



REINFORCE HELPFUL BEHAVIORS AND HABITS TO CREATE A UNIFIED IMPROVEMENT CULTURE

Jamie V. Parker
Process Plus Results

**I am a recovering
Command & Control
manager**



Check your emotions at the door.

Leave your personal problems at home.

It's not personal, it's *business*.

The Thing Is

Business Is Personal

I  **PROCESS**

Work is made up of **Process**

Organizations are made up of **People**

Messy
Complicated
Weird
Confusing
Emotional

People



How people feel matters.



**I'm not recognized enough
for my contributions**

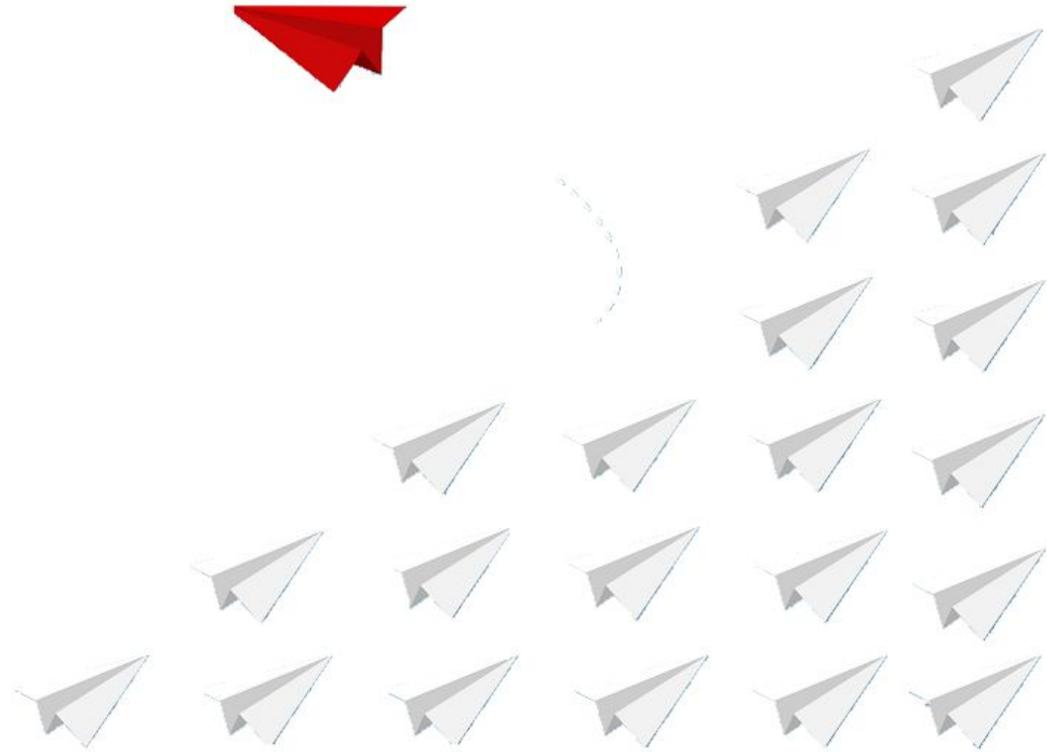
82 %

[Reward Gateway - https://www.rewardgateway.com/press-releases/news/the-social-recognition-disconnect](https://www.rewardgateway.com/press-releases/news/the-social-recognition-disconnect)

