

Putting the “People” back in People, Process, and Technology



Agenda

- The challenge
- Who are our people?
- What can our people do for the organization?
- What is the best fit for our people?
- When do we closely supervise (mentor) people or allow them more flexibility (trust)?
- How can we motivate and get the best out of our people?
- Why do we need our people?



The Challenge

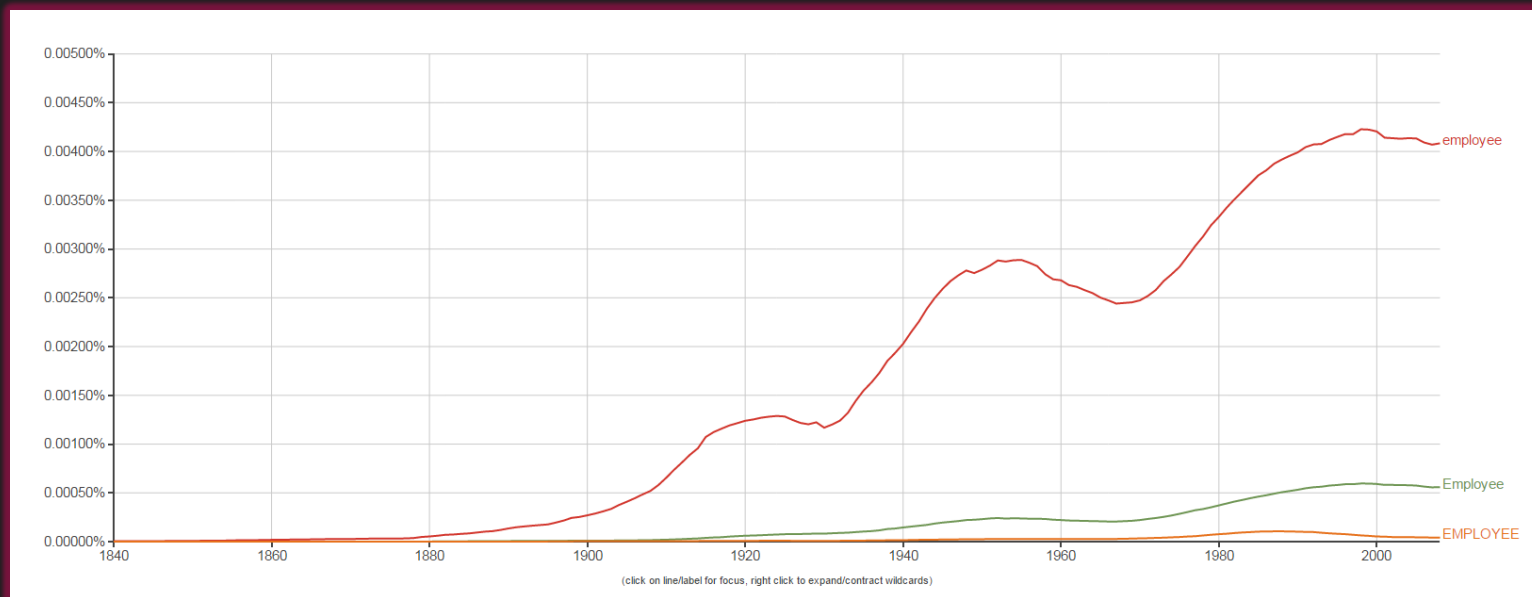
- Processes and technology are becoming ever more prevalent, complex and ubiquitous
- People have remained fairly static for at least the last 10,000 years
- There is a widening gap between the “people” and the “processes and technology”
- We need to close the gap before it becomes a canyon

Who are our people?



