Tools for Positive Organizational Development

Kim Cameron
University of Michigan
• Thank you very much to Dr. Philip Streit for inviting me.

• I apologize for not presenting in your language.

• I will do my best to facilitate a valuable learning experience for each of us.

• The key aspiration:
Aspiration
The Importance of Leadership

- Approximately 185,000 books on “Leadership” are listed on Amazon.com.
- More than 1000 new books are added to that list each month. The average book sells less than 65 copies.
- Leadership accounts for between 20 and 30 percent of the variance in the performance of organizations. No other single factor is more important.
- A small percentage of leadership books are based on validated research findings. Evidence-based practice is rare.
- Implication: When results count, we want to rely on evidence-based practice.
Criteria for Content

• Empirical foundation – **Validity**

• Theoretical grounding – **Explanation**

• Successful application - **Utility**
Cases of Positive Leadership and Culture Change

Griffin Hospital
Prudential
Ross School of Business
The Saga

- **Head of Operations - Patrick Charmel**
  - Viewed by employees as the most effective administrator in the organization
  - Exemplary positive energy and innovativeness
  - Forced to resign by the Board of Directors

- **Employees**
  - Formally appealed to the Board of Directors
  - Crashed a Board meeting to protest Pat’s dismissal
  - Pressured the current CEO and the president to resign

SOURCE: Cameron, 2013; Cameron & Caza, 2004
The Challenge

- **Patrick Charmel**
  - Hired back as CEO and President

- **The Financial Crisis**
  - Griffin was faced with a several million dollar deficit.
  - Within 6 months it seemed clear that the hospital had to downsize or close.
  - This meant that some former employees who supported Charmel’s return had to be let go.

SOURCE: Cameron, 2013; Cameron & Caza, 2004
Consequences of Downsizing

- **Culture**: Interpersonal relationships, shared values, trust and loyalty, and consensual culture are damaged.

- **Communication**: Information sharing is reduced; knowledge and non-routine wisdom is lost; secrecy increases; deception and duplicity occur; less documentation exists; formalization, rigidity, resistance to change, and conservatism increase.

- **Emotions**: Anger, vindictiveness, contention, and feelings victimization increase; conflict is the first alternative selected.

- **Coordination**: Selfishness and voluntary turnover escalate; teamwork and cooperation deteriorate; coordination costs increase.

- **Internal Focus**: Replacing concern for external constituencies with internal concerns, including psychological, emotional, and familial trauma; loss of customer concern.

- **Leadership**: Scapegoating and blaming leaders; loss of the most effective and most marketable leaders; leadership anemia.

SOURCE: Cameron, 1994, 1998
The Rest of the Griffin Hospital Story
Approach of Charmel – Virtuous Practices

• Focused on positive practices and successes in addition to a constant focus on problems.
• Emphasized positive opportunities rather than negativity.
• Practiced open and honest communication rather than secrecy.
• Institutionalized forgiveness rather than blaming and resentment.
• Fostered trust and integrity rather than backbiting and scapegoating.
• Compassion and kindness replaced selfishness and entitlement.
• Abundance language—love, hope, humility, virtue—replaced cynicism and criticism.
Results

• Named to the FORTUNE "100 Best Companies to Work For" list for the 10th consecutive year, a feat achieved by no other hospital.

• One of three hospitals in the USA to be honored with a “Distinction for Leadership and Innovation in Patient-Centered Care Award.”

• Top 1% winner of “Premier Healthcare Alliance Award for Quality.”

• Top 5% of “Distinguished Hospitals for Clinical Excellence” (Patients receiving care at a hospital rated in the top 5% in the country have, on average, a 71 percent lower chance of mortality and a 14 percent lower risk of complications.)

