

~~- wise - just - brave - moderate // obedient - diligent - conscientious - humble // faith - hope - love // modest -~~

SM 08098- Fear and Scare potentials The Journey from Entitlement to Earning



- -move the stone or forget it...

~~- qualitative ? - innovative ? - prepared ? - flexible ? - competent ? - value conscious ? -~~

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Anmerkung KS siehe unten....diese PM ist auch Lernstoff für KSG- Leadership Exzellenz
<http://www.karl-schlecht.de/ksg-stiftung/ksgforumgoodleadership/>
Entitlement to Earning meint > Vom Anspruchsdenken zu aktiv Verdienen
"...fear is the great motivator for core change" *What counts is move the stone*

Für den heutigen KSG- Leser....Hier beschäftigt uns die Frage: Firmenangehörige vor Angst schützen ist wichtig. Aber die Zukunftssorge oder Existenzangst der Firma soll innen bewusst sein. Furcht oder Angst fair und richtig als förderliche Sorge zu erklären ist Führungsaufgabe.

Wie können wir daraus Selbstmotivation und Aktivität unserer Firmenangehörigen fördern, mehr Eigenantrieb, Aufrichtigkeit zu lernen und Bereitschaft zu Veränderungen? >> **5 Fragenprobe?**

Zum Artikel aus USA den mir ein Freund sandte:

Vor uns liegt 2001, was Amerika 1993 hinter sich hat. Eine immer währende Geschichte, daher eine Erkenntnis: Alles wiederholt sich, aber jeder muss es für sich neu lernen – immer wieder aufs Neue – und die Neuen Jungen ohnehin...aber wer versteht und verinnerlicht es?
Gute Führung? --- Die Mission der KSG Stiftung <http://karl-schlecht.de/>

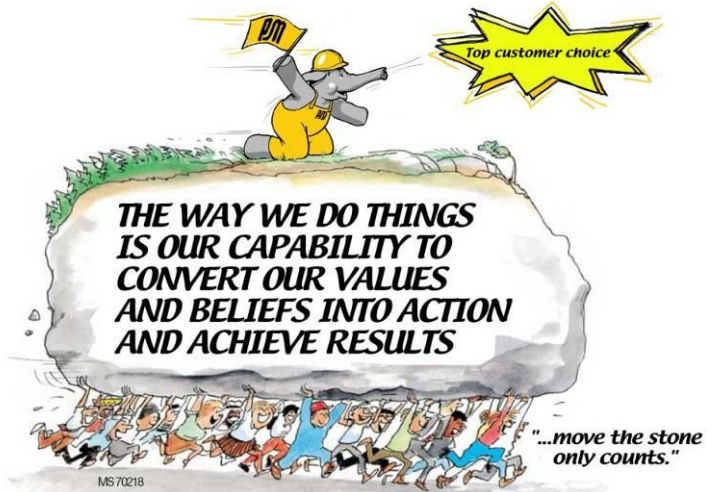
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The Journey from Entitlement to Earning – move the stone or forget it...

The party's over. Welcome to the post-entitlement period in American history. Speaking at LOMA's Human Resources Forum, Judith M. Bardwick, psychiatrist, management consultant, and author of *Danger in the Comfort Zone*, shared how our organizations and our country can be restored to greatness - by abandoning entitlements and embracing earning.

By Thérèse Mruk Garrett

The United States no longer enjoys the same economic status internationally that it once did. Many U.S. corporations are floundering. The deficit mounts ever higher. Messages of America's decline bombard us daily, but have you ever paused to consider where we went wrong? Perhaps not, but Dr. Judith M. Bardwick, professor of clinical psychiatry, respected author and management consultant, has. From her unique psychological vantage point, Bardwick offers an explanation for why America has faltered - and how we can regain our footing. She recently shared these insights with attendees at LOMA's Human Resources forum in Orlando, FL. (>>> excerpt for PM;- Worldbook<



A psychology of entitlement is the primary culprit for what currently ails the United States, according to Bardwick. However, you might find it somewhat comforting to know we're not alone. We're just first - „Number 1,“ if you will. „We are just about five years ahead of Germany and Japan [in this cycle],“ Bardwick asserts.

