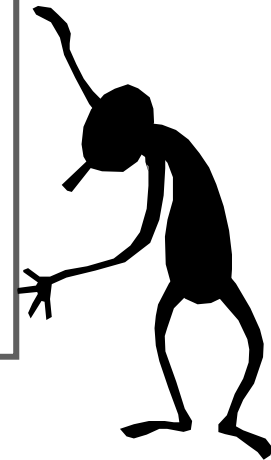


Both must change

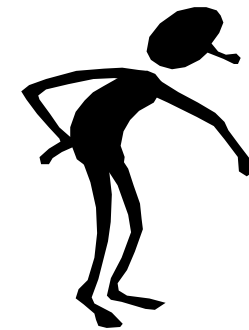
Watch out for victims of change

Bringing change to an environment can seriously de-motivate the people working there!

So what is it about 'change' that causes so much bad feeling?



Perpetrator

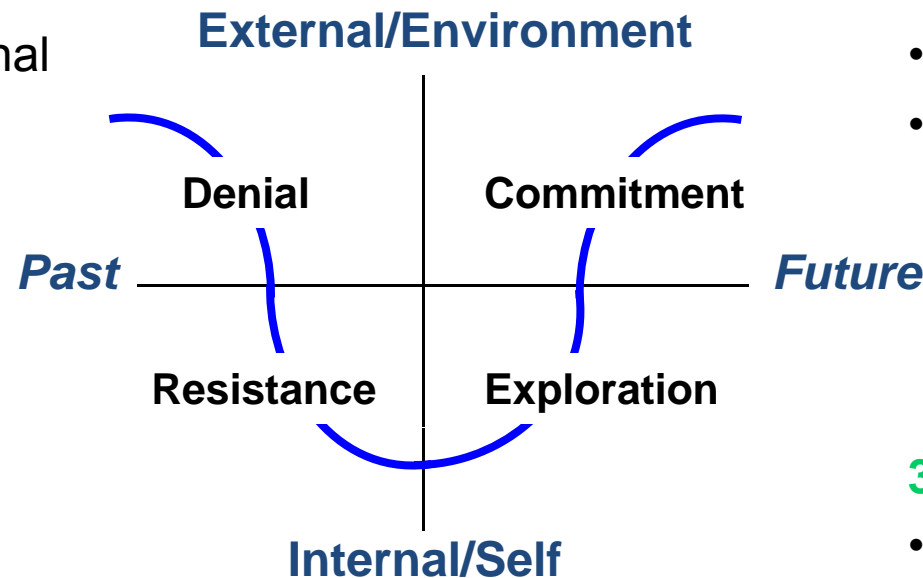


Victim

Bolman's Change Model

1. Denial Stage

- Numbness
- Reaction internal
- Disbelief



2. Resistance

- Anger
- Anxiety
- Fear
- Verbal reaction

4. Commitment

- New objectives
- Action plans
- Team work

3. Exploratory

- Begin to accept the inevitability
- Negotiation
- Looking for benefits

It's about Attitude

DNA of Change

- Desire
- Need
- Ability



- Knowledge
- Skills
- Attitude

Kaizen Managing People

Management Basics

Managing yourself first

- Responsibility - 'response-ability'
- Behaviour is a function of our decisions not our conditions



- Behaviour is a product of our own conscious choice, based on values not feelings

Managing yourself first



Reactive Language

There's nothing I can do

That's just the way I am

He makes me so mad

(I'm not responsible. My emotional life is governed by something outside my control)

They won't allow that

I have to do that

(Circumstances or other people are forcing me to do what I do. I'm not free to choose my own actions)

