

Leading with Respect for  
Better Performance and  
Learning

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# How to use this...

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Understand / Assess / Discuss Individual Needs

Understand / Assess / Discuss Individual Development

Planning and Reflecting on the People Aspects of Lean when using the Technical Tools and Processes

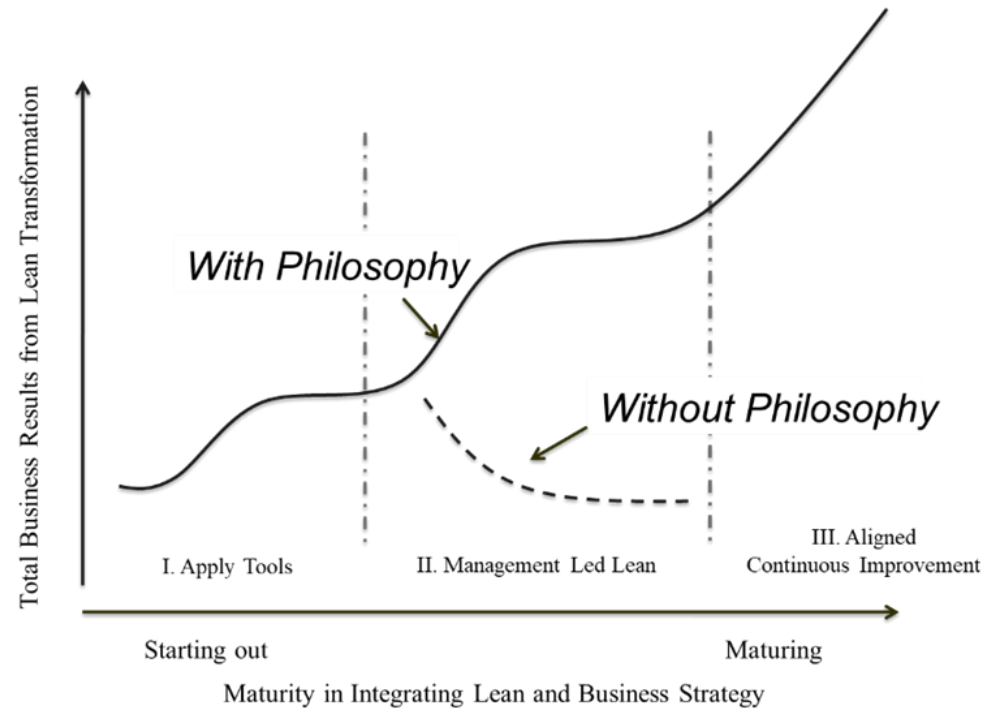
- What are your expectations in your experiments including the people or cultural aspects?

# Why Does Respect Matter?

Contribute to Society

Partner / Employee  
Development and Growth

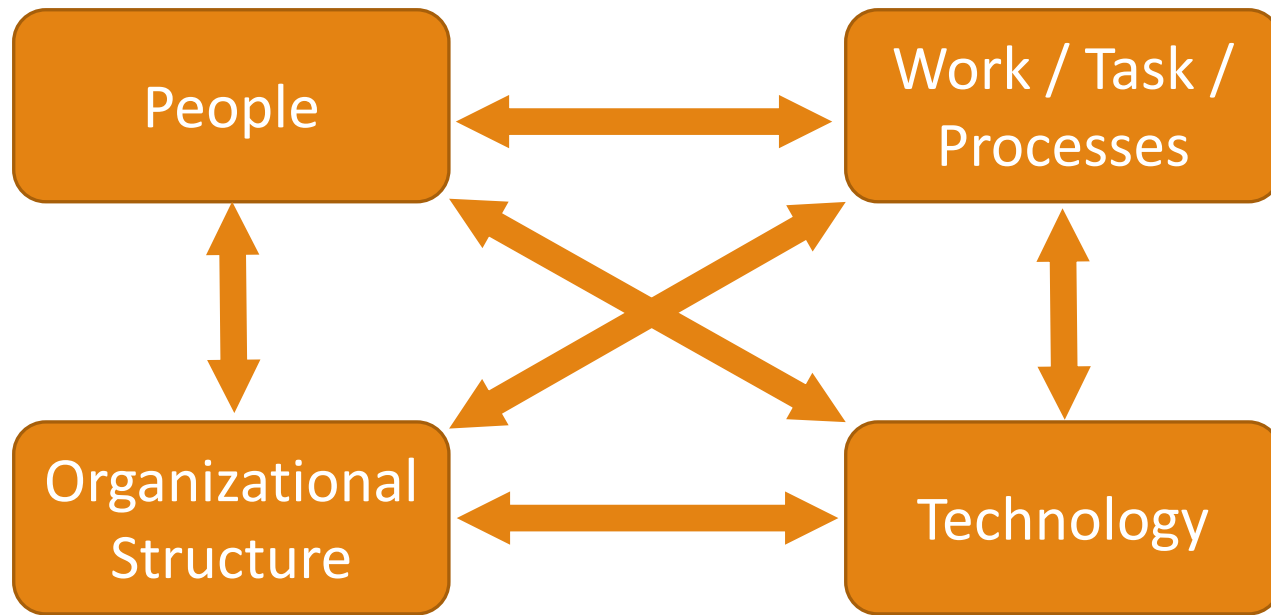
Better Performance and  
Business Results



