

Breaking Through Cultural Friction: The Role of Respect for People: Strengthening Culture for Sustainable Performance



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KaiNexus is the solution for your Lean and Improvement work where teams can capture, implement, measure, and share in one system that does it all.

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About Scott Gauvin



- CEO of Macresco Consulting
- Co-founder of the Respect for People Roadmap
- 30 years of experience in operations

- Contributing author to *Leading With Compassion: Cultivating Connection from the Inside Out*,

Break Through Cultural Friction: The Role of Respect for People

Strengthening Culture for Sustainable Performance



Scott Gauvin Co-
Founder

THE
Respect for
People 



KaiNexus

A woman with grey hair, wearing a headset, is shown in profile, gesturing with her hands as if speaking during a video conference. In the background, a computer monitor displays a grid of video call participants. The scene is set in a modern office environment with a desk, keyboard, and papers visible.

Today's Focus:

- How culture makes or breaks Lean success
- The workplace dynamics that shape outcomes
- Operationalizing Respect for People
- Its profound impact on performance when it's rolled out systematically, and at scale

Why does lean fail?



Why Lean?

Strengthening Culture for Sustainable Performance

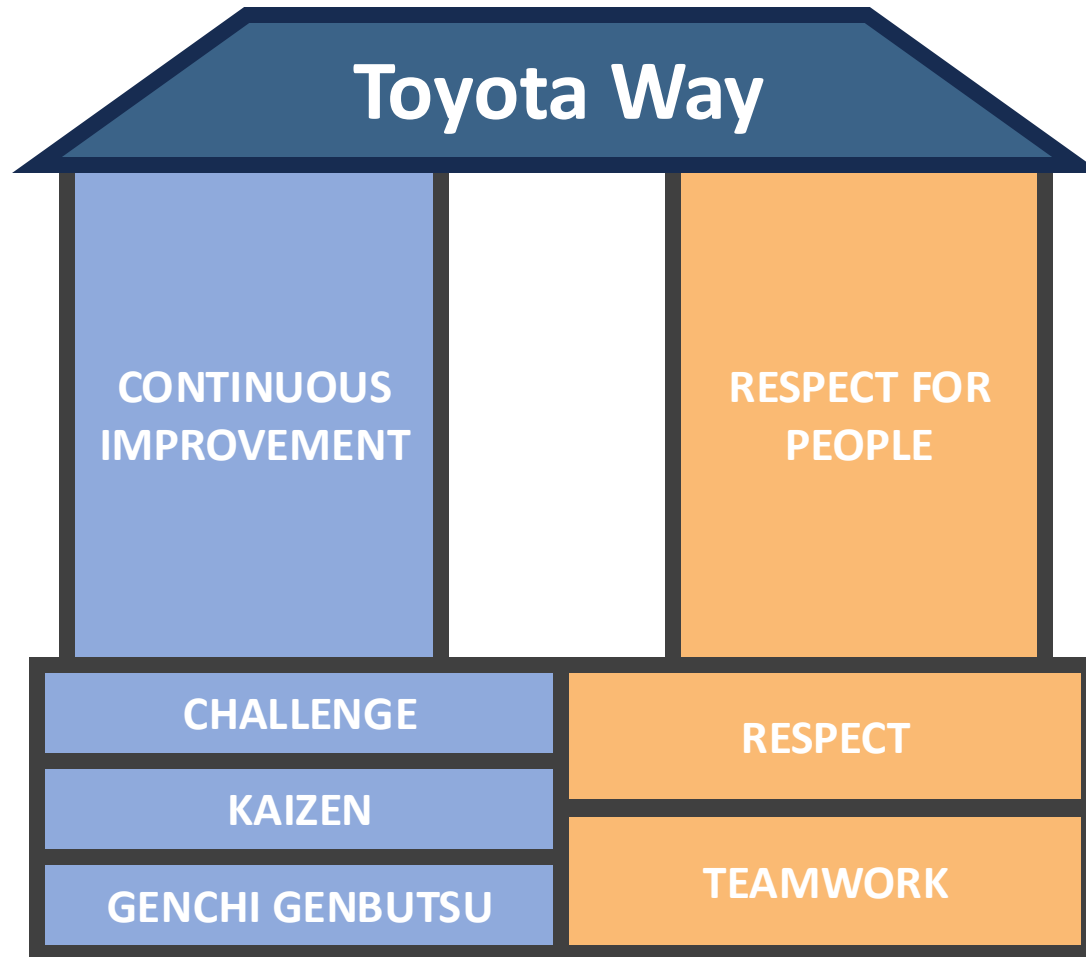
How culture makes or breaks Lean success

