

**HAUFE.**

*Introduction in*

# **hifi-process**

**(happiness, input, feedback, improvement)**

*Strategy Meeting | January, 8<sup>th</sup> 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**

$$\text{Happiness} = \text{Reality} - \text{Expectations}$$

Example



**Expectation**



**Reality**

$$\text{Happiness} = \text{Reality} - \text{Expectations}$$

Example



**Expectation**



**Reality**



**Happiness**

$$\text{Happiness} = \text{Reality} - \text{Expectations}$$

Example



Expectation



Reality



Happiness



$$\text{Happiness} = \text{Reality} - \text{Expectations}$$

Example



Expectation



Reality



Happiness



$$\text{Happiness} = \text{Reality} - \text{Expectations}$$

Example



Expectation



Reality



Happiness



**Happiness** = **Reality** - **Expectations**

Example



**Expectation**

$$\text{Happiness} = \text{Reality} - \text{Expectations}$$

Example



**Expectation**



**Reality**



# $\text{Happiness} = \text{Reality} - \text{Expectations}$

Example



**Expectation**



**Reality**



**Happiness**

# Happiness = Reality - Expectations

Example



Expectation



Reality



Happiness



# $\text{Happiness} = \text{Reality} - \text{Expectations}$

Example



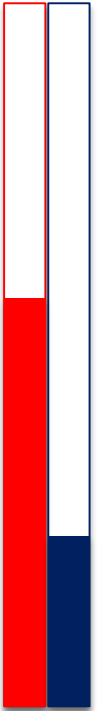
**Expectation**



**Reality**



**Happiness**



# Happiness = Reality - Expectations

Example



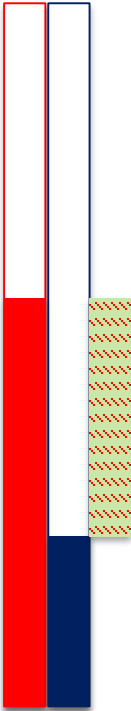
Expectation



Reality



Happiness



$$\text{Happiness} = \text{Reality} - \text{Expectations}$$

Same reality



**Expectation**

**Reality**

**Happiness**

$$\text{Happiness} = \text{Reality} - \text{Expectations}$$

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



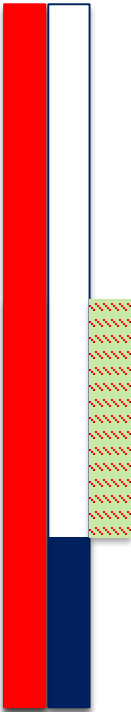
**Expectation**



**Perception**  
**My Reality**



**Happiness**



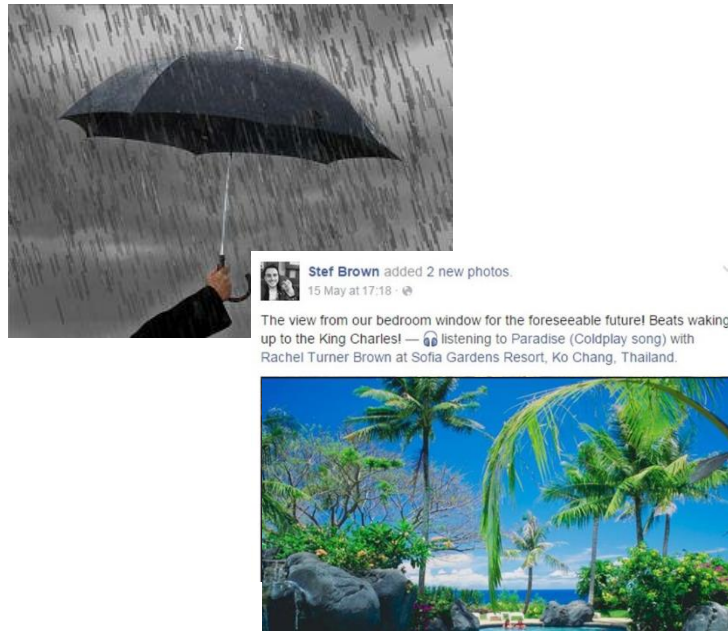


# Happiness = Reality - Expectations

## Perceptions

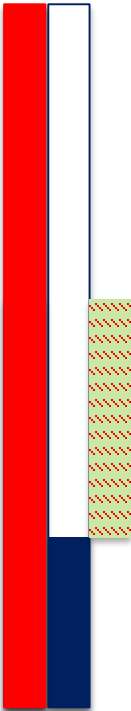


**Expectation**



**Perception**

**My Reality   Others' Reality**



# Happiness = Reality - Expectations

## Perceptions



**Expectation**



Stef Brown added 2 new photos.  
15 May at 17:18 · 🌐

The view from our bedroom window for the foreseeable future! Beats waking up to the King Charles! — 🎧 listening to Paradise (Coldplay song) with Rachel Turner Brown at Sofia Gardens Resort, Ko Chang, Thailand.