• Platinum Innovation Prize
OK. You would expect this in the health care industry. What about organizations not inclined toward the saccharine sweet, squishy, positivity stuff . . . such as financial services? When money counts, what is the role of positive practices?
Prudential – Retirement and Real Estate

Prudential Retirement

- Consolidation in the financial services industry
- Languishing retirement businesses
- Cigna – Prudential merger (Yankees & Red Sox)
- Major culture clashes
- Cynicism and low morale
“Implementing POS (positive organizational scholarship-informed practices) was initially seen as just being positive—smiles. It became clear, however, that this was a significant change... There is no end, no final grade. This is about changing our culture, our strategy, and our approach. It is not a destination or a conclusion but a process. I will know that we have succeeded when customers and employees see us as above average in all the technical aspects of our business, but then by succeeding above all understanding.”

“We don’t debate how we will get there. We just take initiative. If I wanted to stop this movement I couldn’t. It’s way beyond my control. People are doing things now that are self-perpetuating.”

CEO John Kim
Prudential – Retirement and Real Estate

Results

• Successful culture merger and culture change
• From losses to substantial profitability – 20% annual growth
• Kept 95% of clients
• Higher employee opinion survey results
• Currently the largest business in Prudential
• Eventual CEO succession did not alter the course
Prudential – Retirement and Real Estate

Prudential Real Estate

• Current year: $70 million in the red
• Previous year: Loss of $140 million
• High turnover
• Low morale
• New CEO, Jim Mallozzi, trained at Prudential Retirement
Prudential – Retirement and Real Estate

Intervention

• “When I took over, we were facing a 70 million dollar loss per year. The company had lost 140 million dollars the year before. I harkened back to my Prudential Retirement days and what I learned about positive organizational scholarship. The message was, let's look at what we have as opposed to what we don't have. Let's look at what we can do as opposed to what we don't do. How do we start to take the limits off our company, not in terms of just going back to where we were two years or five years ago, but how do we achieve something that is truly great and never seen before in our industry? We implemented a variety of positive practices and tools, and the results were astounding.”

Jim Mallozzi, CEO
Prudential – Retirement and Real Estate

Results

• JD Power Award for Service
• 93% of employees trained in POS in 80 days
• Employee opinion scores increased in 9 of 10 categories
• From $70 million loss to $20 million profit
• Achieved 2 times business plan
• Voluntary turnover declined
• Stock value higher than parent firm
Yeah, But . . .

OK, but how about the education sector—such as universities or school districts? Faculty members and teachers largely work for themselves. They don’t much care about top-down mandates for change.
Ross School of Business

Challenges

• Financial
  • Deficit 8 or 10 previous years
  • $40 million deficit (on an $80 million expendable budget)
  • Faculty and staff unaware
  • Declining GMAT takers, but pressure to increase admissions
  • Relatively small endowment

• Strategic
  • No identifiable strategy to guide decisions and allocations
  • No unique identity in the business school marketplace (MAP)
  • Sliding rankings
  • Geographic location

• Culture
  • Little collaboration among units within the School
  • Declining reputation on campus as an employer of choice
  • Faculty and staff engagement at a record low
Internal Pushback

- At odds with conventional business goals
- Not attractive to donors or the media
- Questionable impact on student, faculty, and staff recruitment
- Privileges a few (non-quantitative) faculty members
Achievements After 5 Years

Staff Morale Survey

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2015</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunities for training &amp; development</td>
<td>55%</td>
<td>79%</td>
<td>24%</td>
</tr>
<tr>
<td>Receive necessary information</td>
<td>62%</td>
<td>82%</td>
<td>20%</td>
</tr>
<tr>
<td>Treat each other with respect</td>
<td>67%</td>
<td>86%</td>
<td>19%</td>
</tr>
<tr>
<td>Involved in decisions that affect my work</td>
<td>62%</td>
<td>78%</td>
<td>16%</td>
</tr>
<tr>
<td>Continuously improve our work</td>
<td>72%</td>
<td>81%</td>
<td>9%</td>
</tr>
<tr>
<td>Willing to take risks and pursue new ideas</td>
<td>66%</td>
<td>73%</td>
<td>7%</td>
</tr>
</tbody>
</table>

