HAUFE.

Introduction in

hifi-process

(happiness, input, feedback, improvement)

Strategy Meeting | January, 8th 2016

Why this session?

Why this session?

Lot of talks, feedback and input from lots of people

- drafted a first version of constitution to make things clearer
- deciding and putting in effect tomorrow morning

Why this session?

Lot of talks, feedback and input from lots of people

- drafted a first version of constitution to make things clearer
- deciding and putting in effect tomorrow morning

Lot of thoughts how to improve our working together

- in some teams there is a regular retro to improve
- we want to implement this process for the whole company

Why this session?

Lot of talks, feedback and input from lots of people

- drafted a first version of constitution to make things clearer
- deciding and putting in effect tomorrow morning

Lot of thoughts how to improve our working together

- in some teams there is a regular retro to improve
- we want to implement this process for the whole company

Goal

- not yearly eruptions approaching year end and elections
- continuous improvement and possibility to give regular feedback

Why this session?

Lot of talks, feedback and input from lots of people

- drafted a first version of constitution to make things clearer
- deciding and putting in effect tomorrow morning

Lot of thoughts how to improve our working together

- in some teams there is a regular retro to improve
- we want to implement this process for the whole company

Goal

- not yearly eruptions approaching year end and elections
- continuous improvement and possibility to give regular feedback

But let me start with some thoughts ...

