



Human Behaviour

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Introduction to Human Behaviour

You may have a new organization structure and new management systems but they will only work with positive human behaviour.

Human behaviour can be defined as the collection of behaviours by people that are influenced by culture, attitudes, emotions, values, ethics, authority, persuasion, and coercion.

Human behaviour may also be governed by tribal ethics, religion, emotion, unwritten principles or behaviours that are governed by laws, regulations and work procedures.

We must understand the different aspects of human behaviour in order to be good managers. This helps us create situations that people will respond to in the desired way.

Human behaviour can be positive or negative; it may lead to correct decisions and good results or it can lead to bad decisions and negative results.

Behaviour may change over time, as people accumulate experience, as their organizations grow in size, as their tasks become more complex, and as they gain knowledge and use new technologies like the internet and social media (Facebook, Twitter and blogs).

The behaviour of one person will likely influence the behaviour of others. If one person is positive and productive, this will influence others to do the same – especially if he is rewarded. And we all know those people who walk into a room and light it up! One person in a bad mood will have the opposite effect.

A challenge for managers is to channel human behaviour in positive directions that support the aims of the organization.

A. The Importance of Human Behaviour

One of the most important assets of an organization is its human resources – the people who do the work.

The way people behave reflects the image of the organization and is a major factor in its success or failure. The best organization structure and the best financial, management and technical systems will be useless unless there are capable people who are willing and able to implement these systems.

B. Chapters in this Guidebook that cover Human Behaviour

Effective Work Behaviour

- Conflict Resolution
- Effective Meetings
- Time Management
- Ethics
- Teamwork
- Doing a Good Job

Communications

- Communicating Effectively
- Reporting and Analysis
- Making Effective Presentations
- Negotiation

Supervision

- Leading People
- Motivation
- Employee Feedback

C. How May the Guidebook Help You Influence Human Behaviour?

How can we positively influence the behaviour of employees in an organization?

This will depend on the nature of the organization. Is it newly formed where you can start doing things in good ways from the first step? Or, is it an organization that has existed for many years and employees do things the same way they have for years?

Tessie's Frustration

The new general manager held a staff meeting and asked for ideas to improve the utility. Each person contributed an idea – except for Tessie, the manager of customer service. “Come on Tessie – I am sure you have some good ideas”. Tessie would not speak and started to become upset. “Tessie – what is the matter?” Nervously, Tessie said this: “When I was younger and became the manager, I had ideas to improve that I suggested to the general manager. He told me that he was not paying me to think, he was paying me to do what he told me to do. Ever since then, I have kept my ideas to myself”.

This example about Tessie shows that people consider the consequences as they decide how to behave. The normal case is: You keep doing the work you have always done in the same manner in order to please your boss or to gain a certain benefit. Maybe you have learned that by doing it this way you will not get into trouble. Why should you think of changing your behaviour in a new way that might be risky?

On the other hand, some people are more inclined to bring about change, challenge the status quo and innovate to benefit the organization.

Good leaders understand, appreciate and accommodate these different attitudes and behaviours. They encourage positive behaviour and discourage negative behaviour.

Training is one way to build effective behaviour. Can training alone influence human behaviour? The simple answer to this question is “No”: people are not willing to adopt new ideas and to change the way they do things unless they are sure that there will be positive consequences.

This means that when we ask people to change their behaviour it will take place more readily if we show them the expected benefits - and the lack of negative consequences. Leadership has a dual obligation: they must point out the benefits of changing behaviour and at the same time they must show appreciation when people change their behaviour to the positive side.

Due to the importance of these concepts, we have dedicated this section of the Guidebook to “Human Behaviour”. This section provides ideas for improving human behaviour - proven ideas that can bring about positive changes very quickly. It takes little time to learn about holding Effective Meetings, and it costs nothing to do them. Yet, you may find the benefits to be great.

Each of those chapters includes basic concepts, self analysis, the successful experience of others, lessons learned, activities to help you improve human behaviour in your organization and links for more information on the subject.

D. Chapter Summaries

Conflict Resolution: The history of the human race is full of conflicts – between countries, groups and individuals. When conflicts arise, it makes sense to resolve them so that things can proceed smoothly. There are techniques to systematically resolve conflicts in your work and personal life. Conflict is not always a bad thing – it can often help an organization find a better way to proceed.