Donor Responses/Capital Campaign

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Amount Donated</th>
<th>% Campaign Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>$7.8</td>
<td>1.9%</td>
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<tr>
<td>2011</td>
<td>$4.1</td>
<td>3.0%</td>
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<tr>
<td>2012</td>
<td>$11.4</td>
<td>5.8%</td>
</tr>
<tr>
<td>2013</td>
<td>$9.2</td>
<td>8.1%</td>
</tr>
<tr>
<td>2014</td>
<td>$143.8</td>
<td>44.1%</td>
</tr>
<tr>
<td>2015</td>
<td>$98.8</td>
<td>68.8%</td>
</tr>
<tr>
<td>2016</td>
<td>$24.9</td>
<td>75.0%</td>
</tr>
</tbody>
</table>

- Paid off $40 million deficit in 4 years
- Currently have a surplus of $21 million
- Rated #1 in Leadership Development
- Rated #1 in Management
- Executive Education grew 3 times industry average

- Increased 20% in media coverage—now #4 among elite schools
- Developed 41 courses on positive business
- Attracted several new world-class faculty members

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Current Applications

The Detroit Public School System

- $7,600 a day in interest penalties
- Approximately $1,200 per student annually for debt service
- A projected deficit of $166 million this year
- A net accumulated deficit of $1.28 billion in the last 11 years
- 47,238 students, representing a 68% loss in the past decade
- Approximately 27% of expenditures go to classroom instruction, about half the percent in many other districts
- Approaching half of the schools scoring in the bottom 5% in performance
- Average teacher pay lower than 10 years ago
- Scarce professional development for teachers and staff
- 4% of students are at grade level in mathematics
- Graduation rates are up, but the base was 16%

The Biggest Challenge of All

Q: “Why do put up with this?”
A: “The kids.”
So how did they do it?

What accounts for this spectacular success?
A Deviance Continuum

**Individual:**

<table>
<thead>
<tr>
<th>Physiological</th>
<th>Illness</th>
<th>Health</th>
</tr>
</thead>
<tbody>
<tr>
<td>Psychological</td>
<td>Illness</td>
<td>Health</td>
</tr>
</tbody>
</table>

**Organizational:**

<table>
<thead>
<tr>
<th>Economics</th>
<th>Unprofitable</th>
<th>Profitable</th>
<th>Generous</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effectiveness</td>
<td>Ineffective</td>
<td>Effective</td>
<td>Excellent</td>
</tr>
<tr>
<td>Efficiency</td>
<td>Inefficient</td>
<td>Efficient</td>
<td>Extraordinary</td>
</tr>
<tr>
<td>Quality</td>
<td>Error-prone</td>
<td>Reliable</td>
<td>Perfect</td>
</tr>
<tr>
<td>Ethics</td>
<td>Unethical</td>
<td>Ethical</td>
<td>Benevolent</td>
</tr>
<tr>
<td>Relationships</td>
<td>Harmful</td>
<td>Helpful</td>
<td>Honoring</td>
</tr>
<tr>
<td>Adaptation</td>
<td>Threat-rigidity</td>
<td>Coping</td>
<td>Flourishing</td>
</tr>
</tbody>
</table>

**Deficit gaps**

**Abundance gaps**

Focusing on Abundance Gaps

The Heliotropic Effect
The Heliotropic Effect and Individuals
Research Illustrating the Heliotropic Effect

- The Pygmalion Effect
- Positive Emotions
- Positive Imagery
- Groups of Gratitude, Positive, Approach Goals Versus Ingratitude, Negative, Avoidance Goals
- Positive Physiology
- Positive Relationships
- Strengths Orientation

SOURCES: See Cameron & Lavine, 2006; Cameron, 2007, 2012 for references
Probability of Catching a Cold

- High: 19%
- Medium: 25%
- Low: 34%

Effects of Abundance - Individuals

Comparisons between individuals characterized by the right-hand factor compared to the left-hand factor have shown dramatic differences:

<table>
<thead>
<tr>
<th>Gratitude Journal</th>
<th>versus</th>
<th>Frustration Journal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capturing the Best</td>
<td>versus</td>
<td>Capturing the Worst</td>
</tr>
<tr>
<td>Virtuous Condition</td>
<td>versus</td>
<td>Non-virtuous Condition</td>
</tr>
</tbody>
</table>

- more antibodies after vaccines
- stronger genetic expression
- more mental alertness, acute and long lasting memory, and faster learning
- enhanced filtration, bodily fluid exchange, energy efficiency, coherence
- more inquisitiveness, creativity, and exploration
- higher levels of productivity and quality performance
- recovery from disease
- avoidance of depression after spouse loss

SOURCES: See Cameron & Lavine, 2006; Cameron, 2007, 2012 for references
Brief Application

• In a small group, identify one way in which you currently apply, or in which you could apply, the practice of *gratitude* in your organization.