Happiness

Happiness = Reality – Expectations

Happiness = Reality – Expectations

Example

Expectation

Happiness = Reality – Expectations

Example

Expectation

Reality

Happiness = Reality – Expectations

Example

Expectation

Reality

Happiness

Happiness = Reality – Expectations

Example

Expectation

Reality

Happiness

Happiness = Reality – Expectations

Example

Expectation

Reality

Happiness

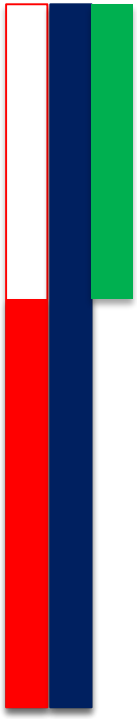
Happiness = Reality – Expectations

Example

Expectation

Reality

Happiness



Happiness = Reality – Expectations

Example

Expectation

Happiness = Reality – Expectations

Example

Expectation

Reality

Happiness = Reality – Expectations

Example

Expectation

Reality

Happiness

Happiness = Reality – Expectations

Example

Expectation

Reality

Happiness

Happiness = Reality – Expectations

Example

Expectation

Reality

Happiness

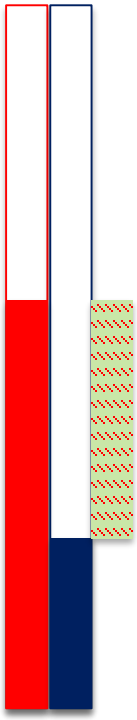
Happiness = Reality – Expectations

Example

Expectation

Reality

Happiness



Happiness = Reality – Expectations

Same reality

Expectation **Reality** **Happiness**

Happiness = Reality – Expectations

Same reality

Expectation **Reality** **Happiness**

Happiness = Reality – Expectations

Same reality

Expectation **Reality** **Happiness**

Happiness = Reality – Expectations

Same reality

Expectation

Reality

Happiness

Happiness = Reality – Expectations

Same reality

Expectation

Reality

Happiness

Happiness = Reality – Expectations

Same reality

Expectation

Reality

Happiness

Happiness = Reality – Expectations

Same reality

Expectation

Reality

Happiness

Happiness = Reality – Expectations

Happiness = Reality – Expectations

Perceptions

Happiness = Reality – Expectations

Perceptions

Expectation

Happiness = Reality – Expectations

Perceptions

Expectation

Perception

My Reality

Happiness = Reality – Expectations

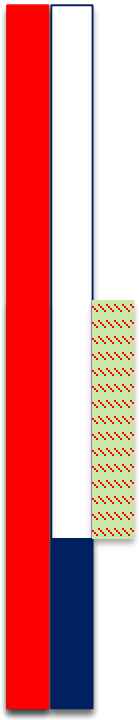
Perceptions

Expectation

Perception

My Reality

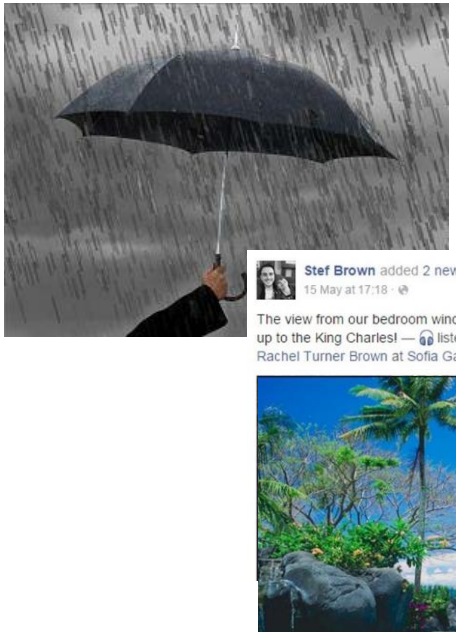
Happiness



Happiness = Reality – Expectations

Perceptions

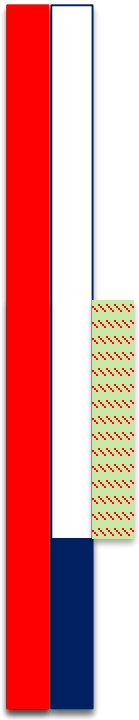
Expectation



Perception

My Reality

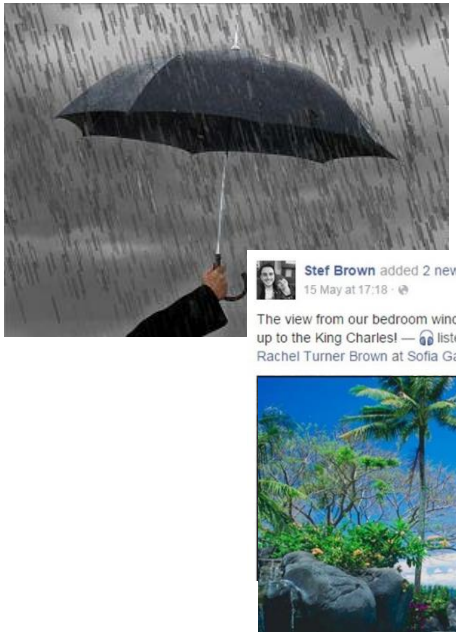
Others' Reality



Happiness = Reality – Expectations

Perceptions

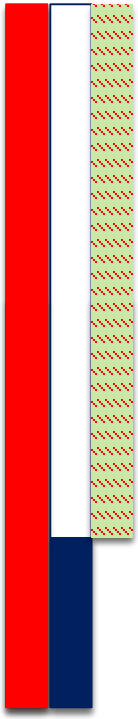
Expectation



Perception

My Reality Others' Reality

Happiness



Happiness = Reality – Expectations

We as a company

Expectations

Happiness = Reality – Expectations

We as a company

“We have to grow much much faster than the market.”

Expectations

Happiness = Reality – Expectations

We as a company

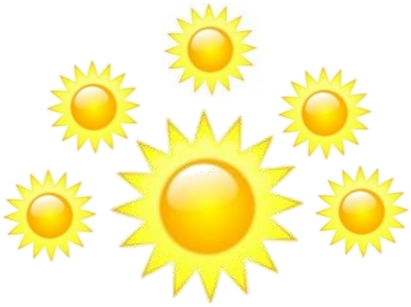
"We have to grow much much faster than the market."

"We have to be better than competitors that are 20-50 times bigger than we are."

Expectations

Happiness = Reality – Expectations

We as a company



"We have to grow much much faster than the market."