CONTINUOUS IMPROVEMENT

NEXT EXIT



**Lean is a
system.**



**Powered by
people.**

**“First we build people, then
we build cars.”**

Fujio Cho
Former CEO & Chairman
Toyota Motor Corporation



WHAT %

of Lean transformations fail?

Why Lean Fails: *Culture*

- **Lack of leadership commitment or understanding**
- **Resistance to change**
- **Focus on tools over mindset and behaviors**
- **Insufficient employee engagement**
- **Failure to align Lean efforts with strategy and purpose**
- **No plan for sustaining gains or continuous improvement**



Strengthening Culture for Sustainable Performance

The workplace dynamics that
shape outcomes



Why we don't practice respect for people:

- Don't know how to operationalize it or scale it
- Confuse being respectful with the organizational practice of Respect for People
- Culture feels fuzzy, too time consuming
- Think culture is HR's job

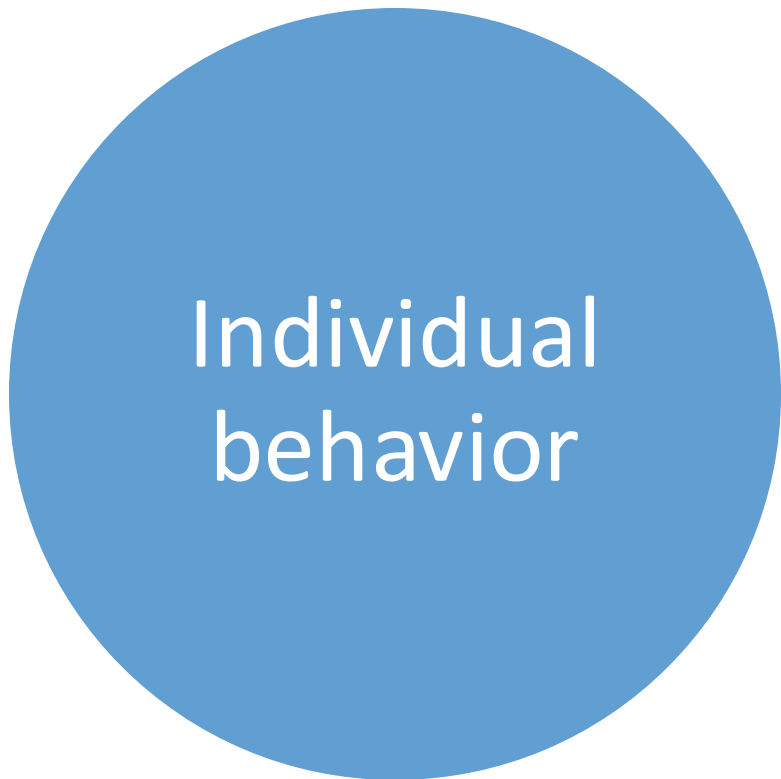
"Every system is perfectly designed to get the results it gets."

