

The Performance Improvement Multiplier

Leveraging Positive Deviant Wisdom to Sustain Organizational Change

William Seidman, Ph.D.
Michael McCauley

EXECUTIVE SUMMARY

- The Positive Deviants' secret sauce and the performance improvement gained in the first 8 minutes can be converted into a system of self-sustaining, continuous performance improvement.
- Digital Coach Technology (DCT™) creates self-sustaining continuous improvement by:
 - Guiding non-experts to become better organized, master the details of the secret sauce and systematically develop and monitor a performance improvement action plan
 - Enabling coaching of any and all non-experts at anytime, anywhere, simultaneously. This extends the individual performance improvements throughout an organization
- Facilitating the constant invention of new secret sauce, which, in turn, causes non-experts to further embrace the content, generating yet more performance improvements
- In addition, DCT™ creates trust in an organization, raising morale and further improving performance. Workers using DCT™ report that they like their jobs better and are "getting a lot more done!" People are more productive when they are in the organized, supportive environment created by DCT™
- DCT™ consistently produces sustained performance improvements in only 2 hours, more quickly and less expensively than any alternatives. This has produced financial gains in the many millions of dollars such as \$2M a week for a manufacturing company.

This is part 3 in a series of articles on the discovery and reuse of Positive Deviant wisdom. Part 1 of the series focused on the discovery processes itself. Part 2 focused on using Positive Deviant wisdom to create an immediate performance improvement. This article focuses on sustaining and leveraging the improvement.



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FIRST, A COUPLE OF QUESTIONS...

Are you satisfied with your organization's performance?

Would you like to outperform your competition everyday, indefinitely?

If you're like most of us, you are probably not satisfied and you would like to beat your competition everyday, indefinitely! Complacency about continuously improving your performance is a quick route to business disaster.

In contrast, you *can* constantly improve your performance and outperform your competition everyday, indefinitely. You can develop a self-sustaining system for long-term, continuous improvements that multiplies your performance and financial gains. Isn't this the real "bottom-line?"

You can constantly improve your performance and outperform your competition everyday, indefinitely.

In the previous articles, we presented an approach to enabling a visible performance improvement in just eight minutes (see "Discovering the Experts' Secret Sauce" and "8 Minutes to Performance Improvement" – www.cerebyte.com). While this is a powerful start toward sustained

improvement, it is only a start.

In this article, we discuss converting the impact of those first few minutes into long-term performance improvements that continuously multiply the impact of the initial behavioral change.

More specifically, we examine (1) how to extend the initial impact into a long-term impact, (2) how to disseminate the capability throughout an organization and (3) how to continuously improve the performance of the organization. Digital coach technology (DCT™) is critical to achieving these results and to extending the initial performance improvement into a self-sustaining performance improvement "multiplier."

In addition, we examine how all of these factors combine to positively change the atmosphere of an organization. To give you some idea of the impact of using this complete approach, one semiconductor manufacturing plant is already gaining \$2M per week in benefits from increased output and reduced costs achieved with this process!

THE PERFORMANCE IMPROVEMENT MULTIPLIER

What is a self-sustaining performance improvement multiplier?



Figure 1: DCT Structure

Recall from “8 Minutes to Performance Improvement” that non-experts can be guided, in just eight minutes, to change their behavior to align with the Positive Deviants’ “secret sauce” and to thereby improve their performance. By continuously adding performance improvements to this initial effect, the organization can systematically and continuously multiply the gains.

The initial performance improvement is multiplied by:

- Guiding the non-expert to a sustained, long-term performance improvement
- Extending the impact on the individual to large numbers of non-experts simultaneously
- Continuously revitalizing and expanding the secret sauce

In addition, the complete process (Discovering, 8 Minutes and the processes for multiplying performance improvements listed above) changes the atmosphere of an organization. People feel more sure of what they are supposed to do, how to do it, and because it is based on the secret sauce, that their actions will produce positive results. As a result, productivity and morale improve, creating a fertile environment for further performance improvements. Thus, the initial performance improvement can generate a self-reinforcing performance improvement environment.

SECRET SAUCE AND INSTANT ENGAGEMENT

In the previous articles – “Discovering the Secret Sauce” and “Eight Minutes to Performance Improvement” – we examined the nature of the Positive Deviants’ “secret sauce,” how to gather the secret sauce, and how to create the *instant engagement* required for a behavior change by non-experts in just eight minutes.

