



Maximizing Productivity

How to

“Do Less and Accomplish More”

By Gabriel Lawson

Times are tough! Our economy threatens corporate profitability.

SPECIAL REPORT *Detroit's downfall* Complete Coverage

GM goes for broke

As part of new plan, taxpayers and unions would own majority of automaker. Company unveils **more cuts** in jobs and dealers in bid to **avoid bankruptcy**.

By Chris Isidore, CNNMoney.com senior writer
Last Updated: April 27, 2009: 12:16 PM ET

NEW YORK (CNNMoney.com) -- General Motors announced plans Monday to **cut 23,000 U.S. jobs** by 2011, drop its

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 **CNN National Report Card**

**You're looking for every
advantage to be successful!**



**You're being asked to
do more with less.**



Maximize productivity by learning how to *do less and accomplish more!*



New research presents us with data to reap major productivity gains: if we act on that information!

Reward



Educate



Practice



research presents us with data to
reap major productivity gains:
if we act on that information!

Reward



Educate

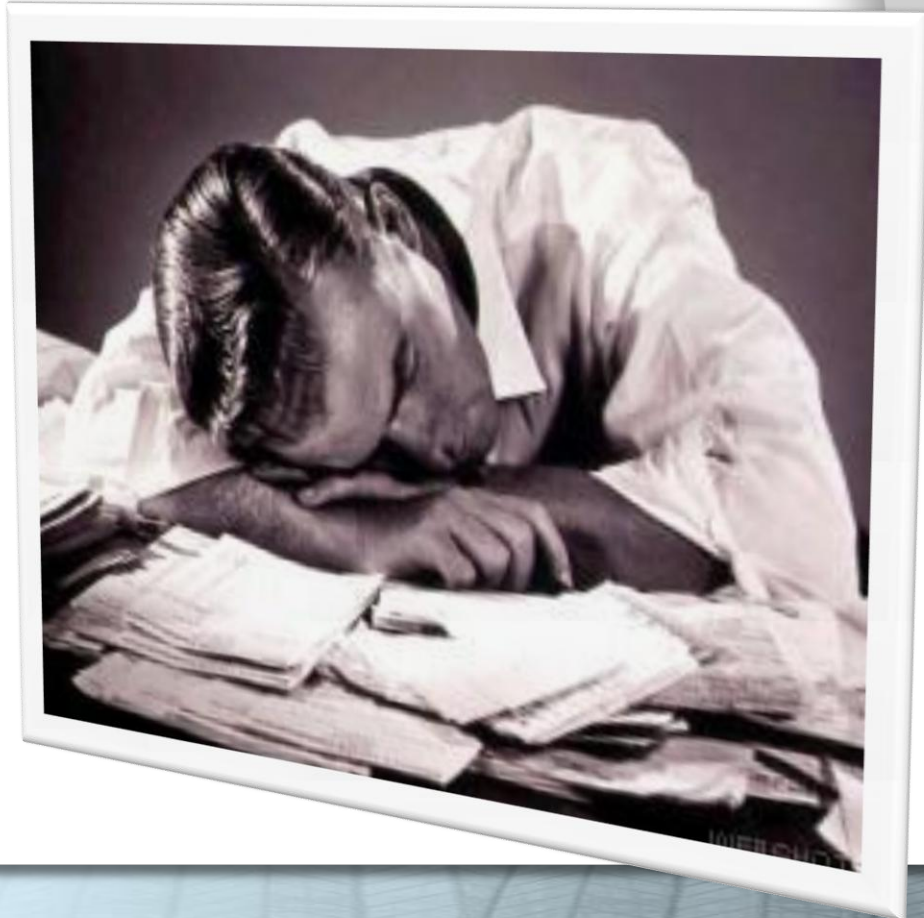


Practice



Reward
Proper Behavior

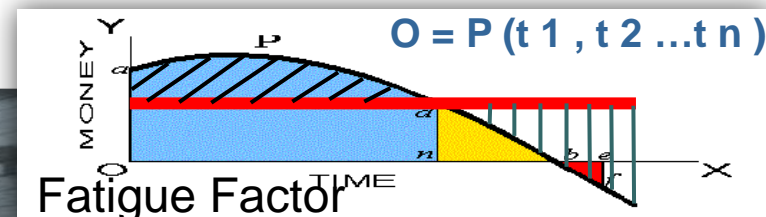
Myth: Working harder
produces more!