— *W. Edwards Deming*









Strengthening Culture for Sustainable Performance

Operationalizing Respect for People

Understanding Cultural Conditions

GOAL VERSUS REALITY

Objective

Value whole
person

Collective wisdom

VS

Reactive

Value technical
skills and status

Usual suspects

THE
**Respect for
People**

MINDSET



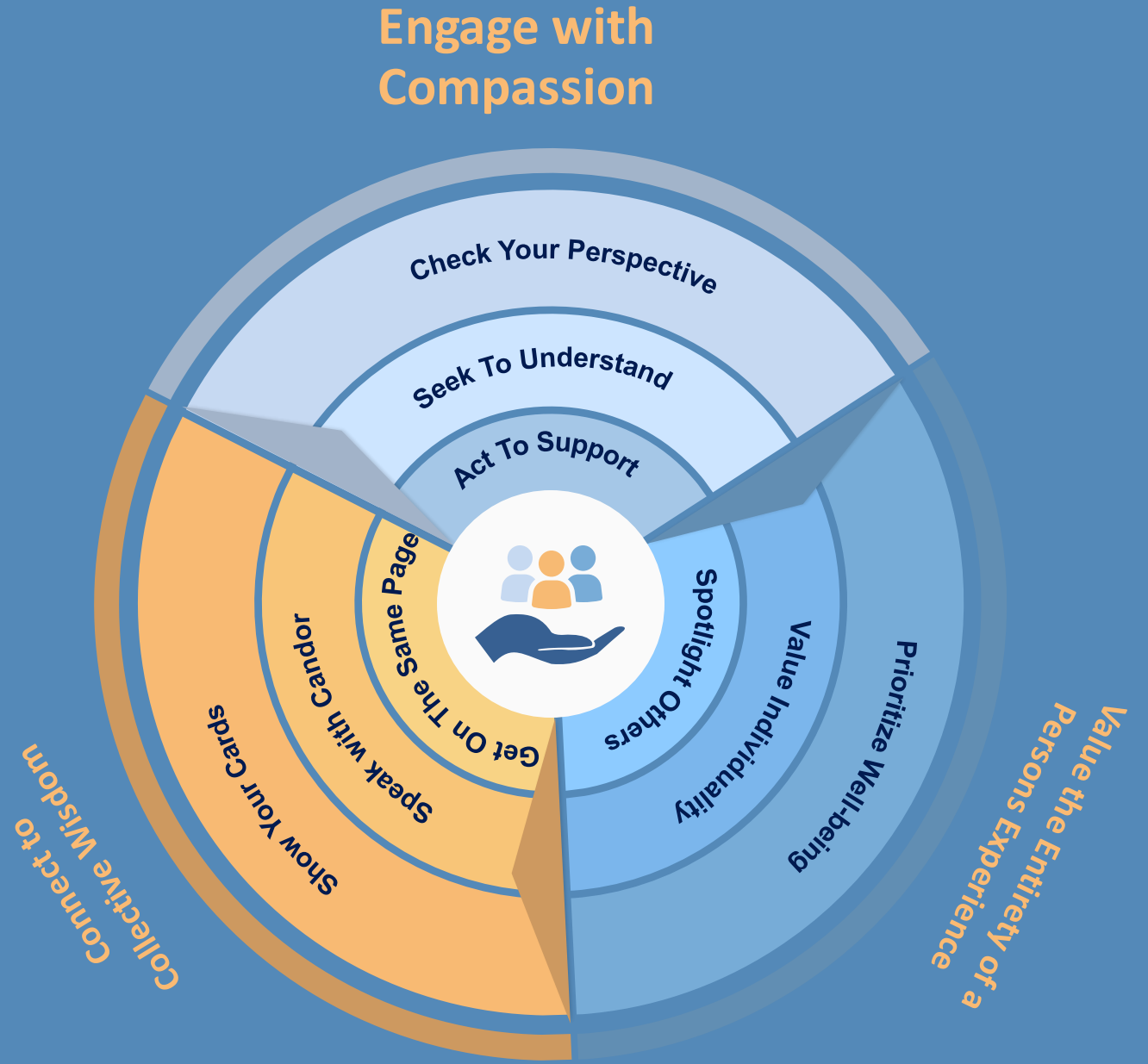
Improving the way the organization works as a collective by improving the way coworkers think and interact as individuals.

PRINCIPLES



THE Respect for People

MINDSET



A photograph of a paved road with a fallen log on the shoulder, used as a metaphor for problem-solving. The road is dark asphalt with white dashed lines down the center and solid white lines on the edges. A large, weathered log lies on the left shoulder, partially on the road. The road curves slightly to the right in the distance. The background is a dense forest of green trees under a clear blue sky.

