



“Make Work More Human”



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3-6 December 2018 :: Berkeley, CA, USA

1



Make *Government* More
Human



What is fear?

An instinctive response to a perceived threat to physical or psychological safety.

Fear is a survival mechanism.



Psychological Threat = Physical Threat



Fight or Flight at Work



What scares people at work?



I asked,
“What is the most important job of a leader?”

“To **eliminate fear** from the workplace,”
replied DES Director Chris Liu.



Less fear and more what??

Fear



????

Love.

“There are **only two emotions: love and fear.**”

All positive emotions come from love;
all negative emotions from fear.

From love flows

happiness, contentment, peace, and joy.

From fear comes

anger, hate, anxiety and guilt.”

~Elisabeth Kubler-Ross, Psychiatrist

Love is...

a limbic connection that attunes us to each other, creating steadiness, positive regard, and care.

*If fear helps us survive,
love helps us thrive.*



My Hypothesis



If we decrease “fear” and increase “love” in the workplace, then we will deliver better value to Washingtonians and make public service deeply gratifying.

Fear and Love Research Interviews

- 50 interviews, self-selected participants.
- Responded to request via email, social media, or listserv.
- 80% public employees; 20% privately employed.
- 76% Female; 24% Male.
- 50% leaders; 50% individual contributors.
- Method:
 - “Tell me a story about a time when you felt afraid at work.”
 - “Tell me a story about a time when you felt loved at work.”
- 70% One on One interviews/30% Group Workshops.
- Analysis: Review stories for topics, group, identify themes.

Fear Stories



“I didn’t know how to be successful after a **change**.”

“I was **betrayed.**”

Research findings: Themes from fear stories from interviews by Renée M. Smith, Results Washington, www.MakeWorkMoreHuman.com.

“I was **humiliated.**”

Research findings: Themes from fear stories from interviews by Renée M. Smith, Results Washington, www.MakeWorkMoreHuman.com.

“I was **isolated** during
a personal crisis.”

Research findings: Themes from fear stories from interviews by Renée M. Smith, Results Washington, www.MakeWorkMoreHuman.com.



“Fear is not a management strategy.”

Individual Reflection

Recall a time when you
felt afraid at work.

With a partner:

Describe a time when you
felt loved at work.

*“Loved” could mean belonging, trust, care,
respect, empathy, acceptance, inclusion, etc.*



“My leader **cared** about me.”

“My team was like a family.”

Research findings: Themes from love stories from interviews by Renée M. Smith, Results Washington, www.MakeWorkMoreHuman.com.

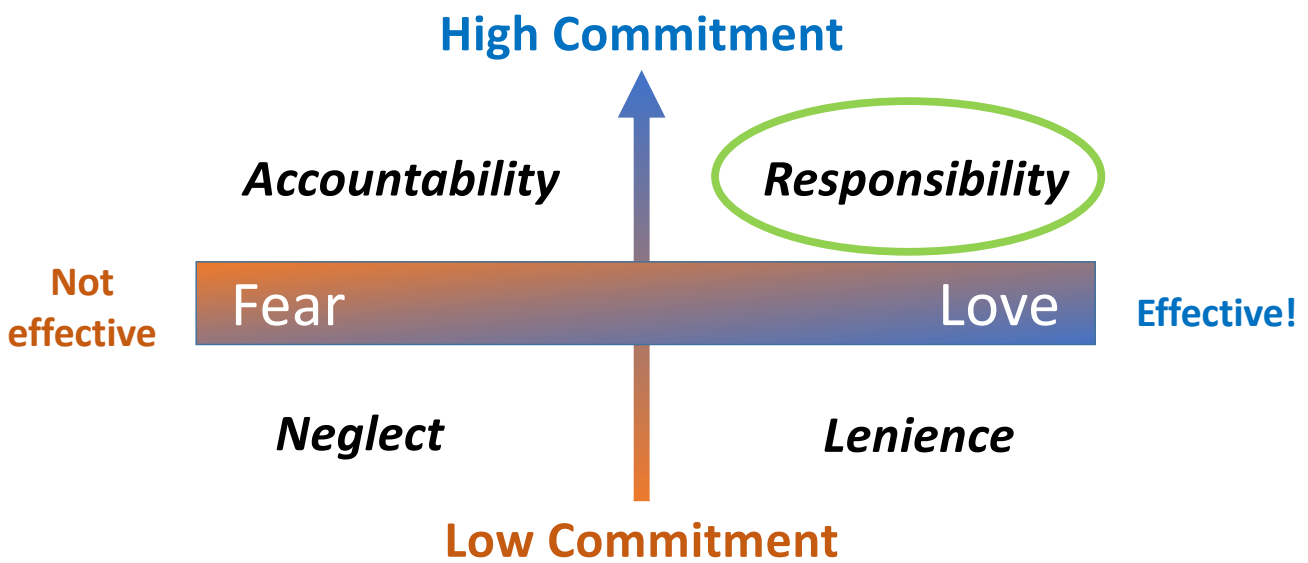
“I received support during
a personal crisis.”

