

Putting People First:

Enabling people to perform better
and reach their full potential

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Putting People First

Presenter:

Katrina Appell, PhD

Fun fact:

Went white-water kayaking for the first time in August 2021

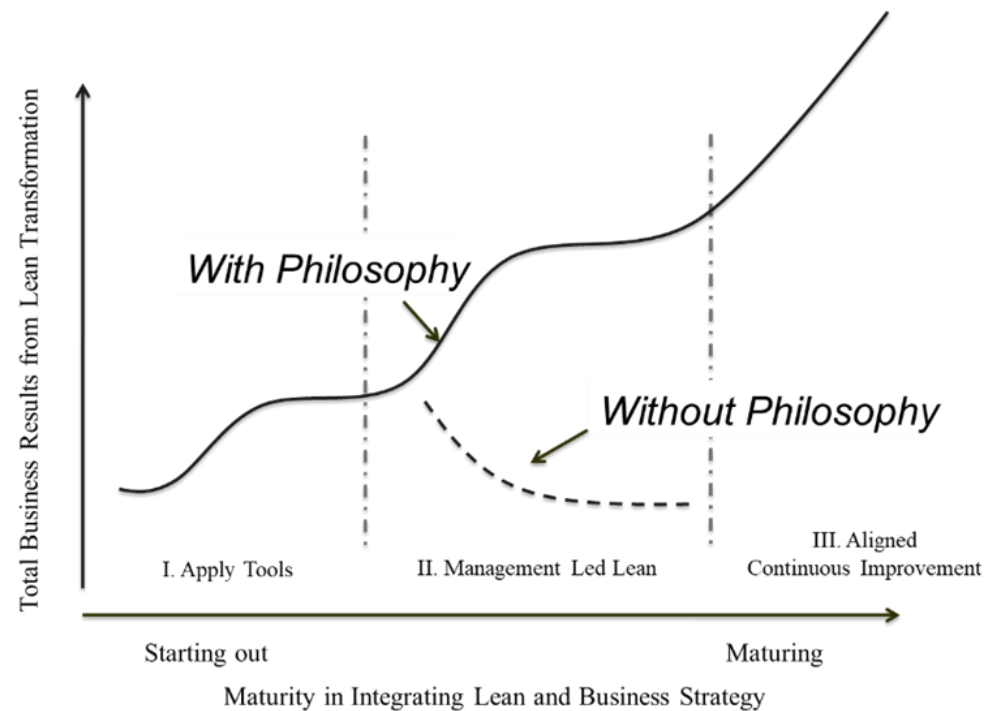


Why Should We Put People First?

Partner / Employee
Development and Growth

Better Performance and
Business Results

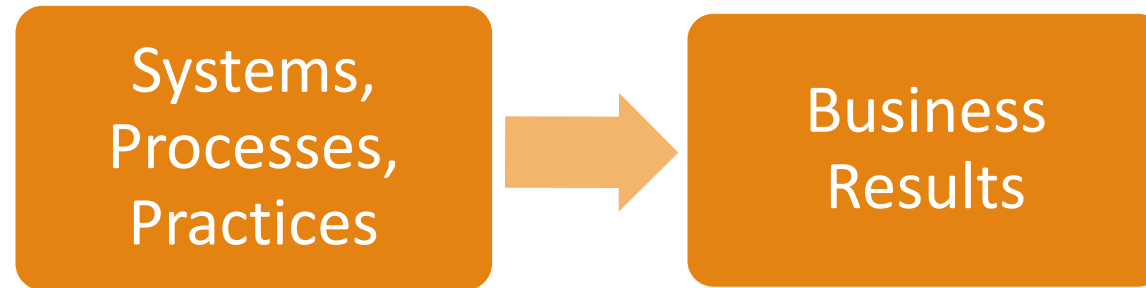
Contribute to Society



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

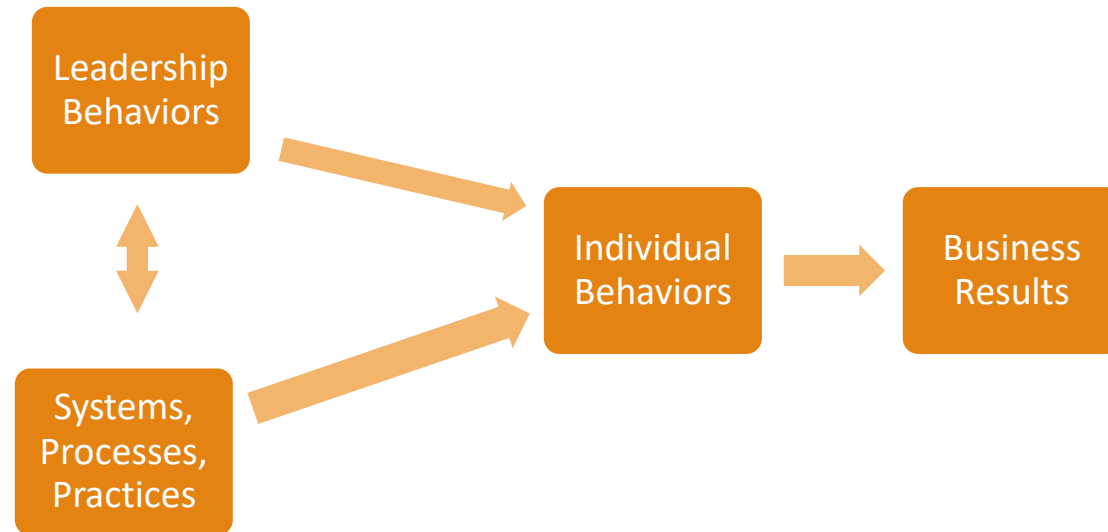
Systems, Processes, and Practices

What we often assume will happen:

