



The Connection Between Habit Science and Continuous Improvement

KaiNexus



Greg Jacobson MD

CEO & Co-founder

What are you?



Executive



CI Coach



Leader



Frontline

Continuous Improvement

What does Continuous Improvement mean for an organization?

Let's ask a robot...

What does continuous improvement mean for an organization?

- ◆ Continuous improvement for an organization is an ongoing and relentless effort to enhance its processes, products, services, and overall performance. It's not a one-time project but rather an ingrained philosophy and way of working that permeates all levels of the organization.

Here's a breakdown of what it means:

Core Principles:

- **Ongoing and Iterative:** Improvement is never finished. It's a continuous cycle of identifying areas for enhancement, implementing changes, and then evaluating the impact to identify further opportunities.
- **Incremental and Breakthrough Changes:** Continuous improvement can involve small, gradual adjustments to existing processes (incremental) or more significant, transformative changes (breakthrough).
- **Focus on Efficiency and Effectiveness:** The aim is to optimize how work is done, reducing waste (time, resources, effort) and ensuring that processes effectively achieve desired outcomes.
- **Data-Driven:** Decisions about improvements are ideally based on data analysis, measurement, and feedback to ensure changes are impactful and targeted.
- **Employee Involvement:** Engaging employees at all levels is crucial. They often have the most direct understanding of processes and can offer valuable insights for improvement.
- **Customer Focus:** Ultimately, continuous improvement should lead to greater value for the customer, whether through better products, services, or experiences.

What It Looks Like in Practice:

- **Regularly Reviewing Processes:** Organizations establish mechanisms to examine their existing workflows, identify bottlenecks, inefficiencies, and areas for potential errors.
- **Collecting and Analyzing Data:** Performance metrics, customer feedback, and other relevant data are gathered and analyzed to understand current performance and pinpoint areas needing improvement.
- **Implementing Changes and Testing:** Based on the analysis, changes are implemented, often on a small scale initially to test their effectiveness before wider adoption.
- **Measuring the Impact:** After implementing changes, the results are measured to determine if the desired improvements were achieved.
- **Standardizing Successful Changes:** If changes are successful, they are documented and integrated into standard operating procedures to ensure consistency.
- **Fostering a Culture of Improvement:** Organizations actively encourage employees to identify problems, suggest solutions, and participate in improvement initiatives.
- **Utilizing Improvement Methodologies:** Various frameworks and tools like Lean, Six Sigma, Kaizen (the Japanese term for continuous improvement), and the PDCA cycle (Plan-Do-Check-Act) are often employed to structure improvement efforts.

Benefits for an Organization:

- **Increased Efficiency and Productivity:** Streamlined processes and reduced waste lead to higher output with the same or fewer resources.
- **Improved Quality:** A focus on identifying and eliminating errors and defects results in better products and services.
- **Reduced Costs:** Eliminating waste, rework, and inefficiencies directly lowers operational expenses.
- **Enhanced Customer Satisfaction:** Better quality, faster delivery, and improved service lead to happier customers.
- **Increased Innovation:** A culture of continuous improvement can foster a mindset of experimentation and the generation of new ideas.
- **Improved Employee Engagement:** When employees are empowered to contribute to improvements, they feel more valued and engaged in their work.
- **Greater Adaptability:** Organizations that continuously improve are better positioned to respond to changing market conditions and customer needs.
- **Competitive Advantage:** By consistently enhancing their operations, organizations can gain a significant edge over competitors.

In essence, continuous improvement is about creating a learning organization that is never satisfied with the status quo and is always striving to be better. It's a journey, not a destination.

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Continuous improvement is an ongoing organizational commitment to enhance processes, products, and performance. It involves a culture of proactively identifying inefficiencies, solving problems, and implementing changes for positive outcomes. Driven by data and employee involvement, it focuses on process optimization, waste reduction, and customer value. This relentless pursuit of excellence fosters adaptability and a learning culture, ensuring long-term organizational success.



