

HUMANUS SOLUTIONS

Humanus — Latin for “of people”.

Humanus Solutions is a consulting firm with a proven process for developing leadership for organizational culture. We help clients create performance breakthroughs and address their most intractable problems by engaging the skills, energy and creativity of their most vital resource — their people.



Most leaders understand the importance of organizational culture and employee engagement. But efforts to address performance challenges tend to focus on systems, processes and procedures. Think of your own experience: how often have you seen a well-designed pre-task checklist process deployed with great fanfare and anticipation... only to lose momentum and devolve to pencil whipping and griping about “too much paperwork”? How often have you deployed employee training and skill development programs, only to find that the enhanced skills are not applied fully or sustained in the workplace?

Robust, reliable systems and processes are vital to ensuring high-performance, but by themselves they rarely create the desired mindset and behaviors. Leaders of high-performing, high-reliability organizations attend to systems *and* culture, influencing individual behaviors *as well as* attitudes. Leaders of high-performing organizations create alignment between their mission, group processes, individual actions, team culture and personal mindset. The most successful leaders create a culture of care and concern for team members, and personal commitment to the team’s success.

We provide organizations with a pragmatic, replicable process for creating shared commitment to key goals and sustained behavior change. We equip leaders to balance their attention on systems and processes with organizational culture and authentic employee engagement. We help clients create results that previously seemed unachievable.

Humanus Solutions believes that high-performing organizations have four things in common:

- **Mission:** A clear and compelling objective, often seemingly impossible from the current perspective, that requires effort from each team-member.
- **Mindset:** Team-members share a sense of responsibility for, and commitment to, achieving the mission.
- **Habits:** Team-members’ daily actions, language, conversations and attention promote the mindset and focus on the mission.
- **Structures:** The organization has structured conversations that reinforce desired behaviors, surface information and ensure rapid reaction in service of the mission.

Organizations that do this consistently, over an extended period of time, develop a culture.... a shared set of assumptions about ‘how we do things around here.’ Strong organizational cultures act as ‘fly-wheels’, providing energy and momentum across the organization, beyond the influence of individual managers.

Few missions are more critical (and impactful) than *eliminating worker injury*. No matter your organization's performance goals, we recommend beginning an examination of attitudes and behaviors regarding the safety and well-being of your workforce. In the words of Paul O'Neill, then CEO of Alcoa, "The only people who know how to solve this problem are our workers, and they're not going to help us unless they think we care about them. And the only way to do *that* is to *actually care about them*." By undertaking the elimination of worker injuries, O'Neill forced Alcoa managers to develop new systems and processes, but more importantly, to engage and connect with the workforce more deeply and effectively. The end result was not only a dramatic reduction in injury rates but an unprecedented reduction in costs, increase in quality and innovation which lead to tremendous financial returns.

Humanus is not a 'safety consultancy' but time and again, our experience shows that organizations who undertake a commitment to elimination of worker injury reap rewards across all areas of performance.

An engagement with Humanus begins with a **Discovery** process during which we seek to understand your specific challenges. We work with you to assess the impact and cost of current performance and the potential value of creating a performance breakthrough. Together, we develop a shared understanding of your current organizational culture and perceptions of the issues at hand; we identify influential individuals at every level of the organization, and map the structures and routines that offer greatest opportunity to shift mindset and behavior. At the end of this process, we work with clients to co-design the remainder of the engagement, identifying key stakeholders, participants, success measures and expectations of one another.

The next phase focuses on **Alignment and Commitment**. Lasting organizational change begins at the top — leaders set the direction, tone and expectations for an organization, and until members of the leadership team share a deep, personal commitment to creating change, efforts are unlikely to be effective or sustained. We challenge our clients to commit to audacious, seemingly impossible goals; incremental improvement goals are insufficient to cause necessary change in behavior and thinking. We facilitate a series of workshops through which leaders develop a deep personal responsibility for, and commitment to, achieving the goal... and align on actions leaders will take collectively and individually.

