

Every Employee a Winner

*an employee motivational system
that helps the manager, too*

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Tomorrow's manager will be one who can effectively utilize the human resources which have been placed at his disposal. Therefore, success for tomorrow's manager will be directly proportional to his ability to understand people.

Fifty years ago management philosophy was expressed by the statement that all one had to do was place the work before people and they will do it. As every manager knows, times change, and the manager who does not adjust accordingly is out of place by comparison with his associates.

Techniques that worked once may no longer be effective. Change has now been accepted in our society as a way of life and a manager who wishes to be successful has to develop an ability to handle change intelligently and creatively.

Replacement Philosophy

Today the philosophy of put the work before the people and they will do it, has been replaced by the management philosophy of making work meaningful to the person who performs it. This concept of making work more meaningful is generally referred to as job enrichment.

Job enrichment may be defined as giving each employee a sense of purpose and responsibility as well as feeling of achievement in what he does. Jobs are enriched when the persons doing that job find that they obtain satisfaction for their human needs from what they have been given to do on the job.

Today there is hardly a manager who questions that most employees will be motivated to perform better on their jobs if they are given a sense of purpose and meaning in the work they perform. Through job enrichment, boredom is reduced, attitudes are improved and anxieties are dispersed. Thus output is increased,

rejects are lowered, absenteeism is reduced and profits are increased. All this is agreed upon and much sought after but, unfortunately, rarely achieved.

"Identification Means" Needed

What has been needed is a practical way for a manager to identify individual human needs of employees and to be able to satisfy them on the job. Unless managers can do this they will not be able to make job enrichment work.

The Perceptive Management System (PMS) has been developed as a practical approach to helping managers solve the many people situations which confront them. The system is based on the principles of understanding people because a manager's effectiveness is directly proportional to his ability to understand people. It is only through an understanding of people that it becomes possible to take effective actions which will motivate people to do what every manager is seeking to accomplish.

Specifically, it means every employee will do a good job and his performance will utilize all or most of his potential. This is in contrast to a minimum job which utilizes only a small part of the employee's potential and the employee does only enough to keep from getting fired.

Some Practical Tools

The Perceptive Management System provides each manager with some practical tools which can be used immediately on the job. These tools are based on sound theory and will enable a manager to motivate people within the scope of the employee's job and with the people who are presently on the job.

What is a perceptive manager and how does he differ from any other manager? The classical

definition of a manager is one who gets things done through people. This is the reason why a professional manager can move from one business to another successfully. In all cases, it is people he is dealing with rather than things.

The definition of a perceptive manager differs only slightly from the classical definition of a manager but the difference is very significant. A perceptive manager is one who gets the job done through people *while making them feel great*. It is the addition of these five words which makes the difference between setting the job before the people and expecting them to do it, and job enrichment. It also follows that when employees feel great the manager also feels great. Thus the system is a motivational system that works both ways.

Real-Life Application

Theories are a springboard to action but situations change only if there is a deliberate effort to apply these theories to real life situations. An intellectual study of bowling will not teach a person how to bowl any more than an intellectual study of management will teach one how to manage.

The PMS is first a practical approach to making job enrichment work. Like any other task, motivation requires the use of certain tools. Further, like any tool, they are useless until they are used. The world's finest chisel is of little value without the guiding hand of the master sculptor. This is why business will always need the skill of the professional manager because the tools alone can never do the job.

Three Principles

The Perceptive Management System suggests that managers who develop their ability to understand people will also be

able to develop actions which will be effective in motivating people. The Perceptive Management approach is a motivational system which is based on three fundamental principles. The first of these principles is to: perceive the situation from the employee's point of view and the way he perceives himself.

Each person's point of view is made up of all the experiences and past conditioning influences that have occurred during his entire lifetime. Obviously no two persons can ever completely share the same point of view no matter how hard they try. The manager and the employee have different viewpoints.

Figure 1.

