Scaling up Excellence
Bob Sutton and Huggy Rao

Chapter 1 - It is a ground war, not an air war

1. Savvy leaders know that by just bombarding employees with a quick powerpoint presentation, a few days of training or an inspirational speech wont cut it if they want to spread some goodness from the few to the many
2. When big organizations scale, they focus on “moving a thousand people forward a foot at a time, rather than moving one person forward by a thousand feet”
3. Scaling Mantras
   a. Spread a Mindset, not just a Footprint -
      i. effective scaling depends on believing and living a shared mindset throughout your group, division or organization.
      ii. Scaling is analogous to a ground war rather than an air war, because developing, spreading and updating a mindset requires relentless vigilance.
      iii. Growth of Facebook - through bootcamps and mentoring new joinees
      iv. “Move fast and break things”
   b. Engage all senses
      i. Mindsets are spread and sustained by subtle cues that activate all our senses
      ii. Our beliefs and behaviours are bolstered or undermined by the colours and images we see, the sounds we hear, the smells we encounter, things we taste and the objects we touch – besides being influenced by the voice tone and facial expressions
      iii. Participants who held hot coffee rated the person who handed them the cup as warm, sociable and generous – those who got iced coffee rated the same person as colder, less generous and more anti social.
   c. Link short term realities to long term dreams
      i. Scaling requires the wherewithal to hound yourself and others with questions about what it takes to link the never ending now – the perpetual present tense that everyone is trapped in – to the sweet dreams that you hope to realise later.
      ii. “How will this work when we are ten times or hundred times bigger?”
   d. Accelerate accountability
      i. Accountability means that an organization is packed with people who embody and protect excellence (even when they are tired, overburdened or distracted), who work vigorously to spread it to others and who spot, help, critique and push aside colleagues who fail to live by it
      ii. Michael Bloomberg – “bullpen” – small cubicles with low partitions
   e. Fear the clusterfug
      i. What causes scaling to fail?
      ii. 3 elements where scaling had turned ugly
         1. Illusion – decision makers believe that what they are scaling up is far better and easier to spread than the facts warrant
2. Impatience – decision makers believe that what they are scaling is so good and easy to spread – that they rush to roll it out, before it is ready

3. Incompetence – decision makers lack the requisite knowledge and skills about what they are spreading and how to spread it – which in turn transforms otherwise competent people into incompetent ones.

   iii. Stanford University – Big bang IT systems upgrade to Oracle Financials – 2003

f. Scaling requires both Addition and Subtraction
   i. Hallmark of successful scaling is that leaders remain vigilant about “what got us here, won’t get us there”
   ii. All hands meeting in a growing organization – lose personal connections and intimacy - when growing big.
   iii. Strategic subtraction clears the way for people to focus on doing the right things.

g. Slow down to scale faster
   i. Daniel Kahneman – “the black art of scaling a human organization requires learning when and how to shift gears from fast to slow ways of thinking”
   ii. Slowing down and thinking what you are doing and why – shifting to the laborious reasoned deliberative and conscious System 2 thinking
   iii. “You have to be like a race car driver – you need to know when to accelerate, when to brake and when to change gears”

Scaling is akin to running a long race where you don’t know the right path, often what seems like the right path turns out to be the wrong one, and you know how long the race will last, where and how it will end, or where the finish line is located.

Chapter 2 – Buddhism vs. Catholicism

1. Catholicism - where the aim is to replicate preordained design beliefs and practices
2. Buddhism – underlying mindset guides why people do certain things – but the specifics of what they do can vary from person to person and place to place
3. Managing the tension between replicating tried and true practices and modifying them (or inventing new ones) to fit local conditions weighs on decision makers, shapes key events and leads to success or failure.
4. In N Out Burger and See’s candies shun local customization
5. Failure of Home Depot in China (Do it Yourself – not in tune with local culture)
6. Best leaders and teams often strike the right balance between replication and customization
7. 3 questions to help you detect if the move is wise
   a. Do you suffer from delusions of uniqueness?
      i. Silicon valley company – having concrete floors in India – switched over to carpeted floors
      ii. IKEA – customized their product line, locations to suit Chinese culture
iii. Standardized approaches used by Cheesecake factory – 160 restaurants with the same menu

b. Do you have a successful template to use as a prototype?
   i. Good general rule is to start with a complete model or template that works elsewhere and watch for signs that certain aspects of the model aren’t working and need to be rebuilt, replaced or removed
   ii. Girl Scouts (use of games and shorter teaching modules) and Starbucks (replacing Italian opera music with American Jazz)

c. Will bolstering Buddhism generate crucial understanding, commitment and innovation?
   i. Giving people the power to tailor the template they implement can bolster understanding throughout the team or organization
   ii. University of California San Francisco– reduce drug treatment errors in hospitals – use of bright yellow coloured vests to alert others that they were counting or administering drugs / use of an isolation room
   iii. McDonalds – serves alcohol in France, lamb in India.

