

THE RESULTS-ONLY WORK ENVIRONMENT™

A BUSINESS PLATFORM FOR THE 21ST
CENTURY *WORKFORCE*

NEW TRICKS



CULTURE.

CALL
RESSLER & JODY
THOMPSON

TODAY'S JOURNEY



- Launch ourselves from the foundation of a results-only mindset
- Wrap our heads around the necessity of Innovating from the middle out
- Embrace why we have to encapsulate the *entire system*

UNIT BASED TEAMS

Transforming Kaiser Permanente by changing the roles of union members and managers and creating an environment in which all employees [frontline staff] are encouraged to think critically about problem solving and work innovations.





RESULTS-ONLY WORK ENVIRONMENT

CULTURE

CALI
RESSLER & JODY
THOMPSON

OUR CONUNDRUM

DEMANDS/CONTROL

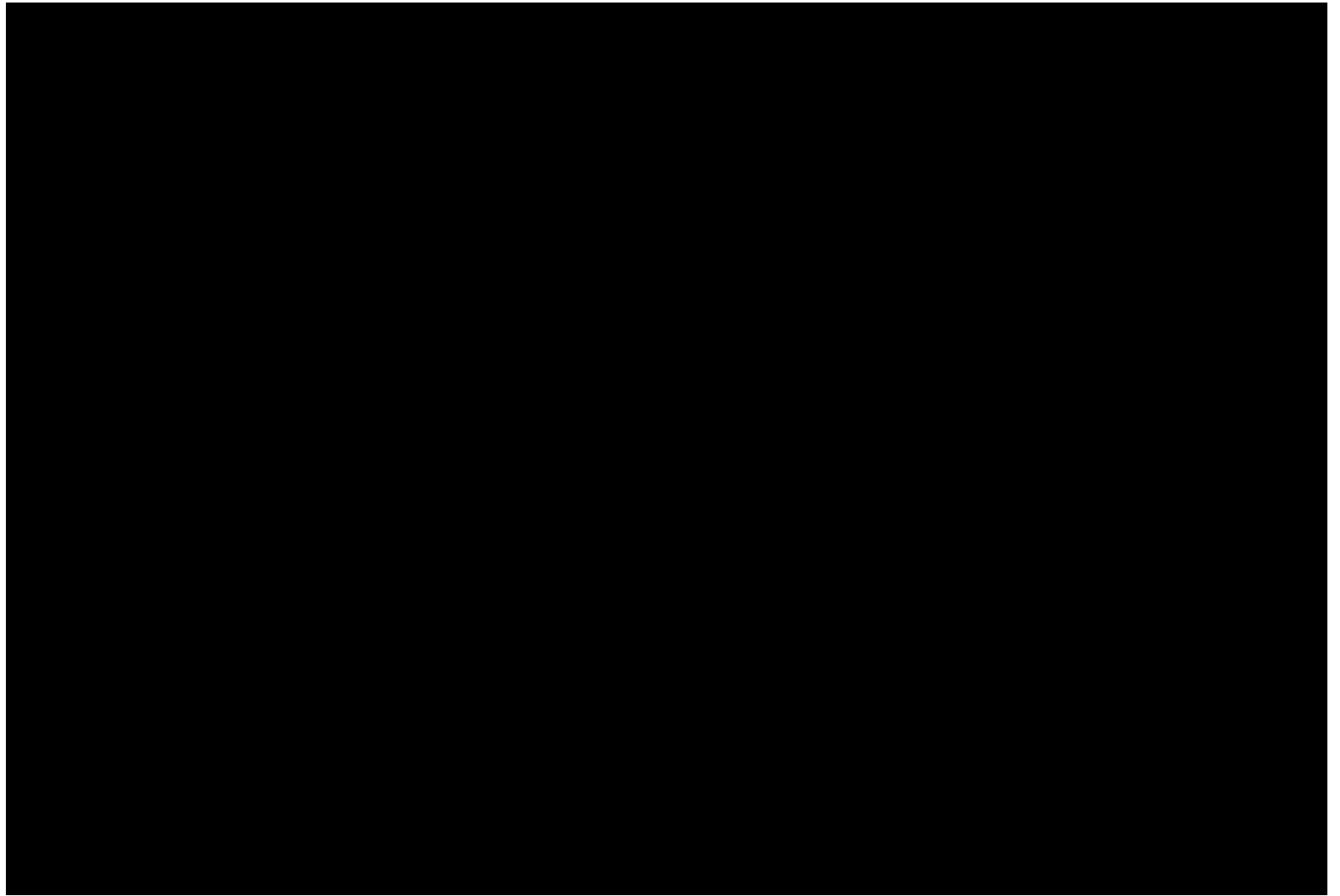
WHAT WE WANT

Control leads to compliance; autonomy leads to engagement. Human beings have an innate inner drive to be autonomous, self-determined and connected to one another. And when that drive is liberated, people achieve more and live richer lives.