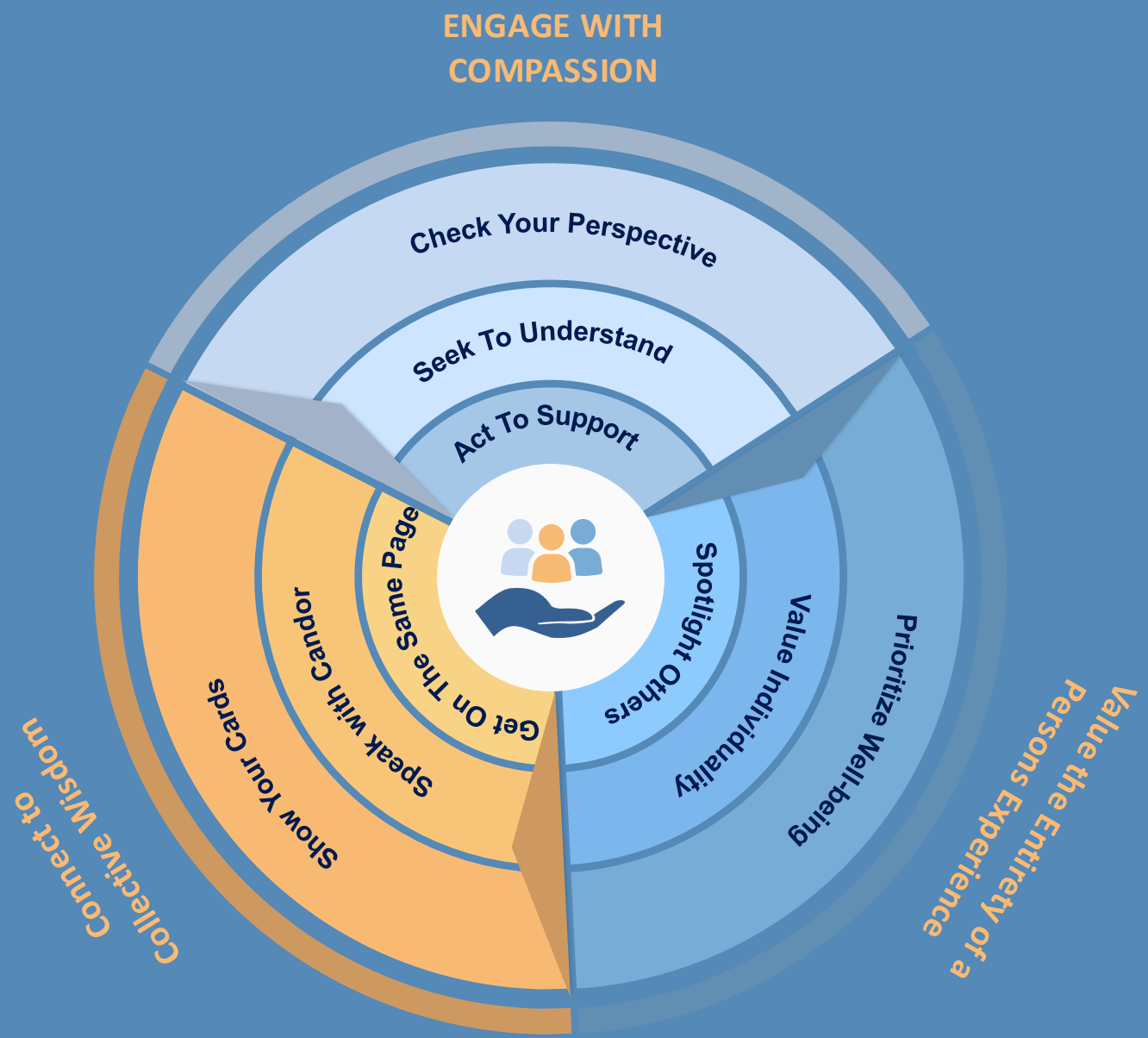
Shift from *reactive* to *reflective*
problem solving

