

Things that HR should do:

The Age of Machine World Thinking is Over - Look at Your Organisation as a (Social) System Instead

- Look for people who are engaged in digging deeper, who are patient enough to gain deeper understanding prior to acting and who are able to withstand the pressure of short term thinking
- Look for people who are inclined to work together and who derive a deeper sense from mutual shared success rather than from competing above others
- Look for people who understand that collaboration and cooperation is the best way to achieve high performance and progression
- Design appraisal processes and incentive systems (if these are indeed necessary at all) to promote those who collaborate and integrate rather than promoting self-marketing, hubris and selfishness
- Identify the characteristics of the organisation, e.g. teamwork or creativity, or independence, or whatever, depending on what is needed to deliver what the customer demands. These come from the fundamental values of the organisation and do not change (or only evolve very slowly) over time.
- Put in place recruitment processes that actively select those characteristics and actively de-select people without those characteristics, above any job or role specific criteria.
- Put in place reward and recognition processes that reward the use of the characteristics at least as well as job specific achievements (for example, all Toyota UK staff have teamwork as the first point on their bi-annual review and specific examples of what is expected at each level and each role).
- Only promote people who have shown capability to deliver the behaviours required at the next level and who consistently behave with the desired characteristics.
- Re-train or remove anyone (especially those in positions of authority) who undermines the characteristics by their actions or inactions.
- Ensure that learning and development (especially anything coming in from the outside) supports and builds the characteristics.

Hierarchies are Designed for Enforcing Command and Control – Unleash the Power of the Many by Distributing Accountability (and Freedom)

- Look for leaders who are PASSIONATE relationship builders to unleash the creativity, engagement and collective intelligence of the many instead of enforcing performance by bossy behaviors
- Look for leaders that are willing and able to distribute a better sense of control to their people (empowerment) to create a stress reduced and anxiety free working environment
- Look for people who are passionate about facilitation rather than making their way up!
- Establish structures for individual freedom and accountability (leading by letting go)
- Replace wrong “guru” concepts and models with those that are suitable to manage social systems and that have a sound scientific and empirical basis.

Manage the MEANS rather than the ENDS

- Stop managing by results/objectives; manage the means
- Don't recruit people by only looking at their functional abilities; instead, look for capabilities

- Look for people who are people focused rather than career driven – only people people do people!
- Look for people who take a broad perspective on things rather than limiting their horizon on functions
- Look for people who are curious to learn about how things really work rather than to practice impression management

Don't Optimize for Agent's Interests - Be the Principals' Architect for Work and Collaboration

How to recognise what you do that makes value adding people's role easier. In Toyota, for example, this was about:

- Set up HR systems that support the appropriate leadership behaviours
- Deliver training that ensured sufficient skill, knowledge and practice to do roles and jobs effectively
- Support leaders with the expertise to keep them legal, without taking over the leadership role
- Recruit people who add to the harmony of the team, rather than creating conflict
- Provide on-site services (catering, health and welfare, nursery) that enables people to focus on the work without worry
- Take a long-term / whole-life view of people, so that there is no need to leave to fulfil individual requirements:
 - Sufficient pay and conditions (salary, bonus, pension, workwear, car purchase)
 - Career advancement (promotion, change direction, relocate).
 - Expectation of contribution of full mental capability as well as physical
 - Ability to influence what I do in my day-to-day work
- Understand A3 thinking (DK Sobek & a Smalley) – this looks at simple processes that keep projects and problem solving focused within the organisation; building PDCA into the daily activity.