



PRODUCTIVE WORKPLACES

**MANAGEMENT PRACTICES
THAT FOSTER A
PRODUCTIVE WORKPLACE**

OBJECTIVES

- ✚ Overview of the management practices that foster a productive workplace
- ✚ How to avoid “flavors of the month”
- ✚ Overview of how to implement those practices which add value and motivate staff

OUTLINE

- ☞ Participative management & intrinsic motivation
- ☞ Core management principles vs passing management fads
- ☞ Productive staff behaviours
- ☞ Policies and practices that inhibit productive behaviours

OUTLINE

- ☞ Delegation, ownership & responsibility
- ☞ The inherent resistance to participation
- ☞ Core principles of reengineering and restructuring
- ☞ The changing role of manager and supervisor

THE PRODUCTIVE WORKPLACE EQUATION

BECAUSE

*All aspects of any organization are conducted by its
human resources*

AND

*All technological and systemic advances are soon
copied and bettered*

THEN

*The only real and sustainable competitive
advantage is through the human resources*

MANAGEMENT'S PRIMARY RESPONSIBILITY

To ensure that

the human resources

are motivated to

optimum productivity

FLAVORS OF THE MONTH



Teamwork



Reengineering



Restructuring



Continuous Improvement



Excellence



Total Quality Management



Customer Focused



Empowerment



Competitive Benchmark

TRADITIONAL THEORIES

Abraham Maslow

“Hierarchy of Needs”, 1954

Frederick Herzberg

“Maintenance vs Motivation” & “Job
Enrichment”, 1966

TRADITIONAL THEORIES

Douglas McGregor

“Theory X and Theory Y”, 1960

Dr. A.J. Marrow

“Participative Management”, 1947

HERZEBERG'S MAINTENANCE VS MOTIVATION

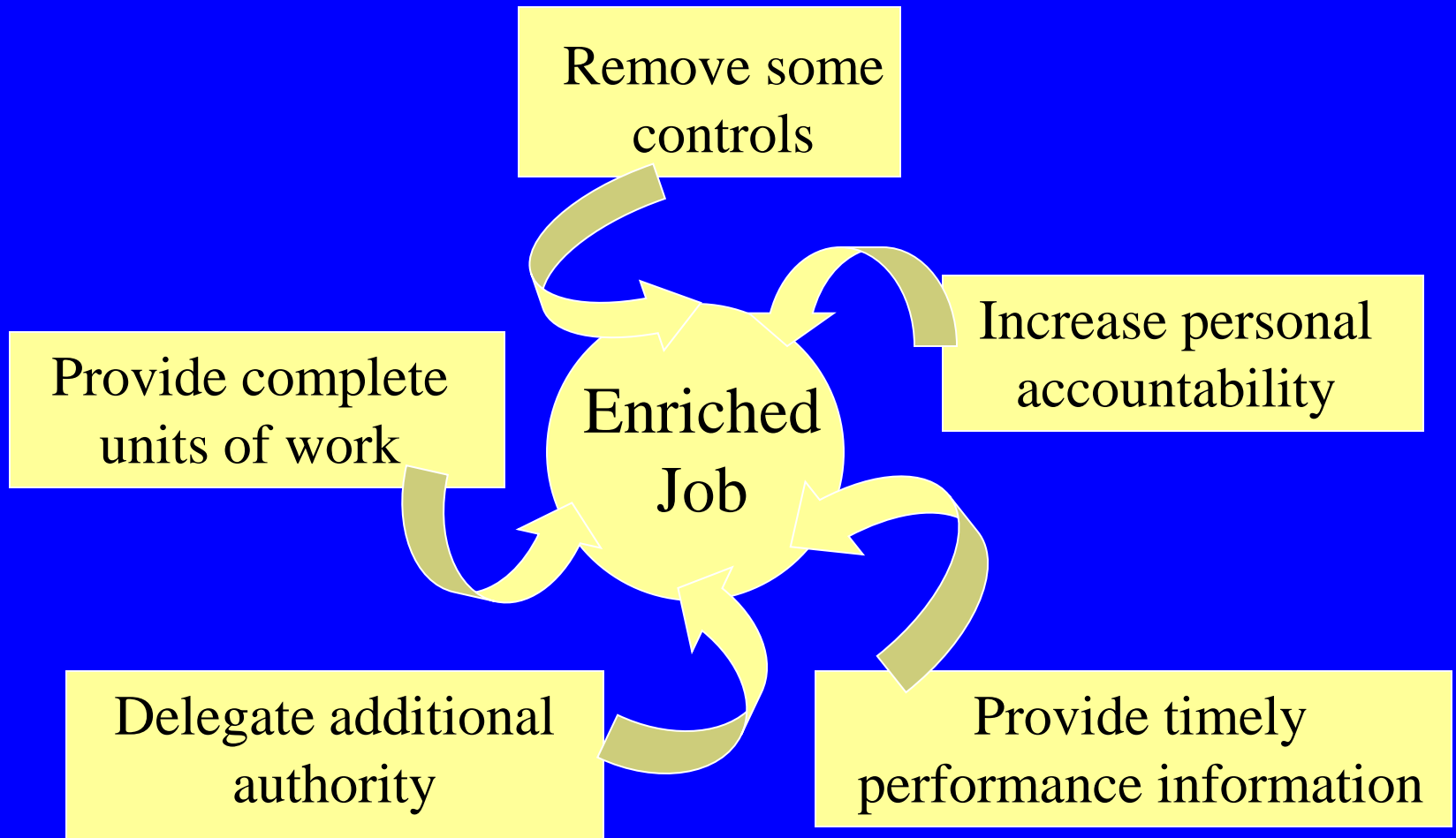
MAINTENANCE FACTORS

- Dissatisfiers
- Non-motivators
- Job context
- Extrinsic factors
 - Company policies
 - Pay
 - Job security
 - Working conditions
 - Status

MOTIVATIONAL FACTORS

- Satisfiers
- Motivators
- Job content
- Intrinsic factors
 - ☞ Achievement
 - ☞ Recognition
 - ☞ Advancement
 - ☞ Work itself