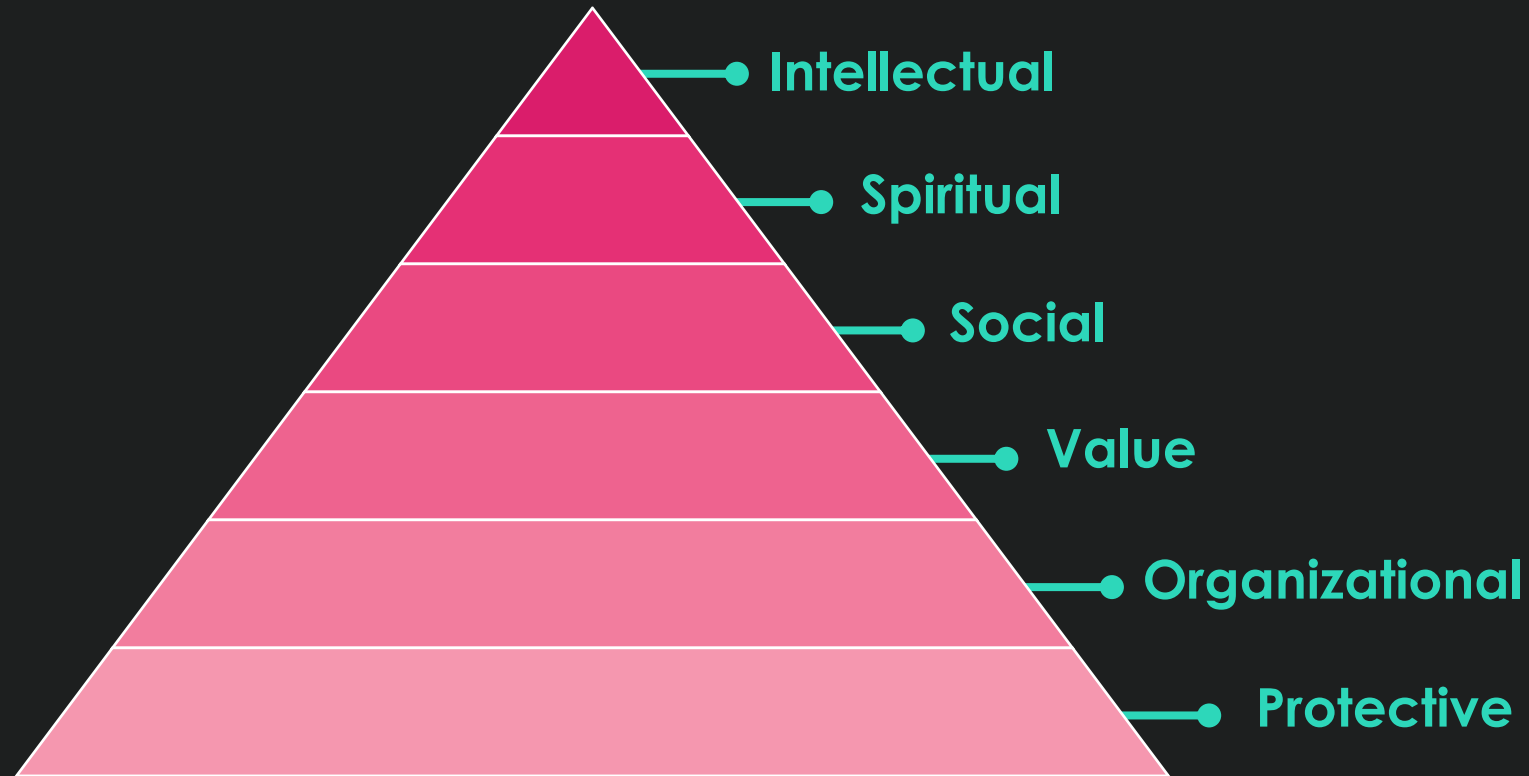
Employee – A Modern Concept

Employee: a *person* employed for wages or salary, especially at non-executive level



“Hardly a competent workman can be found who does not devote a considerable amount of time to studying just how slowly he can work and still convince his employer that he is going at a good pace.” – Frederick Winslow Taylor, 1911

Elements of Culture



"The known environment in which we work, live and interact"

-Carroll Quigley

Creation of Culture





**What can our people do for
the organization?**

Problem Solving

- Fermat's theorem
- Smallpox and polio
- Space exploration
- Air travel
- Electricity
- Human genome

"We cannot solve our problems with the same level of thinking that created them."

-Albert Einstein

Innovation

- Fire
- Language
- Agriculture and trade
- Steel
- Computerization
- Internet

"I want to put a ding in the universe."