Culture of Continuous Improvement

**“People like us
do things like this”**

- Seth Godin

**“Quality is not an act,
it is a habit”**

- Aristotle

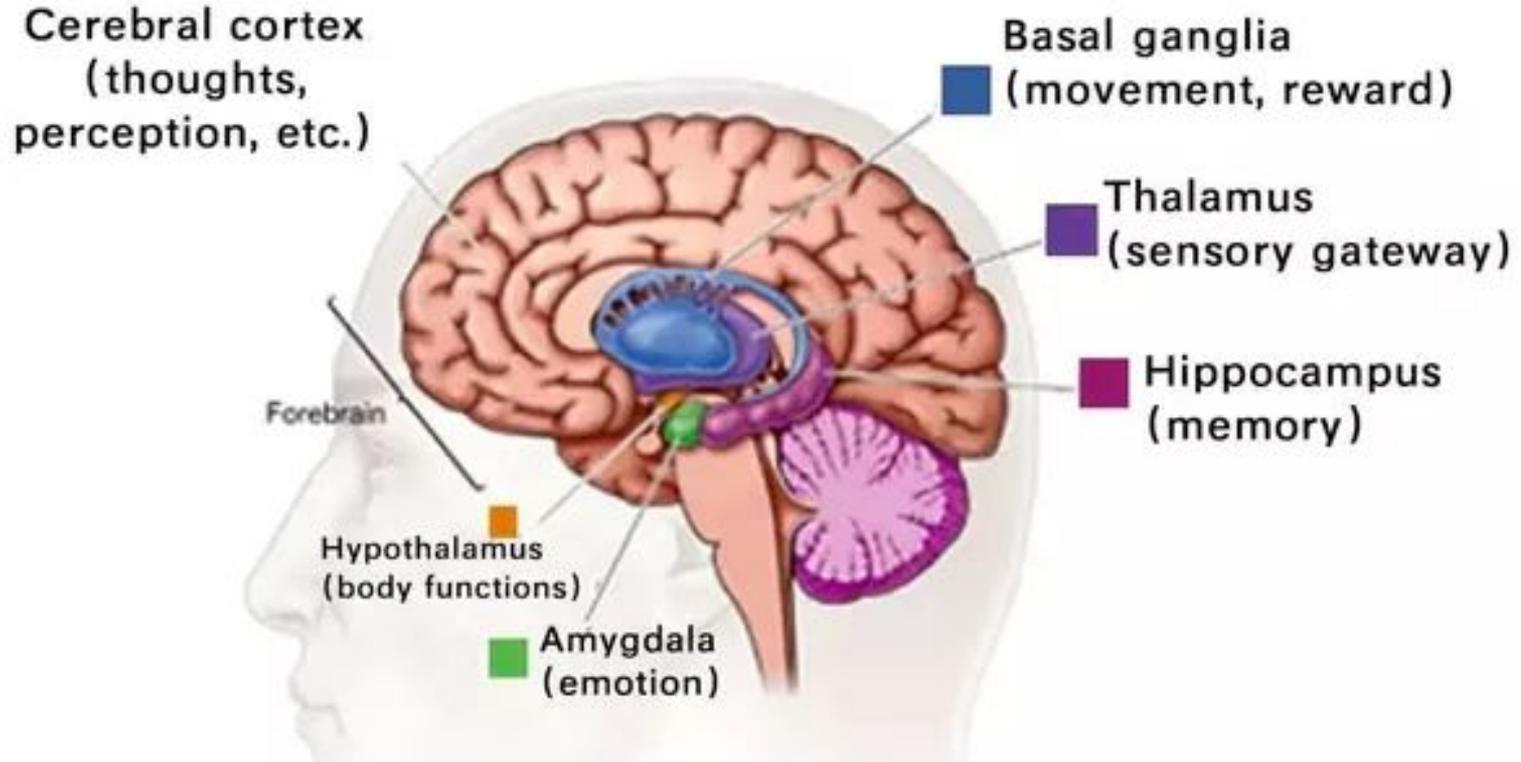
Hab-it

/'habet/:

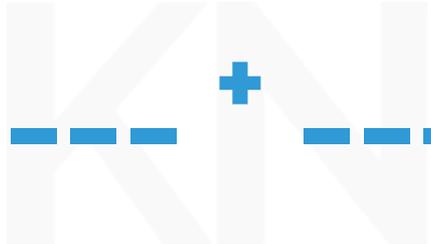
A Habit is something that you do often and regularly, sometimes without knowing you are doing it.

How do we create a habit?

