Encouraging a CI Mindset in your Team / Continuous Improvement

Simple questions to encourage a Continuous Improvement (CI) mindset in your team

- What do we do?
- How do we do it?
- Can it be done better?
- What are some pain points in your tasks/processes?
- What areas generate the most repeat questions from end-users, or see the most mistakes?
- Why do we do a task/process the way we do it?
- Can you provide a diagram of the process? Who is involved? Who are we serving?
- What are some possible solutions to your pain point/problem?
    - How can we evaluate the potential solutions?
    - How will we know we've solved, or at least improved, the problem?
- What would happen if we did it another way? Who would be affected and how?
- Do you have a "standard" approach/procedure/template for your different tasks?
- Are all of your critical processes documented?
- Is your workplace ideally equipped or organized for your work/tasks? What could we change to make things better?

Questions To Solicit High Quality Employee Feedback

(from https://www.15five.com/blog/employee-feedback-questions-ebook/)

In business, we are often so results-focused that we can discourage the disruptive thinking that leads to success. But curiosity is vital for building thriving companies and for fostering healthy relationships between managers and co-workers. Asking good questions gives you the power to solicit quality employee feedback, spark innovation, avoid fire-drills, and help employees show up as their best selves.

Soliciting employee feedback by asking questions lets us take a second look at what we hold to be true and what we view as false. When we ask questions, we begin to see that the "truth" is often based on subjective beliefs that can be reinvented or transformed.

When we focus more on answers than questions, we deprive everyone of an opportunity to grow. Relationships suffer, because nothing makes people feel more marginalized than telling them your impressions about their experiences, feelings, or work motivations. But asking direct question about another's experience allows them to feel more seen, heard, and fulfilled.

Below you will find questions to solicit employee feedback from your team:

- What is a process that you are involved in that can be fixed or improved?
  - o Simple or complex, allowing your employees to speak up on processes encourages workforce engagement and keeps them constantly thinking of making things better for everyone.

- Which UVAFinance value do you feel you could focus on for improvement this year?
- Impeccable source of information
- Service excellence
- Innovative action
- Collaborative partner
- Valued, high performing teams
  - o When any employee faces a decision they can ask, for example, "Am I providing the best answer, or have I provided the kind of service to our customers that they expect?"

- What do you need help with? This week? This month?
  - o This question widens the lens on objectives so that people are focusing on the now, without losing sight of the not too distant future.

- Is there anything in your work world that's less than stellar/causing frustration or delays?
  - o Sometimes something peripheral can have a tremendous impact on getting things done. It could be a noisy office space or IT issues. After a while, employees might just "deal with it" instead of enrolling someone who can actually resolve the problems in the workplace.

Raising Morale
While often intangible, morale still has a powerful impact on the flow of the company. Here's a handful of questions to promote a positive attitude in the workplace.
- What inspires you to succeed every day?
- We can chalk challenges up to "having a bad day" or we can be way more analytical. Create the realization that employees can seek people or experiences that will inspire them to achieve their goals for work.
- What is the most meaningful part of your job?
- This question directs an employee's focus to what is most meaningful, thereby increasing their work motivation.
- On a scale of 1 to 10, how happy are you? Why?
- When your team is happy, they not only come up with better solutions, but their satisfaction also helps to build a work culture of high performance and low turnover.

Have Some Fun
At work? Are you kidding? Interjecting levity may seem like a waste of time, but think of it as a release valve to keep employee performance at its peak.
- When do you have the most fun at work?
- After a rough or stressful week, asking this question can provide a much needed reminder that people do indeed have a good time at the office. If the answer is "never," it's time to emphasize the importance of downtime.

Managing Introverts
Some people are brilliant at what they do, but prefer limited interaction. Here are some questions to engage everyone in the conversation, without creating discomfort.
- Was there a recent team discussion or meeting where you did not get to share your thoughts? Share them here now…
- Introverts tend to need more time to think through an idea and they often get interrupted or overwhelmed by extroverts on the team. Asking this feedback question in the form of a written employee questionnaire, with time to answer, allows managers to shine a light on their hidden genius.
- Who do you want to get to know better in UVAFinance? Or the UVA community? Why don't you set up some time to get together with them for coffee to learn more about them and what they do?
- What's holding you back from accomplishing your tasks?
- We want to find what's stopping progress and do everything in our power to eliminate those roadblocks.