

Reduce the amount of people it takes to change a lightbulb in your Organisation

“LATERAL LIGHTBULBS”

Improve productivity and promote simplicity!



The lights at Reception were misbehaving. Management decided to change all 12 lightbulbs. A project began with the file name “Change Reception lights”. A steering committee was formed and a number of issues and concerns were raised. The table below captures the main activities:

Concerns	Getting Input and Generating Solutions	Number of People Involved	Total Amount of Hours	Total*
What luminosity should the replacement be?	Focus Group	7	28	\$996.80
What are the safety and height concerns?	OHS Committee	14	70	\$2492
Does the new light bulb increase the risk of fire?	Risk Management	14	63	\$2242
Are we getting the best value on light bulb?	Procurement	4	12	\$427.20
Is the person nominated to replace the light bulb a security concern?	Security Monitoring	12	12	\$427.20
Handyman?	No input required	1	1/2	\$17.80
Who should overview the project?	Supervisor Meeting	8	12	\$427.20
TOTAL COSTS		60 people		\$7,030.20

*Total Costs was based on Cost per hr of \$35.60 From ABS Report 6302.0 Average Weekly Earnings Australia 2012)

“Australia is likely to fall off a “growth cliff” when the resources investment boom ends in the next few years because the economy is not becoming more productive”

— **Michael Chaney, Chairman of National Australia Bank and Woodside Petroleum.**

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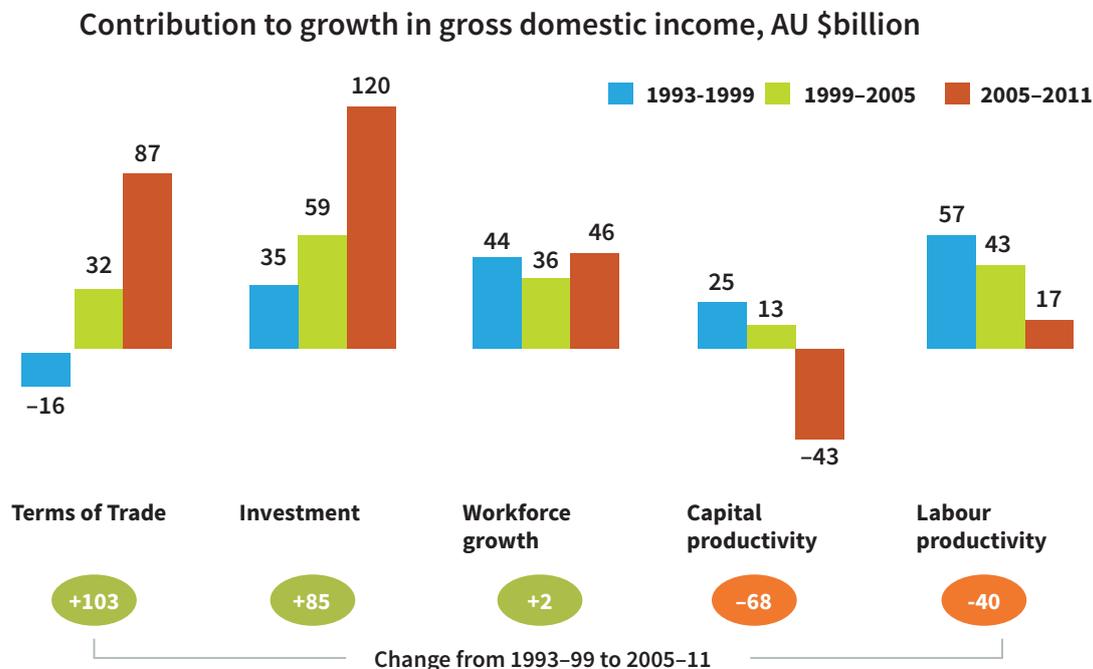
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A lot of activity was generated around this project. The only downside was that knowledge was replacing action. In the groundbreaking book *The Knowing Action Gap* by Pfeffer and Sutton, the authors relate how organisations often act on gathering knowledge rather than executing the project. Now this is certainly reflected in the Australian Labour Productivity below. Notice how productivity in Australia continues to decline.



Source: Australian Bureau of Statistics; McKinsey Global Institute analysis

“Lateral Lightbulbs” is a breakthrough training course. It refocusses participants on delivering evidence based outcomes for the organisation by encouraging participants to focus on simplicity. Designed by an organisational psychologist, it also highlights the games that people will play to delay outcomes and why they play them. If you want to improve productivity and reduce complexity, then don’t miss this course.