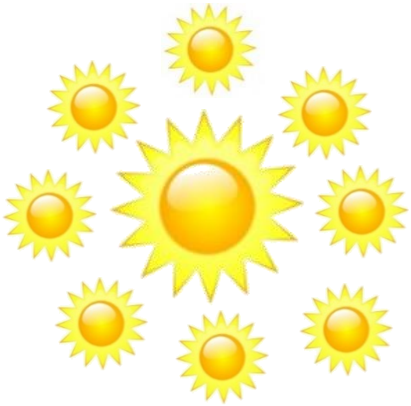
"We have to be better than competitors that are 20-50 times bigger than we are."

"Our colleagues have to perform perfectly and make no mistakes."

Expectations

Happiness = Reality – Expectations

We as a company



Expectations

"We have to grow much much faster than the market."

"We have to be better than competitors that are 20-50 times bigger than we are."

"Our colleagues have to perform perfectly and make no mistakes."

"Our leaders have to solve everything and make no mistakes."

Happiness = Reality – Expectations

We as a company

Expectations

"We have to grow much much faster than the market."

"We have to be better than competitors that are 20-50 times bigger than we are."

"Our colleagues have to perform perfectly and make no mistakes."

"Our leaders have to solve everything and make no mistakes."

"We should take bold decisions, but not those I don't agree with."

Happiness = Reality – Expectations

We as a company

Expectations

"We have to grow much much faster than the market."

"We have to be better than competitors that are 20-50 times bigger than we are."

"Our colleagues have to perform perfectly and make no mistakes."

"Our leaders have to solve everything and make no mistakes."

"We should take bold decisions, but not those I don't agree with."

"They tell everybody how great we are, therefore everything has to be perfect."

Happiness = Reality – Expectations

We as a company

Expectations

Happiness = Reality – Expectations

We as a company

Expectations

Happiness = Reality – Expectations

We as a company

Expectations

Happiness

Happiness = Reality – Expectations

We as a company

Expectations

Happiness

Happiness = Reality – Expectations

We as a company

Expectations

Happiness

Happiness = Reality – Expectations

Looking on how the things really are

Happiness = Reality – Expectations

Looking on how the things really are

Happiness = Reality – Expectations

Looking on how the things really are

Happiness = Reality – Expectations

Looking on how the things really are

Happiness = Reality – Expectations

Looking on how the things really are

Happiness = Reality – Expectations

Looking on how the things really are

Happiness = Reality – Expectations

Goal?

