Roche Publishing

# Extreme Productivity Volume 8- The Problem with Office Managers. (Demolishing Fear)

How Fear Destroys Businesses and Careers from the Inside Out and What to Do About It

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When departments or managers create policies and rules, which protect their position, power, or interest, establishing KPIs by focusing on the "micro" small picture of what happens in the day-to-day running of the business, and losing focus of the "macro" goals of the business as a whole, the company has a problem.

This is often a result of focusing on being "the best possible" X department, and not on driving the business to its overall objectives in the best possible way. In order avoid constant interruptions, exceptions and issues, managers, departments, and sometimes whole businesses, introduce policies to protect themselves in the name of efficiency. These are often policies, which control certain actions, policies which prevent or slow down information flow, policies that restrict and set how others will interact with that department, policies about the how to change the rules etc… This is a disguised form of totalitarianism, which rarely produces a happy outcome for the company in question.

## WHY SO MANY SMALL, MEDIUM AND LARGE BUSINESSES ARE INFESTED WITH AWKWARD BUREAUCRACY THAT CANNOT SWIFTLY RESPOND TO MARKET CHANGES.

According to behavioural economist George Loewenstein, "whenever individuals face trade-offs between what's best for themselves and what is morally correct, their perceptions of moral correctness are likely to be biased in the direction of what is best for themselves." Managers and leaders often see themselves as revolutionary for introducing these policies, and they often believe that they are doing the right thing, for the sake of the business. They believe that if their department is the most efficient department possible, then the business or organisation will benefit as a whole. While there is some logic in this belief, the problem is that setting KPIs based on the "micro" of each department, immediately harms the "macro" of the business, by shifting the focus away from its primary goals and sucking power and drive from the rest of the departments or employees of the business.

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