• Share your best idea.

• You have only 5 minutes.
Examples of Fostering Gratitude

(1) Gratitude Journal

(2) Gratitude Visit or Letter

(3) Gratitude Cards

(4) Positively Embarrass Someone

(5) Communicate with Families
Emotions and Health

Changing Heart Rhythms

FRUSTRATION

APPRECIATION

HEART RATE

TIME (SECONDS)

HEART RATE

© Copyright Institute of HeartMath Research Center
Mental acuity is greater when positive events are imagined compared to neutral or negative events.

Engendered positive emotions and virtuousness enhance vagal nerve functioning and, consequently, long-term wellness.

SOURCE: Cohn & Fredrickson, 2011
Inherent Heliotropism in Infants

• Children 3 to 8 months old were studied.
• Using puppets, some animals were depicted as helping and assisting other animals. Some animals were seen as hindering others.
• Infants were given a choice of which puppet to play with.
• Infants overwhelmingly preferred the animals that tried to help, even when the helping was not successful. Children preferred virtuousness.
• An inherent tendency exists in all humans to prefer positive, virtuous behavior from infancy.
Brief Application Exercise

Turn to your partner sitting next to you. Take a minute to share (1) something that has occurred in the past month for which you are profoundly grateful, or (2) the best thing that has happened to you this month.

Tell the story associated with this incident.

You will have just a minute each.
Effects on Mortality Rates

- Obesity: 20%
- Excessive drinking: 30%
- Smoking: 50%
- Poor social relationships: 70%

SOURCE: Pressman, 2015
Some Effects of Positive Relationships

- People recover twice as fast from surgery.
- Men have half the incidence of prostate cancer.
- People develop greater immunity to colds and flu viruses.
- People have fewer heart attacks and they recover faster.
- People develop better ability to cope with stress and to develop resilience.
- People learn faster and remember more material longer.
- People engage in more helping behaviors and citizenship activities.
- People experience less depression.
- People live longer (+11 years).
- People succumb to fewer illnesses.
- People have higher survival rates after serious illness or accident.
- People tolerate pain better.
- People work harder.
- People perform better on the job.
- People make more money (+30%).
- People display more mental acuity.
- People make higher quality decisions.
- People are more creative and more flexible in their thinking.
- People are more adaptive and resilient after trials and trauma.

Positive Relationships Have Major Advantages

Goals of entering freshmen  (Crocker)

Kidney dialysis patients’ relations  (Brown)

MS patients’ calls  (Schwartz & Sender)

Borders

Hand hygiene prevents you from catching diseases.

Hand hygiene prevents patients from catching diseases.

0% increase

33% increase

Predicting change in hospitals  (Grant)

Hand hygiene prevents you from catching diseases.
Brief Application

• In your team, identify one way in which you currently apply, or in which you could apply, the principles associated with *contribution* in your organization.

• Share your best idea.

• You have only 5 minutes.
Some Examples of Contributions

• Mentoring and coaching

• 1 + 1 Recognition

• Weekly huddles for improvement

• Delta Rewards

• Sponsored community volunteering

• Sanaiya Bellon
Capitalizing on Strengths

- Identifying people’s strengths (and what they do right) and building on them creates more benefit than identifying weaknesses (or what they do wrong) and trying to correct them.
- Managers who spend more time with their strongest performers (rather than the weakest performers) achieved double the productivity.
- In organizations where workers have a chance to “do what they do best everyday,” productivity is one and a half times greater than in normal organizations.
- People who are given feedback on their strengths are significantly more likely to feel highly engaged and to be more productive than people who are given feedback on their weaknesses.
- Students who are given feedback on their talents have fewer days of absenteeism, less tardiness, and higher GPAs than students who get no feedback on their talents.