**Engage with
Compassion**

Solving the right problems
the right way

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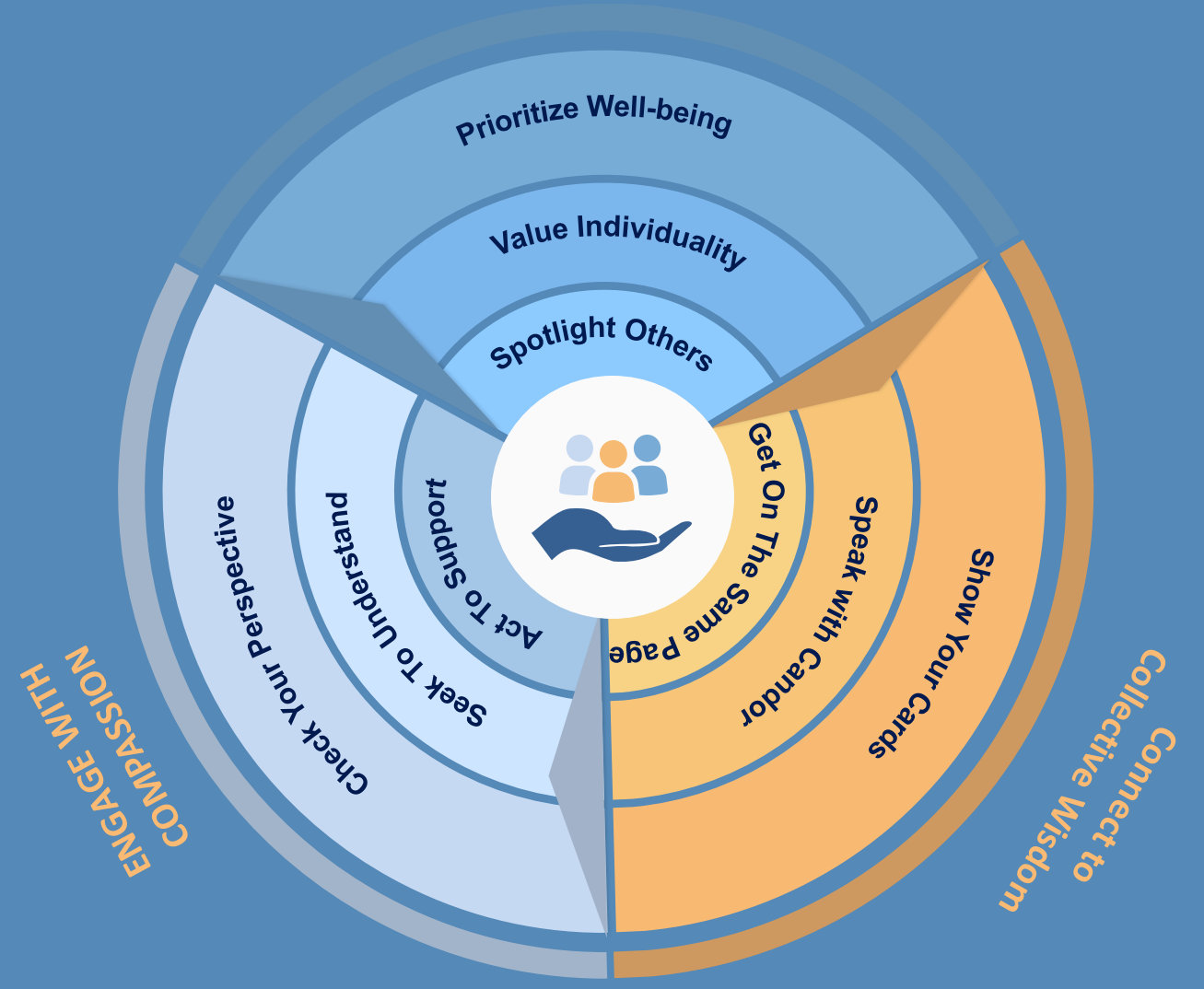


THE
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Treat People Like They
Matter





