

# The Importance of Trust in Continuous Improvement



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# About Colleen Soppelsa



- Lean and Six Sigma Transformation Leader with 20+ yrs experience
- Experience includes:
  - Automotive (Toyota)
  - Aviation (GE)
  - Aerospace & Defense (L3Harris)

# My Bio

Native – Cincinnati, OH, Married

Lived in Japan (2 yrs); Italy (4 yrs)

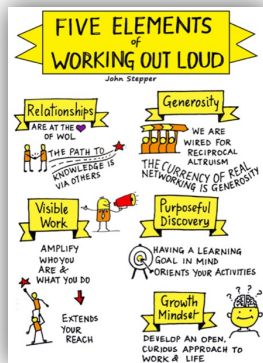
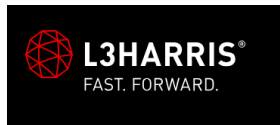
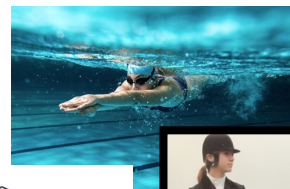
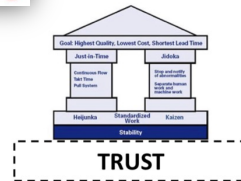
Schools – Smith College & Thunderbird

25+ yrs Continuous Improvement  
Automotive and Aerospace & Defense

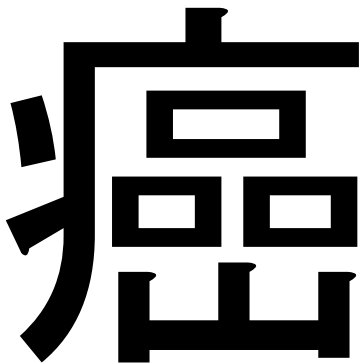
Value - Trust as foundational for a  
Continuous Improvement environment

Mission - Reduce suffering in manufacturing

Interests - Love Swimming, Gardening, Avid  
Foodie, Modern Architecture, Animal Welfare



# My Onboarding Experience



Pronounced “gan” and means  
*cancer* in Japanese

# My Interpretation

Internal competition for purposes of self-preservation or advancement



EGO

Ego as a breakdown in Trust due to lack of connection to shared value systems.

~~VALUES~~

“Connection exists between people when they feel seen, heard and valued; when they can give and receive without judgment; and when they derive sustenance and strength from the relationship”. (*Atlas of the Heart*, Brene Brown)

**Lean fails in environments with weak  
relationships based on Trust.**

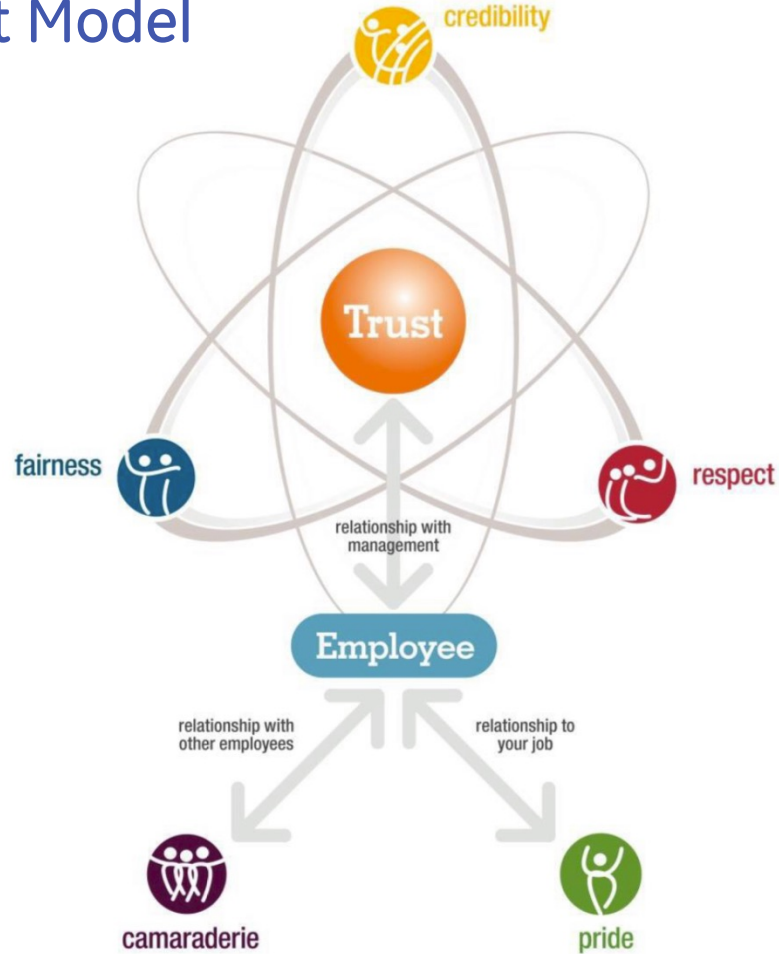
# Definition of Trust

“TRUST  
IS CHOOSING TO  
MAKE SOMETHING  
IMPORTANT TO YOU  
VULNERABLE TO THE  
ACTIONS OF OTHERS”

