

**OWNING
THE
WORK
PROCESS**

This book was developed by James H. Saylor

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FORWARD

This book is part of the VICTORY series. For over 30 years, the pursuit of a simple, easy-to-use, proven, inexpensive management system for any organization has been my focus. MANAGING FOR VICTORY™ is this system. MANAGING FOR VICTORY™ system includes:

Visioning creates a common focus

Involving everyone establishes a superior organization

Continuously improving achieves excellence

Training, educating, coaching, facilitating, mentoring develops a learning culture

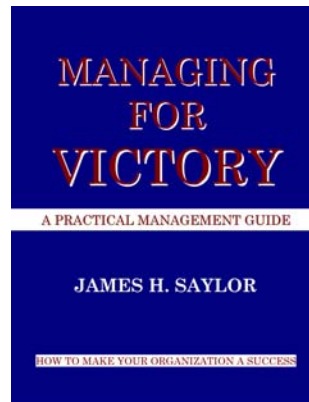
Owning the work fosters empowerment

Recognizing and rewarding builds high performance

Yearning ensures success

Customers drive VICTORY

Progressive Leaders guide VICTORY



ABOUT THE AUTHOR

James H. Saylor is the founder of The Business Coach, an organization focusing on helping other organizations achieve their specific VICTORY. He has assisted many organizations in discovering, designing, developing and doing successful management systems. In addition, he has led, managed, coached, trained and facilitated many individuals and organizations in achieving their specific VICTORY. Jim has over 30 years experience in operations, organizational development, sales, marketing, training, project management, quality and logistics. He has prepared and presented many highly proclaimed training seminars and workshops globally. Jim is a widely recognized leading champion of Total Quality Management in the 1980s and 1990s. Jim is the author of the *TQM Simplified*, and co-author of *Customer-Driven Project Management* published by McGraw-Hill. Jim's latest book is *MANAGING FOR VICTORY™*. For further information about Jim's books, guides and workshops see websites: www.managingforvictory.com or www.thebusinesscoach.org or email coachjim@thebusinesscoach.org.

OWNING THE WORK PROCESS

POWER OF **PRIDE**

The power of ownership is one element that is often overlooked by many organizations. People in the organization must feel they own their work to optimize performance.

Ownership is important to get results in the workplace. Ownership promotes the human force and it provides the impetus to fully engage people in the workplace. In most workplaces a few workers are high performers and they have a positive effect on the organization. A few workers are low performers and they have a negative effect on the organization. The majority of people are average performers that are just getting by. Therefore, workers can be viewed as plus, neutral or negative. Imagine the potential of any organization that can eliminate the negative and increase the number of people that are a plus. Ownership provides the stimulus to move people from neutral to a plus that grows the potential of the organization.

Ownership implies the ability to perform and improve work. Everyone must have ownership of his or her work. It involves encouraging and empowering people to create ideas and make decisions. Ownership is important to ensure pride of workmanship. Ownership implies responsibility, authority, and resources. Responsibilities, authority, and resources encompass the boundaries of empowerment. Empowerment provides the foundation for ownership. However, ownership goes beyond empowerment. With ownership, people assume responsibility for work performance. In addition, they take the authority to perform necessary actions. Also, they acquire resources. This leads to empowerment to do whatever is necessary to do the job and improve the process within their defined responsibility, authority, and resources. This must

include everyone in the organization including top leadership and all the workers. Besides individual ownership, team ownership is equally important. If everyone owns their work process, the entire organization can work with pride and commitment toward satisfying the customer.

The major reasons for fostering ownership in an organization can be simply understood by thinking about how you treat something you own versus something you rent. You care about something you own. You want it to reflect a positive image of yourself. You take necessary action to make it last. With something you rent, you feel you are only a caretaker. You may put off upkeep. You do the minimum necessary to avoid adverse action. Ownership is far better than renting.

The owning the work process action process is shown in figure 1. First, organize for ownership. Second, walk the walk of empowerment. Third nurture pride. These elements lead to an ownership organizational culture.

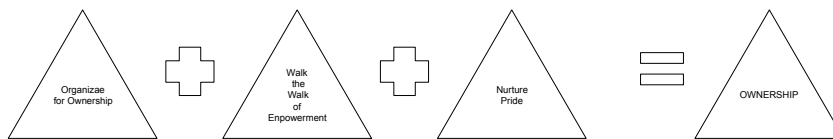


Figure 1 Owing the work process.

Owning the Work Process Action Process

People who own something will take care of it.

Organize for ownership

Walk the walk of empowerment

Nurture pride

Own - Organize for Ownership

Give control to get control.

