

The basic idea is simple:

**People take
better care of
things they own
than things they
don't.**

**Optimization is
about leveraging
this readily
available
Human Capital.**

**Optimization is
about
Collaboration
and
Teamwork**

**How might the
following model
represent how
people in
organizations
really work?**



Some Square Wheels

- We've always done it this way
- Determined to use the old ways
- Organizations don't think
- Solutions are in the wagon, already
- The solutions are available but not being used
- Old processes and information
- No trust in the people behind you
- No trust in the team
- Lonely at the front
- One person sets the direction
- One person has the vision
- Leadership is deaf
- Leaders see only what's ahead
- There is no idea of where they are going or where they have been
- Support people are blind
- All of them are blind to the possibilities
- They can't see the forest for the trees
- **ROUND WHEELS** belong to someone else
- We don't use the tools that we sell
- Changing directions is very difficult
- We need to see the problem to find the solution
- Traditions die hard
- Inefficiencies are everywhere
- Need to change our paradigms
- People aren't resisting change, they aren't aware of possibilities
- People are choosing to be unaware of possibilities
- People work hard, not smart
- No mechanism for steering or changing direction
- Continuous improvement is possible
- Some work is just not much fun
- Don't just do something, stand there
- We need to step back from the wagon to discover possibilities for improvement
- Resources are always available
- No vision of what is ahead from the back
- No use of resources

More Square Wheels

- Poor planning for resource utilization
- Lack of commitment to make real progress
- The rope is loosely tied, management may choke itself
- The answer is in front of us, we just can't see it
- If only we mirrored our reality occasionally
- People need to step back every so often to look around
- Push, or get left behind
- Working together can get it done
- Jobs are designed harder than they need to be
- Human capital isn't valued
- We like to overpower rather than reduce obstacles to get things done
- Not all technology works for you
- Not all the ideas are usable immediately
- Progress isn't simply about working harder
- Tried and true still works -- the **Square Wheels** still work
- Internal resources for improvement are always available
- Leaders get isolated from the realities of the wagon and the journey
- Workers have no vision of the goal
- People are too busy pushing and pulling to get a vision of the goal
- People are too busy pushing and pulling to make improvements
- Square Wheels are the status quo; difficult to change on the fly
- The team will probably meet its goals for productivity and cost
- Communications are always difficult when people are busy
- The wagon is hard to start and easy to stop
- Stop. Think!
- People make things work no matter what
- Too busy with the work to focus on what will work
- A few people are doing all the work and others are going through the motions

More Square Wheels

- Leaders lose touch with what is going on
- Good ideas are always available and innovation is always possible
- People blindly and unquestionably follow leadership
- A few do all the work
- Work is rough going
- The wagon gets more and more overloaded over time
- Leaders have more of the vision but may not share it
- Systems and processes get in the way of innovation and improvement
- We're always overlooking the obvious
- Re-engineering the **Square Wheel**
- Reorganize, but within existing guidelines
- Tools are always available
- We can focus on the negatives of how it is done or the positives that there are possibilities for improvement
- Working toward failure
- Simple solutions always exist
- We provide great ideas for others to use
- Inefficiencies result from isolated engineering processes
- Teamwork works, but why?
- Doesn't everyone use **Square Wheels**?
- Square wheels are easier to make and cheaper to build. It's an accounting / purchasing issue.
- Competition is using round wheels and we don't have a clue
- No sense reinventing the wheel, since they already exist
- We actually like to use that which is familiar
- If it didn't go thump, thump, how would we know we're making any progress
- Real progress is slow
- There is no emergency to change things
- We could always add another person to make sure everybody is pushing
- Is there a Big Picture?
- Are we even on the right road?

And some fun ones!

- *Those who do have no clue; and those who lead can miss the need.*
- *If it didn't go thump, thump, how would we know we're making any progress?*
- *We're not like that! We push our wagon uphill!*
- *You should have seen how we did it Last Year!*
- *Those Pushers have a wheely bad attitude!*
- *The **Square Wheels** were invented by a woman... - (but the men are stupid enough to push it that way!)*

Communications

Ideas are already in the wagon so it is not about invention or creativity

Goals?

Vision?

Motivation

Leadership Goals!