Source: The Toyota Way to Continuous Improvement (2011 Liker and Franz)

# How Do We Show Respect? Lean as an Enabling System

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Socio – Technical Systems Theory

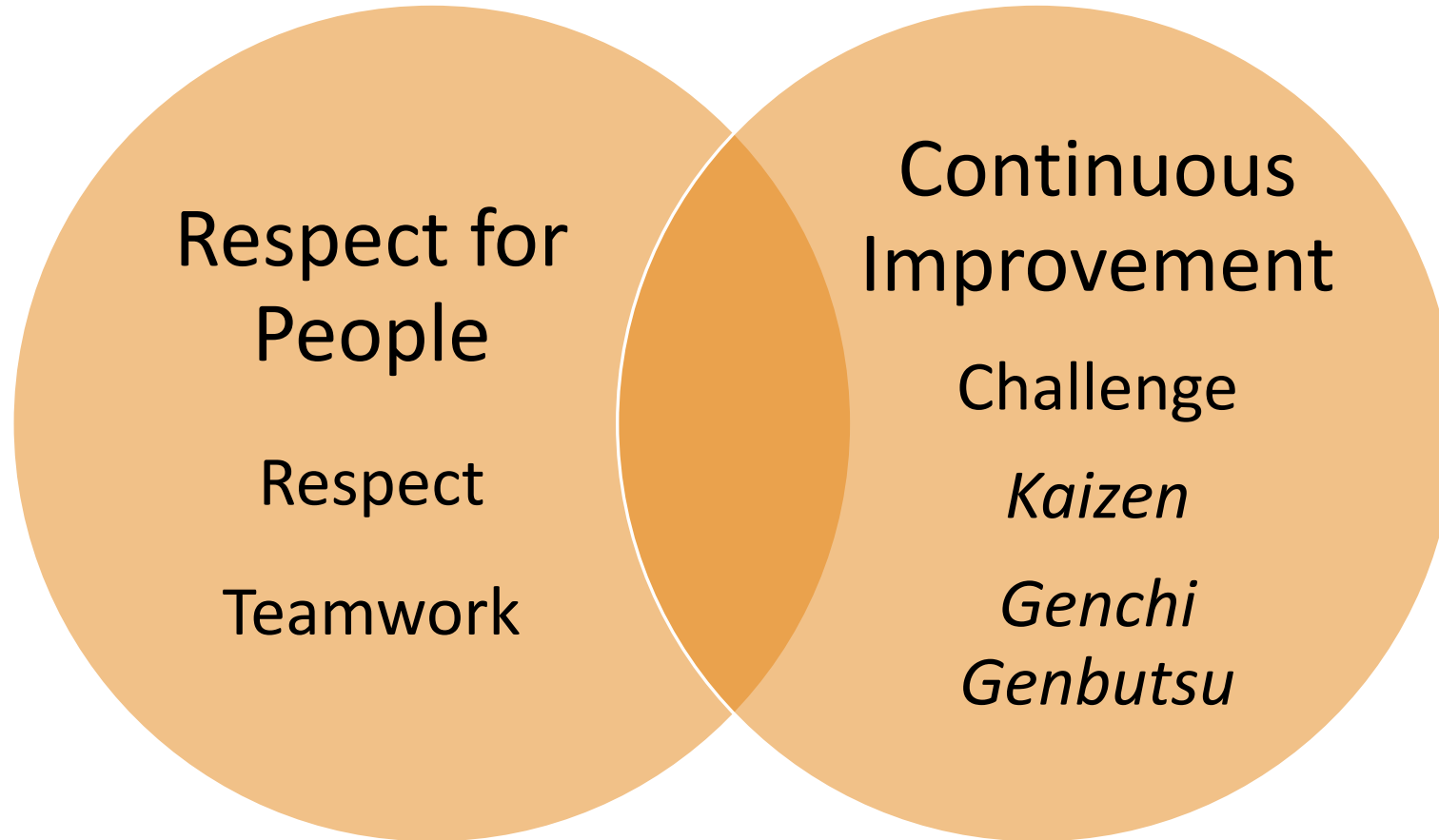
Adapted from:  
Trist, E. & Bamforth, K. (1951)  
Leavitt, H. J. (1965)