The 'Fatigue Factor' shows that working 60 Hours per week for 8 weeks yields the same as working 40 hours per week for 8 weeks



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Working 60 hours per week for 12 weeks yields an average productivity of 19.5 hours per week

JUNE 2009						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				
60 Hr Wks						
<small>June Holidays Jun Day - 14 Father's Day - 21 Summer Begins - 21</small>						
<small>THE PRODUCTIVITY CALCULATOR.COM</small>						

JULY 2009						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
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60 Hr Wks						
<small>July Holidays Independence Day - 4</small>						
<small>THE PRODUCTIVITY CALCULATOR.COM</small>						

AUGUST 2009						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
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30	31					
60 Hr Wks						
<small>THE PRODUCTIVITY CALCULATOR.COM</small>						

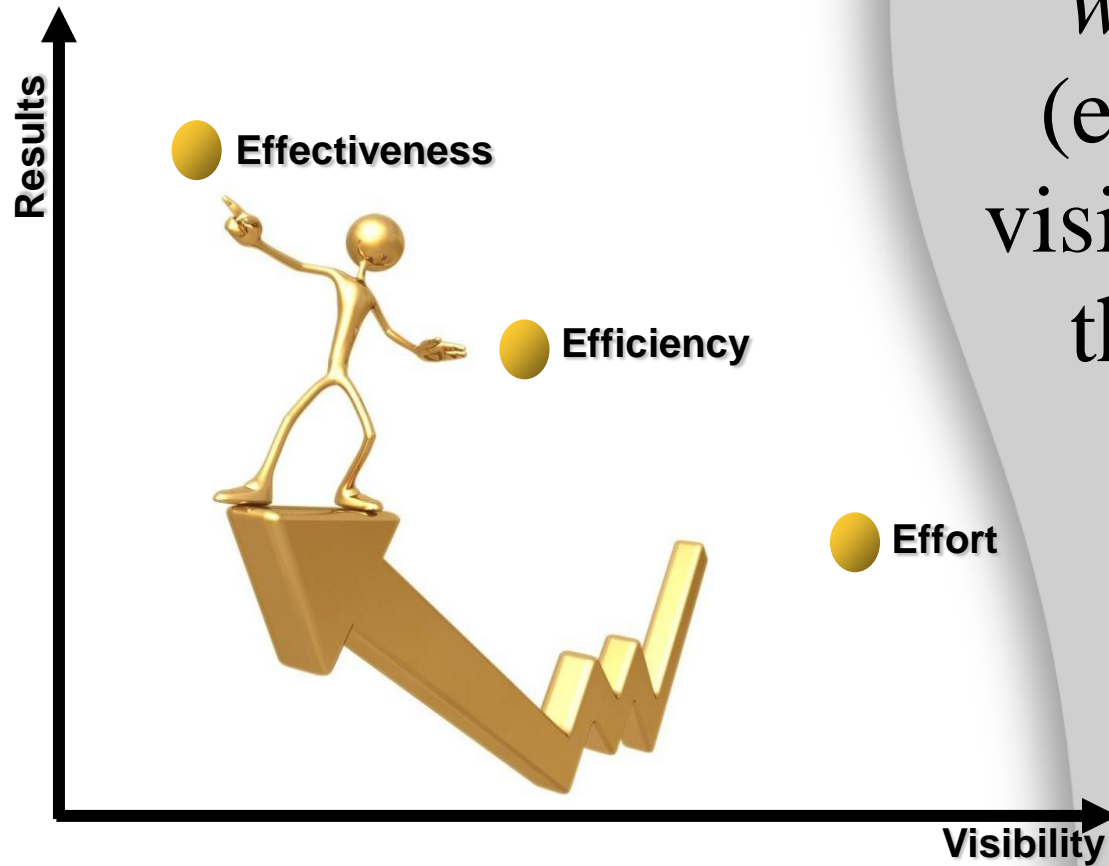
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28	29	30				
40 Hr Wks						
<small>June Holidays Jun Day - 14 Father's Day - 21 Summer Begins - 21</small>						
<small>THE PRODUCTIVITY CALCULATOR.COM</small>						

