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# **Journey to the Center of Your People Systems**

**Mary Jenkins**

**VP of Organizational Learning and Development**

**Genesys Health System**

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Presenter contact information:

Email: [mgjenkins1@comcast.net](mailto:mgjenkins1@comcast.net)

# The Core of Cultural Transformation

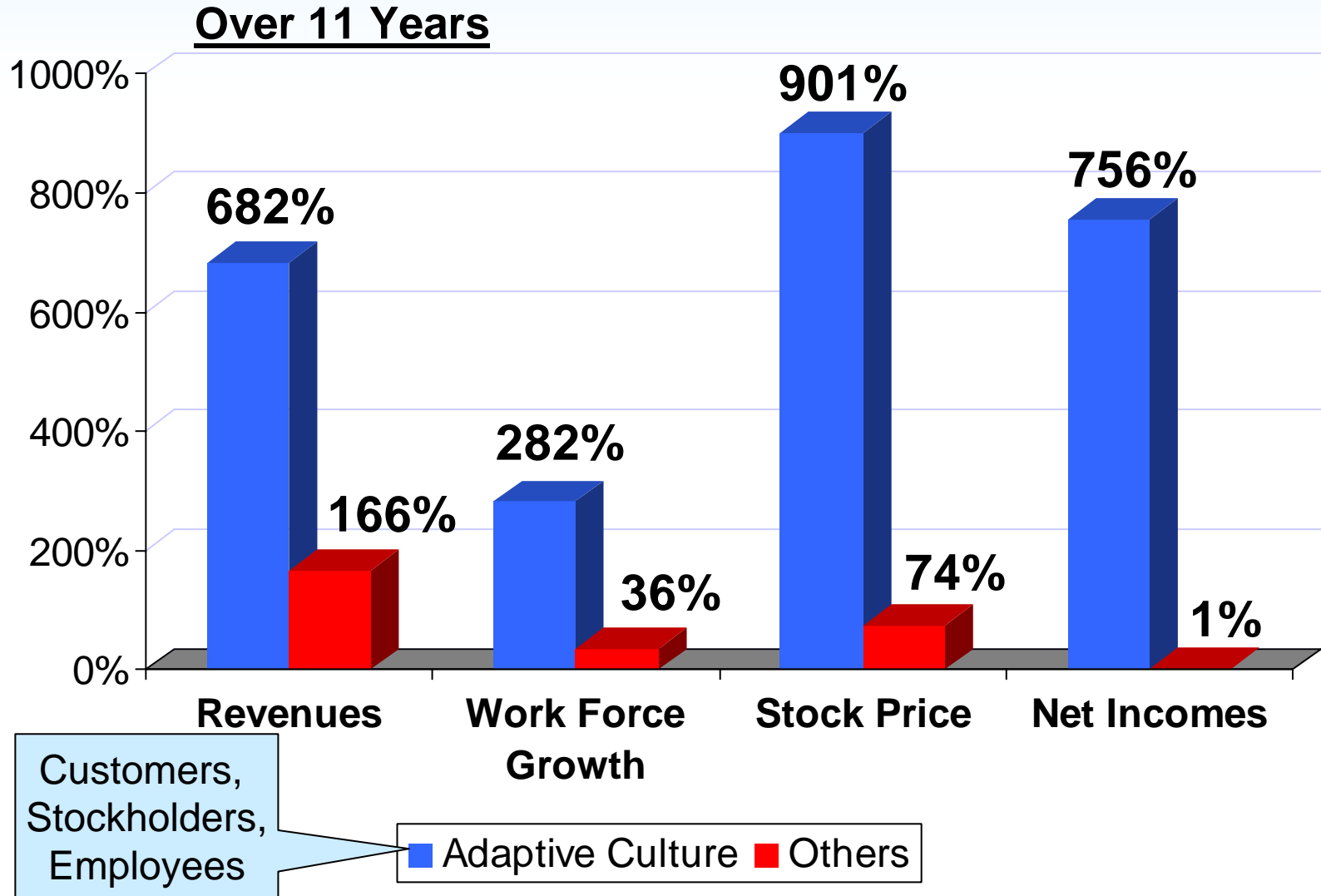
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# The World of Work



# Impact of Corporate Culture on Long-Term Economic Performance



# Organization and Environment

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An iceberg diagram illustrating the relationship between visible and invisible organizational elements. The tip of the iceberg, above the water line, is labeled 'Behaviors'. The submerged part of the iceberg, below the water line, is divided into two sections. The upper submerged section is labeled 'Systems' and contains a bulleted list: 'People', 'Work', and 'Managerial'. The lower submerged section is labeled 'Organization Culture (Beliefs & Assumptions)' and contains a bulleted list: 'How people think' and 'Rules for success'. The background is a gradient from light blue at the top to dark blue at the bottom, representing the sky and water respectively.