Owners are more naturally oriented toward the customer. They understand customers can make or break the business. They take pride in their work. They realize the deliverable is a reflection of their personal image. They nurture relationships. They know the importance of business partnerships. They enjoy their work knowing they will receive the rewards for their efforts. They receive reward in the work itself by being in control of their performance. The major reasons for organizing for ownership can be summarized by the following:

Oriented toward the customer

Works with pride

Nurtures relationship

Enjoys his or her work

Receives reward in the work itself

Organizing for Ownership Considerations

People do not wash rental cars.

Choose the appropriate team-based organizational structure

Orient team toward business processes

Nourish teamwork

Take time to develop ownership

Recognize boundaries and potential of the team

Operate as an entrepreneur team

Let the team perform and manage itself

Control - Choose the Appropriate Team-Based Organizational Structure

The appropriate team-based organization structure is critical to organizing for ownership. A team structure is simply not enough. The team structure must foster ownership of the business processes. A participative team with a leader and team members works for most business processes. The team may need to be cross-functional for a business process. For some organizations, a self-managed or collective team is appropriate to foster ownership.

Control - Orient Team toward Business Process

The team owns the business process. Therefore, the team must be oriented toward the business process. The team needs to think as an owner of the business process instead of

as a function or department. Everyone on the team needs to be a contributor to the business process.

Control - Nourish Teamwork

Ownership using a team-based structure requires nourishing teamwork. The team owns the business process. However, each member of the team needs to take responsibility and accountability for high performance of the team. As each member of the team pushes the other members, they direct peer pressure to make the team work. As a sense of teamwork flourishes the team will achieve success.

Control - Take Time for Development of Ownership

The team will not feel ownership immediately. The organization cannot simply announce it and hope it will happen. Many organizations strive for quick ownership by teams. This is because the ownership team is the most effective and efficient team for today's world. However, ownership does not happen overnight. This is especially true for most organizations with a history of traditional management. It will take some time for the development of ownership by the team. The sense of ownership will flow naturally from success. The team builds from achievements to results to ultimately high performance. The sense of ownership grows as the team develops into a high performing team.

Although ownership flows naturally from success, ownership can be guided through an evolutionary process going from directive, to participative, to collective, to owning. As the team evolves to ownership, the organization provides direction through management action. Second, the team needs development to be able to perform through guidance. Third, the team enhances capabilities through support.

Finally, the team requires freedom to own the process and achieve success.

Control - Recognize the Boundaries and Potential of the Team

The organization recognizes the boundaries of the team. An organization without boundaries is idealistic. In reality, every organization must work within some boundaries. Boundaries are not necessarily limits, obstacles, or roadblocks. They are simply like fences. They can be jumped over, gone around, torn down, or open the gate. However, you must consider the fence has an owner and a purpose. The start and finish of the process provide process boundaries. In addition, authority, responsibilities and resources give boundaries. Sometimes, policies, procedures and plans present boundaries. Further, capabilities contribute to boundaries. Also, team composition and team dynamics are factors in team boundaries. Other boundaries are described in the empowerment section later in this chapter. Some boundaries are fixed for the team and other boundaries can be expanded or removed as the team progresses. All the boundaries of the team must be recognized to ensure the team understands the unlimited potential for success. In other words, the team knows the boundaries, but they do not allow boundaries to impact high performance.

Control - Operate as an Entrepreneur Team

The team needs to operate as an entrepreneur team. As an entrepreneur, the team goes beyond just trying to achieve the mission. They work as an entrepreneur. They behave with an entrepreneurial spirit. Entrepreneurs believe in ultimate success. They pursue the supreme goal with purpose, perseverance and patience. They take risks for the sake of success. They make decision with confidence. They

constantly challenge higher and higher performance. They have the ability to think quickly and act fast. They will do whatever is necessary.

Control - Let the Team Manage Itself

As much as it is possible for each individual team, the team needs to manage itself. It may not be appropriate in all cases, but self-managed teams should be the ultimate goal. A team can perform some or all of the following:

- Supervision
- Planning
- Problem solving
- Decision making
- Process improvement
- Performance reviews
- Recognition and rewards
- Hiring and firing

The team can be responsible for some or all of the following:

- Customer satisfaction
- Performance results
- Safety
- Security
- Housekeeping
- Scheduling work
- Budget
- Quality of product/service
- Maintenance
- Equipment and supplies
- Supplier and/or customer interface
- Training and development

Own - Walk the Walk of Empowerment

Declaring empowerment empowers no one.