Briefly, the secret sauce is the “real story” of what makes top performers significantly more successful than everyone else. It includes their mental models, organizing principles, cueing mechanisms (which are indicators that trigger a behavior), action plans and a host of other capabilities. Instant engagement guides the non-expert to quickly become involved with the Positive Deviants’ secret sauce, incorporating it into their own mental models and behavioral patterns. DCT™ (Figure 1) is critical to Discovering the Positive Deviants’ secret sauce and to improving performance in just 8 minutes.

DCT™ is software that imitates the human coaching experience. It conducts a specialized interview that causes the Positive Deviants to share their secret sauce and polish it into a repeatable best practice. The best practice is stored in an electronic library. When a non-expert needs to perform the Positive Deviant function, they recall the best practice

DCT is so easy to use that the non-expert absorbs the Positive Deviant wisdom in just a few minutes without any formal training.

from the library and are guided through using the Positive Deviant wisdom as though the Positive Deviant was personally with them, only it is done through DCT™. DCT™ is so easy to use that the non-expert absorbs the Positive Deviant wisdom in just a few minutes without any formal training. DCT™ driven performance improvements have occurred in environments as diverse as fast food chains and extremely sophisticated microprocessor design.

Multiplying the initial performance improvement is, of course, built on the foundation of the secret sauce, guided coaching and the use of DCT™ to enable both processes.

LONG-TERM PERFORMANCE IMPROVEMENT

How can you convert the excitement of the first 8 minutes into a sustained performance improvement? Great coaches can be very efficient at helping non-experts convert their initial excitement into a long-term performance improvement. Specifically, great coaches:

- Help the non-expert become more organized, systematic and proactive in their behaviors
- Guide the non-expert to master the details of the secret sauce, particularly the specific “how to’s”
- Continuously monitor the progress of the non-expert in applying the secret sauce and, if needed, quickly providing additional support

These actions cause the non-expert to internalize the secret sauce sufficiently to apply it to many different situations over a sustained period of time,

expanding the impact of the initial response.

ORGANIZING THE SECRET SAUCE

How do you like working with someone who is poorly organized? Probably not too much! Conversely, when team members believe that the team is well organized and its members will get the right job done on time and correctly, productivity and morale increase sharply.

Coaching helps non-experts become better organized. Typically this coaching consists of:

- Guiding the non-expert to develop a mental model that organizes the secret sauce into an overview or framework of, in general, what needs to be done, by whom, by when and what might go wrong
- Interacting with the non-experts in a “spirit of coaching” that stimulates engagement, ownership and absorption of the new wisdom

Being well organized enables the non-expert to rapidly absorb the secret sauce, significantly increasing his or her own productivity.

CREATING THE FRAMEWORK

Some coaches, and most training sessions and process binders, provide so much information so fast that it’s like trying to drink from a fire hose! The best coaches focus initially on guiding the non-expert to create a high-level, action-oriented, overview framework that organizes the Positive Deviant content. This is done to reduce the amount of wisdom that must be

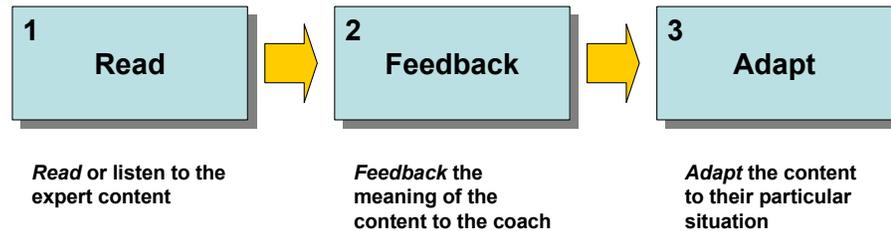


Figure 2: Read, Feedback, Adapt Process

absorbed at one time and to create an underlying foundation that allows the non-expert to apply the content to many different situations.

The framework always consists of:

- The objective of the process, including an expected finish date and resources required
- Segmentation of the objective into key areas of concentration
- Key roles and responsibilities
- An idea of the timing and approximate implementation schedule
- A quick overview of the things that have a high probability of going wrong (i.e., risks)

The actual content included in the framework is relatively “light,” consisting of major bullets, milestone dates and a few risks. As such, the framework enables the non-expert to efficiently learn the underlying organization of the secret sauce, particularly when the framework is presented in the “spirit of coaching.”