—

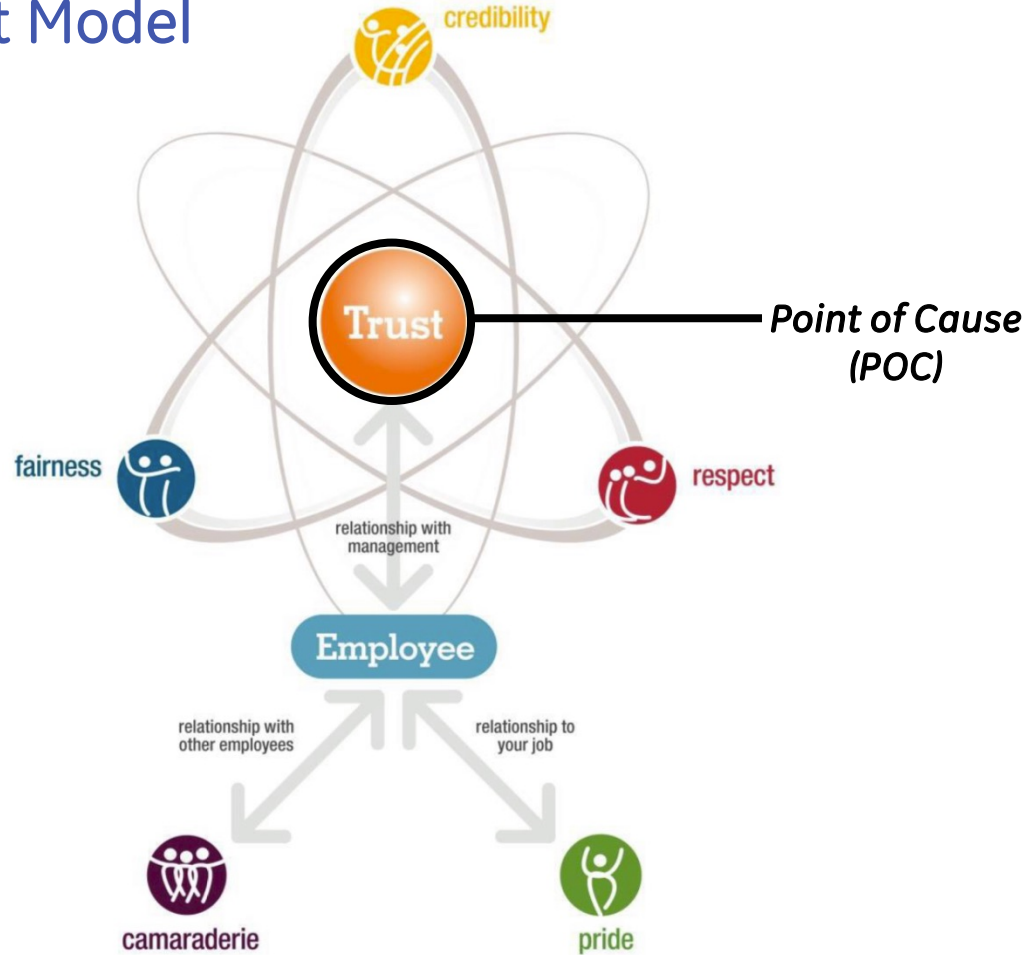
CHARLES FELTMAN

# The Trust Model

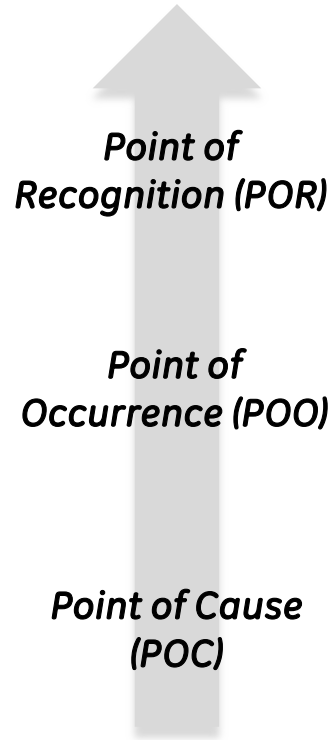




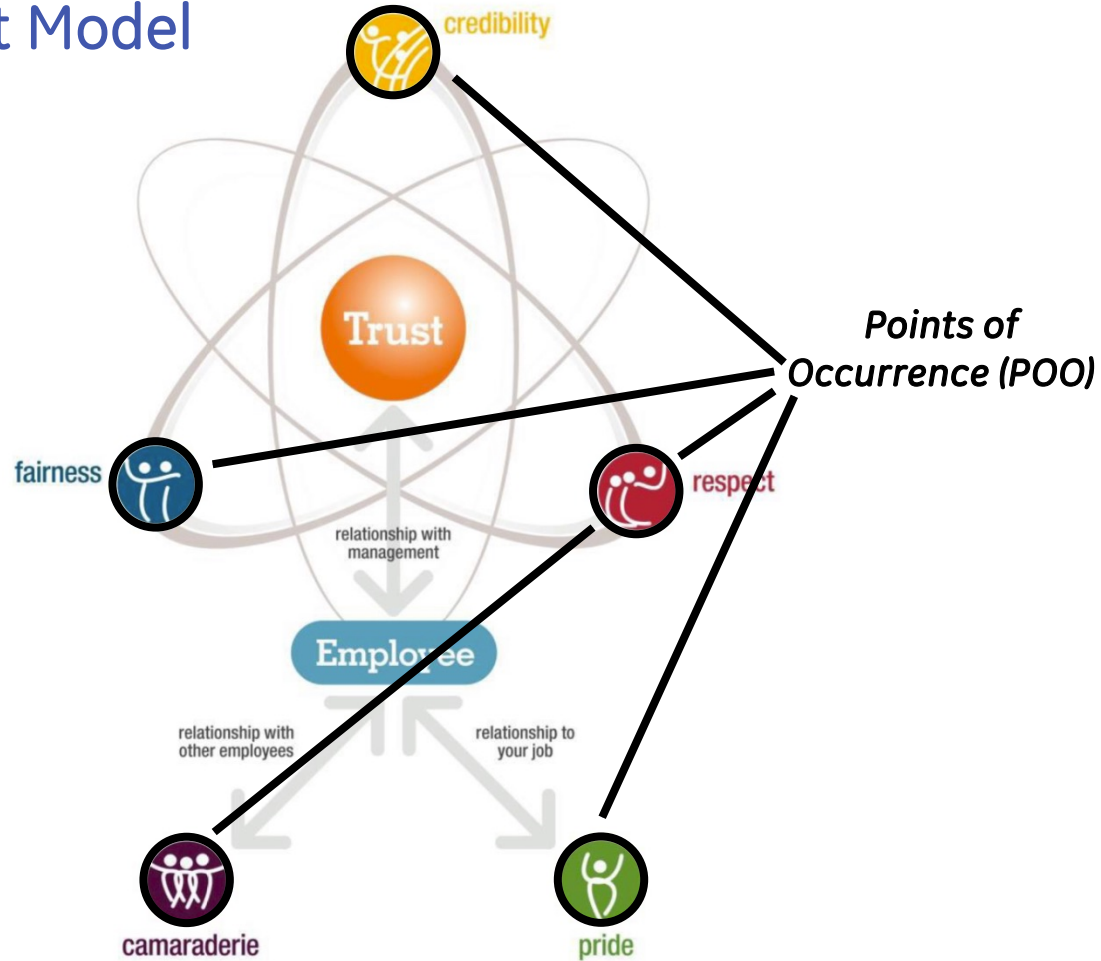
# The Trust Model



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# The Trust Model



# The Trust Model



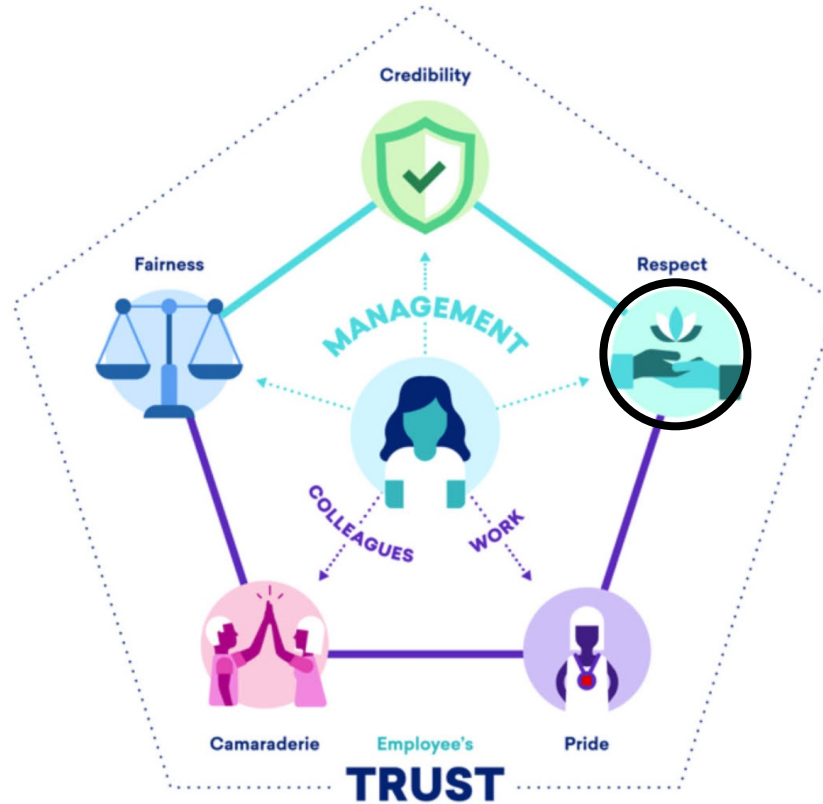
*Point of  
Recognition (POR)*

*Point of  
