

## **The OPD-SHRM system**

Designing the organization is based on five simple principles.

1. Underlying every goal are actions (called ideal actions) that must be delivered for the goal to be achieved.
2. Ideal actions are of the quality that doing them does not guarantee success, but not doing them guarantees failure.
3. A business is a collection of goals which define jobs and roles in jobs.
4. For any goal, if the actual behavior is made closer to the ideal actions then results will improve.
5. It is the job of the leadership to get clear in every job the goals and ideal actions that go with those goals. The ideal actions must also specify business processes so that jobs across the organization are fully integrated, all focused on achieving the strategy.

It logically follows that underlying every job there are actions called ideal actions that describe what must be done if the goals (KPIs) in the job are to be achieved and the jobs across the business are fully integrated, all focused on achieving the business strategy.

Linking the organization design to people is based on five additional simple principles.

6. To get it clear in mind it is best to get it clear on paper first.
7. If it is made clearer in mind people have increased chance of doing it better.
8. The only person with access to their mind is them. Therefore each person must choose to act out the agreed ideal actions.
9. It is the role of the team leader to ensure people are clear on what is needed, have the skills, and are supported by the business process that integrates their effort within the business as a whole.
10. Ensure people have fun every day doing it.

## **The management principle**

It now follows that the business is monitored via the monthly results, but managed via the development of the ideal actions and their delivery. The cultural audits are a crucial part of managing the development and delivery of ideal actions.

Monitor results and from that identify which ideal actions need improved, then guide people in the improved delivery of the improved ideal actions.

## **Team performance management**

1. Administration: Ensure clear statements of the goals and ideal actions in every job. Work with the people assigned the job making it clearer and clearer on paper as to the best way to get the greatest result (applying 1-5, plus 6, 7).
2. Performance reviews: Meet every few weeks with people and review their success (monitoring of results), then have them discuss which ideal actions they did well and so enabled the success and those they did not do well and what they intend to do about it in the coming month. These reviews are to keep ideal actions 'top of mind' at work (7, 8).
3. MBWA: Walk around to check ideal actions being delivered, encourage or correct as needed (9). Make notes if anything encountered where the specified ideal actions need revised.
4. Have fun: Ensure people are enjoying what they are doing, having fun (10).

For further details and the difference under OPD between leadership and management, both important, please contact OPD at [info@opdcoach.com](mailto:info@opdcoach.com).