Company Culture Transformation Kit

ENHANCING COPROPRATE CULTURE USING HUMNIPOTENT MANAGEMENT TECHNIQUES ℠

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Humnipotent Management Techniques ℠

An updated model of management for the new world of work and business

Facts about the business world, leadership and management:

The largest numbers of employers in the US are small and medium size organizations. They may have a formal HR department, or not, depending on the number of employees. This guide is for those small and medium size businesses who are interested in leveraging the strengths of their organizational structure to enhance their opportunity to create excellence, profitability and sustainability. Humnipotent Management Techniques^{SM} (HMT^{SM}) also could be applied in a large organization, but may require a more comprehensive look at existing culture, internal and external environments to be effectively integrated.

We have known for the last thirty years that employees leave their employers because of the lack of a satisfactory relationship with their immediate supervisors and/or managers. There have been literally hundreds of approaches and concepts designed to change this relational dynamic, however, none have made a lasting or permanent change. I maintain that the underlying cause of this disconnect, is that each of the methodologies and studies treated symptoms of the situation but did not deal with the actual issue. That issue is buried in the fact that classical management theory continues to underpin all subsequent leadership and management tools. The classical model is based on five functions: plan, organize, staff, lead and control. The control aspect of this model creates an adversarial relationship between managers and employees as it reinforces that the manager is responsible for controlling the person he or she manages and thus their ability to be successful. This puts the responsibility for an individual's behavior in the hand of their manager not in the hands and mind of the individual. This paradigm has been the accepted structure of management since the 1900s. Today with work being largely based on individual thought and knowledge, job holders and most certainly the talent pool of the future are less likely to perform well in a highly controlled environment. What employees and the world of work as a whole call for, is an environment that supports individual success and provides the tools and opportunities for the job holders to deliver on the competencies and skills they were hired to perform. Therefore, unless the aspects of management shift from plan, organize, staff, lead and control to plan, organize, staff, lead and **support,** organizations will continue to bleed potential profit from the cost turn over. HMT ℠ is built on this new premise of management. We will look at the potential for HMT ℠ to add new vibrancy to you organization by changing the dynamic of the manager and the employee relationship.

Company Culture and HMT℠

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What is company culture?

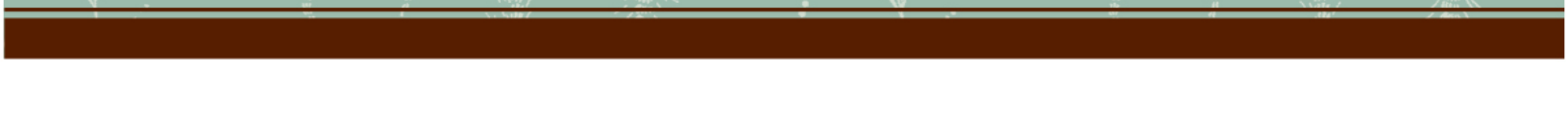**What does HMT ℠ look like when it is practiced company-wide?**

Company culture is defined by how things get done in your company. It is the process that supports how new projects are initiated, expenditures are made, decisions are reached, etc. Even if you do not have a written statement about your company's culture, the culture exists and influences your employee's behavior and productivity more than any written document.

HMT℠ places emphasis on hiring.

- Understanding the work that needs to be done,
- Understanding the skill and competency needed to do the work well,
- Understanding a candidate's fit to the organization's culture,
- Understanding a candidate's ability to self-manage.

The focus is on hiring not only a skill-set, but the appropriate attitude to be a responsible member in a shared environment that supports success for all stakeholders.

HMT℠ shifts the management paradigm from control to support and requires managers to employ a positive approach to their interaction with employees, with the expectation of a positive outcome. The tools (performance evaluation, job descriptions, KRA builders, etc.) do not need to change, only the attitude with which those tools are utilized. When HMT℠ is a part of the culture of the organization the focus shifts from the person to the shared environment. In other words, managers manage the environment, rather than the individual people in their unit.

IDENTIFYING COMPANY CULTURE

Your answers to the following will help you identify your company culture. Culture is the way that things get done in your organization. Contrary to or perhaps complimentary to whatever you say are the values of your organization, the "culture" is the reality on the ground. This is the environment you rely on, once you are employed, in order to get your job done.

MACRO VIEW:

1. Do you have stated values?
2. How are they articulated to employees?
3. How do the executives and leadership of the company respond to bad news?
4. Does the organization support innovation?
5. What are the strengths of your organization?
6. What are the weaknesses?