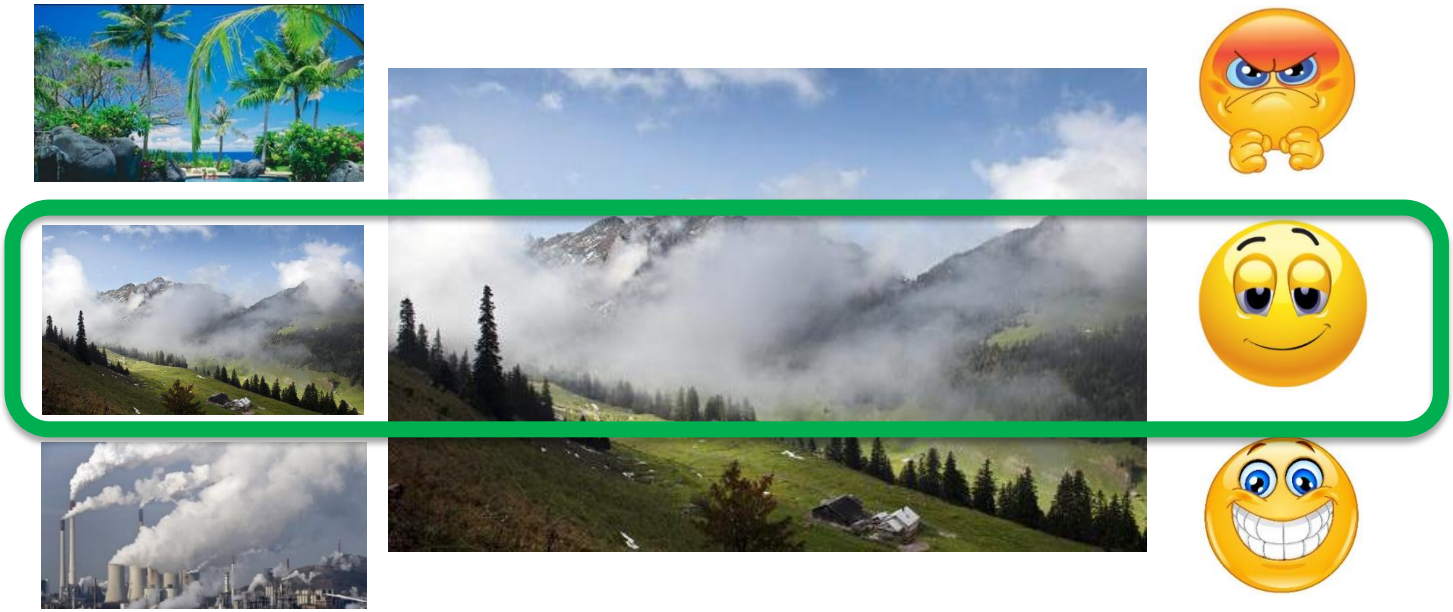
Expectation

Reality

Happiness

Happiness = Reality – Expectations

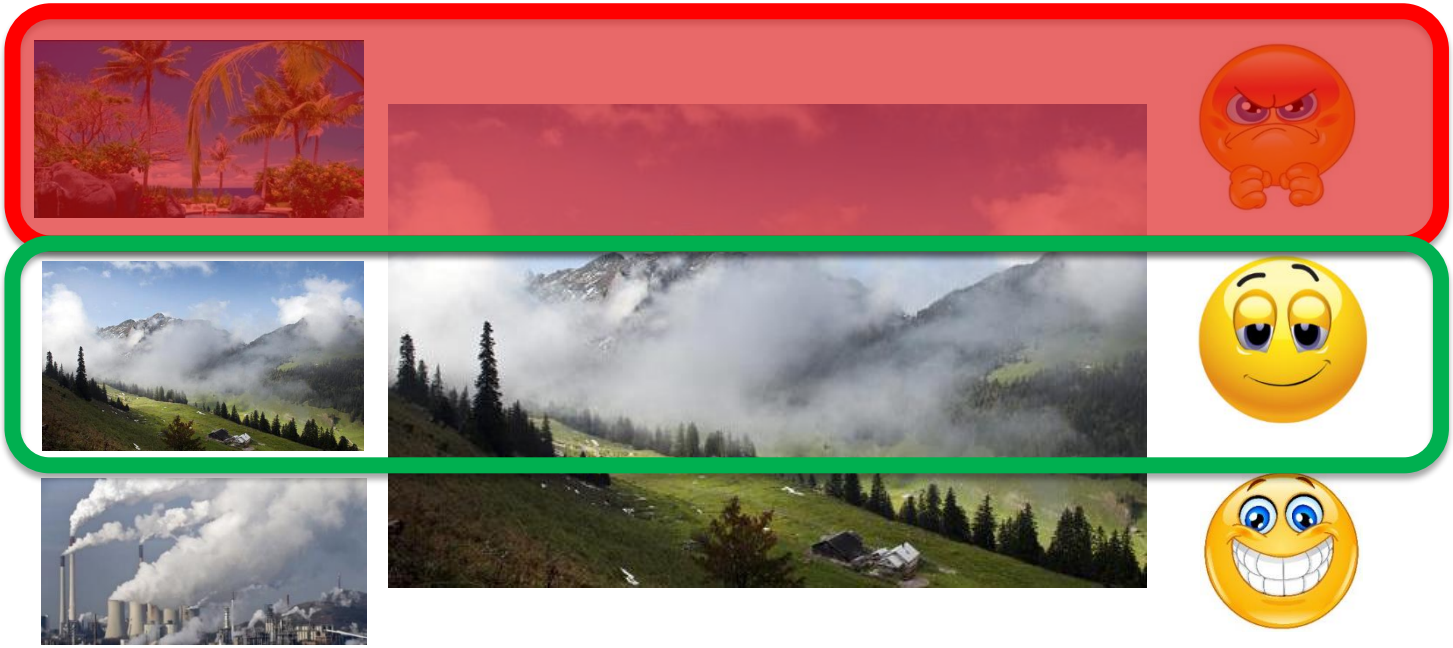
Goal?



