

FEEDBACK ON MY EMPLOYEE FEEDBACK

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January 1985

META-PHILOSOPHY

There is no basis for restriction of information flow.

Specifics:

1. I disagree with the CEO's suggestion that there has been enough on-line discussion.
2. National or Corporate Security only restricts information flow to the OUTSIDE. Any suggestion of restricted internal information flow creates internal division.

US VS. THEM

1. All thought of separating staff from management is repugnant. This is role chauvinism.
2. The visual model: --> --> vs --> <--
3. There is, in fact, such a separation in the minds of most of our personnel.

ANALYSIS

1. Separatist thoughts are a symptom with two possible causes:
 - a. The ROLES that organize us into a unit are ill defined.
 - b. The communication RELATIONS that organize us into a unit are not functioning.
2. This model applies to all organic unities as well as to formal systems.
3. The solution is to:
 - a. Make all roles explicit. Then if you don't like your role, you will know what needs to be changed.
 - b. Remove all barriers to communication. Then no one has to rely on ignorance.

c. Distribute authority to the participants of any particular problem. Then you don't get stuck with someone else's decisions about your problem.

APPLICATION

1. Current problem: should I be expected to work more than 40 hours a week? (Variants: should I over-work to meet crises? do I get enough salary?)

Solution: Make performance expectations explicit.

Eg: I contract to work up to 10 hours each day, no more.

2. Current problem: I don't know why I was reassigned to task X.

Solution: Open up the executive meetings to all employees.

(This does not imply opening the executive decision-making process.)

Alternate solution: Distribute authority.

3. Current problem: the management isn't planning my time efficiently.

Solution: Make explicit the role of management. If I give management responsibility to plan my time, then I accept their decision. The evaluation of efficiency is theirs, not mine.

Alternate solution: Distribute authority.

4. Current problem: I don't have enough time to study.

Solution: Make explicit the time I have for study in my contract.

NEGOTIATION

META-PHILOSOPHY: Don't complain unless you are prepared to act.

1. Human dynamics can be navigated only when there is a basis of communication. (The concept of basis applies to formal systems also.)

2. To negotiate, each participant must have an explicit POSITION.

3. To negotiate, each participant must have a CONSEQUENCE associated with the position, such that if the position is not met, then the consequence occurs. Positions can change, consequences cannot.

NEGOTIATING FROM THE SAME WORLD

1. I think the major problem is that "staff" and "management" are negotiating from different worlds.
2. The ROLE World defines my contract with the Company, and is negotiated via formal channels such as reviews.
3. The PERSONAL World defines my interaction with the people in the company, and is negotiated informally, humanely, and dynamically.
4. If I give extra (beyond my contract) in my role, I expect formal reward. If I give extra to a person, I expect no reward.

ORGANIC MANAGEMENT

1. All roles, rules, and contracts are adopted by CONSENSUS.
2. All personal disputes are negotiated by the participants.

IMPLICATIONS OF ORGANIC MANAGEMENT

FORMAL STRUCTURE:

1. Decision by consensus means TOTAL information flow through all roles.
2. Explicit role definition incorporates contractual AGREEMENT of each person to that role.
3. Differential responsibility and authority is explicit and accepted.

INFORMAL DYNAMIC:

1. All non-role interaction is personal interaction, and can be negotiated on personal standards by personal techniques.
2. There is no differential authority between persons.

PROVIDING SOLUTIONS:

1. The generation of solutions is appropriate ONLY when the solution generator has authority to implement those solutions.
2. Company wide problems are addressed by everyone as equals. Since global problems are resolved by consensus, global resolutions are accepted by all.

IDENTIFYING PROBLEMS:

1. Persistent fault finding indicates a breakdown in personal negotiations.
2. Global incompetence indicates a breakdown in personal commitment to a consensus.

CAVEATS

1. Maturation is a dynamic; the process of identifying problems and finding solutions never stops.
2. Humans are territorial. Without established (explicit) boundaries, infighting is natural.
3. Humans are resistant to change. Specifically, the company environment is configured to the desires of its creators. Why should it change?
4. What works for 30 does not necessarily work for 100.
5. The management does an excellent job of getting high production for low cost.

SUMMARY

I strongly advocate the principles of Organic Management. The current problems at the company can be attributed to our not adopting its premises:

1. Consensual decision making at the level of the organization.
2. Personal negotiation at other levels.

Organizations, naturally, are nested; these premises can be applied to the company, to projects, and even to individual personalities.