



iQuestions Faculty, John D. Beckett

Question:

How do I manage trade off between performance and buy-in in a organization?

Answer:

You know, there is often a tension between a person's commitment to an organization and their performance.

Jack Welch, the former attorney of General Electric, used a great illustration, using a matrix with performance on one axis and buy in on the other, and in the first quadrant on that matrix, if a person didn't buy-in and they were a poor performer, they were gone from the organization.

On the other hand, if they had strong performance, but really weren't buying into the organization, he said, "That person's tactically gone. It's just a matter of time."

But look at the person who may not have all of the performance, but they really are committed to the organization. He said, "We'll work with that person, and develop them."

And of course you have the fourth quadrant, where you have somebody who is simultaneously buying in but also a strong performer. Those are the people who are your rising stars, and that you can build the future of the company on.