Empowerment is an essential element of ownership. Besides control, ownership implies power. Empowerment means a person can do whatever is necessary within their area of responsibility, authority, and resources to perform or improve. You own what you have the power to do. This builds on an optimistic and positive approach of guiding people. People want to contribute and work hard, and management's job is to provide the environment where they can do so. The challenge is to find the balance between empowerment and control. Empowerment is the process of enabling employees at all levels to exercise wide discretion in meeting customer needs, both within and outside the organization. Control is the process of setting boundaries on that discretion, through guidelines, so that employees are clear on the extent of empowerment.

The organization's role in empowerment should be a supportive and enabling one. The organization develops their people's capacity to perform and assume more responsibility to serve the customer, whether inside or outside the organization. Organizations remove the barriers to empowerment and draw the boundaries of discretion for each employee. The empowerment process involves the gradual shifting of responsibility, authority, and resources to people in the organization performing and improving the work. As the organization empowers the people, the whole organization improves.

The organization wants empowered people and teams because they:

Energize themselves and others

Make things better and better

Promote teamwork

Own their work

Work on vital issues

Encourage open and honest communication

Recognize achievements

Enjoy their work

Devote themselves to continuous improvement

Own - Walk the Walk of Empowerment Action Process

Prepare an understanding of current level of empowerment

Outline strategies to empower others

Write a plan to empower others

Encourage empowerment

Review boundaries

Power - Prepare an Understanding of Current Level of Empowerment

The first process in understanding the current level of empowerment is to define empowerment for your organization. Empowerment has many meanings. In an organizational context, empowerment takes on the operational definition as agreed to by the specific

organization. Empowerment is defined in Webster's New World College Dictionary, Fourth Edition, 2001 as "empower means to give power or authority or to give ability or enable." In addition, in the book Customer-Driven Project Management "empowerment means all individuals in the organization have the authority to do what is necessary to perform and improve their work. Empowerment involves having the responsibility, authority, and resources to do whatever is required to satisfy the customer and achieve the mission within defined boundaries."

Once the meaning of empowerment is defined in the organization, the organization needs to understand the traditional boundaries of authority as defined by:

- Vision, Mission and Values
- Process Plans
- The process beginning and end
- Performance metrics and measures
- Resources (people, time, equipment, capital, and money)
- Key responsibilities
- Customers

Next, the organization needs to understand other boundaries in the organization. Traditionally, we regard boundaries as something that fixes limits. Within traditional organizations, these limits can be fixed by the organizational structure. For instance, organization charts specify boundaries. There are boundaries between different work groups or departments. In addition, there are boundaries between an organization and its environment. There is a tendency for organizational members to view these boundaries as fixing the limits of responsibility and authority. This can lead to limitations in productivity, quality, creativity, innovation, flexibility, responsiveness, and growth.

In team-based organizations, the boundaries can be viewed in terms of relationships. These relationships can be strong or weak depending on the trust, communication,

attitude, motivation, ownership, pride, respect for others, and common purpose. They imply interdependence. The relationship requires mutual support. These team-based boundaries are permeable and dynamic. The boundaries in a team-based organization are not fixed. The boundaries change along with any relationship changes.

In addition, there are many other boundaries in an organization that can limit potential. These boundaries are internal to the person, team and the organization. They include: paradigms, trained incapacity, avoided test, external boundaries, ambiguous jurisdictions, boundary heightening, and empowerment concerns.

Our paradigm or world-view forms a boundary in information and ideas. Our paradigm filters our thinking. Only information and ideas appropriate to our paradigm are allowed in. Other information outside of our world-view will be filtered out.

Our training incapacity limits how we can conceive ideas and problems. Our training or particular field of knowledge keeps us from sometimes seeing the big picture. No single perspective can give a completely accurate account of what the issues are or what exactly is happening, because all are happening. All perspectives are pieces of the big picture but our training allows us only to see our view.

Another conceptual boundary common in organizations is avoided test or our perceived barriers to act. We tend to perceive our ability to act when we observe others who do not act, or only act a certain way. So, we follow the norm and don't act either. We tend to follow the behavior of others, thinking that there is some actual barrier to acting differently, when in fact we have never even tried to test that boundary, or limit, or assumption.

In addition to the above boundaries, the team leader must manage external boundaries. These are the boundaries between other teams, functions, management, external vendors, and customers. The boundaries between the team

and the external environment require the exchange of information. The team needs to cross external boundaries to provide information, but especially to seek information from outside sources.