SOURCE: Gallup
The Reflected Best-Self Feedback Tool

- A supplement to 360° feedback instruments.
- Select 20 people.
- Assignment: Write 3 incidents describing when I added unique value or made an important contribution—or when I was at my best.
- Identify themes.
- Create a “best-self portrait.”
- Create improvement plans.
Brief Exercise

• The purpose of this exercise is to get you out of your seat and change your heart rhythm.

• It is intended to help illustrate the heliotropic effect.
Illustrating the Abundance Framework

Step 1

• Think of three people in the room to whom you will give feedback based on your interactions and impressions of them so far. You don’t have much data, but you have first impressions. We will all stand up, and you will be paired with another person of your choice. You will be given 30 seconds to address the following two items:

  • (1) Here is what I have noticed about your leadership strengths; or, here is what I admire. (2) Here are incidents or behaviors that illustrate those capabilities and strengths. That is, here is when I think I have seen you display your best strengths.

• This process will be repeated three times, with three different people, in half minute segments. At the end of 30 seconds, you will move on to the next person.
Illustrating the Abundance Framework

Step 2

• Write down what you heard. Draw a conclusion about your own leadership strengths based on the feedback you received. What do people notice about your strengths at first impression? Identify at least one action implication of your leadership strengths that you can implement at work.
Outcomes

• **Energy:** What happens to the energy in the room when people provide this kind of feedback to one another?

• **Emotions:** What was your own emotional reaction to receiving this feedback from others?

• **Connections:** What is the impact on interpersonal relationships?
Yeah, But . . .

• What are the common “yeah, buts?”

• What are the objections to this approach to achieving positively deviant performance?

• Why isn’t this more commonly practiced in organizations?
Yeah, But . . .

• Isn’t this a little too touchy-feely?
• Aren’t most organizations fraught with problems?
• Is a positive approach to change just a white-wash of serious challenges?
• In light of the major challenges we face, what is the relevance of virtues and an abundance approach to change?
Why Do Negative Factors Get Our Attention?

A systematic bias exists in people that shows that the occurrence of negative factors are more powerful than positive factors—“Bad is stronger than good.” SOURCE: Baumeister, et al. 2001

• People are more affected by one traumatic or negative event than by one positive or happy event.

• People are more affected emotionally and do more mental work from a single negative piece of feedback than from a single positive piece of feedback.

• Evolutionary theory suggests why: If people ignore negative information, it could be dangerous. If they ignore positive feedback, it only causes regret.

• Therefore, it is not surprising that negative phenomena get more attention than positive phenomena. It takes conscious effort to focus on abundance.
The Implication is NOT:

• Just smile and everything will be fine
• Make sure you only give praise
• Always be positive and avoid the negative
• Don’t worry about problems and obstacles
• Just be enthusiastic
• You can use inauthentic, insincere, or superficial techniques
The Implication IS:

• Inducing positive states has significant impact on individuals’:
  • Physical health
  • Mental health
  • Brain activity
  • Nervous system
  • Social relationships
  • Work productivity
  • Contributions to the organization

• Unlock employee potential by capitalizing on the heliotropic effect.

• “All sunshine makes a desert.”
What About Organizations?

However:

• Merely gathering happy or positive people together does not make for an effective organization.