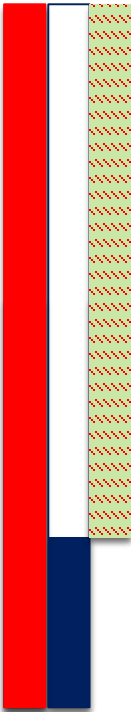


**Perception**

**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



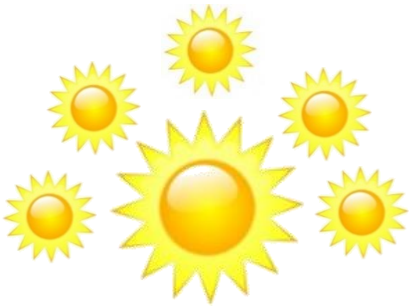
“We have to grow much much faster than the market.”

“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



“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.”

**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.”

“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.”

$$\text{Happiness} = \text{Reality} - \text{Expectations}$$

We as a company



**Expectations**

# Happiness = Reality - Expectations

We as a company



**Expectations**



**Reality**

# Happiness = Reality - Expectations

We as a company



**Expectations**



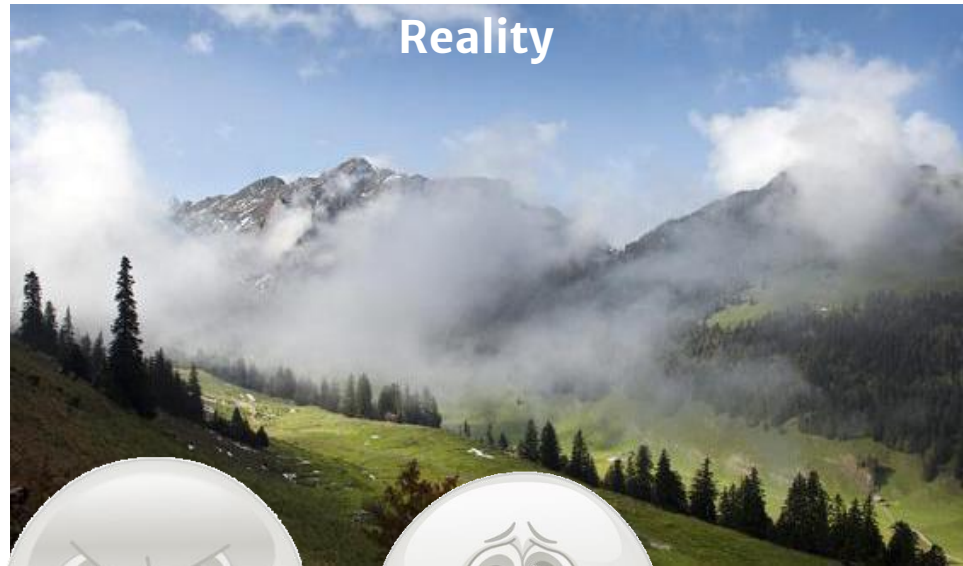
**Happiness**

# Happiness = Reality - Expectations

We as a company



