

Relational approach to process improvement

What is it?

- A relational approach to process improvement combines technical tools with relational tools
- Relational tools focus on building psychological safety and relational coordination across differences

What is it used for/ Purpose?

- Together technical and relational tools help workers to improve work processes and achieve their desired performance outcomes

Many technical approaches to process improvement

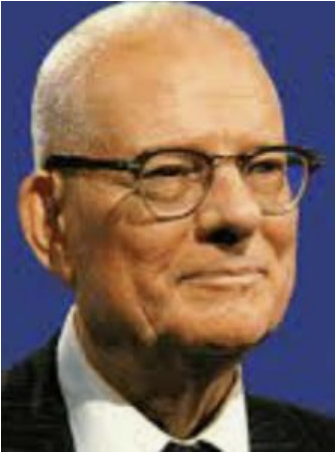
- ◆ Reengineering
- ◆ Total quality management
- ◆ Quality improvement
- ◆ Lean
- ◆ Six sigma
- ◆ Improvement science (IHI)

Addressing technical issues is necessary - but not sufficient

“We’ve been doing process improvement for several years, and we think we’re on the right track. But we’ve tried a number of tools for process improvement, and they just don’t address the relationship issues that are holding us back.”

- Bob Hendler, Tenet Healthcare Systems

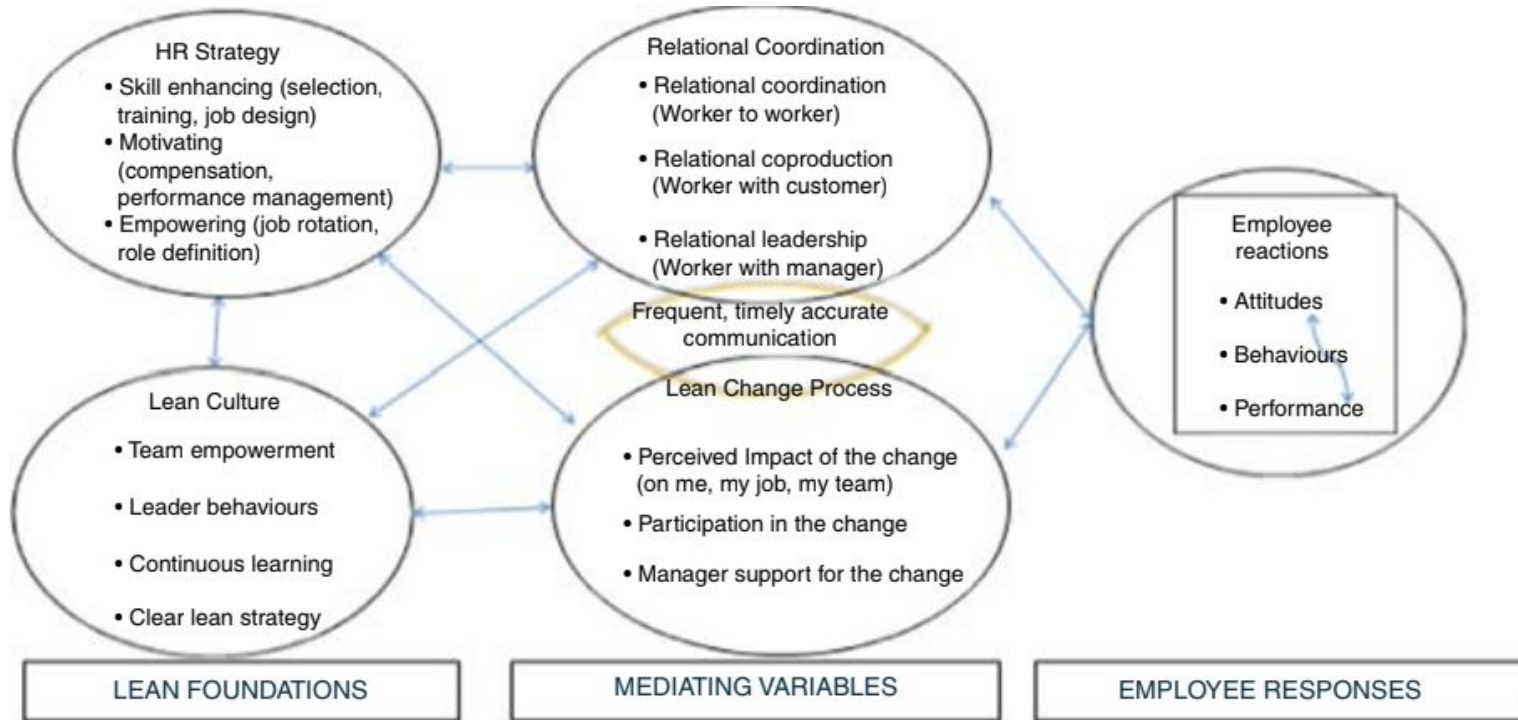
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Relationships of shared goals,
shared knowledge and mutual respect
*create a culture that supports
process improvement*

W. E. Deming (1986). *Out of the Crisis*. MIT Press.

Relational coordination as the social pillar of lean



McMackin, J., & Flood, P. (2019). [A theoretical framework for the social pillar of lean.](#) *Journal of Organizational Effectiveness: People and Performance*, 6(1), 39-55.