• Organizational dynamics are much more complex than merely aggregating positive feelings.
Abundance in Organizations
Some Research Findings – Organizations

- Communication patterns in 60 organizations
- Seven matched organizations within a parent corporation
- Intervention studies aimed at an abundance culture change
- Public and private companies in 16 industries
- The airline industry after 9-11
- Financial services performance
- Health care organizations

**Conclusion:** An abundance culture and implementing virtuous organizational practices is significantly and positively related to performance (e.g., profitability, productivity, quality, innovation, customer satisfaction, employee retention).
### High Performance Teams

<table>
<thead>
<tr>
<th></th>
<th>Team Performance</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>High</td>
</tr>
<tr>
<td><strong>Positive Statement Ratio</strong></td>
<td>5.6 to 1</td>
</tr>
<tr>
<td>(supportive, encouraging, appreciation)</td>
<td></td>
</tr>
<tr>
<td><strong>Inquiry/Advocacy Ratio</strong></td>
<td>1.1 to 1</td>
</tr>
<tr>
<td>(questioning versus asserting)</td>
<td></td>
</tr>
<tr>
<td><strong>Others/Self Ratio</strong></td>
<td>.94 to 1</td>
</tr>
<tr>
<td>(external versus internal focus)</td>
<td></td>
</tr>
<tr>
<td><strong>Connectivity Average</strong></td>
<td>32</td>
</tr>
<tr>
<td>(mutual influence, assistance, interaction)</td>
<td></td>
</tr>
</tbody>
</table>

**SOURCE:** Losada & Heaphy, 2003
Organizational Virtuousness and Performance – After Recent Downsizing (in 16 Industries)

• Statistically significant relationships exist between organizational virtuousness (as indicated by integrity, optimism, forgiveness, compassion, and trust)

And

• Both objective performance (e.g., financial, quality) and perceived performance (e.g., employee engagement, turnover) \([p < .01]\)

SOURCE: Cameron, Bright, & Caza, 2004
Intervention Study –Culture Change

SOURCE: Cameron, 2003
Employee Layoffs After September 11th

SOURCE: Gittell, Cameron, Lim 2006
Stock Values – September 2001 to September 2002

-16.6
-25.1
-52.1
-54.7
-69.1
-76
-76.5
-91.6
-95.7
-85
-75
-65
-55
-45
-35
-25
-15
-5
5
Southwest
Alaska
Northwest
Delta
American
America West
Continental
United
US Airways

SOURCE: Gittell, Cameron, Lim 2006

r = .86
Performance in Financial Services

Six measures of Financial Performance

Voluntary Turnover

Employee Engagement

Customer Retention

Top Management Evaluations

Improvement in Positive Practices

$R^2 = .45$

$p < .01$

$p < .0001$

$p < .01$

$r = .75$
Improvement in Health Care

Percent improvement over a two year period.

- **Patient Satisfaction**
  - Willingness to Recommend: 26%

- **Voluntary Turnover**
  - 8%

- **Climate**
  - Participation: 36%

- **Quality of Care**
  - Manager Support: 38%

- **Manager Support**
  - Resource Adequacy: 38%

- **Physician/Nurse Relations**
  - 12%

SOURCE: Cameron, Mora, & Leutscher, 2010
Some Additional Resources

www.centerforpos.com
Some Tools
The Personal Management Interview Program

A Technique for Enhancing Engagement, Empowerment, and Positive Deviance
Research Results

Research on the PMI program investigated its effects on several indicators of team and unit effectiveness:

- Productivity
- Leader-subordinate relationships
- Empowerment and mutual influence
- Participation and teamwork
- Trust
- Effectiveness of unit meetings
PMI Research Results

Average performance for 22 natural teams and a comparison group subsequent to a team-building session with and without the implementation of personal management interviews.

- (Before, After & 3 Months After With PMI) N = 35 (5 teams)
- (Before, After & 3 Months After without PMI) N = 54 (6 teams)
- (Before, After, 3 Months After, 1 Year After, 2 Years After & 3 Years After with PMI) N = 37 (4 teams)
- (Comparison Group - Before & 3 Months After) N = 71 (7 teams)
PMI Research Results

Average performance for the staff members of one natural team following a team-building session, where one-half (group 4a) held regular personal management interviews for 18 months while the other half (group 4b) held regular personal management interviews for the 1 – 6 and 12-18 month periods only.