Daniel H. Pink, Author of Drive: The Surprising Truth About What Motivates Us

FLEXIBILITY

TRAP #1



LIMITED FLEXIBILITY

- I have to ask permission
- It's not flexible
- The conversation isn't about the work

Flexible Schedule is an
Oxymoron

FLEXIBILITY TRAP #2

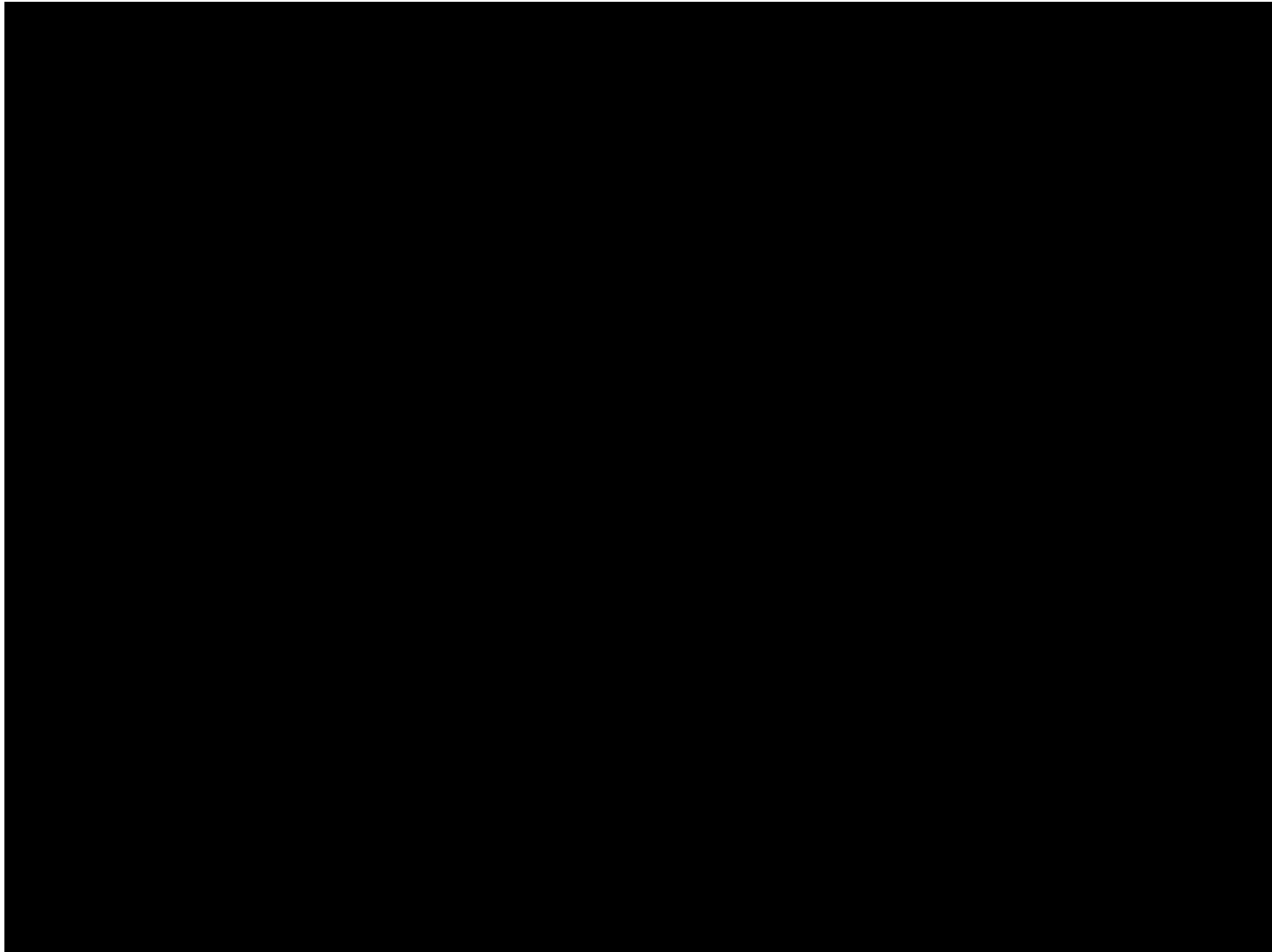


LIMITED OPTIONS

- Some people get it and some don't
- It's not *fair*
- People feel frustrated, pissed off and distracted
- The culture is one of 'entitlement' not opportunity

FLEXIBILITY

TRAP #3



CAREER TRADEOFFS

- I'm forced to choose my career over my life, or life over my career
- I'm stressed out and not making choices that feel good
- I'm afraid of the regrets I'm going to have later in life