PERCEPTIVE MANAGEMENT APPROACH

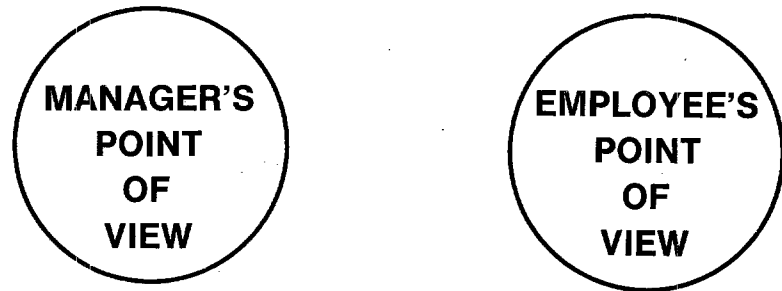
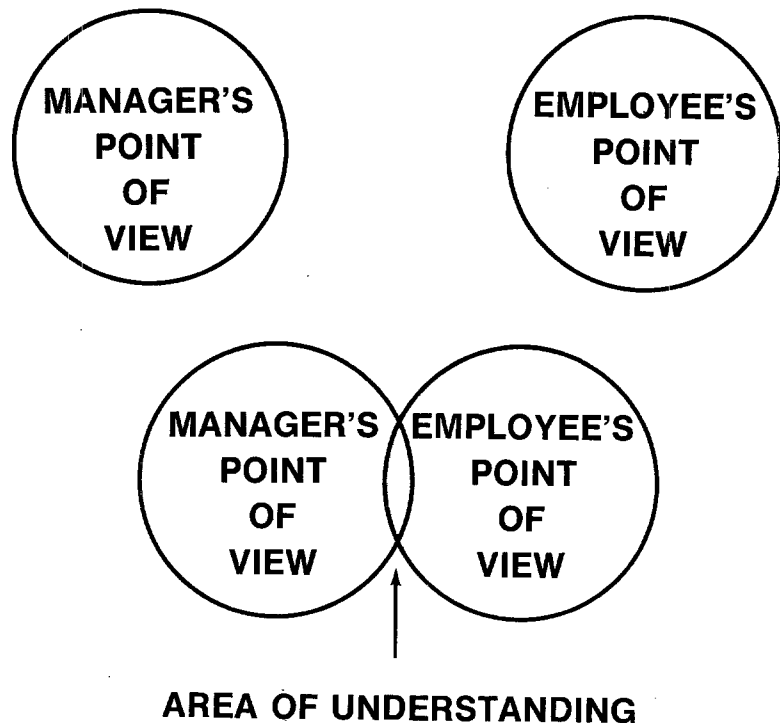


Figure 2.

PERCEPTIVE MANAGEMENT APPROACH



In Figure 1, the manager's and the employee's viewpoints are separate and distinct. However, in the perceptive management approach, the manager develops his ability and willingness to see the situation from the employee's point of view. Understanding develops only when the two viewpoints overlap each other and share the same outlook.

Area Of Understanding

In Figure 2, the overlapping of the two points of view is very small, however, it is in this area of understanding that motivational actions are developed. Small as it is, the area of understanding can be the basis for great rewards to both the employee and the manager.

It is very much like water which, when heated to 211 degrees Fahrenheit, is hot water. But water heated to 212 degrees Fahrenheit becomes steam which has the power to drive the largest turbine. It is just a change of one degree, but that is what makes the tremendous difference.

Perceiving a situation from the employee's point of view means understanding the way a person sees himself or his self-perception or self-image. Many people carry with them in their wallets pictures of their loved ones, but in his mind each person carries a picture of himself. This is somewhat complicated by the fact that he carries with him more than one self-picture or self-image of himself.

The First Self-Image

The first form of self-perception or self-image, therefore, is *the way a person sees himself*. The way a person sees himself may not necessarily be the way he really is. A man may see himself as: a great engineer, a great father, a great plumber, a

great golfer, a great salesman.

Often a manager will be faced with a situation which may be expressed something like this: "Charlie thinks he's a great engineer but he is really a very mediocre engineer and I don't hesitate to tell him so. I call 'em like I see 'em."

Very well, but how would one expect Charlie to respond to this treatment? If a manager wants to get along with a man who thinks he is a great engineer and he begins by telling him that he is a boob, how would one expect to be received? Very poorly, of course.