Occurrence (POO)*

*Point of Cause  
(POC)*



# Respect

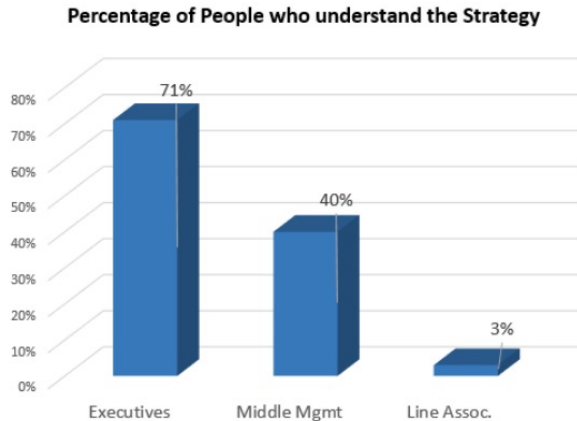


# Respect

Employees feel respected by management; assesses employees' perceptions of professional support, collaboration and involvement in decisions, and the level of care management shows for employees as people.

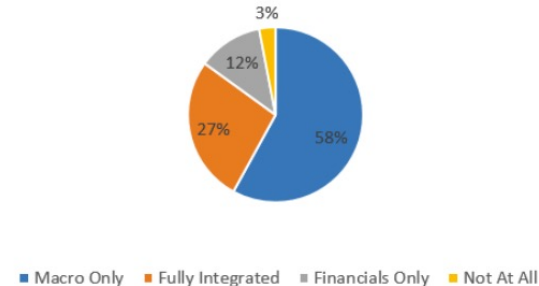