I can't

I must

If only



Proactive Language

Let's look at our alternatives

I can choose a different approach

I can control my own feelings

I can decide how to react

I will choose an appropriate response

I choose

I prefer

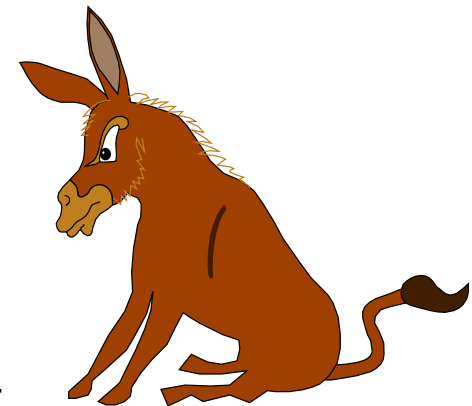
I will



Some Turn Offs

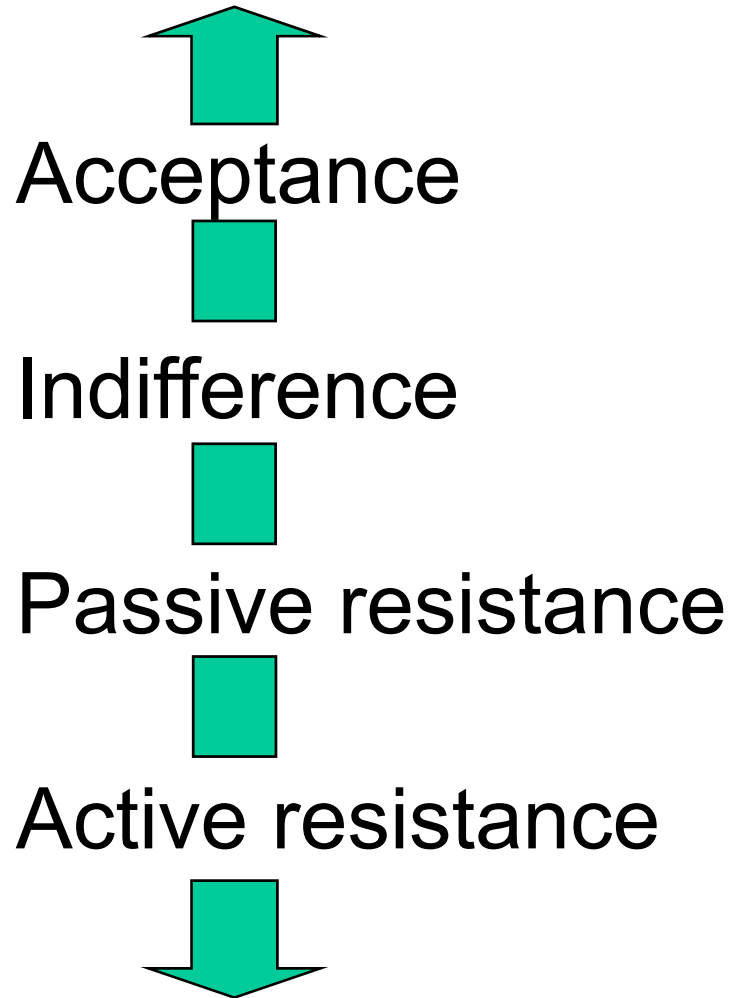
Wet Blankets

- I am too busy right now.
- It's a good idea, but the timing is wrong.
- It is not in the budget.
- We don't do it like that here.
- Theory is different from practice.
- That's a good idea BUT...
- Isn't there something else for you to do?
- It doesn't match corporate policy.
- It isn't our business. Let someone else think about it.