Design the system to enable people to perform better and be satisfied with their work

Behavior that aligns with the philosophy or underlying thinking

# What Does Respect Mean?

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Source: Toyota Way 2001,  
Toyota Motor Corporation

# Reflection Questions

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What does respect mean to you?

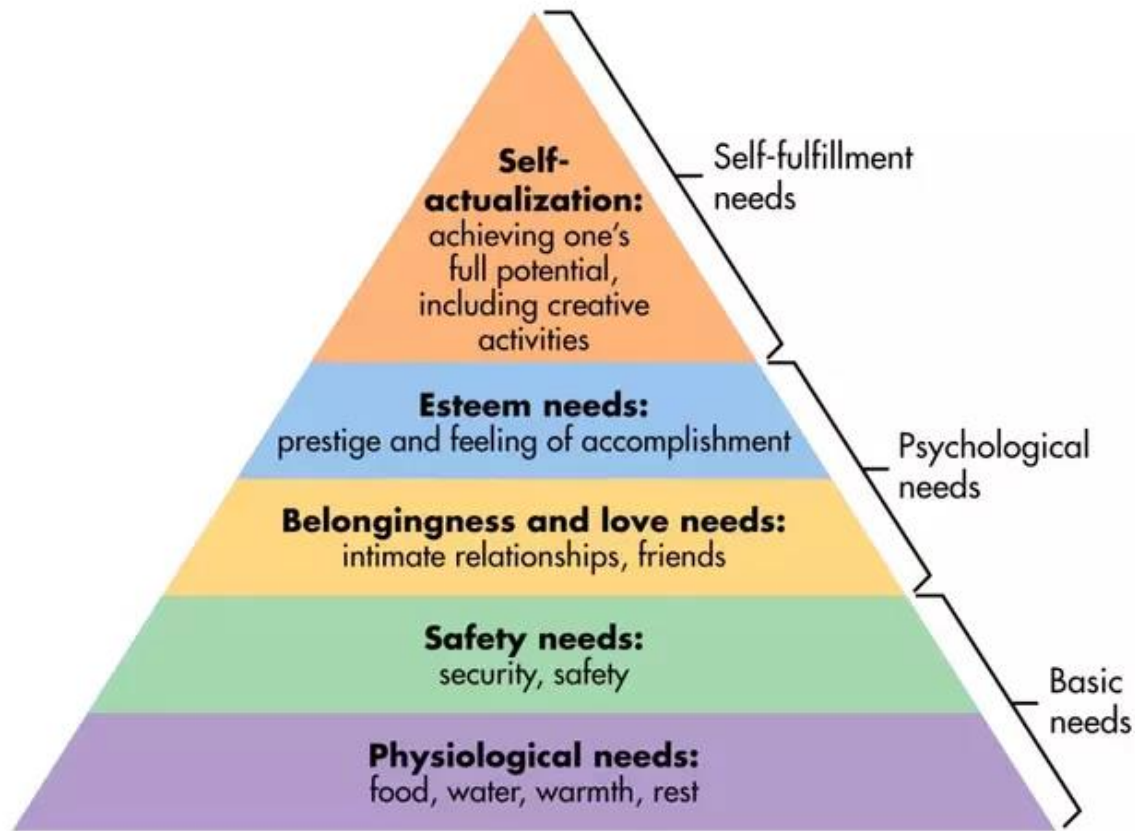
How do you show respect?