Hippocampus vs. Basal Ganglia

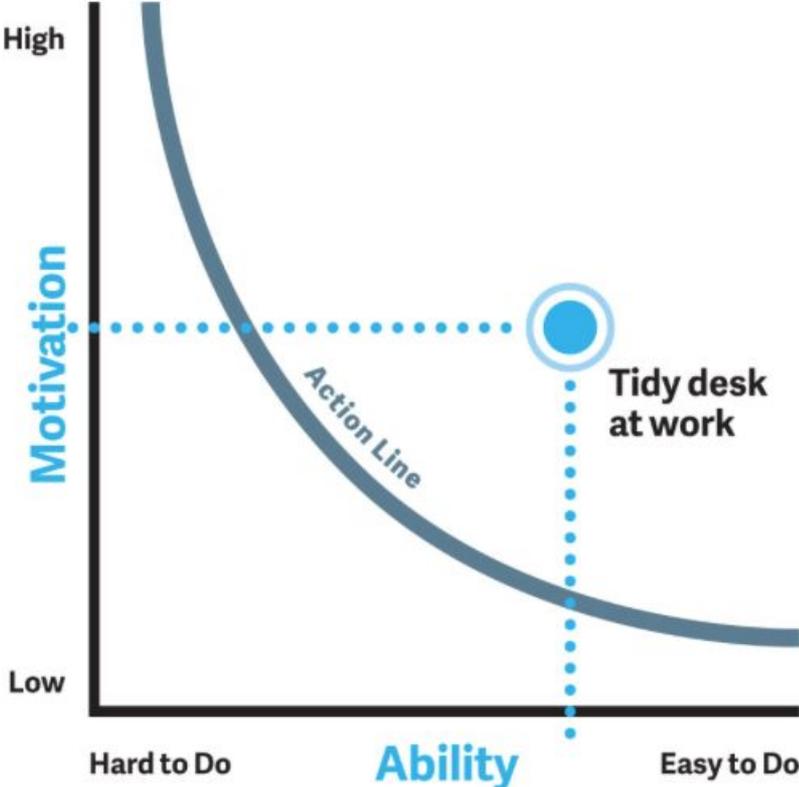


----- + ----- + ----- = habit

ability +  +  +  = habit

ability + **motivation** + **---** = **habit**

Fogg Behavior Model

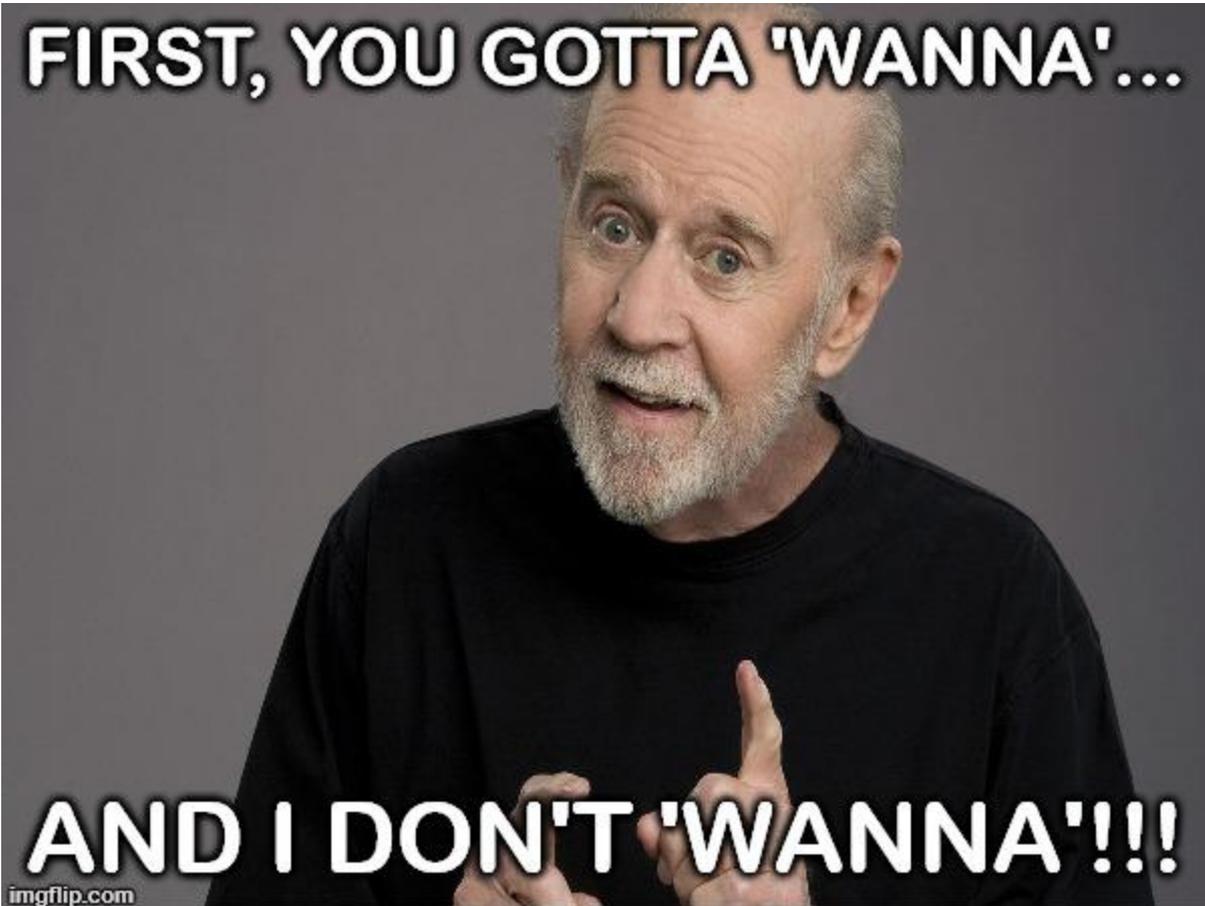


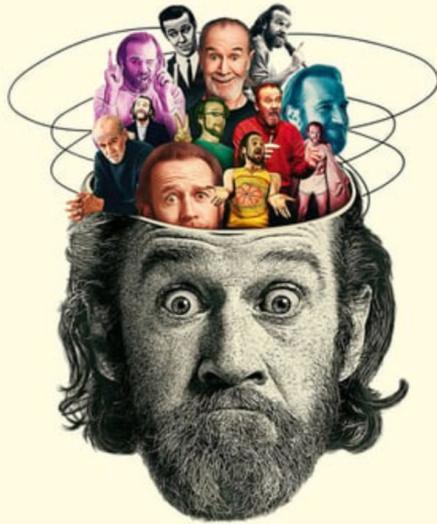
ability + motivation + --- = habit

How do we remember to do the habit?

ability + motivation + cue = habit

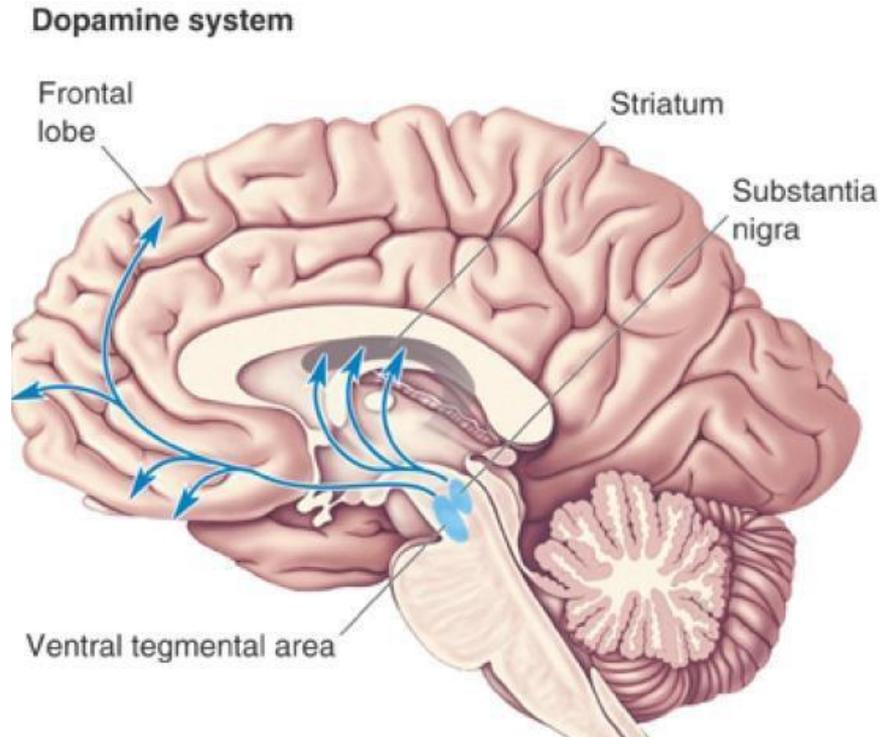
Now we need to **wanna.**





HBO
★ ★ ★
GEORGE CARLIN'S
AMERICAN DREAM

How do we create desire to do it... again?



Rewards Need to Be....

✓ **Satisfying**

✓ **Immediate**

✓ **Consistent**

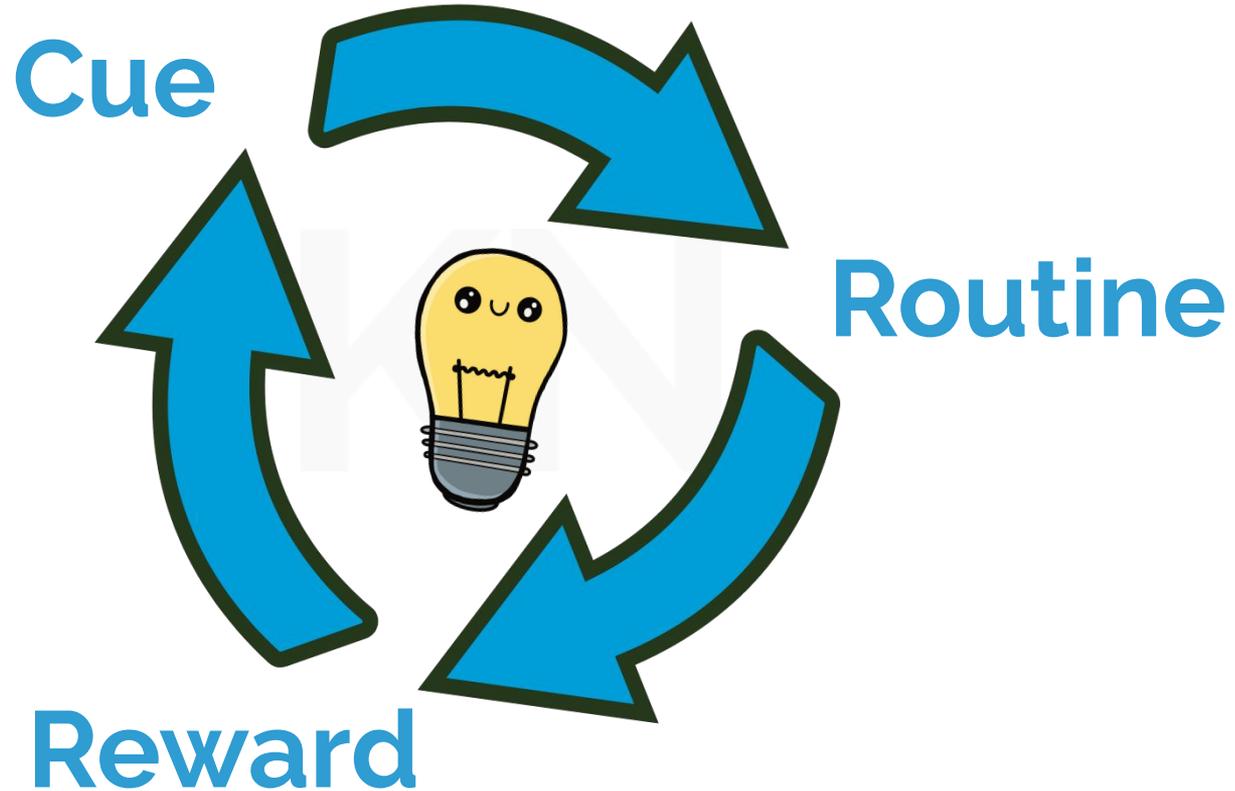
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Rewards make it stick.