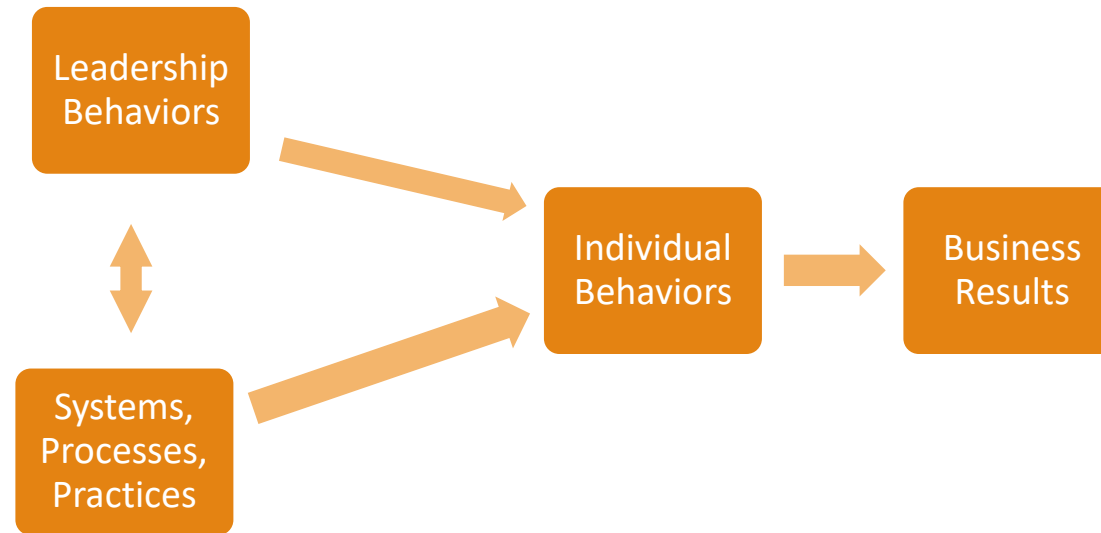


Leadership Behaviors

What actually happens:



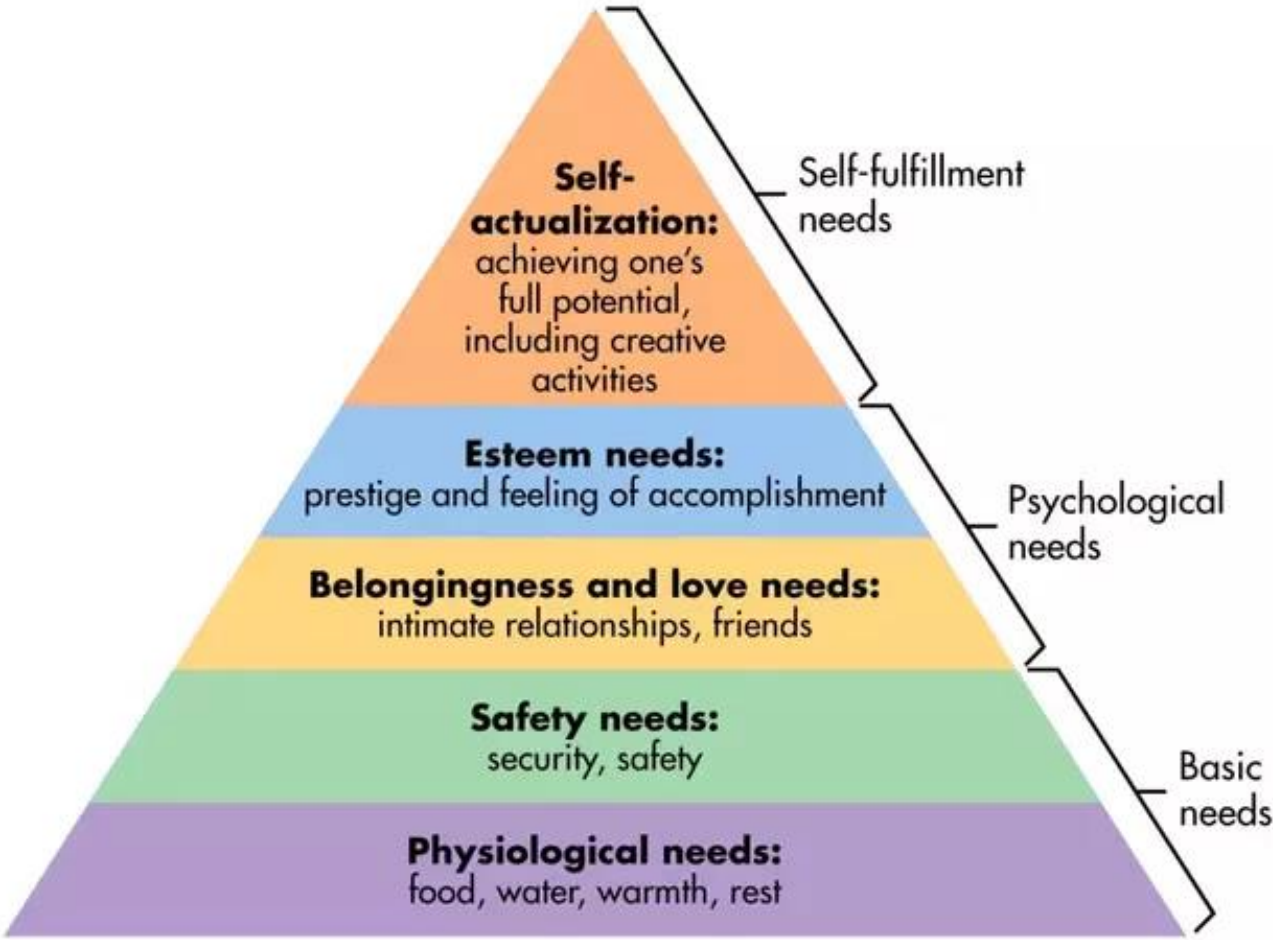
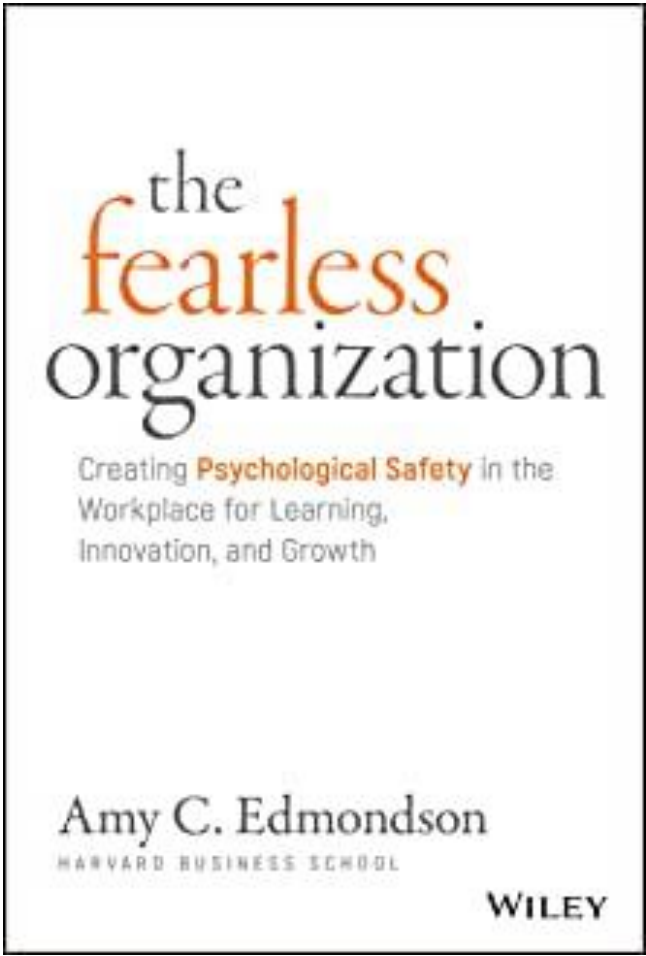
Leadership Behaviors



“Leadership is being influential in shaping the behavior and values of others and creating the conditions for new culture formation.”

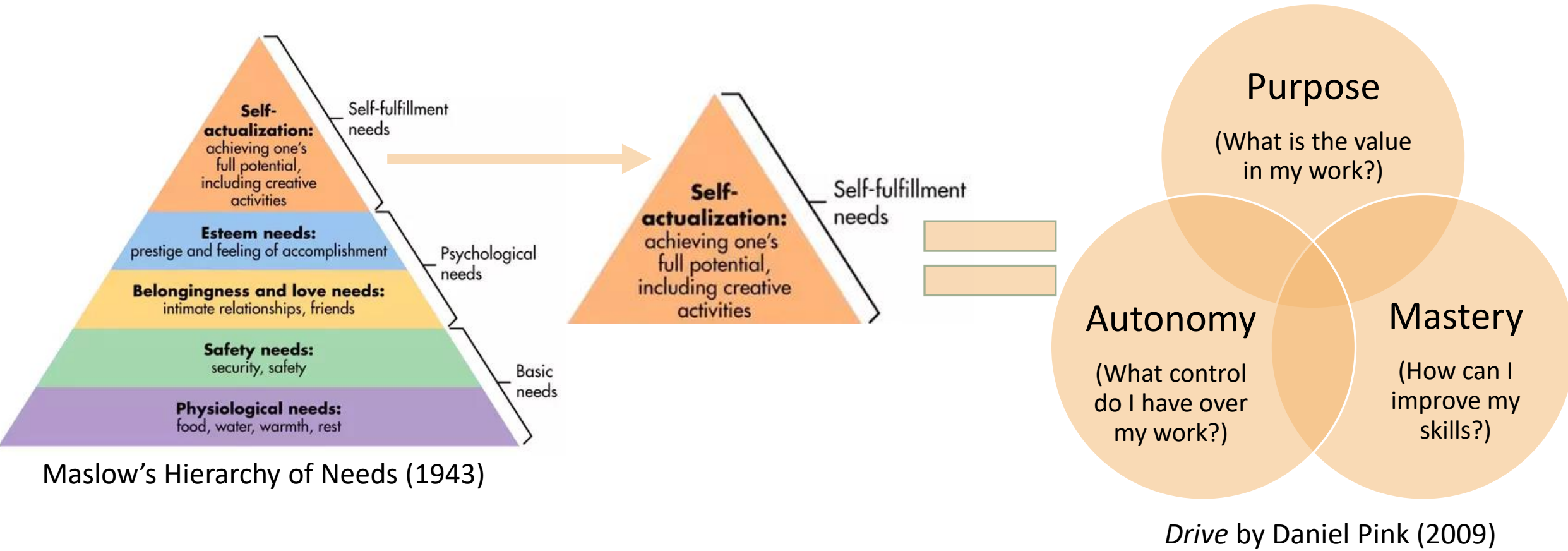
Schein, Edgar H. *Organizational Culture and Leadership 4th Edition.*