MICRO-VIEW:

1. Does that business strategy seems to be forward thinking and building toward sustainability?
2. Is there any reinforcement of the values in the way that people are hired, promoted, fired and rewarded?
3. How many sign offs are required to get financial resources to buy a required piece of equipment essential to doing your job?
4. How long does it take to get the attention of senior management if you identify a problem or concern?
5. Is the articulated business strategy evident in the way decisions are made in the company?
6. How do company leaders interact and communicate with each other? What do they say about their fellow leaders/managers when talking to their team members?
7. How do people interact to get things done?
8. How does the organization deal with poor performance on the part of leaders?
9. How does the organization deal with poor performance on the part of the employees?
10. Do employees feel valued by the company or do they feel expendable?
11. Do employees trust their leaders/managers?
12. How do you learn about business decisions and information necessary to do your job?
13. How do others learn of business decisions and important information that impact their jobs?
14. If you had to identify 5 words to describe the organization what would they be?

Building & Maintaining the Shared Environment is the Manager's Primary Activity

Changing the Management Paradigm

Support and Empower vs. Command and Control

Over the last few years the world of work has been undergoing tremendous change. Management as a career and profession has been slow to adapt in any comprehensive way to the changing environment and the evolving workforce. Some start-up organizations have built their success around new management techniques and styles. This comprehensive guide to Humnipotent Management Techniques^{SM} includes tool kits for managers and individuals that can help create a shared environment that focuses on personal responsibility and value through the concepts that Humnipotent Management^{SM} incorporates into organizational culture.

Included on the next few pages is a checklist to help you introduce HMT^{SM} into your organizational structure.

HIRING THE RIGHT TALENT

Plan, Organize, Staff

HMT^{SM} practitioners have a clear understanding of company culture, roles and responsibilities within their unit and the skill set needed to accomplish the work product that contributes to achievement of unit and organizational goals. They know and understand exactly what creates financial success and how their unit contributes to profitability. They have a keen understanding of the interdependencies within their unit and externally across the organization as a whole. Managers who employ HMT^{SM} principles and techniques create an environment that supports individual, unit and organizational success. They engage talent that possess not only the needed skill set, but also demonstrate attitudes and behaviors that are a good fit for the culture of the unit. Applying HMT^{SM} principles to the hiring process, drives managers to focus time and energy on the interview process, to find the right fit, rather than managing poor performance on the other side of a bad hire. HMT^{SM} practitioners understand that part of supporting their team is providing the appropriate human resources to complement the team and enhance productivity.

Lead and Support

HMT^{SM} managers leverage the strengths of their personal style and provide resources, tools, information and communication that enable their team to perform at the highest possible level, regardless of circumstances.

Attitudes of HMT^{SM} managers, include:
- ➢ Employees show up every day wanting to do a good job and add value.
- ➢ The manager's responsibility is to manage the environment and support the team.
- ➢ The manager operates on a foundation of trust and respect for employees and other managers.

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Introducing Humnipotent Management Techniques℠ into Company Culture

Utilizing the cultural assessment previously conducted, begin the process of identifying how to lead the cultural shift to best meet your organization's goals.

Identify a beginning and ending date and the specific changes you want to accomplish by the ending date.

Why incorporate HMT in our culture and business strategy?

Focus: Responsibility:	Identify short term responsibility	Identify long term responsibility
1. Create a business case to support the transformation. If it cannot be linked to bottom line then the chances of it creating a lasting impact are greatly reduced.		
2. Who are the stakeholders and what communication and information do they need to be engaged in the transformation process?		
3. What are the internal tools of communication that are most effective to reach stakeholders at all levels? How will the communication tools be best utilized and who will use them?		
4. Where are the perceived weaknesses in company culture? How can HMT^{SM} effect positive change? Who needs to be involved?		

What is involved in Transformation process?

Focus: Responsibility:	Short term	Long term
1. Strategy for tackling cultural changes • Long term • Short term		
2. Who will lead the transformation? What will they do as the leader? What will they communicate, when and how?		
3. Provide line manager with tools to manage the change • Long term – following transition period • Short term – during the transition		
4. How will issues that arise during the transformation be resolved? Who will be the mentor for resolution of conflict?		
5. How will the company Conduct post-implementation review		

1. Strategy for tackling cultural changes

Focus: Responsibility:	Short term	Long term

• Cultural analysis:
   – Who are we today
   – How much HMT do we want to embrace by when?		