Three Laws of Behavior Change

- ✓ Make it **Obvious & Attractive**
- ✓ Make it **Easy**
- ✓ Make it **Satisfying**

The Habit Loop



How do we get everyone
doing something
regularly?

How to we create organizational habits?

“Leadership is Intentional Influence”

- David Maxfield, *Crucial Influence*

NEW YORK TIMES BESTSELLER

crucial influence

— THIRD EDITION —



LEADERSHIP SKILLS TO CREATE
LASTING BEHAVIOR CHANGE

JOSEPH GRENNY · KERRY PATTERSON · DAVID MAXFIELD
RON McMILLAN · AL SWITZLER

FORMERLY PUBLISHED AS *INFLUENCER*

Crucial Influence: Six Sources of Influence

	<i>Motivation</i>	<i>Ability</i>
<i>Personal</i>		
<i>Social</i>		
<i>Structural</i>		

Crucial Influence: Six Sources of Influence

	<i>Motivation</i>	<i>Ability</i>
<i>Personal</i>	Make the Undesirable Desirable	

Crucial Influence: Six Sources of Influence

	<i>Motivation</i>	<i>Ability</i>
<i>Personal</i>	Make the Undesirable Desirable	Overinvest in Skill Building

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<i>Social</i>	Harness Peer Pressure	

Crucial Influence: Six Sources of Influence

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<i>Personal</i>	Make the Undesirable Desirable	Overinvest in Skill Building
<i>Social</i>	Harness Peer Pressure	Find Strength in Numbers

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	<i>Motivation</i>	<i>Ability</i>
<i>Personal</i>	Make the Undesirable Desirable	Overinvest in Skill Building
<i>Social</i>	Harness Peer Pressure	Find Strength in Numbers
<i>Structural</i>	Design Rewards and Demand Accountability	

Crucial Influence: Six Sources of Influence

	<i>Motivation</i>	<i>Ability</i>
<i>Personal</i>	Make the Undesirable Desirable	Overinvest in Skill Building
<i>Social</i>	Harness Peer Pressure	Find Strength in Numbers
<i>Structural</i>	Design Rewards and Demand Accountability	Change the Environment

What are you?



