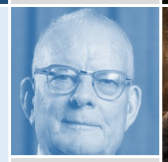
NINE PILLARS OF WORKFORCE EFFECTIVENESS



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NINE PILLARS OF WORKFORCE EFFECTIVENESS



Put people at the center, and productivity will follow.

William E. Deming







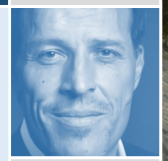
To ensure workforce effectiveness in the times of change several requirements must be met, most of them related to prevailing behaviors and relationships between different members of an organization.

For more information on the role of workforce empowerment and accountability, see presentation: **Employee empowerment and accountability.**

For more information on the role of strategic workforce planning, see presentation: **Strategic workforce planning.**

PILLAR | I

MEANINGFUL ENGAGEMENT



Engaging people is about meeting their needs, not yours.

Tony Robbins





Goal-setting theory • E. Locke, G. Latham

Personal engagement theory • W. Kahn

REQUIREMENTS

Meaningful contribution

When people see how their work contributes to real results, they feel more valued, which strengthens their motivation and commitment to perform at their best.

Possible interventions • Connect employees to those who benefit from their work; Let employees redesign aspect of their own work!

Growth-oriented engagement

Challenging work that supports development without leading to burnout keeps individuals motivated and increases both competence and productivity.

Possible interventions • Increase the focus on learning goals alongside performance goals; Assign challenging, unfamiliar tasks with coaching support!

Involvement in decision-making

Involving employees in key decisions validates their expertise and perspectives, improves decision quality, and fosters their sense of ownership and belonging.

Possible interventions • Involve employees in work-related decisions on a continues basis; Systematically capture frontline insight into inefficiencies!

PILLAR | II

ENJOYABLE ATMOSPHERE



Cheerfulness is the atmosphere in which all things thrive.

Jean P. Richter





Workplace fun theory • C. Robert, J. Newstrom

Affective events theory • H. M. Weiss, R. Cropanzano

REQUIREMENTS

Shared enjoyment at work

When colleagues genuinely enjoy working together on meaningful work, morale stays high and productivity remains strong over time.

Possible interventions • Encourage informal interaction and psychological safety within teams; Remove small daily frustrations (hassle factors)!

Appreciation

Mutual appreciation creates a safe, supportive environment where open communication, collaboration, and creativity become natural outcomes.

Possible interventions • Express sincere gratitude to employees; Implement structured peer-to-peer recognition programs!

Positivity and playfulness

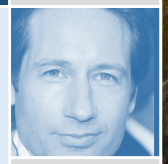
A positive and playful work environment fuels intrinsic motivation, enhances curiosity, and prevents burnout, allowing fresh ideas to keep emerging.

Possible interventions • Incorporate structured playfulness into the work; Make progress visible and celebrate small successes!

PILLAR

III

PREVAILING TRUST



The key is to get to know people and trust them to be who they are. Instead, we trust people to be who we want them to be and when they're not, we cry.

David Duchovny





Affective- and cognition-based trust theory • D. McAllister

Psychological safety theory • A. Edmondson

REQUIREMENTS

Radical transparency

Openness about decisions and performance prevents assumptions, builds trust, and creates clarity around goals and expectations.

Possible interventions • Ensure full transparency in financial results and performance indicators; Communicate frequently about decisions, uncertainties, and trade-offs!

Psychological safety

A safe environment encourages initiative, courageous ideas, and focused action by enabling people to take risks without fear of judgment or blame.

Possible interventions • Invite input, acknowledge fallibility, and respond appreciatively; Analyze failures without assigning personal blame!

Accelerated learning

Trust encourages experimentation and honest debate, turning mistakes into valuable learning opportunities and resulting in a more resilient culture.

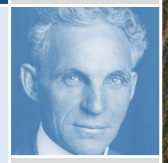
Possible interventions • Distinguish productive failures from preventable ones; Make frequent small experiments with measurable outcomes!

PILLAR	IV		REQUIREMENTS
SHARED WORK ETHICS			**Shared commitment** When team members show the same level of dedication and continue to support one another, it strengthens resilience and improves performance. *Possible interventions • Create interdependent work to drive team success; Set specific, challenging, and shared goals with clear accountability!* **Shared values** Clear standards that reinforce core values such as diligence, accountability, and quality, reduce friction and make collaboration smoother. *Possible interventions • Align training, feedback, and rewards with shared standards; Establish and enforce shared norms collectively!* **Purpose-driven work** When team members believe that their contribution truly matters, motivation and ownership grow, fostering sustained results-focused performance. *Possible interventions • Link clearly the daily work to a broader mission; Emphasize societal impact and contribution to others!*
Work ethic is important because, unlike intelligence, athleticism, charisma, or any other natural attribute, it is a choice. Mike Rowe			
		Ethical climate theory • B. Victor, J. Cullen Organizational culture theory • E. Schein	