8. Striking a balance – using guardrails at Kaiser Permanente
   a. KP is the largest integrated health care system in US with over 9 million members and 170,000 employees including 17000 medical doctors and 49000 nurses in 37 hospitals and 600 medical offices
   b. Between 2004 and 2010, KP scaled up a massive electronic health record system called KP Health Connect – implementing first in one of the smallest regions Hawaii. The rollout across California was complete in 2008 and all over US by 2010
   c. Led by Dr Louise Liang, the “Tiger team”, started with an end in mind, through sheer grit and persistence achieved the scaling conducting a ground war, not just an air war.
   d. The centrepiece of this new mind set was “Home as Hub” – the view that home and other non traditional settings would become the main places where patients received health care and that the “care delivery team would expand beyond the physician”
   e. The Tiger team struck a balance between Buddhism and Catholicism by specifying a few crucial constraints for every region as it implemented the system – dubbed guardrails.
   f. Local leaders had much leeway in what they did and how they did it – but a list of non negotiable ensured that each rollout was efficient and integrated system worked properly
      i. The first non negotiable was the name – was called KP HealthConnect in all regions.
      ii. Interoperability – no modifications could be made to KP HealthConnect that hampered KP’s ability to maintain a single integrated system
      iii. The third was “common data model” – every local software system had to use uniform data elements and common definitions
      iv. The fourth guardrail was “configuration not customization” – To use a restaurant analogy, rather than ordering a meal from “the menu” of “available dishes” from software providers, regions were drastically
modifying existing dishes or cooking up entirely new ones from scratch just for themselves

v. Look, feel and function of any customer facing part of KP HealthConnect had to be consistent across regions
g. The guardrail strategy eliminated many costly time consuming and destructive aspects of local customization while still harnessing the ownership and motivation generated by KP’s traditional Buddhism.

Chapter 3 – Hot causes, cool solutions

1. “Helmet girl” – Stanford University – Spread the use of helmet habit through a “hot cause”
2. It triggered attention, emotional energy and commitment among students – many bought and started wearing helmets
3. Communicating a hot cause entails creating and sharing stories, symbols, language, reasons – the beliefs and emotions that flow from a mindset. An emotional hot cause unleashes strong feelings such as pride and righteous anger (“communities of feeling”).
5. JetBlue’s IROP (Irregular Operations) team’s mantra of “cancelled, recovered, communicated” – helped get back on track after severe weather hit Kennedy airport in 2010 and 2012.
6. Stoking the virtuous circle – to scale up excellence, leaders and teams need to keep finding ways to bolster belief in a hot cause, persuade others to live that mindset and work both belief and behaviour angles at the same time.
7. Strategies for starting, sustaining and accelerating the virtuous circle
   a. Name the problem
      i. IHI (Institute for Health Improvement) launched an effort to reduce preventable deaths – by identifying 6 simple practices (including washing hands, hygiene related measures, forming rapid response teams, use of a checklist etc) that could be employed to chip away mortality rates. Saved close to 120000 lives in 2 years, by 2006 due to this campaign
      ii. They named the problem – “preventable errors are killing too many people”
      iii. Naming the problem is a hallmark of effective scaling.
      iv. Alan Mullaly used this strategy in early days of For’s turnaround – “Create one Ford” – “merge with ourselves”
   b. Name the enemy
      i. The hot cause is amped up pointing to some vile outside enemy that people must join together to defeat.
      ii. “Pick a target, freeze it, personalize it and polarize it”
      iii. Steve Jobs likened IBM to an evil dictatorship bent on taking over the world with its soulless wares. Also his attacks against Bill Gates and Michael Dell.
      iv. Name the enemy to crank up emotion, inspiration and commitment – and provoke employees to embrace a new mindset
   c. Do it where all can see
i. Gandhi’s Dandi march—a brilliant strategy that enticed tens and thousands of people to take public actions that demonstrated their commitment to the principles and goals of the independence movement.