- I feel out of control

FLEXIBILITY

TRAP

Managing people's time/schedules reinforces the command/control management style of the 20th century.

The culture is authoritarian, versus opportunistic.

OLD CURRENCY

TIME + PRESENCE = RESULTS



Virtual or Physical

THE FOCUS

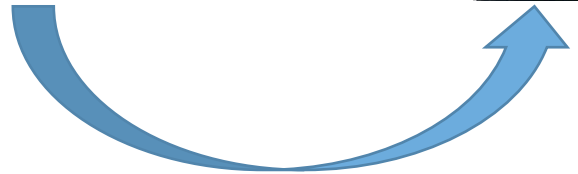
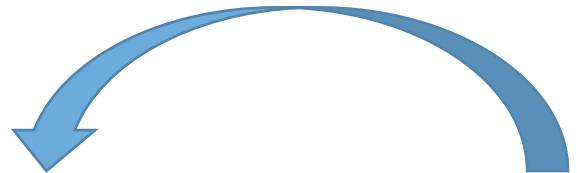
IN FOCUS

- Time off
- What I'm *entitled* to
- What's fair

OUT OF FOCUS

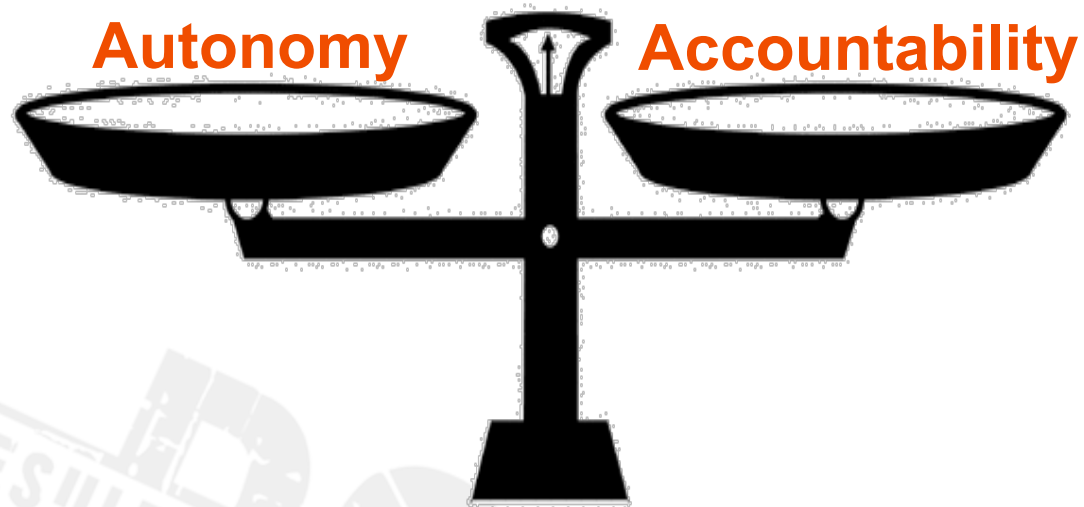
- THE WORK
- What I'm *actually* getting paid for
- Client/Member satisfaction

CATCH-22



RESULTS-ONLY WORK ENVIRONMENT

THE **NEW** PLATFORM



EACH PERSON IS: 100% **ACCOUNTABLE**
EACH PERSON IS: 100% **AUTONOMOUS**

NO RESULTS? NO **JOB**.
IT'S THAT SIMPLE.

