

Creating an Improvement Culture using BTFA.

Behind every number, are people

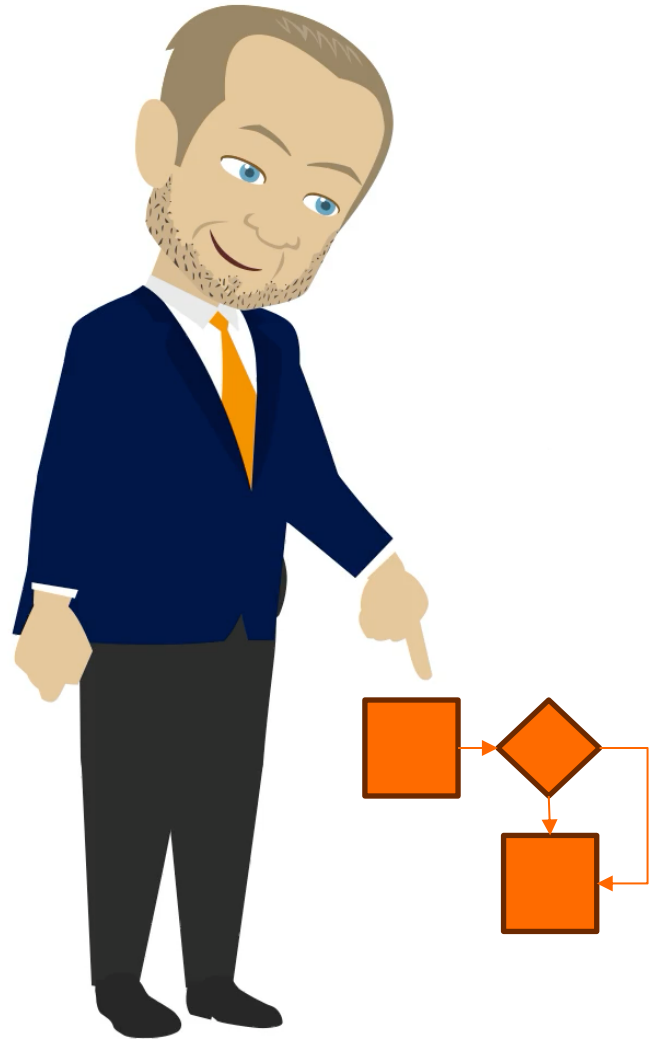


David Bovis

Duxinaroe.com

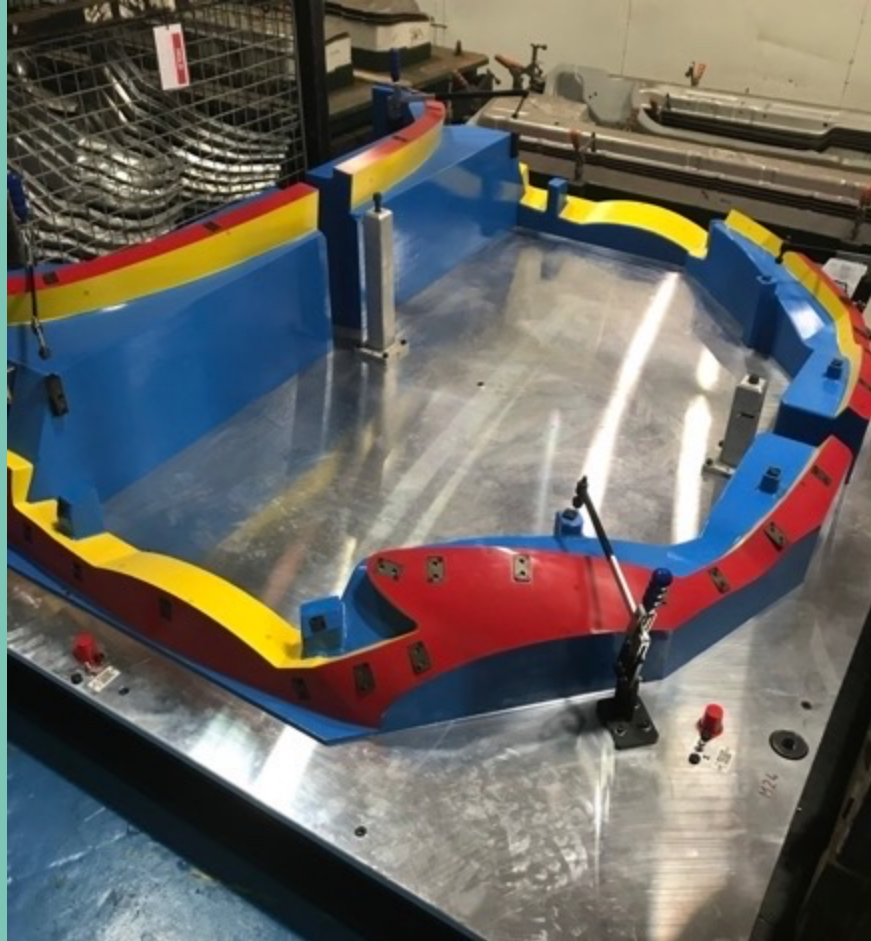


Renewables & Innovation



DISENGAGEMENT

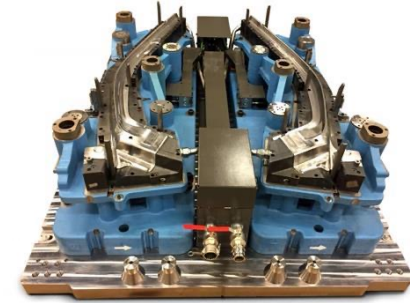