d. Breach assumptions
   i. Breaching assumptions reveal contours of unwritten social rules—they reveal and challenge existing mindsets
   ii. “best ideas emerge when many intertwined smart people fret over, tweak and critique them”
   iii. Undergrads acting as boarders in their parent’s homes
   iv. Students sent to grocery stores to negotiate on the prices of canned food
   v. IDEO CEO Tim Brown sitting at the receptionist’s desk

e. Create Gateway experiences and on ramps
   i. Gateways are transitional objects or experiences to which children can transfer feelings of attachment as they break away from their mothers or caregivers. Eg teddy bear brought to day care.
   ii. Paris accord of 1973—Vietnam war square vs round tables (adversaries vs equals)

f. New rituals, better rituals
   i. Rituals can serve as on ramps for creating or reinforcing a mindset. Such public displays of commitment, repeated over and over again, become ingrained habits
   ii. At Omnicell, encourage junior members in taking important decisions and make them have a voice—ensures commitment and accountability to these beliefs and behaviours.

g. Lean on people who can’t leave well enough alone.
   i. Serge Marchionne, Fiat, (2004) spotted young talented executives and gave them wide ranging mandates. Also ejected senior leaders rewarding competence rather than seniority
   ii. Turn over of Ogilvy and Mather by Charlotte Beers

8. A mindset should be treated like a compass or the GPS in your car or on your phone. It is something that points you in the right direction most of the time—but you cannot follow it blindly, otherwise every now and then you will plow into obstacles.

Chapter 4—Cut Cognitive load

1. Sheer volume and complexity of changes often overwhelms the “working memory” of individuals who do it, which produces blind spots and bad decisions and saps their will power—this condition is called “Cognitive Overload”.
2. The more tasks people do, the worse they tend to perform on each one—similar to multitasking which undermines everyone’s competence.
3. Richard Hackman—“my rule of thumb is that no work team should have membership in double digits… the number of performance problems a team encounters increases exponentially as team size increases”
4. Intuit’s 2 pizza rule—helps members stay nimble and make decisions quickly
5. The job of the hierarchy is to defeat the hierarchy
6. Scaling requires a penchant for parsimony, for understanding the nuances of an organization and its people so you can make things as simple as possible – but no simpler
   a. Subtraction as a way of life
      i. Leaders and teams that spread excellence ruthlessly spot and remove crummy or useless rules, tools and fools that clog up the works and cloud people’s minds
      ii. Apple’s design of a one button mouse – coming from technical writer in the room
      iii. Matthew May’s book – The Laws of Subtraction – Markowitz annoyed by convoluted HR policies for managing vacation requests, decided to do away with vacation policy as long as people got their work done – with the result the number of vacation days people took actually decreased.
      iv. Adobe doing away with Performance appraisals. If Performance appraisals were a drug, it wouldn’t be approved by the FDA because it was so ineffective and has so many vile side effects
      v. “Check in” system – includes measures of how well each manager sets expectations, gives and receives feedback and helps people with their growth and development.
      vi. One of the main goals of Adobe was to “subtract technology from the feedback process” - didn’t want managers hide behind forms and computers – instead have useful conversations
      vii. Gives the feeling of “I own the place and the place owns me”
      viii. As scaling unfolds, it is sometimes necessary to inject a big dose of complexity to get through certain phases – and then cart it away when no longer needed. Example Scaffolding, essential at one point of time, must eventually be removed
      ix. Intuit’s Design for Delight (D4D) – Deep customer empathy, go broad to go narrow and rapid experiments with customers – many new products were developed with D4D methods including SnapTax which simplified the tax preparation process
   b. Make people squirm
      i. Subtraction often entails removing the old and familiar and replacing it with something new and strange (or nothing at all)
      ii. People find it hard to discard their creations – “It is always easier to kill some one else’s darlings than it is to kill your own” – Stephen King
   c. Bring on the load busters – subtraction by addition
      i. Traffic light system in banks in Sherbank, Norlisk branch, Russia - green lights when lines are short, and tellers could spend time with customers, and cross sell services, yellow to signify that lines are becoming long and hurry customers a bit and red when all hell has broken loose – the result the standard time to serve a customer considerably reduced and saved close to a billion dollars within a year of introducing it.
      ii. US Forest Service uses 5 steps to brief the incoming officer
         1. Here’s what I think we face
         2. Here’s what I think we should do
3. Here’s why
4. Here’s what we should keep an eye on
5. Now talk to me – tell me if you don’t understand / cannot do it / see something that I don’t see