ROWE

RESULTS-ONLY WORK ENVIRONMENT

ROWE



Accountable; responsible, answerable.

Autonomous; self governing, independent.



THE NEW CURRENCY

THE **MULTI**-GENERATIONAL/**MULTI-ROLE** PLATFORM

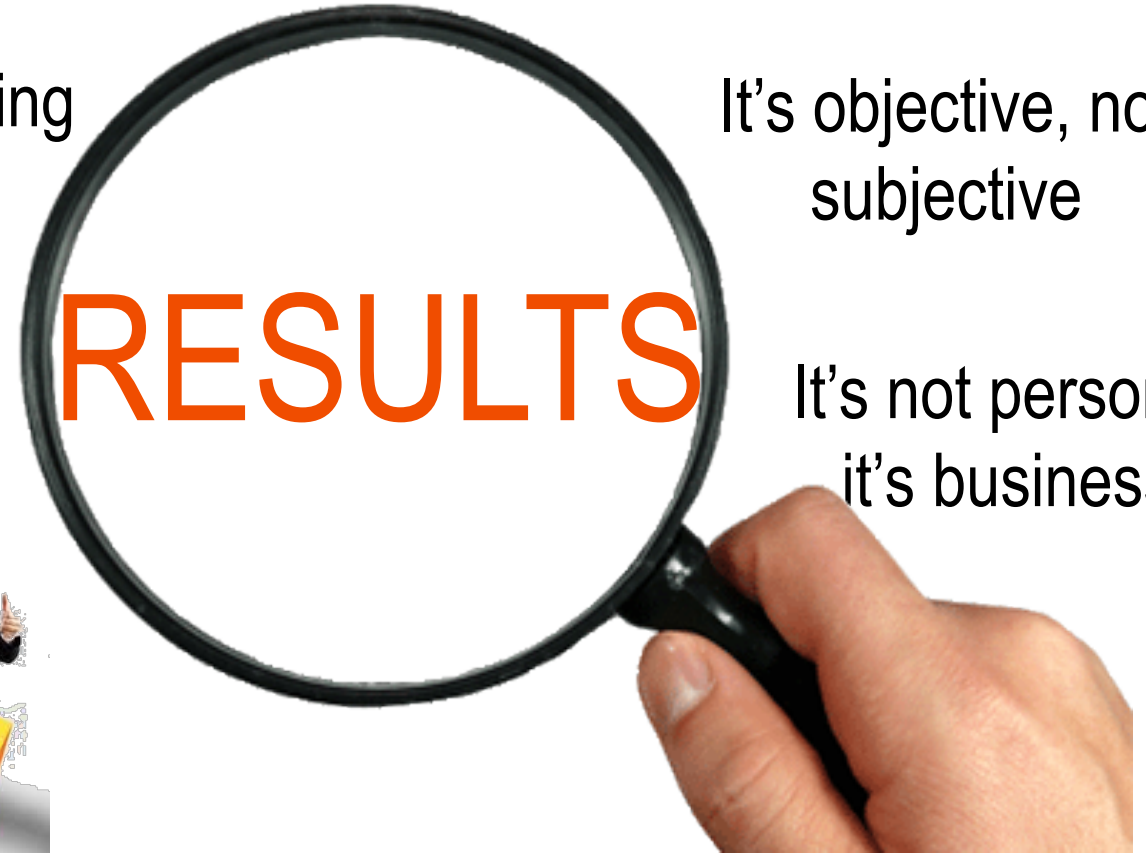
It levels the playing
field

It's objective, not
subjective

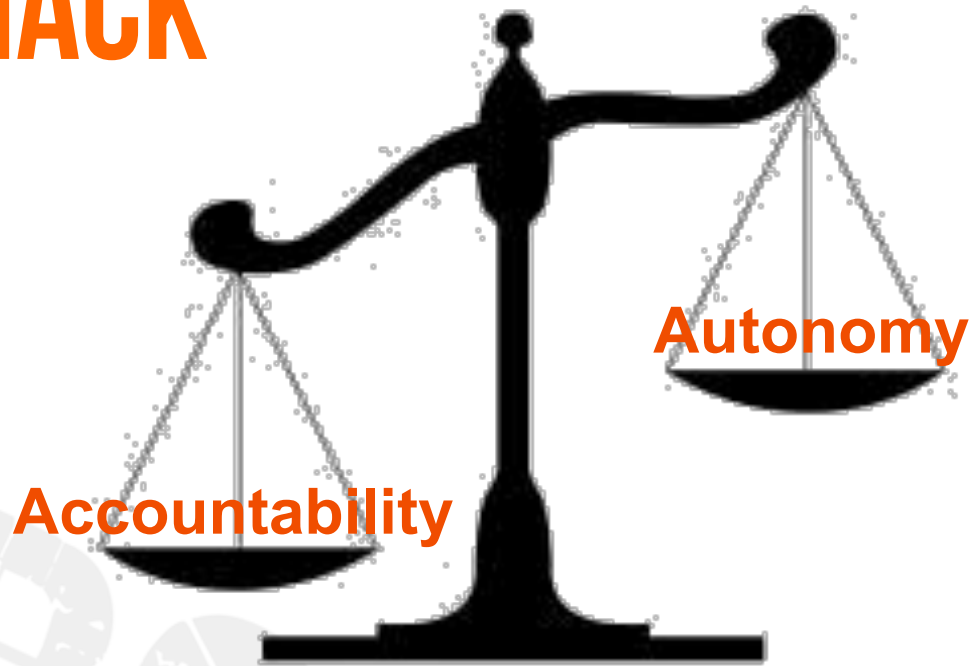
It's what you pay
them for

RESULTS

It's not personal;
it's business.



OUT OF WHACK



Lots of accountability, little or no autonomy

FLEXIBILITY IS MANAGED

- People feel stressed out, overworked.
- Work life balance is the holy grail.
- People feel cheated and resentful.
- There's an 'I've done my time' mentality.
- There is a turnover risk.
- Nobody wants extra work.

OUT OF WHACK



Lots of autonomy, little or no accountability

THE CULTURE IS ENTITLED

- Managers feel uncomfortable.
- Goals aren't clear or measurable.
- Are people working or doing laundry?
- We need to get 'all hands on deck!'
- People are demanding more pay, time off, better benefits.
- Longevity is rewarded, not performance.
- People talk about how many hours they work.

THE ANSWER

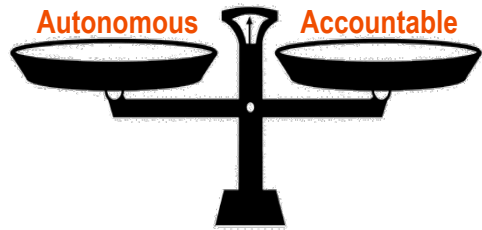


MANAGE THE *WORK*.
NOT THE *PEOPLE*.

Self governing, independent; Responsible, answerable.

THE SOLUTION

MANAGE THE *WORK*.
NOT THE *PEOPLE*.



Managers focus on the work and coach to results.



People are where they need to be, when they need to be there (**role-specific**) to manage results based on Member needs.

POWER SHIFT



MANAGE THE *WORK*, NOT THE *PEOPLE*.