Shift from indifference to
inclusive interactions

Treat People Like They Matter

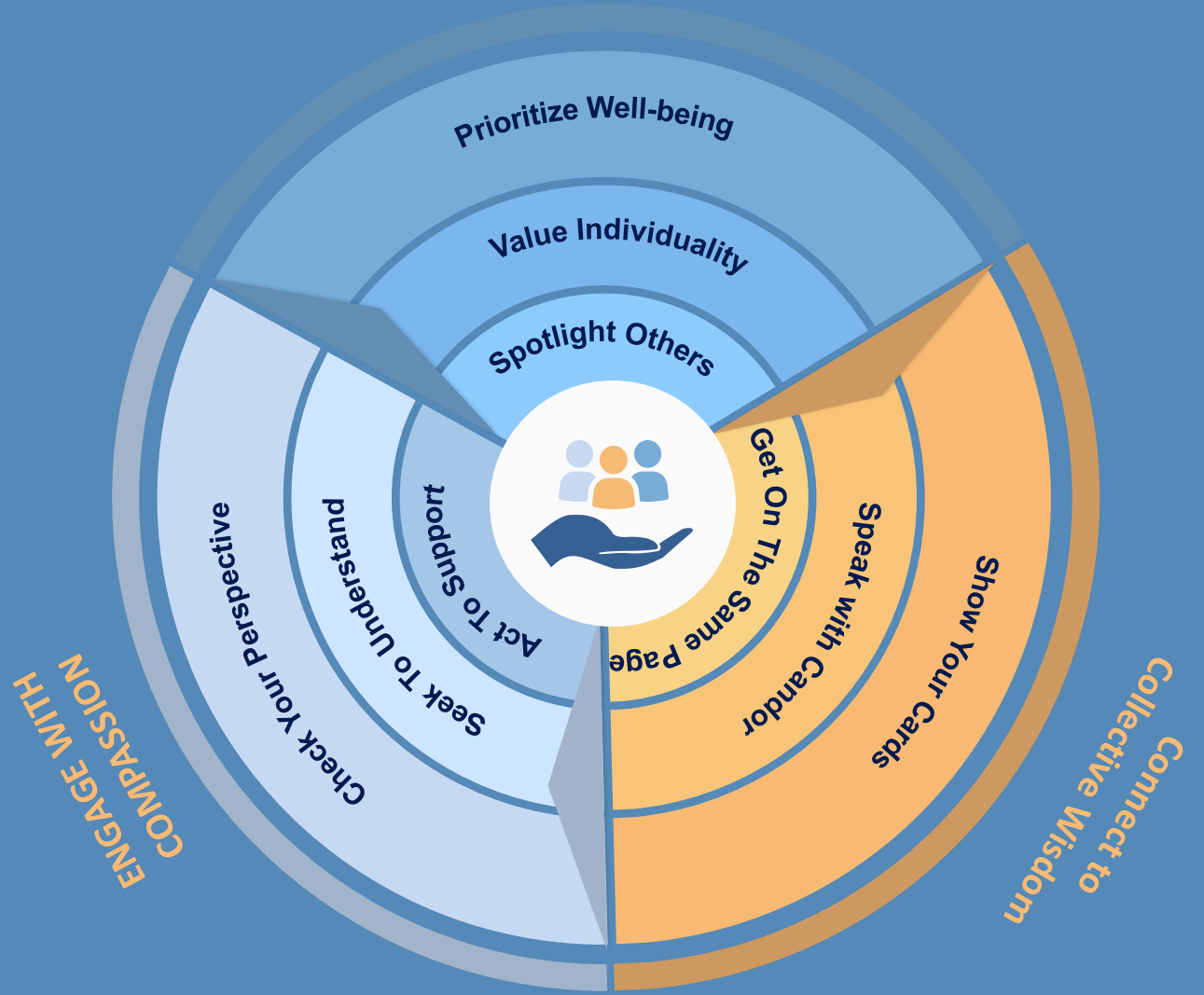
Better see and mobilize resources

THE Respect for People

MINDSET

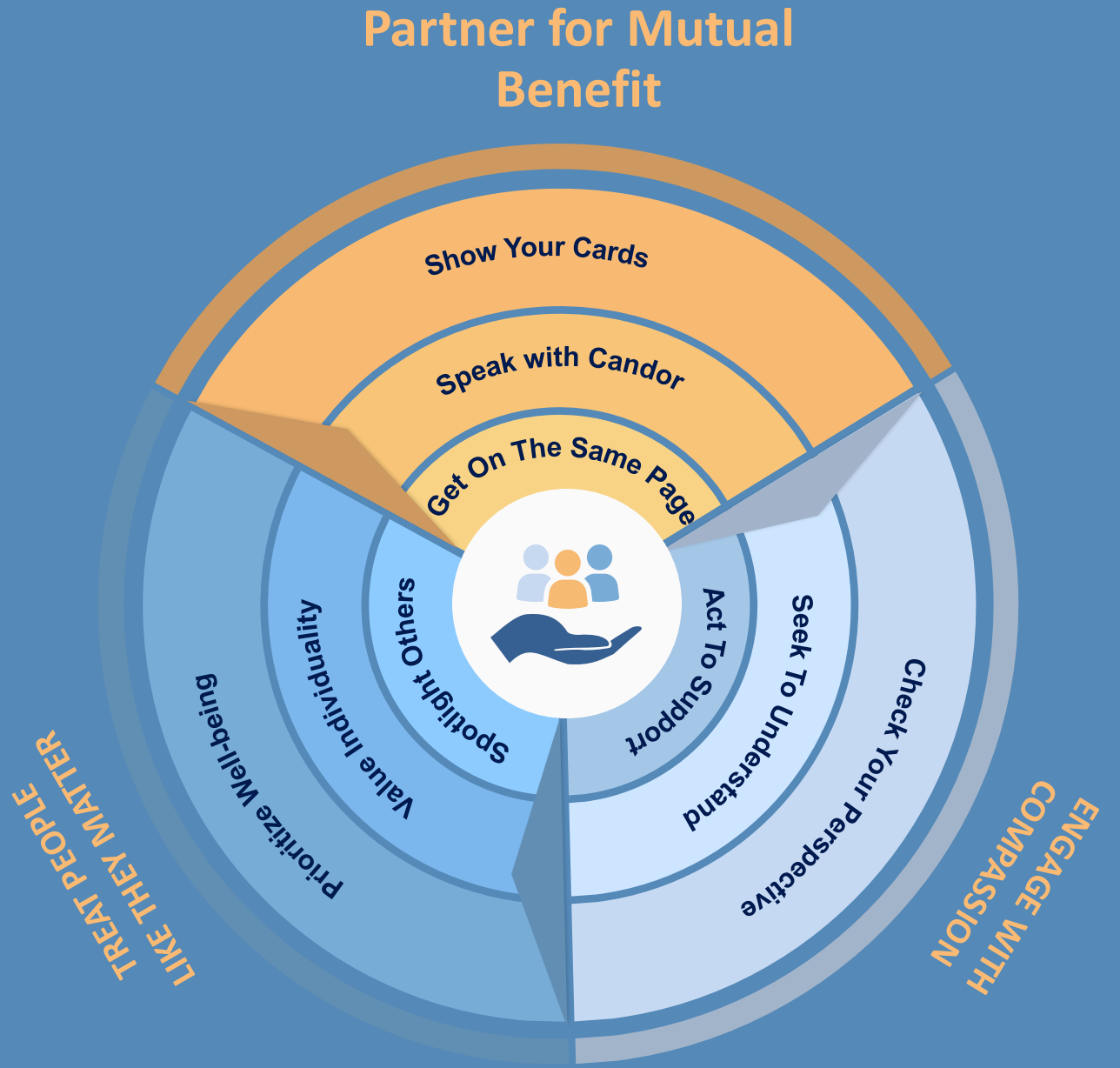


TREAT PEOPLE
LIKE THEY MATTER



THE
**Respect for
People**

MINDSET



Move from
conflict to
collaboration



**Partner for Mutual
Benefit**

Work your way
to innovation

Strengthening Culture for Sustainable Performance

What happens when you
start with people instead of
tools



THE SITUATION

What looked like productivity problems *were actually*, collaboration problems.

- *Silos*
- *Increasing Escalations*
- *Firefighting*
- *Lean didn't stick*



A person wearing a blue glove is holding a tool on a factory floor. The background is a blurred industrial setting with various machinery and components.

THE REVELATION

- Culture was the bottleneck

THE BOLD MOVE

- Start with culture
- Enlist everyone in the Roadmap—from the C-suite to the shop floor.