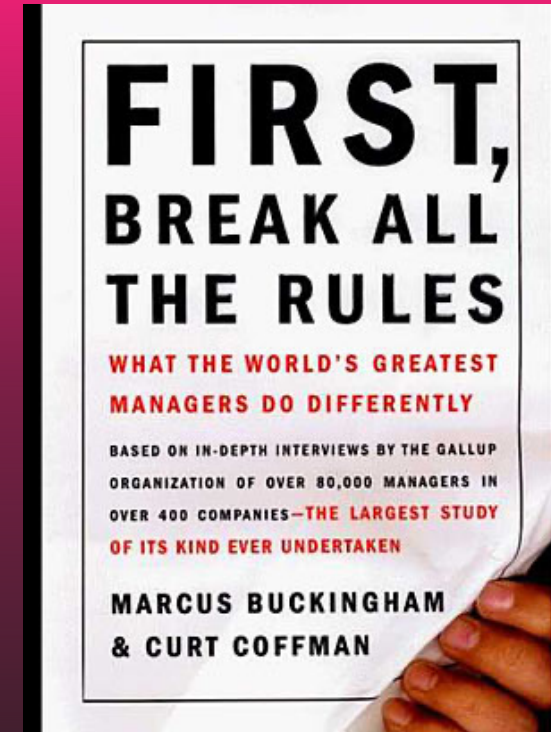
-Steve Jobs

Where is the best fit for our people?

First, Break All The Rules

Marcus Buckingham

- Talents versus skills
 - Talents are inherent
 - Skills are learned
- Talent types
 - **Striving:**
Explains the WHY of a person
 - **Thinking:**
Explains the HOW of a person
 - **Relating:**
Explains the WHO of a person



"Talents are rare and special."

-Marcus Buckingham

Revolutionary Insight

- “People do not change that much.”
- “Do not waste time trying to put in what was left out.”
- “Try to draw out what was left in... that is hard enough.”

“People are not broken, do not try to fix them.”

-Marcus Buckingham

Multiple Intelligences

Howard Gardner

- Visual-spatial
- Bodily-kinesthetic
- Musical
- Interpersonal
- Intrapersonal
- Linguistic
- Logical-mathematical

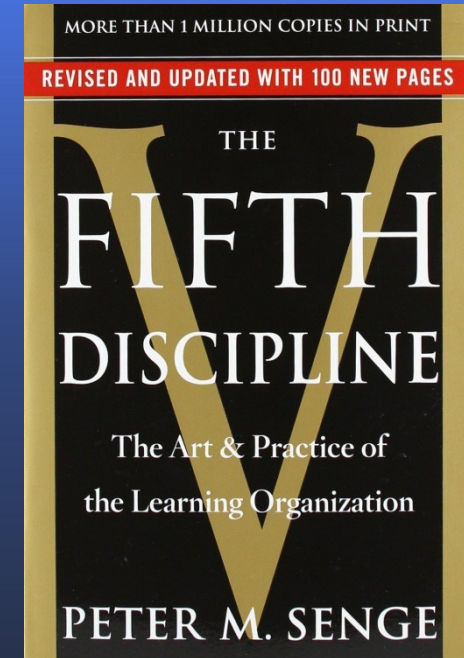




Fifth Discipline

Peter Senge

- Personal mastery
- Mental models
- Shared vision
- Team learning
- Systems thinking



The “Near Win”

Sarah Lewis

- Mastery: Internally driven
 - For a lifetime
- Success: Externally driven
 - For a moment
- The “Near Win”
 - The unfinished and incomplete moment



“Success is hitting that 10 ring [archery bullseye]. But mastery is knowing it means nothing if you can’t hit it again and again.”