Vision!

Overall team involvement and engagement

Support Systems and Processes

Moving forward, making progress...

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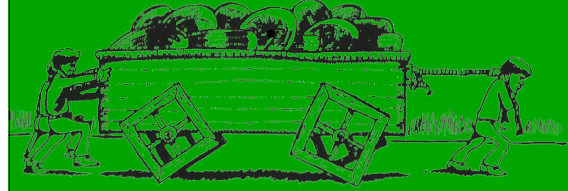
Human Capital

There is a paradox about making improvements while having to do the job and meet the goals.



Best Practices and Optimization
Sharing these among the group and dealing with the natural resistance to change...

How do we engage and motivate this team?



How do we improve performance results?



How do we get the wagon rolling downhill?

It needs active involvement and proactive choice:

It is not possible to awaken someone who is pretending to be asleep.

Navajo proverb



Finding better ways to generate active ownership and involvement is critical to leveraging and optimizing. It is about identification and implementation. It is about continually trying to do things differently...



The paradox is that people may not meet their goals if they stop pulling and pushing to think and consider possibilities for improvement!

Doing things the same way generates the same result.

Over and over and over...

**Square
Wheels
are really
Everywhere!**

SWs generate
frustration.
Allowing people
to **FIX** things is
motivating.

Square Wheels
are all about
**Continuous
Continuous
Improvement.**



From The Department of Redundancy Department

**ROUND
WHEELS**
are already
in the wagon!

**Don't Just
DO
Something,
Stand There!**

All of us
know more
than **any** of
us.

What are
some of your
possible
SWs?

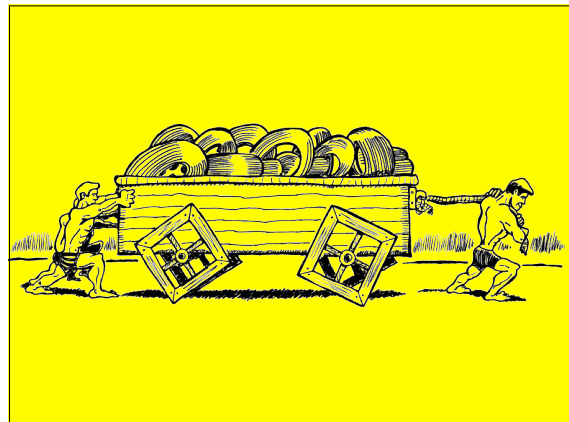
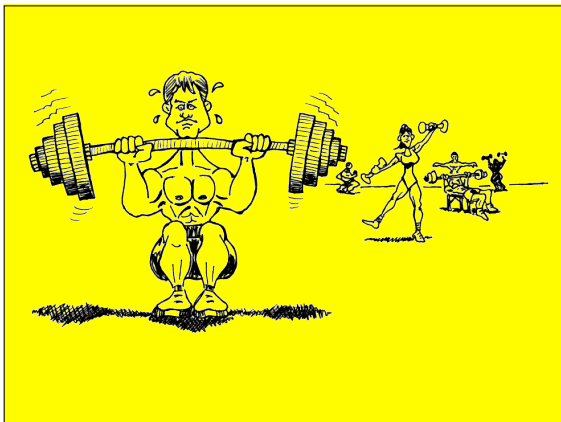
Brainstorm ideas.

Paradox

A statement, proposition,
or situation that seems to
be absurd or contradictory,
but in fact is or may be
true.

**Square Wheels
DO work and
the team will
meet its goals.**

**Training is not
the solution in
many cases.**



In many organizations, ideas generally come from management.

Note:

Ideas are good, but not every idea is a good idea

Note:

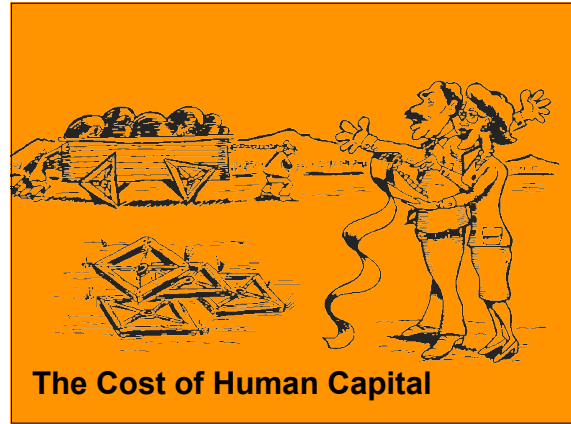
Ideas are good, but not every idea is a good idea

...especially when the idea comes from HR!