**Expectations**



**Reality**



**Happiness**

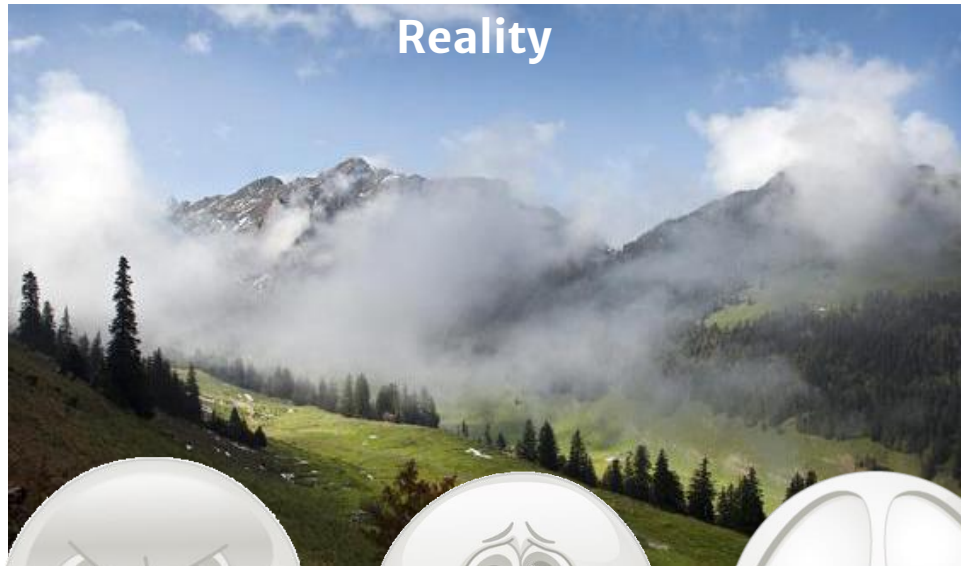


# Happiness = Reality - Expectations

We as a company



**Expectations**



**Reality**



**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?



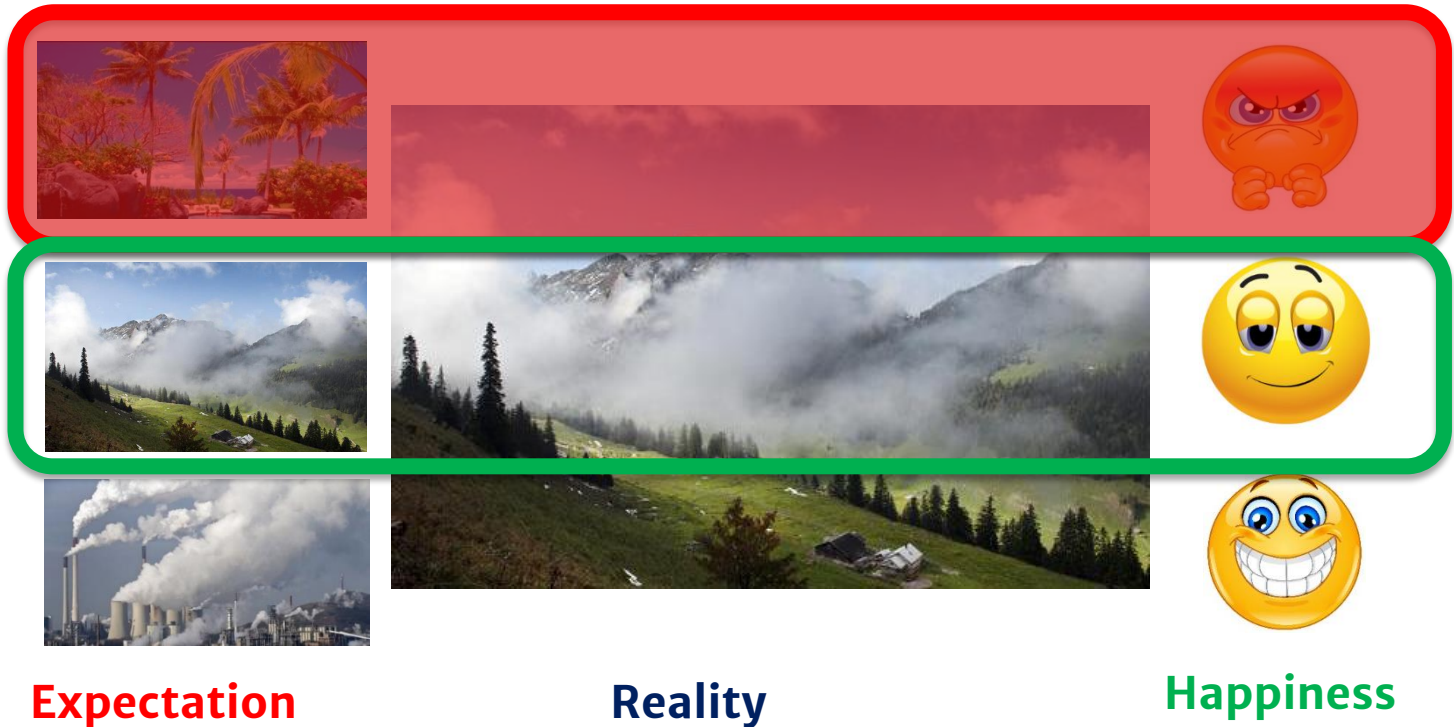
Expectation

Reality

Happiness

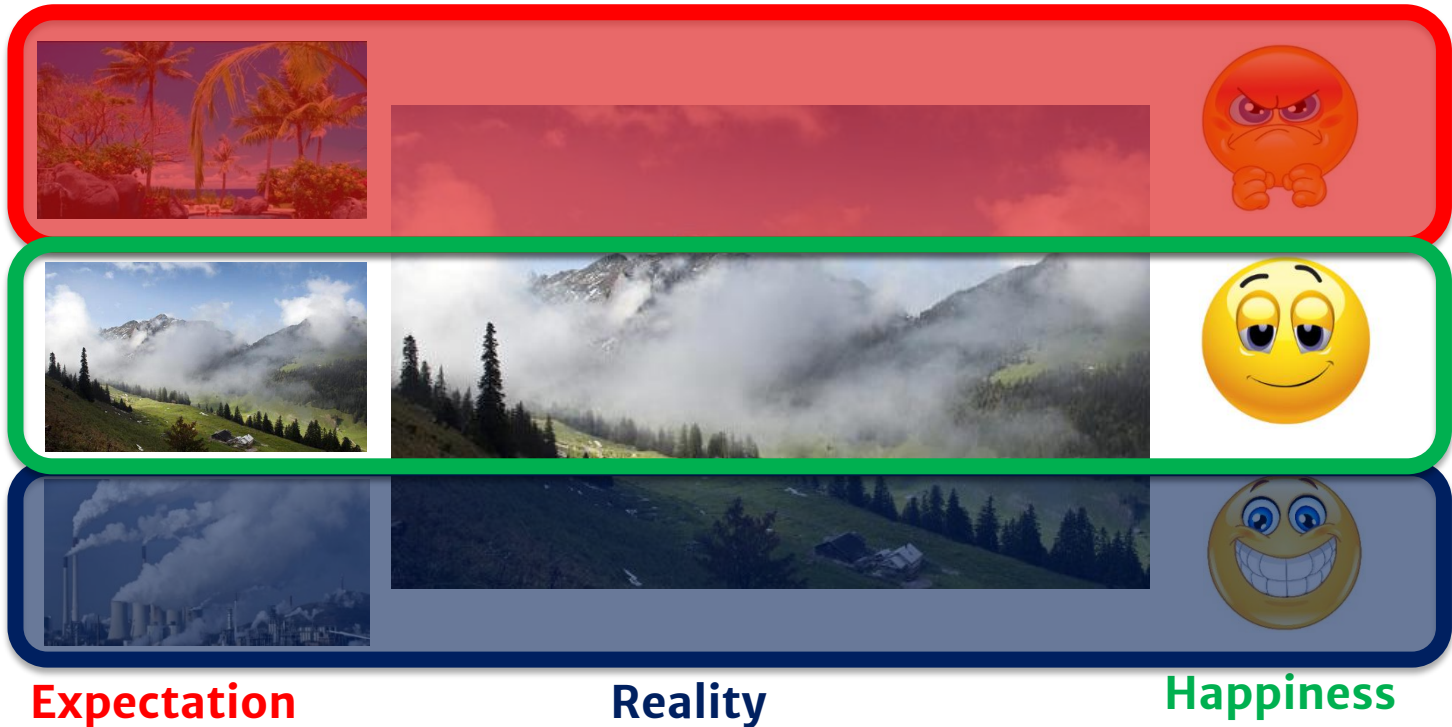
# Happiness = Reality - Expectations

Goal?