Psychological Safety

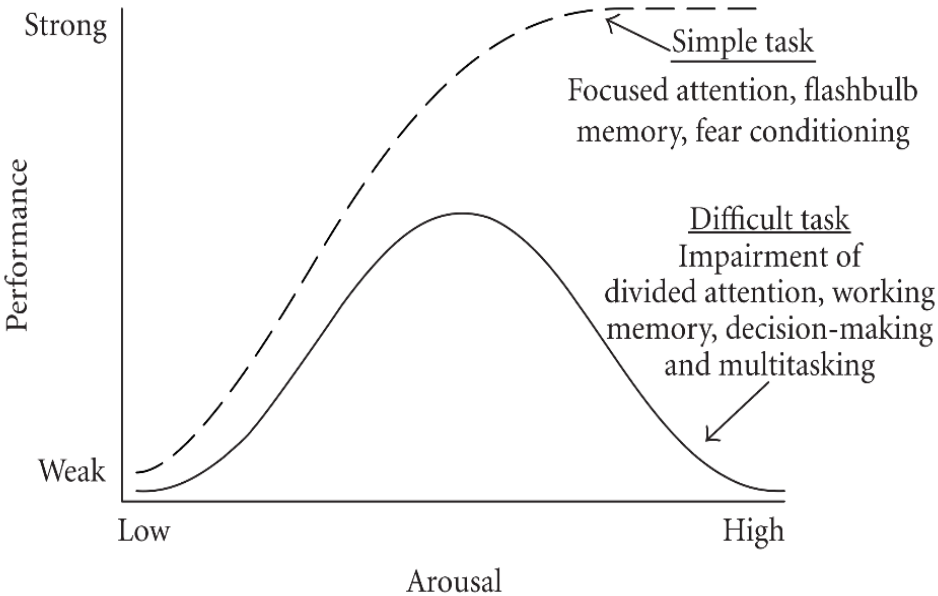


A Theory of Human Motivation A. H. Maslow (1943)
"Maslow's Hierarchy of Needs"

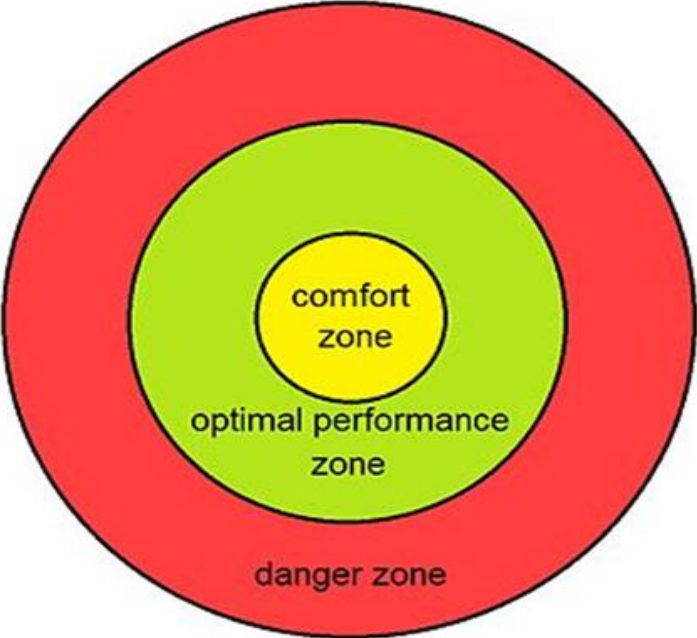
Better Performance and Personal Satisfaction