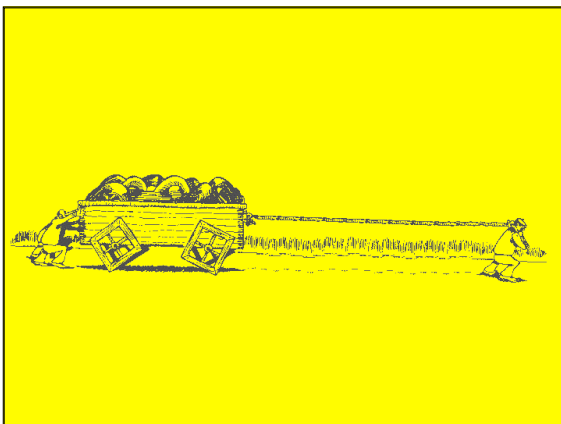


A Desk is a Dangerous Place from which to view the World!





We have to be very careful to measure what we really want and need to happen.



And not listening to people's ideas is proven to be one of the most de-motivating factors in the workplace.

We offer you this illustration as a Talking Tool. It gets people involved and participating, allows us to hear what they think and lets us make a variety of key learning points with managers and others.

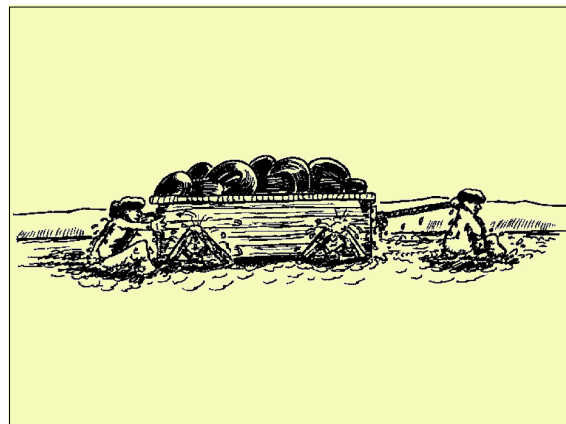


So, we offer you this illustration as a Talking Tool. It gets people involved and participating, allows us to hear what they think and lets us make a variety of key learning points with managers and others.



BUT this is NOT how most organizations REALLY work...

Most large organizations tend to operate more like this:



A key to real progress? Help people

Get Out of the Desert and Get Up on the Road.

Remember, there are two km of roadside for every km of road.

What to do?

Keep things simple and get teams involved.

Everyone has ideas and teams can be easily motivated.

The 6 Key Principles of engaging and involving.

**Ask. Ask.
Ask. Ask.
Ask. Ask.**

Ask for ideas to generate involvement and commitment.
Use the illustration we have provided for framework.

Their ideas are “better” than your ideas.

A simple framework that works great:

An involving, engaging, team-oriented, creative and innovative problem solving framework that helps to motivate implementation.

Exercise:

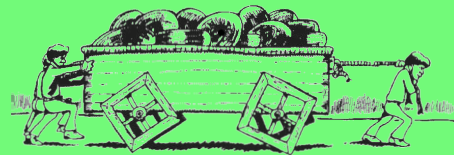
Use Square Wheels One

*“How does this illustration represent how things really work in **most** organizations?”*

What are some Square Wheels?

Then, after discussing...

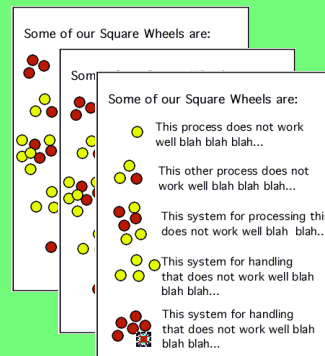
Generate a group list of Square Wheels



Capture ideas on easel pad paper. Then, select 5 and post on the walls.