JULY 2009						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
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<small>THE PRODUCTIVITY CALCULATOR.COM</small>						

Lesson:

It's easy to reward the *wrong* behavior.
(effort is the most visible, but produces the least results)





Action: Use assessment techniques to identify your organization's *'bad'* behaviors and its *'desired'* behaviors



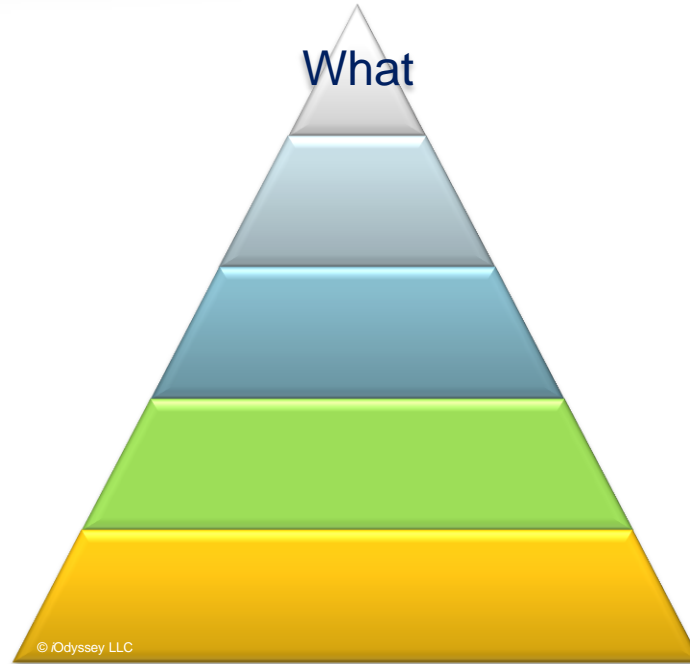
Effectiveness Step 1: Clearly identify 'what' you want to achieve

What

- *Objective / Purpose:* Determine What You Want To Achieve

What: (we want to achieve)

Create behaviors that will promote an 'efficient & effective' oriented company



Educate to Correct Misconceptions & Establish Expectations

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reap major productivity gains:
if we act on that information!

Reward



Educate

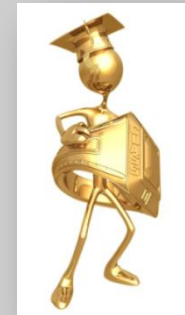


Practice





Myth: IQ is the best indicator of success



Emotional Intelligence (EQ) is a much better indicator & unlike IQ, EQ can be taught, developed & matured



Positive emotions stimulate the cognitive areas of the brain—resulting in better problem solving, decision making, creativity, & intuition.



*Negative emotions stimulate the reptilian brain:
the 'fight or flight' part of the brain
(consumes 65% to 70% of our daily brain energy)*



*The right human processes can easily shift
brain energy to the cognitive areas of the brain*



