Removing the clutter

Organizations are created by people and populated by people, therefore as quantum physics is the foundation of modern technology, so a scientific general theory of psychology MUST be the fundamental science of organizations. Global competitive advantage based on: Better science → better technology → better results.

This new HR is fully derived from the only scientific general theory of psychology ever produced. Refer www.opdcoach.com for details on the fundamental science, and the global competitive advantage of this new scientific approach to organization design and operations.

There is no scientific foundation to any of modern thinking on organizations. It follows, modern HR is no more than compliance and administration (read the papers linked to www.opdcoach.com). That includes HRIS/HCM software systems, including 'big data'. You need decide how much of this admin and compliance remains useful to you and needs to be continued.

Now begin to think of what is really needed to build performance. OPD-HCD™ I the new *proactive* component of HR that drives additional profits not merely protects profits. OPD-HCD™ integrates with every HCM software system to provide enhanced team performance.

Getting the concept right

Throw out your job descriptions, forget all you ever read or heard on them.

For every goal there are action (called ideal actions) that must be acted out for the goal to be achieved.

1. For every role (a unique set of thoughts and actions specified by unique KPIs, key performance indicator) identify the 'aim', a single KPI that summarises what would be the contribution to achievement of strategy if the role was performed perfectly.

2. Identify the ideal actions that if acted out to standard the aim would be achieved. Ideal actions are of the quality that doing them does not guarantee success (there are always external factors), but not doing them guarantees failure.

There is quite a lot on KPIs, too much detail for this overview, but understand KPIs as the link between the actual behaviours on the job and the strategy. Focus on the ideal behaviors, not the numbers. If needed, and if you judge it so, then you accept responsibility for the numbers, they focus on what they can control, their behavior at work, delivery of the ideal actions as best they are able.

Combine aim and ideal actions to form the role specification. This is what is needed to be successful by whoever fills the role. Do this for every role.

In mind combine all ideal actions from all roles. This is the ***behavioral structure relative to the strategy***, it is what people need to do to standard if the strategy is to have greatest chance of greatest success.

Building the performance focused mind

Forget all you ever read about culture.

The aim is not negotiable, make that clear. It is what the company needs to succeed. If they disagree, nod, and say but it is not their call. If they still disagree, ask if they want to stay in the role. If they say no, then decide if you will move them or accept their resignation. The role is their choice, do not try and 'sell' them on it.

Show people the role specification and ask if they agree. If not, ask what they would add or remove. Make the changes. Continue this process until they agree that if a person acts out the ideal action they have greatest chance of greatest success at achieving the aim. Then ask people if they want to be successful their work life? If they say no, then ask if they wish to resign? They cannot have both, retain job and want to be unsuccessful. It is their choice.

They have already agreed success in the job is delivery of the role specification to standard, they are now expected to get on with it.

Improving training

Forget all you have ever read on competencies, training needs analysis, and talent development.

Check with the person they judge they are skilled at doing the ideal actions. Ask what support they think they need to be successful at delivery of the role specification to standard. Then get them that support. That is your training schedule.

Ensuring positive engagement

Forget all you ever read on engagement.

Ask people to use their imagination and picture themselves acting out the ideal actions to standard. Ask if they are fully comfortable. Listen carefully to their answer. If there is any hesitation, the slightest adverse emotional reaction in their mind when they think of themselves acting out ideal action, then they will either avoid doing it, or go through the motions and fail at it.

Work with the person so they are fully relaxed and emotionally positive about delivery of the role specification to standard.

Building team spirit

Forget all you have ever read about team spirit.

Have the team leader go around the team every day and check the ideal actions are being acted out to standard. While the team do what they need do, the team leader makes sure they are having fun, feel respected, being guided and coached, and enjoying their day at work.

Performance management that works

Forget everything you have read about performance management.

Ensure people have copy of their results.

If numbers to budget, ask: What ideal action will you focus on to continue this great work?

If the numbers not to budget, ask: What ideal actions were not delivered to standard and what do you intend to do about that?

If not to budget but judged due external factors, ask: How should we change what we are doing to get a better result?

Listen, avoid talking, note their plan of personal development for discussion next time.

Working 'on' the business

Forget everything you have read or heard about 'innovation' and 'creativity' at work.

Every six months or when judged necessary, ask: What has changed out there? Do we need change any of our ideal actions? Any ideas to get a better result than we are getting?

Listen, note the suggestions, change role specifications as suggested. Implement the role specification changes via the monthly performance management meeting with each person.

Talent identification and management

Forget everything you have read or heard on 'talent'.

Who is exhibiting poised self-discipline?

Who exhibits steady self-motivation and keeps going despite set-backs.

Who is contributing to working 'on' the business?

Who has solid steady numbers?

Who is willing to operate with the system?

Give them projects to complete that force them in contact with senior management. In the performance reviews, ask them to stretch, watch their response. Put them temporarily in charge of staff overseeing a project.

Summary

Clarity in mind on what to do to be successful in the job. Skills to do the ideal actions. Choice of the person to do it with the intent to be successful. Having fun each day at work. Active support by the team leader so the person feels respected and valued.

If all your people were like this, would your results improve?