How do your behaviors support (or not support) people?

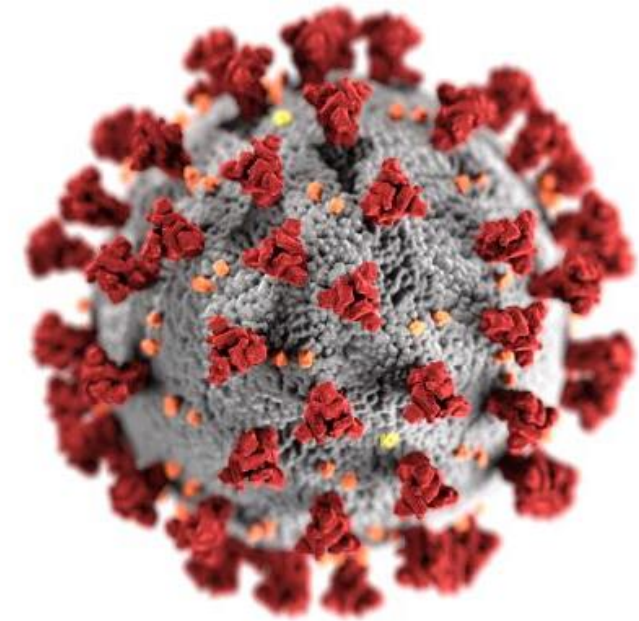
How do the behaviors of your colleagues support (or not support) people?

- Do you set expectations for behaviors?
- How do you respond when behaviors don't meet expectations?

# Understanding Needs



Maslow's Hierarchy of Needs (1943)



COVID-19

# Reflection Questions

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How can you create a culture enabling people to discuss their needs?

How can you support people to have their needs met and enable them to grow?

How do your behaviors support (or not support) people?

How do the behaviors of your colleagues support (or not support) people?

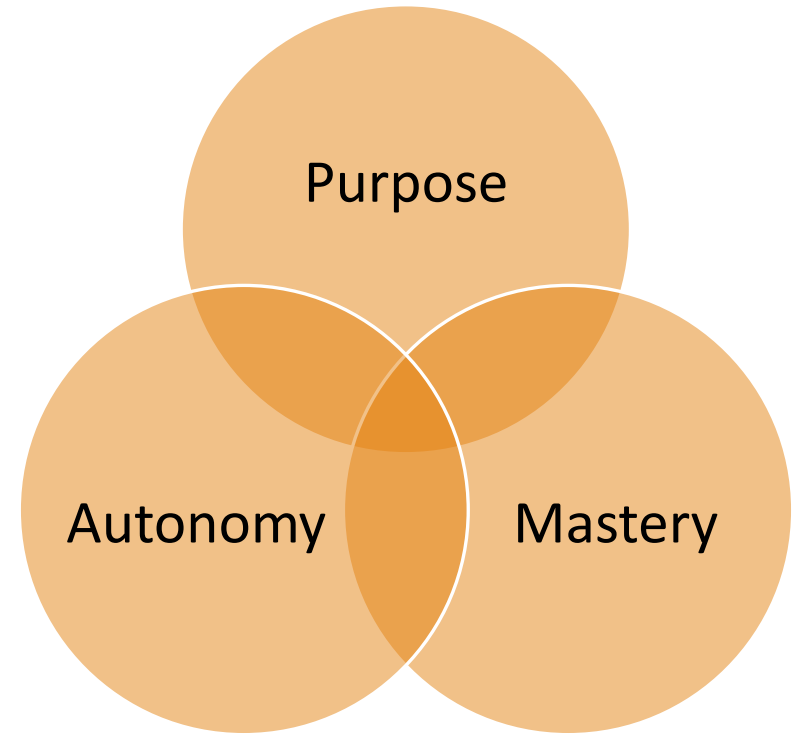
- Do you set expectations for behaviors?
- How do you respond when behaviors don't meet expectations?



