

People Engagement

Achieving and Sustaining Excellence Through People

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Organizations are complex social systems



However, if we look again, we can start to recognize repetitive patterns



Best way to solve a complex problem?

“Divide it into as many parts as necessary to resolve it.”

Rene Descartes

Managing People One-by-One

Enabling
Excellence

Setting
Expectations

Applying
Consequences

Engaging

Business
System

Business
Guiding
Principles

Behavior

Results

Positive

Negative

Understand

Influence

Improve

Dialogue

Recognition

PDCA
Cycles

I feel engaged when:

I understand
the value of
my work

I can
influence how
my work is
planned and
organized

I can improve
my work

I have
frequent
dialogue with
my supervisor

I am
recognized

Dialogue

Training and
Dialogue

Training

Formal and
Informal
Occasions

On Individual Behavior

- Change = **Behavioral Change**
- **Behaviors can be shaped**: behaviors that are rewarded will be repeated and behaviors that are discouraged will be gradually extinguished
- Human basic motivations are **universal** (Maslow)
- Need to understand local culture and use it as a **strategic advantage**

Engaging People for Change Requires Multiple Levers!

Examples of Typical Leverage Points:

- 3-in-a-row alignment of the leadership
- Leadership routinely walking the flow path and checking the health of the systems
- Face-to-face meetings with small groups of employees
- Good Condition of Employee Facilities – leadership showing respect for the employee

Managing one-by-one is quite practical, even in very large organizations:

- Typically, each supervisor has 10-12 direct reports
- Focus on the individual and natural teams

The One-by-One approach is applicable
to any organization

People is the only real long term
competitive advantage