Understanding Is Essential

If the manager points out to him what is true, namely, that he is a rather mediocre engineer, that he makes a lot of mistakes, that he lacks analytical ability, that he is unimaginative, one may expect that he will defend himself vigorously. Therefore, if a manager wants to work with this man, if he wants to motivate him, it is essential to *understand* the way he sees himself.

Instead of taking a negative approach by pointing out all of his weaknesses, try a positive approach by saying something nice about what he does well - or making a positive suggestion that would be helpful, for instance: "How come you rarely go out into the field to inspect those distribution layouts?" The choice lies with the manager. Either he treats people as they wish to be treated, or he can expect resistance.

The Second Self-Image

A second way in which a person sees himself is *the person he desires to be*. Everyone desires to be something he is not today. If this were not true there would be no reason to live. Also, this means everyone can be motivated.

This may be apparent in people who have ambitions to rise in the organization, but how about the fellow who says he is satisfied on the job? What about the career clerk, the general office maintenance man, the career driver...the person who says he is happy to stay on this job forever?

Desires to be something else are outside of the job. They could be desires to be a better golfer, a better church worker, a better mother and so forth. Not all the desires of people are oriented toward the job.

How about extreme desires? For instance, a person who says, "My desire is to be president of the company." What happens if the manager laughs at this desire? When a manager laughs at the way a person desires to be, he can look forward to serious trouble. If someone has a desire to move ahead in the company, obviously this would be important to understand.

In such a situation it is expected that he would react favorably to efforts on the part of his supervisor which he saw contributing to his advancement. He will do anything that he sees as reinforcing this self-image and be happy (feel great) doing it.

A third way in which a person perceives himself is *the person he wants others to see*. It's as simple as this - everyone wants to be seen doing the things they want to be seen doing. Shakespeare said it as: "All the world's a stage on which a man plays many parts." W. Saroyan said, "Life is a stage on which we want to give our best performance." Different viewpoints require understanding.

The second principle of PMS is to identify the strengths of employees rather than the weaknesses.

Preoccupied With "Correcting"

All too often managers are

concerned with identifying and correcting weaknesses in their employees. All too often managers do not know what it is a particular employee does uncommonly well. They do not identify an employee's strengths.

The PMS does not suggest that weaknesses should be ignored. Of course employees have areas in which they need to improve and all efforts to improve weaknesses are fine. However, attention to weaknesses alone tends to breed mediocrity. While it is true that a person will improve in areas in which he is weak, if attention is paid to these areas it is also true that areas of strength will tend to diminish.

Consider, for example, a person who is weak in tennis but strong in swimming. If he works hard to improve his tennis he will be forced to spend less time at swimming. In the long run he will probably become an average tennis player and an average swimmer.

Build On Strengths

It is only by building on strengths that an employee can be developed to the fullness of his potential. Great employees are built on strengths rather than weaknesses.

In utilizing this principle—identifying and building on strengths—the perceptive manager also finds that he is able to perceive the way in which an employee perceives himself. This is done through the observation of human symbols or status symbols as they are sometimes called.

Status symbols can be summed up in one word - everything. This is why we call them human symbols. Examples of human symbols include such things as homes, cars, clothes, but they also include the less obvious things that people do or say, or do not do, or do not say.

An Example

For instance, if a man is shopping for a necktie and he sees three ties that he likes, each of which costs \$3.95 and if he can only buy one, which one will he buy? He will buy the one he likes best, of course.

What determines why one person buys one particular tie and another selects a different tie? Different view-points! This is neither good nor bad. It is neither right nor wrong. It is merely a fact.

Accordingly, we may say that most people will buy the things they like and avoid the things they dislike. People purchase homes in areas they like and they avoid areas they dislike. They buy cars they like, clothes they like and do things they like to do.

If a person does things he likes to do and lives in a place in which he chooses to live and if he surrounds himself with things he likes, it appears reasonable to assume that these human symbols can tell us a lot about this person.

What They Say

In addition to the physical symbols, the things people say or don't say also tell us a lot. Emerson once said: "What you are stands over you so loud I cannot hear what you say." For example, a man might say, "I had lunch with the president of the company yesterday." He might call him by name and forget to mention he was one of 400 at a public function.

Or a person might say, "My daughter goes to Vassar; my son goes to school with Rodney Dinsmore; last summer I went to Tahiti; last Sunday I played golf with the boss."

