

Sustaining Reliable Human Performance



W. Earl Carnes
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It is a riddle
wrapped in a
mystery inside an
enigma.

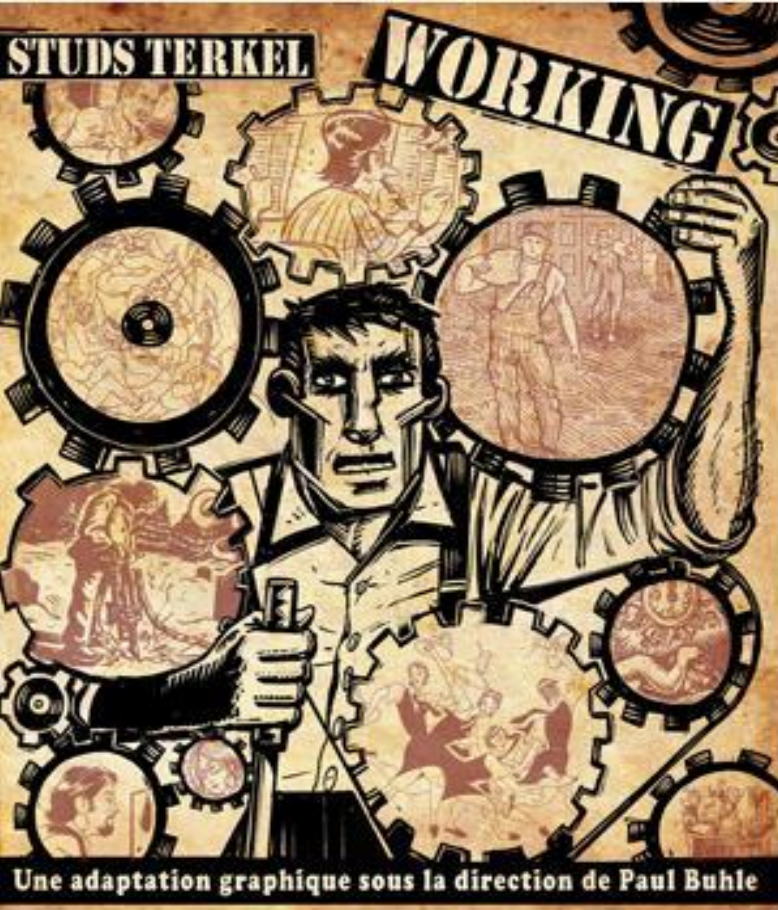
Winston Churchill

meetville.com

**So what's the
secret of high
reliability
organizations?**



**Do you like
your job?**



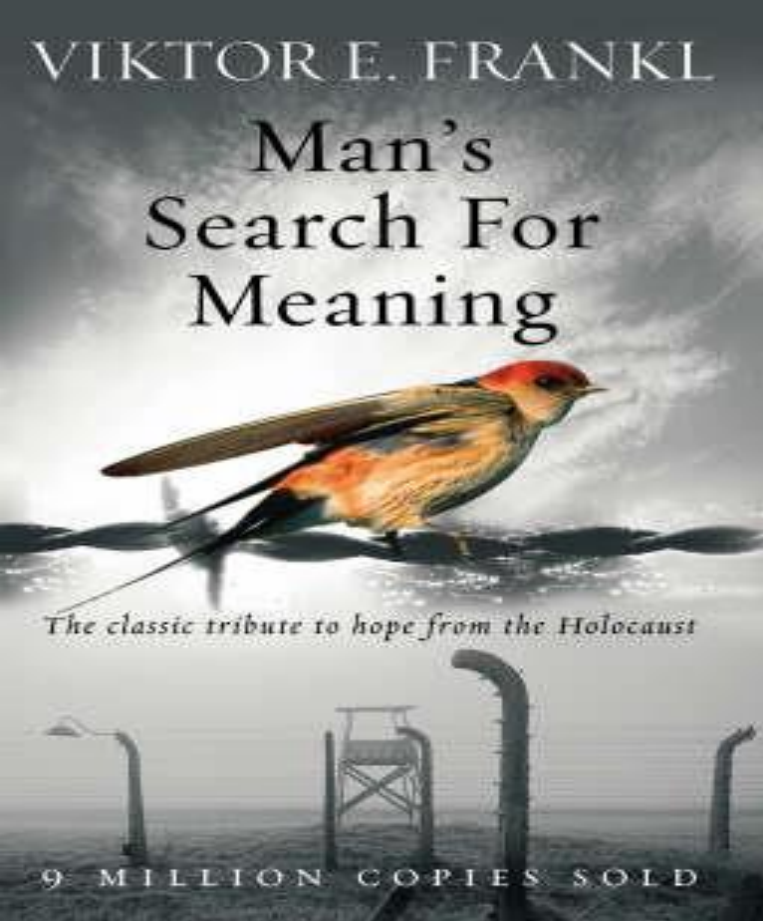
“No matter how bewildering the times, no matter how dissembling the official language, those we call ordinary are aware of a sense of personal worth – or more often a lack of it – in the work they do.”

