

Flow Of Work
and
The Company's Fortunes:



A Playbook For Productivity

Dan Berger, Ed.D.
George Bouklas, Ph.D.
Peter Kanaris, Ph.D.

Copyright 2008 by George Bouklas, Ph.D.

All rights reserved. No part of this book may be used or reproduced in any manner whatsoever without written permission of the author.

Printed in the United States of America.

ISBN:

Library of Congress Control Number:

Word Association Publishers

205 Fifth Avenue

Tarentum, PA 15084

www.wordassociation.com

QUICK-FIND

Executive Summary

Chapter 1:

*A **Snapshot** Of The Flow Of Work In A Company.*

Chapter 2:

***Specific Description** Of The 18 Flow-Of-Work Factors.*

Chapter 3:

***Real-life examples** Of People Demonstrating Flow-Of-Work Behavior.*

Chapters 4 through 10:

*Examples Of **Problems** And Their **Solutions**.*

*4: Flow In The **Department***

*5: Flow **Across** The Company*

*6: Flow **Among** Departments*

*7: **Managerial** Flow*

*8: Flow From **Employee** To **Customer***

*9: When **Hypnotic States** **Disrupt** Flow*

*10: Flow From the **Bottom** Up*

Chapter 11:

Assessment

Chapter 12:

Comprehensive Report** and **Recommendations

Chapter 13:

Implementation

Chapter 14:

*A Final Look At **Flow***

Bibliography

TABLE OF CONTENTS

Executive Summary

Chapter 1

Flow Is The Goal

Chapter 2

The 18 Flow-Of-Work Factors

Chapter 3

What Is This Thing Called Flow?

Chapter 4

*Increasing Flow In The Department
[Trouble In The Kitchen]*

Chapter 5

*Flow Across The Company
[Out Of Chaos, Cosmos]*

Chapter 6

*Flow Among Departments
[Controlling Assisted Suicide In The Company]*

Chapter 7

*Increasing Managerial Flow
[The Pistol]*

Chapter 8

*Flow From Employee To Customer
[Putting A Smile On Cookie Puss]*

Chapter 9

*When Hypnotic States Disrupt Flow
[Awakening]*

Chapter 10

Flow From The Bottom Up

[Influencing Flow-Of-Work]

Chapter 11

Assessment Through Direct Observation

Chapter 12

Comprehensive Report With Recommendations

Chapter 13

Implementation

Chapter 14

One More Look At Flow

Bibliography

Executive Summary

Flow-Of-Work is goal-directed energy. It is the energy of the individual employee, and the cumulative energy of all the people in the organization. It increases when people learn to work together towards an integrated whole. At its peak, it draws in the supportive energies of suppliers and customers. The goals we are talking about are those that most affect companies:

- Productivity
- On-task behavior
- Cooperation that aids productivity
- Teamwork that sustains productivity
- Staff retention
- Customer satisfaction and loyalty that increases sales
- Competition aimed at targets outside the company

Flow-Of-Work can be broken down into 18 Factors, which are directly observable and which can be taught. The 18 Factors are so clear that the assessment acts as a learning experience in its own right.

Flow-Of-Work can be practiced equally by anyone and everyone in the company. The more people who pay attention to the 18 Factors, the more successful the company becomes. We are describing a pattern that some people can demonstrate with no formal training, but which everyone with every kind of personality style can learn:

With goals always in mind, I collect all my resources and focus them on the actions that will get me there. I keep an eye on my progress and get the support necessary to follow through.

I create conditions for the kind of positive feedback that will help lock in this successful behavior pattern.

This overall pattern can be analyzed into 18 Factors. When one or more of these Factors is not frequent enough, the company gets blocked and stuck. The Flow can even stop with a reduction in one Factor. As all of the 18 Factors increase in frequency, Flow-Of-Work resumes. Out of all the concepts available in the sprawling world of business and organizational psychology, these are the Factors that are most real and immediate:

- 1. Modeling.** The employee becomes aware that his behavior sets the stage for the behavior of others. If he wants to increase Flow-Of-Work, he emulates those behaviors for others.
- 2. Cueing.** The employee watches how he sets up the situation for successful behavior in himself and others. The right cues make it easier for Flow-Of-Work to occur.
- 3. Praise.** The employee needs to study what comments, feedback and support lead to increased Flow, and concentrate on them rather than threats of punishment.
- 4. Strategies.** Punishment not only suppresses an unwanted behavior; it acts to generally suppress all behavior. The employee learns a host of ways to redirect and channel energy so as not to shut things down.
- 5. Cautioning.** Warnings can be used to increase flow. They must be used wisely and judiciously, and this requires some training.
- 6. Emotional Intelligence.** The skill to perceive, assess and manage the emotions of one's self, of others and of groups.

7. **Bite-Sized Pieces.** We are setting the company up for failure by refusing to break down training into accessible steps. Every complex job needs to be taught in bite-sized pieces.
8. **Little Steps.** A new behavior needs a lot of extra support in the beginning. If we want to people to learn their tasks well we need to show extra sensitivity to the first, small steps in learning.
9. **The Big Picture.** A mental grasp of the totality of the company and the employee's place in the big picture increases Flow.
10. **Informational Feedback.** Praise can carry the extra value of directing the person's attention to the most successful aspects of his behavior, on behalf of increasing Flow-Of-Work.
11. **Positive Presence.** Each person has the capacity to become a positive influence in the life of others so that his presence acts as a motivator. This is especially helpful when his presence is closing down Flow.
12. **Reframing.** People can perform better when they bring new perceptions, beliefs, attitudes and mental sets to the same task. The right frame needs to be discovered and worked with until it promotes Flow-Of-Work.
13. **Shifting.** People can learn how to move around situations and incidents that ordinarily close down their Flow, by developing a set of alternative techniques for the expression of their energy.
14. **Peripheral Vision.** Flow is easily confounded and reduced by distractions. People can learn to process them and increase their Flow, rather than get tripped up.

15. **Resilience.** People can learn to maintain their performance in the face of stress.
16. **On-Task.** People can increase Flow-Of-Work with attention to the important aspects of their job duties.
17. **Creativity.** Triggering thoughts and conversations that facilitate elements of progress and change in the company's future endeavors.
18. **Before and After.** Paying attention to what happens before and after a desirable flow of behaviors on their way to increased expression. All the cues, instructions and supports are arranged for work behavior to flourish, the behavior itself is "shepherded" through to successful completion, and there is a follow-up of evaluative feedback.

A Flow-Of-Work analysis shows where the employee, the department and the company stand on the 18 Factors. It shows where emphasis has to be put on change. Group Dynamics USA bring decades of experience to the challenge. It helps the company make the necessary changes to reduce blocks, increase productivity and be a leader.