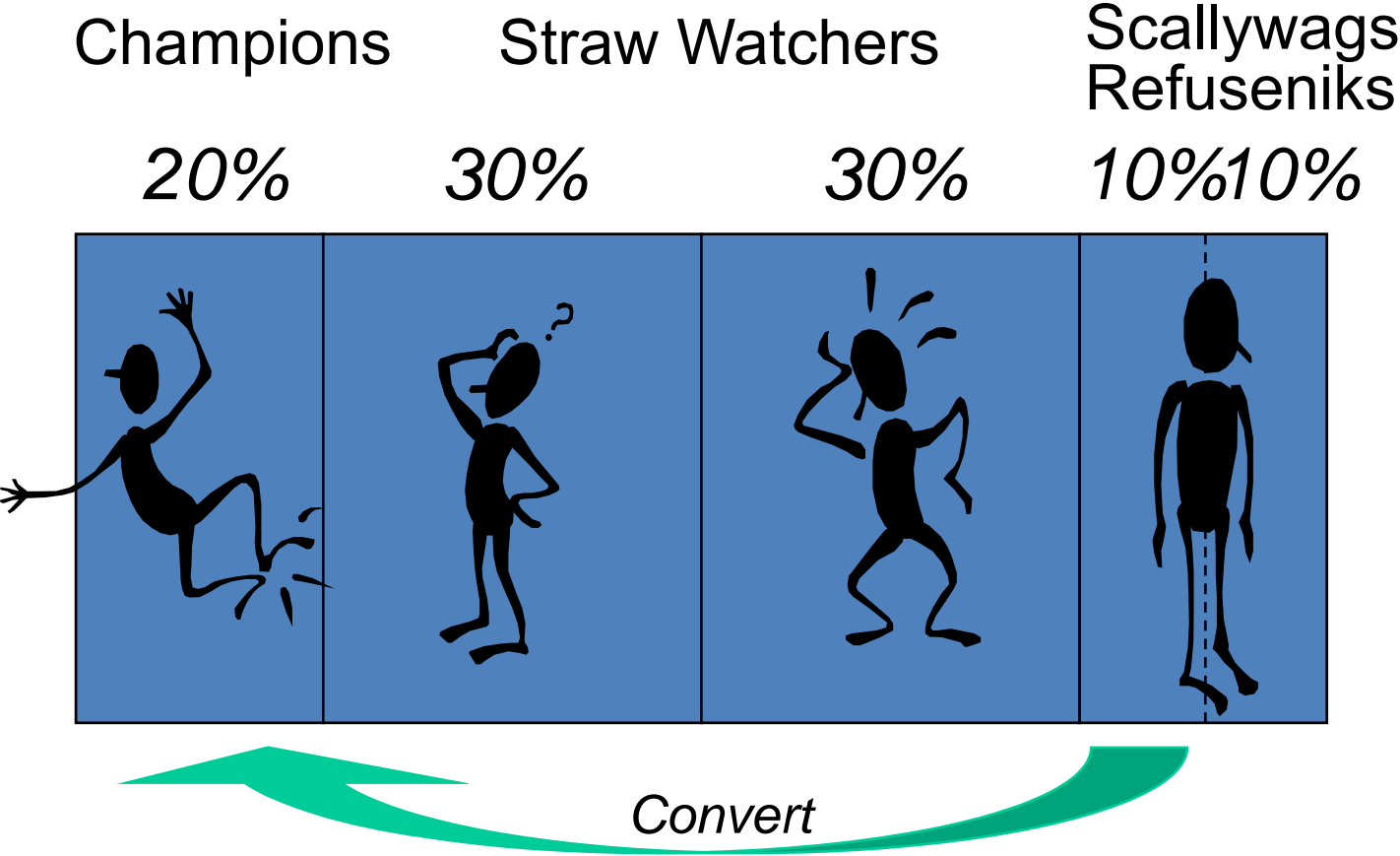
People are not the problem. Blaming them will not solve the problem. The answer is to make people problem solvers!