**“I do 10 things right,
and never hear a word . . .**

**I do 1 thing wrong,
and never hear the end of
it.”**

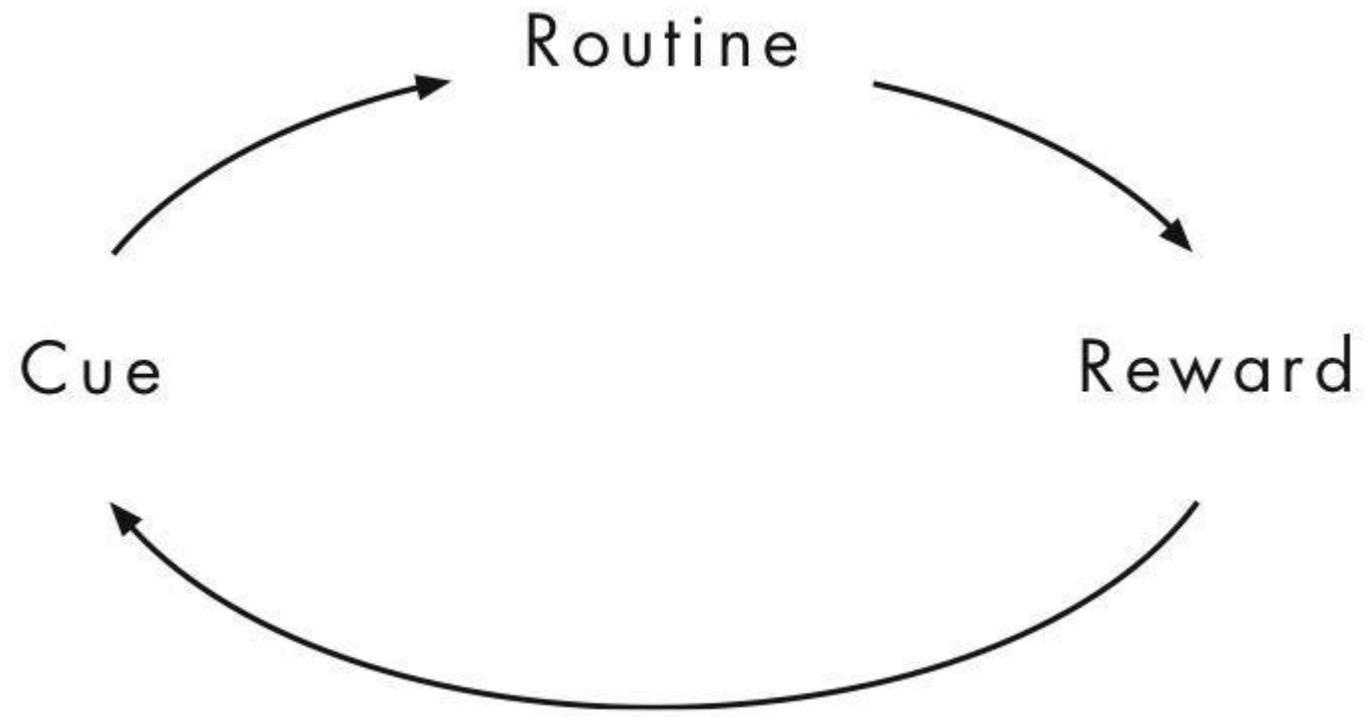
**We have a
recognition
problem.**



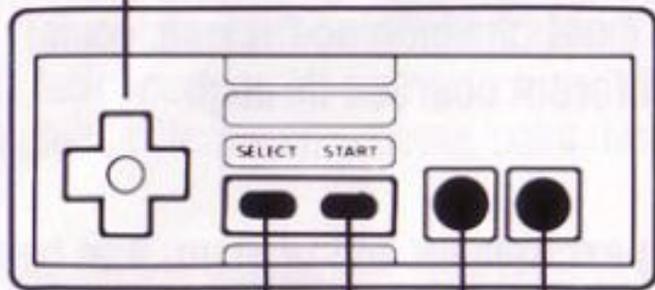
**We have an
improvement
problem.**

DECIDE to

leverage the positive



Control Pad

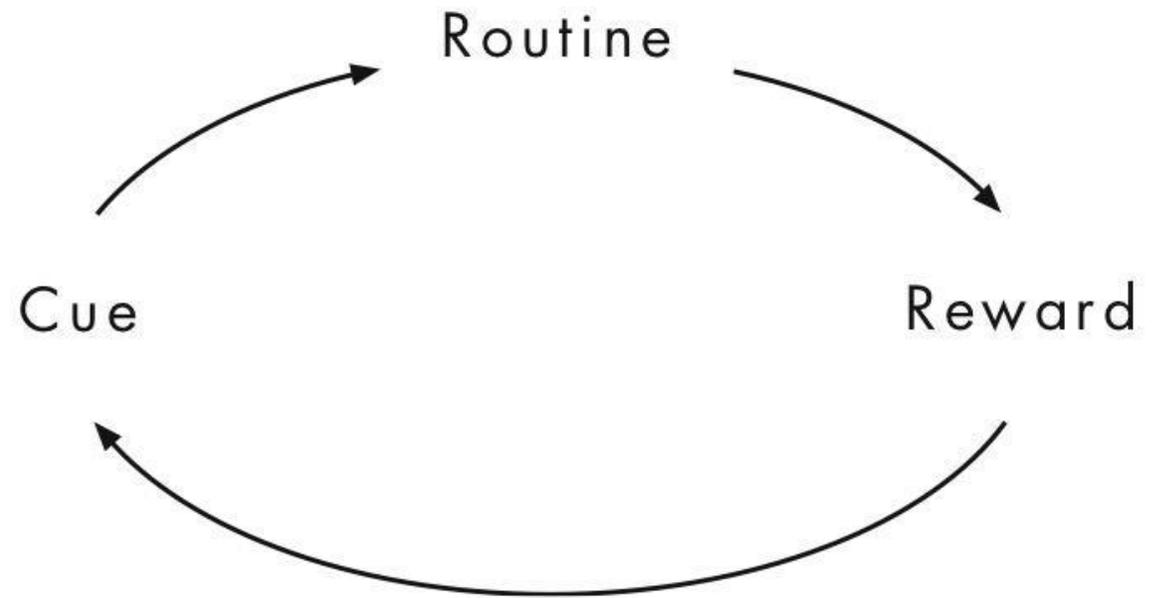


SELECT
button

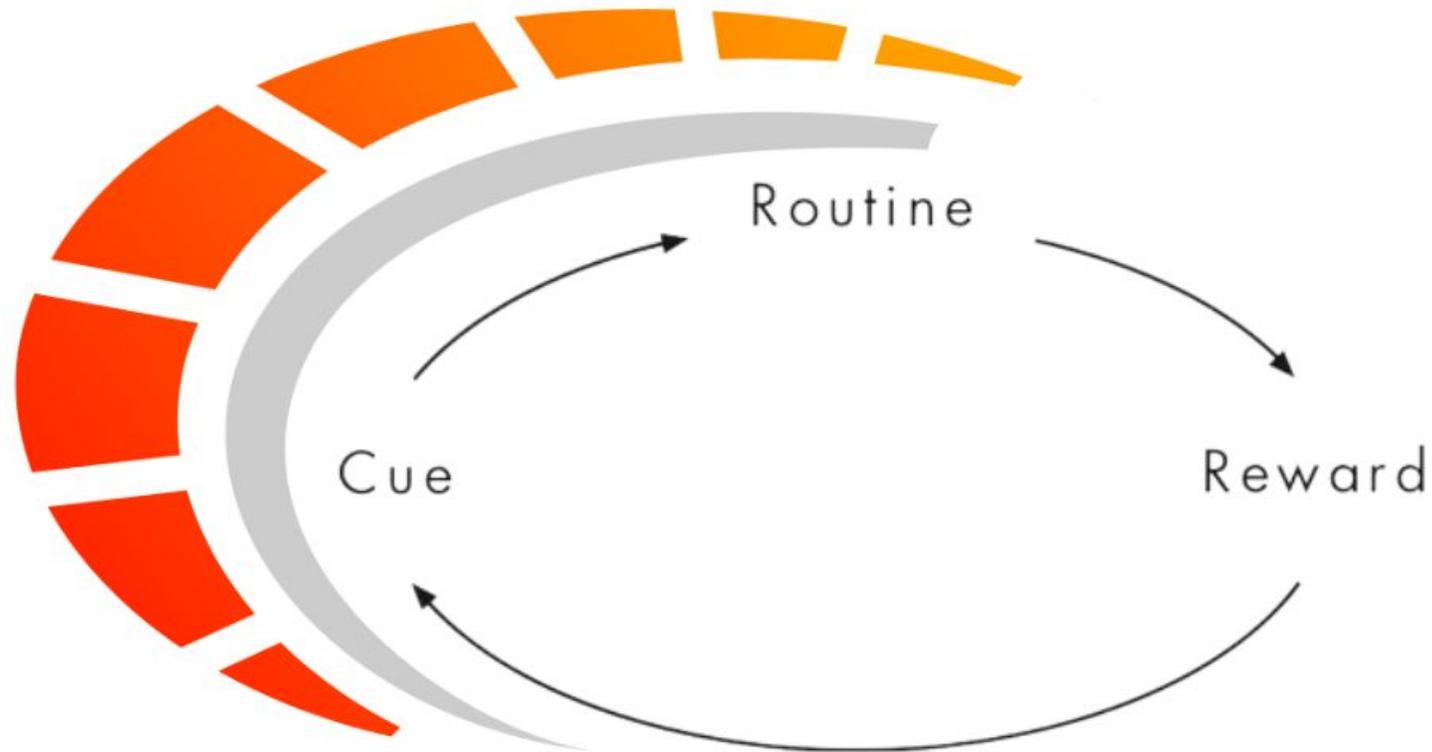
START
button

A button

B button

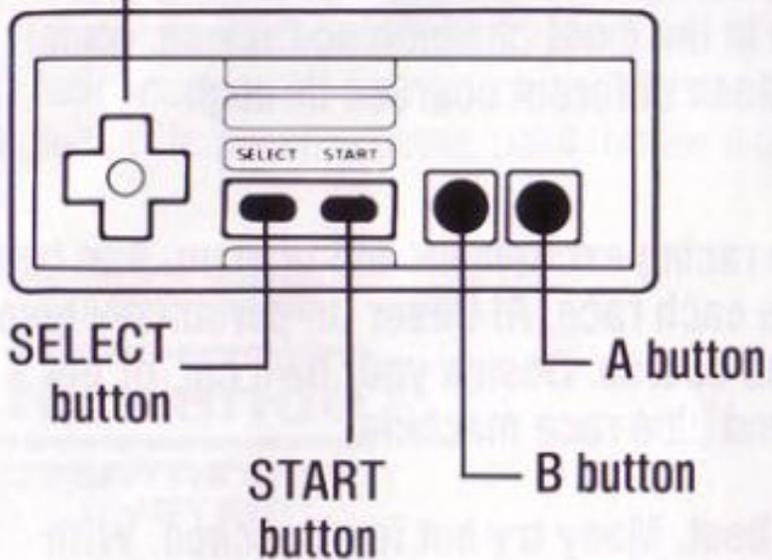


For **TURBO**, hold down the UP arrow while holding down the A BUTTON. You will only stay in turbo as long as you hold the UP arrow. When you release it you automatically go back into the third gear.



For **TURBO**, hold down the UP arrow while holding down the A BUTTON. You will only stay in turbo as long as you hold the UP arrow. When you release it you automatically go back into the third gear.

