

# INSIGHTS

If we so believe in the people that work for us, why don't we listen to them?

## Respect for People

### THE STORY:

What leader would ever say that they don't really value the contributions of the people that work for them? To say the least, that would not be cool. Of course, we respect our people and the way we want them fully engaged in pursuing our organization's goals.

### INSIGHT:

While we claim to respect the people who work for us, the vast majority of management systems are insensitive to input. What does that mean? Our hierarchical organizations are not designed to either listen to or act on the myriad of improvement opportunities our employees see. It does not take long for employees to recognize that making suggestions for improvement – or more dangerous yet is acting on ideas – is fruitless because management cannot process the ideas. With a hierarchical mindset it is hard to conceive of a way to process all the ideas, that's because centralizing improvement action is a deadend.

If you respect people you need to rethink your management system. Leveraging the collective knowledge and creativity of your people demands you move more and more decision-making to the people who do the work. That means they need new skills – and the leaders need to build an input-sensitive management system that puts all the little improvements to work.



### Results Driven Government – on the journey to Level Three Government



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