ROWE™ is often perceived as creating a *loss* of control and power for management, and a *gain* in control and power for the people who report to them.

But the real proposition is this: managers *gain* control over the *work*, *clarity* of the work, and the power to **hold people accountable** to the work. Employees quickly understand that ROWE™ isn't the 'work from home' program they thought it was.

No more games. No more guessing. No more parenting.
SUPERIOR RESULTS.

THE NEW FLEXIBILITY™



MANAGE THE *WORK*, NOT THE *PEOPLE*.

Future leaders will build a **system-wide**, *from the middle-out*, organizational culture that is **fully competent**, and single-mindedly aligned towards satisfying the customer [your Members].

THE UN- QUESTION

Can I work from home tomorrow?

Accountable; responsible, answerable.

Autonomous; self governing, independent.



KAISER TEAMS

FROM THE MIDDLE OUT

*Transforming Kaiser Permanente by **changing the relationship between managers and employees** through creating an environment in which **every single employee** is able to think critically, solve problems and have the opportunity to innovate.*

WHY IT MATTERS



... being the owner of my job ... I feel more productive and feel like I can contribute original ideas more often.

... [I am now] able to structure my schedule in a way that promotes productivity/creativity.

... [I am] seeing my team members start to think critically

... scheduled interactions with colleagues [now] hold more value.

... [I now] see progress being made in developing a *culture* truly focused on results and the customer



**READY TO
PERFORM**



CULTURE.

**CALL
RESSLER & JODY
THOMPSON**