THE “SPIRIT” OF COACHING

Coaches work with non-experts in virtually the same way, even if they are from different organizations or cultures, or have different personalities. They

simply ask the non-expert to *read*, *feedback*, and *adapt* (Figure 2).

This process of *read*, *feedback* and *adapt* causes the non-expert to first understand the content then apply it. When *read*, *feedback*, and *adapt* is used correctly, non-experts visibly change. They tilt their heads as though looking at the content from a different angle and make statements such as: “The idea behind this approach is to... (They summarize) ...and it is very different from the way I usually approach it, but better.” They usually go on to say something like: “Here is how I would modify it to better fit my own situation.” Using *read*, *feedback* and *adapt*, the non-experts become completely engaged in actively applying the secret sauce to their situation.

When a manager acts as a coach to each of his or her direct reports, or in various other group settings, *feedback* and *adapt* cause the participants to develop a deep consensus, based on the Positive Deviant secret sauce, about the mental models, organizational processes, action plans, risks and other key aspects. Consequently they spend less time doing rework or correcting miscommunication and more time focusing on performance improvement.

For example, newly promoted district managers (DMs) of a national pharmacy chain were having difficulty transitioning from the relatively narrow

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focus of managing their stores to the broader focus of managing a district. During feedback to their regional vice-presidents (RVPs) (based on the DM's secret sauce), the new DMs became engrossed in a discussion about the differences between managing a district and managing a store, and how their perspectives and behaviors needed to change. In particular, they moved from an emphasis on "doing" to an emphasis on "managing." During *adapt*, they made a list of specific actions required to become more proficient managers. Thus, the RVPs and DMs became significantly more confident of each other's roles and expectations, increasing confidence that the secret sauce is understood and will be applied correctly.

MASTERING THE DETAILS

Once the non-expert is well organized, he or she can absorb and remember massive amounts of additional information very quickly just by expanding on the high-level concepts. Once again using *read, feedback and adapt*, the non-expert takes the high-level concepts of the framework and attaches specific meaning to them supplied by the secret sauce.

Further detail, or "drill down," is typically required in just a few critical areas:

- Defining the specifics of the mental models, which reduces the opportunity for non-experts to make incorrect assumptions
- Defining generic roles, responsibilities and decision-making authority, which enable non-experts to easily substitute

individual names for general roles.

- Creating a specific task list reflecting the Positive Deviants' practices that defines all of the work that needs to be done and by when, reducing uncertainty and the time required for a non-expert to complete the work.
- Specifically identifying other resources (e.g. documents and files, websites and people), and the context to use them, which guides non-experts to efficiently use supporting materials.
- Understanding risk awareness and prioritization, which enables non-experts to better monitor and manage serious threats to their success.

To illustrate this drill down, one of the organizing concepts for a fast food chain is to "Put your aces in their places" (i.e. put your best people in the most important roles). In the drill down for "aces in places," the new restaurant manager learns that the most important "ace" is the fryer cook since the fryer position most influences the flow of the entire restaurant and that the manager should stand at the corner between the fryers and drive through during lunch and dinner to best achieve the speed of service goal. In just a few minutes, the restaurant manager understood both a specific aspect of the concept of "aces" and a related behavior. As the area manager in this example put it, "Once we had the mental models and organization, everything else just clicked into place." Adding the details converts a general process to a specific action plan, which guides the non-expert to actually do the tasks required for improved performance.

Can you do this manually? No way! DCT™ is essential. Secret sauces tend to have a complex internal structure that is supported by a tremendous amount of details, most of which continuously interact with each other, which must be immediately adapted to a specific situation and which must produce actionable guidance. This process is complex and well beyond what can be managed with training or binders! DCT™ guides the absorption of the details, manages the interactions and adaptations, and produces an action plan

Tracking the actual use of Positive Deviant wisdom by the non-expert is critical to sustained performance improvement.

in a single session, usually lasting just a few hours. This is a significant gain in productivity over any alternatives. Furthermore, because it is based on the Positive Deviants' secret sauce, the non-experts' action plans have proven to be highly reliable and effective guides that significantly improve the performance of non-experts.

At this point, the non-expert has everything they need to succeed. They have the correct mental models. They are well organized. They have the detailed "how-to's required to actually perform the work. They have a solid action plan. They have identified and prioritized potential risks. When all of the different elements are put together through DCT™ planning time for non-experts typically drops 80%.