Then, “Dot Vote”


To generate group and tabletop active involvement and ownership. Also called Forced Browsing - make people look at other Ideas



With your **ONE Square Wheel**,
Generate
THREE ROUND WHEEL Ideas


Square Wheels® represent Things to Consider:

- the issues our organization might address
- common problems all of us share
- situations needing Best Practices
- Opportunities for all of us to improve
- things that do not move smoothly forward.



What may be a **Square Wheel** we should address?

What are **THREE** or more possible **Round Wheels** that we might share to address this problem?
What are some Best Practices we should share and communicate among ourselves?



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Then,
“Dot Vote”

Red - Important
Yellow - “Mud”
Green - Profit
Blue - Doable


We must all look to fix this since

Our Square Wheel and such

- We should share that to get a positive impact
- We need to involve supervisors and such
- Recognize that it is important because we all care about it

The Square Wheel we needed to address was that

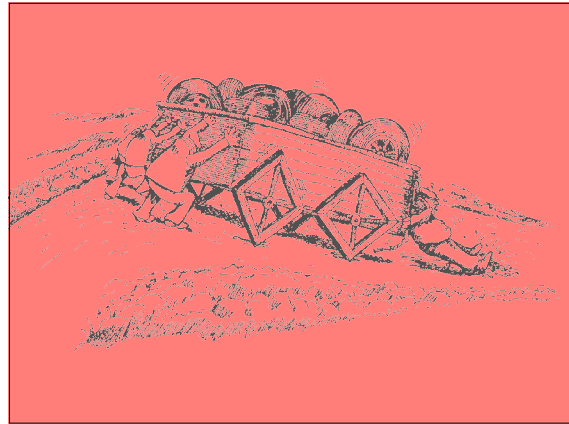
- We need the more very active involvement of the supervisors when such and such happens
- We needed to do this and that to get a more positive impact
- Senior managers need to get out on the floor and let everyone know that the Management really cares about it.



Lastly, allow **them** to figure out how best to implement these ideas.

Engage
energize
involve
encourage
enlist
enjoy

**AND,
NOBODY
WASHES A
RENTAL CAR.**



**Questions on
using this
approach?**

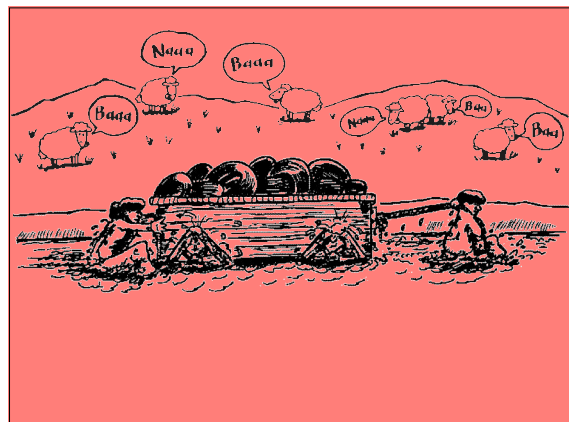
Before closing comments...

**ROUND WHEELS
ARE
EVERYWHERE!**

Magic Trick

**There is another
dynamic around so
many workplaces
that impacts
motivation.**

**It is called
Spectator Sheep.**

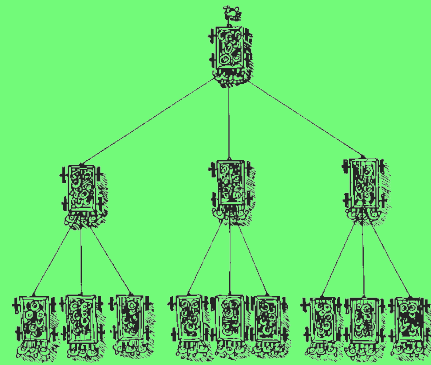


***Naaaaaaa
Baaaaaa!!!***

***Naaaaaaa
Baaaaaa!!!***

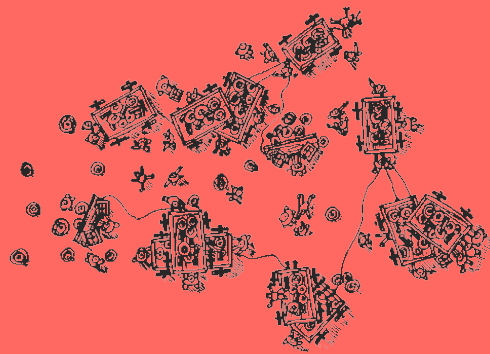
Where might this
come from?