Executive



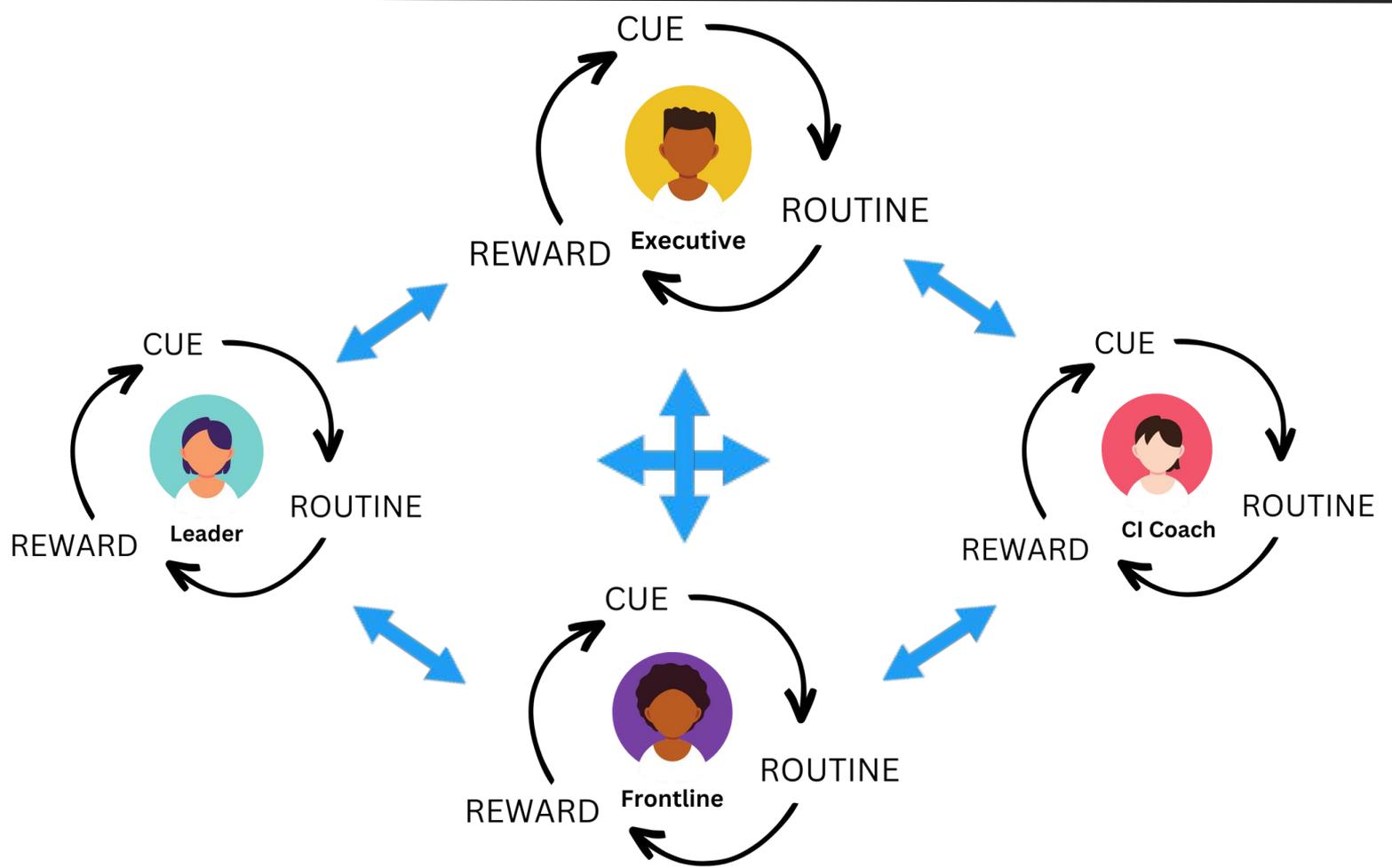
CI Coach

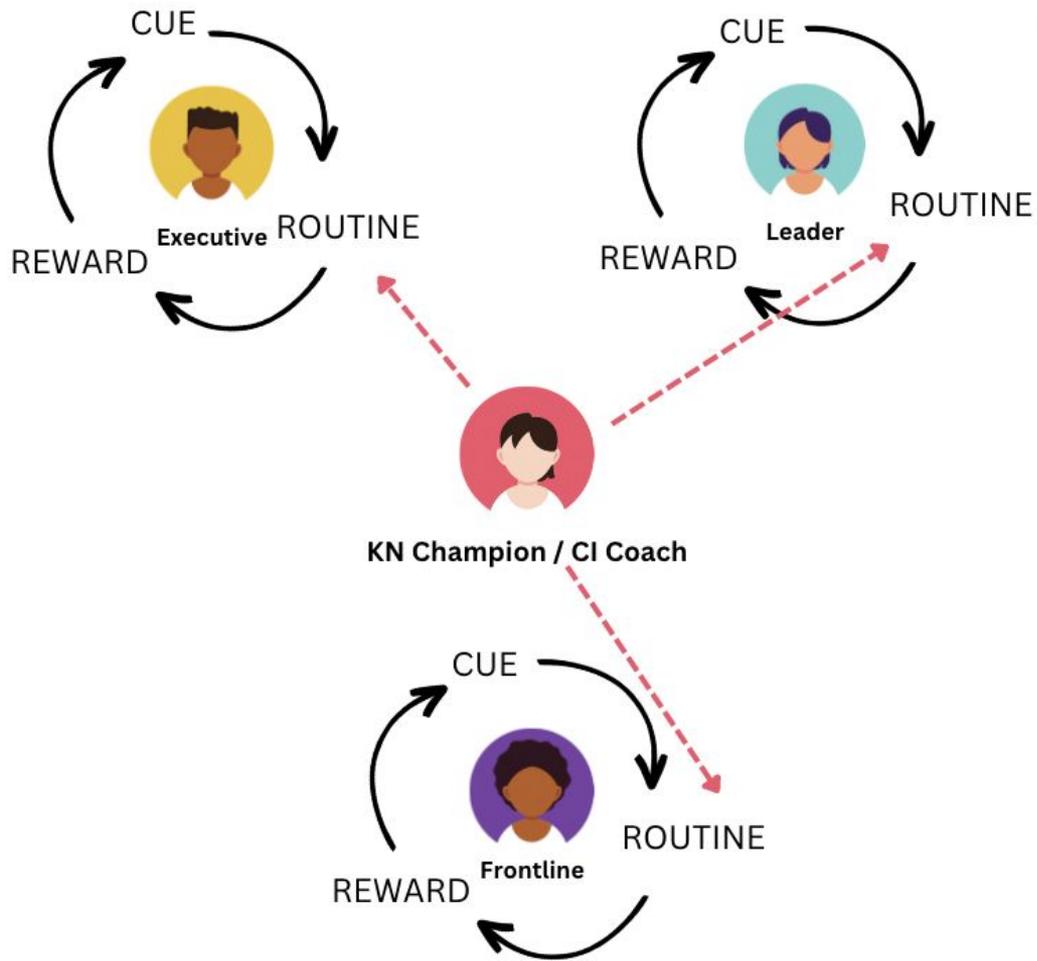


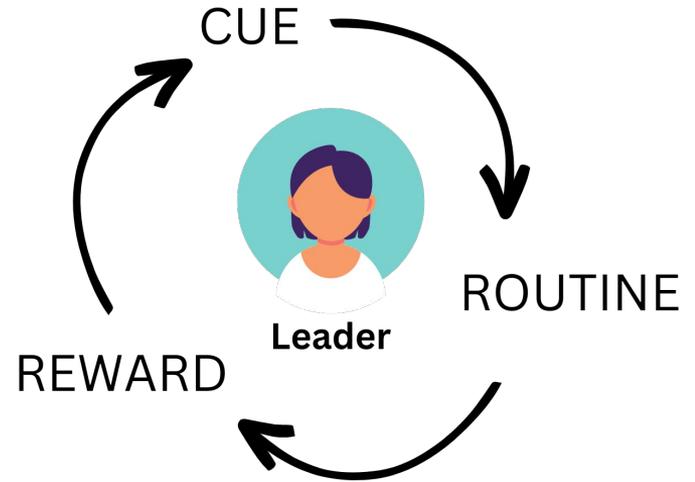
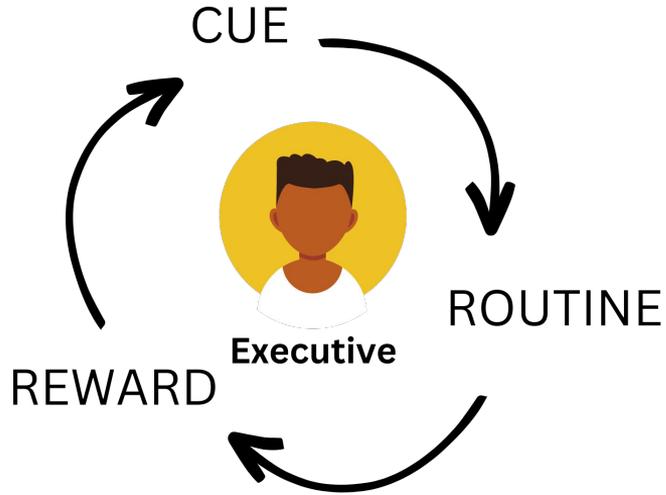
Leader