Enabling Mastery through Creating the Conditions for Learning and Growth

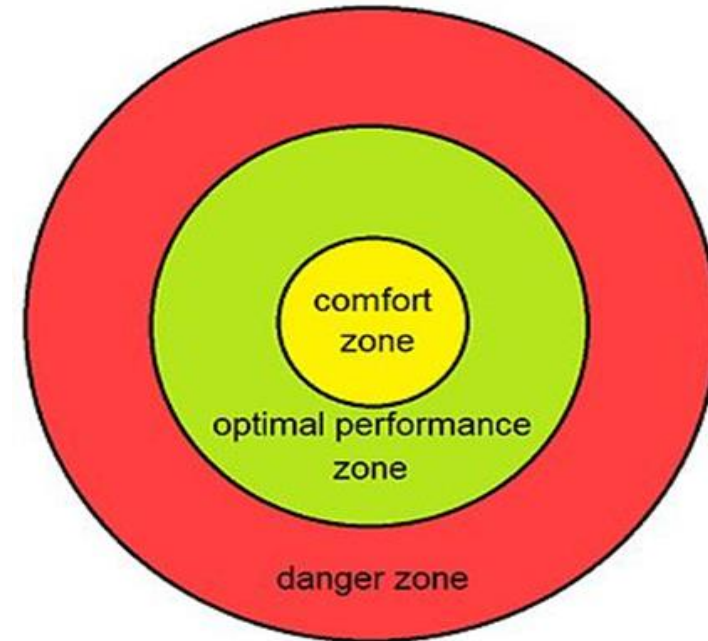
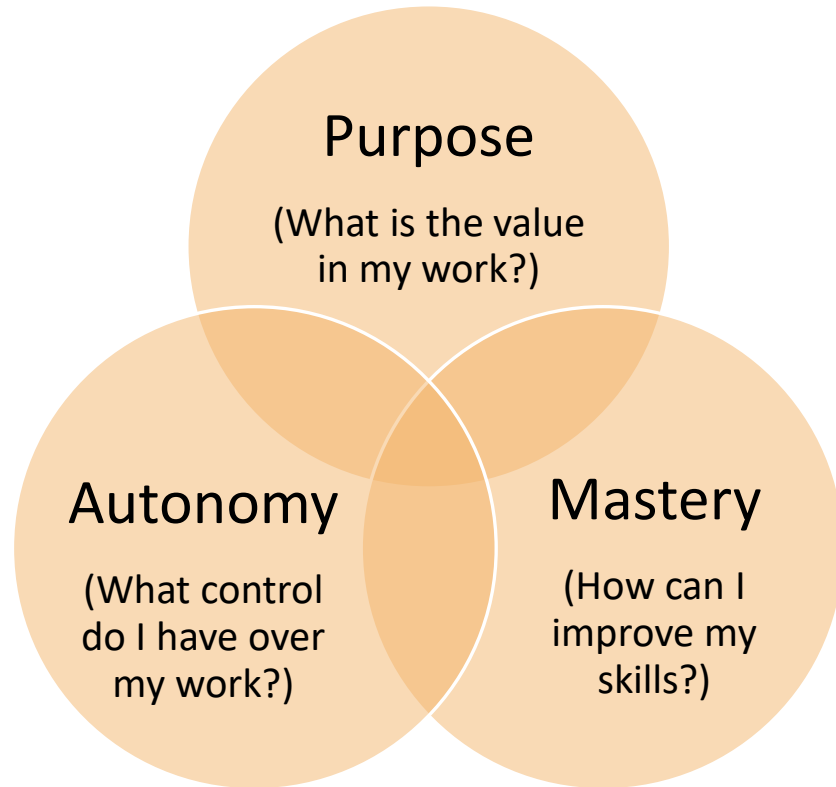


Yerkes-Dodson Law (1908)