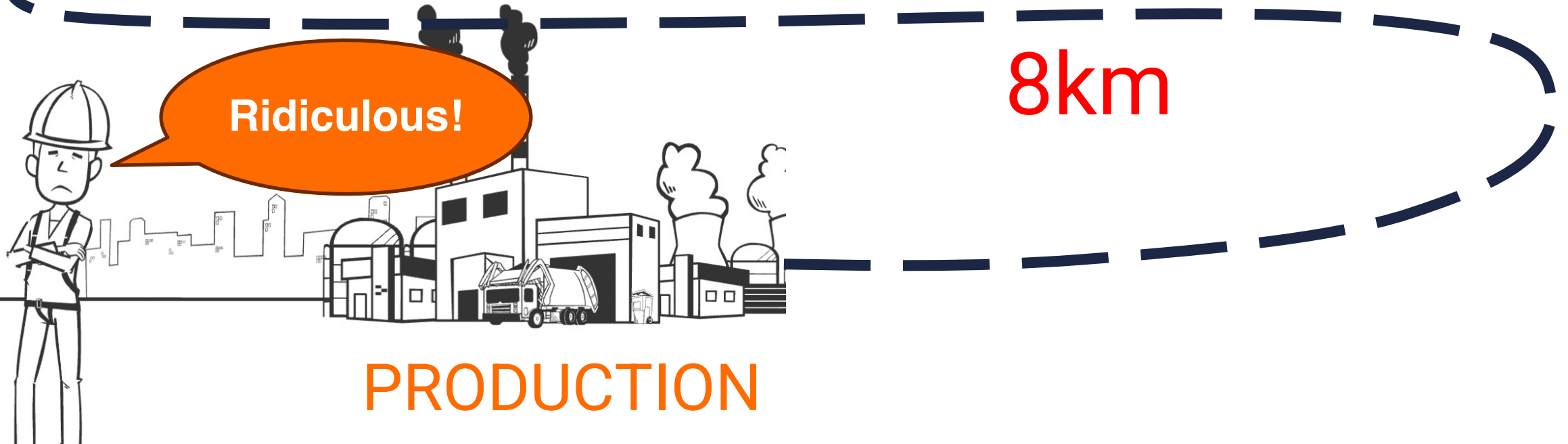




Quantity >300



40t

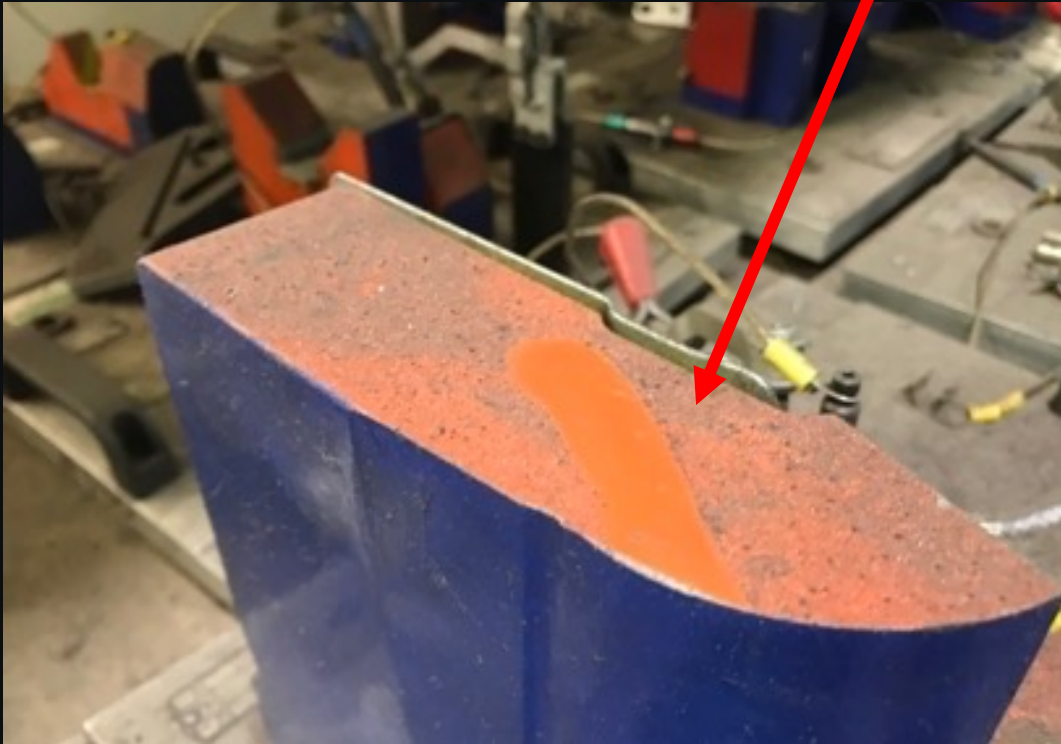


Transport Wastes



NITROGEN GENERATOR denied OXYGEN HIRE Continued
= Huge process time increase due to burrs and grinding requirements.

