

# Working differently is working smarter

The Municipal Journal  
28 January 2011

## High productivity is down to culture and organisation not necessarily just individuals says John Bruce-Jones

Management reviews and delayering to reduce management costs are part of every public agency's agenda, the question is how to undertake these changes in a way that leaves the organisation healthier and more productive. One approach being pioneered by LGIB may provide the answer.

One of the largest studies on productivity and individual performance showed that high performing employees are between 40 and 100% more productive than low performers. The most marked productivity differences are in managerial and professional jobs. The study (Schmidt and Hunter, 1998) also showed that only 20% of these variations in performance are due to organisational conditions (processes and systems, culture etc).

The implication is that management populations can become much more productive if you get the organisational conditions right. And that you can make management savings and have a higher performing organisation...

There are many well trodden paths to tackling waste...but one key approach is often underplayed, or overlooked altogether: fixing the vertical design of the organisation...

To read the full article, **[get your copy of The Municipal Journal](#)**

freshthinking...