Behaviors

Systems

- People
- Work
- Managerial

Organization Culture  
(Beliefs & Assumptions)

- How people think
- Rules for success



So now, let's  
take a look at  
an organization  
that struggled  
with this

# Organization Culture: GM 1970's

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- GM: The business of making money, not cars.
- Cars = status symbols. Styling more important than quality to buyers who are, after all, going to trade up every year.
- U.S. car market isolated from rest of the world. Foreign competitors will never gain >15% of domestic market.
- Workers: Not important impact on productivity or product quality.



# Assumptions About People

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## Conventional

- People are inherently lazy and need to be externally motivated
- Managers can motivate other people
- Organization results are due mostly to people
- Internal competition improves performance

## More Useful...

- People want to do their best
- People are intrinsically motivated—managers must remove factors that de-motivate
- Results come from the system, including people
- Cooperation improves performance



# Practices Stemming From Assumptions

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**Conventional Assumption...**

**More Useful Assumption...**



# Re-thinking Performance Appraisals

# Response to "Why Do You Do Performance Appraisals?"

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# Performance Evaluations: Why They Backfire

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1. Performance Evaluations have multiple competing purposes
2. They are based on a set of faulty assumptions
3. The principles upon which they are designed conflict with stated organizational values
4. Performance evaluations rupture relationships