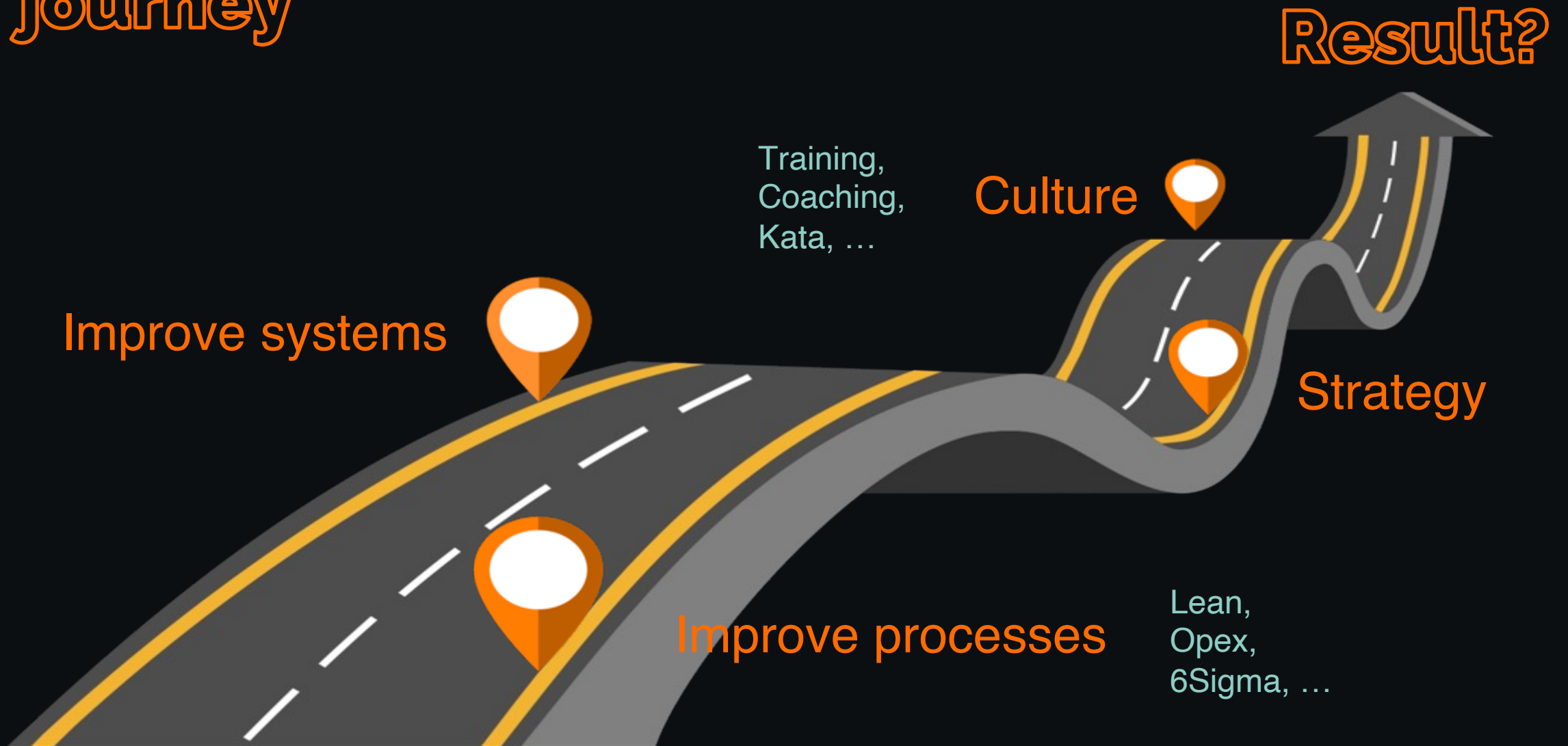
Disengagement = Dirt



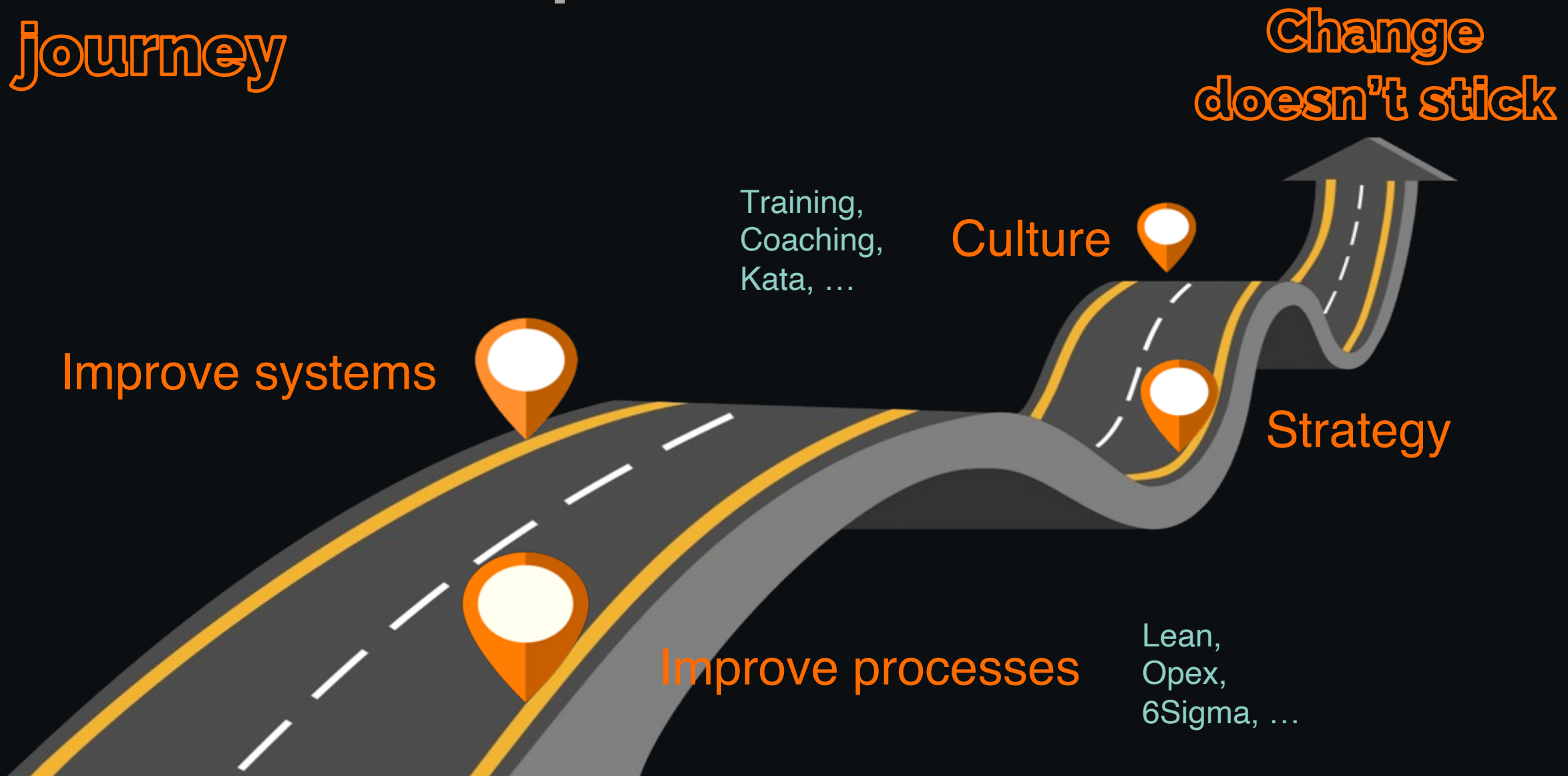
= Quality Problems



A Continuous Improvement Journey



A Continuous Improvement journey

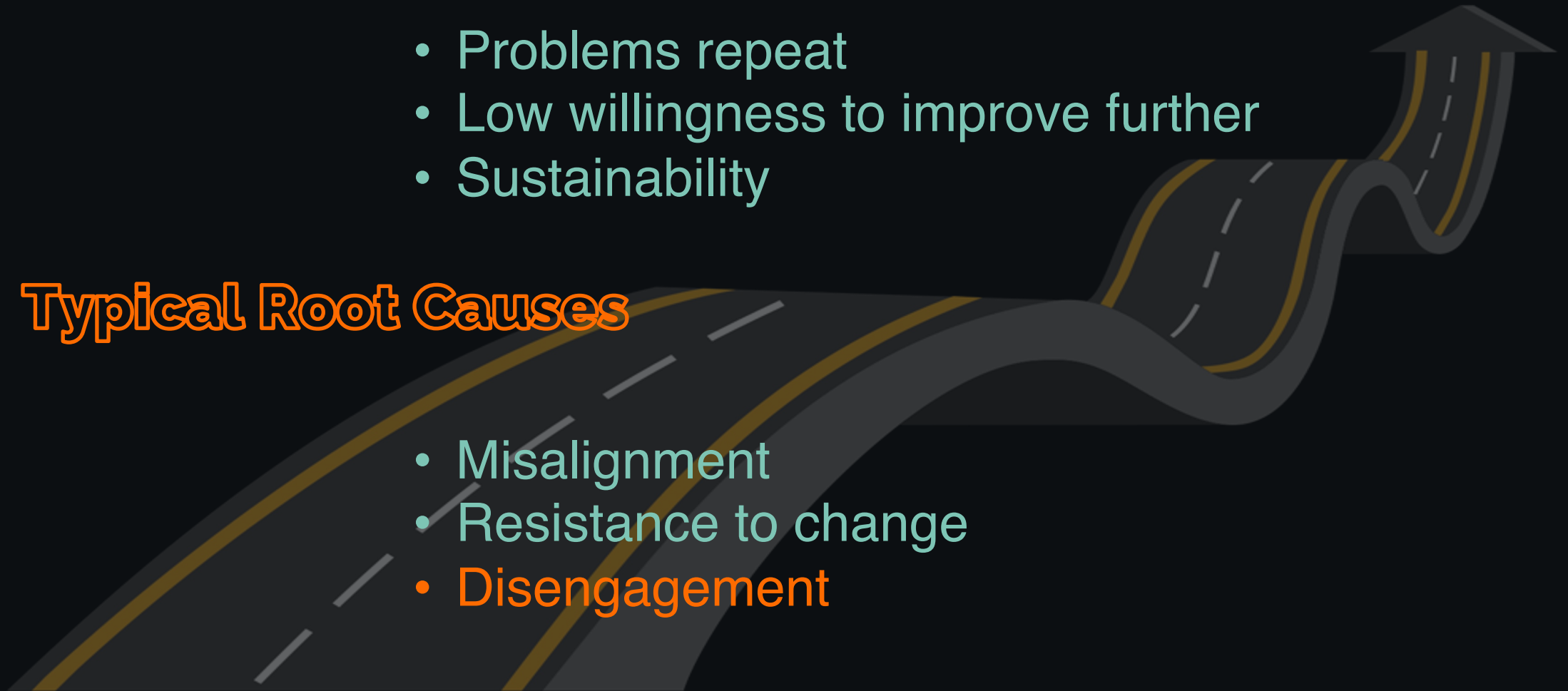


Typical Problems

- Problems repeat
- Low willingness to improve further
- Sustainability

Typical Root Causes

- Misalignment
- Resistance to change
- Disengagement



Gallup's State of the Global Workplace:

2022 Report



World

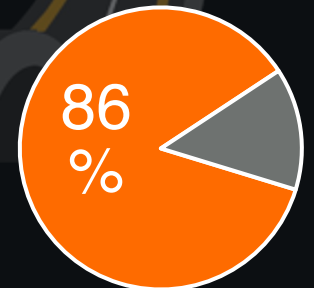
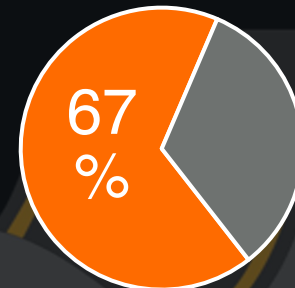
