



RESPECT FOR PEOPLE

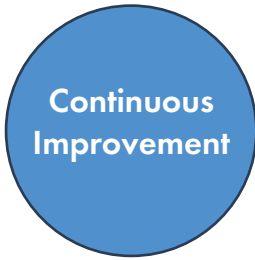
Introduction

Traditional project delivery has generally viewed individual participants as labor or knowledge producers as defined by their narrow specialties. The traditional tendency is to pigeonhole individuals into their capabilities, such as licenses, firms, trades and expertise.

Collaborative project teams have learned that by respecting the individual first, then the role, participants will become more engaged in an enterprise and contribute in more meaningful ways. In fact, through respect, inclusion and appropriate challenges, individuals grow and engage further, produce more and are more fulfilled.

Collaborative project teams have learned that by respecting the individual first, then the role, participants will become more engaged in an enterprise and contribute in more meaningful ways.

FAKE LEAN



REAL LEAN



Source: Bob Emilani

“Respect for People enables Continuous Improvement. Continuous Improvement does not enable Respect for People.” – Bob Emiliani

1.0 Why

Respect for People, together with Continuous Improvement, form the two pillars of Lean management. However, it is the many Lean tools—aimed at making waste visible and improving processes—upon which organizations tend to myopically focus as they attempt to adopt the Lean philosophy. Experience demonstrates that Lean transformations fail to deliver sustainable results without equal attention to both pillars.

Respect for People means:

- Recognizing and showing appreciation for the value of each individual and what they bring to the team;
- Creating and maintaining an environment in which it is safe to speak up with concerns and problems, with the expectation that others will listen;
- Adopting a “problems first” attitude; and,
- Being open to the ideas of others and challenging one another to become better.

Respect is not the same as politeness or conflict avoidance. To the contrary, Respect for People *requires* that we embrace constructive conflict and openly discuss issues that might normally be treated as “undiscussable.” Because Respect for People is not always comfortable, politeness can actually be its near enemy.

A Plus/Delta is a simple example of constructive conflict in action. In such a situation, an issue that might be perceived as a negative is instead framed as a delta, or a possible change to make the process better. These issues are openly discussed as a team, and the group decides which actions should be taken.

2.0 How

Place a primary focus on enabling those who perform the value-adding work to be successful every day. Ask them how this can be achieved, then help them to implement their ideas:

- Solicit broad engagement of each individual and invest deeply in developing that person's capabilities.
- Go to the Work to understand the challenges, determine if help is needed, and offer assistance.

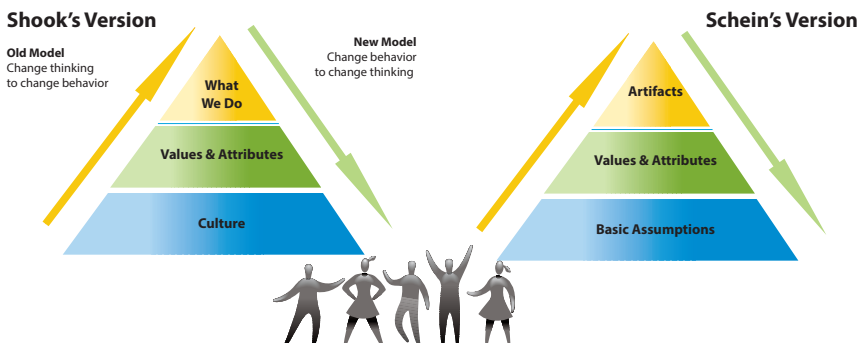
Listen:

- Practice effective, empathic listening.
- Develop emotional intelligence skills.
- "Seek first to understand." - Stephen Covey

Practice humble inquiry:

- Employ strategies for creating a safe environment.
- Adopt "No blame" and "No stripes" ground rules.
- Shift from a stance of "let's get to work" to one of building relationships first.
- Adopt the practice of asking questions about what we don't know and move away from telling and directing.
- Leaders should adopt the practice of being vulnerable and acknowledge their complete dependence upon the team for project success.

HOW CULTURE CHANGES – AND DOESN'T



Additionally, you should purposefully bring learning and improvement practices into the way the project is organized and delivered. Develop a team culture embracing John Shook's suggestion that, "It's easier to act your way to a new way of thinking than to think your way to a new way of acting."

