Organizational Alignment

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How do you engage the heart and the mind?

• Just like any relationship, you have to align on:
  - Commitment
  - Accountability
  - Decisions
Commitment

• Are you **compliant** or **committed**?
  - Do it when *they* are watching or all the time?
  - Support the Mission and Vision of the company?
  - Know your part of achieving goals?
Accountability

• Do we understand accountability?
  - Are expectations clear?
  - Have we defined what it means?
  - Are we looking for and eliminating Latent Organizational Weaknesses?
  - Do we have a culture that wants to learn or blame?
Conservative Decision Making

• How do we make decisions?
  - Are we willing to collect data and make them based on facts?
  - Have we established a “Just Culture”?
  - Do we know why we make errors? How many? How we will prevent recurrence?
Getting there from here....
Human Performance Awareness

• Provides principles (foundation) to build from
• Establishes behavioral standards through “tools”
• Implements consequence versus likelihood
• Addresses Latent Organizational Weaknesses (LOWs)
• Identifies “DRIFT” of Normalized Deviation
Coaching / Observations

• **Communicate Change / Expectations**
• **Optimize Behavior with Positive Reinforcement**
• **Address non-compliance**
• **Coaching not managing**
• **Hearing feedback and concerns**
• **Eliminating LOWs**
• **Sustaining commitment to goals/values**
Error Review / Just Culture

- Determine violations, errors, or latent conditions as cause of unwanted consequences – fairly!
- Track and trend why unwanted consequences are happening, prevent recurrence (Learn)
- Make decisions based on facts and trend data
- Establish metric for error (error rate) – SPC?
- Provide targeted coaching opportunities
Organizational Alignment

• Living our values through word and action
  - Defining accountability and holding each other to it
  - Committed to mission and vision of the organization (know our role)
  - Make decisions based on facts, think consequence versus likelihood.

• A culture that strives to reduce frequency and lower severity of errors. Willing to admit weakness, learn from mistakes, and prevent recurrence.
Summary

- Human Performance creates the platform for Organizational Alignment
  - When heads and hearts are aligned:
    - Lower costs due to fewer mistakes (Event Free)
    - Increased profits through improved quality and reliability
    - Reduced risk and safer work environments through focus on consequence
    - Competitive advantages and sustainability
Questions / Comments / Feedback?

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