Expectation Reality Happiness

Happiness = Reality – Expectations

Goal?



Expectation

Reality

Happiness

Happiness = Reality – Expectations

Goal?

Happiness = Reality – Expectations

Goal?

We should have high, but achievable expectations towards each other!

How to get to high but achievable expectations?

How to get to high but achievable expectations?

Talk about expectations and agree on them

How to get to high but achievable expectations?

Talk about expectations and agree on them

- discuss and decide on expectations

How to get to high but achievable expectations?

Talk about expectations and agree on them

- discuss and decide on expectations => elections, perf. dialog

How to get to high but achievable expectations?

Talk about expectations and agree on them

- discuss and decide on expectations => elections, perf. dialog
- define clear rules and live them

How to get to high but achievable expectations?

Talk about expectations and agree on them

- discuss and decide on expectations => elections, perf. dialog
- define clear rules and live them => constitution, manifest

How to get to high but achievable expectations?

Talk about expectations and agree on them

- discuss and decide on expectations => elections, perf. dialog
- define clear rules and live them => constitution, manifest
- give regular feedback and improve

How to get to high but achievable expectations?

Talk about expectations and agree on them

- discuss and decide on expectations => elections, perf. dialog
- define clear rules and live them => constitution, manifest
- give regular feedback and improve => hifi process

How to get to high but achievable expectations?

Talk about expectations and agree on them

- discuss and decide on expectations => elections, perf. dialog
- define clear rules and live them => constitution, manifest
- give regular feedback and improve => hifi process

Constitution and elections = tomorrow

How to get to high but achievable expectations?

Talk about expectations and agree on them

- discuss and decide on expectations => elections, perf. dialog
- define clear rules and live them => constitution, manifest
- give regular feedback and improve => hifi process

Constitution and elections = tomorrow

hifi process (happiness, input, feedback, improvement) = now

- explanation of process
- first run, feedback & experience
- first results for concrete improvements
- decision, if we want to do this in 2016

Democracy is not perfect, but the best of alternatives

Democracy is not perfect, but the best of alternatives

Based on our vision,

- we believe a democratic organization is not perfect,
- but the best system among all others
- to achieve great results and a purposeful workplace.

Democracy is not perfect, but the best of alternatives

Based on our vision,

- we believe a democratic organization is not perfect,
- but the best system among all others
- to achieve great results and a purposeful workplace.

Democracy only works,

- if we continuously work on it and improve it.

Democracy is not perfect, but the best of alternatives

Based on our vision,

- we believe a democratic organization is not perfect,
- but the best system among all others
- to achieve great results and a purposeful workplace.

Democracy only works,

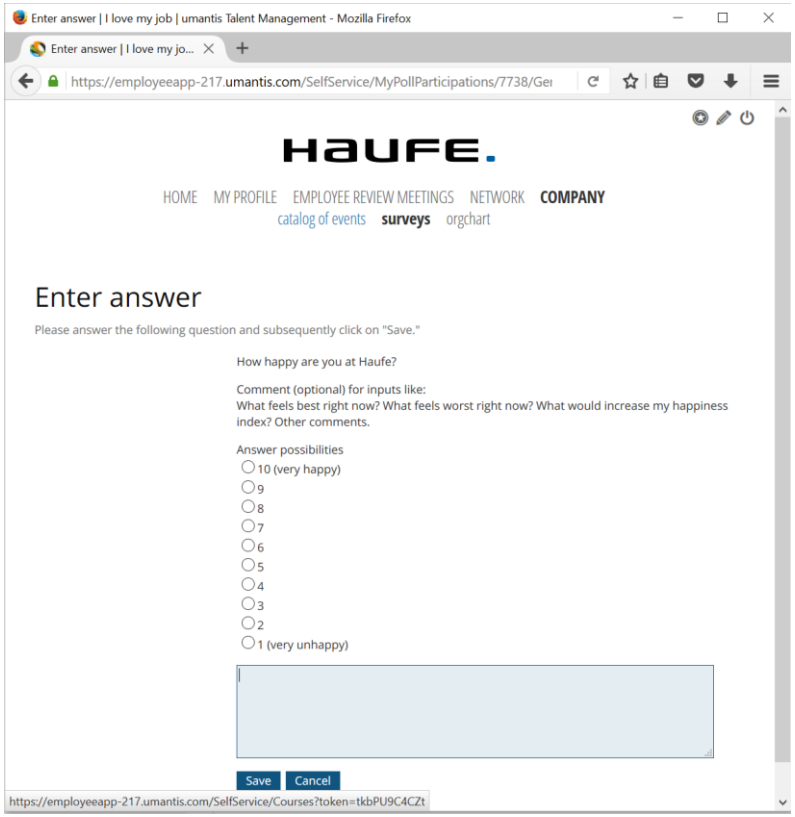
- if we continuously work on it and improve it.