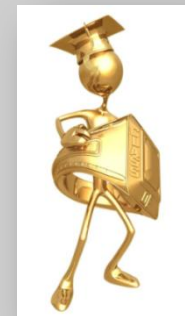


The Human Machine

- Human Processes
- Behaviors
- Motivation
- Emotional Intelligence



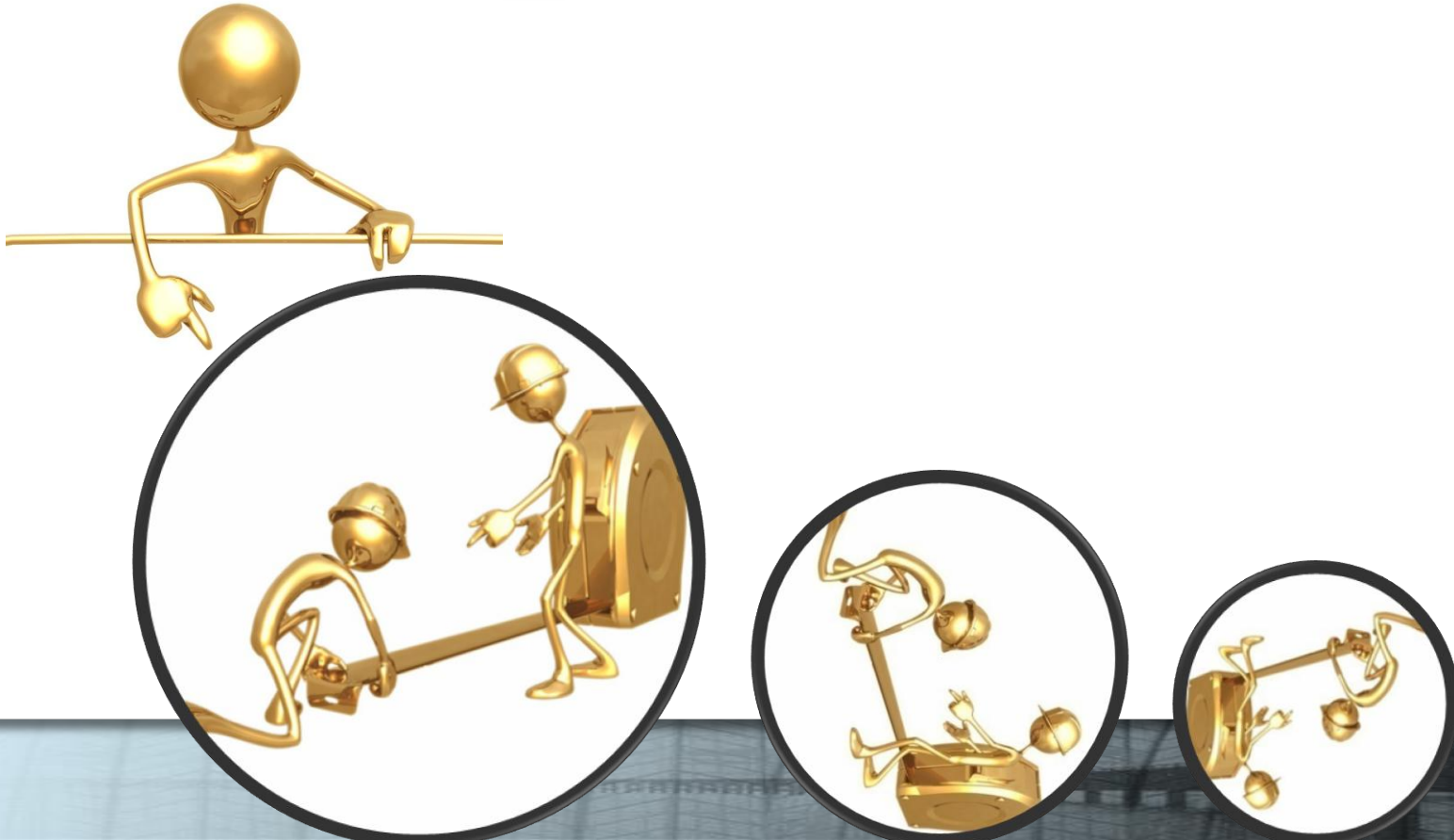
Lesson:
Our *human processes* are
critical to productivity



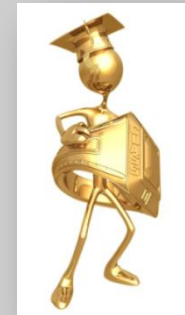
Human processes are also the foundation that supports our business processes



Bad human processes can turn well defined business process implementations upside down



Activity:
Educate & set
expectations with your
staff on EQ, human
process, and how they
are key to optimizing
productivity



Activity: Build rewards into your infrastructure that map to your desired behaviors