Effective Meetings: How often do we go to meetings that drift from the agenda, take too long and accomplish too little? People can learn how to prepare, conduct and follow-up that will help meetings accomplish objectives. Meetings that respect time, stick to the agenda, and bring about interactive participation are the meetings that people take seriously, enjoy and find useful.

Time Management: Time is a valuable resource. Time management refers to a range of skills, tools and techniques used to manage this resource that you can use as you work. You may be better able to manage your time if you: Plan, set goals, prioritize, delegate, organize, monitor, schedule and adopt management by results.

Ethics: Can you imagine how life might be without ethical principles like honesty, fairness, transparency, accountability, credibility, responsiveness and equity. Related to governance principles, this chapter provides guidelines for establishing or improving the ethical behaviour of people in your organization.

Teamwork: Together Everyone Achieves More – but how often do we work individually and forget the benefits of teamwork? The chapter provides ideas for building teams and encouraging teamwork.

Doing a Good Job: People who are actively engaged, motivated and skilful do things well and this means that they do a good job. This chapter discusses the benefits of doing a good job and provides tips to employees for improving their performance in a general manner.

Communicating Effectively: We communicate to let people know what we think or feel and to understand what others think or feel. This can be a challenge because so much of communication is non-verbal. The success of organizations today is closely linked with the ability of people to communicate effectively. This chapter shows how to improve communication practices.

Reporting and Analysis: Management reporting is a core component of management control. It measures the results, compares them to goals and relays this important information to different levels in the organization. Accurate and timely reports help managers make effective plans and decisions. They help an organization hold people accountable for the results of their actions.

Making Effective Presentations: How often have you listened to someone make a presentation that helped you go to sleep? Or one in which you could hardly read the slide because there were too many words on it? There are simple rules to follow to make sure that when you make a presentation, the audience pays close attention to what you say.

Negotiation: Managing an organization involves working with many different stakeholders who may have different and sometimes even conflicting values, goals and views. We need a way to maintain harmony and bring people together. Negotiation is a way to do that. It takes preparation and effective skills across the negotiating table – and there are mistakes to avoid.

Leading People: Where would we ever be without leaders? Think for a moment: what if there were no community leaders to represent the people? What

would happen in a battle without a general? How would you know what to do today without direction? Leading people is an essential ingredient for an organization to successfully fulfil its mission – and leadership is more of an art than a science. Most successful leaders share the same traits and behaviours and they have a high level of commitment.

Motivation: Motivation is a drive that inspires people in groups or individually to accomplish an activity and do it as perfectly as possible. A person may have the ability and skills to perform but due to low or no motivation, he does not optimise his skills and abilities for the organization. Investing in motivation may lead to positive behaviour among staff.

Employee Feedback: None of us does everything perfectly all the time. We make mistakes – or we do not do as well as we could. One of the important roles of a supervisor is to give feedback to people – pointing out things they have done well and those that they have not done so well. These discussions may be about behaviour or about the quality or timeliness of their work. The intent of feedback is to help an employee develop and improve.

E. How to Benefit from the Human Behaviour Section

Each chapter has an analysis section that poses questions to get you thinking about how your situation compares to the basic concepts. If you find that your situation can improve, we suggest that you consider the activities.

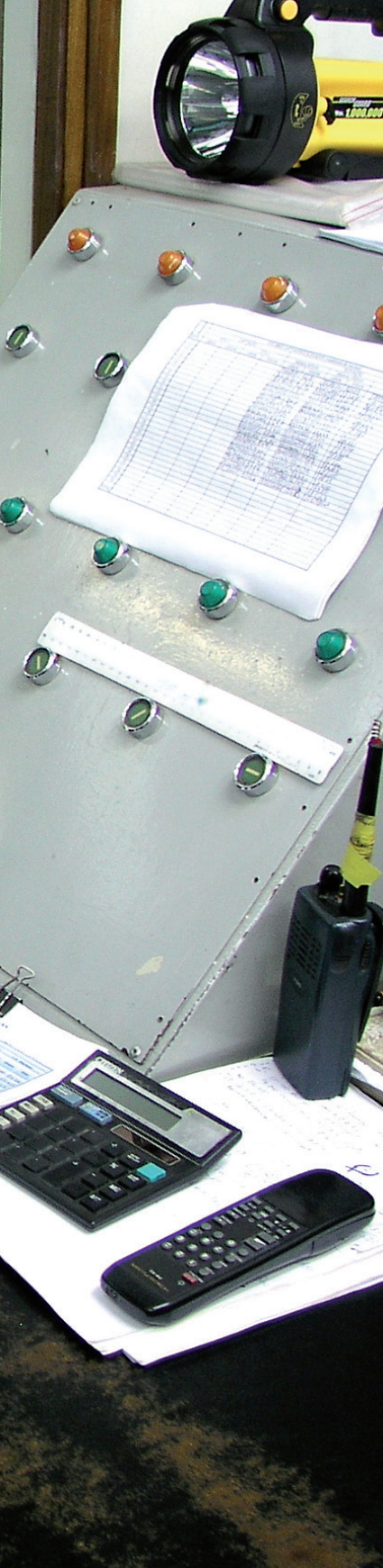
Each activity is designed to illustrate effective human behaviour and provide a learning experience. You can do these activities on your own or you can do them in a group. Most of the activities lend themselves to discussion. Encourage people to talk freely and bring in those who are reluctant to participate.