~~1. Is it true ? Am I honest ? 2. Is it fair ? 3. Does it serve goodwill and friendship ? 4. Will it be beneficial to all concerned ?~~

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The Entitling of America

Decades ago, governments, schools, universities, hospitals and large corporations gave employees reasonably absolute job security, states Bardwick. Over time, people came to believe they were owed security. „It [job security] was the assumption of our mature and prosperous corporations. It is certainly the assumption in all of our governments, our hospitals, and our big unions,“ she contends.

This assumption protected employees from the downs of the marketplace. „After a while, people lost sight of the fact that you **really have to earn what you get**,“ explains Bardwick. „Promotions were automatic, raises were automatic, job security was taken for granted. And this loosening of our required performance really occurred everywhere - even among schools and students, and parents and children,“ she notes.

After decades of not requiring people to earn their keep, the United States ended up with a lot of people who don't do a lot of work. Instead, they think in „face time,“ which Bardwick defines as an attitude among employees „How many hours of the day do you see my face?“. People show up for work, and they think that's good enough, she explains.

Sometimes not working is quite blatant and makes some people feel specially cute - „people know they're not working, and they get a big kick out of cheating the system,“ Bardwick reports. But what really has intrigued her of late is a subtle form of entitlement that has popped up. In it, people are very busy, and actually what they do contributes no value to the business. „What is very dangerous is that these people are convinced they are working,“ say Bardwick.

This phenomenon is quite common in quality recognition programs. In many organizations pursuing continuous quality improvement, people focus exclusively on getting the best possible scores.

„They forget the point is not to get measurements, the point is to improve the process. This is very dangerous because it diverts resources -- big time,“ warns Bardwick. „I would not argue that the improvement process isn't important and desirable and wonderful - it is. But the more complex the process, the easier it is to get preoccupied the process, the easier it is to get preoccupied with the process and forget the point.“

To further illustrate this point, Bardwick shares her recent experience reviewing a company's Empowerment Training Module. It was 60 single-spaced pages. Half way through the piece, she stopped and asked herself, „Just what is empowerment?“ Then she realized - „**It means: see what's important and do it.**“ Since that's the point, she wondered why her client bothered to write 60 single-spaced pages on the topic. „Because if they didn't, no one - not they nor their boss - would believe they had done a good job,“ she concludes.

A third example: a large company employs four people to duplicate reports and mail them to 24 people. The 24 recipients never read them because they are certain the reports should be read by someone else. Yet, Bardwick notes, if you ask the four people who are doing the duplicating, „Are you working?“ they will say, „Like a dog!“

The point? Nothing results from the actions of the individuals in these organizations. What stuns Bardwick is that no one in the organization says to these people, „You are not working. You are wasting resources like crazy.“

What then is work? Work is adding value, according to Bardwick. „If What you do does not add value, you are not working. When you are rich, you are willing to pay for form and forget output,“ she explains. „You are willing to pay attention to process and forget that something real is supposed to happen. You applaud effort and forget output.“



What counts is move the stone >>>

Effort is useless if it does not move

To convey that work must add value, Bardwick conjures up the image of a person attempting to move a rock. „In the years when we generated entitlement, we said, 'Hooray, you did it in time! Hooray, you tried!' But the only thing that matters is **did the rock move**, and how far?“

But how can people be motivated to „move rocks“? Bardwick adheres to the Yerkes-Dodson Law in psychology, which states, „Performance levels rise as anxiety levels rise until you reach the ideal level of anxiety; if you increase the level of anxiety after that point, performance will decline.“ She also cites studies that show the motivation to achieve reaches its highest level **when the probability of success is 50 percent**. This means people are most motivated when the difficulty or risk level of the task is midrange for them. If the task is significantly too easy, or significantly too hard, people are not motivated.