## Poor strategy deployment



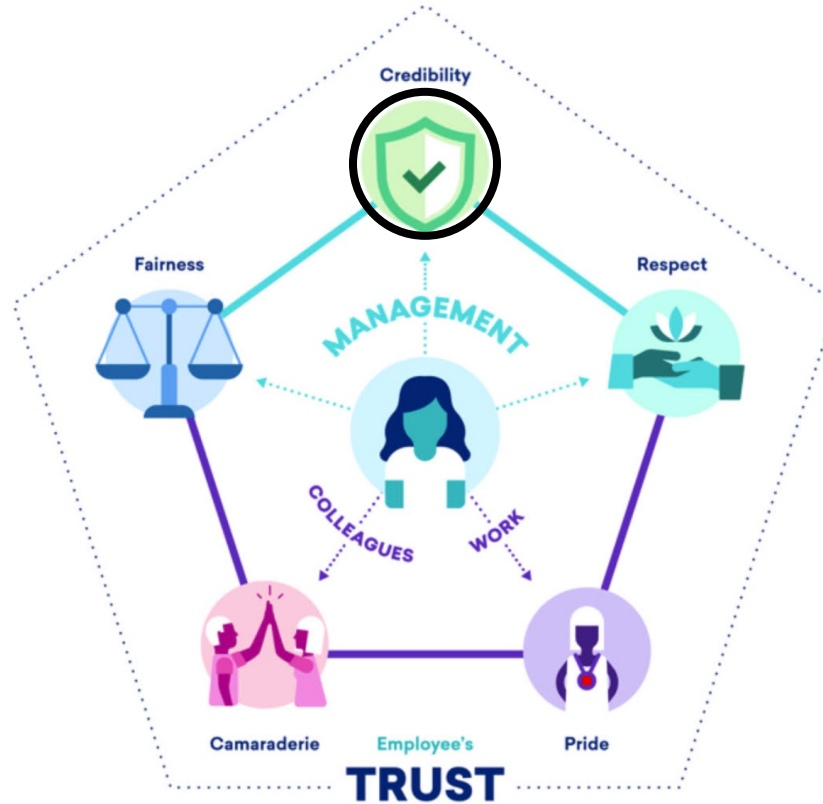
Source: CFO Magazine

## Only 27% of Companies Integrate Strategy with Tactics



Source: Hackett, Benchmarking Solutions

# Credibility



# Credibility

Employees see management as credible (believable, trustworthy); assesses employees' perceptions of management's communication practices, competence, and integrity.