Good Practices





Introduction to Good Practices

“It has seemed to me important to examine consecutively the lengths of channel of each aqueduct in its several parts and in detail. This is because the maintenance of the works is the most important part of the duties of this office and it is necessary that whoever is placed in charge of them should know which of them are in need of having money spent on them.”^[1]

If you work in the water industry, this quote will sound familiar. You may be surprised to know that it was written by the manager of the water system of the City of Rome in the year 90 C.E. – over 1900 years ago.

If you visited the manager of the Rome, Italy water system today, there is a good chance he would say the same things. It is an on-going challenge to keep a water system in good working order. Sometimes, the more things change, the more they stay the same. But some things do change: the current manager surely has computers, laboratories to test water quality and machinery to maintain the works.

There are always new challenges, technologies and opportunities. Organisations that face challenges, adopt new technologies and take advantage of opportunities prosper. Those that maintain the status quo stay the same or decline.

People are never perfect. Neither are organisations. And life is a journey – not a destination. We never finish. We can always be better.

This section of the Impact Guidebook covers good practices – commonly accepted approaches to accomplish a task or function. Some of them are applicable to almost any organisation – like those on Human Resources. Others – like Capital Management – may not apply to every organisation but are definitely important to water utilities.

This introduction also covers the topic of Continuous Improvement – the ways that organisations always seek to be better.

I. GOOD PRACTICES

A. Why are Good Practices Important to Consider?

Good practices are those that other organisations have applied successfully to their benefit. If you do not do these practices now, you may also benefit, if you implement them later.

Using good practices shows people that you are doing the best you can to operate and manage your organisation. These practices will help you improve performance and provide better service to your customers.

B. Good Practice Chapters in this Guidebook

The 21 Good Practice chapters cover a wide-ranging set of topics – from safety standards to forming a water association to service levels to customer service to water loss reduction. These chapters are listed below:

Human Resources

- Human Resources Management
- Training
- HIV/AIDS

Quality Assurance

- Performance Management
- Quality Management
- Minimum Service Standards

Operations Management

- Health and Safety
- Crisis Management
- Standard Operating Procedures
- Business Process
- Serving the Poor
- Non-revenue Water Management
- Private Sector Participation
- Water Demand Management
- Information and Communications Technology

Commercial Management

- Customer Service
- Revenue Generation

Enterprise Sustainability

- Capital Management
- Financial Management

External Relationships

- Water Associations
- Public Involvement

C. Chapter Summaries

The themes of the Good Practice chapters follow:

Human Resources Management: Employees are valuable assets to any organisation – without them an organisation cannot function. Yet many organisations neglect to nurture and develop their human resources and suffer as a result.

Training: There are always new things to learn and your workforce is always changing as older, more experienced people retire and younger, inexperienced people join you. That is why training is a continuous process – em-

ployees need to know how to do the jobs that you have assigned to them and keep up with new technologies.

HIV/AIDS: In many countries in Africa, this health crisis affects the ability of organisations to accomplish their purposes. There are things that management can do to help control the spread of HIV/AIDS and offer support to employees who are affected by it.

Performance Management: Some organisations assign people to jobs, tell them the basic requirements of the job and leave it at that. This is not enough. Since we are all learning all the time, we can all benefit from advice on how to do better. In addition, people who have goals to achieve will normally do more than people who do not have these expectations.

Quality Management: Quality usually does not happen by itself – it is usually the result of deliberate management actions to ensure that an organisation's products meet the needs of its customers and stakeholders. This chapter introduces various ways to manage quality.