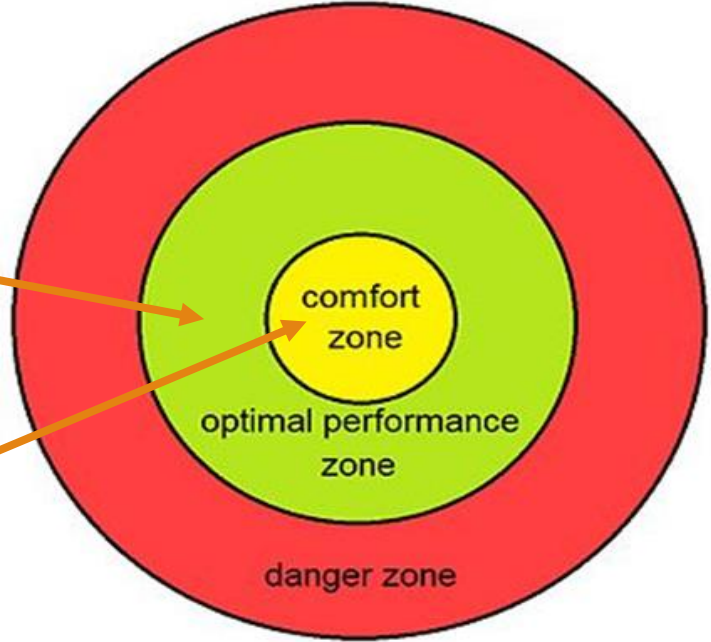
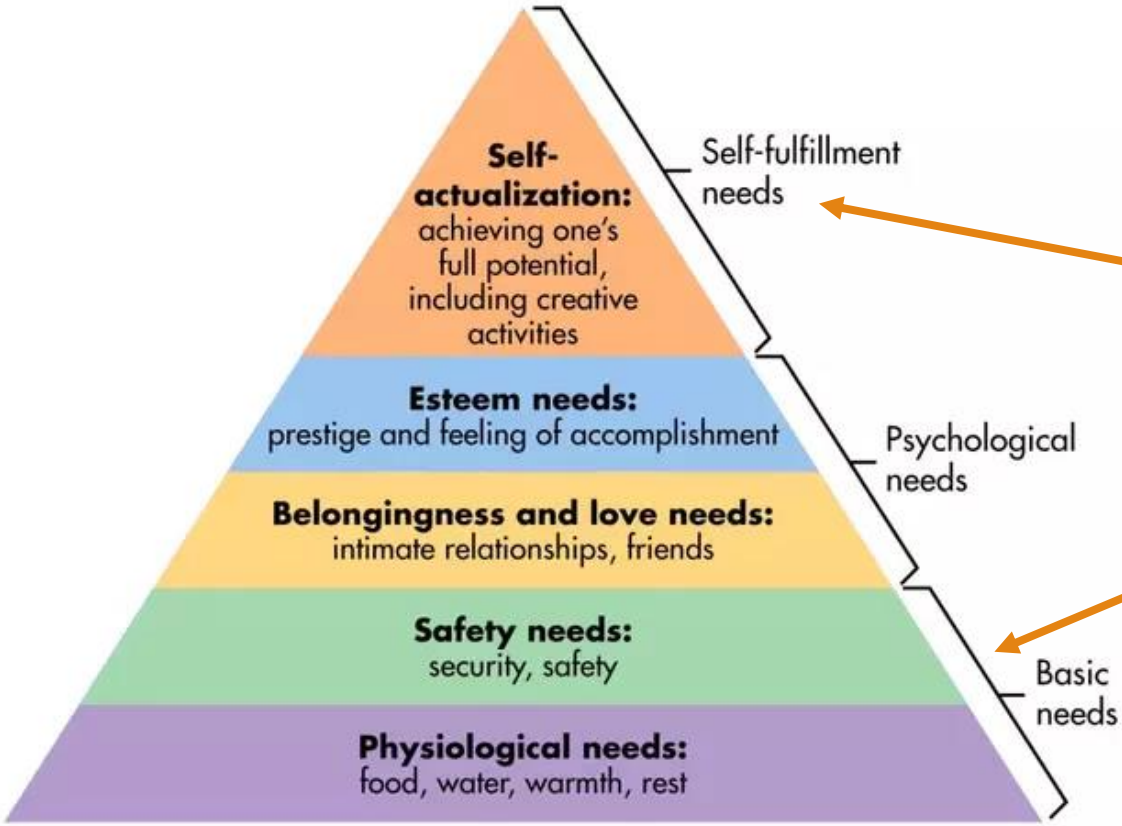
Psychological Performance Zones (Karl Rohnke)

Enabling Optimal Performance in Pursuit of Mastery



Psychological Performance Zones (Karl Rohnke)

Showing Respect through Understanding Readiness for Learning and Growth



Psychological Performance Zones (Karl Rohnke)

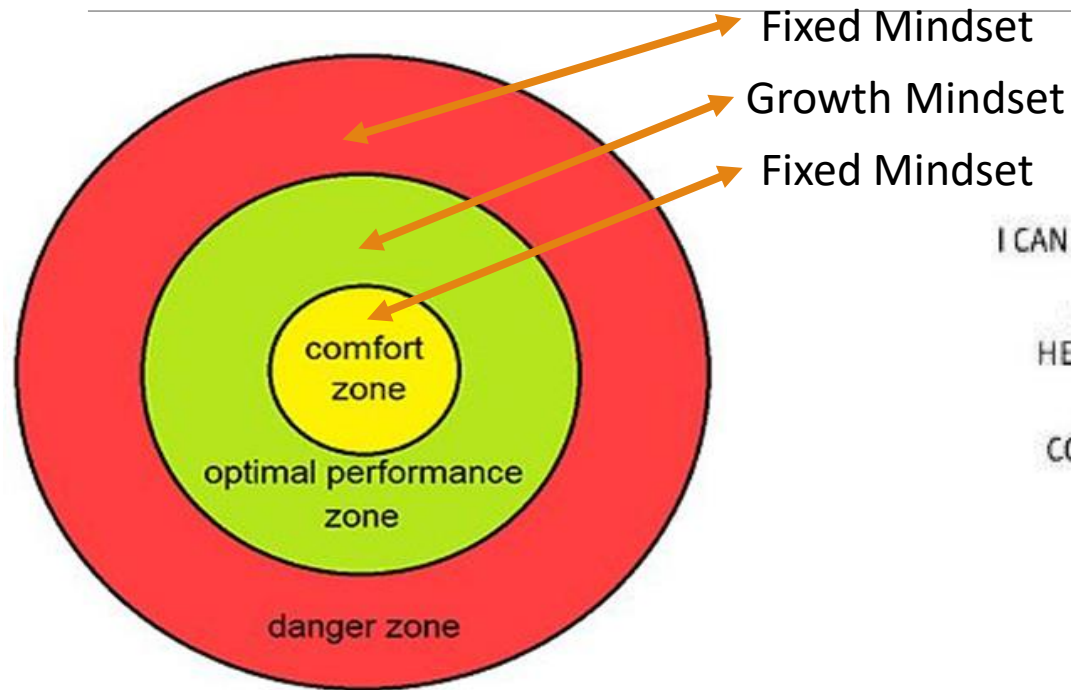
A Theory of Human Motivation A. H. Maslow (1943)
"Maslow's Hierarchy of Needs"