## Unethical behavior



United States

## U.S. judge: Passengers in fatal Boeing 737 MAX crashes are 'crime victims'

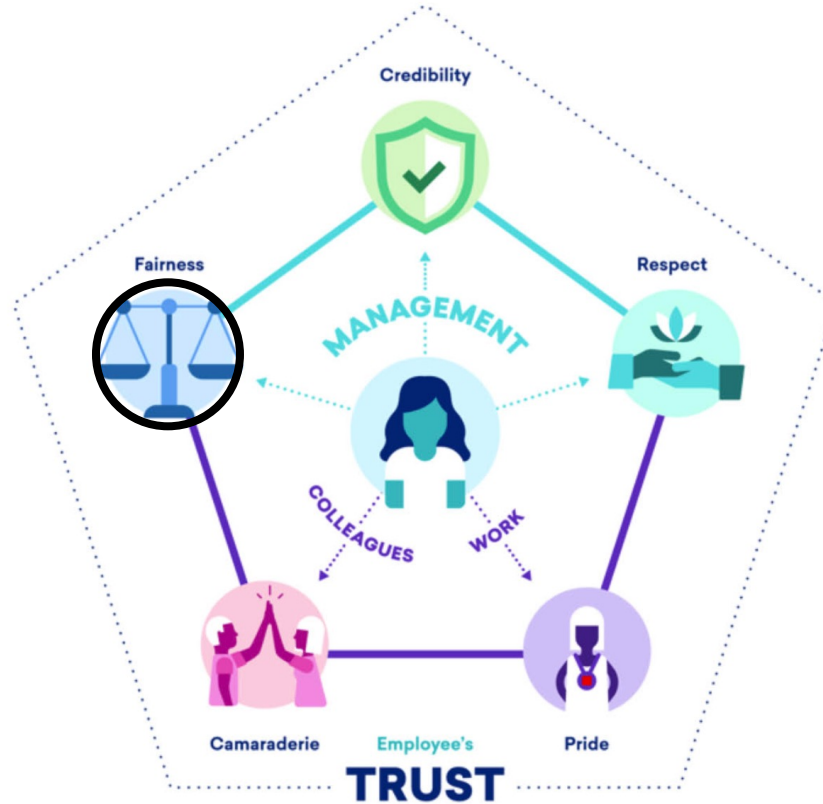
By David Shepardson



The first Boeing 737 MAX 7 is unveiled in Renton, Washington, U.S. February 5, 2018. REUTERS/Jason Redmond//File Photo



# Fairness



# Fairness

Employees believe management practices and policies are fair; assesses the equity, impartiality, and justice employees experience in the workplace.



## High turnover

### Resignation Tsunami: The Domino Effect of Employee Resignation

**55%**

of U.S. workers say they've had direct colleagues voluntarily leave their organization within the past six months. Since their colleagues left:

55%

have wondered if their pay is enough.

53%

have wondered if there are better job opportunities out there.

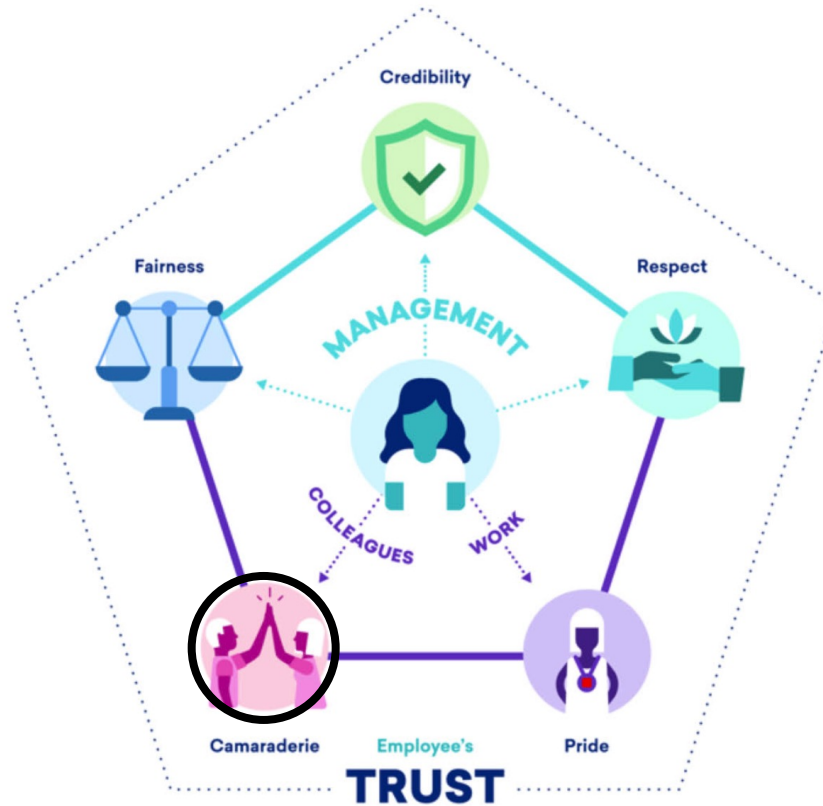
52%

have had to take on more work and responsibilities.