Control Pad



DECIDE to

leverage the positive

(through effective reinforcing feedback)

FEEDBACK

FEEDBACK

as a form of

RECOGNITION

REINFORCING FEEDBACK:

Recognize the **helpful behaviors** that move the team toward the goal.

DECIDE TO LEVERAGE THE POSITIVE

Define the Specifics

Execute the Feedback Formula

Connect to True North

Integrate into Your Every Day

Deliver in Your Voice

Evaluate for Next Steps

DECIDE TO LEVERAGE THE POSITIVE

Define the Specifics

Execute the Feedback Formula

Connect to True North

Integrate into Your Every Day

Deliver It in Your Voice

Evaluate for Next Steps



**We have a
recognition
problem.**

The thing is . . .

A PROBLEM

“Thanks, Bud”

“You’re the Best”

“Appreciate All You Do”

A PROBLEM

Vague Language

- Take Responsibility
- Are Accountable
- Are Engaged
- Take Ownership
- Take Initiative
- Are a Team Player
- Care about the Customer

**How would
you know?**

**What would
you see?**

**What would
you hear?**



THE KEY IS TO **DEFINE SPECIFIC BEHAVIORS**

- Raising process problems in the daily huddle
- Asking open-ended questions
- Going to observe the process
- Separating facts from assumptions
- Submitting improvement ideas into the platform
- Liking ideas in the system
- Putting an improvement topic on each week's agenda
- Reviewing the Executive Board in KaiNexus

PRO TIP >>>>

When brainstorming,
start the behavior with
words that end in “-ing”

BEHAVIORS #1: FRONTLINE PERSONA

Frontline



Typical Job Titles:

Nurse, Technician,
Office Worker,
Equipment Operator,
etc.