Growth Mindset: Learning and Lean Mindset



Source: *Mindset* by Carol Dweck

Psychological Performance Zones and Mindsets

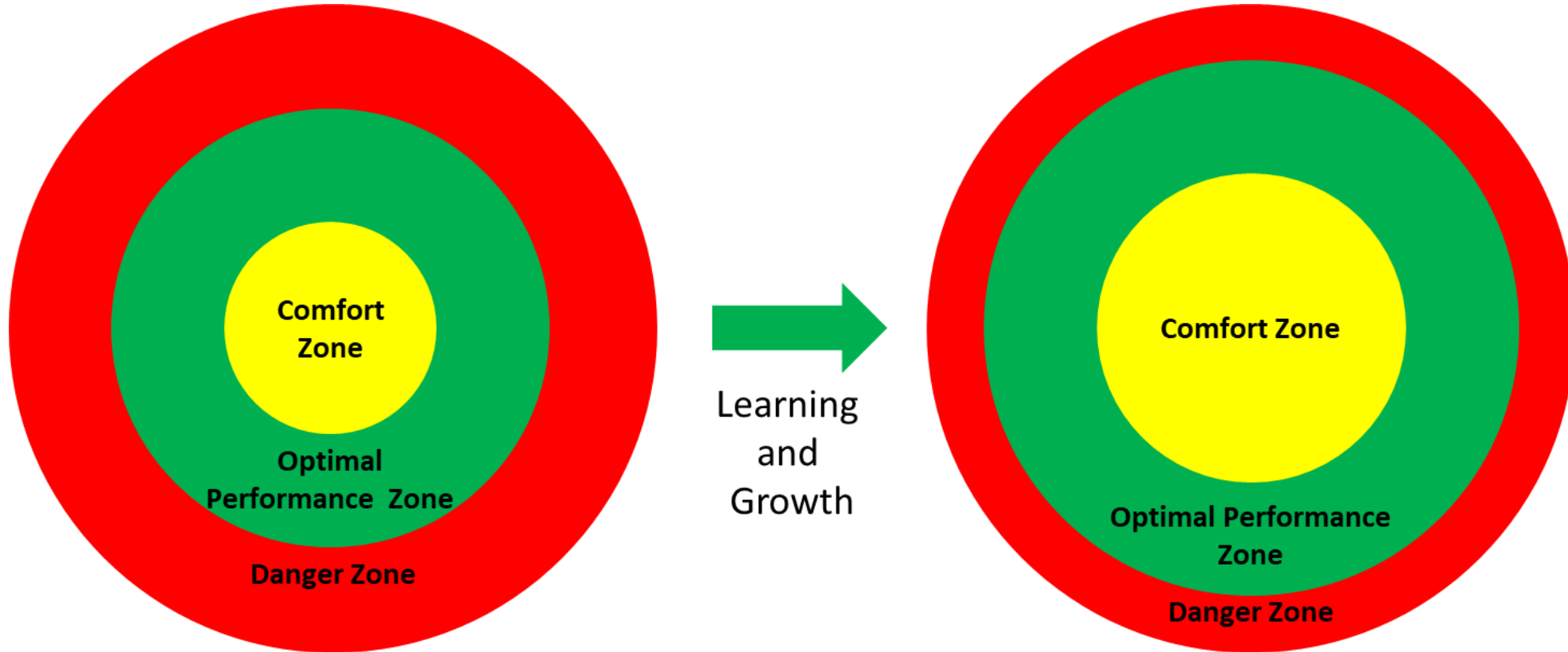


Psychological Performance Zones (Karl Rohnke)



