



THE MASTERY GROUP

The High Performance Business



TRANSFORMING

**Traditional Business
Paradigms**

into

**Today's High Performance
Work Systems**



Non-Traditional Approach

While most companies across the United States concentrate on improving their employees technical skills and daily processes, the highest performing organizations understand that no amount of technical training and benefits can motivate and empower employees like human developmental training.

Essentially, the distinction is emphasis on the model for the high performance business, rather than the traditional model that has dominated the business world for so many years



The High Performance Model

There are literally hundreds of businesses that are achieving outstanding results by changing the way work is organized and empowering the people who do that work.

This is known as “**High Performance**” work systems!



Historical Overview

HISTORICAL OVERVIEW



The Traditional Paradigm

In 1903, Fredrick Taylor formally defined a set of principles and practices known as “Scientific Management”. These principles became the fundamental management model a century ago while facilitated the transition from a rural society, where people were generally self employed producing their own food and goods, and into an urban society based on mass production and interdependence.

It was necessary to create bureaucratic organizations to manage and control masses of untrained people. Work was broken down into simple and repetitive tasks and managements job was to control the means and speed of production.

Job Design Features

Scientific Management System

- ❖ Simple, narrowly defined jobs
- ❖ Division of Labor – Keeps different functions separate
- ❖ One best way to do a job – “SOP”
- ❖ Uniform and strictly enforced policies
- ❖ Management’s role to plan organize and control



Today's Application

This paradigm was useful in moving us to an industrial society. However, it does not fit with the complexity and changing nature of today's economy, market place, technologies and people.

Two Serious Flaws

- ❖ Work is fragmented in such a way that people do not see or feel responsible for the whole process.
- ❖ It reinforces the assumption that it's management's job to control the work of employees.



The High Performance Paradigm



High Performance Work Systems

*An organization in which each person
is a contributing partner to the business*

REQUIRES

- ❖ A deep respect and trust in the people
- ❖ Viewing people as human beings that bring an enormous energy, creativity and talent to their work.
- ❖ Allowing people autonomy and the opportunity to make creative decisions and contribute to the company in significant ways.
- ❖ Avoiding the temptation to control people and empowering them with the resources, tools, skills, and support to manage their work process and create products and services of unprecedented quality.



High Performance Work Systems

Culture

- ❖ People understand the business
- ❖ Committed to getting results
- ❖ Organized into self-contained, multi-functional and customer-focused business units
- ❖ Take full responsibility for making decisions and solving problems
- ❖ Continuous improvement of products



High Performance Work Systems

Management Roles

- ❖ Facilitators and Coaches
- ❖ Define outcomes, manage boundaries, interface with other departments
- ❖ Ensure resources and support
- ❖ Provide training and information

High Performance Work Systems

Four Basic Principles

- ❖ People are the organizations greatest resources and need to be trusted and empowered
- ❖ Work must be designed so that people are allowed to do “whole and meaningful” tasks that integrate all work aspects into a singular and total system.
- ❖ Cross-functional teams are the natural work units of high performance companies and are responsible for managing all of the tasks and processes to accomplish business goals.
- ❖ The role of management must change from controlling workers to providing resources and training as well as managing the environment so teams of workers can be most effective.



Getting There From Here



High Performance Model

Four Distinct and Interrelated Paths

- ❖ Organizational Assessment and Design
- ❖ Strategic Development
- ❖ Leadership and Personal Development Training
- ❖ Implementation of Teams

Model Comparisons

High Performance Organization	Traditional Organization
Customer Focused	Internally Focused
Decentralized structure with autonomous, self-regulating work units	Centralized and bureaucratic structure
Planning and coordination done by work teams	Planning and coordination done by management
Jobs are broadly defined and employees possess multiple skills	Specialization and narrowly defined jobs
There may be many ways to achieve same level of performance	Standardization of performance. There is one single best way to do a job
Minimum of rules. Values and common sense govern behavior	Uniform and strictly enforced policies. Do things by the book
Department boundaries determined by task inter-relationship (product or process focused)	Department boundaries determined by similarity of function (e.g. Engineering, manufacturing, etc.)
Training focuses on total employee development	Training focuses on technical skills
Rewards based on contributions to effectiveness of team	Rewards based on individual performance
Employees viewed as partners	Employees viewed as tools of management
Quality of life of employees is imperative to company	Alienated and unhappy employees accepted as given of industrial life

High Performance Model





Masterful Leadership - Development



High Performance - Modules

Performance Development Programs

- *Assessing Your Organization*
- *Principles of High Performance*
- *High Performance Leadership*
- *Developing High Performance Teams*
- *Teamwork Skills*
- *Self Mastery*
- *The Trust Factor*
- *Developing Strategy*