It's our common job to make it better working.

- one element for continuous improvement is the proposed hifi-process

It starts with a Happiness Index Survey (weekly)

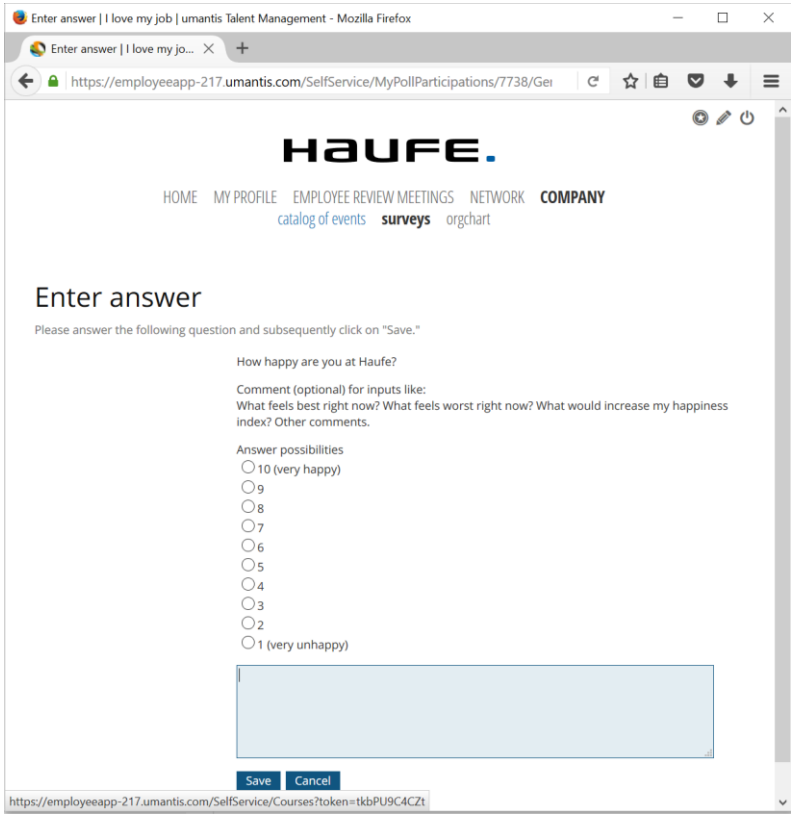
It starts with a Happiness Index Survey (weekly)



How happy are you at Haufe?
You don't have to blame someone, just stating the fact

- 10 (very happy)
- …
- 1 (very unhappy)

It starts with a Happiness Index Survey (weekly)



How happy are you at Haufe?
You don't have to blame someone, just stating the fact