„Where the level of anxiety is too low, we have a psychology of entitlement. Where it is ideal - a psychology of earning. And where the level of risk is too high - a psychology of fear,“ summarizes Bardwick.

She recognizes an important distinction between fear and anxiety. Fear refers to a specific problem - for example, an employee who is not performing a particular task well. This presents a specific, definable problem that is within the employee's control to correct. „That is what I call a fear - a specific target, a specific problem,“ she explains. „In contrast, anxiety represents a source of pain that a person has no control over - ‘free-floating anxiety.’“ And anxiety generates anxiety because a person has no way to take hold of the situation and resolve it.

Martin Luther King:
“We must constantly build dams of courage against the flood of fear.”

If an organization creates free-floating anxiety while dismantling entitlement, constructive change will not occur. „What you have to do is take the organization from entitlement into fear, by which I mean very specific targets. And the way you will get from fear to earning is by asking people to hit a target. Anxiety reduction and confidence will result when a specific target is given – and self responsibility or courage grows then.“

Dismantling Entitlement

Entitlement results when there is too little risk or too much security. It flourishes in an environment devoid of conditions. „If you have nothing conditional - you receive even though you are not held accountable; you get what you get not because of what you do, but because of who or what you are - then there is no risk,“ Bardwick contends. „If, over time, you continue to receive although you do not earn, you come to say, ‘The reason they give me this stuff must be because they owe it to me. That is why I am entitled to it.’ So entitlement is the sense that what you get, you get as a matter of right, rather than as something you have to earn. It's the attitude you owe me because of what or who I am or which title I have to get it.“

In a psychology of entitlement, you will hear comments like: „I have worked for ABC Life Ins. for 12 years; I am a member of the ABC Life family. Therefore, I am entitled to all it has to offer.“ what's more, Bardwick often finds that employees in an entitlement culture are ungrateful for what they receive. In fact, they usually are greedy. „If you believe you're owed, it is very likely that you do not put limits on what you believe you are owed,“ she explains. „And because there is no punishment, over time, even initially enthusiastic people tend to become apathetic and complacent. And that's why so little work gets done.“

For years, entitlement ran rampant in most large American organizations. Employees expected - and received - promotions and raises, without really contributing, Bardwick asserts. Gradually, entitlement became institutionalized in organizations. „At that point, it's no longer just an attitude - it's part of your assumption, your structure and your processes,“ Bradwick says.

In Such an environment, everyone enjoys an informal tenure, and it is unbelievably hard to fire people, she shares. „There is a promotion system that reflects seniority to an unhealthy extent, rather than the value of contributions. You have a compensation system that also does not reflect people's contributions. You have a great emphasis on rules and precedents, with very little awareness that rules and precedents come from the past. So people make themselves safe by blaming rules and following rules. You get committees that are not committed to making decisions and so on. Basically, what you have is a culture that institutionalizes security and protects everybody from risk. We must protect from anxiety not from fear.

All nations have moved into a post-entitlement period of time because every country and every business has lost the protection of distance and time.

„Absolute security sounds great, but in fact it's really dangerous,“ Bardwick warns. It's dangerous for the nation, for the organization and for the individual because that much security destroys people's self-esteem in the long run. „It deprives them of the experience that will allow them to become confident and encouragingly. People with a psychology of entitlement and organizations with a culture of entitlement are chicken,“ she states.

The paradox of entitlement is that while it bolsters security, it cripples confidence Bardwick defines confidence as a willingness to take risks. „If you are a confident person, you are willing to be held accountable for doing something, even when you don't have it right.“ She contends there's only one way to gain confidence: „You have to earn it. It is an outcome variable.“

Faced with serious circumstances and a medium level of risk, a person will grow in confidence (confidence = Zutrauen ≠ trust = Vertrauen) as he/she successfully overcomes obstacles. Sometimes people will fail, but they must be held accountable in order to learn from their mistakes. „Unless you have both of those kinds of experiences, you will never be sure that you can handle risk,” says Bardwick. „And so you will flee from risk and play it safe. Forever, you will be afraid of risk; you will be afraid of making a mistake.“

Without the experiences of risk taking, people will never be able to gain the confidence that comes from being required to produce. „When you try to keep yourself safe, you don't innovate, you don't make decisions, you don't flee. Instead, you kiss up, you follow the rules, and you put in face time. That's the 'danger' of danger in the comfort zone.