Sabotage to Enthusiasm

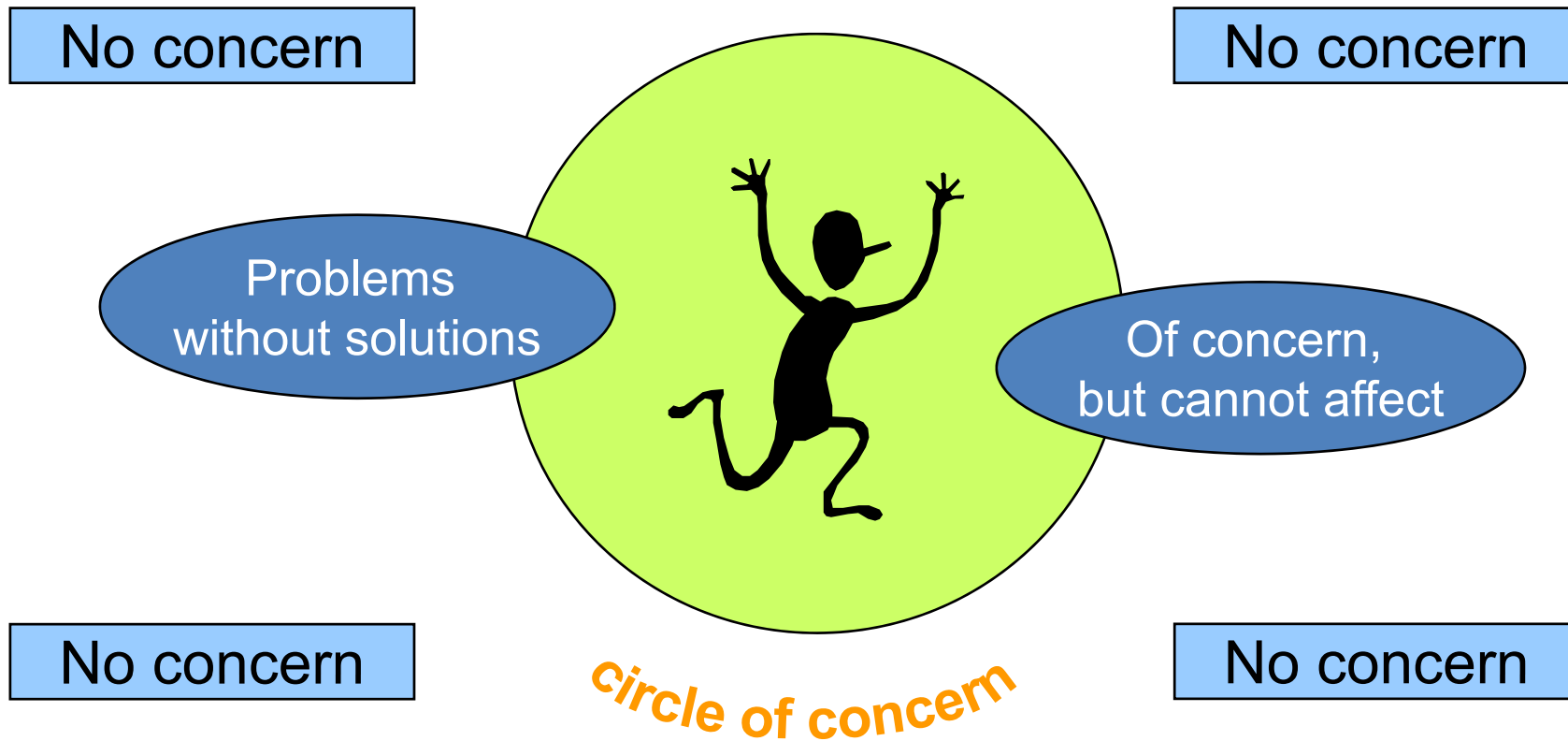


- Enthusiasm
- Co-operation
- Co-operation with assistance
- Acceptance
- Passive Resignation
- Indifference
- Apathy
- Doing only what is ordered
- Regressive behaviour
- Non-learning
- Protests
- Working to rule
- Doing as little as possible
- Slowing down
- Personal withdrawal
- Committing deliberate errors
- Spoilage
- Sabotage