Minimum Service Standards: to ensure that customers receive the best services possible, many organisations establish minimum standards and monitor performance to ensure that they are met. This is especially true in the water industry where water quality is so important to public health.

Health and Safety: When employees are injured, they are not able to perform at their top capability – the organisation loses. Besides, we have moral obligations to take care of each other. Creating and maintaining a safe working environment is a moral obligation and helps sustain an organisation.

Crisis Management: When a crisis arrives it is too late to do much about it – and the crisis may have severe consequences for your organisation and your community. By preparing ahead of time, your organisation will be much better prepared to respond effectively.

Standard Operating Procedures: There are the ways that people have always done things and then there are the better ways. Many organisations establish standard operating procedures to ensure that employees are working in the best ways possible.

Business Process: A business process is a coordinated set of actions that deliver value to customers. Often processes evolve informally and can be the cause of bottlenecks or inefficiencies. This chapter shows how to analyse and improve business processes.

Serving the Poor: The objective of most water systems is to satisfy a basic human need. Yet often, the poor do not have service – if they had it they would have a chance to escape the chains of poverty, malnutrition and disease.

Non-revenue Water Management (NRW): Many countries have high non-revenue water due to physical water losses and the administrative losses that result from water theft or inadequate record-keeping. Reducing NRW is important to the long-term sustainability of a water utility.

Private Sector Participation: Many organisations focus on their core services and employ the private sector to provide other services. This may prove cost effective and yield better results.

Water Demand Management: This approach means deliberately taking steps to control the amount of water usage within a utility as well as encouraging customers to use water wisely.

Information and Communications Technology: Technology advances so fast that it can make you dizzy. But technology is responsible for many improvements in the ways that we work and communicate and there are ways to manage technology to have what you need.

Customer Service: Customers are the life blood of any organisation – their demand for services and payments keep an organisation alive. Providing good service to customers, then, just makes sense if you want your organisation to survive and thrive.

Revenue Generation: Most organisations survive because they are able to charge their customers for services and cover their costs. Water utilities are the same – while many of them are government operated, they usually have user-based fees so that people pay their fair share for what they use. Without revenues, water utilities are not able to survive.

Capital Management: A well-maintained asset will be productive for many years and provide a high return on investment. Neglected assets often fail long before their expected useful lives expire. And capital assets are normally expensive – so it makes good sense to manage them effectively.

Financial Management: Most organisations survive because they are able to provide good products to their customers at affordable prices. This does not happen by accident – financial management is one of the key aspects to make this happen.

Water Associations: Many industries have trade associations and this is also true of the water industry. Associations thrive because they bring value to their members in terms of sharing experiences, helping each other, training and standards to name a few. Most of the world's great associations began with the efforts of a few people.

Public Involvement: The actions of many organisations affect the public – as well as customers. The public can support an organisation or it can be its worst enemy. There are ways to develop and keep public support by involving the public appropriately in decision-making.

D. Other Good Practices

The Impact Guidebook chapters do not cover each and every good practice or concept that exists in the world. The chapters do cover topics that we believe are essential for water utilities. There are other topics that may be useful. This section discusses some additional topics that you may want to investigate.

Social Environment: The ways that people in your organisation work together and form supportive relationships is a factor in your success: if the social environment is a positive one, you will be more likely to succeed; if it is negative, you may find it difficult to make progress.

Knowledge Management: Every day, people in your organisation create information and knowledge that is vital to its survival and sustainability. There are ways to make sure that you capture, store, analyse and use the

information to benefit your organisation. One website that offers an introduction is www.Knowledge-Management-Online.com.

II. CONTINUOUS IMPROVEMENT

Continuous Improvement is a commitment to be the best you can be. It is an approach to sustain an organisation long into the future.

People who practice Continuous Improvement share some fundamental beliefs and practices. They:

- Accept change as a fact of life
- Learn all the time
- Apply what they learn
- Encourage creativity
- Listen to ideas
- Put resources to best use
- Fix the problem – not the symptom
- Believe in being the best they can be

Continuous Improvement includes learning from our experiences and finding better ways to do things through innovation.

A. Continuous Improvement Techniques

Business publications promote many techniques for improvement. Here are samples of some popular techniques:

1. European Foundation for Quality Management (EFQM)

“For the past twenty years we have shared what works between our member organizations as a way to help them implement their strategies: a mission which is as important as ever.”^[2] “EFQM is the recognized leader in promoting and supporting the implementation of Sustainable Excellence.”^[3]

2. Total Quality Management (TQM)

“TQM has focused attention on the creative potential of human beings and their ability to improve the work that they do.”^[4] Dr. W. Edwards Deming developed the

TQM approach. He gained fame from his work with the Japanese after World War II. His famous “14 points” appear on the Activity sheet at the back of this chapter.