# 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.

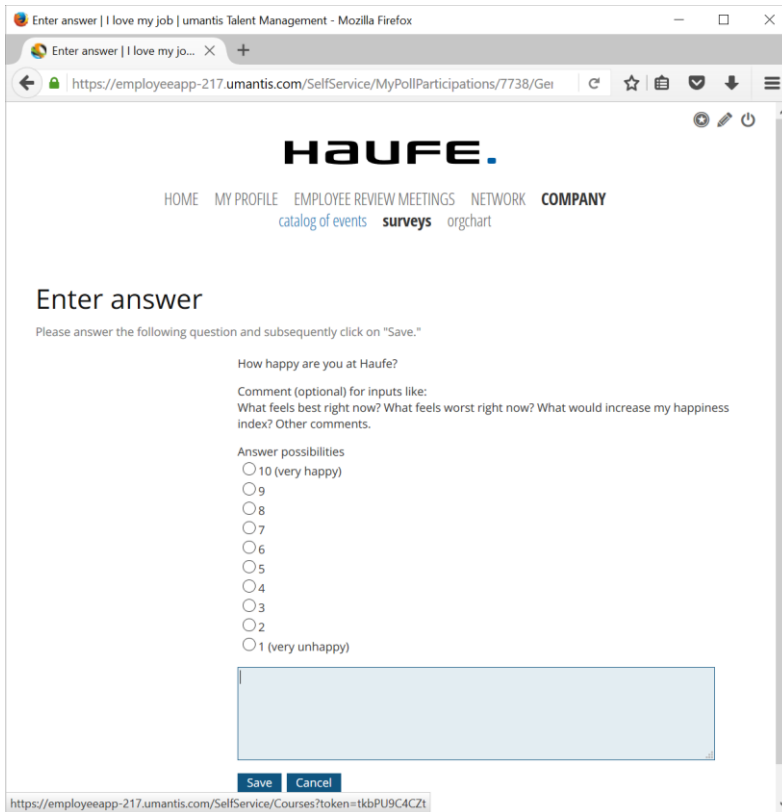
It's our common job to make it better working.

- 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)

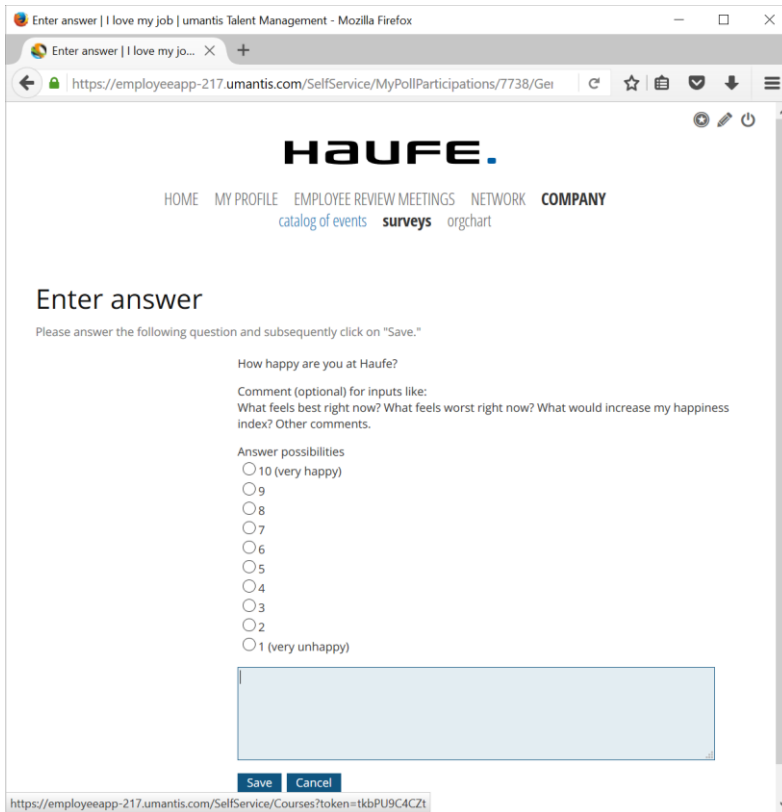


The screenshot shows a web browser window with the URL <https://employeeapp-217.umantis.com/SelfService/MyPollParticipations/7738/Gei>. The page header features the **HAUFE.** logo and navigation links: HOME, MY PROFILE, EMPLOYEE REVIEW MEETINGS, NETWORK, and COMPANY. Below these are links for 'catalog of events', 'surveys' (highlighted), and 'orgchart'. The main heading is 'Enter answer', followed by the instruction 'Please answer the following question and subsequently click on "Save."'. The question is 'How happy are you at Haufe?'. Below this is a comment field with the prompt 'Comment (optional) for inputs like: What feels best right now? What feels worst right now? What would increase my happiness index? Other comments.' and a text area. The 'Answer possibilities' section shows a radio button scale from 10 (very happy) down to 1 (very unhappy). At the bottom are 'Save' and 'Cancel' buttons.