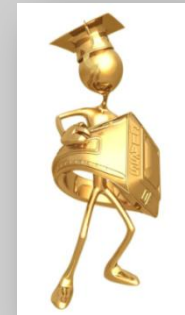
iMap
Goals

Raises

Appraisals

Projects

Structure



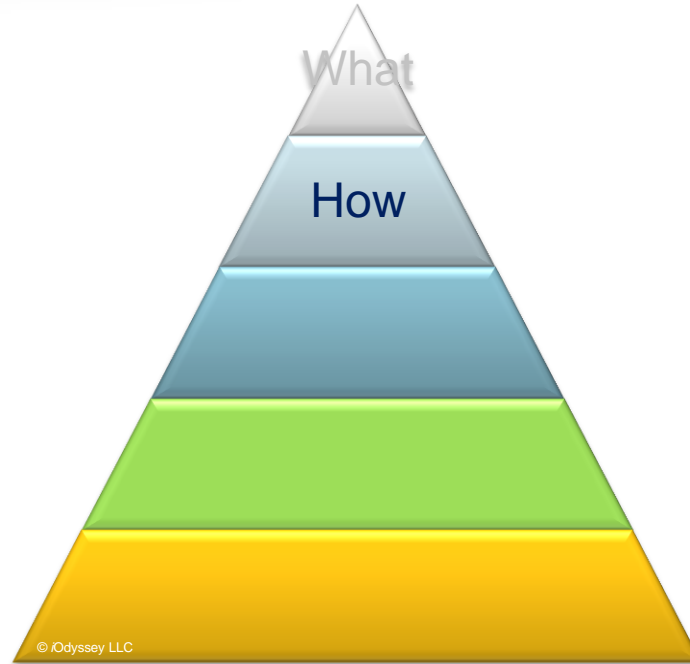
Effectiveness Step 2: Identify 'how' you will achieve your objective



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The Effectiveness Pyramid

How: (are we going to achieve our goal)
*Proactively set expectations & rewards for
human processes*

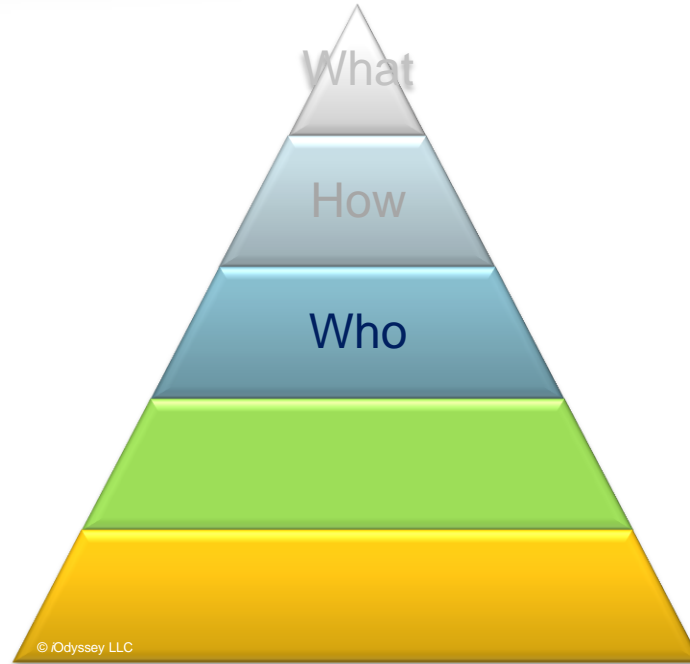


Effectiveness Step 3: Identify 'who' will accomplish the plan and communicate 'what & how'



The Effectiveness Pyramid

Who: (will accomplish our plan)
Everyone will be held accountable and be rewarded for ongoing effectiveness



New research presents us with information to reap major productivity gains if we act on that information.

Reward



Educate



Practice



Practice Effectiveness Techniques



Myth:
Practice makes perfect!





Lesson:
Practicing the '*wrong*'
behavior doesn't get
you better,
only the '*right*' practice
makes perfect



Activity:
Create an effectiveness
initiative and drive it
throughout the
organization



Effectiveness Step 4: *'Do' activities that map to your strategy*



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The Effectiveness Pyramid

Do: (what maps to our strategy)
Reward the right behaviors



Lesson:
The *right* practice
comes from *watching* &
feedback so bad actions
can be corrected



Effectiveness Step 5: 'Watch' what is & isn't working



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The Effectiveness Pyramid

Watch: (to see what's working)
*Build feedback mechanisms into your daily
infrastructure*



Watching is the key for creating efficiency & effective human processes.