# Personal Satisfaction and Better Performance

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## Creative Work Needs:



Source: *Drive* by Dan Pink

# Autonomy, Mastery, and Purpose in Practice

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Enable individuals and teams to:

- Manage the flow of activities within their teams (autonomy)
- Create and maintain their own checklists and standards (autonomy)
- Develop their skills through on the job training with mentoring (mastery)
- Continuously improve their processes and products (mastery)
- Understand and connect to each other's work and the overall program or project plans (purpose)

# Reflection Questions

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How are you supporting people to have:

- Autonomy?
- Mastery?
- Purpose?

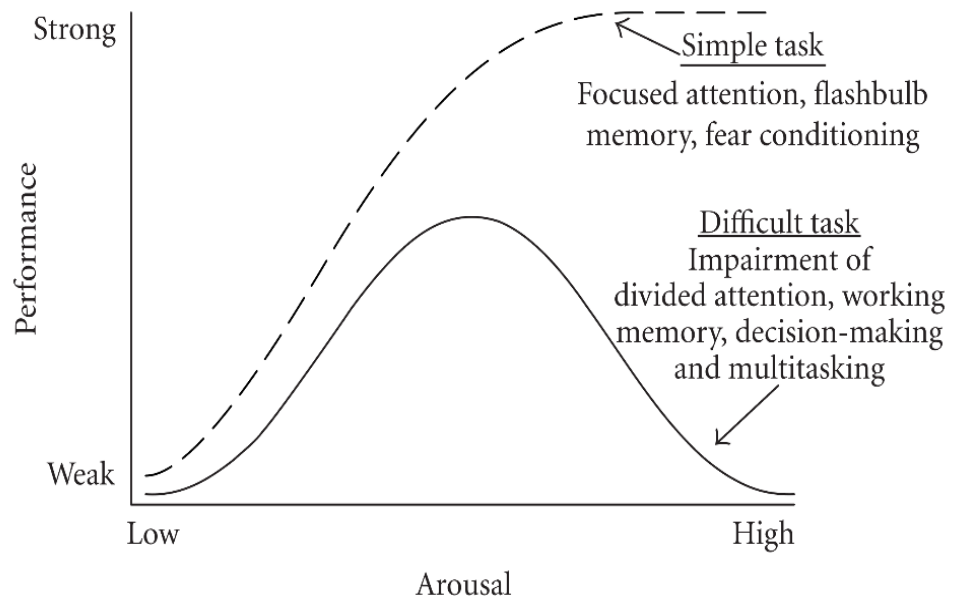
How do your behaviors support (or not support) people?

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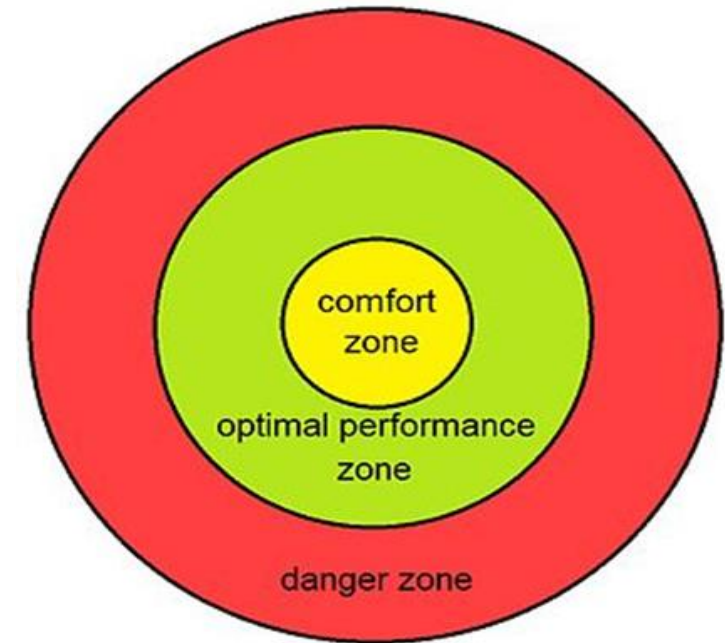
- Do you set expectations for behaviors?
- How do you respond when behaviors don't meet expectations?