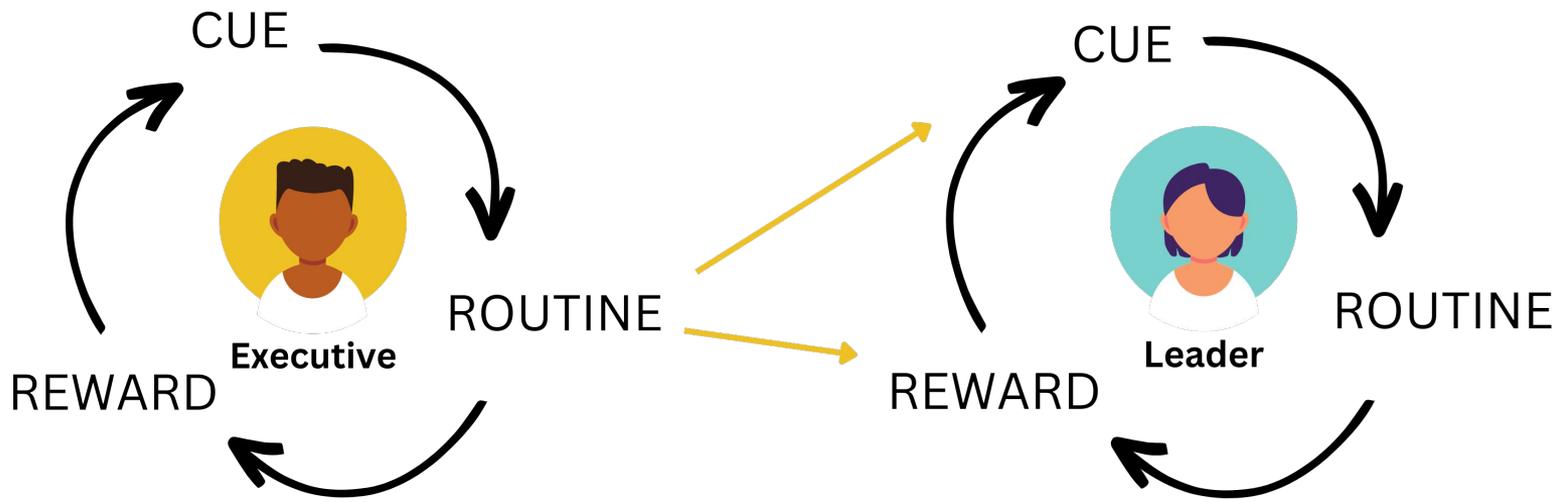


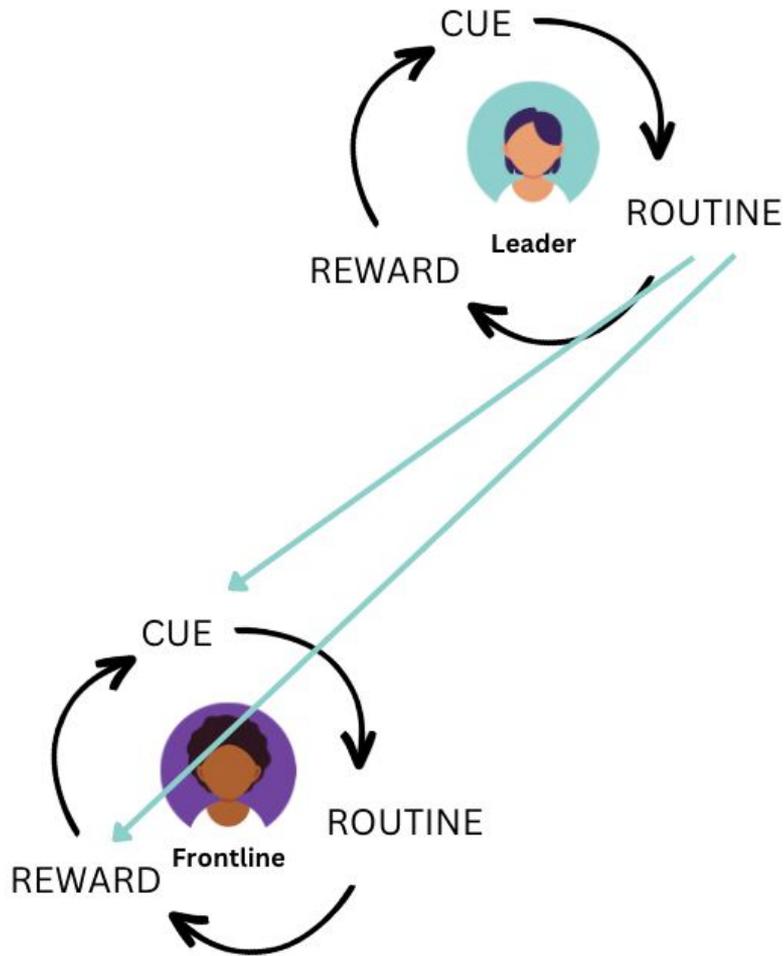
Frontline

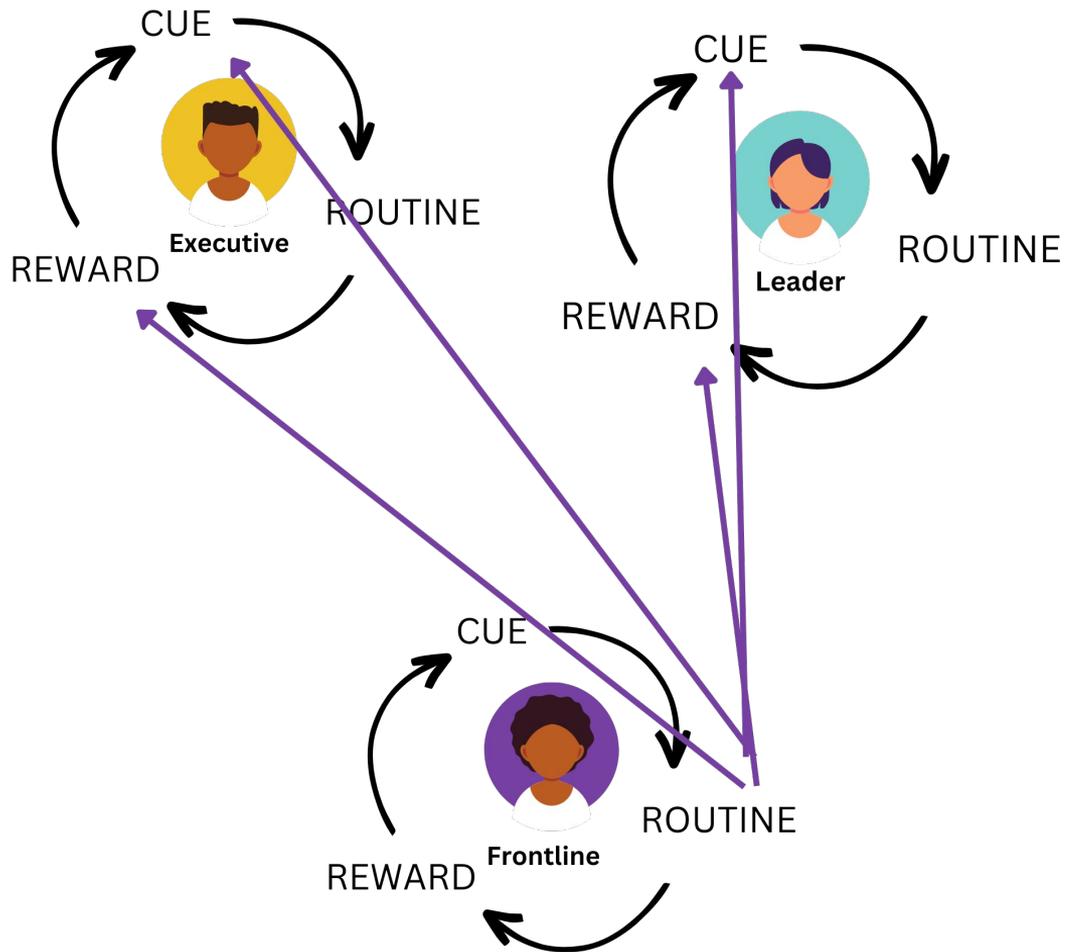


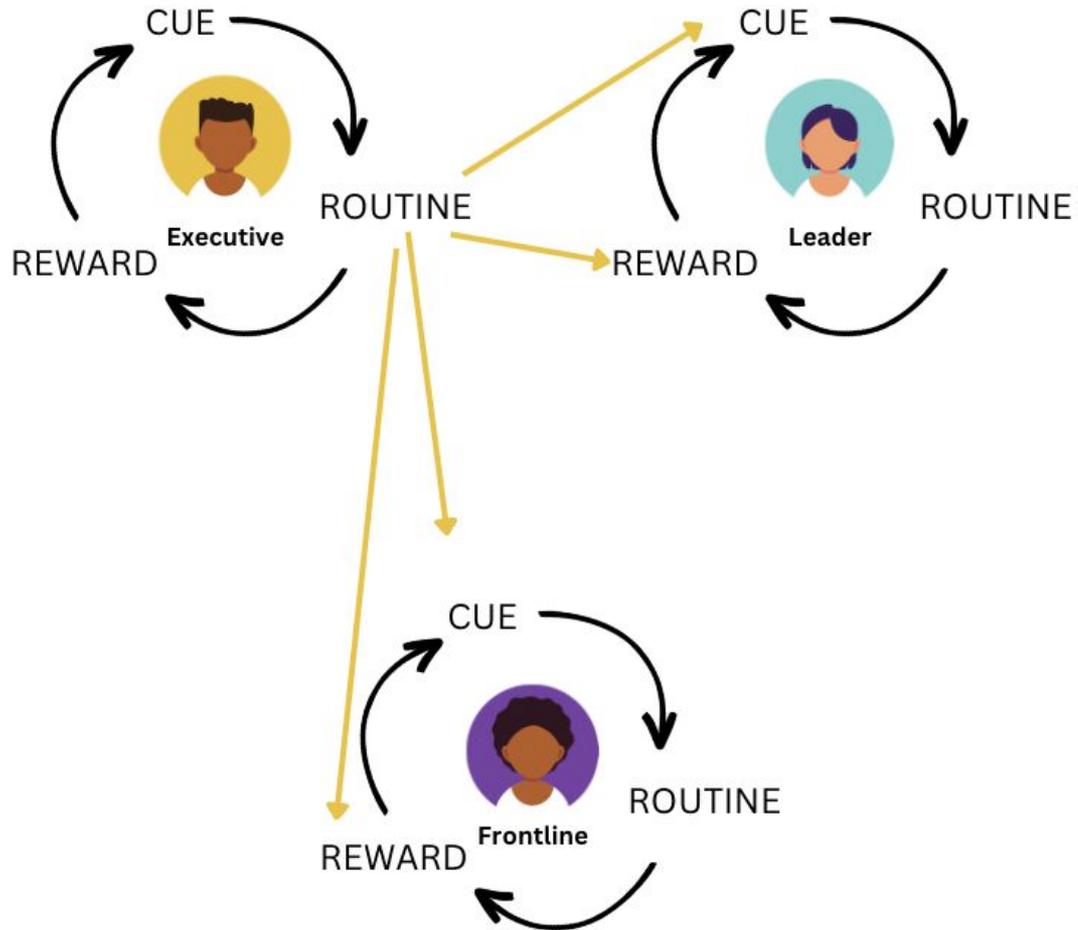


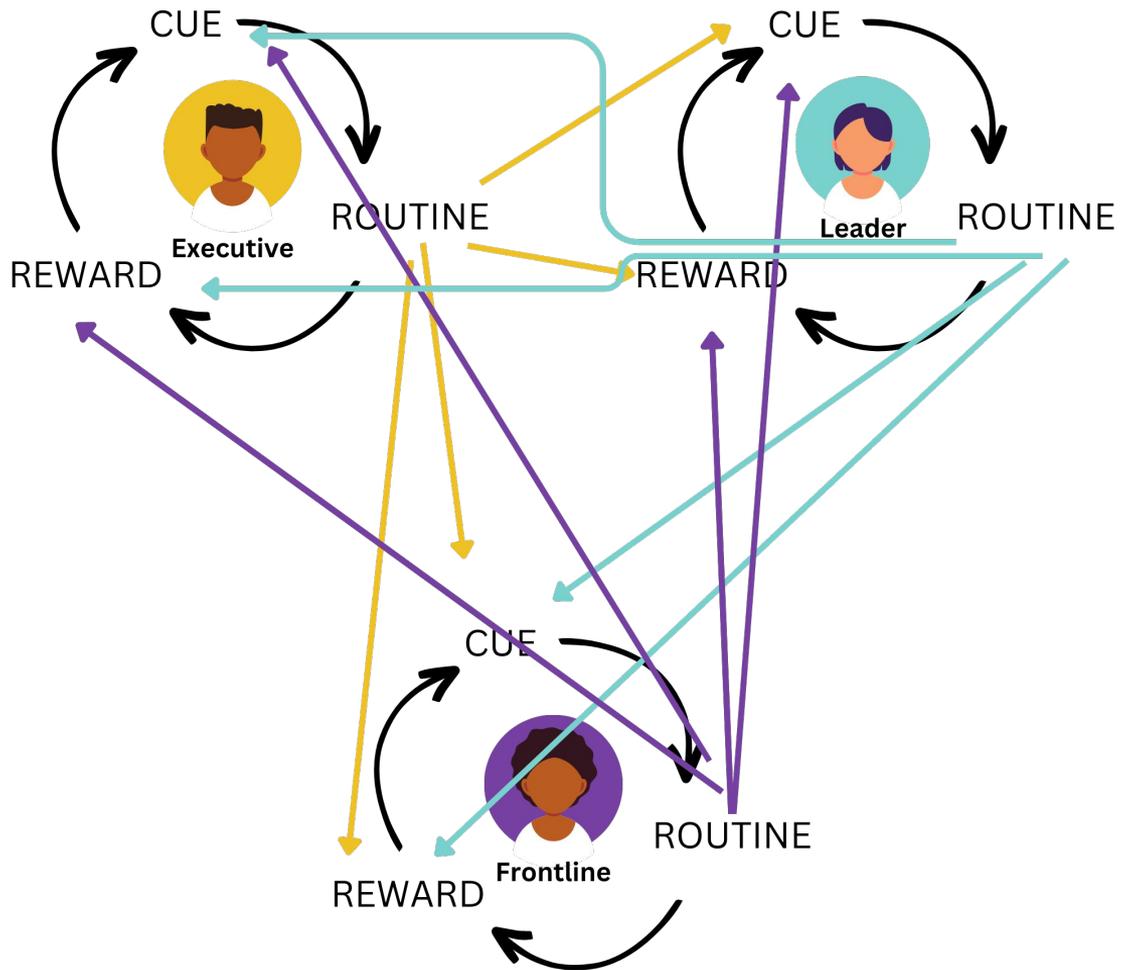


