

Characteristics of High Performance vs Traditional Organizations

Written by:

Randy Boek

Professional Outsider, President

High Performance

1. Customer focused
2. Decentralized structure with autonomous, self-regulating work units
3. Planning and coordination done by work teams
4. Jobs broadly defined and people possess multiple skills
5. Many ways to achieve the same level of performance
6. Minimum rules. Values and common sense guide behavior
7. Department boundaries determined by task interrelationship
8. Training focuses on total employee development (business understanding, team work, interpersonal skills, personal development)
9. Rewards based on contributions to team
10. Employees viewed as partners
11. Quality of life of employees is imperative to the company

Traditional

1. Internally focused
2. Centralized and bureaucratic structure
3. Planning and coordination done by management
4. Specialization and narrowly defined jobs
5. Standardization of performance – one best way to do a job
6. Uniform and strictly enforced policies. Do things by the book
7. Department boundaries determined by similarity of function
8. Training focused on technical skills
9. Rewards based on individual performance
10. Employees viewed as tools of management
11. Alienated and unhappy employees accepted as a given of industrial life



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Randy Boek

Professional Outsider | President

www.routetworesults.com

RandyB@routetworesults.com

425 242-5039

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