d. Divide and conquer
   i. Dividing organizations into smaller groups led to improved coordination and accountability and enhanced personal bonds for US Marines, Salesforce and Pulse news.
   ii. “Going native”, “Local optimization” - Jet Blue

e. Bolster collective brain power: increase cognitive capacity instead of adding more people
   i. GM getting rid of Saab and Saturn brands and reduced the number of weekly reports from 94 to 4.
   ii. Have stable teams or atleast have the core team have long standing members – enables to bond together and perform better

Scaling requires injecting just enough structure, hierarchy and process at the right time. The key challenge is knowing when to add more complexity, when it is “just right” and when to wait a bit longer.

Chapter 5 – The people who propel scaling

1. Netflix makes it clear to employees from day one that merely “adequate performance” results in a “generous severance package” – the company grew from a small founding team in 1997 to about 2500 employees in 2013.

2. Annual compensation reviews are treated as rehiring decisions. Managers ask
   a. What would the person get elsewhere?
   b. Is this person so good that he or she would be difficult or impossible to replace?
   c. What we pay for his or her replacement?
   d. What would we pay to keep this person?

As a result, Netflix employees get big raises without having to interview for jobs outside the company.

3. People were rarely let go for weak technical skills. They were fired for lack of “personal characteristics” which included “not proactive enough, simply take orders but don’t contribute to ideas, they don’t show enough curiosity or question the status quo”

4. Tamago Ya (Egg House) produces organic box lunches and sells them to Tokyo offices for $4. The company relies on market intelligence from van drivers – on the demand / forecasts for the next day. Customers order more lunches when it is raining.

5. Accountability - I own the place and the place owns me – a tug of mutual obligation is created because being “owners” entitles employees to push themselves, peers, subordinates to exceptional performance. And being “owned” means that employees accept, expect and work hard to meet high standards held and enforced by superiors, peers and clients.

6. Self management – brings in more responsibility and accountability
7. 7 factors which makes employees feel “I own the place and the place owns me”
   a. Squelch free riding
      i. When people feel accountable to their colleagues and customers, they feel
         obliged to expend extra effort and make sacrifices for the greater good
      ii. The problem of “free riding” on some one else’s effort – if the organization
         grows bigger
      iii. GE evaluates employees on their performance and leadership. Leadership
         includes supporting the GE culture – and the evaluation categories are
         1. External focus
         2. Inclusiveness
         3. Clear thinking
         4. Expertise
         5. Imagination and courage
      iv. GE employees at all levels are “expected to own the responsibility” for
         constantly improving their skills and updating how they lead in response to
         changes in business environment
   b. Inject pride and righteous anger
      i. Netflix treats their company as a sports team to focus employees on winning
         and beating the competition.
      ii. Gen Matthew Ridgway turnaround of the US army during the Korean War –
         by being in the trenches and overseeing operations himself – restored his
         troop’s confidence and pride.
   c. Bring in guilt prone leaders
      i. Guilt prone leaders have a strong sense of personal responsibility for their
         actions and are attuned to the impact of the decisions on others
      ii. Guilt proneness (being worried about colleagues who might feel ignored or
         disrespected, ensure every one’s opinion was heard, put others first and do
         best for the greater good) predicted emerging leadership even more than
         did extraversion
   d. I will be watching you – use subtle cues for prime accountability
      i. If people are given subtle reminders that others are watching, they are
         prone to do the right thing
      ii. Voluntary contributions in a box “Honesty box” – flowers on one side and
         pair of eyes on the other. The box close to the “pair of eyes” garnered more
         donations
      iii. Guindy railway station – autoriskshaw drivers pooled money to paint walls
         with gods/goddesses
   e. Creating the right gene pool
      i. “Company becomes the people it hires” – founders and first hires create the
         culture – hence rope in the right mix of people
      ii. Tamago Ya – use of high school drop outs and motivating them to excel
      iii. Rotate “high potentials” through diverse and increasingly challenging jobs.
         Neiman Marcus identifies potential store managers from their master sales
         person / merchandise buyer
iv. TCS – “CEO factory” for each business unit to ensure speed and responsiveness – also enables TCS CEO to focus on broader strategic issues.