 - ☞ Responsibility

HERZBERG'S JOB ENRICHMENT



PARTICIPATIVE MANAGEMENT

Production consistently increased by as much as 14% when employees were allowed to make meaningful decisions about their own work and changes to it.

Dr. Alfred Marrow, CEO
Harwood Manufacturing

THE ULTIMATE ADVANTAGE

CREATING THE HIGH INVOLVEMENT ORGANIZATION

 *Information*

 *Knowledge*

 *Power*

 *Rewards*

ALL FOUR ELEMENTS
MUST BE SPREAD TO
LOWER LEVELS OF
THE ORGANIZATION

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CREATING ACCOUNTABILITY

“When people believe that they can influence outcomes, they are far more willing to be accountable for results.”

Conference Board of Canada, 1996

INFORMATION

“People without information cannot act responsibly.

People with information are compelled to act responsibly.”

“Empowerment Takes More Than a Minute”
Ken Blanchard, John Carlos, & Alan Randolph, 1996

PAY FOR PERFORMANCE

“Employees take ownership for results when recognition, status and compensation are based on their performance and their contribution to the success of the organization”.

Conference Board of Canada, 1996

INTRINSIC MOTIVATION

Intrinsic = from within = the work itself

Meaningful work = control over work

Control over work = delegation of responsibility

Delegation = ownership = accountability

EXTRINSIC MOTIVATION

Farcus

by David Waisglass
& Gordon Coulthart



“Sure, we have a incentive plan —
if you screw up, you’re fired!”

WHY ARE WE STILL SO RESISTANT?

Because of perceived loss of:

Control

Power

Status

Job

MANAGERS

“No one should be able
to make a living
simply planning, watching,
controlling, or evaluating
the actions of others”

“Stewardship”. Peter Block, 1993

SOLVING THEIR PROBLEMS

“It is a misuse of our power
to take responsibility
for solving problems
that belong to others.”

“Stewardship”, Peter Block, 1993

MIDDLE MANAGEMENT

“Middle management,
as we currently know it,
will simply
disappear.”

