- **highly motivated and had the ability to learn new ways of doing things**
- **They know all about following rules (which is what process is all about), think fast, and are skilled at working together to protect one another in dangerous situations**
- **you have been deeply immersed (pun intended) in process, cross-trained to do other jobs should a fellow crewman become sick or injured, highly aware of the need and benefits of teamwork, and well versed in rapid and effective problem solving.**
- **Nevertheless, the right kind of people among your employees will, once they realize the immense benefits to be derived from redesigning processes, find exciting opportunities for themselves**

it took the aptitude/attitude approach to hiring to fill three hundred jobs

The advertising for the new jobs probably seemed a little confusing to the people of Richmond because it emphasized teamwork and explicitly stated that no factory experience was necessary.

With more than a thousand resumes, the plant manager and human resources staff sifted through the stack looking for people with the kinds of backgrounds that indicated they were **highly motivated and had the ability to learn new ways of doing things.** Among the new hires were teachers, who are, after all, accustomed to being in a learning environment and helping their classroom charges work well together.

Police officers were hired, too. **They know all about following rules (which is what process is all about), think fast, and are skilled at**

working together to protect one another in dangerous situations. But perhaps the most unusual background among the new hires were people with military experience, and not just any military experience. Several new employees had served in the U.S. Navy on submarines and turned out to be great employees. After all, if you work on a submarine **you have been deeply immersed (pun intended) in process, cross-trained to do other jobs should a fellow crewman become sick or injured, highly aware of the need and benefits of teamwork, and well versed in rapid and effective problem solving.**

After all, if a disagreement arises on a submarine, nobody is going to step outside to work out their differences. We don't mean to imply that every company that adopts a process-centric structure should go out and hire teachers, cops, and submariners. The only point is that when you look for attitude and aptitude, there's no telling where you will find it.

THE 20-60-20 RULE Most companies on the journey to becoming a process-centric organization won't have the luxury of hiring an entirely new workforce.

Don't worry, that isn't really a problem. As you move toward process work you will be amazed at the number of diamonds in the rough among your employees. It is true that many people resist change and that redesigning a company's process represents huge change. Reporting structures change, job descriptions and titles change, responsibilities and accountability change, and compensation and reward systems are different. **Nevertheless, the right kind of people among your employees will, once they realize the immense benefits to be derived from redesigning processes, find exciting opportunities for themselves**.

They will realize that performing a job that is more complex, broader, adaptable, and capable of adding tremendous value not only will be stimulating but will do more than anything else to guarantee their jobs. No longer will they be a mere cog in a wheel; rather, they're the wheel itself.

They will find themselves making a material difference both at their company and for their customers.

Over the years we have found that when a company initially undertakes the transformation to a high-performance, process-based central structure, it discovers the 20-60-20 rule. About 20 percent of your employees will love the process approach. They're the ones who enjoy change and thrive in an innovative environment. They typically are volunteers for new initiatives and are promoted or considered for new assignments often, and do each one well. They get excited about change and often are frustrated with the status quo, aren't afraid to speak up in meetings, number of diamonds in the rough among your employees.

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and have a constant stream of new and creative ideas, even when their past ideas have been shot down. They usually make it a point to know many people outside of their organization because they want to appeal to as many as possible for their ideas or change. Those with many contacts in the organization and whose ideas and opinions are respected can become leaders of the transformation if they are in senior positions, or caseworkers if they are lower in the hierarchy. Not everyone in the company is going to be on board, and a person who can influence others to get excited and join the team is invaluable. Grab them. They usually make excellent designers on the design teams or great internal consultants. But be warned: if you don't use their enthusiasm and skills, and reward and acknowledge them appropriately, they will be discouraged. And if your company for some reason abandons the process initiative, they will start looking for greener pastures elsewhere. Economic circumstances will dictate how many leave. Obviously, if the economy is mired in the doldrums it will be more difficult to find other opportunities, but we know from experience that in a growing economy or in a healthy industry these idealistic activists can and do get jobs in organizations better equipped to make use of their talent and enthusiasm. At the outset another 20 percent will hate it no matter how logically you explain its benefits or how clearly you demonstrate the results. Either they simply don't get it and fear the effect it will have on their jobs, or they just hate the idea of change. Many will endure and, over time, become effective workers in a process environment. Some of those with a negative attitude will leave the organization voluntarily over time because of their own discomfort, lack of skills, or lack of interest in working in a process environment that demands teamwork, responsibility, and accountability. That's fine. You can replace them with people more likely to thrive in a process environment. The ones who you really need to worry about are the tiny portion among the unwilling who become saboteurs. Some saboteurs

are obvious. They're constantly complaining or pointing out how things were better the old way. But some remain in disguise. They'll say the right things in the meetings, in front of the boss, or in public, but in reality they are working to derail the effort. Surprisingly, you will sometimes find these "onboard terrorists" among people who have been identified in the traditional environment as high potentials and wield some measure of influence. To them teamwork means they might have to share the limelight.

They fear getting lost in the crowd and not being recognized, rewarded, or promoted based on their performance. They've also become comfortable with the current methods and measures and they've mastered them, part of what makes them successful in the traditional environment.