MONITORING PROGRESS

At this point you may be thinking, "This is all great, but isn't it time to actually get something done?" You bet! In fact, good coaches are always asking, "What are you going to do and when will it be done?"

A critical part of the action plan that emerges from mastering the details is a

detailed, electronic "to do" list; assigned to specific individuals, to be performed at defined times. This "to do" list is similar to the lists that people create and use everyday to manager their work. Thus, the non-expert now has an easy-to-use, classic work plan that guides their actual work. This plan can also be tracked.

Tracking the actual use of Positive Deviant wisdom by the non-expert is critical to sustained performance improvement. Systematic tracking promotes personal responsibility for improved performance by expecting use of the secret sauce, evaluating the non-expert on that use, and providing feedback that sustains the vitality of the initial Positive Deviant content. It also allows management to quickly learn of problems the non-expert is having and provide appropriate support. Timely support is often the difference between an easy fix for an eroding condition and having to cope with a major disaster. Timeliness improves performance!

RESISTANCE TO TRACKING

But organizations in general and knowledge workers in particular hate to formally track or report status. They often state that they "would never accept formal progress tracking." Conversely, there are many managers who do a great job of tracking the progress of their organizations. How could these apparently contradictory conditions exist?

Effective managers and knowledge workers have a set of informal, interlocking behaviors that let them efficiently track progress without adding bureaucracy. More specifically, the best managers gather all of the information they need to effectively manage a

department or project by regularly asking only four questions:

- What did you get done?
- What will you work on next?
- Are we in trouble anywhere?
- How can I help?

On the other hand, almost all knowledge workers keep some form of “to do” list and they get great joy from crossing items off their list. In fact, we have found that when knowledge workers do something that is not on their personal “to do” list, they frequently write it on their list and then immediately cross it off! This suggests a psychology of self-acknowledgement. As one person put it, “I don’t care if anyone else knows what I got done – I know I got it done!”

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The manager’s questions and the knowledge workers’ “to do” lists are tied together. The items crossed off the list are the answer to the managers’ first question – what did you get done. Knowledge workers and effective managers have these natural, interlocking behaviors that allow effective communication, coordinated activity and mutual support. Thus, the very people who so strenuously resist reporting through formalized tracking processes are already systematically and consistently tracking their own progress.

TRACKING USE OF THE SECRET SAUCE

Still, people need to be convinced that formalizing these natural tracking behaviors has value. This can be accomplished with a series of simple questions that cause people to reflect on their own work habits including:

- Do you expect to spend some time monitoring and reporting on the progress of a work effort? (Typically, “Yes”)
- What is the minimum time you expect to spend tracking? (Typically several hours per week, if the effort is substantive)
- If you could get better progress information in just 5 minutes per week, would you be willing to use a different approach to achieve that result? (You bet!)

Once again, formalizing tracking is not a significant cultural or organizational change, but only a question of making existing natural behaviors more efficient. Which, of course, leads us to DCT™.

DCT™ provides an enhanced electronic “To Do” list, based on the action plan, sorted for each person and similar to those normally used by knowledge workers. DCT™ guides the non-expert to check items off items on their to do list just as they would naturally, and high-lights the completed items in the manager’s portion of DCT™. Also, DCT™ includes quick alert features, such as automatic threat warnings, that are similar to the “water cooler warnings” knowledge workers use to alert their managers, as early indicators of problem conditions. All of the non-expert information is reformatted to align with the managers’ four questions. By efficiently using natural behaviors, it typically takes the non-expert about 4 minutes to complete this type of tracking report and only ninety seconds or so for the manager to read and comprehend the progress of the non-expert using the Positive Deviant content.

DCT™’s utilization of these existing patterns can have surprising results. For instance, in the initial implementation of this methodology by a product design team, management divided their fifteen design teams into two groups. The first group (comprised of seven of the teams) used the status approach discussed above, and the second group (comprised of the remaining eight teams) conducted business “as usual.”

Almost immediately, the group using DCT™ began to outperform the business-as-usual group. The early success was attributed to the better plans produced by using the secret sauce and the read, feedback and adapt technique. The VP frequently stated that he was: “very sure of the DCT™ plans.”