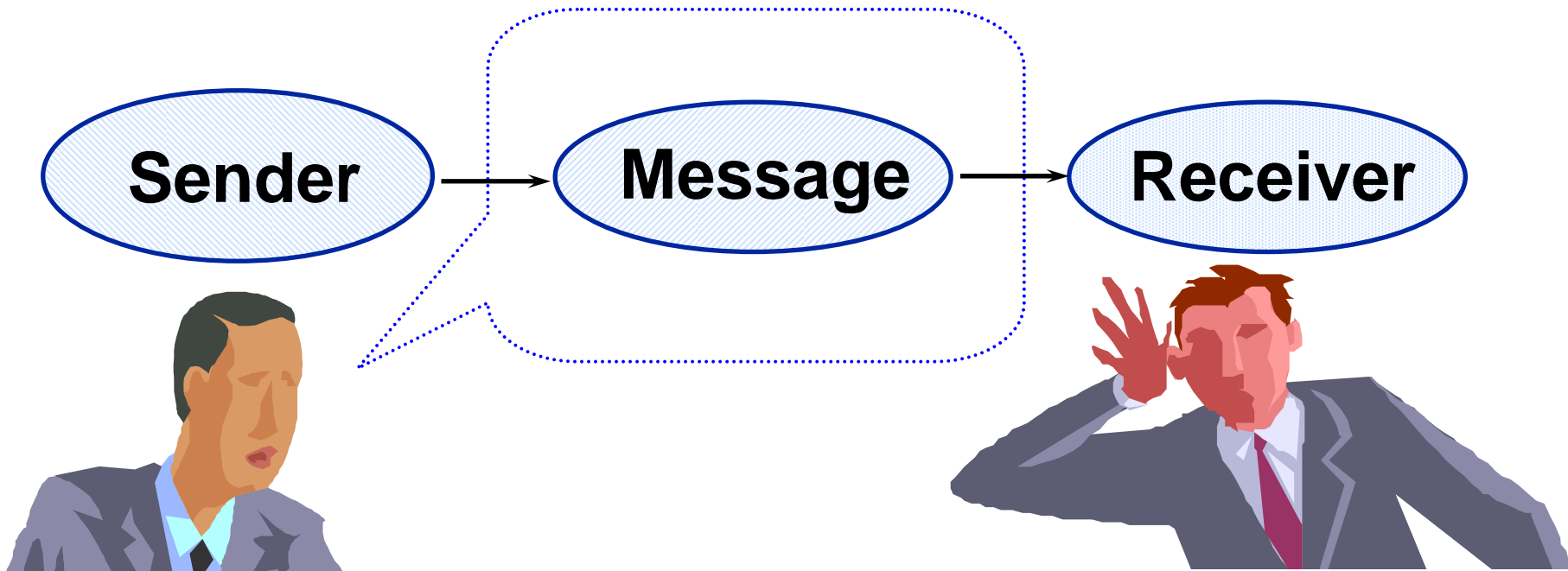




Katy's Annual Review...

# Model of Feedback

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# Clashing Values



# Emerging Alternatives To Traditional Systems

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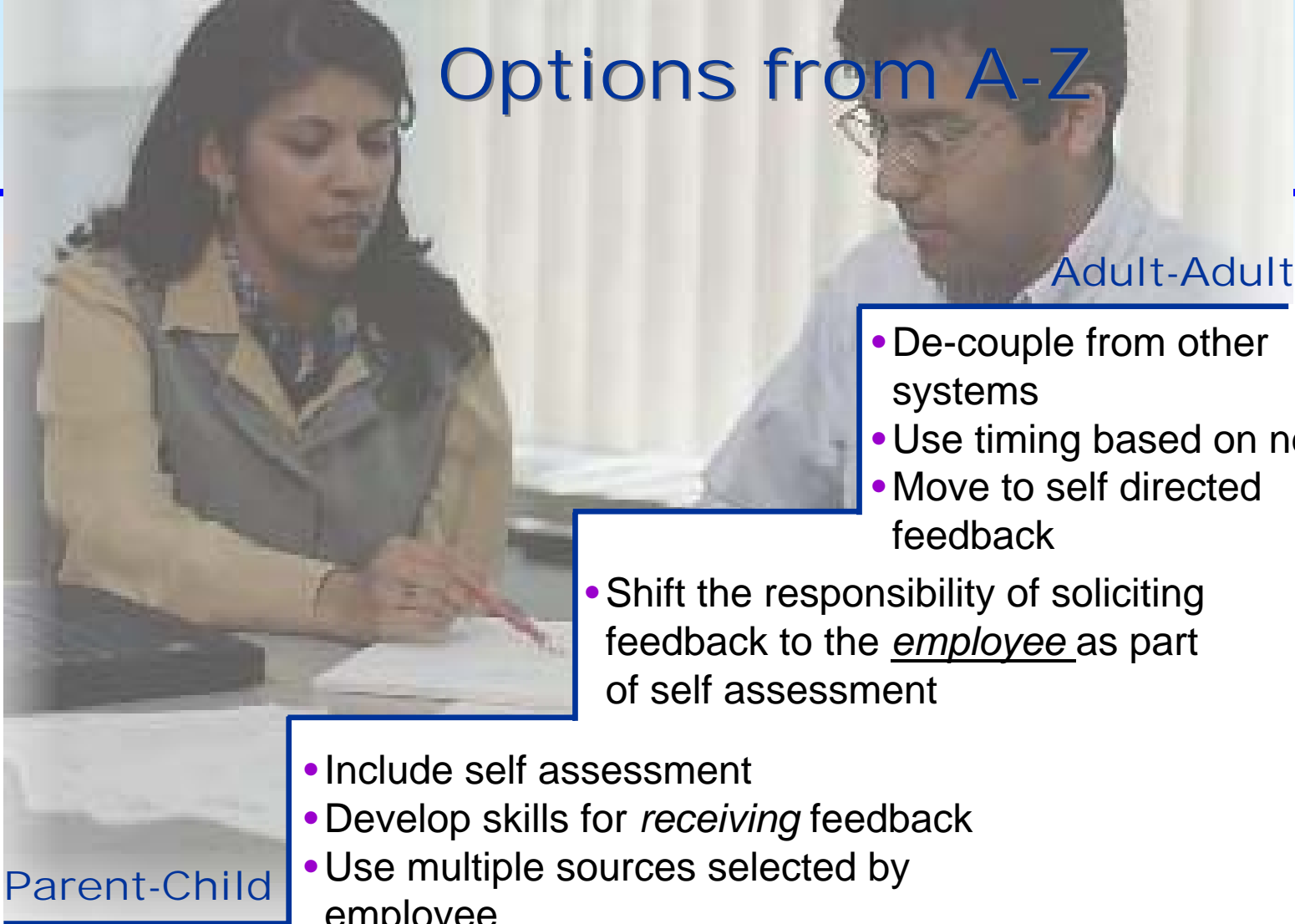
- **Characteristics:**