42%

have thought about leaving their job more often than they did when their direct colleagues worked for the organization.

# Camaraderie

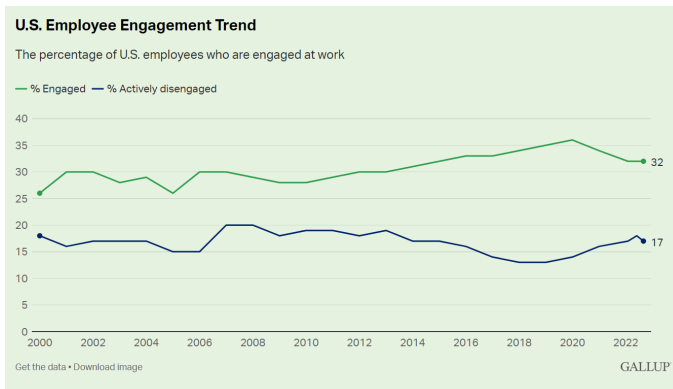


# Camaraderie

Measures whether employees believe their company is a strong community where colleagues are friendly, supportive, and welcoming.



## Low Engagement



### Negative Outcomes

81%

in absenteeism

18%

in turnover for high-turnover organizations\*

43%

in turnover for low-turnover organizations\*

28%

in shrinkage (theft)

64%

in safety incidents (accidents)

58%

in patient safety incidents (mortality and falls)

41%

in quality (defects)

### Positive Outcomes

10%

in customer loyalty/engagement

14%

in productivity (production records and evaluations)

18%

in productivity (sales)

23%

in profitability

66%

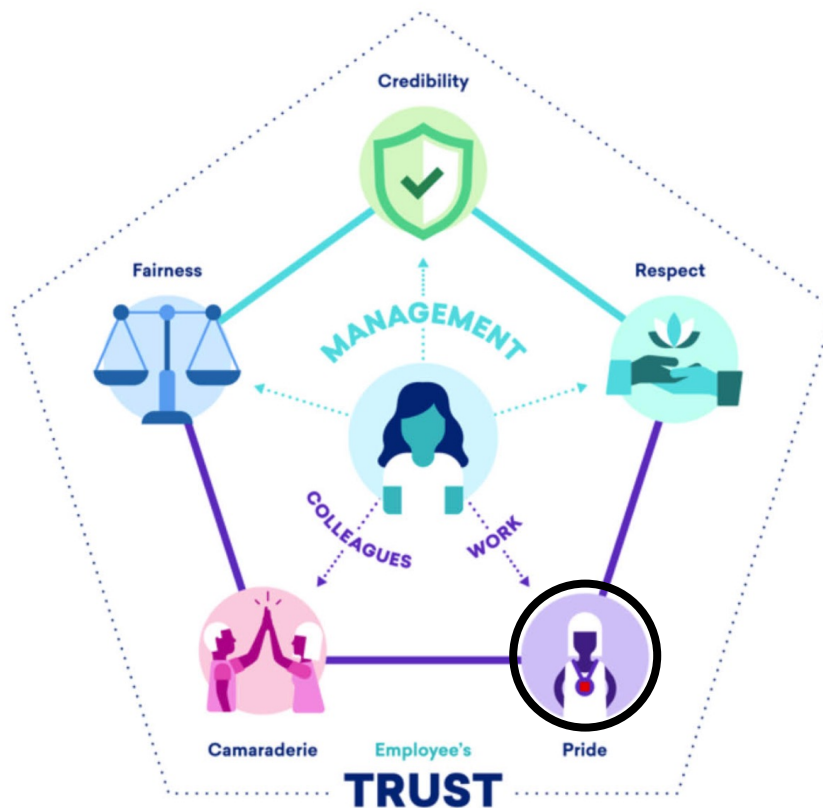
in wellbeing (net thriving employees)

13%

in organizational citizenship (participation)

Courtesy: Gallup Research

# Pride



# Pride

Measures how employees feel about their own individual impact through their work, their pride in the work of their team, and their pride in the company overall.