**Alignment
and
Congruence**



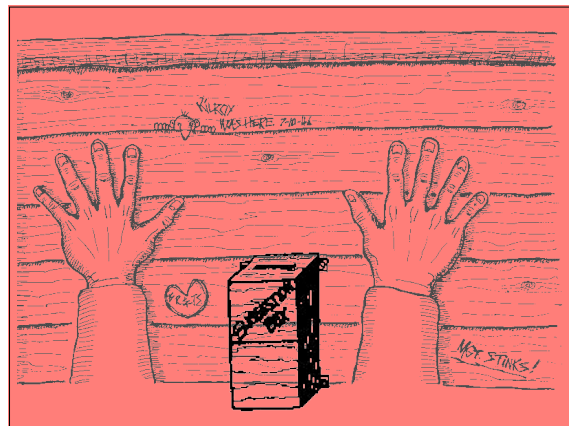
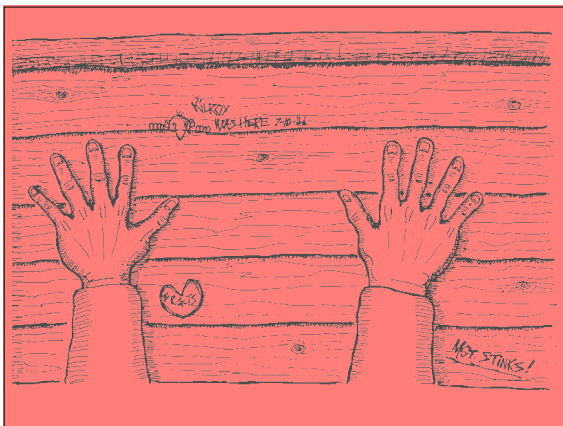
***“A Mission Statement
is defined as a long
awkward sentence that
demonstrates
management’s inability
to think clearly.***

**All good companies
have one.”**





The
View at the Front
is **NOT**
the same as the
View from the Back
of the wagon...



We need to
continually share the
visions, missions and
goals with everyone
involved in the
journey forward.
This is motivating.

Manage
Discomfort

Motivation is **not** about fear and pain, which causes people to freeze and become inflexible. Worse, it causes avoidance or compliance.

Seligman's, "Conditioned Helplessness" Research

Motivation results when people are involved and engaged with you and focused on improvement.

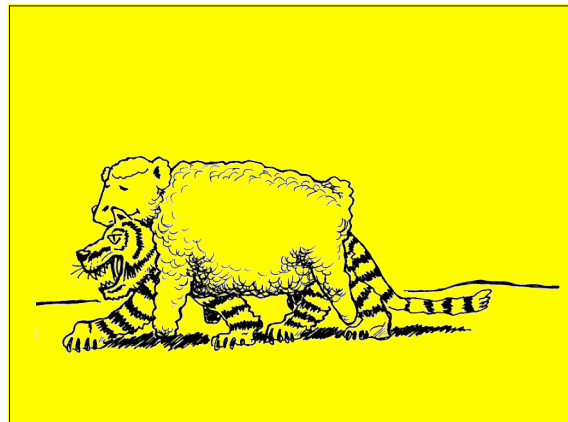
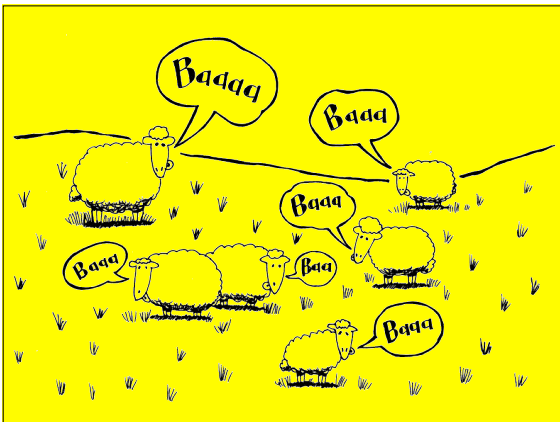
That which gets rewarded gets repeated.