- (Group 4a which held regular PMIs with the leader for 18 months) N = 5
- (Group 4b, which held regular PMIs with the leader for the 12-18 month period only) N = 5
### PMI Research Results

<table>
<thead>
<tr>
<th>Organization</th>
<th>With PMI</th>
<th>Without PMI</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Organizational Climate Scores</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organization 1</td>
<td>13.22</td>
<td>10.54</td>
</tr>
<tr>
<td>Organization 2</td>
<td>13.50</td>
<td>10.52</td>
</tr>
<tr>
<td>Organization 3</td>
<td>13.39</td>
<td>10.34</td>
</tr>
<tr>
<td>Organization 4</td>
<td>12.44</td>
<td>11.15</td>
</tr>
<tr>
<td>Organization 5</td>
<td>15.02</td>
<td>13.13</td>
</tr>
<tr>
<td><strong>Organizational Effectiveness Scores</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organization 1</td>
<td>3.85</td>
<td>3.38</td>
</tr>
<tr>
<td>Organization 2</td>
<td>3.76</td>
<td>3.33</td>
</tr>
<tr>
<td>Organization 3</td>
<td>3.82</td>
<td>3.15</td>
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<td>Organization 4</td>
<td>3.51</td>
<td>3.27</td>
</tr>
<tr>
<td>Organization 5</td>
<td>3.81</td>
<td>3.54</td>
</tr>
<tr>
<td><strong>Individual Burnout Scores (N=3122)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low burnout scores</td>
<td>53.4%</td>
<td>38.6%</td>
</tr>
<tr>
<td>Medium burnout scores</td>
<td>17.2%</td>
<td>18.4%</td>
</tr>
<tr>
<td>High burnout scores</td>
<td>29.4%</td>
<td>43.0%</td>
</tr>
</tbody>
</table>

*SOURCE: Boss 1994*
Two Main Steps in PMI

• An initial, one-time only role negotiation meeting

• A regular, one-on-one, on-going interview meeting between a manager and his or her direct reports
Essential Elements of Role Negotiation Sessions

• A psychological contract is established.
• Sufficient time is allowed.
• The focus is on detailed expectations of one another, including:
  • Role performance and areas of responsibility
  • Accountability and reporting
  • Rewards and opportunities for growth
  • Interpersonal relationships
  • Mission, goals, values, and culture
• Clear agreements regarding performance are established.
• Non-negotiable issues are identified and justified.
• All disagreements not in the formal policies are negotiable.
• A written account of the results of the session is made available to both participants.
• Results of the session are shared with those who will be affected by agreements.
The Personal Management Interview

An on-going program of regular, one-on-one interviews between a manager and each of his or her direct reports.
Primary Characteristics of PMIs

• Regular and private

• Major goals:
  • Continuous improvement
  • Teambuilding and personal development
  • Feedback

• First agenda item:
  • Follow-up on action items from the previous session

• The meeting lasts from 45 to 60 minutes

• Major agenda items include:
  • Organizational and job issues
  • Information sharing
  • Training and development
  • Resource needs
  • Interpersonal issues
  • Obstacles to improvement
  • Targets and goals
  • Personal career aspirations
  • Appraisal and feedback
  • Personal issues

• A supportive, non-punitive environment

• Last agenda item:
  • Review of action items
Implementation Guidelines for PMIs

- Regularly scheduled
- Private
- Free of interruptions
- Advanced preparation by both parties
- Accountability required of both parties
- Training of participants in advance
- Flexibility in format
- Action items and improvement plans
- Feedback, praise, and development
Beneficial Outcomes of PMIs

- Actually saves time
- Institutionalizes continuous improvement
- Improves and sustains unit effectiveness
- Improves the quality of communication
- Maintains accountability for commitments
- Prevents regression from off-site training
- Provides opportunities for manager-subordinate meetings face-to-face
- Enhances meeting effectiveness
- Provides opportunities for training and development
- Becomes a success experience in itself
Quick Assignment

Assume that you are going to implement the PMI system in your own work area back home, or with your family, church, or community group. With a partner, take two minutes to explain what a PMI program is, as well as its advantages. Switch roles after two minutes so each partner has a chance to teach. Summarize what you will say to your colleagues in your work or family setting if you are to implement this process.
Questions, Comments, Yeah, Buts?