Virtually all organization members belong to more than one group. For instance, each team member belongs to a function and team. This causes the person to manage multiple boundaries and memberships. This causes ambiguous jurisdictions. In many cases, the person asks "where do I belong--where do my loyalties lie?" The managing of multiple boundaries may involve:

- The desire to be loyal to old connections and the need to make new connections
- The desire to withhold information and other resources, and the requirement for team interdependence
- The desire to hold on to power, and the need to relinquish or share power
- Mixed motives

The traditional hierarchical structure tends to promote separation. Separate departments are created in order to be functional parts of the organizational whole. But as organizations grow larger, the departments become larger, more numerous, and more autonomous. Many times, this leads to loyalty to department at the expense, many times, of the whole organization. This is compounded when the organization is faced with scarce resources and the organization must compete for the scarce resources. Often times, departments do not share information in order to acquire more of the scarce resources.

Frequently, we tend to heighten the boundaries between others and us. We are also more likely to be loyal to those most like us. This natural phenomenon causes us to be more sensitive and notice differences over similarities. It also makes us most loyal to functional areas. Unfortunately, it leads to unproductive defensiveness.

Empowerment Concerns

Finally, one of the major issues with empowerment concerns who is empowered. The empowered person or team needs responsibility, authority, and resources to perform. This leads to the following dilemmas:

- Is the leader, the team, or others responsible for (accountable for) the actions of the team?
- Does the leader, the team, or others have the authority (control) to make the team perform?
- Does the leader, the team, or others own resources to support or reward team effort?

The leader must work with the organization to clarify these empowerment concerns, to remove and cross boundaries, and to ensure that the organization can perform its work effectively.

Power - Outline Strategies to Empower Others in the Organization/Team

Now that we have reviewed empowerment and boundaries, you can look closer at your situation in particular. Empowerment involves gradual sharing of responsibility, authority, and resources with the people that actually perform the value-added, customer-driven, results oriented and innovative work. Boundaries need to be defined, changes need to be recognized, and impacts and constraints on performance need to be monitored. This drives the leader into developing strategies to manage empowerment. These strategies can be further defined into actions with specific milestones. Some strategies to manage empowerment include:

Encourage broader paradigms

Maximize cross-training

Press perceived boundaries

Open external boundaries

Work to manage multiple boundaries

Encourage diversity

Record boundaries of empowerment

Power - Write a Plan to Empower Others

Once the strategies for empowerment are determined, the organization writes a plan for empowerment. The plan includes the specific actions required to implement the organization's strategy for empowerment. This plan balances the static and fluid states of empowerment in the organization. The plan needs to address the current boundaries within the organization, as well as the specific time frames for the expansion of boundaries for particular parts of the organization, such as an evolution to self-managed teams.

Power - Encourage Empowerment

Empowerment requires constant focus. Empowerment is not a one-time event with an announcement of empowerment. Empowerment requires recognition and reward for achievements as a result of empowerment. The organization makes heroes of extraordinary actions taken by ordinary workers, for instance, a worker that takes the initiative to improve the process beyond just doing the job by doing

research directly with customers and suppliers. In addition, the organization needs to direct education and training efforts toward developing individuals and teams by incessantly broadening boundaries. This requires the never-ending expansion of capabilities.

Power - Review Boundaries

A successful, progressive organization constantly looks to expand boundaries. The organization challenges the boundaries for continuous evolution to a rapid, flexible, and responsive organization. As the boundaries are expanded, the organization updates the plan for empowerment. In addition, the organization maintains support with appropriate development activities.

Own - Nurture Pride

Pride gets commitment.

Ownership requires nurturing pride. Pride gets commitment and commitment nurtures ownership. This is a never-ending cycle. The focus should be on pride. Pride strengthens commitment. Pride begins with an excellence environment. It requires a constant spotlight on value of the individual contribution to the mission. An investment in people maintains the momentum. The day-to-day progress is shown by visible displays. The entire system is continuously reinforced by the communication system. Nurturing pride considerations include:

Provide excellence work environment

Reinforce the value of individual contribution

Invest in people

Display progress

Establish pride communication system

Pride - Provide Excellence Work Environment

One of the quickest ways to instill pride in an organization is by improving the image in the working environment. The image in the work environment many times mirrors the quality of the work. An excellence environment provides an excellent product. The facilities, equipment, work areas, etc must reflect organizational excellence. The first step in creating an excellence environment involves imagining the excellence environment. This step should involve all the stakeholders: i.e. leaders, manager and workers. People will take more pride in something if they were involved in the decision making process. The view should be a realistic view rather than “pie in the sky.” In many cases, a new coat of paint will do the job just as good as a remodeling. It is better to get something done than provide iffy promises. Second, a plan must lead to action. The plan must include things that can be done quickly (immediately to 30 days), as well as long-range improvements, modifications and new items. Many things can be done with little or not cost. A general housekeeping effort, where there is straightening up, putting things in order, and cleaning is a great first effort. In any effort, the organization must provide resources. This can be funding, time, etc. It is most effective, when the people can actually perform the improvement effort. Finally, the organization must instill the discipline to maintain the excellence environment. This starts with insisting on excellence in everything, including facilities, equipment and work areas. It builds through nurturing professionalism with a foundation of personal pride.