In addition, after a number of weeks, the vice-president in charge of the project realized that he was spending only about 2 minutes per week tracking each of the DCT™ teams and 2 hours with each of the business-as-usual teams. Furthermore, he realized that he was constantly worried about the quality of the plans of the other teams. Both the planning and tracking processes of

business-as-usual teams were negatively impacting his own productivity – and he didn’t like it!

He therefore mandated that whole department use DCT™. Braced for strong objections, since nothing was ever mandated in this culture, he was pleasantly surprised when an extremely well-respected lead engineer from one of the DCT™ teams publicly stated: “This is the best planning and status reporting approach I have ever used because I always know what I am supposed to do and I report on what I got done. It is quick to do and even sometimes fun!”

The entire team was also pleasantly surprised when they completed the project three weeks early – a result they attributed to DCT™ in general and, more specifically, to the quick management interventions triggered by the DCT™ status reporting!

The comprehensive DCT™ approach to performance improvement is almost complete. It begins with the initial Discovering of the secret sauce discussed in the first article and ends

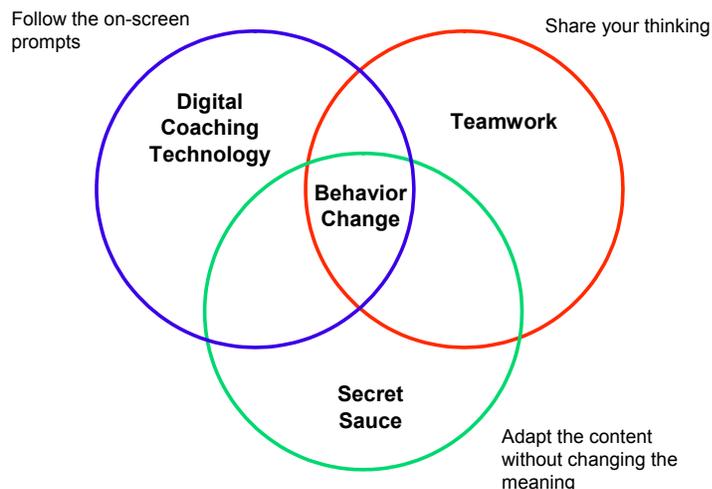


Figure 3: Elements of Effective Coaching

with the real-time monitoring of the use of the secret sauce for real work.

COACHING FOR THE MASSES

At this point you might be thinking:

“But this coaching is so personal, how can you coach many people simultaneously, especially if they are spread around the world?”

This is a critical issue if you have multiple, geographically dispersed operating units. In order for your organization as a whole to improve performance, each local operating manager needs to function as though he or she is being coached by the Positive Deviant, even if you have hundreds or thousands of operating units. Effectively coaching many people simultaneously is specifically designed into DCT™ (Figure 3). DCT™ enables any non-expert to assimilate the secret sauce and act consistently with it, wherever they are working or whenever they need guidance, and it can guide the coaching for literally hundreds of people simultaneously.

DCT guides non-experts to use read, feedback and adapt with a defined sequence of screens that display different aspects of the secret sauce.

Ideally though, DCT™ coaching is done with both the manager and non-expert present. DCT™ guides them into a dialogue that causes them to explore and define their working relationship, on the foundation of the secret sauce.

DCT™ does this by guiding non-experts to use *read, feedback* and *adapt* with a defined sequence of screens that display different aspects of the secret sauce. This causes non-experts to organize their mental models in accord with the framework, add the details, develop the action plan, and track progress. The non-expert is then ready to apply the secret sauce to their own situation so they can actually work

as though the Positive Deviant was coaching them, which consistently improves their performance. Since this does not require the Positive Deviant to be present, the DCT™ process can be done with literally hundreds of people simultaneously.

For example, a new engineer at a manufacturing company and her manager were being guided by DCT™ to manage a certain type of expensive manufacturing process. The new engineer read the first organizing principle, “Know your machine – really know it!” and turned to her manager to feedback her interpretation.

The new engineer said, “This means that I should spend some time really working with my machine, more than just training on how it functions.” Her manager responded with, “That is going the right direction, but the Positive Deviants mean something even more profound. They include things like knowing the history of a few key parameters, the machine’s smell and its vibrations.”

Moving into *adapt*, the new engineer excitedly replied, “This makes a lot of sense. It is almost like the machine is a living being that has a personality. Let’s modify it to read ‘Know your machine’s personality, its strengths, weaknesses, history and quirks.’”