**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)



The screenshot shows a web browser window with the URL <https://employeeapp-217.umantis.com/SelfService/MyPollParticipations/7738/Gei>. The page header features the **HAUFE.** logo and navigation links: HOME, MY PROFILE, EMPLOYEE REVIEW MEETINGS, NETWORK, and COMPANY. Below these are links for 'catalog of events', 'surveys' (highlighted), and 'orgchart'. The main heading is 'Enter answer', followed by the instruction 'Please answer the following question and subsequently click on "Save."'. The question is 'How happy are you at Haufe?'. Below this is a comment section with the prompt 'Comment (optional) for inputs like: What feels best right now? What feels worst right now? What would increase my happiness index? Other comments.' and a text area. The 'Answer possibilities' section shows a radio button selection from 10 (very happy) down to 1 (very unhappy). At the bottom are 'Save' and 'Cancel' buttons.

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

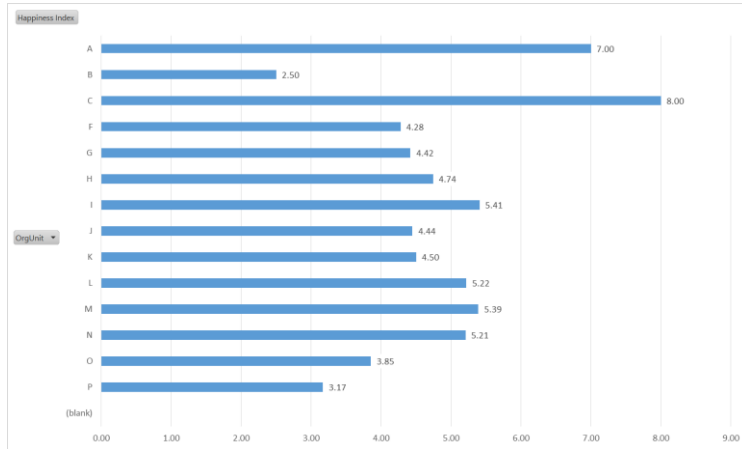
- 10 (very happy)
- ...
- 1 (very unhappy)

## Comment for

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

# Results

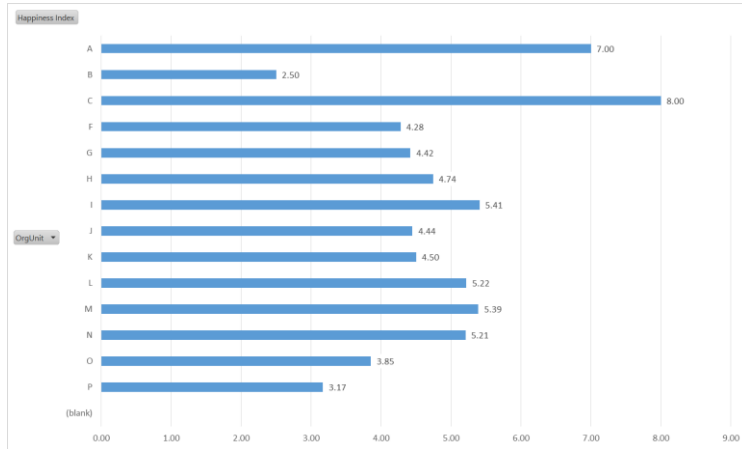
# Results



## Happiness Index over teams ... and over time (trends)

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

# Results



## Happiness Index over teams ... and over time (trends)

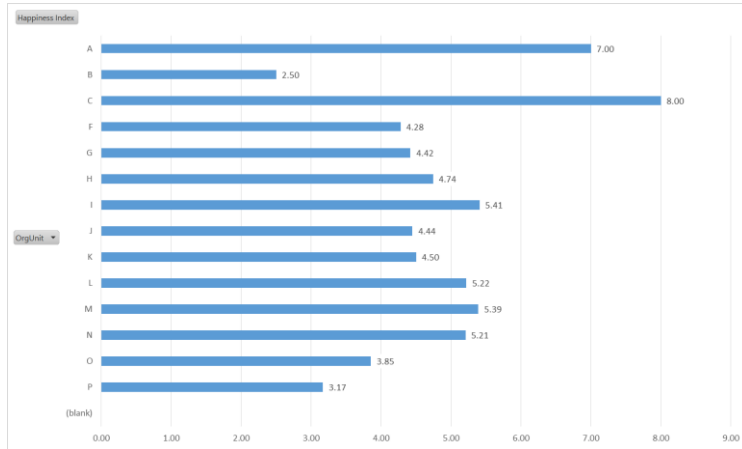
- It's not a competition
- It's an information, we can and should act on