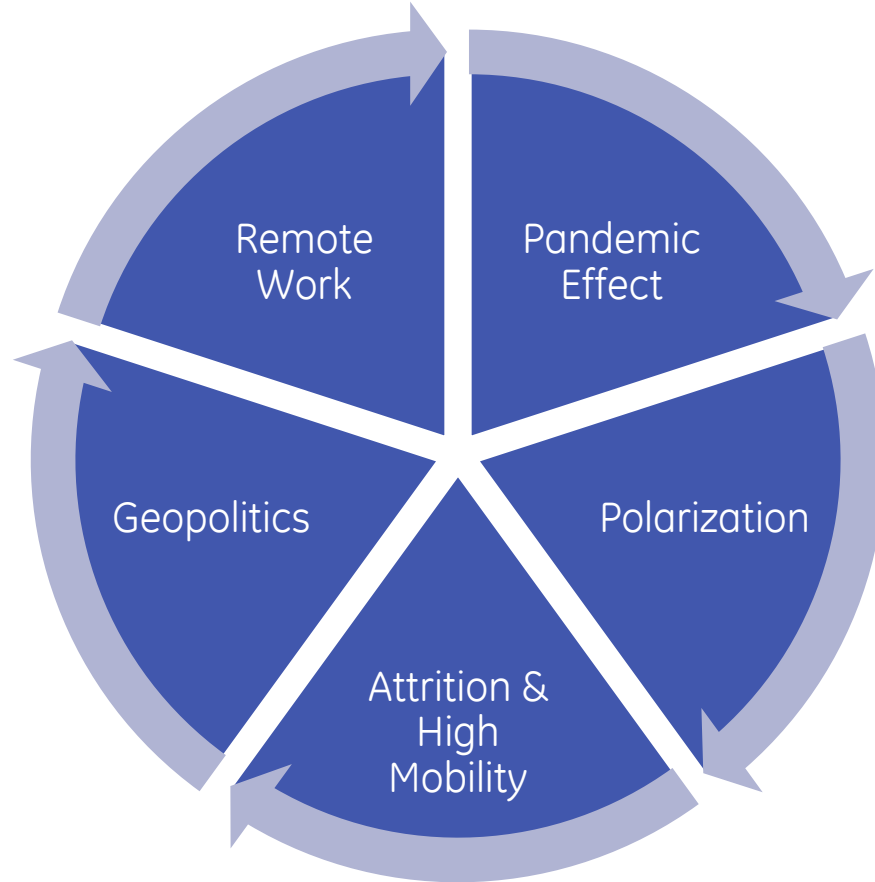


## Poor Standardization



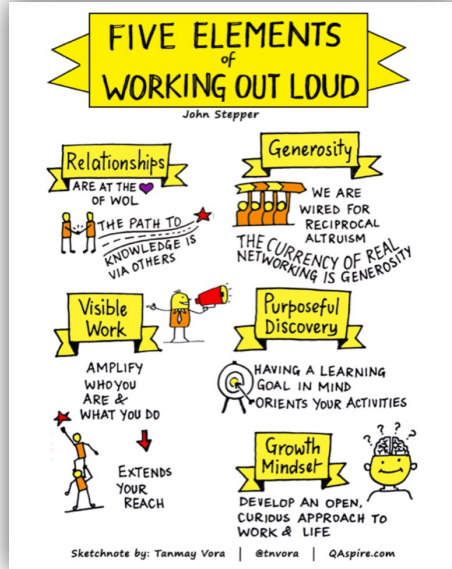
Six Sigma Level	Defects Per Million Opportunities (DPMO)	Cost of Poor Quality
2	308,537	Not Applicable
3	66,807	25-40% of Sales
4	6,210	15-25% of Sales
5	233	5-15% of Sales
6	3.4 (World Class)	<1% of Sales
Each sigma shift provides a 10% net income improvement.		