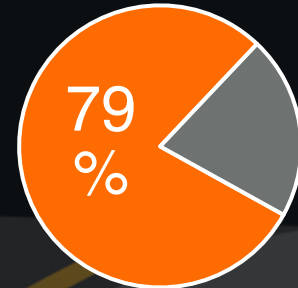


US&Canada

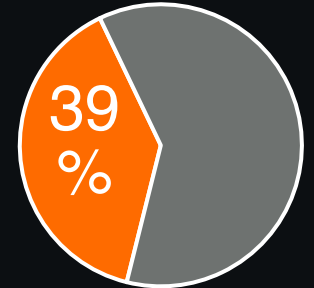
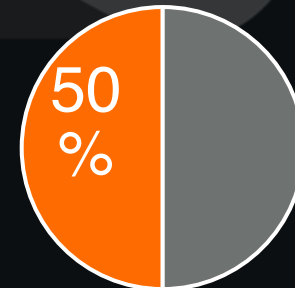
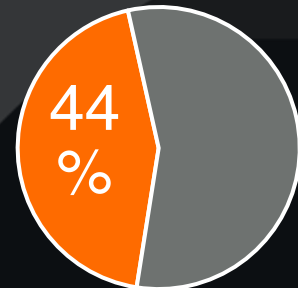


Europe

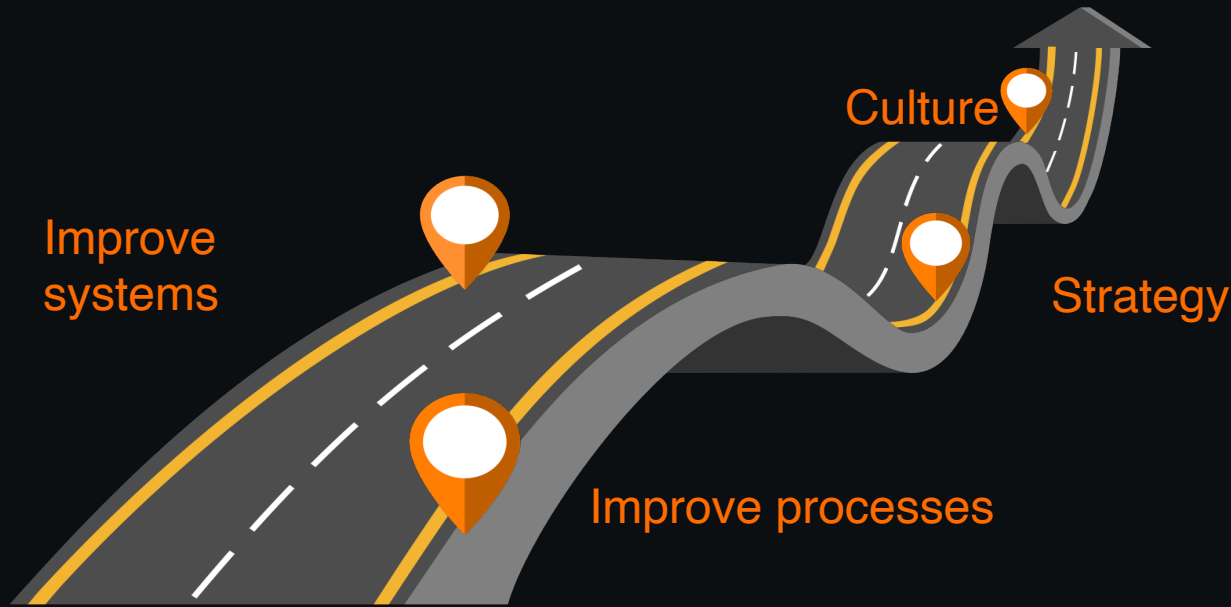
Disengaged
employees



Stressed
employees



Change = Continuous Improvement



+ **BTFA**
Common language
Emotional engagement
Psychology of change

Continuous
Improvement

=

Continuous Improvement of:

- Culture
- Strategy
- Systems
- Processes

=

**Managing
the
change**

Why does this matter?

