

Breaking the Mould

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When People Care About What They Do, They Become Unbeatable.

England

We found an article on BNET called "Will BA's Boss fight or fold?" The inference being that he would lose if he gave in. The notion of winning by confronting the opposition with the same destructive behaviour that caused the dispute in the first place seems too ridiculous. <http://tiny.cc/sgj0m>

While we watched British Airways reeling under the latest round of management incompetence we had our attention turned to the plight of Toyota. A paragon of corporate effectiveness. It seems that this company is being pilloried for making recalls to sort out design defects. The first thing we noted was that this had happened before to almost every other car company, and unless it was particularly serious it barely made the news. What was different this time, envy? We took a step back and realised that the problems were all originating in Europe and North America, not the Orient. What was it about the western production methods that allowed design faults to go through that did not happen in similar facilities in the East? Our article "**Why Toyota is Failing**" was accepted by Top Consultant and appears on their thought Leadership page at, <http://tiny.cc/6yKNG> It has also been published by Human Resources IQ, based in New York, under the title "**Root Cause of Toyota's Failure: Employee engagement.**" <http://tinyurl.com/yk73g93>

John Giblin of Reach Another Level Ltd, has been working hard this month to promote a BtM one day Training event. He has the support of Flintshire CC who are supporting an event to be held in the Northop Country Hotel, Flintshire, on April 26th at a cost of £65 plus vat. Details of the day can be found on Johns website at <http://tiny.cc/0DtOy> John is also including a BtM training day on a pitch to Manchester council for the 27th April. We are very excited by these developments which if successful could become the beginning of something very significant.

We heard the strangest story this month that seems unbelievable and yet typical of the times we live in. At a school near Bedford we were told that Physical Education lessons consist of playing table tennis, nothing wrong with that, except that out of a forty five minute period thirty five minutes are spent putting up and taking down the tables "in a safe manner," then during the remaining ten minutes of table tennis the students have to sit out if they shout, appear to be too excited or get too competitive, Remind us, why are we hosting the Olympics?

Douglas Adams – Hitch hikers Guide to the Galaxy

We published a question on the "Engagement Network" last week "What happened at BA during the last ten years to change an engaged workforce into a disengaged workforce?" <http://tinyurl.com/ykzf2hz> One of the replies, from Ian Buckingham, lead us to an article he wrote called "When staff strike it is the least of your problems" in which he identifies the way that the workforce feel about the organisation they work for as being the driver of disputes. He says "*Disengaged staff felt their managers were no longer connected with the values that they believed their brand represented.*" He too quotes the Royal Mail as an example of management who have failed to notice that the workforce are just trying to get the job done.

After dropping the ball last year with the "Engaging For Success" report that showed only how little the authors really knew about engagement, David McLeod and Nita Clark teamed up with Lord Young to publish, "The McLeod Guidelines." We hoped that the addition of Lord Young might add some value. Sadly that does not appear to be the case. This link <http://tinyurl.com/yh7h89w> goes to an article, leading to the guidelines. Having reviewed the report on BtM we were not very optimistic that any guidelines based on the report would have much value. We did find one piece of advice "*Invite employees to complete a postcard with ideas about what they can do to improve their performance,*" Oh! A Suggestion Scheme. Read the BtM article. "<http://tinyurl.com/yfv8d4j>

Andrew Humphries linked us to an article with an all too familiar ring to it. British Gas employees have voted overwhelmingly to go on strike blaming, not pay, conditions or redundancies but, "Macho Management" These managers must know that they are causing the problems. Are they under so much pressure they are being forced to destroy their own organisations? British Gas, British Airways Royal Mail, who is next? <http://tinyurl.com/yhhzd2n>

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