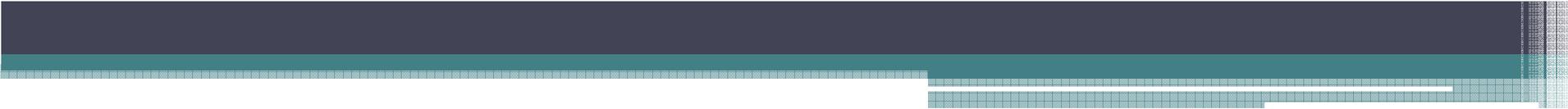


What if...We Serve Our **Employees** As Well As We Serve Our Visitors?

Andy Aichele

COSI Director of Human Capital Development



- **Who likes cake?**

**The following analogy courtesy of Kordell Norton.*

I NEED A CAKE!

- Historical analogy: ~1910
- Sundry items – easy access
- No consistency
- 10¢
- **Commodity**



I NEED A CAKE!

- Historical analogy: ~1950
- Mass-produced
- Very consistent and convenient
- \$1
- **Package**



I NEED A CAKE!

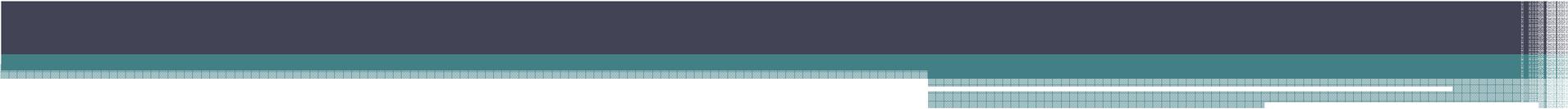
- Historical analogy: ~1990
- Store-bought
- Personalized
- \$10
- **Service**



I NEED A CAKE!

- Historical analogy: ~2010
- Hosted party
- Facilitated, unique
- \$100 - \$300
- **Experience**





Serving Our Missions...

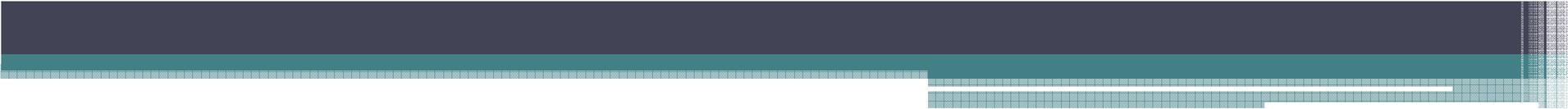
- Adapting to serve our visitors' needs:
- Basic inventories/self-guided
- Curations/collections
- Programs/services
- Participatory/engaging/customized

What about our **employees?**

**How can we facilitate the
EXPERIENCE?**

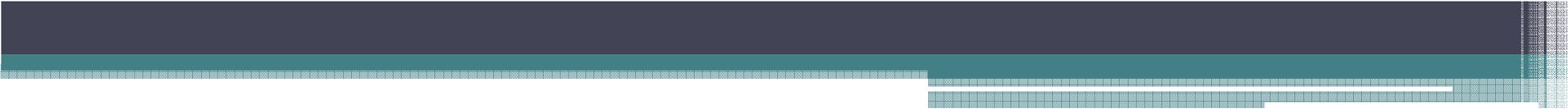
Thomas Gilbert's Behavioral Engineering Model (1978)

Environmental Factors:	Information	Resources	Incentives
Individual Factors:	Knowledge & Skills	Capacity	Motives



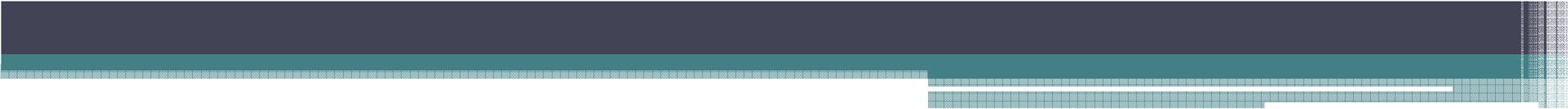
Environmental Factors

- **Information** – Clear expectations and feedback around the performer's roles and responsibilities.
- **Resources** – The materials, tools, and time needed to do the job. Includes clearly defined processes and procedures.
- **Incentives** – Both financial and non-financial, positive work environment.



