

Organizational Alignment

David W. Bowman



How do you engage the heart and the mind?

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



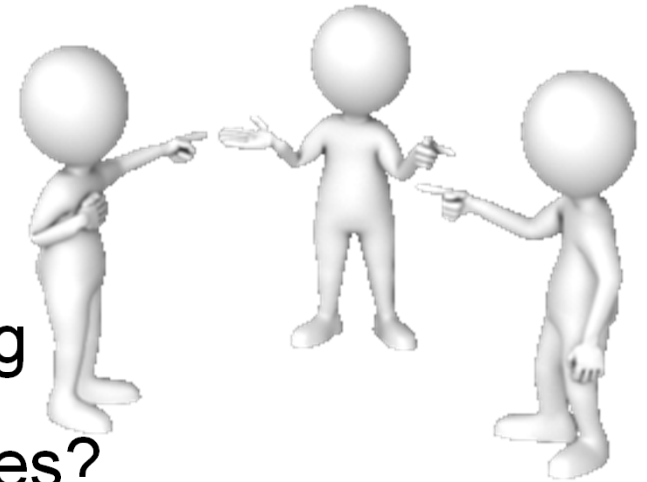
Commitment

- 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?

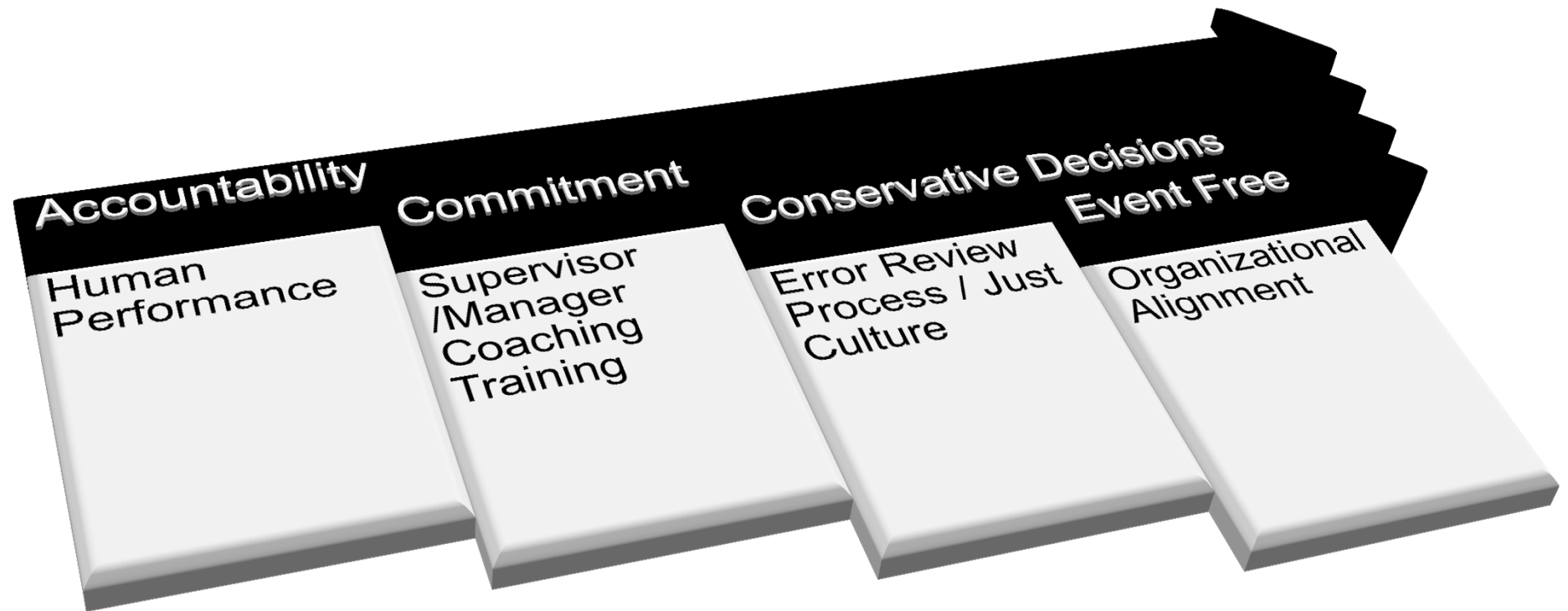


Conservative Decision Making

- **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

- **C**ommunicate Change / Expectations
- **O**ptimize Behavior with Positive Reinforcement
- **A**ddress non-compliance
- **C**oaching not managing
- **H**earing feedback and concerns
- **E**liminating LOWs
- **S**ustaining 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

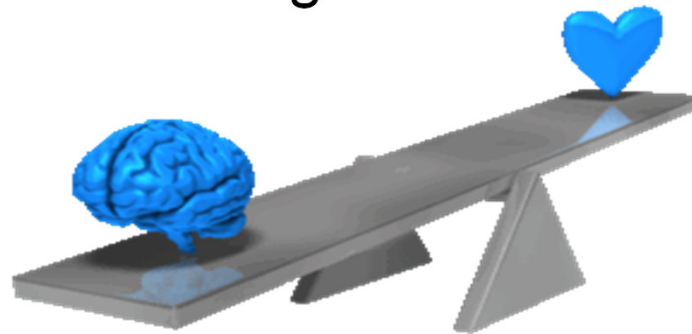
Organizational Alignment

- **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?

Knowledge Vine

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