In *feedback*, the new engineer reflected a preliminary understanding, which was expanded by her manager. In *adapt*, she completely and enthusiastically took ownership for the key concepts. Her manager was now extremely confident of the direction the new engineer would take. When this interaction was repeated throughout the organization, people’s faith in the ramp up process for new engineers increased dramatically. Better still, the company reduced the ramp-up

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for new engineers from 2 years to just 8 months.

When non-experts use *read, feedback* and *adapt* interactively with their manager, DCT™ generates a real-time summary of their agreement. They both know what is expected, how the work will be organized and what some of the pitfalls are. Not surprisingly, they consistently report that they trust each other more, are more productive and like their jobs better.

DCT™ can coach any non-expert and/or their manager, any time, anywhere! It can also make managers excellent coaches any time and anywhere!

STAGES OF PERFORMANCE IMPROVEMENT

Using DCT™, there are four visible stages to the performance improvement:

- At 8 minutes, the non-expert has changed their initial mental model to align with the Positive Deviants'
- At 30 minutes, the non-expert has absorbed the framework content and is ready to work on the details
- At 120 minutes, the non-expert has mastered the details and has a comprehensive action plan
- After the 120 minutes, the non-expert systematically begins to execute the defined plan for improving performance and spends about 4 minutes a week reporting status on the application of the secret sauce their actual work

In each of these stages, the non-expert shows a visible change in behavior. As

the first three stages are achieved, the non-experts' language and posture change and they verbally commit to the action plan. In the last stage, they actually do the work required to improve performance.

SELF-SUSTAINING PERFORMANCE IMPROVEMENT

Performance improvement requires the non-expert to embrace the Positive Deviants' secret sauce. This requires that the secret sauce always be realistic, relevant and exciting. But how can you keep the secret sauce fresh and realistic over a long period of time?

Like most wisdom, the Positive Deviants' secret sauce tends to become stale quickly. Conditions change rapidly, causing the secret sauce to lose some of the realism and applicability that is so important to performance improvement. It is therefore imperative that Positive Deviant wisdom be constantly refreshed.

The best refreshment comes, naturally, from the real experience of people using the content. But it has to be very easy to do or people will not provide the input.

DCT™ makes it easy to refresh the secret sauce by electronically connecting the non-expert user of the secret sauce with a designated "owner" of the secret sauce, enabling immediate feedback. Thus live users, based specifically on their reuse of wisdom, continuously provide input that can refresh the secret sauce. In turn, the evolving secret sauce continuously reinforces the credibility of stored wisdom. The continuous refreshment of the secret sauce significantly enhances the impact of the system.

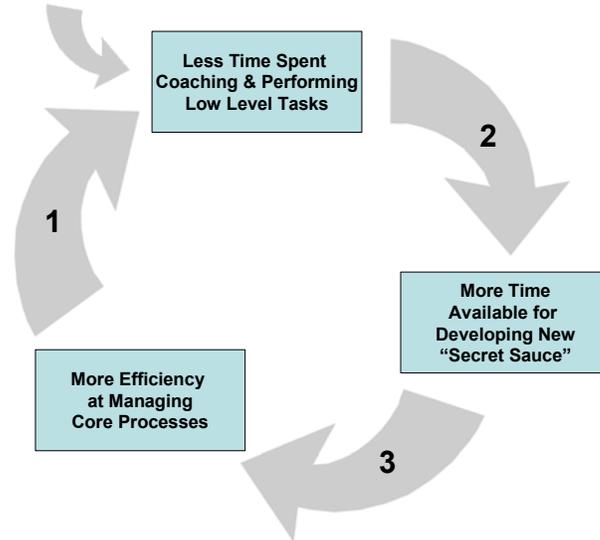


Figure 4: Performance Improvement Multiplier

However, the multiplier effect does not stop there!

As the secret sauce is used, organizations become much more efficient in performing their core management processes (Figure 4) thereby reducing the time the Positive Deviants spend on both coaching less effective personnel and performing repetitive, low level tasks. In turn, in the additional available time, the Positive Deviants focus on developing a new, improved “secret sauce,” which is harvested and applied, creating yet more capabilities.

For example, experienced process engineers at a semi-conductor manufacturing company found that the new engineers using DCT™ were able to perform more sophisticated tasks sooner and with less supervision than before DCT™. This allowed the top performers to spend more time in proactive modeling of the production process, producing significant gains in

machine up-time and quality, and new secret sauce for these areas.

