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Tasty Morsels and Nutritious Nuggets of Knowledge

Volumes of research are published every year and no one reads any of it, save a few desperate students and keen professors (oh and the author), why? Because it's verbose, arcane and indigestible.

However, there is some gold amongst the dross, and Jemstone Tidbits is committed to seeking these out to present as tasty morsels for your edification and delight. We shall be the Jamie Oliver of occupational psychology!

This nutritious nugget will be produced as and when. Each edition will offer you a summary of key points from a research

or academic article to enhance your knowledge, a metaphor to illuminate your thinking, and a story with a moral for your entertainment. We may well also tell you interesting and exciting things about who we are and what we do.

So here we have it:

Feature		Benefit
Key Points	→	Knowledge
Metaphor	→	Understanding
Story	→	Fun

360 degree feedback – good for you?

Using 360' feedback

Key Points

- Success is very dependent on existing organisational culture
- 95% of organisations report success
- Before receiving feedback, people often feel anticipation and nervousness
- Well managed, it produces neither dramatic highs nor despairing lows
- 70% (of 115 people) were strongly motivated to change

- the effectiveness of the feedback is related to the quality of facilitator training
- it's important that sufficient resources are available to support the created desire for change

So.....

Check organisational readiness

Alert people that this is an emotional experience

Train your facilitators well, or use professionals

Be prepared for a demand for training or development activity

From:360 feedback: How was it for you – Geake and Gray. Selection and Development Review Aug 2001

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Metaphorically speaking....organisational change

I am currently having lots of fun and games getting my Mac OSX to work to my satisfaction, and to run the applications I want. So this metaphor is...the organisation as computer

Organisational structure (buildings, organisational chart, IT setup) is the hardware

The operating system is the organisational culture. It crucially influences what will and won't run.

Sometimes the culture has to be changed before the application will work smoothly.

And various HR initiatives are the applications (performance management, 360 feedback, reward schemes, IIP, training and development etc.)

So..... All are mutually dependent

HR needs to be considered at the organisational structure stage

Culture is crucial

A story at bedtime

In the early 1980s Intel was having terrible quality problems, almost 50% of its parts weren't good. It looked like a dust problem. They knew they were clean, so they pointed the finger at their supplier Monsanto.

Intel was a big client, Monsanto engineers spent months and millions trying to eliminate every last speck of dust from their production. They

improved things no end, nothing changed at Intel, but other customers were very pleased.

It must be something happening between Monsanto and Intel. Some detective work later, an Intel shipping clerk was discovered personally unpacking and counting the wafers to make sure they had got what they paid for.

Who said individuals count for nothing in large organisations!

Jemstone update

We at Jemstone are focussing on what we do best.: BUSINESS PSYCHOLOGY

The application of the science of psychology to the art of business

&

the application of the art of psychology to the science of organisations

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