f. Use other organizations as your HR department
   i. 45% of 6100 pilots at SW airlines are veterans or reservists – their pilot hiring manager is a former F15 pilot
   ii. Many companies in Silicon Valley use Stanford University as a kind of HR department

g. Hire people prewired to fit your mindset
   i. Bringing in people prewired with personalities, values, and skills which mesh well with any mindset moves your aim to scale and can amplify your odds of successful scaling
   ii. Danish consulting firm – Specialisterne (the specialists) Thornkill Sonne was inspired to start a firm after discovering his son had autism – was adept at memory tasks and had an intense focus that helped him to flawlessly perform repetitive and tedious chores. Some apparent weakness of autistic people turn out to be strengths for repetitive tasks that require extreme concentration

8. Extreme accountability – Attack on Taj
   a. The exemplary behaviour of the Taj employees helped some 1500 guests escape on that tragic night.
   b. Employees as ambassadors of the company – their job is to look out for the customer first, last and always
   c. Taj seeks new hires who are prewired with values and motivation to embrace and live its mindset
   d. Reward system reinforces the mindset – employees receive points based on compliments from customers and colleagues, self report of their accomplishments and their suggestions for making improvements

Chapter 6 – Connect people and cascade excellence

1. Ignorance, mediocrity and mistakes run rampant when organizations fail to link the right people with the right information at the right time. During Iraq war, IED handbook sitting at a desk – instead of having it shared and cascaded across the army
2. “Amateurs discuss strategy, professionals discuss logistics” – in other words, the nuances of getting things done
3. Researchers have portrayed scaling as a three stage process – excellence, efficiency and expansion
4. Peanut butter syndrome – Yahoo’s slide towards mediocrity – described as spreading peanut butter across the myriad opportunities that continue to evolve in the online world. The result – a thin layer of investment spread across everything we do and thus – and we focus on nothing in particular.
5. Diversity is essential for scaling and it is important to form an initial scaling team with people who mirror the diversity of larger organization.
6. Need for master multipliers – who have deep knowledge and enthusiasm about what they spread – are adept in finding others to help them fuel the connect and cascade process.
7. Phil Jackson – NBA coach – adept at identifying and developing talent, renowned for having a light touch with players.

8. Bring on energisers – bring on positive energy, engage the person, value other’s ideas and create conditions that enable others to make progress, propel the flow of excellence.

9. Connect everybody – turn work into a game –
   a. Rite Solutions birthday bash on the first day of work besides a welcome bouquet to the family at home
   b. Gamification strategy to entice employees to generate a broad swath of ideas, select and develop a few and kill most of them.
   c. Internal stock market – Savings Bonds (save money, increase efficiency) Bow Jones (use existing technology to create new products/services) and SPAZDAQ (ideas about new technologies)

10. Making nets work
    a. Scaling doesn’t succeed until the networks you build are buzzing with constructive actions that reflect and reinforce the goodness that you aim to spread
    b. Once is not enough, one is not enough
       i. If you want a mindset to stick, you got to pummel people with multiple messages and exposures to get people to remember, accept and live it.
       ii. One is not enough – use of multiple tools to embrace the mindset you aim to spread
    c. Tools to get nets to work
       i. The top down approach - Verizon – text messages began to be used by the CEO, VPs downwards
       ii. Broadcast your message to one and all - Use of webinars, brochures, mailings gatherings to broadcast messages
       iii. Surround them – have the many teach the few – Model right behaviours through taking it one person / one team and make them embrace the mindset
       iv. One on one – the power of pairs – Central to Facebook’s Bootcamp, pairing teachers and learners, Zynga mentoring direct reports (grow your own replacement)
       v. From the few to the many – group of determined people band together and spread their mindset across the organization. Tiger team at KP
       vi. Brokers – bridging disconnected islands – Brokering is a powerful version of “one to many” and “few to many” tools – ensure silos are “covered” – link people, teams and organizations
       vii. Create Crossroads where people connect – bazaar like settings helps build new connections and strengthen old ones. Eg trade shows, job fairs, poster sessions etc

11. Create a common heartbeat
    a. Studies show when people share rhythms with others they develop stronger emotional bonds and more likely to pitch in for the common good
b. When people share the same daily, weekly and monthly personal rhythms, connections among them form faster and stay stronger - and helps them get the best out of one another.

c. Daily Scrum

12. Leaders as connectors
   a. Scaling requires leaders to find or develop pockets of excellence, connect people and teams and ensure that excellence continues to flow through those ties.
   b. Leaders who think and act like “connectors” – ensure people down the hierarchy give consistent answers to queries, have a lot more one to one interactions and snip/weaken links that create tunnel vision / distort the vision of the leader.

