

## **A Lesson in Organizational Dynamics While In Line At McDonalds**

I rarely stop at a fast food restaurant, but while traveling recently it was my only option. I was standing in line at the counter when a charter bus pulled up to the curb. My first reaction was I'm glad I got here 3 minutes before the bus. The reaction from the McDonalds employees on the other-side of the counter was instructive. NOTHING was worse than a charter bus showing up. That was clear!

Now that's a disconnect: the activity that was BEST for the financial statement, was the WORST thing for employees. For the restaurant, incremental volume over the same fixed costs and payroll would add handsomely to that day's profitability. For the employees... a lot more work, pressure, and stress — with ZERO change in pay.

What a classic example of the financial statement measuring revenue and costs, while the employee measures effort, hours and pay rate. Destined to be in conflict with one-another, to the detriment of both parties.

Whether at McDonalds or in your factory, this dynamic is in play 24/7. Employees consciously or not, wrestling with the relationship of expected productivity and quality ... to their efforts, hours and time-based compensation. Bridging this divide by aligning the self-interest of the company and employees opens up a game-changing opportunity to redefine what is possible regarding organizational performance.

Of course, "gains" in these areas can be measured and equitably shared to foster and sustain a long-term environment of shared success and reward.