The things people wear tell us about themselves. For example: lapel pins, tie bars and emblems of all types that people wear tell us

something about them. As perceptive managers, it behooves us to pay attention to these things.

One might ask if it isn't dangerous to fool around with people's minds. It is foolish to try to turn managers into amateur psychologists. It is presumptuous to try and manipulate people. However, electricity can be dangerous, fire can be dangerous, automobiles can be dangerous, but we learn how to control these things. Understanding people does not mean trying to psych them out. By all means avoid playing the role of the amateur psychologist. But by all means pay attention to what people say and do.

Everyone Gains

Manipulation implies doing something for your own good at someone else's expense. But in PMS, as we already agreed, everyone gains, and that is not manipulation. That is understanding people and enhancing their self-perception. This is what makes people feel great.

All of this means that when we use PMS we should use controls. We are not suggesting that a manager become a super snoop, but we are suggesting that he become a good observer of people. Accordingly, the first control in using human symbols is: *look for a pattern*. Suppose you walk into a man's office and see a picture of a sailboat on the wall. Aha, you might say, there is a man who is interested in sailing. This may or may not be true. There could be lots of reasons why the picture is there.

Don't decide from one item. Maybe the picture was already there. Maybe it is standard issue. Maybe it covers a spot on the wall. Maybe his boss sails. Maybe his wife picked it. But, in addition, you note boating maga-

zines on his desk; a sailboat ash tray; his use of nautical terms in his vocabulary; and conversation about sailing; perhaps then you might correctly assume he is interested in sailing.

You might also assume that maybe if you want to get along with him, you should also pay attention to his interest in sailing. If you want to ignore the boat picture, you may, but you may be giving up a great opportunity to understand him better.

See From Other's View

The second control in observing human symbols is: *see it from the other person's point of view*. None of this is secret, or sneaky, or underhanded. It is open and there for every to see. The choice is always up to the manager.

When a man buys a power mower to cut 20 square feet of lawn, he does it for a reason. When he buys a Thunderbird when a Pinto will get him there, he does it for a reason. It satisfies a need.

A person will never do anything inconsistent with his own way of thinking. If it appears to be inconsistent, it is because we are seeing it from our point of view, not his.

The third control is: *be flexible*. When trying to understand a person, try to find a pattern. If your first approach is wrong, be willing to try another. This is particularly important in the Perceptive Management System. If what you have decided to do is not getting results, try to get sufficient feedback to find out why it isn't working and try another approach.

Don't Judge

The third principle of the Perceptive Management System is to identify human needs without making a judgment. People do the

things they do, say the things they say, and display human symbols because of their human needs. Everyone has all of these needs, but in each of us one need stands out, at a particular time, more than the others. This is neither good nor bad. It is merely a fact which must be understood.

Understanding a situation does not require making a judgment. Perception is the basis of understanding, not judgment. An employee's behavior stems from his interpretation of what he perceives. An apple is not only an apple, to a hungry man it is something to eat; to an angry man it is something to throw.

Perception is not only what the eye sees or the ear hears, but the interpretation and understanding of what is seen and heard. Too often we see what we want to see and we hear what we want to hear which gives rise to the statement, "Don't listen to what I say, listen to what I mean."

The manner in which an employee is perceived by the manager will determine if he will be able to motivate this employee to do the good job he so desperately wants. This is the job in which his potential is effectively utilized or if he is going to get the minimum job and a minimum utilization of his potential.

Discreet Identification

Therefore, as a manager perceives a situation from the employee's point of view, the perceptive manager identifies the needs of his people but he does so without making a judgment.

In the Perceptive Management System, the human needs are the psychological needs we all have. These psychological needs must be satisfied as much as any of our physical needs such as food, drink, clothing, shelter, avoidance of pain and so forth.

If psychological needs can be satisfied on the job this is fine. If they are not satisfied on the job, they will then be satisfied off the job. *But they will be satisfied*. When a man is hungry, he goes to a restaurant to eat. But what happens if when he get there the restaurant is closed? Does that mean the hunger goes away? Of course not. So what does he do? He searches for another restaurant.