The lesson of the '80s and the '90s is we cannot afford entitlements - we can't afford to carry non-productive people. The new international competition requires that everyone earn their keep.“

The Great Motivator

Entitlement never ends voluntarily. Because confidence is absent, the person, organization, or nation being forced out of entitlement moves into fear. „They experience the loss of optimum safety as scary. But, the truth is, they have to enter fear because fear is the great motivator for core change,” states Bardwick. „Going from entitlement to earning is a core change. You don't get it unless there is fear. People must feel that they personally have something at risk before the emotions motivate.“

That premise may sound simple enough, but many people today are overwrought with anxiety. Many employees, who were protected by entitlements in the past, are suddenly called o to produce, and react to the new demands with dysfunctional amounts of anxiety and fear „The threat of being required to perform, or the possibility of a layoff, makes people focus on protecting themselves and protecting their jobs rather than performing them,” contends Bradwick. „And those people will fight to keep things the way they were. When fear overtakes an organization, people concentrate on trying to make themselves safe. They become very political. They divide the universe into the good guys and the bad guys. People become afraid to speak up. The get territorial. They won't help anybody for fear that person might outshine them. Cynicism and mistrust proliferate. Too much fear or anxiety or risk is detrimental to performance and confidence, as is too little.“

And right now, proceeding from entitlement to fear is intensely scary because layoffs are increasing. „In the last two years of the so-called recovery, the amount of layoffs has increased and can now be found in midsize as well as large organizations,” Bradwick points out. Meanwhile, anxiety continues to rise all over the country. Some people are clinging to entitlement; others are just plain scared. „Organizations cannot get gung-ho performance out of people who are scared, cynical, resentful, apathetic, mistrustful or angry. And the people who have been in entitlements - these include employees of many insurance companies - those people are least able to deal with the new riskier world. They feel like they've been shoved out of the security of the country club and they're now in the tree-hugging place. And they would like to - but they can't - yell, 'Help me. Protect me. Keep me safe.'“

Both entitlement and fear stifle productivity. In entitlements, productivity is low because a lot of effort is spent on things that don't matter and some people don't work at all. Productivity is low in fear because people are exhausted from trying to protect themselves. They don't work well basically because they can't. „So all of the things that we're trying to accomplish in our organizations - getting empowered employees, who work in teams, who make decisions, who are willing to lead, to initiate, to be creative - all those things require that the organizations be in earning. None of these things that we want to happen can as long as the people or the organization are either in entitlement or in fear.“

Managing Risk

Between entitlement and fear, between too little and too much risk, lies the psychology of earning, and that is the attitude everybody must have for the organization to prosper and the individual to flourish, Bardwick contends. To attain commitment from employees, the outcomes on the line must be things people really want. „The things on the line have to be things that are important to the people, and they have to be in medium risk,” she says. „People must be able to achieve something.“

Where there is a psychology of earning, people are really turned on by a sense of challenge, Bardwick claims. They know their work will be evaluated, and rewards will be dependent on contributions. „But maybe more than anything, they know that yesterday's achievements got me into today's game, but today's achievements will get me into tomorrow's. And that's the attitude we need everyone to have.“

Since morale is highest, performance levels are highest, and people are most creative when pressured to perform, the key to developing a psychology of earning is creating conditions of medium risk. „Managing the level of risk is a new way to look at an old issue - optimizing your organization,” she explains. „When the level of risk is medium,

fear is low because medium risk is not scary - instead, it is exciting. That is the source of the 'Go For It!' spirit that we need."