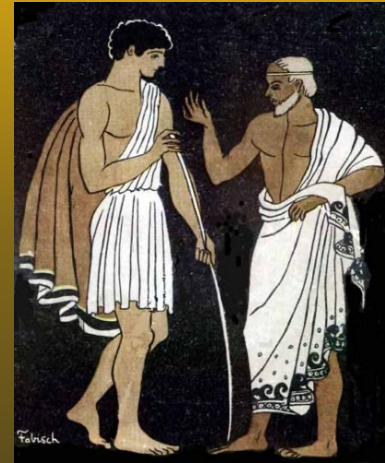
-Sarah Lewis

**When do we come close to
(mentor) or move away
from (trust) our people?**



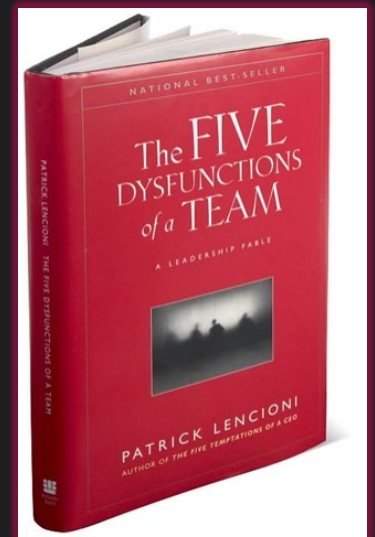
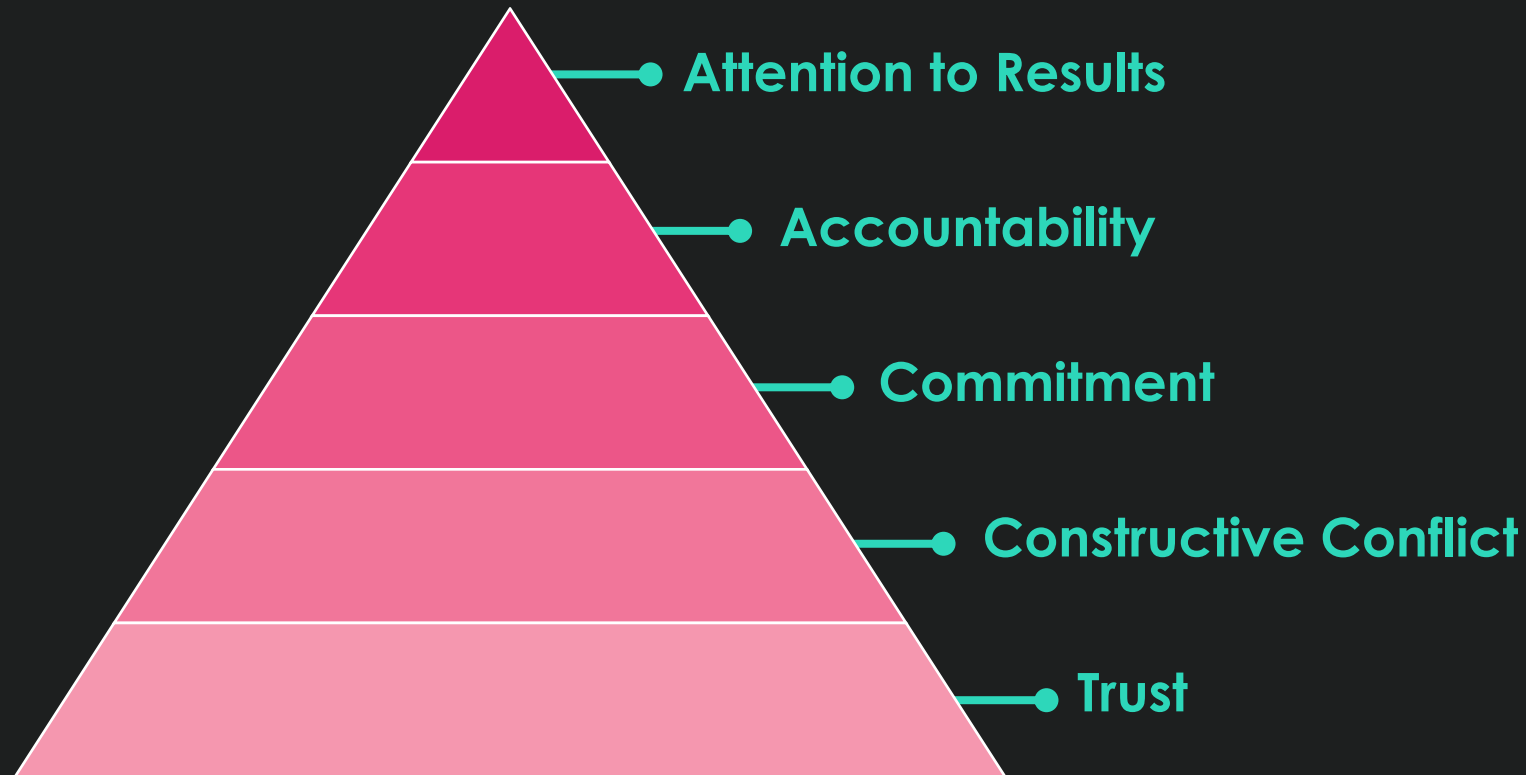
Mentoring