“Total quality management (TQM) is a management philosophy that seeks to integrate all organisational functions (marketing, finance, design, engineering, and production, customer service, etc.) to focus on meeting customer needs and organizational objectives. TQM empowers the total organisation, from the employee to the CEO, with the responsibility of ensuring Quality in their respective products and services, and Management of their processes through the appropriate process improvement channels.”^[5]

3. Reengineering

“Reengineering encourages managers and employees to rethink what they do and how they do it as a means to achieve an advantage.”^[6]

In planning, this means that you look at what you do now to see if it is right for the future. In budgeting, you give people the resources they really need rather than spending money on things that will not make a positive difference.

In reengineering, you look closely at current procedures and workflows. You document them. Then, you look closely to find bottlenecks and ways to streamline. If you have never done this, you may find a lot of ways to improve. One organisation, looking at its procedures found this one: “Make a copy before you throw anything away.”

In reengineering, you also look at things from the customer’s point of view. You may think that you give good customer service but you may be surprised at what you find if you “pretend” to be the customer: Call the main number and see what happens. Visit your own website and see what happens. Follow the steps that a customer might take at your offices and see what happens.

4. Benchmarking

In Benchmarking, an organisation compares itself to other organisations in its industry to find ways that it might improve its performance. Sometimes, benchmarking is not a perfect method because it is very hard to find two organisations that are exactly the same in

terms of size, functions, challenge, etc. Nevertheless, looking at how other organisations perform and how they do it can be a source of good ideas for improvement.

5. International Organisation for Standardization (ISO)

Many organisations are using the resources of the International Organisation for Standardization (ISO) that promotes standardization and certification of best practices.

“ISO 9000 is primarily concerned with “quality management of ... all those features of a product (or service) which are required by the customer.

ISO 14000 is primarily concerned with what the organisation does to minimize harmful effects on the environment caused by its activities.”^[7]

“ISO 9001:2008 provides a set of standardized requirements for a quality management system, regardless of what the user organisation does, its size, or whether it is in the private, or public sector. It is the only standard in the family against which organisations can be certified – although certification is not a compulsory requirement of the standard.”^[8]

These standards as well as the ISO for Utilities Series (24510, 24511 and 24512) are discussed more fully in the Quality Management chapter.

B. Continuous Improvement Benefits

Continuous improvement enlivens an organization and puts it on the path to excellence. It can have many benefits:

- Lower cost and higher productivity
- Improvement projects build and reinforce teamwork.
- Better service = happier customers = better revenue collection
- Happier employees are more productive employees. They are less likely to leave for another job. This stabilizes the workforce

C. Resources

Be inquisitive. If you face a challenge, go to the Internet and find examples of how other organisations have faced this challenge. You will surely find a lot of very good information that you can customize to your own situation. But like anything in print: use your best judgment when you review information – not everything on the internet is accurate.

The Good Practices section of this guidebook includes many ideas and approaches to apply for improved performance in any organisation.

Two of the approaches that you can investigate on the Internet are Balanced Scorecard and Six Sigma. These fairly new techniques are both designed to help organisations find ways to improve.

Organisations use the Balanced Scorecard approach “to align business activities to the vision and strategy of the organisation, improve internal and external communications, and monitor organisation performance against strategic goals.”^[9] It balances 4 major business areas: financial performance, customer needs, employee growth and internal business processes.

“Six Sigma” is a disciplined, data-driven approach and methodology for eliminating defects ... in any process - from manufacturing to transactional and from product to service.”^[10]

D. Lessons Learned

“We are what we repeatedly do. Excellence, then, is not an act, but a habit.”^[11] Excellence is doing a thousand small things well.

When you see the benefits of improvement, you may be ready to charge ahead. That’s a great attitude! But please remember to balance workload: if you try too many things at one time, you may never do any of them well. In planning, you can allocate time and resources to the projects that will do the most good.

From year to year, people propose new ideas. Sometimes new ideas come and go – like a fad. Sometimes, they have staying power because they work – they draw out ideas for improvement.

If you try every new management fad and abandon it soon after, employees will find it hard to take you seriously – even when you find the right one. Pick good approaches and stay with them. Avoid change for the sake of change – this confuses people and has little benefit.