Bardwick identifies six key conditions necessary for creating a psychology of earning – to go for it:

- One: "There's a sense of urgency in the organization and in people that comes from the recognition that reality is demanding and competitive. This is crucial and that's why I've put it first. The motive for change does not come from an HR variable, it comes from a competitive reality."
- Two: "People have to feel purposeful - caught up in the urgency of doing work that is really important. **Get rid of the stuff that does not add to the business of the business.**"
- Three: "People feel pressure from themselves to achieve specific goals and solve critical problems. That's what I call fear in contrast to free-floating anxiety."
- Four: "Your process, your goals and your performance measurements must be clear and as simple as possible."
- Five: "The values of the organization must motivate people to accomplish for the good of the whole."

Six: "People and the organization must succeed in achieving targets because success in the only outcome that generates cognitive energy."

**When you try to keep yourself safe,
you don't innovate,
you don't make decisions,
you don't flee.
Instead, you kiss up, you follow the rules,
and you put in "face time".**

Bardwick recommends that organizations create an „ennobling goal“ - that is, a goal which, when achieved, results in something better. „You have to give people hope. You must communicate the sense that if there is pain, it is because they are on a journey from entitlement to earning, and that journey is one well worth taking.“

Losing the protection of entitlement is a major issue of our times, Bardwick asserts. „It is very clear that Americans sense that something different is happening. There is a sense of disease because it's very obvious that the last recession was not an ordinary cyclical downturn. We are sensing that we are vulnerable in an international economy,“ she notes. „Now our awareness of this is very different from what we did in the '70s and '80s when the damage was happening. In that period of time, we basically closed our eyes and elected Reagan, and he said the things that made us feel good. We purchased for status, and we paid with plastic. Now, a lot of people are wondering if their children will live as well as they did.“

Out of this seemingly bleak forecast, Bardwick finds a ray of hope. „Today, the fact that we are leaving the comfort zone may be the best possible news because we are a crisis-driven people. We'll do whatever we have to do to create a positive result.

„I believe this is a very extraordinary time - a time that the world has never seen before,“ she continues. „And I think the last presidential election across the American population shows that a core change is occurring - something huge and extraordinary is going on.

I believe all nations have moved into a post-entitlement period of time because every country and every business has lost the protection of distance and time due to increasing globalisation. Your competition can arrive anywhere in the world. That's why the pace of competition is increasing, that's like in nature, that's evolution; nature means the survival of the fittest – not the scared. And we all further this nature principle in our world as we want the freedom to choose the best – the products of the fittest. These to freedom of choice implies the obligation to be the fittest.

That is why we have entered a period of uncertainty *like all the nature around us*. Survival of the fittest. That's what's real, and there's no going back. A part of competing endlessly is a whole lot better than giving up. Being in earning is a whole lot better than being in either entitlement or in fear.

Bardwick refers to the **written Chinese character for crisis**, which is made up of two parts: one part speaks to hard times and the other to opportunity. „Roughly the last decade and a half have been open to hard times - the end of entitlement. That is necessary in order for the nation to move forward. And as we move further into earning, then we will highlight opportunity. Chance always works that way,“ she concludes.

„So the **lesson** to our corporations, our governments, our schools, our hospitals - to all of our institutions, and for us and for our children, that is, for all of our people - is,

‘Go to work; make a difference; add value; move the rock - prove a difference’
“ Nothing is impossible.

Ammendment KS:

Nothing NEW obviously, but good to realize again and again. Therefore I put this publication into our socalled PM- “Regelinformationen” to get it every year by new on the table. Also as PM/SM 08098.

The Putzmeister Trust Codex – our 5 question Probe- is an important tool to minimize or fight fear: *It’s the 5-Way Self Test - of the things we think, say or do...*

- **Is it the TRUTH?** am I listening, truth-minded- upright ?
- **Am I honest**, open-minded, straightforward, free?
- **Is it FAIR to all concerned?**
- **Will it build GOODWILL and BETTER FRIENDSHIPS?**
- **Will it be BENEFICIAL to all concerned?**

Do I comply with the mutual trust creating CoPhy – sheet?