Individual Factors

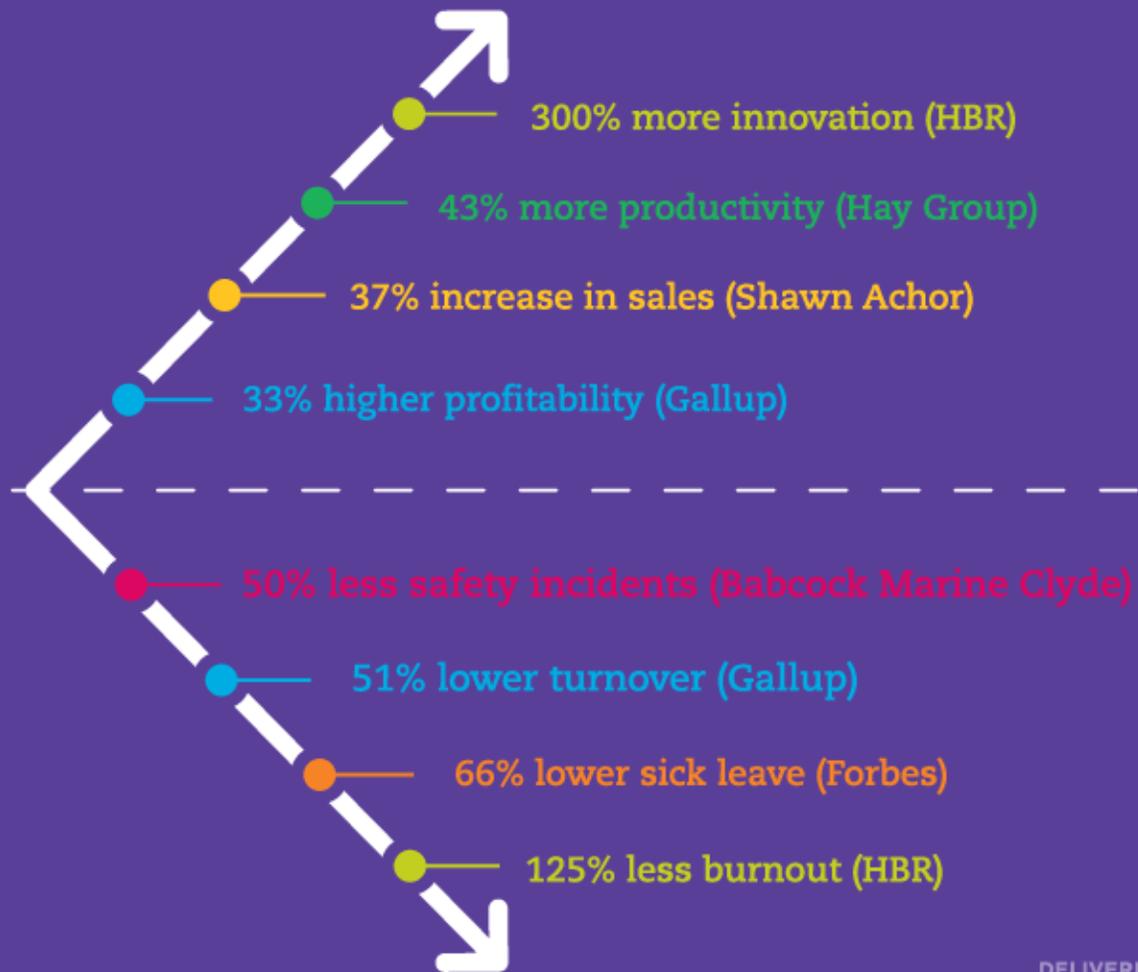
- **Knowledge/Skills** – Employees with the necessary knowledge, skills and experience to perform the job.
- **Capacity** – Employees who have the capacity to learn and do what is required.
- **Motives** – Employees whose motives and values are aligned with the work you want them to do and with the work environment.



Who?

- Not just a function of Human Resources
- Culture of Accountability
- Every supervisor can provide information, resources and incentives
- Every employee can build knowledge/skills, capacity and motives

WHAT HAPPENS IF WE INVEST IN *happiness*?



Zappos, Tony Hsieh



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