Who are these people?

Frontline people are responsible for:

- Participating in improvement, but not for higher-level improvement work like coaching or planning/organizing strategic efforts
- Submitting ideas in KaiNexus without interrupting the necessary flow of their work
- Have an advanced view of KaiNexus as they will have the most widespread system permissions across all of their KaiNexus Users.

THE KEY IS TO **DEFINE SPECIFIC BEHAVIORS**

BREAKOUT GROUPS

- Work together at your table
- On the **BLUE** sheet
- Brainstorm **SPECIFIC HELPFUL BEHAVIORS** of the FRONTLINE persona
- Check that they're specific behaviors:

How would you know? What would you See? What would you Hear?

**FRONTLINE
SPECIFIC
HELPFUL
BEHAVIORS**

PRO TIP >>>> Start the behavior with words that end in “-ing”

BEHAVIORS #2: EXECUTIVE PERSONA

Executive



Typical Job Titles:
CEO, Vice President,
C-Suite Executive,
Division Lead, etc.

Who are these people?

Executives are the people in your organization who:

- Are highly invested in the success of CI in their organization
- Need a high-level view of improvement work in KaiNexus that enables them to see the impact of Improvement work
- Needs visibility into KPI's

THE KEY IS TO **DEFINE SPECIFIC BEHAVIORS**

BREAKOUT GROUPS

- Work together at your table
- On the **ORANGE** sheet
- Brainstorm **SPECIFIC HELPFUL BEHAVIORS** of the EXECUTIVE persona
- Check that they're specific behaviors:

How would you know? What would you See? What would you Hear?

**EXECUTIVE
SPECIFIC
HELPFUL
BEHAVIORS**

PRO TIP >>>> Start the behavior with words that end in “-ing”

DECIDE TO LEVERAGE THE POSITIVE

Define the Specifics



Execute the Feedback Formula

Connect to True North

Integrate into Your Every Day

Deliver in Your Voice

Evaluate for Next Steps

I'm not recognized enough for

82 %

**I'm not recognized enough for
my contributions**

82 %

Reward Gateway - <https://www.rewardgateway.com/press-releases/news/the-social-recognition-disconnect>

THE KEY IS TO (ALSO) DEFINE POSITIVE IMPACTS

- Raising process problems in the daily huddle
 - Creates awareness for the whole team
 - Helps us better understand our current state
 - Enables problem solving
 - Shows others that it's safe for them to raise problems also
 - Keeps the lines of communication open
 - Shows your commitment to our improvement culture
 - Reinforces our focus on “Blame the process, not the person”

PRO TIP >>>> Start the behavior with words that end in “-s”

IMPACTS #1: FRONTLINE PERSONA

Frontline



Typical Job Titles:

Nurse, Technician,
Office Worker,
Equipment Operator,
etc.

Who are these people?

Frontline people are responsible for:

- Participating in improvement, but not for higher-level improvement work like coaching or planning/organizing strategic efforts
- Submitting ideas in KaiNexus without interrupting the necessary flow of their work
- Have an advanced view of KaiNexus as they will have the most widespread system permissions across all of their KaiNexus Users.

THE KEY IS TO **DEFINE POSITIVE IMPACTS**

BREAKOUT GROUPS

- Work together at your table
- Review the FRONTLINE Specific Behaviors
- On the **GREEN** sheet
- Brainstorm **POSITIVE IMPACTS** of those specific behaviors

FRONTLINE

**POSITIVE
IMPACTS**

PRO TIP >>>> Start the behavior with words that end in “-s”

IMPACTS #2: EXECUTIVE PERSONA

Executive



Typical Job Titles:
CEO, Vice President,
C-Suite Executive,
Division Lead, etc.

Who are these people?