At the conclusion of this course participants will be able to:

- Identify onerous regulations
- Assign resources appropriately
- Promote higher levels of personal and organisational accountability
- Challenge excessive internal processes
- Identify areas for organisational process improvement
- Recognise and label the tactics people use to avoid action
- Develop strategies for achieving greater organisational simplicity
- Analyse why organisations struggle with execution
- Assess the appropriate level of knowledge and evidence required for successful execution
- Mobilise from knowledge to action

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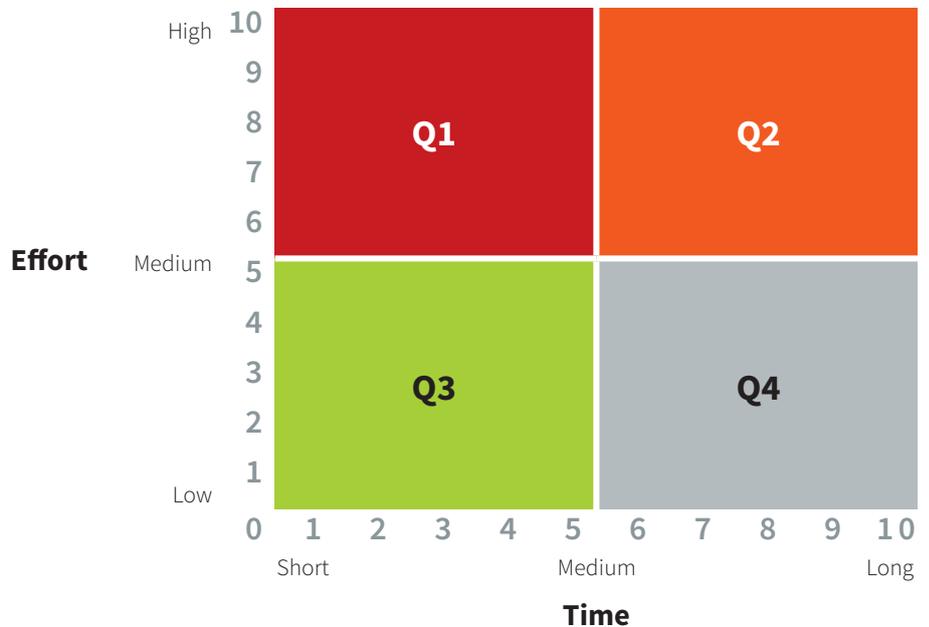


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Are tasks overly complicated in your organisation? Try this HFH Diagnostic Tool, designed by Organisational Psychologists. The level of complexity within organisations is staggering and it's only getting worse. Even the simplest of tasks can involve myriad choices, endless stakeholders, data to analyse and processes to manage. Thinking of your own organisation, plot the amount of effort and time (1–10) it takes to complete the following tasks on the graph below. ...

1. Changing a light bulb
2. Changing a position description
3. Obtaining new software
4. Updating a business process
5. Moving a computer
6. Keeping updated with organisational changes
7. Upgrading equipment
8. Adjusting the air con
9. Keeping up to date with email
10. Resetting passwords
11. Getting travel authority sign off
12. Getting critical information from other departments



Which quadrant is the most populated?

- Q1 – Frustration Zone** Too much effort is required to achieve outcomes . Leads to medium to high levels of frustration, complexity and distraction
- Q2 – Dysfunction Zone** Way too much time & effort required to achieve outcomes. Leads to high levels of frustration, complexity and staff turnover
- Q3 – Ideal Zone** Appropriate amount of time and effort required to achieve outcomes . Leads to a calm, seamless working environment
- Q4 – Double Up Zone** Too much time spent to achieve outcomes, with medium to high levels of frustration, complexity and distraction

“Organisations often act on gathering knowledge rather than executing the project.”
– Pfeffer and Sutton.

NUTS AND BOLTS

This program can be conducted as in house training at your offices.

Guidelines

- **Group Size:** An ideal group size is 6– 10 participants.
- **Venue:** For your convenience, you can choose to conduct this program at your offices. Alternatively, we can provide a training venue at a small additional cost.
- **Duration:** Each course can be tailored to your timeframe.
- **Cost:** Upon request.

- **Target Audience:** This course can be tailored to different audience levels

Look at what you receive within 24 hours at no cost:

- a program outline
- a bio of a proposed trainer
- training cost
- possible training dates (if requested)

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