Motivating High performance

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NGT is a workshop type of method that brings the ideas of people involved in a group, organization, or public hearing situation.  The goal is to gather information for the team to use.  Opportunities for people to provide suggestions, ideas, solutions, are combined with prioritizing those same elements.  The patterns for strengths and weaknesses emerge as areas that need to be addressed.  People are encouraged to think and participate.  Solutions can be combined if they will a will address an issue involved.  This project concerns organizational changes that need to be made.  The issues within departments are one area.  Another is how to resolve issues in the processes that are cross departmental or cross-functional.  All address the needs for employees and better satisfaction for them and the customers. Identifying, prioritizing, and then deciding on the most important of these is our overall goal.  Present a detailed step-by-step outline—with time frames—for the group to follow in achieving the overall goal.

1. Identify the areas of strengths and weaknesses within the problem area(s).  Each person will think of the strengths within the company and your department.  The people, the processes, the ability to work together are examples. Then you will identify ways that the current system or processes prevent you from doing your job to the best of your ability, how they affect the company, and how you interact with others both internally and externally.

2. Write down the problems each of person sees as important in order of importance and any reasons you have reached this conclusion.   This will be a fifteen-minute exercise.

 After the problem identification is completed; they will be listed for everyone.  Either we can do this with you reading your suggestions or they can be collected and identified for the group.  All suggestions will be listed and any that occur more than once will be combined.  From this updated list each person must decide and will be asked to rank them from 1-10 in the order of priority with 10 being the most important and one being the least.  This is difficult because sometimes things are the seen as equal value and the same in priority, but keep in mind, this is the order in which need to be addressed and changed.

* From this list, each will write down their choice of most important.  These will again be compiled and prioritized by everyone.
* From this list, we will also decide what are the reasons are for the choices you have made.  This will be a discussion to last not more than fifteen minutes.
* You will each vote and continue this process until the group identifies the top three issues.  Then each will make a list of the reasons they feel one of these should be the priority and first to be worked on.     Issues will be listed according to the priority levels chosen by your group.  The one with the most points is the first step to be worked on.  This process is important.  It is the beginning of the changes the company needs to make and your input is part of the process to make this happen.

**Some rules for prioritizing are:**

Going through your list and noting any like items by colors.  That way we can formulate the wording for the problem.  Wording is often critical in prioritizing.  “We need decent breaks” is not the same as, “Breaks are important for customer services workers and fifteen minutes would be optimal.”  The break is the not the only issue, so is the time element.   Our themes here are organization structure and cultural changes.  The organizational development team would like to know your views on the structure of the organization.  Is it optimal for workers to have input or should it remain in the hands of managers to control job responsibilities.     What would be a better way to handle these types of issues as they arise?   We know the company has problems based on employee satisfaction and costs.  How do you see these within the current structure?  Are these issues ones that you can see changing?  Would you be willing to be more responsible in your work?

This is as brainstorm the issues plan and with input from all, prioritizing the issues is the first step.  The company will get the input from the workers in the different areas and try to identify patterns for the different departments and the entire company.

The method will be 1-10 priority method.  Each “round” the process will be to write down the issue and reasons it is an issue.  As people continue to write the issues and reasons, they should also be refining their real concerns. The group as a whole will participate in reviewing the list and combining any like issues.  Reword as needed and vote on the priorities.  The process continues until the group has only three “top” issues.  A discussion on these three should last 15-20 mins.  Then the group will hold a final vote for the top priority.

Wording will be a critical element and the group will be guided through the process of rewording at each step.  The group will name the issue and the reasons it is an issue.  From reworded issues, the voting will eliminate the lower priorities until we have a top three.  A top three issues discussion in a forum with everyone getting an opportunity for input will be next.  The final three will be reworded to include the issue name, the reasons each are issues and then put to a final vote.

All voting conducted by submitting a sheet of paper with the priorities listed and the reasons for the prioritizing order by the individual will be analyzed without naming the individual who submitted the list.  I expect the number of rounds to be about 5 since we are prioritizing organizational change and some cultural issues.  Prioritizing will be the most difficult.  Time should be approximately two and a half hours.

REFERENCES

http://www.mindtools.com/pages/article/newTED\_98.htm retrieved September 16, 2012