STATE OF THE AMERICAN WORKPLACE

EMPLOYEE ENGAGEMENT INSIGHTS
FOR U.S. BUSINESS LEADERS

GALLUP

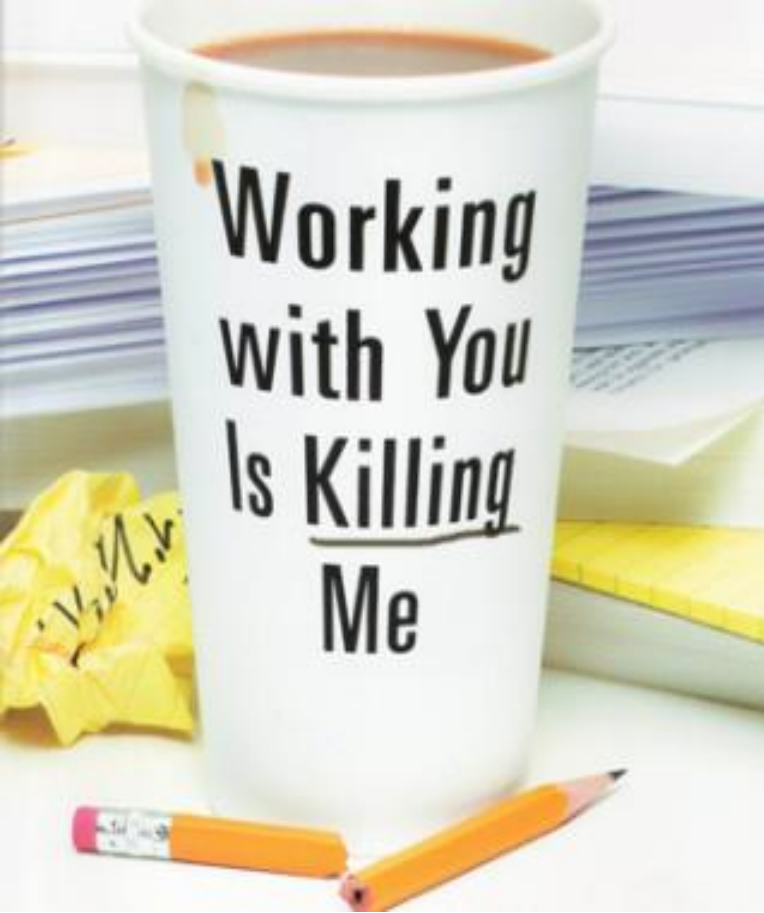
- **70% of American workers are ‘not engaged’**
- **Cost - \$450 billion to \$550 billion each year in lost productivity.**
- **top 25% of teams have 50% fewer accidents & 41% fewer quality defects**
- **Only 41% of employees felt that they know what their company stands for**



“it did not really matter what we expected from life, but rather what life expected from us.”



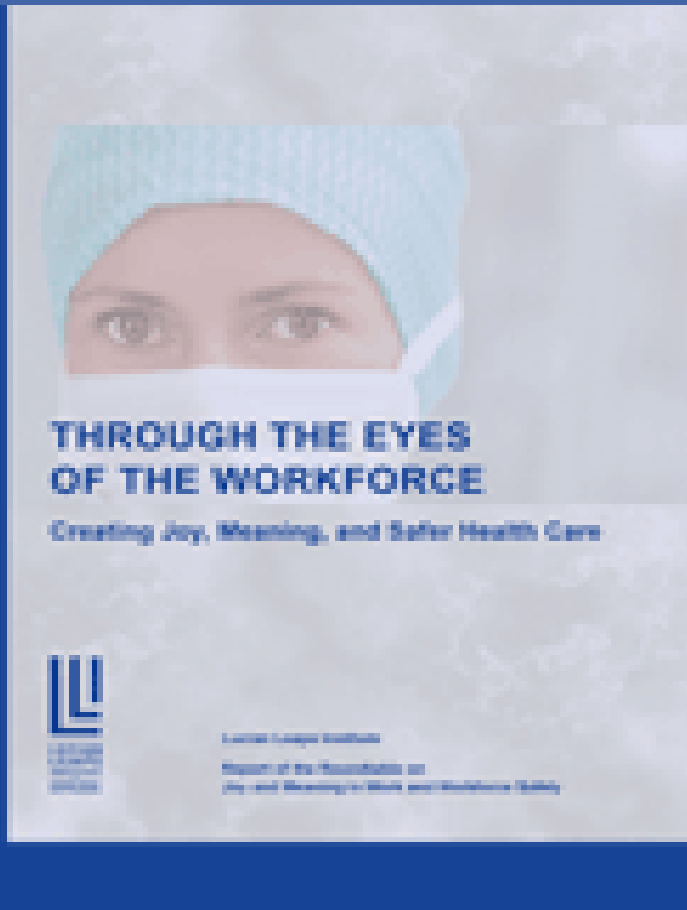
**“meaning, purpose
and a sense of
direction
(mindfulness)
improve your
chances for a
happy, healthy and
long life about
50%”**



How managers kill meaning at work

- ✓ Mediocrity signals
- ✓ Strategic 'attention deficit disorder'
- ✓ Corporate Keystone Kops
- ✓ Misbegotten 'big, hairy, audacious goals'