• How will the company monitor the morale and confidence of the employees during the transition? What metrics will we keep to support the value of the transformation we create?		
– Short-term actions identified, how to best convey and build the "shared environment" across the organization to support individual unit shared environments?		

Focus: Responsibility:	Short term	Long term
– Long-term actions what policies and practices may need to change long term to adequately support the shift in ATTITUDE and the shared environment?		

2. Provide line managers with tools to manage the change

Focus: Responsibility:	Short term	Long term
Analyze who may feel that they lose something in the new shared environment. How will you explain and deal with objection/rejection of the new techniques?		
Provide information and tools at all levels of leadership to support the transformation. Identify methodologies that will help the management team move collectively to adopting the new ATTITUDE. . Then give them resources to support their personal and team transformation:		
Do you want to have leadership group meetings to discuss the transformation, pluses and minuses		

3. Post-implementation review

Focus: Responsibility:	Short term	Long term
How have we changed? How do we know that the culture has shifted? What is different? What is the same?		
What else do we need to do?		
Other?		

Who is responsible for each of these components **When** – to be assigned by looking at what is critical to develop/action prior to implementation

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Leader/Manager HMT ^{SM} Mastery Kit

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Humnipotent Management Techniques^{SM} 2013

Humnipotent Management Techniques^{SM} 2013 is a tool kit for leader's interested in building a work place in which all team members are contributing bottom line value to the organization and achieving personal growth and development. This Leader/Manager HMT^{SM} Mastery Kit presents Humnipotent Management Techniques^{SM} in an easily understandable, step by step format, so that readers can immediately implement learned techniques and see results.

Humnipotent Management Techniques^{SM} for Individuals

How to build personal success in your work environment

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Individual's Key to Humnipotent Management Techniques^{SM}

How to build personal success in your work environment

Preface

During the years that I was an employee I had the opportunity to work for many great managers and a few not so great managers, but I was able in most cases to continue to thrive and grow personally in each situation. The reason was that I discovered the value I was able to add to any situation, and I consistently delivered value from whatever position I held. I also realized that if I wanted to be successful, I had to be responsible for my own learning. I learned to create opportunity for myself based on my role at the time and the needs of my unit. Sometimes that required working behind the scenes to make my manager more successful. Other times that required me to take a leading role in development of operational manuals for my current position so that when new opportunities arrived, I could explore them. Whatever the situation, I was responsible for my own success or failure. I dubbed this acceptance of personal responsibility Humnipotent Management^{SM}.

Humnipotence^{SM} is the fundamental belief in the power of the human spirit to achieve, without arrogance or superiority. It is the ability to lead with strength and not overpower, but rather empower others through your own empowerment.

 The purpose of this Humnipotent Management Techniques^{SM} (HMT^{SM}) kit is to share the techniques that I crafted for from my personal success. This kit provides information from a new perspective of management. The tenants of the Humnipotent Management^{SM} model uses the first four elements of classical management theory, but when applied to human resource management, changes the fifth element from "control" to "support". Changing the paradigm from control to support requires a change in perspective and frame of reference.

→ Your manager is not responsible for your behavior.
→ If your manager is an HMT^{SM} practitioner, he or she provides support for your success by providing an environment and resources on which you can rely.
→ If your manager is not an HMT^{SM} practitioner, you are empowered to seek support and tools you need to be successful.

Introduction to HMT^{SM}

This tool kit provides guidance for an individual's management of self to create an environment of personal success that adds value to your organization and elevates both you and your coworkers, providing opportunity for personal and professional growth.

I have spent considerable time researching the future of work and business. The impacts of trends in demographics, technology, connectedness, globalization, market expansion, and sustainability are significant. I call it the perfect storm of convergence. Historically, it was much more difficult to get information, find far-reaching solutions to problems and identify opportunities. However, today we have multiple channels of immediate exchange of information that are as near as our desktop or smart phone! With virtually any piece of information readily available, we can read, research, and connect with other professionals in ways never before possible.

Although technology has enhanced our ability to conduct business and communicate at a rapid pace, and connects us instantly to people half way around the world, the concept of HMT^{SM} is not unique because of the way it leverages technology to improve management. Rather this technique of self- management was developed to support personal efforts to be successful, with or without technology or leadership support.   HMT^{SM} helps in understanding the elements that create and influence success. HMT^{SM} practitioners are free to practice them with rigor in any environment and to leverage the results to achieve personal and professional goals.