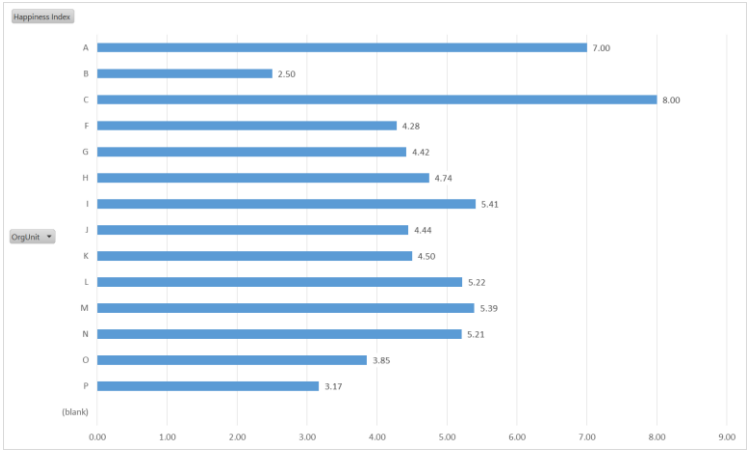
- 10 (very happy)
- …
- 1 (very unhappy)

Comment for

- What feels best right now?
- What feels worst right now?
- What would increase my happiness index?
- Other comments.

Results

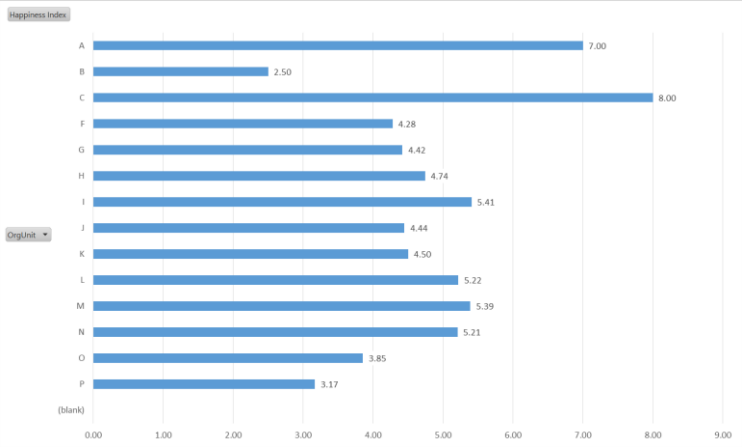
Results



Happiness Index over teams
… and over time (trends)

- It's not a competition
- It's an information,
  we can and should act on

Results



Team	Comments	Happiness Index (hi)
A	ea rebum. Stet clita kasd gubergren, no sea takimata	7
	Lorem ipsum dolor sit amet, consetetur sadipscing elitr,	0
B	sed diam nonumy eirmod tempor invidunt ut labore et dolore	5
	accusam et justo duo dolores et ea rebum. Stet clita kasd	0
C	magna aliquyam erat, sed diam voluptua. At vero eos et	8
F	sit amet. Lorem ipsum dolor sit amet, consetetur	10
	magna aliquyam erat, sed diam voluptua. At vero eos et	10
	sanctus est Lorem ipsum dolor sit amet.	8
	sit amet. Lorem ipsum dolor sit amet, consetetur	8
	ea rebum. Stet clita kasd gubergren, no sea takimata	7
	sit amet. Lorem ipsum dolor sit amet, consetetur	7
	sit amet. Lorem ipsum dolor sit amet, consetetur	7
	sit amet. Lorem ipsum dolor sit amet, consetetur	6
	ut labore et dolore magna aliquyam erat, sed diam	6
	ea rebum. Stet clita kasd gubergren, no sea takimata	6
	magna aliquyam erat, sed diam voluptua. At vero eos et	6
	ut labore et dolore magna aliquyam erat, sed diam	5
	sed diam nonumy eirmod tempor invidunt ut labore et dolore	5