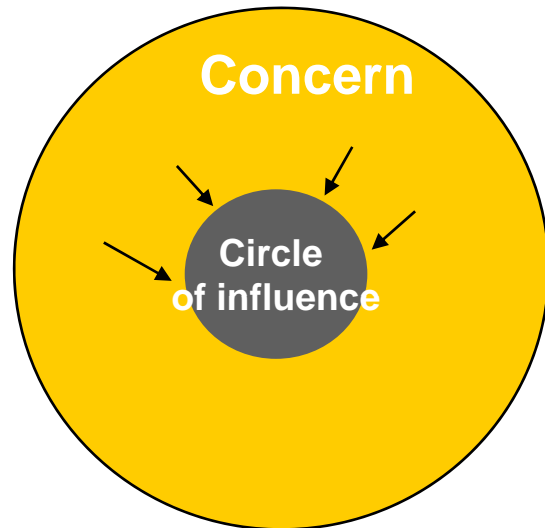
Engage the Champions



Circle of Concern



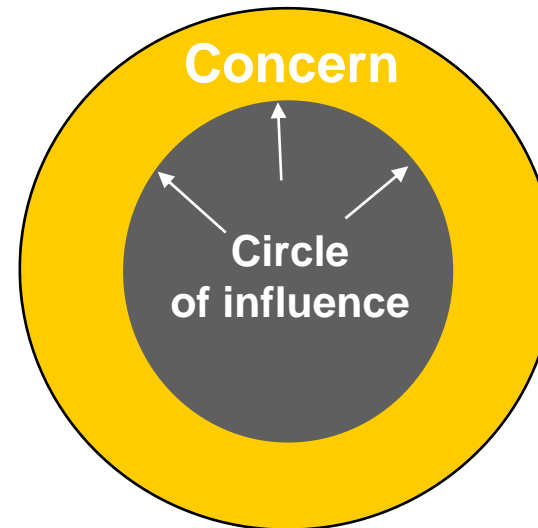
Increasing your circle of influence



Reactive people focus on:

- the weaknesses of other people
- the problems in the environment and circumstances over which they have no control
- blaming and accusing attitudes
- reactive language
- increased feelings of victimisation

Reactive people - negative energy causes the Circle of Influence to shrink



Proactive people focus on:

- the things they can do something about
- being responsible
- taking the initiative
- making people glad to be around them

Proactive people - positive energy enlarges the Circle of influence

Consequences and mistakes



But remember ...

“Free to choose actions - not free to choose consequences!”

Live in harmony with our principles. Do the right thing.

It is OK to make mistakes; part of the learning process:

- acknowledge it instantly
- correct it
- learn from it

Success is on the far side of failure!

Managing conflict

Big part of our day to day contact with people is dealing with conflict:

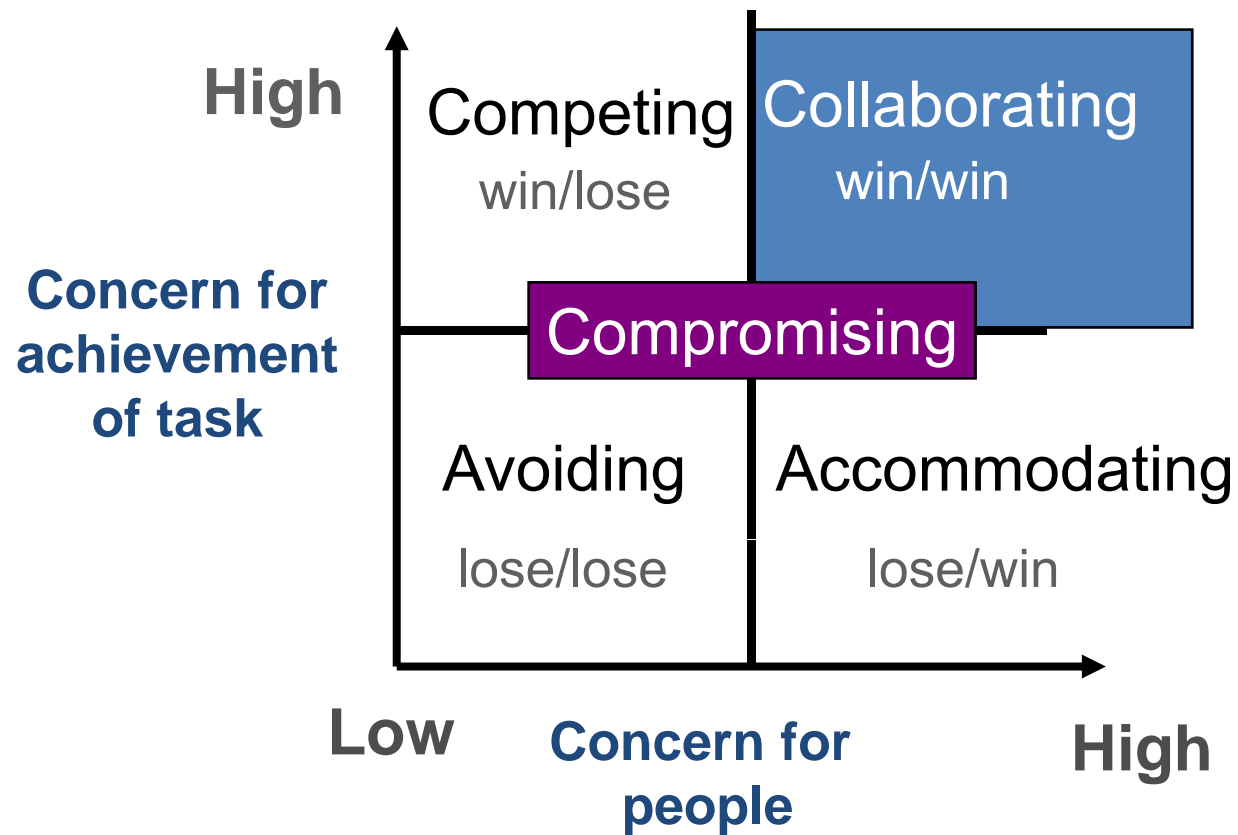
“I need this, but you need that.”