Michael Hammer, “The Future of Middle Managers”
Management Review, 1993

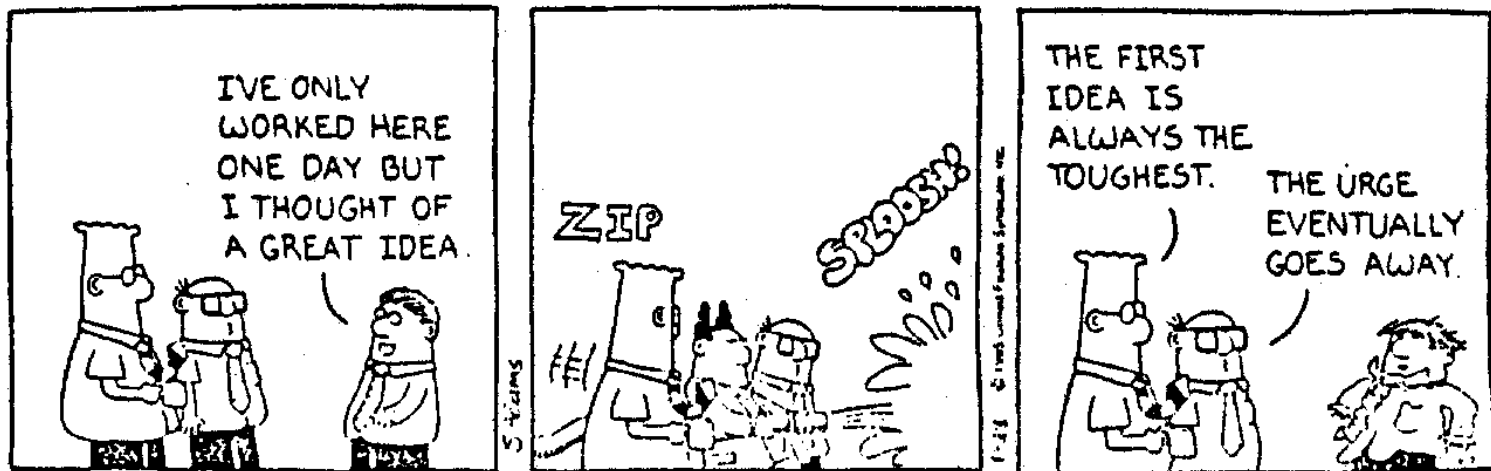
PRODUCTIVE WORK BEHAVIOURS

- Change expectations / nobody owes you
- Adapt to rapid changes
- The “work” to be done, not the “job”
- Entrepreneurial attitude
- Continuing learning - multi-skilled & cross trained
- Accountability

PRODUCTIVE WORK BEHAVIOURS

- Add value / customer service
- Intrinsic motivation / initiative
- Continuous improvement / proactive
- Problem resolution
- Teamwork

INITIATIVE & CREATIVITY



THE PARADOX

How can you create
a productive workplace with
self-motivated employees,
when you retain
bureaucratic structures
and controls?

ALIGNMENT

All aspects must be aligned:

Values

Goals

Structure

Policies & Procedures

HR Practices

What is measured & rewarded

FLAVORS OF THE MONTH



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THE BUREAUCRAT

“I hate being a bureaucrat
and will resign
as soon as
I know
the proper procedures.”

Price Pritchett, Pritchett & Associates

DOWNSIZING

“The good news is,
the Assistant to the Assistant Office Manager
assisting the fifth level Vice President
of our Division
informs me that the corporate downsizing
has almost leveled off ...”

Non Sequitur

EMPOWERMENT

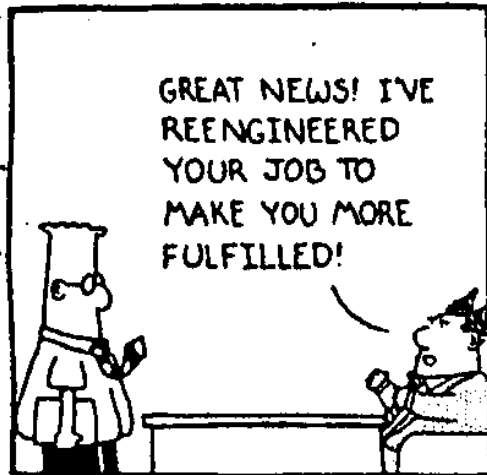
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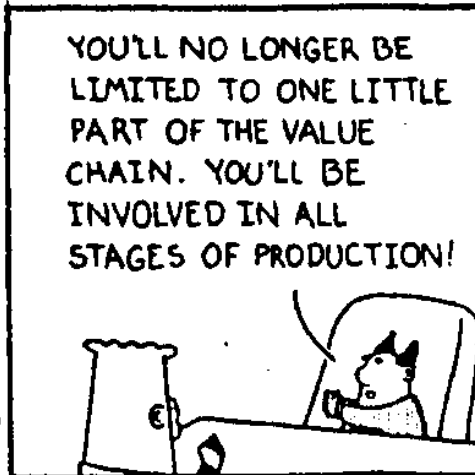


"Explain again the part about how you've empowered me to assume greater decision-making authority."

REENGINEERING



J. Adams E-mail: SCOTTADAMS@aol.com



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HUMAN RESOURCES



ORGANIZATIONAL INHIBITORS

Productive Behaviours

- Nobody owes you
- Adapt to rapid change
- “Work” not “Job”
- Continuing learning
- Accountability
- Add value / service
- Initiative
- Continuous improvement
- Problem resolution
- Teamwork

Organizational Inhibitors

- Paternal / authoritarian
- Multi-level hierarchy
- Rigid job descriptions
- Little staff development
- Lack of delegation
- Volume / cost focus
- Reward seniority
- Established rules / policies
- Control orientation
- Focus on the individual

PRODUCTIVE ORGANIZATIONS

- ☞ Least levels possible
- ☞ Delegated responsibility
- ☞ Participative / high involvement
- ☞ Information, knowledge, power, rewards are spread to lower levels of the organization
- ☞ Team focus

PRODUCTIVE ORGANIZATIONS

- ☞ Quality / service focus
- ☞ Learning organization: multi-skilled and cross trained
- ☞ Reward performance
- ☞ Fluid / flexible work
- ☞ Performance “management”
- ☞ Recruitment for the right “fit”:
competencies and behaviours

RESPONSIBILITY = ACCOUNTABILITY

There is far greater individual accountability
in a democratic and participative workplace
than there is
in a bureaucratic workplace
that attempts to control
all human behaviour.