"We'd never started with culture before - never proactively tried to change how people interact."

We had always started with tools,"

-COO

THE SHIFT

From Individuals on their own to Collective Impact

- Employees considering upstream and downstream implications of their work
- Better communication at work – and at home.
- From “problematic” employees to proactive contributors.



THE TRANSFORMATION:

Small Shifts, Big Wins



+23%

output

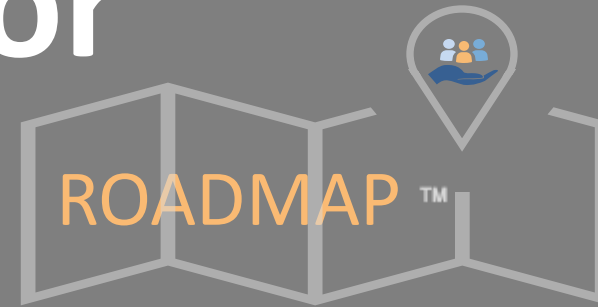
- **Employee lead daily stand-ups**
- **Improved efficiency**
- **Culture of CI is emerging *organically*.**
- **They haven't even implemented the CI tools yet.**

Questions?



THE

Respect for People



WEBSITE

www.respectforpeoplroadmap.com



ROADMAP DEMO



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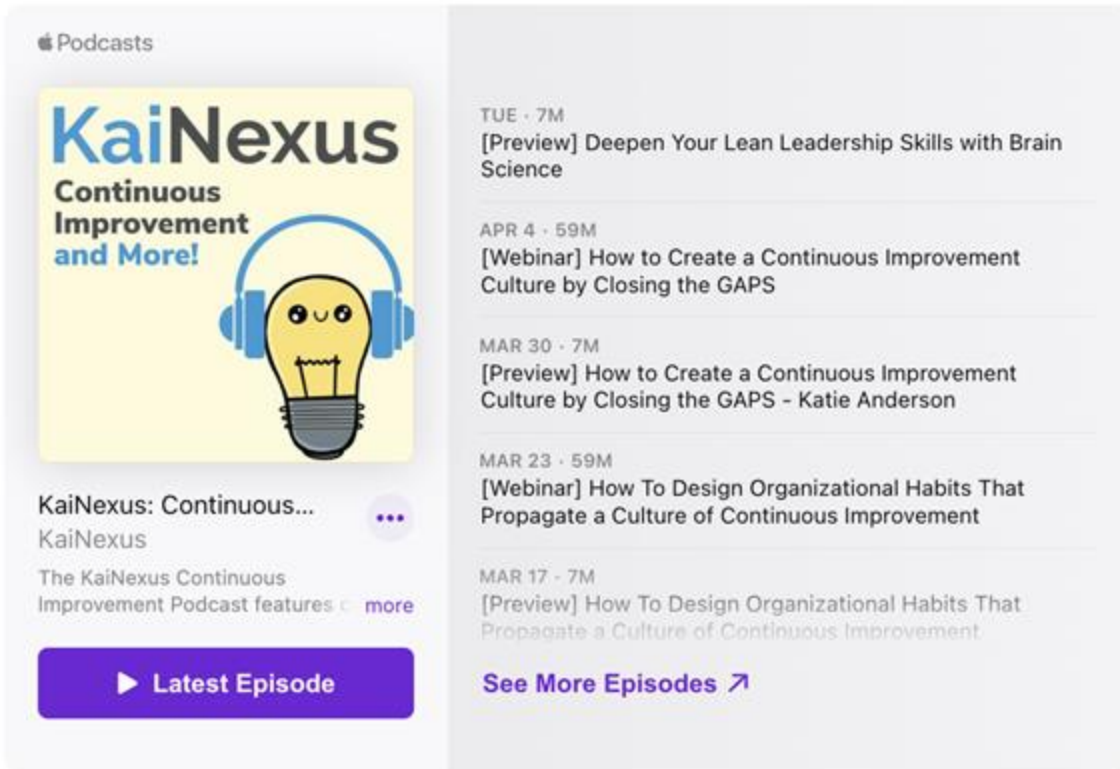
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Q&A

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