High engagement & trust = High Performance



Compared with people at low-trust companies, people at high-trust companies report:

74% less stress, 106% more energy at work, 50% higher productivity, 13% fewer sick days, 76% more engagement, 29% more satisfaction with their lives, 40% less burnout.

10-year neuroscience study led by Paul Zak



Triggering -ve Emotional responses hits the bottom line

Studies conducted by Christine Porath found ...
Where we experience incivility (rudeness) from
leaders, the effects are severe and costly ...

- **Direct effect**

- People cut back their effort by 66%
- 80% took more time off work
- 12% left their job

- **Indirect effect**

- Effort dropped 25% in those witnessing, rather than suffering incivility
- 45% fewer improvement ideas were provided

The impact of stressful work on our children!

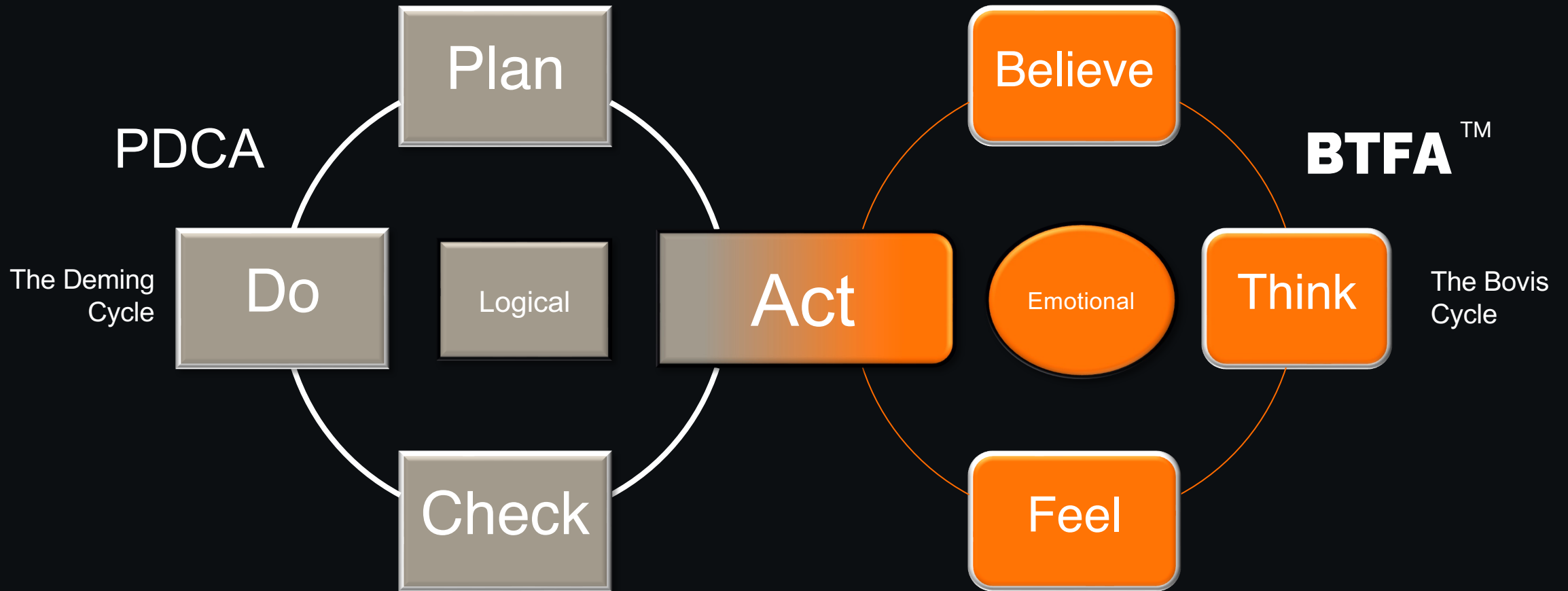
Maureen Perry Jenkins – Psychology Professor @ University of Massachusetts
10-year study – 370 working-class families – asking this question ...

“What impact does a parent’s work experience have on the development of their child?”

The parents who were ‘Controlled’ and had insecure supervisors, bosses and colleagues, were less **engaged** with their kids when they got home in the evenings.

Those children went on to develop worse reading skills, worse maths skills, worse social skills and had more behavioural problems / lower-level life outcomes.

The experience in the work environment impacts the families and children of the people you lead



PDCA is the way we improve our work continuously

But the human brain doesn't work like this. We mostly make our decisions emotionally.

If the work conflicts with emotions, brains cannot work at their best.

For brains to work at their best, we must balance the rational and emotional worlds.

The missing piece of the puzzle

A profitable high-performance **culture** is a by-product of **people**, what they believe and how they think, feel and act.

(How they **relate** to Leadership, Strategy, Process and Systems)



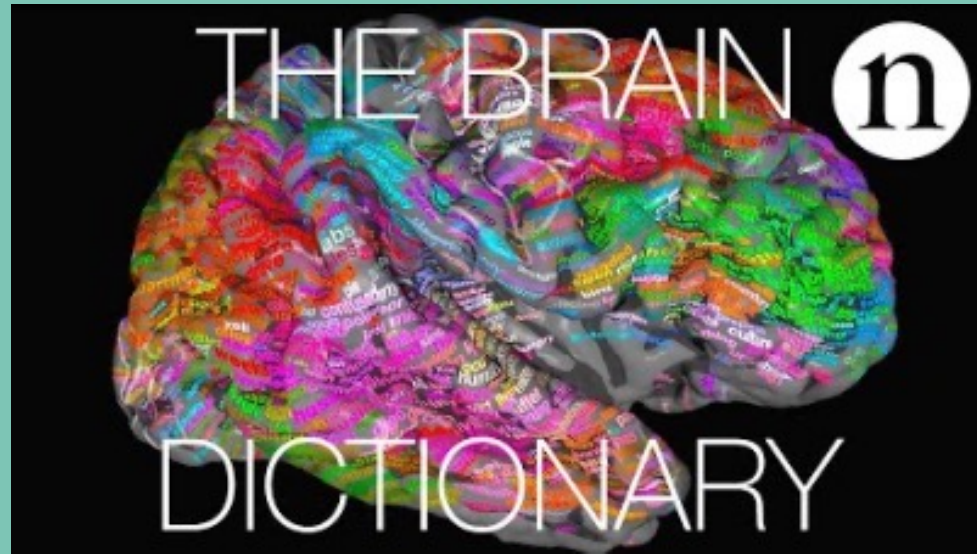
Keep it simple ...