Executives are the people in your organization who:

- Are highly invested in the success of CI in their organization
- Need a high-level view of improvement work in KaiNexus that enables them to see the impact of Improvement work
- Needs visibility into KPI's

THE KEY IS TO **DEFINE POSITIVE IMPACTS**

BREAKOUT GROUPS

- Work together at your table
- Review the EXECUTIVE Specific Behaviors
- On the **PINK** sheet
- Brainstorm **POSITIVE IMPACTS** of those specific behaviors

EXECUTIVE

**POSITIVE
IMPACTS**

PRO TIP >>>> Start the behavior with words that end in “-s”

DECIDE TO LEVERAGE THE POSITIVE

Define the Specifics

DEFINE SPECIFIC BEHAVIORS

DEFINE POSITIVE IMPACTS

Check-In

DECIDE TO LEVERAGE THE POSITIVE

Define the Specifics

Execute the Feedback Formula

Connect to True North

Integrate into Your Every Day

Deliver in Your Voice

Evaluate for Next Steps



DECIDE TO LEVERAGE THE POSITIVE

Define the Specifics

Execute the Feedback Formula



Connect to True North

Integrate into Your Every Day

Deliver in Your Voice

Evaluate for Next Steps

DECIDE TO LEVERAGE THE POSITIVE

First – About Formulas

DECIDE TO LEVERAGE THE POSITIVE

Execute the Feedback Formula

DECIDE TO LEVERAGE THE POSITIVE

Effective Feedback Formula

- Present Tense → Thank you for
- Specific Behavior → <doing this>
- Impact of Behavior → It <causes that>
- Casual Quick Close → Appreciate it

DECIDE TO LEVERAGE THE POSITIVE

Desired Improvement Behavior: Raising process problems in the daily huddle

Thank you for raising process problems in the daily huddle. It shows others that it's safe for them to raise problems, too. Thank you.

1. Present Tense
2. Specific Behavior
3. Impact of Behavior
4. Casual Quick Close

DECIDE TO LEVERAGE THE POSITIVE

Desired Improvement Behavior: Asking people in other departments for their perspective

Thank you for asking people in other departments for their perspective. It helps us prevent silos and optimize the whole value stream. Appreciate it.

1. Present Tense
2. Specific Behavior
3. Impact of Behavior
4. Casual Quick Close

DECIDE TO LEVERAGE THE POSITIVE

Desired Improvement Behavior: Updating the hour-by-hour chart on time

Thank you for updating the hour-by-hour chart on time. **It helps us make decisions and remove obstacles more quickly.**
I appreciate you.

1. Present Tense
2. Specific Behavior
3. Impact of Behavior
4. Casual Quick Close

EXECUTE THE FEEDBACK FORMULA

BREAKOUT GROUPS

- Take turns (keep rotating, everyone taking multiple turns) REPETITION!
- When it's your turn, pick ONE of the behaviors from the Behaviors post-it and choose ONE of the positive impacts from the Impacts post-it
- Give the feedback to a specific person – say their name
- Round ONE = FRONTLINE persona (**BLUE** and **GREEN**)
- Round TWO = EXECUTIVE persona (**ORANGE** and **PINK**)
- Rounds THREE & FOUR = YOUR CHOICE
- Rotate, Practice, Get in your Reps!

PRO TIP >>>> Follow the Formula!

DECIDE TO LEVERAGE THE POSITIVE

- Round ONE = FRONTLINE persona (**BLUE** and **GREEN**)
- Round TWO = EXECUTIVE persona (**ORANGE** and **PINK**)
- Rounds THREE & FOUR = YOUR CHOICE

Effective Feedback Formula

Present Tense

Specific Behavior

Impact of Behavior

Casual Quick Close

Thank you for

<doing this>

It <causes that>

Appreciate it

Check-In

DECIDE TO LEVERAGE THE POSITIVE

Define the Specifics

Execute the Feedback Formula 

Connect to True North

Integrate into Your Every Day

Deliver in Your Voice

Evaluate for Next Steps

DECIDE TO LEVERAGE THE POSITIVE

Define the Specifics

Execute the Feedback Formula

Connect to True North 

Integrate into Your Every Day

Deliver in Your Voice

Evaluate for Next Steps

DECIDE TO LEVERAGE THE POSITIVE

Desired Improvement Behavior: Updating the hour-by-hour chart on time

Thank you for updating the hour-by-hour chart on time. It demonstrates our company core values of Engagement and Ownership. Thank you.