Unfortunately, many people satisfy physical needs on the job but their psychological needs are satisfied elsewhere. And sometimes people work harder to satisfy psychological needs than they do to satisfy physical needs. Why? Physical needs are often easily satisfied. One can eat only so much, but there is no need to a psychological need, i.e. recognition. Wouldn't it be wonderful if work could be fun for everyone?

Need Satisfaction: Key

What makes work fun? Why do people charge out of an office building at 5 p.m. yet almost crawl in at 8 a.m.? When work satisfies a psychological need it is fun and people feel great. This was our definition of the perceptive manager - one who makes people feel great.

Each of the five psychological needs may be defined as follows:

1. The need for economic security may be defined as the need that a person has to be free from economic want. A person with a strong need for economic security would always want to be certain that his judgments in financial matters would never hold him up to ridicule.
2. The need to dominate may be defined as the need a person has to control a situation from his point of view. He would find it difficult to accept orders from others because he would see it

as a threat to his self image. He need not be a table pounder but he likes to be in control.

3. The need for recognition and prestige may be defined as the need a person has to satisfy his desire for approval of his actions. A person with a strong need for recognition seeks approval of his actions. He likes you to remember his name and to acknowledge his efforts.

When Neil Armstrong landed on the moon or when Babe Ruth hit a home run, they didn't have to ask for recognition. They got it. But not everyone who needs recognition gets it on the job.

4. The need for emotional or personal security may be defined as the need a person has to satisfy his feelings of self worthiness.

A person with a strong need for emotional security needs constant reassurance that he is doing a good job.

5. The need to belong may be defined as the need a person has to feel himself as an accepted member of the group that he identifies with. A person with a strong need to belong wishes to be a part of the group with which he identifies or for which he has high regard.

Motivational Module

The final tool that is available for the perceptive manager to use is the Motivational Module (Figure 3). This is the tool that ties it all together and gives direction to the manager's efforts in motivating people.

The Motivational Module is a means to provide a practical answer to the mystery of motivation. It dispels the uncertainty which surrounds the motivation process by identifying the needs which relate to motivating a specific individual to do his job better.

The first step is to fill in the employee's name and job title. Then the specific performance objective of what is to be done must be clearly stated. It should be something that can be measured or observed. Dr. Edwin Land, the genius who invented the Polaroid Land camera, said recently, "If you are able to state a problem, it can be solved."

Next, the manager identifies each of the five basic human needs for that employee as he sees them as being either minimum, average, or maximum. In each of us there is one particular need which is strongest at a particular time. By connecting all the five points checked, the manager constructs a motivational profile which identifies the strongest need at that

Figure 3.

THE MOTIVATIONAL MODULE

Name _____ Job Title _____

Specific Performance Objective _____

MOTIVATIONAL IDENTIFICATION

Human Needs	Observed Range		
	MINIMUM	AVERAGE	MAXIMUM
Need for Economic Security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Need to Dominate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Need for Recognition and Prestige	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Need for Emotional Security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Need to Belong	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

MOTIVATIONAL ACTION

What _____

How Often _____

Review Date _____

Follow-up Date _____

time. Half the job in any situation is identifying the problem.

Find a Solution

The second half of the job is finding a solution. The Motivational Module helps managers to do both. In this part of the Module, the perceptive manager notes specifically what action he will take and how often. This latter point is of vital importance

and, as always, must be seen from the employee's point of view. How often do you tell a person he is doing a good job? As often as necessary.

What we have been saying is this overview of the Perceptive Management System is that motivation requires that self perception be enhanced if what is done is to be well-received. Because of the way a person sees himself, he surrounds himself with certain

human symbols which help a perceptive observer identify the particular need which is greatest at that time.

Once this need has been identified it then becomes necessary to develop a plan of action which will help satisfy this need on the job. Feedback or observation is necessary to determine if the chosen action will provide the desired objective. If not, another action must be taken. Or, if the need changes, another appropriate action must be taken.

The Perceptive Management System is an approach to motivation which can be used by any manager or supervisor in any situation. It requires very little special training, but it does require a desire on the part of the manager or supervisor to understand his people. The PMS is a motivation system in which there are no losers. It works both ways. It provides managers with the good job they are seeking from their employees, and it makes employees feel great. This is an objective worth striving for because the rewards are very great indeed. It is also good management.

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