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
	sit amet. Lorem ipsum dolor sit amet, consetetur	10
F	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

## 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



## Happiness Index over teams ... and over time (trends)

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

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
	sit amet. Lorem ipsum dolor sit amet, consetetur	10
F	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

## 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)



Contract	Happiness Index 10
1. The team will be happy to work together and to achieve their goals.	10
2. The team will be happy to work together and to achieve their goals.	10
3. The team will be happy to work together and to achieve their goals.	10
4. The team will be happy to work together and to achieve their goals.	10
5. The team will be happy to work together and to achieve their goals.	10
6. The team will be happy to work together and to achieve their goals.	10
7. The team will be happy to work together and to achieve their goals.	10
8. The team will be happy to work together and to achieve their goals.	10
9. The team will be happy to work together and to achieve their goals.	10
10. The team will be happy to work together and to achieve their goals.	10



## 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

**Retros**  
(monthly)



Date	Comments	Happiness Index (%)
10.11.2023	Mein Team hat tolle Arbeit geleistet, wir sind stolz auf sie. Besonders auf die Zusammenarbeit und die Kommunikation.	85
11.11.2023	Ich habe viele tolle Ideen bekommen, die ich gerne umsetzen möchte. Besonders die Idee mit dem neuen Produkt.	90
12.11.2023	Ich habe viele tolle Ideen bekommen, die ich gerne umsetzen möchte. Besonders die Idee mit dem neuen Produkt.	88
13.11.2023	Ich habe viele tolle Ideen bekommen, die ich gerne umsetzen möchte. Besonders die Idee mit dem neuen Produkt.	87
14.11.2023	Ich habe viele tolle Ideen bekommen, die ich gerne umsetzen möchte. Besonders die Idee mit dem neuen Produkt.	86
15.11.2023	Ich habe viele tolle Ideen bekommen, die ich gerne umsetzen möchte. Besonders die Idee mit dem neuen Produkt.	85
16.11.2023	Ich habe viele tolle Ideen bekommen, die ich gerne umsetzen möchte. Besonders die Idee mit dem neuen Produkt.	84
17.11.2023	Ich habe viele tolle Ideen bekommen, die ich gerne umsetzen möchte. Besonders die Idee mit dem neuen Produkt.	83
18.11.2023	Ich habe viele tolle Ideen bekommen, die ich gerne umsetzen möchte. Besonders die Idee mit dem neuen Produkt.	82
19.11.2023	Ich habe viele tolle Ideen bekommen, die ich gerne umsetzen möchte. Besonders die Idee mit dem neuen Produkt.	81
20.11.2023	Ich habe viele tolle Ideen bekommen, die ich gerne umsetzen möchte. Besonders die Idee mit dem neuen Produkt.	80
21.11.2023	Ich habe viele tolle Ideen bekommen, die ich gerne umsetzen möchte. Besonders die Idee mit dem neuen Produkt.	79
22.11.2023	Ich habe viele tolle Ideen bekommen, die ich gerne umsetzen möchte. Besonders die Idee mit dem neuen Produkt.	78
23.11.2023	Ich habe viele tolle Ideen bekommen, die ich gerne umsetzen möchte. Besonders die Idee mit dem neuen Produkt.	77
24.11.2023	Ich habe viele tolle Ideen bekommen, die ich gerne umsetzen möchte. Besonders die Idee mit dem neuen Produkt.	76
25.11.2023	Ich habe viele tolle Ideen bekommen, die ich gerne umsetzen möchte. Besonders die Idee mit dem neuen Produkt.	75
26.11.2023	Ich habe viele tolle Ideen bekommen, die ich gerne umsetzen möchte. Besonders die Idee mit dem neuen Produkt.	74
27.11.2023	Ich habe viele tolle Ideen bekommen, die ich gerne umsetzen möchte. Besonders die Idee mit dem neuen Produkt.	73
28.11.2023	Ich habe viele tolle Ideen bekommen, die ich gerne umsetzen möchte. Besonders die Idee mit dem neuen Produkt.	72
29.11.2023	Ich habe viele tolle Ideen bekommen, die ich gerne umsetzen möchte. Besonders die Idee mit dem neuen Produkt.	71
30.11.2023	Ich habe viele tolle Ideen bekommen, die ich gerne umsetzen möchte. Besonders die Idee mit dem neuen Produkt.	70