# Supporting Learning and Growth

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Yerkes-Dodson Law (1908)



Psychological Performance Zones (Karl Rohnke)



BRIGHT ANGE  
TRAIL  
TRAIL

Caution  
Trail May  
Be Dry



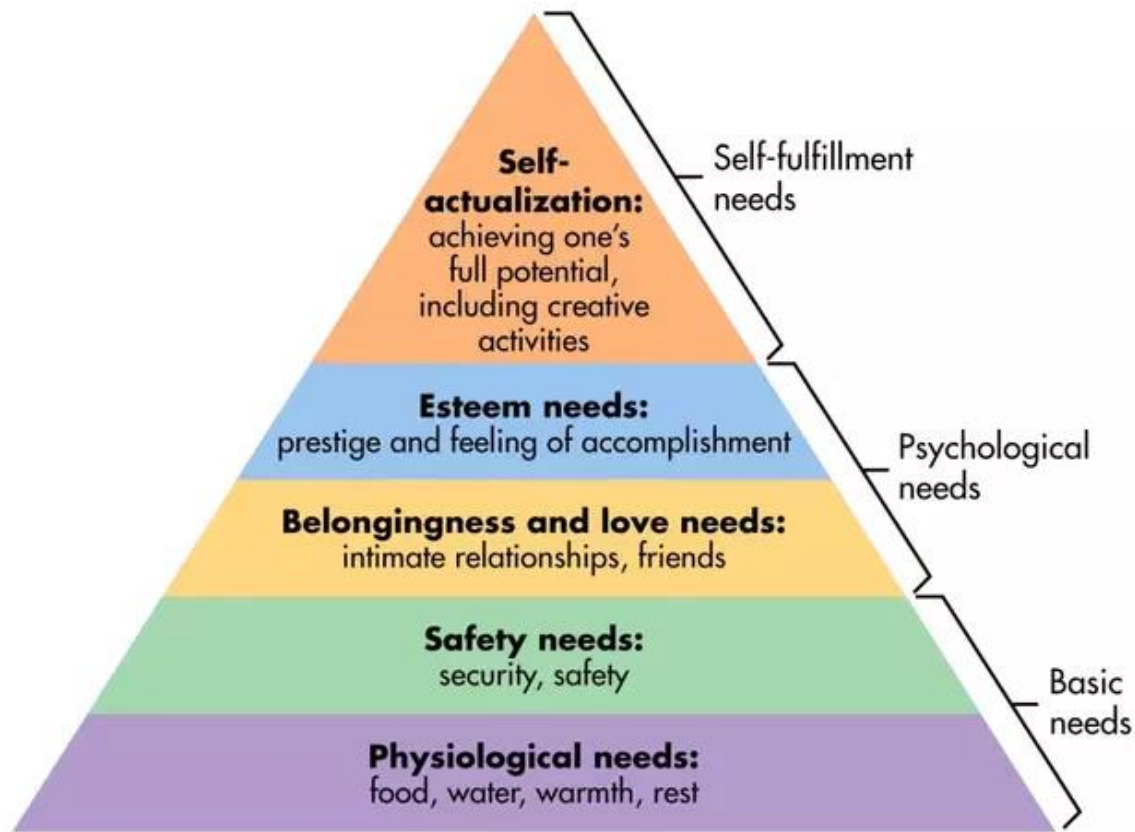




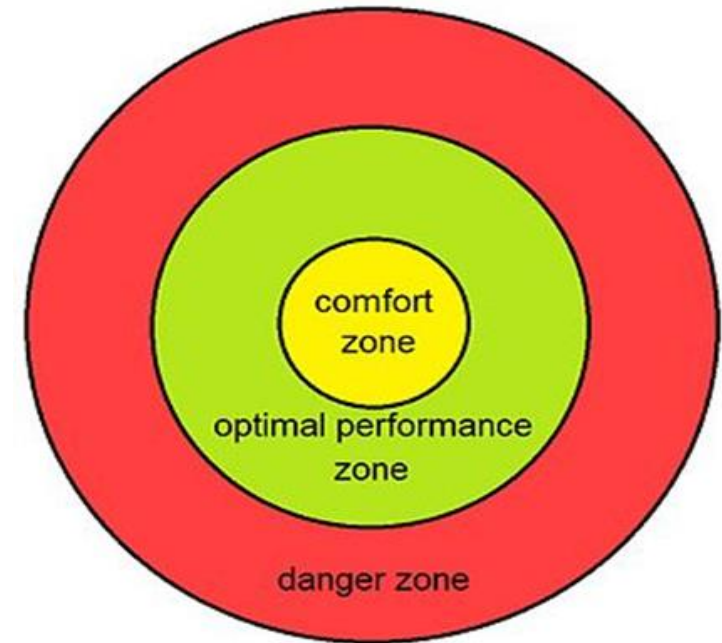


# Showing Respect Starts with Understanding People's Needs

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Maslow's Hierarchy of Needs (1943)



Psychological Performance Zones (Karl Rohnke)

# Reflection Questions

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How can you understand and help people understand where they are in the performance zones?

- How do you show respect for where they are?