Brain function = real reason for resistance & disengagement / engagement & improvement.

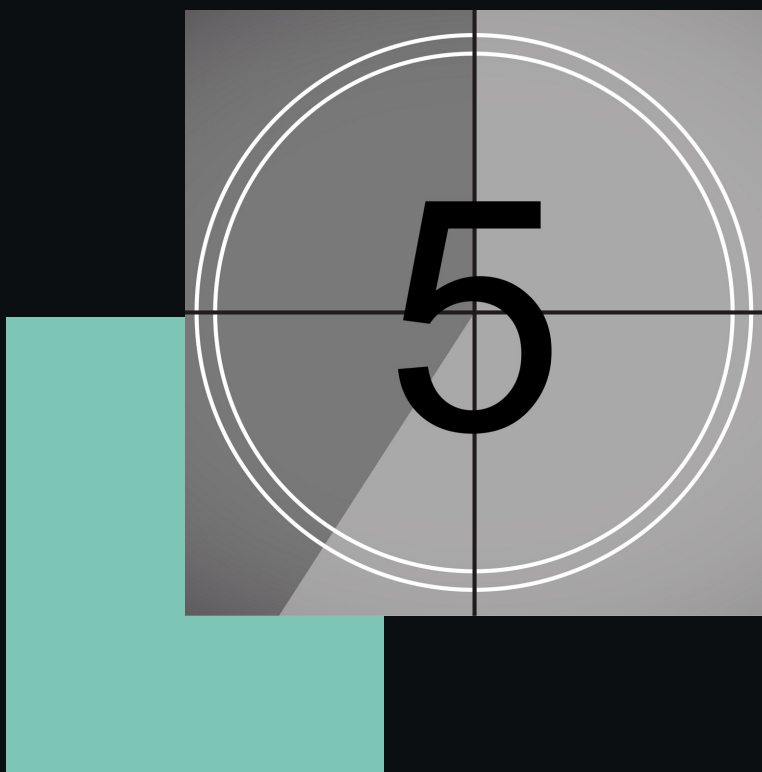
Update from psychology to the latest science ... to speak 'brain language'.
(confusing?)

BTFA is a new way of thinking that ensures everything we understand about change aligns to the latest science.





<https://www.youtube.com/watch?v=k61nJkx5aDQ&t=190s>



WATER

BANANA

SMOKE

STREET

START

SPREAD

SUMMER

SOCIAL

HAND

EYE

TOOTH

SOAP

ROTTEN

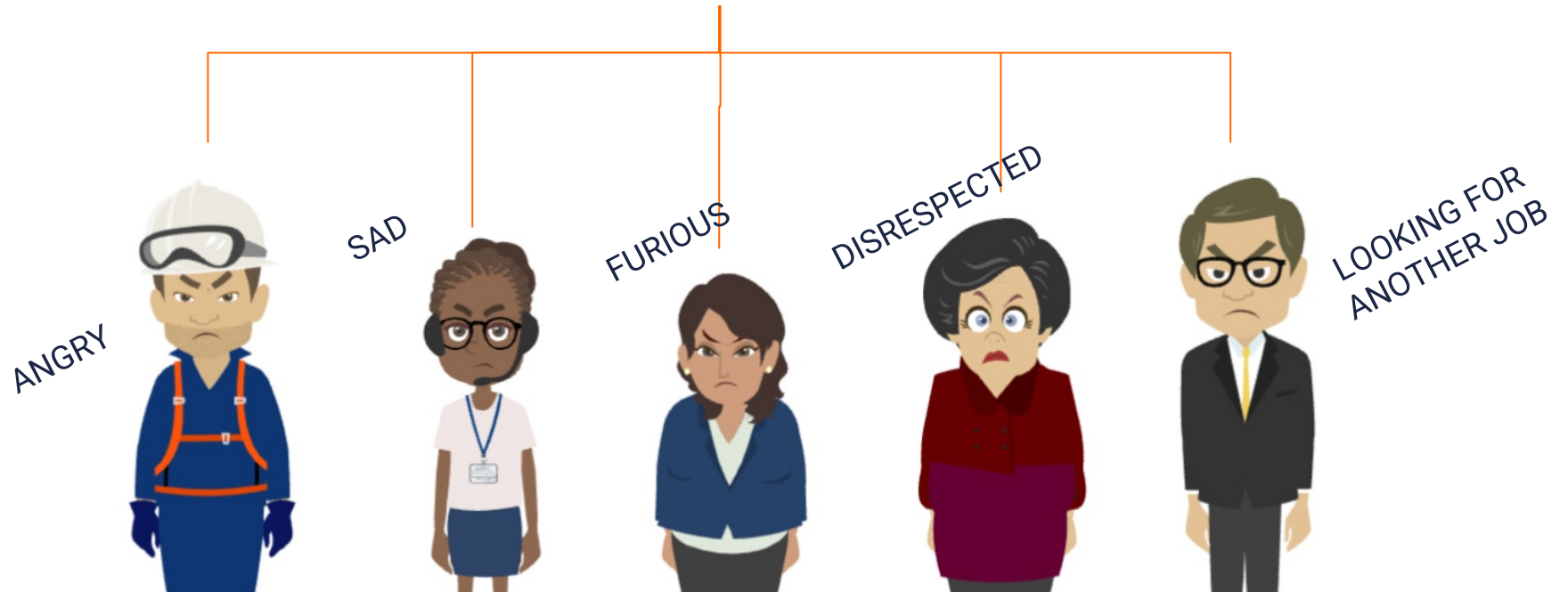
SIGN

EASY

Bosses
act
like bosses
act!



“HOW DO **THEY** NOT
GET IT?”
“Why are *they* so lazy?”
“WHAT IS WRONG
WITH THIS NEW
GENERATION”?



True Story



- Vehicle Lighting Manufacturer
- Connector block cell.
- 12 assembly staff.
- GM on Holiday.
- Director called – Loss making / redundancies.
- 1 week Lean activity. 12 staff reduced to 5.
7 re-deployed, cancelling recruitment drive.
Supplier quality issues resolved = 364% productivity improvement / return to profit.
- GM returned. Surprised at the changes.
- 3 months later. Various staff moves. No-one left in the cell who had been through the exercise. Process / standards ignored. 10 staff. Return to loss making.

Question?

- What was happening here?
- Why do you think the GM undermined the approach and the work done?





Recognition test

DO YOU KNOW THIS MAN?