There are 5 ways to handle conflict:

- Compromise
- Compete
- Avoid
- Accommodate
- Collaborate



Managing conflict

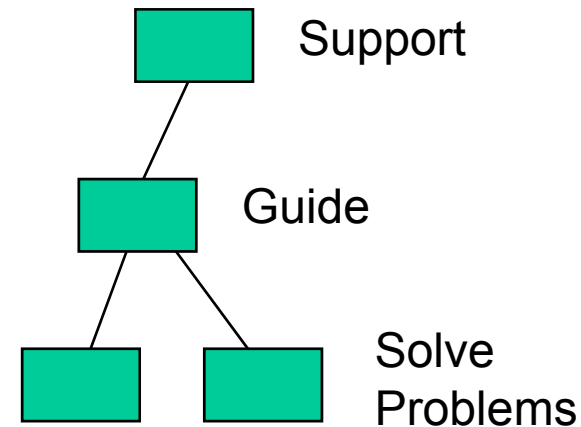
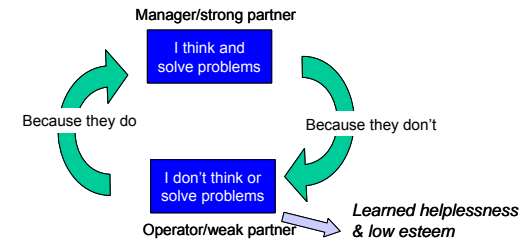


Solution to Dependency Loop



Don't solve other peoples problems!!!

- Set smart objectives
- Support & guide
- Coach
 - Situation
 - Options
 - Consequence
 - Select



Learn to co-operate & trust by giving each other new experiences

Frustration drives people back in to dependency

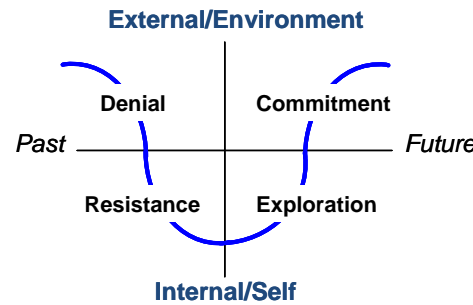
One Minute Manager



Summary



Maslow's Pyramid



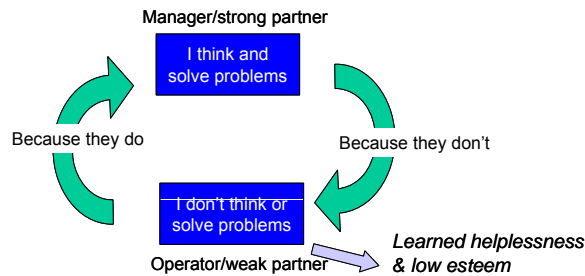
Resistance to change



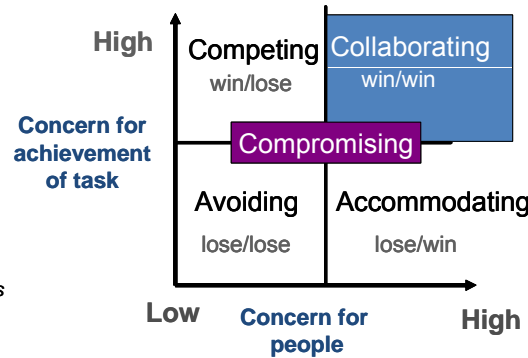
Good attitude



Decide your behaviour



Coach dependency loop



Managing Conflict



One Minute Manager