The initial focus is on personal power and ability to influence others. It is important that you understand your personal strengths and weaknesses. Often, it is a difficult conversation with one's self to identify one's weaknesses, but it is vital to becoming an HMT^{SM} practitioner that you become self-aware. You must take an objective look at both your strengths and weaknesses in your ability to influence others. The first marker is personal responsibility. It is important that you own who you are and recognize the value you create in your work every day. There is real value in being responsible for yourself, and your experiences and your future. It is critical to own your career and the skill and value you bring to the work you do. Your responsibility to the company is to give you employer a full day's work producing the output they hired you to deliver.

It is important for you as an employee to believe that your organizational leaders are operating in a manner that will create an optimally productive environment in each unit and financial success for the company. From this frame of reference and perspective, if you own your work, you are in a position to produce the best possible output. Regardless of position in an organization, a change in attitude and perspective toward the value you bring, and toward your role and the mindset of your organizational leaders, is the critical element of success as an HMT^{SM} practitioner. If your premise is that your managers and coworkers are trying to do the best for the company in terms of product, process and delivery, all of your input and thought can be on how to support their efforts in that goal. The common ground and frame of reference from which you can craft your communication efforts is the desire to

create success in and for the organization so that your actions will foster a healthy workplace and financial results so that you will have opportunity for personal and professional success.

YOUR ROLE IN HUMIPOTENT MANAGEMENT ℠

Adopting a Humnipotent Management ℠ Attitude

With HMT^{SM}, **attitude** trumps aptitude. In other words, it is assumed that you can acquire any skill you need to do your job well. Your attitude toward your value in the organization and the value of your managers underpins all efforts that you take to complete the tasks of your job. *It is important for you to believe that your managers want you to be successful.* You are responsible to understand how your organization achieves success. You are responsible to keep your skills updated. Look ahead to the next iteration of information and technology that will advance your area of expertise, and take the necessary steps to up-skill to remain productive and relevant. What you do, though important, does not on its own, bring success. How you do your work is also important. Your attitude toward your work and your perception of the value of your work shows in how you perform. Your ability to take pride in your personal contribution stems primarily from how you see your work adding value to the finished product. If you are able to identify your link to the financial success of the organization, either with the help of your leadership or without, you can take pride in your work. It is this knowledge that is important to supporting your attitude.

You attitude toward your work, your value and your perceived value of others will show in the way you interact with your co-workers and managers. Since each work unit consists of team members from distinctly different frames of reference and skills sets, as an HMT^{SM} practitioner, you are in a position to encourage and support your team. Your change in attitude toward taking personal responsibility can be an example to your co-workers. You can provide leadership to calm fears, build spirit and engage your fellow workers in productive behaviors that support success rather than tolerate or join in activities that create negative energy at work and draw away from productivity.

As mentioned above, part of owning where you are is taking responsibility for maintaining relevant skills and knowledge to perform the tasks of your job now and in the future. A critical element to your personal empowerment and HMT^{SM} is your commitment to maintain a continual learning attitude. Chip Bell, author and keynote speaker, said, "Effective questioning brings insight, which fuels curiosity, which cultivates wisdom." A continual learning attitude widens your peripheral vision, spurs inquiry and is a way to connect broad innovation to your daily work. An attitude of continual learning creates an environment in which you are able to maintain your relevance in the industry and profession in which you are engaged. A continual learning attitude demonstrates a willingness to invest in yourself, even if the resources are not available from your employer.

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Three assessment tools to get you started as an HMT℠ practitioner

SELF ASSESSMENT:

It is important for you to determine as much as you can about your interaction style. There are many ways to gain insights into the way you interact with others and how to optimize your interactions based on this knowledge:

Discover Your Strengths by Marcus Buckingham and Donald Clifton

DiSC testing instruments - www.onlinediscprofile.com

Please Understand Me by David Keirsey and Marilyn Bates

Enneagram Institute World Headquarters - http://www.enneagraminstitute.com

The Personality Desk - www.personalitydesk.com

Personalysis - a proprietary tool of Personalysis Corporations - www.personalysis.com.

These tools are available at a range of prices. They will all provide you feedback about your personal style and how your personal style interacts with other styles as well as give you insights into the dynamics of other styles. Knowing yourself and the array of styles is an important step to moving forward with HMT℠ because, as with any personal development exercise, self-awareness and purposeful awareness of the impact you have on others is critical to your success in leveraging the strengths of your style.