Chapter 7 – Bad is stronger than good

1. Disney advertised as the “happiest place on earth” – and the employees ensure that with their commitment they bring that mindset to life. They are taught to be vigilant about spotting and eliminating dissonant details that can undermine guest’s good cheer.

2. Company uses lectures, role playing, constant coaching and feedback to teach the cast to be calm and supportive, to listen and empathize and if required apologise.

3. Little bit of bad undermined a whole lot of good – bad emotions, bad parents and bad feedback have more impact than good ones, and bad information is processed more thoroughly than good.

4. For a relationship to succeed, positive and good interactions must outnumber the negative and bad ones by atleast five to one.

5. 3 moves that can reverse bystander inaction in organizations
   a. Make sure each person feels obligated to reverse / repair problems
   b. Make sure everyone agrees what bad behaviour looks like
   c. Make sure bad behaviour becomes normalized – seen as necessary evil, inevitable or unstoppable.

6. Case of explosion of gas pipes of Pacific Gas and Electric company – bonuses based on fewer leaks discovered and lower the repair costs. 41 leaks in 2006 turned out to be 7628 leaks in 2008

7. Misguided incentives encourage people to take easy way out rather than doing the right thing.

8. 8 methods that leaders and scaling teams can use to “breaking bad”
   a. Nip it in the bud – broken windows problem. Supervisors of productive units confronted problems more directly and quickly, issued more verbal and written warnings, used formal punishments more often and promptly fired employees when warnings failed. Being a “compassionate hardass”
   b. Get rid of bad apples – remove destructive characters when other measures fail. Successful school turnarounds depends on 5 factors - effective leaders, collaborative teachers, strong family and community ties, ambitious instruction and safe and orderly learning climate.
   c. Plumbing before poetry – fixing the plumbing - repairing one broken part at a time.
d. Adequacy before excellence – customer loyalty has more to do with how companies keep their basic plain vanilla promises than how well they dazzle customers.

e. Use the cool kids (and adults) to define and squelch bad behaviour – use social network analysis to identify two kinds of cool kids – “the highly connected and chronically salient actors” – the “widely known” and the “clique leaders” – and have them write essays, perform skits etc to build awareness, also cell phone usage during meetings – target senior executives to set an example – to rid of the bad behaviour

f. Kill the thrill – remove the outcome expected from stealing – the thrill – and encourage employees to use office equipment for personal use by signing a form. Also use of Amnesty day – return missing equipment without fear of punishment and no questions asked

g. Time shifting – from current to future selves - “remember the future” -in 2001 Ann Mulcahy of Xerox asked senior executives to write an imaginary article that would appear in Wall Street Journal in 2005 – shows the vision and the direction the company should take, virtual reality experiment – students seeing in the mirror as of now and in old age – the ones in the old age room donated more funds than those in the “current” room.

h. Focus on the best times, the worst times and the end – Jet Blue – “don’t tell any one, but you are our favourite customer” – hanging around baggage claim areas which was a pain point for Jet Blue.

9. Warning signs – 5 dangerous feelings

a. Fear of taking responsibility - safer to do nothing, or something bad than the right thing. Silence is one of the most reliable signs that people are afraid to take personal responsibility and that learning and self criticism that fuel excellence are not happening

b. Fear of being ostracised – embarrassment is most effective when it steers people towards a viable and ethical path to pride and inclusion. E.g. entrepreneurs being fined $10/min for being late for meetings and being told so.

c. Anonymity – the feeling when no one is watching you, you can do whatever you want- selfish, dishonest, unpleasant, free-riding, careless about work etc. Accountability is difficult to sustain when employees perceive people they serve as nameless and faceless and are mere objects. Radiologists analyzing pair of X Rays – one without the patient’s photo and one with the photo – more attentive when they knew who the patient was.

d. Feelings of injustice – when people feel they are getting a raw deal from their superiors, they give less in return, bad behaviour runs rampant.

e. Helplessness – when people feel powerless to stop bad forces and events, they shirk responsibility, fail to act, lay low and hide.