**Happiness Index Surveys**  
(weekly)



## 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

# hifi process

**Responsible: retro master**  
(monthly changing)

**Retros**  
(monthly)

**Happiness Index Surveys**  
(weekly)



Contents		Happiness Index	
1	1.1	1.1	1.1
2	2.1	2.1	2.1
3	3.1	3.1	3.1
4	4.1	4.1	4.1
5	5.1	5.1	5.1
6	6.1	6.1	6.1
7	7.1	7.1	7.1
8	8.1	8.1	8.1
9	9.1	9.1	9.1
10	10.1	10.1	10.1
11	11.1	11.1	11.1
12	12.1	12.1	12.1
13	13.1	13.1	13.1
14	14.1	14.1	14.1
15	15.1	15.1	15.1
16	16.1	16.1	16.1
17	17.1	17.1	17.1
18	18.1	18.1	18.1
19	19.1	19.1	19.1
20	20.1	20.1	20.1
21	21.1	21.1	21.1
22	22.1	22.1	22.1
23	23.1	23.1	23.1
24	24.1	24.1	24.1
25	25.1	25.1	25.1
26	26.1	26.1	26.1
27	27.1	27.1	27.1
28	28.1	28.1	28.1
29	29.1	29.1	29.1
30	30.1	30.1	30.1
31	31.1	31.1	31.1
32	32.1	32.1	32.1
33	33.1	33.1	33.1
34	34.1	34.1	34.1
35	35.1	35.1	35.1
36	36.1	36.1	36.1
37	37.1	37.1	37.1
38	38.1	38.1	38.1
39	39.1	39.1	39.1
40	40.1	40.1	40.1
41	41.1	41.1	41.1
42	42.1	42.1	42.1
43	43.1	43.1	43.1
44	44.1	44.1	44.1
45	45.1	45.1	45.1
46	46.1	46.1	46.1
47	47.1	47.1	47.1
48	48.1	48.1	48.1
49	49.1	49.1	49.1
50	50.1	50.1	50.1
51	51.1	51.1	51.1
52	52.1	52.1	52.1
53	53.1	53.1	53.1
54	54.1	54.1	54.1
55	55.1	55.1	55.1
56	56.1	56.1	56.1
57	57.1	57.1	57.1
58	58.1	58.1	58.1
59	59.1	59.1	59.1
60	60.1	60.1	60.1
61	61.1	61.1	61.1
62	62.1	62.1	62.1
63	63.1	63.1	63.1
64	64.1	64.1	64.1
65	65.1	65.1	65.1
66	66.1	66.1	66.1
67	67.1	67.1	67.1
68	68.1	68.1	68.1
69	69.1	69.1	69.1
70	70.1	70.1	70.1
71	71.1	71.1	71.1
72	72.1	72.1	72.1
73	73.1	73.1	73.1
74	74.1	74.1	74.1
75	75.1	75.1	75.1
76	76.1	76.1	76.1
77	77.1	77.1	77.1
78	78.1	78.1	78.1
79	79.1	79.1	79.1
80	80.1	80.1	80.1
81	81.1	81.1	81.1
82	82.1	82.1	82.1
83	83.1	83.1	83.1
84	84.1	84.1	84.1
85	85.1	85.1	85.1
86	86.1	86.1	86.1
87	87.1	87.1	87.1
88	88.1	88.1	88.1
89	89.1	89.1	89.1
90	90.1	90.1	90.1
91	91.1	91.1	91.1
92	92.1	92.1	92.1
93	93.1	93.1	93.1
94	94.1	94.1	94.1
95	95.1	95.1	95.1
96	96.1	96.1	96.1
97	97.1	97.1	97.1
98	98.1	98.1	98.1
99	99.1	99.1	99.1
100	100.1	100.1	100.1



**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



# 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

**HAUFE.**

**QUESTIONS? ANSWERS ...**