PILLAR	V		REQUIREMENTS
CONSTRUCTIVE DISAGREEMENT			**Clear norms** Establishing clear norms for respectful and emotionally intelligent conversations prevents escalation and makes constructive disagreement possible. *Possible interventions • Establish structured meeting and communication norms; Train and reinforce respectful communication behaviors!* **Respectful challenge** Open, respectful, and well-facilitated debate challenges ideas rather than people, broadening perspectives and increasing productivity. *Possible interventions • Encourage task conflict while minimizing relationship conflict; Structure debate where opposing views are argued, then integrated!* **Open expression** When psychological safety allows concerns to surface early, teams can prevent costly mistakes, reduce inefficiencies, and strengthen their effectiveness. *Possible interventions • Proactively anticipate failures and map root causes in advance; Invite dissent, ask for concerns, and reward candor!*
Honest disagreement is often a good sign of progress. Mahatma Gandhi			
		Intragroup conflict theory • K. Jehn Behavioral theory of conflict • R. Cyert, J. March	

PILLAR | VI

TEAM-ORIENTED MENTALITY



Coming together is a beginning, staying together is progress, and working together is success.

Henry Ford





Social interdependence theory • M. Deutsch, D. Johnson

Group potency theory • C. Gibson

REQUIREMENTS

Team-first mindset

When goals and incentives are aligned around collective outcomes, the focus shifts from individual competition to shared success.

Possible interventions • Ensure teams collectively benefit from productivity gains; Establish superordinate goals that require collaboration across roles or teams!

Collective value

Individual responsibilities that are clearly defined and connected to shared outcomes ensure that individual excellence strengthens the team.

Possible interventions • Create deliberately interdependent, task-specific roles; Cross-train team members to understand each other's roles!

Team cohesion

Investing in relationships and mutual understanding builds trust, fosters open communication, and supports resilient, high-performing teams.

Possible interventions • Strengthen trust through team building aligned with shared tasks; Encourage informal breaks, shared spaces, and social rituals!

PILLAR | VII

CLEAR OBJECTIVES



Having more than three objectives is having no objectives at all.

Colin Clipson





Goal-setting theory • E. Locke, G. Latham

Theory of planned behavior • I. Ajzen

REQUIREMENTS

Clear priorities

Explicitly stated what is and what is not a priority increases the focus, aligns efforts around a shared vision, and prevents fragmented efforts.

Possible interventions • Clarify priorities, and explicitly de-prioritize what matters less; Focus improvement efforts on the system's key bottleneck!

Measurable expectations

Specific and measurable expectations provide clarity, make progress visible, ensure accountability, and improve alignment and adaptability.

Possible interventions • Deliver regular, data-based performance feedback; Make key metrics visible and regularly reviewed!

Personal ownership

Clearly defined and regularly reviewed roles and goals strengthen understanding of individual contributions and encourage collaboration.

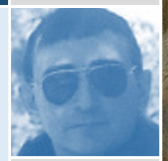
Possible interventions • Define clear responsibilities, expectations, and decision authority; Empower employees to decide how they reach their goals!

PILLAR	VIII		REQUIREMENTS
ORGANIZATIONAL SYNERGY			**Cross-functional alignment** When teams feel recognized and supported across the organization, collaboration becomes more natural and alignment around shared goals improves. *Possible interventions • Form cross-functional teams around shared outcomes; Recognize contributions to cross-functional outcomes rather than siloed achievements!* **Integrated processes** Standardized and interconnected processes enhance coordination, reduce fragmentation, and lead to better-aligned execution. *Possible interventions • Implement transparent, standardized processes across departments; Map and optimize entire value streams across functions!* **Strong relationships** Clear norms for cross-functional collaboration build trust, reduce friction, and accelerate execution through greater collective effectiveness. *Possible interventions • Use shared spaces to stimulate informal cross-team interaction; Create dedicated roles that connect functions and resolve cross-boundary issues!*
Synergy is better than my way or your way. It's our way. Stephen R. Covey			
		Socio-technical systems theory • E. Trist, K. Bamforth Relational coordination theory • J. H. Gittell	

PILLAR

IX

MUTUAL RESPECT



Respect is a two-way street, if you want to get it, you've got to give it.

Robert G. Risch





Organizational justice theory • J. Greenberg

Social exchange theory • P. Blau, G. Homans

REQUIREMENTS

Shared standards

Consistently applied and predictable standards create safety, reduce defensiveness, and form the foundation for strong, efficient collaboration.

Possible interventions • Establish transparent, consistently applied rules and decision processes; Uphold professional standards and communication norms!

Open dialogue

When people feel seen, heard, valued, and treated equitably, respect grows, friction decreases, and collaboration is strengthened.

Possible interventions • Promote equal voice and active listening; Invite input, acknowledge uncertainty, and respond constructively!

Demonstrated fairness

Consistent recognition of effort and contributions, together with calm and fair leadership, deepens respect, builds trust, and enhances stability.

Possible interventions • Ensure fair and consistent recognition and rewards; Ensure respectful interpersonal treatment!

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THANK YOU

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