Systems Thinking

Clue

Imagine you want to build the best car in the world, so you take the engine from a Lamborghini, the body work from a Ferrari, the Drive train from a McLaren, the interior from a Jaguar etc. What do you get?

Ans: You don't even get a car! Because there is no relationship between the parts, they cannot interact.

RUSSEL ACKOFF

"A **happy** worker, is a productive worker..."



*"If there isn't **joy** in work, you won't get productivity, and you won't get quality.."*

Russ Ackoff

Root cause of performance = the emotional state of people

So, how do we define emotions like 'happiness' in neuroscientific terms?

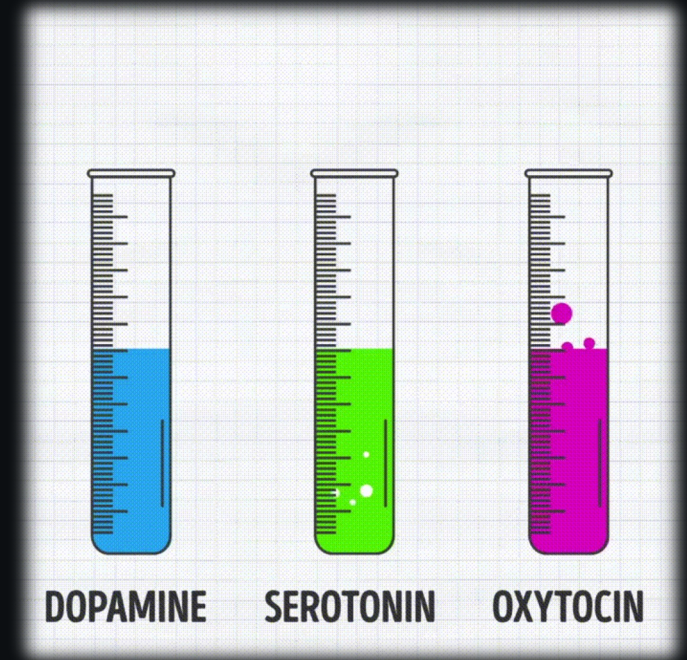


✓ Dopamine

✓ Serotonin

✓ Oxytocin

✓ Cortisol



Duxinroe Presentation

Understanding Basic Brain Function = The foundation for EQ / EI

GREATER KNOWLEDGE
BETTER DECISIONS



People [Brains] NEED to relate ...

THE COST of DISENGAGEMENT

People must be able to relate, to interact if they are to perform at their best ...

The good news? We now have neuroscience to detail ambiguous terms like 'Interaction' and 'Relationship'.

£450 billion

Cost to US Industry

89%

Disengagement (UK)



We must 'know people'

100% of employees are *people*.

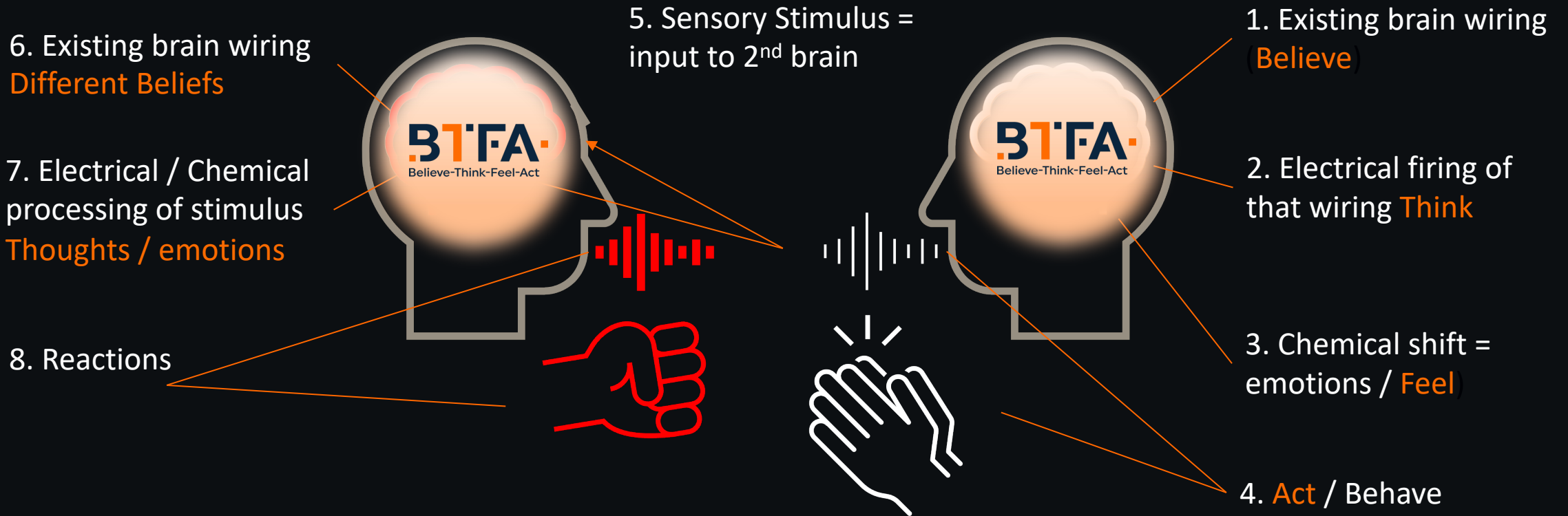
100% of customers are *people*.

100% of investors are *people*.

If you don't understand people, you don't understand business.

- Simon Sinek

The basic building block of culture = 'Relationship'



AWAY FROM



**DEFENCE
RESISTANCE**

The defence mechanisms of

OUR EVOLVED BRAIN

RESPOND



TO SURVIVE

The Socio-Technical Environment

Agile, Lean, OpEx, 6Sigma, Continuous Improvement
and other change initiatives can only be successful
and sustainable if employees support them.

TOWARDS



**ENGAGEMENT
SUPPORT**



Some of the

SOCIO-TECHNICAL FACTORS

Sugar in food, lack of sleep, gamified apps, interactions with technology, heavy workload, Inbox overload, angry boss, injustice, favouritism ...

That keep us stressed

The human brain simply cannot 'Engage' if the chemical balance is off & the parts of the brain related to defence are firing.





BTFA
Believe-Think-Feel-Act

If brains are stressed, while surviving ...

CAN YOUR PEOPLE ENGAGE?

If the majority of stimulus coming from the environment triggers their brains to remain in an 'AWAY FROM' chemical state?

Change program?
In your



<https://www.youtube.com/watch?v=ubNF9QNEQLA>



<https://www.youtube.com/watch?v=ZdzWwH4mg0> |

The results of leaders understanding brain function.