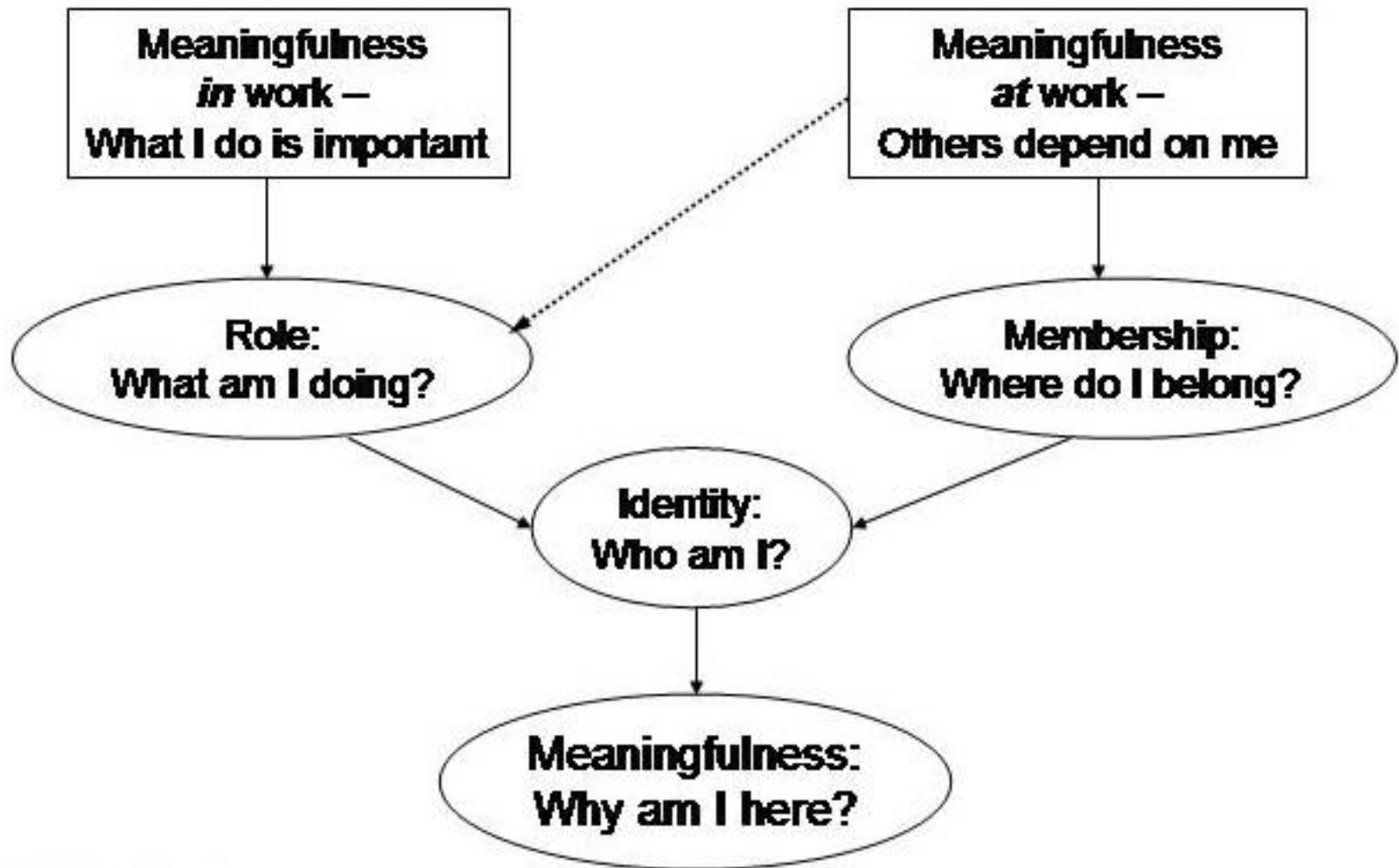
- *When you communicate with employees, do you provide strategic clarity that's consistent with your organization's capabilities and an understanding of where it can add the most value?*
- *Can you keep sight of the individual employee's perspective?*
- *Do you have any early-warning systems that indicate when your view from the top doesn't match the reality on the ground?*



- **Am I treated with dignity and respect by everyone?**
- **Do I have what I need so I can make a contribution that gives meaning to my life?**
- **Am I recognized and thanked for what I do?**

“Joy and meaning will be created when the workforce feels valued, safe from harm, and part of the solutions for change.”

Two ways to create job meaning





"The answer to the ultimate question of life, the universe and everything is 42."

"We live", says Dr. Edgar Schein, "in a culture of Doing and Telling. In our interactions with other people, particularly when we are the boss, we tell them what we think they need to know or should do instead of building relationships with them. But telling makes people feel inferior and reduces communication, and organizational effectiveness suffers."

To conclude from Viktor Frankl, "... the meaning of life differs from man to man, from day to day and from hour to hour. What matters, therefore, is not the meaning of life in general but rather the specific meaning of a person's life at a given moment."

It is within your ability to find meaning in work!