- Functions are “de-bundled”
- Design reflecting the employee choice/control
- Greater flexibility in job design
- Managers role more facilitative
- Emphasis on system/process improvement





# Options from A-Z



Adult-Adult

- De-couple from other systems
- Use timing based on need
- Move to self directed feedback

- Shift the responsibility of soliciting feedback to the employee as part of self assessment

- Include self assessment
- Develop skills for *receiving* feedback
- Use multiple sources selected by employee

Parent-Child

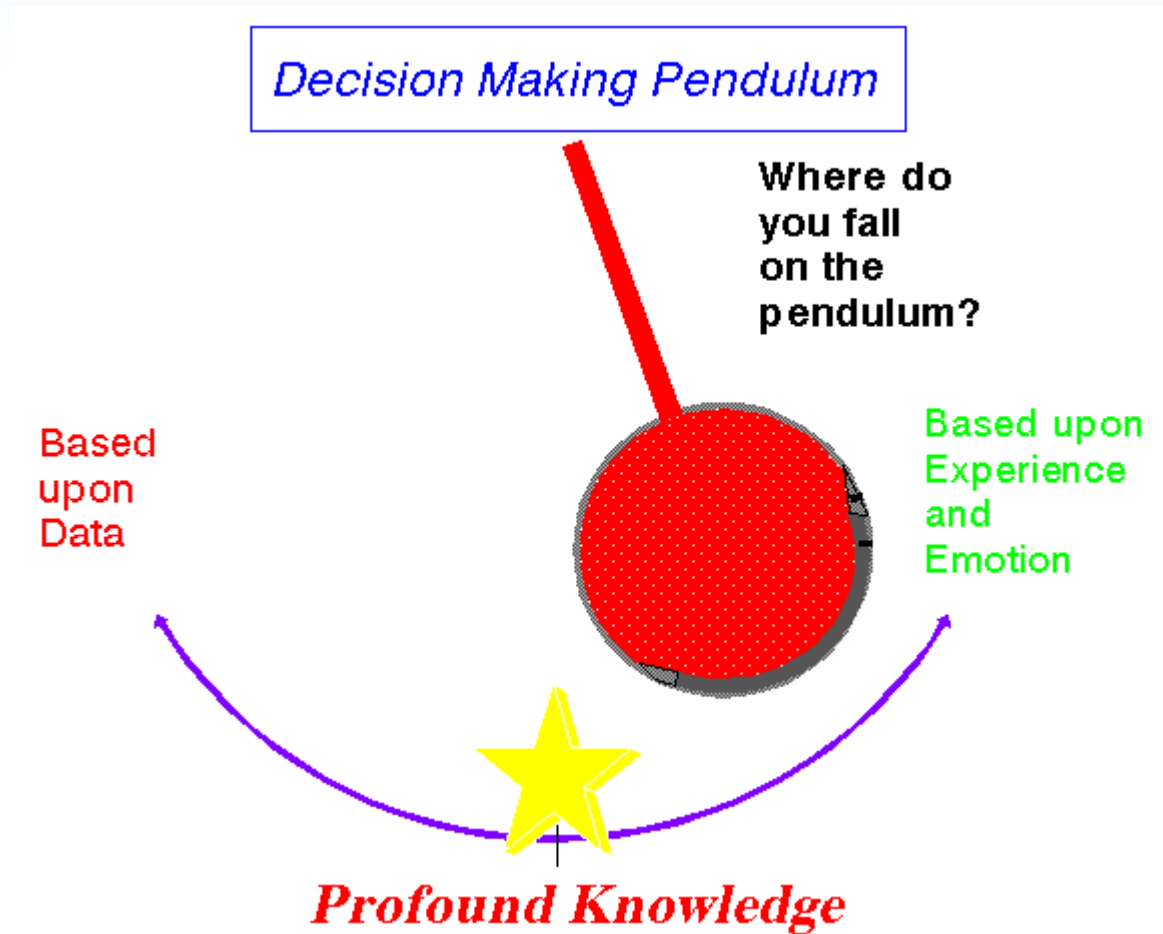
- Supv. driven
- Numerical grade
- Annual process
- Drives other HR systems
- Retained in personnel



So, why is  
this so  
difficult?