1. Present Tense
2. Specific Behavior
3. Impact of Behavior
4. Casual Quick Close

DECIDE TO LEVERAGE THE POSITIVE

Desired Improvement Behavior: Asking people in other departments for their perspective

Thank you for asking people in other departments for their perspective. **It helps us collaborate to get closer to our Strategic Priority of a Top 3 Market Position in this product category. I appreciate it.**

1. Present Tense
2. Specific Behavior
3. Impact of Behavior
4. Casual Quick Close

DECIDE TO LEVERAGE THE POSITIVE

Define the Specifics

Execute the Feedback Formula

Connect to True North

Integrate into Your Every Day



Deliver in Your Voice

Evaluate for Next Steps

How might you
integrate Reinforcing
Feedback into existing
routines?

A Quick Story . . .



PROCESS PLUS RESULTS

Write down ONE goal you want to achieve with your team in the next 1-6 months:

GOAL:

Define your corvettes. In each section, write down one *specific behavior* that you want team members to do to help the team achieve the goal. Then, write down 3-5 positive benefits of that behavior.

SPECIFIC BEHAVIOR #1:

POSITIVE IMPACT OF BEHAVIOR:

SPECIFIC BEHAVIOR #2:

POSITIVE IMPACT OF BEHAVIOR:

SPECIFIC BEHAVIOR #3:

POSITIVE IMPACT OF BEHAVIOR:

© Process Plus Results Consulting Corporation

DECIDE TO LEVERAGE THE POSITIVE

Define the Specifics

Execute the Feedback Formula

Connect to True North

Integrate into Your Every Day

Deliver in Your Voice



Evaluate for Next Steps

DECIDE TO LEVERAGE THE POSITIVE

Define the Specifics

Execute the Feedback Formula

Connect to True North

Integrate into Your Every Day

Deliver in Your Voice

Evaluate for Next Steps 

There's Still More. . . .

**But first, a few
logistics
And Q&A**



PROCESS PLUS RESULTS

Write down ONE goal you want to achieve with your team in the next 1-6 months:

GOAL:

Define your corvettes. In each section, write down one *specific behavior* that you want team members to do to help the team achieve the goal. Then, write down 3-5 positive benefits of that behavior.

SPECIFIC BEHAVIOR #1:

POSITIVE IMPACT OF BEHAVIOR:

SPECIFIC BEHAVIOR #2:

POSITIVE IMPACT OF BEHAVIOR:

SPECIFIC BEHAVIOR #3:

POSITIVE IMPACT OF BEHAVIOR:

© Process Plus Results Consulting Corporation

Lean Leadership for Ops Managers Podcast processplusresults.com/podcast

Connect with Jamie on LinkedIn



Jamie V. Parker

Helping ops management teams gain a competitive edge today and shape lea...



LEAN LEADERSHIP FOR OPS MANAGERS

Leader Standard Work | 029
A CONVERSATION WITH MIKE WRUBLEWSKI with Jamie V. Parker