The system is now a fully closed loop. It begins with motivating Positive Deviant participation and ends with reinforcing their participation. Thus, new secret sauce is always being developed and performance is therefore continuously being improved. Efficiencies are compounded by newer efficiencies constantly improving the performance. With DCT™, this compounding effect can be sustained indefinitely. Presto – you have a self-sustaining performance improvement multiplier!

ORGANIZING CREATES TRUST

Let’s ask one of our earlier questions a little differently. Do you *trust* people who are consistently disorganized? Probably not!

Trust, like passion, is not a widely used organizational concept. But everyone knows that trust is critical to

performance improvement. In order to improve performance, a worker must trust the direction of the organization, their colleagues and their management. When trust is lacking, workers spend precious time and energy worrying and participating in essentially non-productive, political activities. Conversely, when trust exists, organizations are consistently more focused, productive and profitable.

Probably the single most important impact of using DCT™ is the sense of trust that emerges between the non-expert and his or her manager. By relying on the secret sauce (remember, it came from valued members of the Positive Deviant community) and DCT™'s structured process to reach mutual agreement about the action plan

for a specific situation, both manager and non-expert tend to form a bond of agreement. They both understand what is expected, how the objective will be achieved, when it will be achieved and how they will respond to problem situations. When used throughout an organization, the entire organization becomes more trusting

Probably the single most important impact of using DCT is the sense of trust that emerges between the non-expert and his or her manager.

How do we know trust was increased? The obvious indicator is a visible change in the interactions between people. When managers and non-experts are using DCT™ to focus on an area for improvement, they lean forward more, listen to each other more attentively, speak more directly to each other and focus more intently on solving the problem. Similarly, managers consistently state that they “finally know how to coach and what they were supposed to coach.” Non-experts frequently state that “now I know what I am supposed to do!” The increase in camaraderie and confidence is tangible and tends to promote yet more trust.

In turn, trust improves performance. When organizations have high levels of trust, communication and alignment improve, and morale and productivity consistently soar. People using DCT™ consistently state that they like their jobs better and feel like they are “getting a lot more done!” Isn't this the essence of performance improvement? The initial performance improvement compounds again and again.

IMPLEMENTING THE COMPLETE SOLUTION

Feeling intimidated? Fortunately, because DCT™ is so closely aligned with natural behaviors, it is very easy to use and implementations are considerably quicker and easier than any other approaches. From the organization's perspective, in most cases:

- It takes a max of 4 days to harvest the secret sauce from the top 3-5 performers for a critical organizational process (e.g. opening a new discount outlet) and get it ready for operational use.
- It only takes about 4 hours to teach a reasonably good facilitator how to facilitate a harvest session
- It only takes about 2 hours to set up DCT™ and the central library for storing the secret sauce.
- Once set-up, DCT™ normally requires almost no additional support

From the users' perspective:

- Logging in to a DCT™ “coaching” system by the non-expert takes just a few minutes!

- It only takes about 2 hours to teach a typical supervising manager how to use the system to coach his/her non-expert personnel. (Remember the manager from the manufacturing company we talked about earlier. She ran that coaching session after only 45 minutes of training on the system and its content.) This training can often be delivered over the web.
- No specific training is required for the non-expert. All they have to do is follow the prompts provided in DCT™.
- The total time required to align with the non-expert with the secret sauce and systematically improve performance is about 2 hours

Positive Deviant wisdom, immediate behavior change, and sustained performance improvement possible for many people simultaneously, multiplying the initial performance improvement many times over.

The performance improvement multiplier creates huge, continuous financial and strategic value for any organization.

Compare these numbers to any training course, e-learning system, binder, knowledge management system, consultants or project management methodology that you've tried using in the past! Furthermore, these results can be achieved with hundreds of people simultaneously.

SUMMARY

You should never be satisfied with the performance of your organization! Raising the performance of less effective personnel to top levels is a tremendous opportunity for most companies to improve their overall performance.

One of the best resources available for closing this performance gap is the Positive Deviants' "secret sauce," which is not easily uncovered or proliferated throughout an organization – that is until now! Through the use of DCT™, guided coaching makes quick absorption of

Cerebyte, Inc.
Lake Oswego, OR
t: 888.355.0213
f: 503.624.1642
www.Cerebyte.com