Important notes about "Style":

- There is no right or wrong styles, only right or wrong understanding of how your style impacts others!
- There are no better or worse styles, only better or worse application that can help or hinder your success!
- Every style has many strengths and can be effective!

Keys to making your style effective:

- Examine, closely, your typical behaviors in stressful situations
    - Keep in mind that over-used strengths can become weaknesses. In other words, if you only have a hammer, be mindful that not everything is a nail.
- Examine, closely, how others perceive your behavior
    - If you have a relaxed style and are always whimsical in your approach; some leaders may perceive this to be an indication that you are not serious enough about business, or lack the maturity to handle tough situations.
    - If you rely heavily on structure in the way you communicate and interact, you may be perceived as unfriendly, stern or rigid.
- Being self-aware, empowers you to change the dynamic of a situation by changing your approach, if the feedback you are getting is not what you expected.

The journey of introspection can be difficult at times and as you go forward, you may find yourself taking steps backward so that you can re-examine and re-think your choices. You may at some point feel the need or want to reach out for additional assistance. You may find it helpful to work a career or life coach, therapist or other professional resource to support your understanding of all the elements of your past that have brought you to your present self and present frame of reference.   The option and methodology is yours but the reason is what's the most important to your overall success. Unless you can learn to first understand and manage yourself, you have no hope of being able to effectively interact with others. **It all starts with you!**

Influencing others at work and building an environment around us that creates success

This is again a self-assessment process. You should, as you work through the assessment, keep in mind any feedback you have received from others, whether or not you liked it. Thinking about the feedback you have received from others, may help your process of self-assessment and may be more meaningful as you look at and learn more about your interaction style and other interaction styles.

1. Do I know what is expected of me at work? a. Do I know how my job and the job of others interact to create value in our output?	
2. Am I comfortable that I have the skills to do my job well?	
3. Am I doing my job as best I can? a. Do I feel proud of my contribution?	
4. Do I walk away from gossip and non-productive or negative conversation? a. Or do I join in?	
5. Do members of my team listen when I speak about business or work?	

6. If I have what I consider a good idea about how to make the environment in our unit better, does my manager listen to me?
    a. If yes, do I know why?
    b. If no, do I know why? (one reason may be that I do not frame it in the context of the impact on the business)	

7. Do others at work value the work I do? a. Do I know why?	
8. What is completely within my control at work? What tools/resources do I have that I own and can use to solve problems?	

The answers to these questions should reveal your attitude about the value you create and your perception about the value of others. If your answers to these questions are negative – a lot of "no" answers – then find out how to change them to "yes" answers. What steps do you need to take to make sure you understand and appreciate the value you are creating at work each and every day?

BECOMING A CONTINUAL LEARNER

Continual learning refers to an individual's ability and attitude toward developing skills and ability to maintain their "employability" and grow to be able to accept new challenges. A continual learner will assume responsibility for themselves and for the development of skills that will support their professional advancement and ensure that they are able to maintain a level of competence that will help them remain employed regardless of the economic environment. It is the exploitation of a natural curiosity about the future of your profession and of work in general. It supports an individual's maintaining a competitive advantage as an employee. The following is a self-assessment that will help you determine if you are a continual learner.

1. In the last 12 months have you read a book on line or hard copy that was not purely for entertainment?
    a. What did you learn?
    b. Is it still relevant information?	

2. In the last 6 months, have you used You Tube or the internet to learn something about your business or profession?	
3. In the last 12 months have you attended a conference, class, seminar or learning program that has anything to do with your professional development? a. Did you pay yourself or did your company pay?	
4. Do you have plans for taking any classes, attending a program, conference or workshop in the next 12 months? a. Who will pay?	
5. Do you belong to any professional organizations or groups? a. How focused are they on the future of your professions?	

Your answers to these questions will help you determine how responsible you are for your own development and how dependent you are on your organization to provide input and support for your personal development. It may be completely appropriate for your employer to support your efforts or it may be better if there is a mix of responsibility. It primarily depends on your level of comfort with being your own advocate and career coach. You can be most successful when you own your skills, competency, and ability, and are the

primary decision maker about the direction you would like your career to take. Building the self-confidence and skill to take responsibility creates opportunity and gives you the freedom and ability to have choices on your path to personal and professional growth.

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