Final Activity:
Teach everyone the
'Effectiveness Pyramid'
and apply it to
everything you do

What

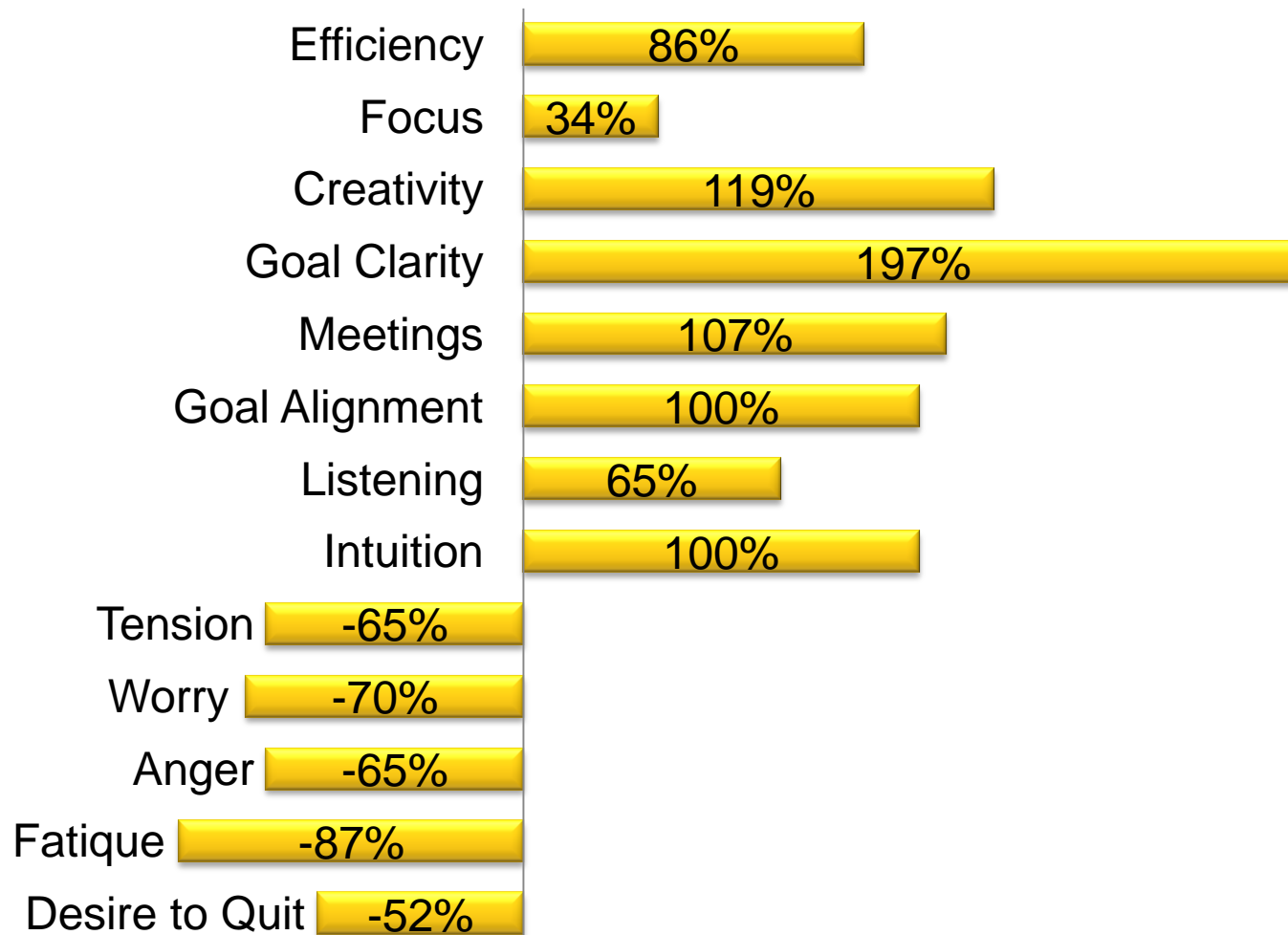
How

Who

Do

Watch

Results realized from experiment at Royal Dutch Shell



Assess what you want to *reward*,
educate people on what you want,
& *practice* the ‘effectiveness pyramid’

Reward



Educate



Practice

