### People Engagement

Achieving and Sustaining Excellence Through People

Raphael Costa



# Organizations are complex social systems





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





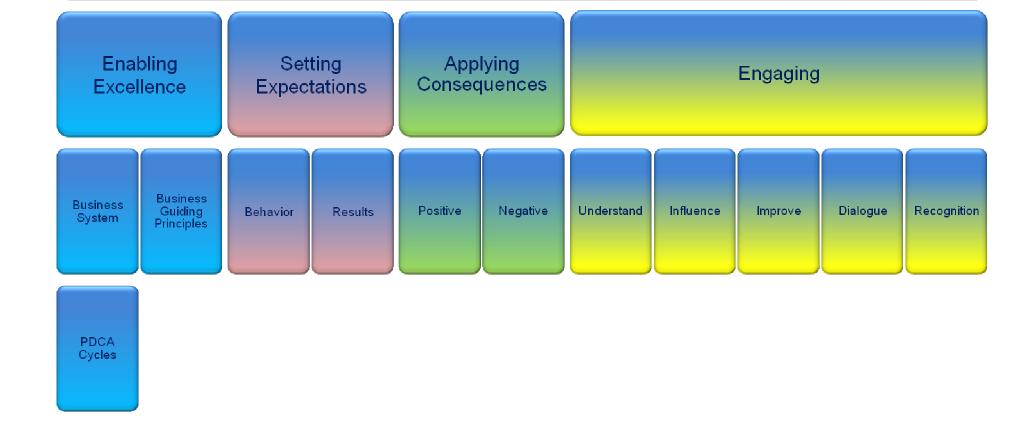
#### Best way to solve a complex problem?

"Divide it into as many parts as necessary to resolve it."

Rene Descartes



#### Managing People One-by-One





#### I feel engaged when:

I <u>understand</u> the value of my work I can
influence how
my work is
planned and
organized

I can <u>improve</u> my work I have frequent dialogue with my supervisor

l am recognized

Dialogue

Training and Dialogue

Training

Formal and Informal Occasions



#### On Individual Behavior

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



## 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