EMPOWERMENT

“Empowerment means
you have freedom to act;
it also means you are
accountable for results.”

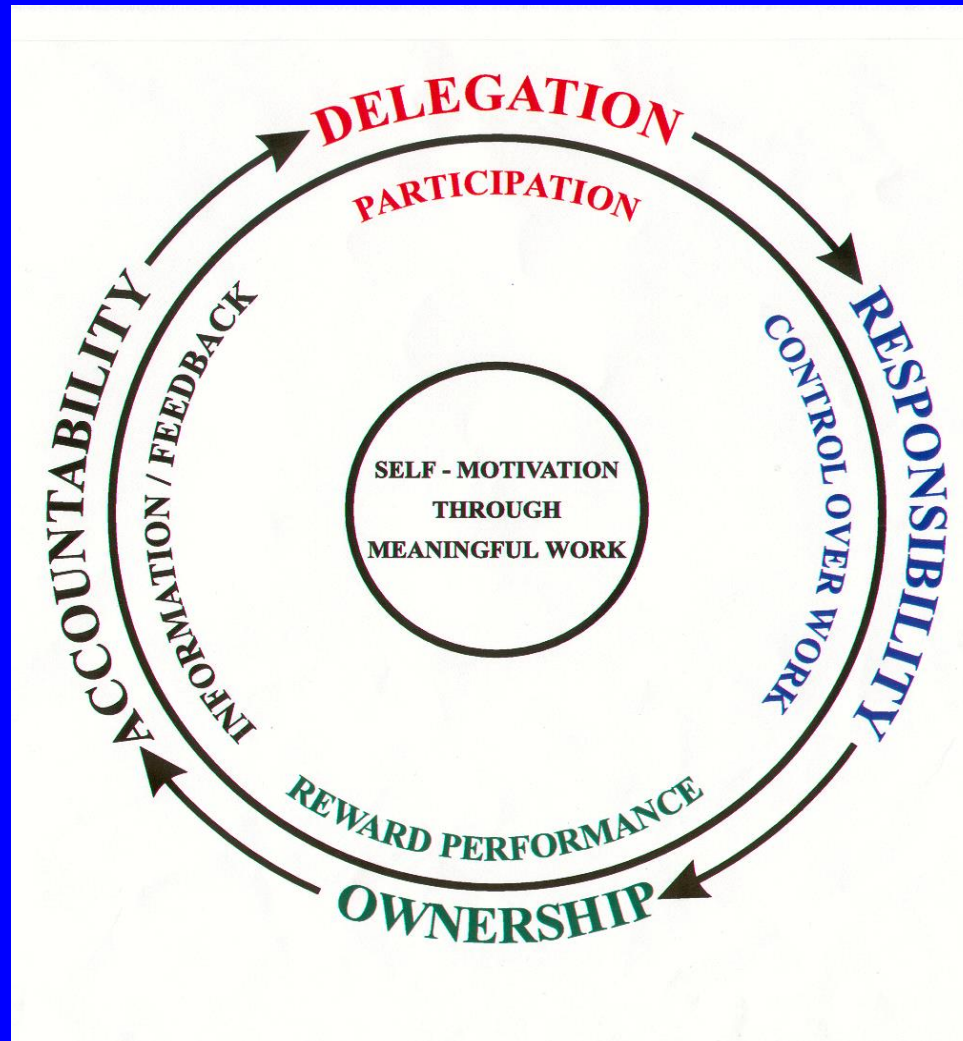
“Empowerment Takes More Than a Minute”
Ken Blanchard, John Carlos, & Alan Randolph, 1996

ACCOUNTABILITY

Accountability for results
is essential.

Employees must have responsibility
for those things
for which they are held accountable.

PRODUCTIVE WORKPLACES



THOMAS JEFFERSON, SEPTEMBER 28, 1820

“I know of no safe depository of the ultimate powers of the society but the people themselves, and if we think them not enlightened enough to exercise their control with a wholesome discretion, the remedy is not to take it from them, but to inform their discretion.”

SUMMARY

- ✦ HR: the only sustainable advantage
- ✦ Management's primary responsibility
- ✦ Intrinsic motivation
- ✦ Productive workplace behaviours
- ✦ How to achieve them
- ✦ The paradox
- ✦ Alignment
- ✦ *Fully* participative, not partially