Research findings: Themes from love stories from interviews by Renée M. Smith, Results Washington, www.MakeWorkMoreHuman.com.

Love is
an excellent
management
strategy!



“But won’t love be too soft?”



Basic Advice for Teams to Increase Love

Demonstrate value for each other.

Greet each other. Look colleagues in the eye. Give your full attention. When meeting, minimize time on devices doing email/text. Show up to commitments.

Invest in building relationships.

Check in: "How are you in this present moment?" Get to know each other as people. Respect styles and preferences. Celebrate together. Share food.

Create trust and belonging.

Support team members when life happens. Give credit. Express appreciation. Pitch in. Follow through. Practice listening to understand. Value differences.

Work through challenges.

Suspend assumptions. Assume positive intent. Don't triangulate. Work out issues directly. When trust is broken, work to repair trust. Forgive.

Drawn from research findings from love and fear interviews by Renée M. Smith, www.MakeWorkMoreHuman.com.

Basic Advice for Leaders to Increase Love

Be respectful.

Don't yell, bully, name call, humiliate, intimidate or denigrate colleagues. Convey regard, care, belonging, trust, acceptance.

Be humble.

Intentionally level the hierarchy. Practice humble inquiry. Listen to understand. Show sincere interest in team members. Apologize for your mistakes. Seek to understand how others experience the team.

Have integrity.

Do what you say you will do. Be trustworthy. Keep the highest ethical standards. Become aware of and learn to manage your implicit biases. Treat team members fairly.

Create safety.

Intentionally break down siloes. Share mental models of care. Support healthy conflict. Intervene when someone chronically creates fear.

Drawn from research findings from love and fear interviews by Renée M. Smith, www.MakeWorkMoreHuman.com.

“The higher up the org chart
you are as a leader,
the greater your capacity
for love must be.”

- Renée Smith

Renée M. Smith, Results Washington, www.MakeWorkMoreHuman.com.



Each day you face challenges.
Will you put love or fear in action?



Jeff Canaan

Assistant Director, Workforce Support & Development

Challenge

New Leader of division

Inherited customer complaints

Legislature threatened budget cuts

Love in Action...

- Respect and facilitative leadership
- Taught listening to understand.
- Pursue customer satisfaction



Rick Garza

Director of the Liquor and Cannabis Board

Challenge

Mistake by manager

Love in Action

- Coached and supported her
- Checked in on her.
- “We are family, and you aren’t alone.”



24/7 Home Care Team

Challenge

Demanding, isolating work

Love in Action

Team's "Love Letters" in logbook



Workplace Learning and Performance Team

Challenge

On boarding new team members

Love in Action

- Manager's focused attention.
- Get acquainted over coffee.
- Showed where to park.



Support for a loving, human-centered workplace





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“I Love You, Howard Behar”: Howard Schultz Pays Tribute to Former Starbucks President in Heartfelt Speech

Love in the workplace: Howard Schultz says it's what the world needs more of.

BY: JOHN LEVESQUE



Image Credit:
Howard Schultz and Howard Behar of Starbucks embrace on stage at the 2018 Seattle Business Magazine Executive Excellence Awards.



Make Work More Human



Thank you!

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