LEAN LEADERSHIP FOR OPS MANAGERS

4 Elements of Effective Lean Leadership | 082
with Jamie V. Parker

LEAN LEADERSHIP FOR OPS MANAGERS

One-on-Ones That Don't Suck | 033
with Jamie V. Parker

LEAN LEADERSHIP FOR OPS MANAGERS

That's Not Coaching | 062
with Jamie V. Parker

**I'm not recognized enough for
my contributions**

82 %



DECIDE TO LEVERAGE THE POSITIVE

Define the Specifics

Execute the Feedback Formula

Connect to True North

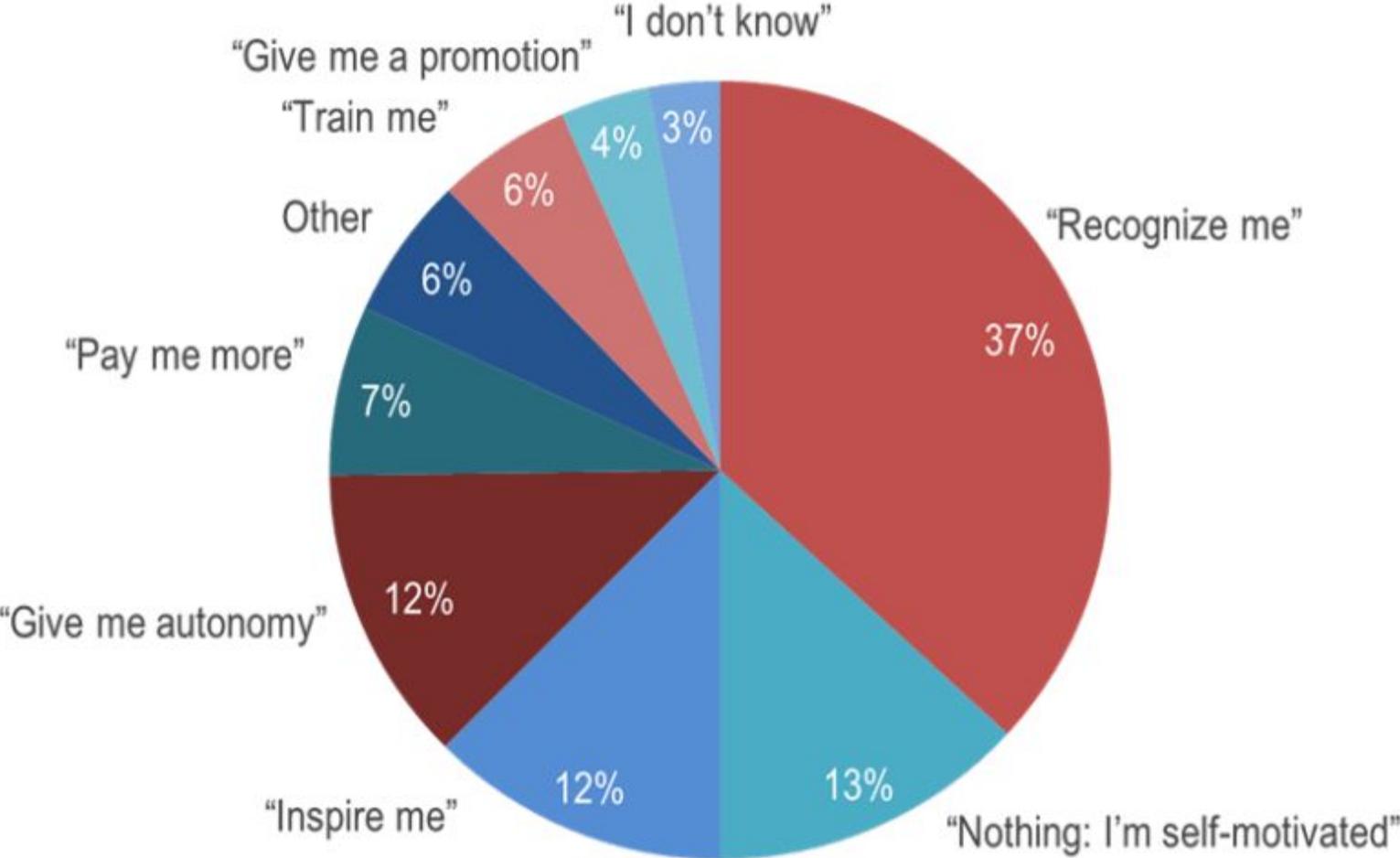
Integrate into Your Every Day

Deliver it in Your Voice

Evaluate for Next Steps

- Reinforcement at the core of change models (Kotter, ADKAR, Duhigg Habit Loop)
- Engaged teams deliver 22% greater profitability, 41% fewer quality defects, 37% less absenteeism, and 48% fewer safety incidents (Gallup)
- 69% would work harder if their efforts were better recognized (Socialcast)
- Of employees who feel valued, 93% say they are motivated to do their best at work (American Psychological Association)

The “most important thing [their] manager or company does (or could do) that would cause them to produce Great Work”



**Everyone deserves
to feel valued
at work.**



124



It's a
human thing.

Work is made up of **Process**

Organizations are made up of **People**



- Work is among the **top 3 sources of stress for Americans:** “Future of Nation” at 63%; Money at 62%; **Work at 61%** (American Psychological Association)
- **83% emotionally drained from work** (Mental Health America)
- **71% STRONGLY agreed** that the **workplace affects their mental health** (Mental Health America)

**Everyone deserves
to feel valued
at work.**

**When people feel
valued at work...**

**they show up
better at home.**

PROCESS 
PLUS RESULTS