The majority of our work with clients focuses on **Performance Coaching and Sustaining Structures** in which we engage the previously identified influential individuals, building their skills and creating communities of practice which will sustain changes in behavior long after we leave. We generally work with senior-managers, front-line supervisors, and informal authority figures within each team. Depending on the needs of the organization, we provide one-on-one coaching, group facilitation and customized skills training. Whenever possible, we utilize a train-the-trainer approach to maximize skill-transfer and reduce costs.

During this phase we also work with clients to review daily and weekly routines -- meetings, reviews and processes – and identify opportunities to use these 'rituals' to influence the mindset and behavior of the organization.

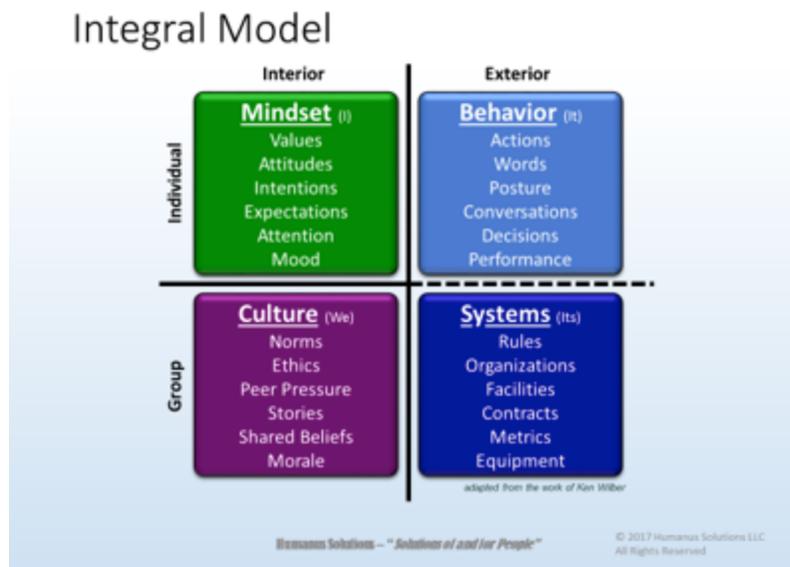
Lastly, we engage in **Measurement and Assessment**... a process whereby we, along with our clients, monitor changes in performance as well as the behaviors and mindset of team members. We do this throughout the engagement, with special emphasis at the end to ensure we leave behind a roadmap and skill set for sustained change.

At Humanus, we are committed to working with you to ensure that at the end of our work you have the skills, structures and commitment to sustain the change we've created together.

Clients we work with report lasting change in three areas:

- Leaders at all levels **see themselves, their work and the organization differently**, and as a result are more proactive, effective and engaging.
- Leaders at all levels **have new skills** which enable them to influence employees and influence individual mindsets as well as behaviors.
- Leaders at all level establish **communities of practice**... groups dedicated to on-going learning and improvement.
- A handful of **individuals at each level emerge as champions** with a personal commitment to sustaining this process.

Our work relies heavily on Ken Wilber’s integral model which offers leaders new and powerful lens through which to view their organization and change efforts. Our work on organizational culture draws on the theories of Edgar Schein who coined the term “organizational culture” and documented the ways leaders create and perpetuate it; we employ the work of Robert Kegan & Lisa Lahey to help leaders understand the role of language and underlying assumptions influencing how people work and communicate; and we use the writings of Dr. Ronald Heifetz to help leaders distinguish technical problems which can be ‘fixed’ by management or an expert, from ‘adaptive’ challenges which require participation and change by the people directly involved in the issue.



Our approach to commitment and team alignment is heavily influenced by the work of Werner Erhard, Fernando Flores and others, who pioneered the notion that perceptions determine actions and therefore performance, and that transformation is possible through a new understanding or relationship to the work at hand. And we call on the writings of Chip and Dan Heath, BJ Fogg and Charles Duhigg to help leaders identify and shift unconscious behavior routines (habits) and support behavior change through small shifts in our environment.