„Cophy Sheet“ (Corporate philosophy elements)

„To be seen as“ - The basis of our conduct



1. Is it true ? 2. Am I honest - open minded - straightforward ? 3. Is it fair ? 4. Does it serve goodwill and friendship ? 5. Will it be beneficial to all concerned ?

Values	Qualitative	Innovative	Prepared	Flexible	Competent	Value Conscious
Definition, Essence of the value	That thinking and acting which leads to benefits and higher values, yields recognition, creates trust. Loyalty, integrity and respect of local laws, official standards, customs, etiquettes and manners.	The ability, the constant strive and readiness to develop new thoughts and, by personal initiative, create improvement within the framework of the company’s fundamentals and goals.	Full engagement of one’s own abilities, to face our goals and new challenges, to address them jointly and without reservations – even beyond one’s own realm of responsibilities.	The ability and readiness to react to varying situations and changes of conditions quicker and more convincingly than others.	Acknowledged competence in leadership and one’s own profession, proven through demonstrated know-how, paired with practical intelligence.	Inmost awareness of, and in every respect living in accordance with the UN Human Rights and values of this Cophy sheet. Respecting and proliferating the existing material and immaterial values in our company.
Aspects, Indications, recognized by	<ul style="list-style-type: none"> • Conscientious • Dependable • Disciplined • Punctual • Self-critical • Fair • Responsible • Immaculate, human • Truthful • Sociable • Ethical oriented • Achievement oriented • Inner beauty • Profitability aimed entrepreneurial manner • Honest • Open-minded • Act with integrity 	<ul style="list-style-type: none"> • Courage to question existing criteria • Uncover problems and respond to them • Produce lasting answers • Learn from others • Cultivate new ideas and solutions • Market problem solving ideas and continue refining them 	<ul style="list-style-type: none"> • Eagerly confront challenges • Willing to be of service • Willing to perform • Continuous • Independent • Committed • Thinking • Making it happen • Recognizing • More than expected, unique • Starting a task determinedly • Prepare to take risks • Help others 	<ul style="list-style-type: none"> • Act quicker than others • Function as expected • Willing, adjust to changed conditions • Be free • Achieve what can be achieved • Act and react • Be versatile • Rise to the occasion • Be adaptable 	<ul style="list-style-type: none"> • Be accepted by customers outside and inside the company as an expert • Professional • Adept and proficient • Equal partner for customers • Gain trust • Document experiences • Ideal solutions • Better ideas • Recognized market position 	<ul style="list-style-type: none"> • Value focused leadership • Consistently goal oriented • Recognizing and evaluating costs and expenditures in view of the benefits desired • Respect profit as the measuring stick for correct and value oriented acting • Consider costs as an investment • Respect human responsibilities • Fair pricing • Consider costs as an investment

- wise - just - brave - moderate // obedient - diligent - conscientious - humble // faith - hope - love -

Path to success Information → Analysis → Definition → Checking Goals → Solution Potentials → Evaluation → Decision → Implementation → Control

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Zwischen Furcht und Mut ist Tapferkeit die Mitte. (Aristoteles)

Laut **Samuel Smiles** findet Tapferkeit durchaus im alltäglichen Leben statt, denn sie setzt sich zusammen aus „dem Mut, die Wahrheit zu suchen und zu äußern; dem Mut, gerecht zu sein; dem

Mut, rechtschaffen zu sein; dem Mut, der Versuchung zu widerstehen; dem Mut, seine Pflicht zu erfüllen.“ Heute würden wir das wohl als Zivilcourage bezeichnen. General Patton meinte dazu:
„Wenn Tapferkeit Furchtlosigkeit ist, dann ist mir noch kein tapferer Mann begegnet. Jeder Mensch fürchtet sich, je intelligenter er ist, umso mehr. Tapfer ist, wer von seiner Furcht keine Notiz nimmt.“