How do you create opportunities to support people to learn and grow?

How do your behaviors support (or not support) people?

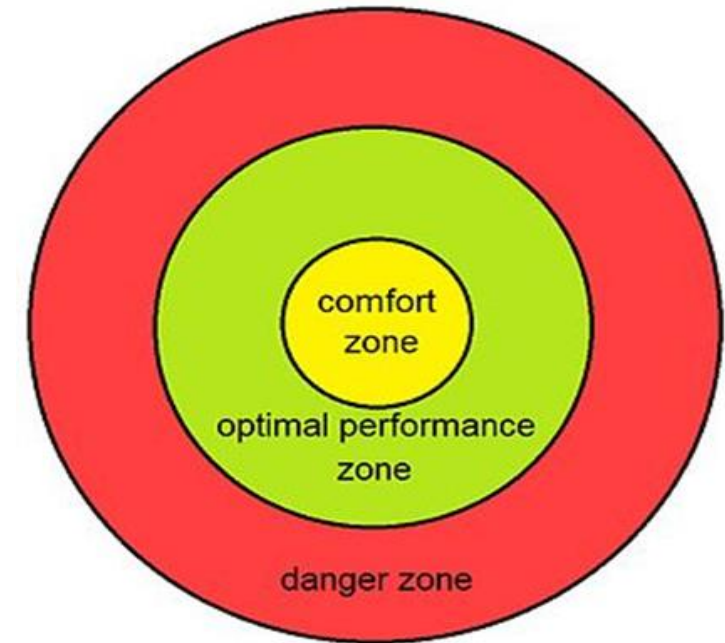
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- Do you set expectations for behaviors?
- How do you respond when behaviors don't meet expectations?

# Growth Mindset: Learning and Lean Mindset



Source: *Mindset* by Carol Dweck



Psychological Performance Zones (Karl Rohnke)

“It is easier to act your way to a new way of thinking than to think your way into a new way of acting.” – John Shook

# Reflection Questions

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How do you create the conditions for people to develop a growth mindset?

How can you model a growth mindset when leading and coaching?