3.0 What

Lean management is unsustainable without an equal emphasis on both Respect for People and Continuous Improvement. Without equal emphasis on the two pillars of Lean, the process quickly degrades into "Fake Lean."

Proper Lean management takes the view that:

- People are intrinsically motivated. Being effective together calls for connecting with the interests and concerns of everyone.
- People are fundamentally good and have positive intent.
- It is worthwhile to invest in building the capabilities of people for the sake of the project and future projects.
- The objective is not merely to produce improvements but to develop each person's capability to improve.
- Everyone should come to work with the expectation of being successful every day. People should not be overburdened and should have the resources, skills and environment to do their work.
- Leadership is responsible for the system within which people work. When things go wrong, presume the system is faulty rather than blame individuals.
- Respect helps to build trust, which in turn enables innovation and risk-taking for the better of the project.

Shigeo Shingo, one of the early creators of the Toyota Production System, said, "There are four purposes of improvement: easier, better, faster and cheaper. These four goals appear in the order of priority." In other words, we should focus on making it easier for people to do a better job. When we do that well, becoming faster and cheaper will naturally follow.

References

Defining “Respect for People”, Bob Emiliani

<http://www.bobemiliani.com/defining-respect-for-people/>

W. Edwards Deming’s 14 Points for Management

<https://www.deming.org/theman/theories/fourteenpoints>

How to Change a Culture: Lessons From NUMMI, John Shook

<http://sloanreview.mit.edu/article/how-to-change-a-culture-lessons-from-nummi/>

Respect for People, Gemba Academy Podcast

<http://blog.gembaacademy.com/2015/02/12/ga-045-respect-for-people-with-past-guests/>

Humble Inquiry, Edgar Schein

http://www.amazon.com/Humble-Inquiry-Gentle-Instead-Telling/dp/1609949811/ref=sr_1_1?s=books&ie=UTF8&qid=1432069344&sr=1-1&keywords=humble+inquiry+the+gentle+art+of+asking+in+stead+of+telling

Lead with Respect, Michael Ballé, Freddy Ballé

http://www.amazon.com/Lead-Respect-Novel-Lean-Practice-ebook/dp/B00M4VQG60/ref=sr_1_1?s=books&ie=UTF8&qid=1432069492&sr=1-1&keywords=lead+with+respect

Building the Emotional Intelligence of Groups, HBR, Vanessa Urch Druskat and Steven B. Wolff

<http://faculty.washington.edu/jwhelan/Articles/Druskat%20and%20Wolff%20copy.pdf>

Dare to Disagree

https://www.ted.com/talks/margaret_heffernan_dare_to_disagree

Empowerment, Jim Selman

<http://www.paracomm.com/empowerment-article/>

The Five Dysfunctions of a Team, Patrick Lencioni

<http://www.amazon.com/The-Five-Dysfunctions-Team-Leadership/dp/0787960756>

The Seven Habits of Highly Effective People, Stephen Covey

http://www.amazon.com/Habits-Highly-Effective-People-Powerful/dp/1451639619/ref=tmm_pap_swatch_0?encoding=UTF8&sr=&qid=

The Sayings of Shigeo Shingo, Shigeo Shingo

<http://www.amazon.com/The-Sayings-Shigeo-Shingo-Improvement/dp/1563273845>



Quick Reference

Continuous Improvement	179
Go to the Work	191
Plus/Delta	201

For additional readings and information, please see the below information.

CHAPTER 14 – RESPECT FOR PEOPLE

Additional Readings

[Lean and IPD Panel](#)

[5.2 Mechanical Systems](#)

[5.6 VDC for Lean Project Delivery A3s](#)

[BIM and Value Stream Mapping Robert Mauck](#)

[Commercial Terms to Support Lean Project Delivery](#)

[Competition and Collaboration are not mutually exclusive](#)

[Conflicts Between Contract Law and Relational Contracting](#)

[Contracting for Lean in Design Build](#)

[Lean in Design](#)

[Lean Journey-Lean Transformation of a Company](#)

[Psychological foundations for incentives](#)

[Toyota Culture](#)