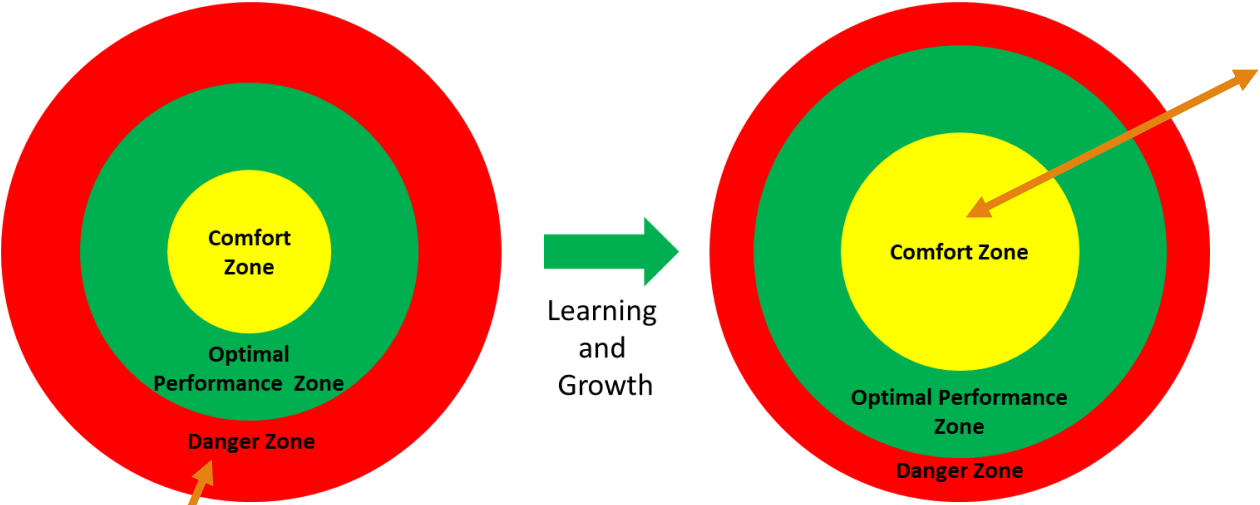
Source: *Mindset* by Carol Dweck

Psychological Performance Zones with Learning and Growth



Psychological Performance Zones with Growth

“Trail Running”



May 2020

“I’ll never be a trail runner. I’m happy I can consistently run a neighborhood 5K”

October 2021

“I’m signed up for my first ½ marathon. It is a trail run with 1220 ft elevation gain”

Morning Run

I’m ready for the trail 1/2 marathon. Got the distance in and with 100 ft more elevation than the race will have.



You’re the Local Legend on Woodchip Trail Bridge To Bridge
Most segment efforts in the last 90 days

| | | | |
|-------------|-----------|----------------|-----------|
| Distance | 13.26 mi | Elevation Gain | 1,334 ft |
| Moving Time | 2:35:49 | Avg Pace | 11:45 /mi |
| Calories | 1,210 Cal | Avg Heart Rate | 166 bpm |

Showing Respect Through Continuous Improvement

Respect for
People

Respect

Teamwork

Continuous
Improvement

Challenge

Kaizen

Genchi Genbutsu

Purpose

(What is the value
in my work?)

Autonomy

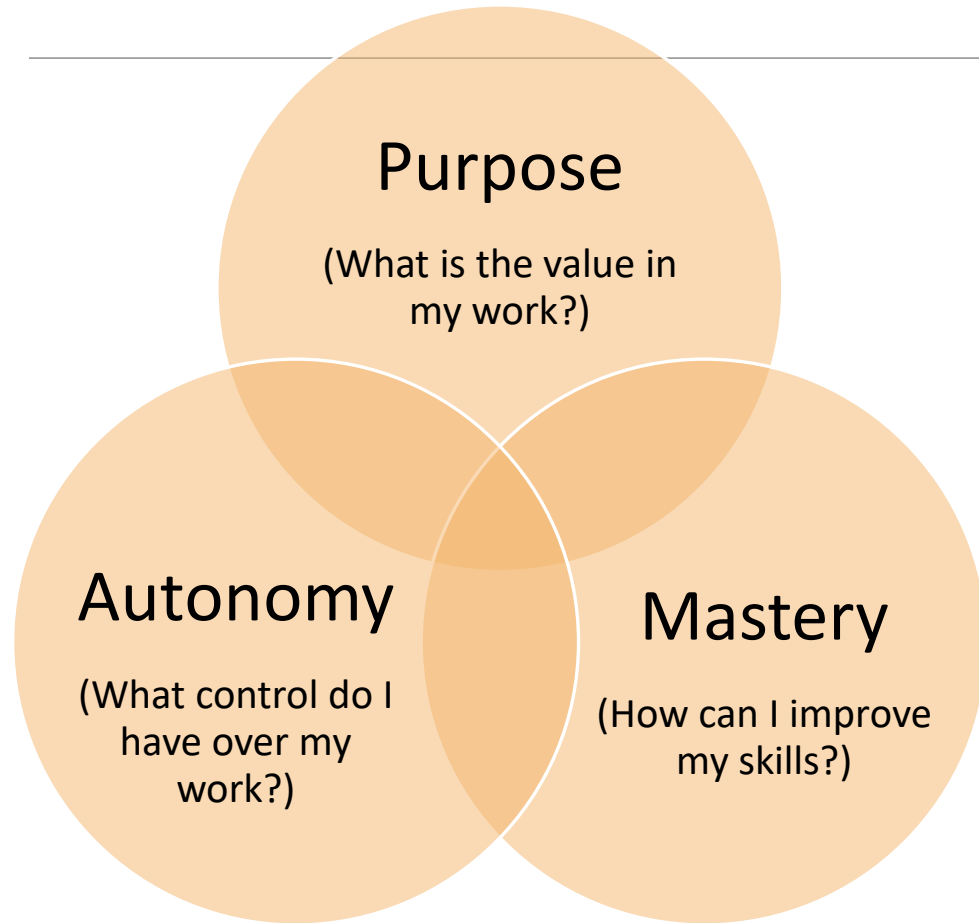
(What control
do I have over
my work?)

Mastery

(How can I
improve my
skills?)

Source: Toyota Way 2001,
Toyota Motor Corporation

Deliberately Creating the Conditions for Better Performance



People require Autonomy, Mastery, and Purpose for better performance

Lean can create the conditions to fulfill these needs if we are deliberate

Design the system and practices to enable people to fulfill their needs