



The Sanitarium ‘Recognition Toolbox’

DuPont and the MIT Sloan Management School have done extensive research into the Stable Domains of Behaviour within organisations. The journey to Operational Excellence and World Class performance challenges an organisation to create a Learning Organisation far removed from a Reactive Fire-Fighting Operation.

They have discovered that the best way to lead an initiative to change from one stable domain to another is to create a clear vision of the new stable domain then give *positive reinforcement for the things people are doing right as they move forward*. This contrasts what normally occurs which is to find things people are doing wrong and eliminate those behaviours.

A conscious effort is required by leaders in an organisation to find behaviours that fit the new stable domain and reinforce it.

An example of how you can work towards establishing this new mode of Leadership is being used by the Sanitarium Health Food Company site at Berkley Vale. The site has developed a “**Recognition Toolbox**” which gives the leaders on the site a tangible means of *recognising the things people are doing right*.

The “**You are a Star**” program allows a leader on site to award a “**Star of Excellence**” to those “*going above and beyond the call of duty, by contributing to: cost reduction, quality, people, OH&S, customer*”. A card and gift are given as a means of recognising the desired behaviour.

For maximum impact the leaders are given the following guidelines:

1. **WHEN** – Recognise the desired behaviour immediately, the toolbox is there to assist you acknowledge your team members instantly.
2. **HOW** – Be specific to encourage a repeat of the behaviour. Generic comments will not demonstrate what you are valuing. Tick which Key Results Area the demonstrated behaviour relates to and write a brief description of it and its impact.
3. **WHAT** – Choose a gift the individual will appreciate. Consider what you may know about their interests and hobbies.
4. **WHERE** – Consider whether this individual would appreciate personal or public recognition, i.e. you delivering it in person or at the next team meeting.

By making a conscious effort as leaders to recognise the behaviour of team members that fits into their World Class vision, the Leadership at Berkley Vale know they are creating the right environment for a Rapid Evolution (not Revolution) to a new Stable Domain of Behaviour.

For more information about TPM³ – Australasian Lean or the Lean & TPM Forum 2008 please contact CTPM Australasia on +61 2 4226 6184 or visit www.ctpm.org.au