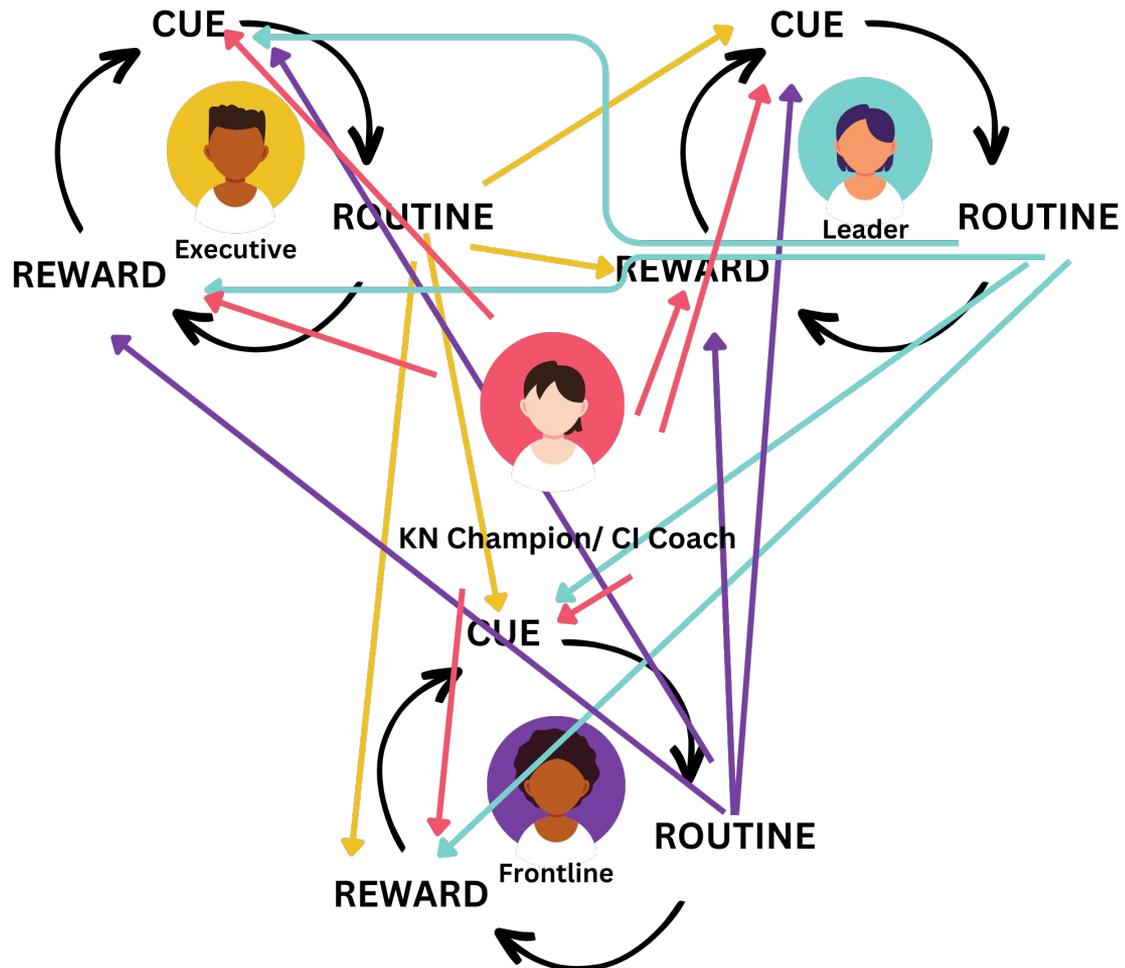














“I’m the kind of person who...”

**“We’re the kind of
organization that...”**

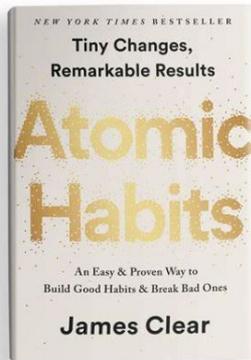
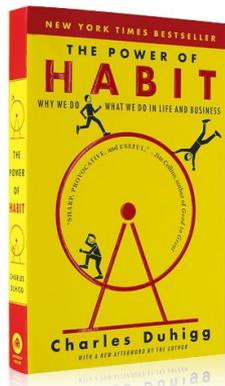
“There’s nothing you can’t do
if you get your habits right.”

- Charles Duhigg, *The Power of Habit*

“There’s nothing our organizations can’t do if we design the right habits.”

- The KaiNexus Community

Resources



KaiNexus Habit Webinar Series