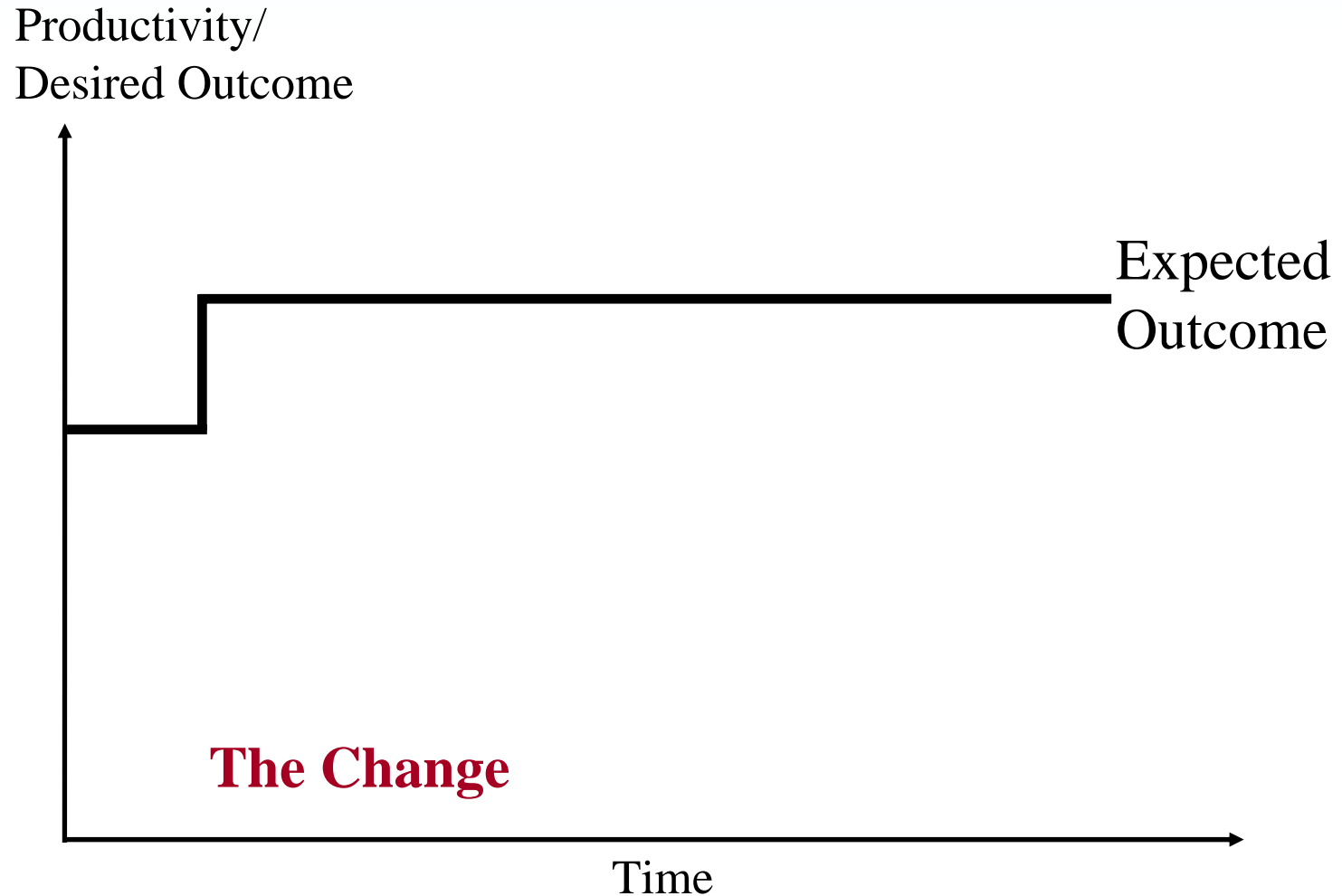
# Decision = Prediction

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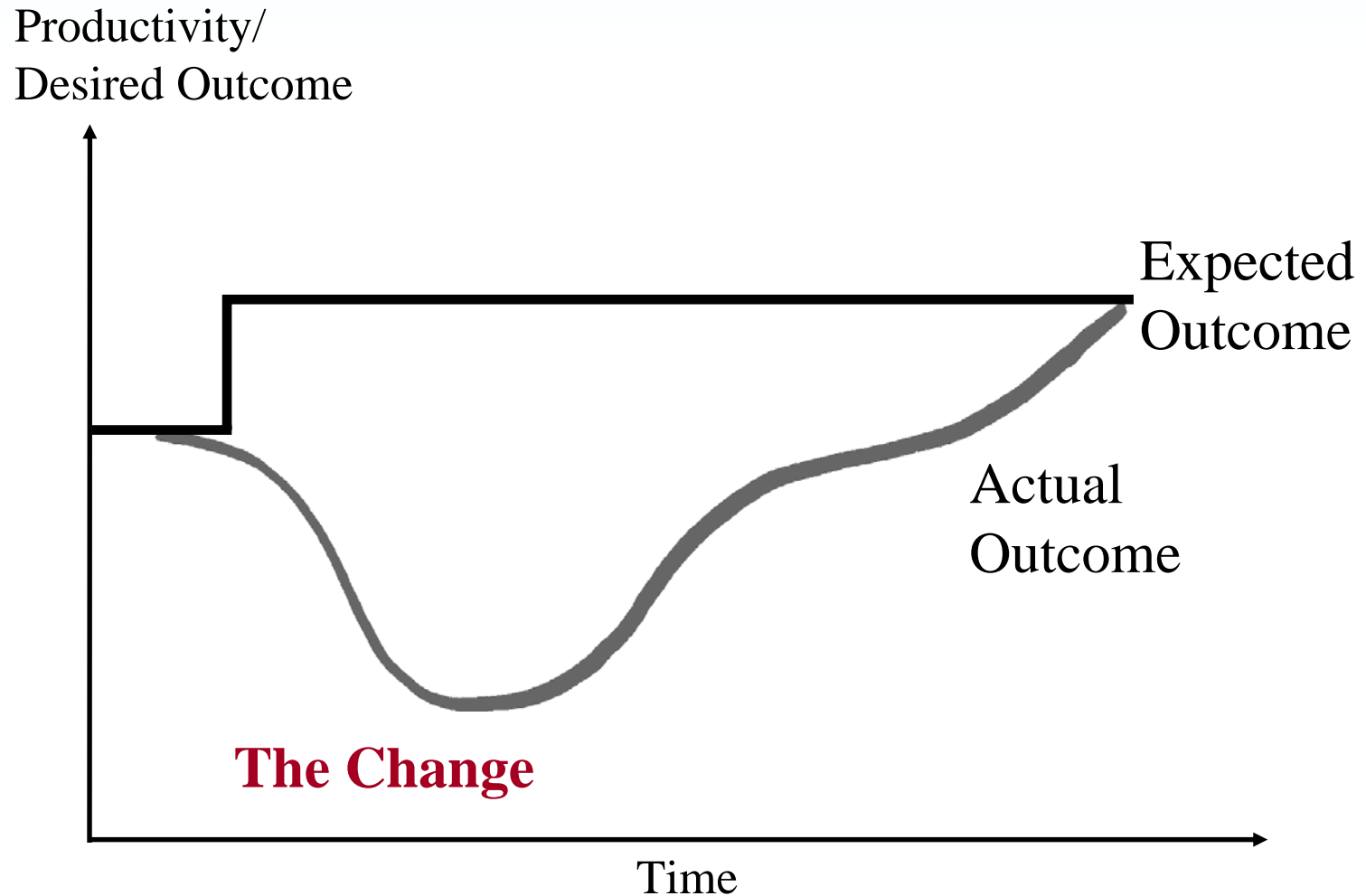
# Change: Myth vs. Reality

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# Change: Myth vs. Reality

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*Prof. W. Edwards Deming*

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“The first step of transformation is the individual...once transformed he will perceive new meaning to his life, to events, to numbers, to interactions with people”