Pride - Provide Excellence Environment Action Process

Imagine the excellence environment

Make a plan to create the environment

Act to install the excellence environment

Give resources to let people get it done

Establish the discipline to maintain the environment

Pride - Reinforce the Value of Individual Contribution

Although teams are the organizational structure of choice, teams build on individual contributions. Individual contributions rely heavily on individual self-esteem. In addition, the organization enhances ownership by considering the reinforcing the value of individual contribution action process. First, specify positive contributions expected of each person on the team. The individual must know what is expected of him or her to perform. Second, eliminate any negative influences. These may be such items as: people, procedures, equipment, attitude or organization culture. Third, limit personal criticism by focusing on the mission. Remember, it is not personal. Fourth, keep in mind the good accomplishments of the individual and the team. Reinforce the value of individual contribution considerations include:

Specify positive contributions

Eliminate negative influences

Limit personal criticism by focusing on mission

Focus on “good” accomplishments

Pride - Invest in People

Investing in people is the sincerest display an organization can provide to show that people are its most valuable resource. When investing in people, everyone must be included. Ownership requires investment in managers and workers. Just as the customer or customer's voice must drive the organization, the people in the organization must be the driving force in people investment decisions. These two actions validate that people are important in the organization. If the organization invests in people, the people in the organization need to participate in their growth programs. Investment by the organization obligates the people to take full advantage of development opportunities. The people development should be systematized as described in Chapter 6. Finally, people development must be viewed as an investment with a payoff for the organization in the future. Investing in people considerations include:

Include everyone

Name someone as "voice of the people"

Validate people as important to organization

Emphasize participation in growth

Systemize people development

Treat people development as investment not expense

Pride - Display Progress

Visible management is a cornerstone for fostering ownership. The organization needs to keep score and every team requires a visible reminder of the score at all times. The action process for visible management starts with visualizing

success. Success must be seen. Answer the question “what would success look like for this organization and team?” Next, “How can this success be visually displayed?” To answer these questions requires the involvement of the stakeholders. These stakeholders must also establish standards, procedures, work instructions, etc. In addition, they need to integrate metrics, measures, instrument panels, and scorecards used to show status. From this information, they need to build the necessary visible management support items i.e. charts, graphs, reports, documentation. When deciding on visible management support items, they should be limited to essential for mission accomplishment. Excessive display may have a negative effect and cause confusion. Keep the display simple, clear and organized. Finally, the visible management system must be continuously evaluated for impact on achieving organizational outcomes. This needs to include the tangible results that have hard measures and the intangible soft results like pride and commitment.

Pride - Displaying Progress Action Process

Visualize success

Involve stakeholders

Set up standards, procedures, work instructions

Integrate metrics, measures, scorecards, etc.

Build charts, graphs, reports, etc.

Limit visible displays to those that are essential

Evaluate impact tangible and intangible

Pride - Establish Pride Communication System

Ownership creates its own pride. People naturally take pride in something they own that others envy. High performance teams build pride. In addition, the organization needs its communication system to provide an incentive for teams. It is important to identify the desired team outcomes and appropriate team behaviors that indicate success in the organization. These outcomes and behaviors need to be communicated throughout the organization. In addition, success can breed more success by communicating achievements throughout the organization. Friendly team competition should be encouraged. The organization communicates scores. Let everyone know who the winners are, while at the same time encouraging development of teams. Winners need to be treated as heroes so everyone wants to be a winner.

Pride - Establishing Pride Communication System Considerations

Identify outcomes

Nurture appropriate behaviors

Communicate achievements

Encourage competition

Name winners and constantly encourage development

Treat winners as heroes

ACTION PROCESS

The essence of ownership is commitment. The more you have commitment. The more you and your organization will benefit with success.

If you care about your work you will be more committed to success. If you have control over your work, you will be committed to success. If you know your boundaries of your work, you will be committed to success. If you can maximize your potential at your work, you will be more committed to success. If you are making progress at your work, you will be committed to success. If you take pride in your work, you will be committed to success. In summary, you should:

Care about your work

Observe control

Manage boundaries

Maximize potential

Identify progress

Take pride in accomplishments

Do you care about your work?

Yes No Somewhat

Do you feel you have control over your work?

Yes No Somewhat

Do you know your boundaries of your work?

Yes No Somewhat

