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I recently ran across the following article and thought how closely this applies to the companies we work with and the process improvement training we provide. I have seen successful results and some results that were not optimal. What makes the difference?

This article helps us understand the answer to that question - People apply training when they are positively reinforced and work with a positive attitude. Read on...

Police It or Take Pride in It

Excerpt of an article by Dr. Ben S. Graham, Jr.

When a new or improved process is installed, there is often frustration that people don't do it the way it was planned. If this is because they have not been informed, the answer is better training. *"To expect performance without proper advisement is ridiculous."* Confucius.

However, once the advisement has been properly made, what will assure that it is followed? There are two alternative routes. One is to keep checking up on people and 'police' the process. The other is to encourage the people to be proud of themselves. In an organization of immature people, it is generally felt that the former is necessary and doing so tends to keep the organization immature. Pride as a motivator for performance knocks the socks off of policing.

General Dos and Don'ts for Dealing with Attitudes

DO	DON'T
Treat employees as resources and earn loyalty by maintaining unfaltering commitment to employees.	Treat employees like expenses to get rid of at the first opportunity. Downsize.
Keep the organization healthy and financially sound.	Allow the organization to deteriorate – raiding and pocketing assets.
Give employees the opportunity to make important, needed contributions so that they are valuable to the organization.	Keep employees tied up in mindless routine – fixed in job descriptions with little opportunity for growth.
Let the normal pace of work be relaxed but accomplish much because of skill. Work smarter not harder.	Keep people working under constant pressure or having to fake it – looking busy.
Pay well and expect much.	Routinize the work and pay little.
Make sure operating people own their processes and are responsible for their work.	Treat operating people as users who follow instructions.
Keep attention focused on accomplishments.	Keep attention focused on pay and benefits.
Reward merit and specific accomplishments.	Reward all alike. Promote politically.

Involve operating people in process-study so that they learn how their work fits into the bigger picture.	Leave process-study to staff people who are responsible for the big picture.
Use charts that show how work is actually done documented in plain language.	Keep things ambiguous so that there is always room to maneuver.
Mix new people with veterans on the job and on improvement teams.	Locate newcomers together in one group and veterans in another.
Focus on the main mission of the organization.	Focus on the appearances.
Be willing to depend on employees to meet new challenges.	Go outside to find impressive people to meet new challenges.
Entertain improvement possibilities from any source but accept only those tested with charts by experienced employees.	Commit the organization to improvements that have prestigious backing and mandate that they be adopted ASAP.
Where two alternatives are otherwise equal always use the simpler.	Where two alternatives are otherwise equal use the more complex.
Put a premium on common sense.	Put a premium on sophisticated.