Whatever technique you use, the basic idea is the same: to maintain excellence, organisations always look for ways to do things better.

E. Taking Action

Continuous improvement is a philosophy. The first step is to convince your governing body and top management to adopt this philosophy. You will need their support to get the benefits of continuous improvement.

Research Internet websites with information on continuous improvement. You will find a lot of information. Check with your industry association.

Next, talk to your managers. Will they accept Dr. Deming's "14 Points"? Try the activity in this chapter on "Dr. Deming's 14 Points".



Action Checklist Continuous Improvement

- Adopt the continuous improvement philosophy.
- Get commitment to this philosophy from governing body and top management.
- Research approaches to continuous improvement over the Internet or through your industry association.
- Review related chapters in this guidebook:
 - Strategic Analysis
 - Planning Ahead
 - Management-by-Results
 - Delegation
 - Human Resources Management
 - Training
 - Compensation and Rewards
 - The chapters in the Human Behaviour Section
 - The chapters on Good Practices
- Identify ways to improve.
- Implement them.
- Celebrate Successes!

References

- [1] Sextus Julius Frontinus, The Water Supply of the City of Rome", 90 C.E, as published by the New England Water Works Association, USA 1973
- [2] <http://www.efqm.org/en/tabid/108/default.aspx>
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- [8] http://www.iso.org/iso/iso_9000_essentials
- [9] Balanced Scorecard: <http://www.balancedscorecard.org/BSCResources/AbouttheBalancedScorecard/tabid/55/Default.aspx>
- [10] Six Sigma: http://www.isixsigma.com/sixsigma/six_sigma.asp
- [11] Aristotle

Dr. Deming's 14 Points Activity

Instructions

Read Choice A and Choice B. Put a check mark in the box that describes the way things are in your organisation.

If you check "5", this means that your organisation is very like Choice A.

If you check "1", this means that your organisation is very like Choice B.

Check "4", "3", or "2" to show how close your organisation is to Choice A or Choice B.

Here is the approach that we take

#	Choice A	5	4	3	2	1	Choice B
1	We are always looking for ways to improve.						We do things the same way we have always done them.
2	We are in a new age... we must learn.						The things that happen in the world do not affect us.
3	Quality is important to all of us.						Someone else worries about quality.
4	We look for cost effective alternatives.						It is not my job to worry about cost.
5	We always try to Improve quality and productivity.						We just want to get our work done.
6	We have a good training programme.						We do not have a training programme.
7	We have a lot of great leaders.						The top man rules.
8	Fear is not a part of our workplace.						A lot of us are afraid of making mistakes.
9	We break down barriers when we find them.						When we meet a barrier we stop.
10	We focus on what is important.						We get confused a lot.
11	We lead by example.						Our leaders say one thing and do another.
12	We are proud of our work.						We just want to get our pay and go home.
13	We try to improve our organisation and ourselves all the time.						It doesn't matter if I improve or not.
14	Everyone here participates.						A few people run things here.

Scoring

Total Answers in each column							You may use your answers for to find ways to improve. If you score less than 50, please consider doing this.
Times	5	4	3	2	1		
Equals							
Sum of numbers in previous row							
Perfect Score is	70						



Every person on this planet needs water every day and each of us gets it in some way – although it is easier for some than it is for others...

Quality water is essential for public health and the health of the environment. In some places, water quality is better than in other places. Poor quality water that makes people sick, or harms the environment prevents people – and countries – from prospering. The challenge of providing reliable water services grows every day as more and more people join us on this planet.

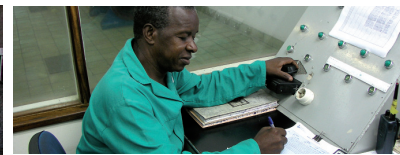
How shall we meet these challenges and face these realities?

There are so many answers – financial, technical, managerial, political and social. It is probably fair to say that we have often depended too heavily on technical solutions and infrastructure. We are starting to understand that this is not enough. No one solution will make everything work well.

The ways in which we manage water sectors or water utilities are a part of the solution – and the skills and motivation of people can make the difference between success and failure.

The IMPACT Guidebook is a contribution to the body of knowledge of how to establish, improve and maintain effective organizations – especially those in the water sector, written by people in the Africa and Middle East North Africa regions for people in these regions and elsewhere in the water sector.

Free Booklet



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