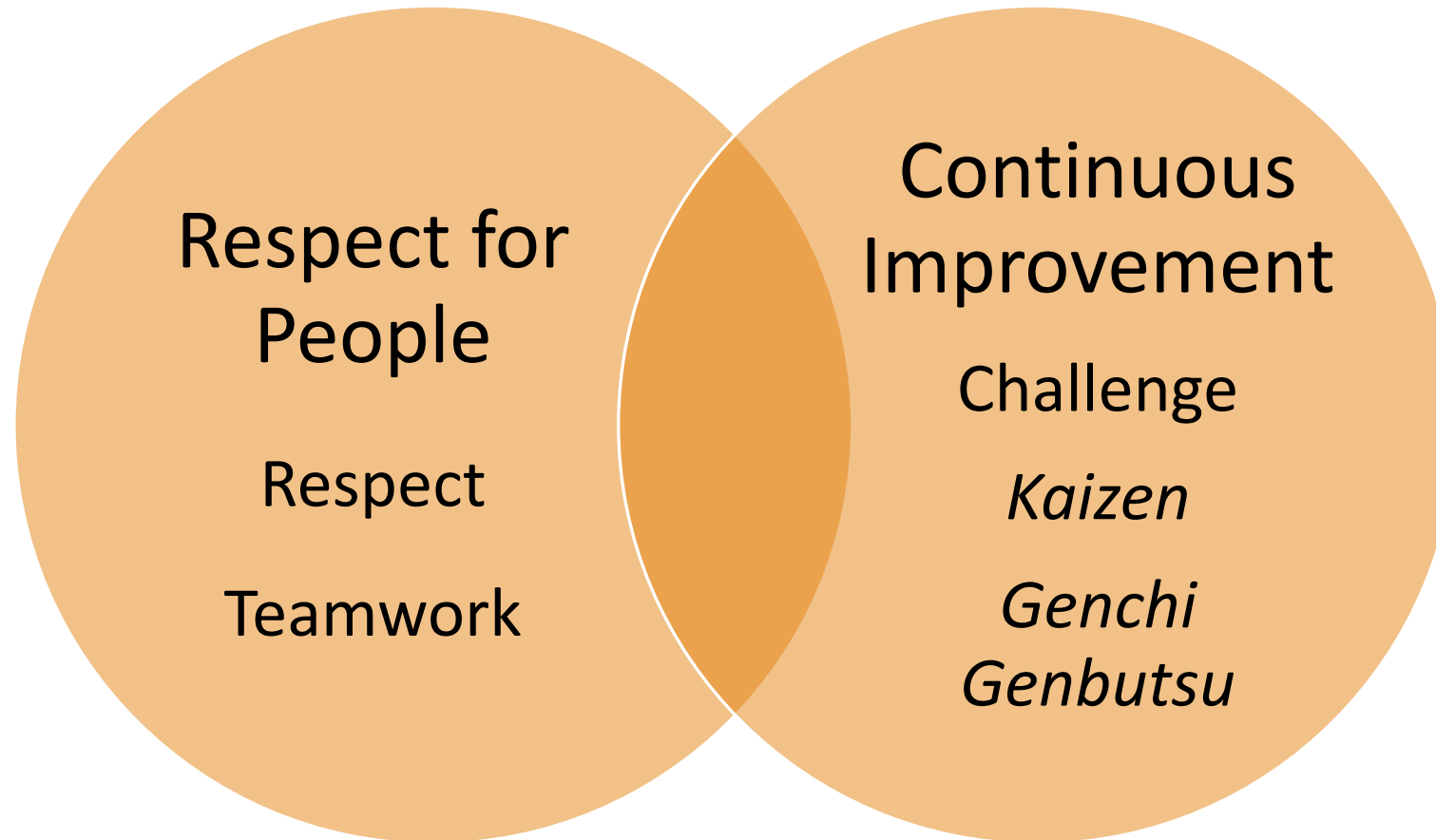
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How do the behaviors of your colleagues support (or not support) people?

- Do you set expectations for behaviors?
- How do you respond when behaviors don't meet expectations?

# Showing Respect Through Continuous Improvement

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Source: Toyota Way 2001,  
Toyota Motor Corporation

# Reflection Questions

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How do you show respect?

How do your behaviors support (or not support) people?

How do the behaviors of your colleagues support (or not support) people?

- Do you set expectations for behaviors?
- How do you respond when behaviors don't meet expectations?

# How to use this...

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## Understand / Assess / Discuss Individual Needs

- Maslow's Hierarchy of Needs
- Needs of Autonomy, Mastery, Purpose
- Psychological Performance Zones

## Understand / Assess / Discuss Individual Development

- Growth mindset
  - Leadership / Learning Traits
- Psychological Performance Zones

## Planning and Reflecting on the People Aspects of Lean when using the Technical Tools and Processes

- Autonomy, Mastery, Purpose
- Psychological Performance Zones
- What are your expectations in your experiments including the people or cultural aspects?

# Questions?

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