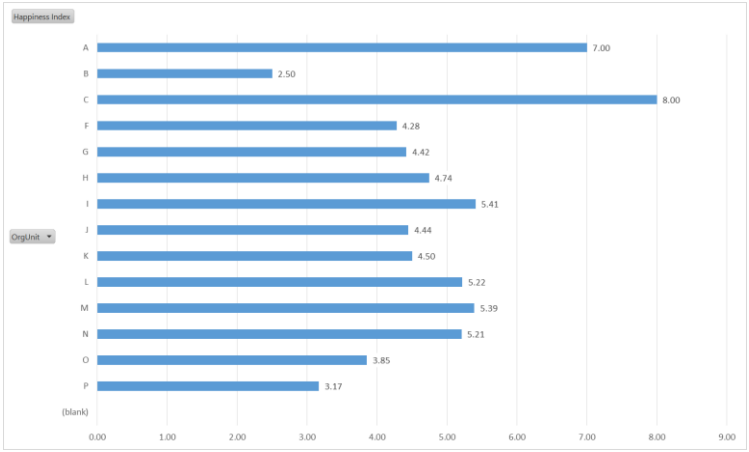
Happiness Index over teams … and over time (trends)

- It's not a competition
- It's an information, we can and should act on

Comments to find out

- What do we have to improve?
- What do we want ONE other team to improve?
- What do we want the company to improve?

Results



Team	Comments	Happiness Index (hi)
A	ea rebum. Stet clita kasd gubergren, no sea takimata	7
	Lorem ipsum dolor sit amet, consetetur sadipscing elitr,	0
B	sed diam nonumy eirmod tempor invidunt ut labore et dolore	5
	accusam et justo duo dolores et ea rebum. Stet clita kasd	0
C	magna aliquyam erat, sed diam voluptua. At vero eos et	8
F	sit amet. Lorem ipsum dolor sit amet, consetetur	10
	magna aliquyam erat, sed diam voluptua. At vero eos et	10
	sanctus est Lorem ipsum dolor sit amet.	8
	sit amet. Lorem ipsum dolor sit amet, consetetur	8
	ea rebum. Stet clita kasd gubergren, no sea takimata	7
	sit amet. Lorem ipsum dolor sit amet, consetetur	7
	sit amet. Lorem ipsum dolor sit amet, consetetur	7
	sit amet. Lorem ipsum dolor sit amet, consetetur	6
	ut labore et dolore magna aliquyam erat, sed diam	6
	ea rebum. Stet clita kasd gubergren, no sea takimata	6
	magna aliquyam erat, sed diam voluptua. At vero eos et	6
	ut labore et dolore magna aliquyam erat, sed diam	5
	sed diam nonumy eirmod tempor invidunt ut labore et dolore	5

Happiness Index over teams … and over time (trends)

- It's not a competition
- It's an information, we can and should act on

Comments to find out

- What do we have to improve?
- What do we want ONE other team to improve?
- What do we want the company to improve?

For each month, only 1 topic each.

hifi process

Happiness Index Surveys
(weekly)

hifi process

Retros
(monthly)

Measures for next month

- ONE from our team > team goal
- ONE from another team > team goal
- ONE for ONE other team > MM217
- ONE for the company > fish bowl

Happiness Index Surveys
(weekly)

hifi process

Retro next month
- our team > achievement
- other team > feedback
- the company > feedback

Measures for next month
- ONE from our team > team goal
- ONE from another team > team goal
- ONE for ONE other team > MM217
- ONE for the company > fish bowl

Retros
(monthly)

Happiness Index Surveys
(weekly)

...

hifi process

Responsible: retro master
(monthly changing)

Retro next month
- our team > achievement
- other team > feedback
- the company > feedback

Measures for next month
- ONE from our team > team goal
- ONE from another team > team goal
- ONE for ONE other team > MM217
- ONE for the company > fish bowl

Retros
(monthly)

Happiness Index Surveys
(weekly)

...

How do we try it out today?

- ✓ 7' Intro
- ✓ 7' Explaining the process
- ▶ 15‘ Happiness index survey -> network(217) survey
- 15‘ Break / preparation of results
- 30' Discuss and vote top 1’s (my team, other team, company) in teams
- 5‘ Break / preparation of requests
- 20‘ Define what request from other teams to pick - in teams
- 5‘ Assembling in room
- 10‘ Present results of each team (1' each)
- 30‘ Fish bowl to define top 1 of company

Finish: vote if we do want to use this process in 2016

QUESTIONS? ANSWERS …