FROM THE HORSES MOUTH

GKN Aerospace

01

Correlation graph – BTFA adoption – greater performance across all KPIs

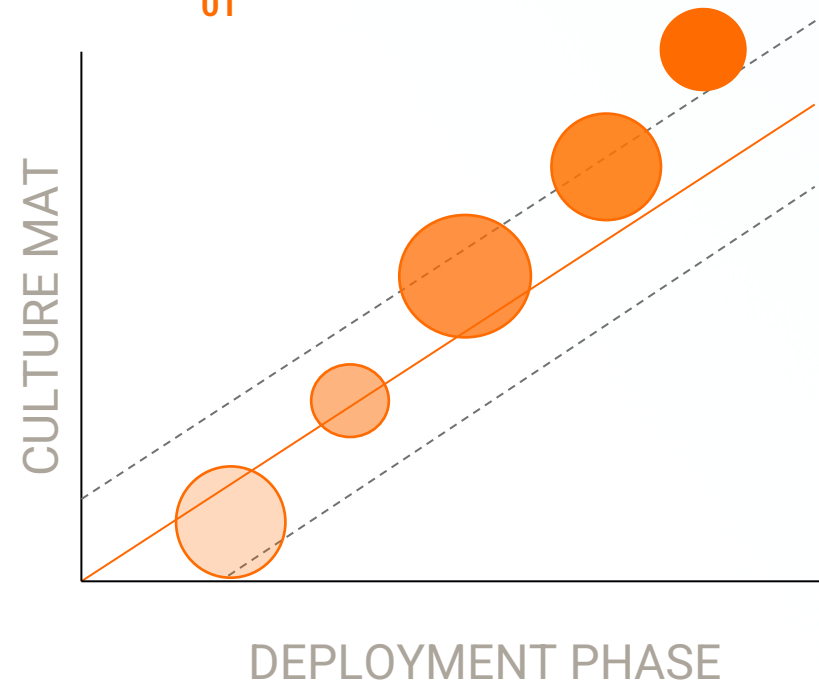
Toyota Boshoku

02

Great place to work survey – 12% 'Engagement' score jump, in-year!

GKN: Representative data only

01



02

GPTW – **+12% ENGAGEMENT**
(In-Year)

PEOPLE PROCESS SYSTEMS

Back to ACKOFF ...

“To manage a system effectively, you must focus on the interactions of the parts rather than their behaviour taken separately”

People are part of the system ... and root cause of people interacting, is brain function.



BTFA
Believe-Think-Feel-Act



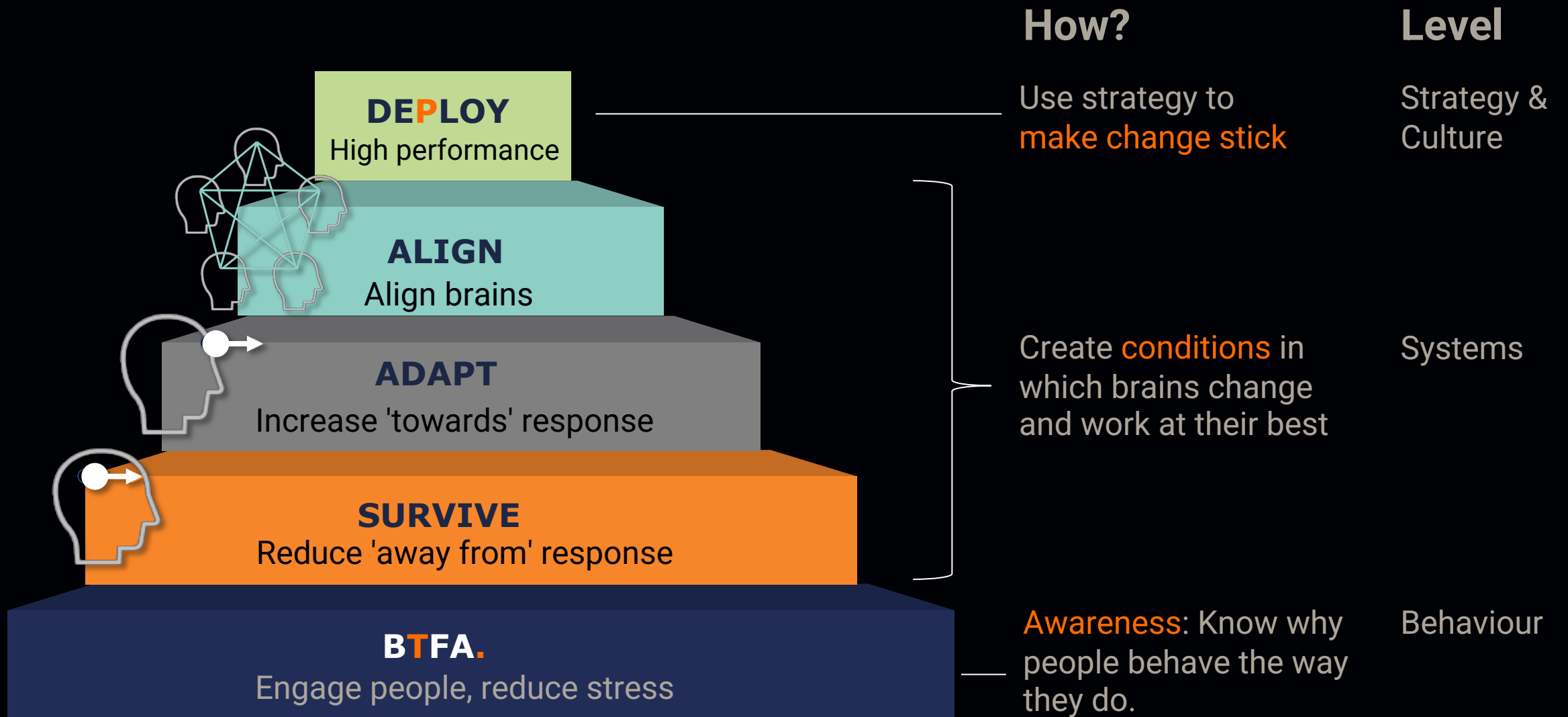
1949

“It was the psychological response provoked by an **inclusive leadership style that led to productivity improvements, NOT the tools or methods themselves!”**

GEORGE ELTON MAYO

BTFA COURSE INTRO





"A **happy** worker, is a productive worker..."

Any Questions?

Time To Say Goodbye And

Thanks.



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- Join the BTFA **Group** on LinkedIn
- Connect with me on LinkedIn
- Read more at www.Duxinaroe.com
- Take the course at Duxacademy

David Bovis

Duxinaroe.com