# Current Environment



# Innovation for Trust

## Social Networking Methods



## Neuroscience Community



## Ecosystem Frameworks



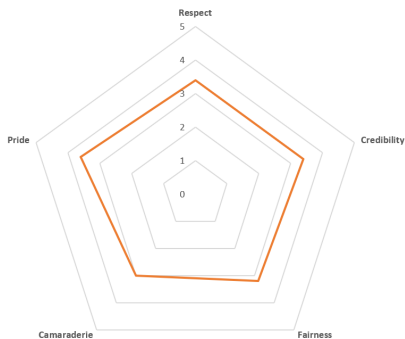


# Lean Readiness Assessment

Context	Shared Value System	Statement	Criteria					Score
			1	2	3	4	5	
Employee relationship with management	Respect	Support	Strongly Disagree/Extremely Dissat	Neutral	Indicately Agree/Strongly Agree			3
		Collaboration	Strongly Disagree/Extremely Dissat	Neutral	Indicately Agree/Strongly Agree			2
		Caring	Strongly Disagree/Extremely Dissat	Neutral	Indicately Agree/Strongly Agree			5
		Create a continuous process flow to bring problems to the surface	Strongly Disagree/Extremely Dissat	Neutral	Indicately Agree/Strongly Agree			4
		Equalize workload to eliminate waiting	Strongly Disagree/Extremely Dissat	Neutral	Indicately Agree/Strongly Agree			3
	Sub-Category Score							3
	Credibility	Two-Way Communication	Strongly Disagree/Extremely Dissat	Neutral	Indicately Agree/Strongly Agree			3
		Competence	Strongly Disagree/Extremely Dissat	Neutral	Indicately Agree/Strongly Agree			5
		Integrity	Strongly Disagree/Extremely Dissat	Neutral	Indicately Agree/Strongly Agree			2
		Long-term philosophy even at the expense of short-term financial objectives	Strongly Disagree/Extremely Dissat	Neutral	Indicately Agree/Strongly Agree			4
		Develop leaders who fully understand the work and teach others	Strongly Disagree/Extremely Dissat	Neutral	Indicately Agree/Strongly Agree			3
	Sub-Category Score							3
	Fairness	Equity	Strongly Disagree/Extremely Dissat	Neutral	Indicately Agree/Strongly Agree			4
		Impartiality	Strongly Disagree/Extremely Dissat	Neutral	Indicately Agree/Strongly Agree			4
		Justice	Strongly Disagree/Extremely Dissat	Neutral	Indicately Agree/Strongly Agree			4
		Adding value to the organization through the development of your employees	Strongly Disagree/Extremely Dissat	Neutral	Indicately Agree/Strongly Agree			4
		Make decisions by consensus fully considering all options	Strongly Disagree/Extremely Dissat	Neutral	Indicately Agree/Strongly Agree			4
Employee relationship with other employees	Camaraderie	Sub-Category Score						4
		Intimacy	Strongly Disagree/Extremely Dissat	Neutral	Indicately Agree/Strongly Agree			4
		Hospitality	Strongly Disagree/Extremely Dissat	Neutral	Indicately Agree/Strongly Agree			4
		Community	Strongly Disagree/Extremely Dissat	Neutral	Indicately Agree/Strongly Agree			4
		Values the importance of a diverse workforce	Strongly Disagree/Extremely Dissat	Neutral	Indicately Agree/Strongly Agree			4
	Pride	Become a learning organization by reflection	Strongly Disagree/Extremely Dissat	Neutral	Indicately Agree/Strongly Agree			4
		Lessons learned and tacit know	Strongly Disagree/Extremely Dissat	Neutral	Indicately Agree/Strongly Agree			4
		Sub-Category Score						4
		Personal Job	Strongly Disagree/Extremely Dissat	Neutral	Indicately Agree/Strongly Agree			4
		Team	Strongly Disagree/Extremely Dissat	Neutral	Indicately Agree/Strongly Agree			4
Employee relationship to your job	Pride	Organization	Strongly Disagree/Extremely Dissat	Neutral	Indicately Agree/Strongly Agree			4
		Stop to solve problems to ensure quality	Strongly Disagree/Extremely Dissat	Neutral	Indicately Agree/Strongly Agree			4
		Standardization as foundation for continuous improvement	Strongly Disagree/Extremely Dissat	Neutral	Indicately Agree/Strongly Agree			4
		Sub-Category Score						4
		Sub-Category Score						4

Score (< 80% = Culture not conducive for Lean)

Radar Chart



Score 66%

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**D. Lynn Kelley, Ph.D.**





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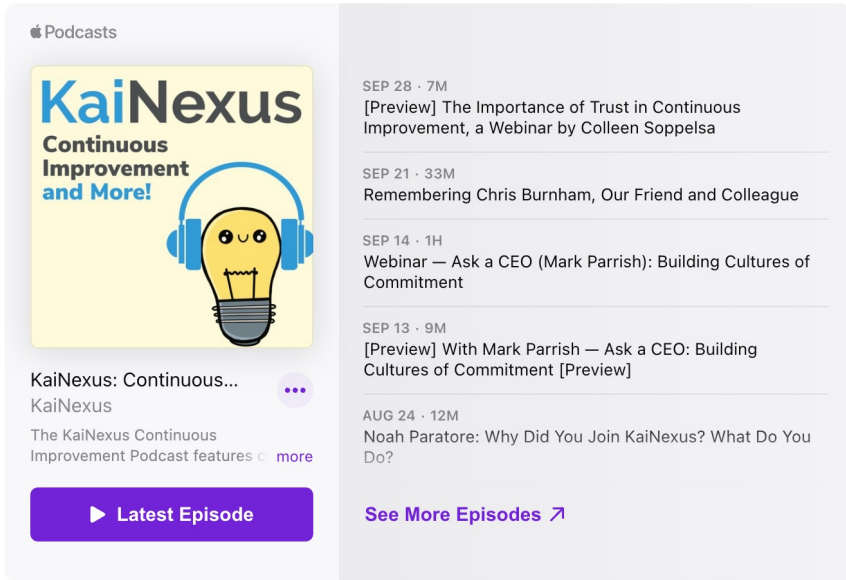


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