- Mentor: An experienced and trusted advisor
 - Double-loop learning
 - An exchange
 - A conversation



Five Dysfunctions of a Team

Patrick Lencioni



Trust

- Presumption of trust
- Openness in communications
- Honesty and transparency
- Follow-through (keeps promises)
- Admit mistakes

		Consistency	
		High	Low
Sincerity	High	High Trust	Mixed Message
	Low	Mixed Message	Low Trust

Effective Personal Interactions

- Clean off your desk during conversations
- Look for eye color
- Ask more questions and make fewer statements
- Lubricate the conversation
- Sit on the edge of your chair
- Take notes
- Do not answer the phone

Accountability

- Be hard on the problem, soft on the person
- Give appropriate responsibility
- Ask the other person to write down your instructions
- Assign due dates
- Get a verbal commitment
- Check in early
- Follow up later



**How can we motivate and
get the best out of our
people?**



Drive

Daniel Pink

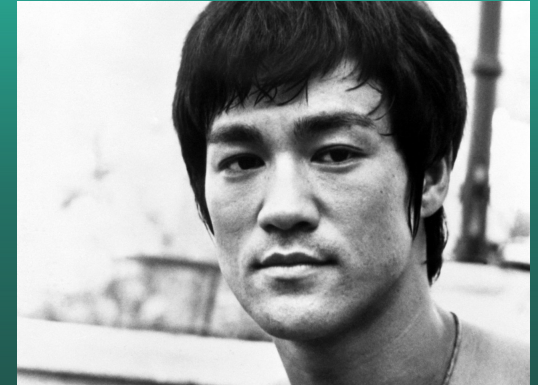
- **Mastery:**
Becoming better at something that matters
- **Autonomy:**
Self-guided and self-directed futures
- **Purpose:**
Something greater and permanent than oneself



Jeet Kun Do

Bruce Lee

- What are you really thinking about today?
- Simplify
- Learn about yourself in interactions
- Do not divide
- Avoid depending on validation from others
- Be proactive
- Be you



Talent Development

- Select a person
 - Choose for talent
- Set expectations
 - Define the right outcomes
- Motivate the person
 - Focus on strengths
- Develop the person
 - Find the right fit

**Why do we need our
people?**



People as Value

“The value of any commodity ... is equal to the quantity of labour which it enables him to purchase or command. Labour, therefore, is the real measure of the exchangeable value of all commodities.” -Adam Smith

“It is time to take the asset metaphor to a new level, to think of workers not as human capital but as human capital owners and investors. Like the employee-as-asset idea, the image of workers as investors is not exactly new ... Like the asset notion, the investor notion emphasizes value ... Workers, not organizations, own this human capital. Workers, not organizations, decide when, how and where they will contribute to it. Like financial investors, some human capital investors are more active than others. The point is that, as the owners of their human capital, they can make choices.” -T. Davenport

People as Value

“ No employer today is independent of those about him. He cannot succeed alone, no matter how great his ability or capital. Business today is more than ever a question of cooperation.” -Orison Swett Marden

“...while extraordinary products and unique services still afford a competitive advantage, the one advantage that stands the test of time...is people.” -Mark Salisbury

“I learned this, at least, by my experiment: that if one advances confidently in the direction of his dreams, and endeavors to live the life which he has imagined, he will meet with a success unexpected in common hours.” -Henry David Thoreau

Overview



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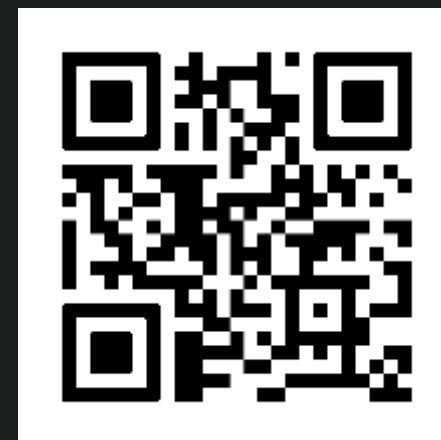


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