Behaviorism 101

How do we engage and motivate this team?



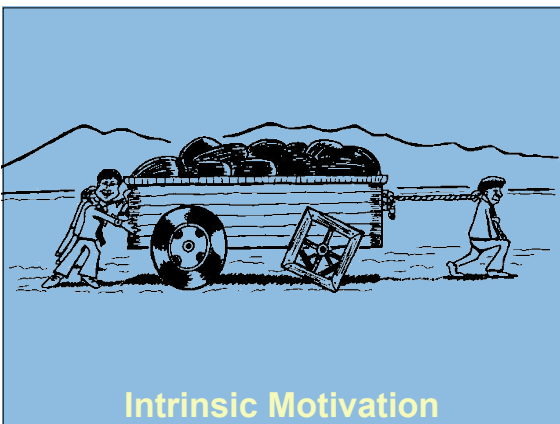
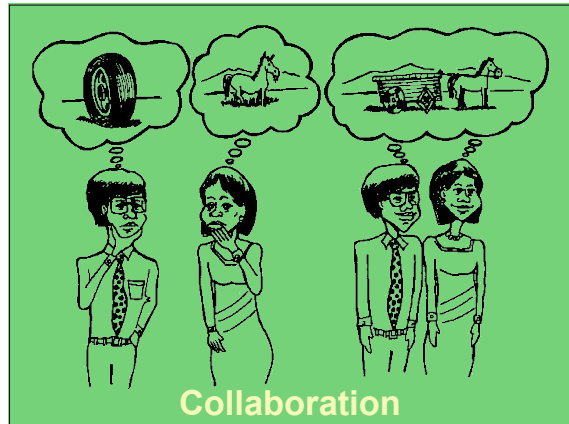
How do we improve performance?



How do we engage and motivate this individual?

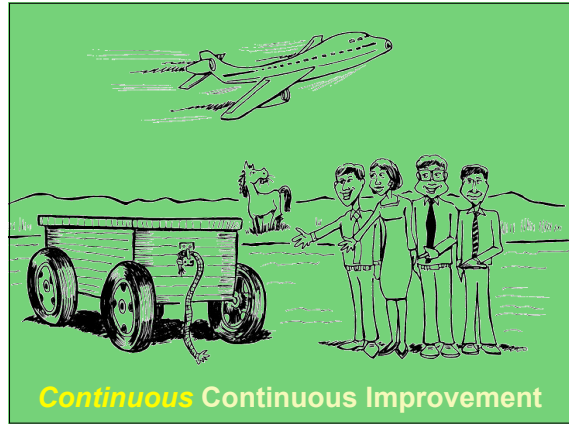
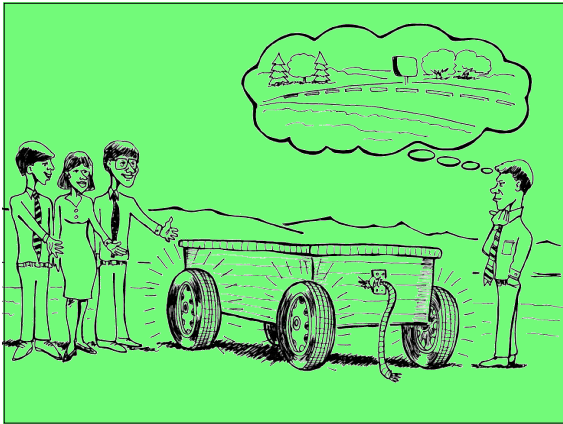


Redirect them. Get them involved in the changes.



People are making choices all the time. Involvement will help them generate the motivation for higher performance.

Intrinsic Motivation



**TWO SIMPLE
IDEAS FOR
IMPROVING
HUMAN CAPITAL**

**IF IT IS
TO BE,
IT IS UP
TO ME!**

**If not you,
who?
If not now,
when?**

**HAVE FUN
OUT THERE!**
*Thanks for your time,
energy and thinking.*
Scott Simmerman
The **ROUND** Wheels Guy
Scott@SquareWheels.com