BRAIN-DRAIN:
EASING THE PAIN OF TRANSFERRING KNOWLEDGE TO THE NEXT GENERATION OF COURT WORKERS

Roger Hall, PhD
Business Psychologist
Compass Consultation, Ltd.
614-595-6717
www.compassconsultation.com
WHAT DO YOU WANT?

Results
WHAT DO YOU WANT?

Results
WHAT DO YOU WANT?

Results

Actions/Behaviors
WHAT DO YOU WANT?

Results

Actions/Behaviors
WHAT DO YOU WANT?

Results

Actions/Behaviors

Thoughts/Beliefs
HISTORY OF CONCRETE

• www.romanconcrete.com

© 2013 Roger Hall, PhD
HISTORY OF CONCRETE

It took 800 to 1200 years to find the recipe again.
HISTORY OF CONCRETE

• It took 1300 years to build another building that had a larger dome that surpassed the Pantheon.
BENEFIT TO THE COMPANY:
BENEFIT TO THE COMPANY:

• Charles Proteus Steinmetz
BENEFIT TO THE EMPLOYEE:
PRINCIPLES

• Change starts at the top
PRINCIPLES

• Change starts at the top

– Roman Concrete
PRINCIPLES

• 3 R’s of Old Age Education.

© 2013 Roger Hall, PhD
PRINCIPLES

• 3 R’s of Old Age Education.
  – Risk

© 2013 Roger Hall, PhD
PRINCIPLES

• 3 R’s of Old Age Education.
  – Risk
  – Reflection

© 2013 Roger Hall, PhD
PRINCIPLES

• 3 R’s of Old Age Education.
  – Risk
  – Reflection
  – Relationships (things that last beyond my life)

© 2013 Roger Hall, PhD
BRIDGE OVER THE RIVER KWAI

www.homevideos.com/revclas/7b.htm

© 2013 Roger Hall, PhD
BRIDGE OVER THE RIVER KWAI

www.homevideos.com/revclas/7b.htm

© 2013 Roger Hall, PhD
© 2013 Roger Hall, PhD
• Eriksonian developmental stages
  – Middle Adulthood
    • Generativity vs. Stagnation
  – Late Adulthood
    • Ego Integrity vs. Despair

• http://chiron.valdosta.edu/whuitt/col/affsys/erikson.html
• Eriksonian developmental stages
  – Young Adulthood
    • Intimacy vs. Isolation
      • http://chiron.valdosta.edu/whuitt/col/affsys/erikson.html
TACTICS

• Front end – survey the organization
TACTICS

• Assign a person to mentor
  – or a tag a long to see how a successful person succeeds.
TACTICS

• Interview –

  – Get a court reporter to make a company history.

  – Have them be interviewed and audio taped.
TACTICS

• Court Historian

  – Or give a retiring employee that job one day a week for the last 6 months on the job.
TACTICS

• **Videotape** the person doing the job with an interviewer.
  
  – If a physical job, video is more important.
  – If a thinking job, interviewing may be best.
TACTICS

- Interviewing Tactics
TACTICS

• Interviewing Tactics

• The Columbo Method

© 2013 Roger Hall, PhD
TACTICS

• Interviewing Tactics

• The Columbo Method
  – Act confused.

© 2013 Roger Hall, PhD
TACTICS

• Interviewing Tactics

• The Columbo Method
  – Act confused.
  – Ask for help.
TACTICS

• Interviewing Techniques
TACTICS

• Interviewing Techniques
  – Open Ended Question – essay questions.
TACTICS

• Interviewing Techniques
  – Open Ended Question – essay questions.
  – Fill in the Blank Question – you ask a question where they can give a one word answer.
TACTICS

• Interviewing Techniques
  – Open Ended Question – essay questions.
  – Fill in the Blank Question – you ask a question where they can give a one word answer.
  – Multiple Choice Question – you come up with the possible answers and they pick one of the choices.
TACTICS

• Interviewing Techniques
  – Open Ended Question – essay questions.
  – Fill in the Blank Question – you ask a question where they can give a one word answer.
  – Multiple Choice Question – you come up with the possible answers and they pick one of the choices.
  – True or False Question – a question where they can answer Yes or No.
GUIDING QUESTIONS

• Name some big changes that have occurred in the court.
• How was the court able to make the change?
• What were the 3 biggest crises in the court history?
• How was the court able to successfully negotiate those crises?
• Was it people or was it processes?
• How do you do your job?
• What works best?
RESISTANCE:
RESISTANCE:

• The push back is that employees will think that you are out to get rid of them.
RESISTANCE:

• To them, knowledge is their only leverage to maintain their power.
RESISTANCE:

• Must reward them for passing along institutional knowledge.
  – Additional vacation time to spend with family
  – Awards
  – Permanent public recognition
  – Money may not do it.
RESISTANCE:

• Study the individual employee and determine what matters to that person.
RESISTANCE:

- Must do this to begin with employees who have already announced their retirement
RESISTANCE

• Change starts from the top.

– If the leader of the company is not driving this process, it will fail.
A PERSONALITY THAT IMPAIRS CHANGE

• Dogmatism
  – Milton Rokeach
HABITUATION AS A THREAT

• Why people resist change.
HABITUATION AS A THREAT

• People go back to what is familiar, not what is best
  – People tend to evaluate as better things with which they are familiar, even though it is not objectively better. (e.g., Madden, 1960; Gilovich, 1981)
HABITUATION AS A THREAT

• Consumer Research (e.g., Park & Lessig, 1981)
CULTURE PROBLEMS

• Korean Air Disaster – described in *Outliers*. Malcolm Gladwell

  – Single dominant leader and a culture of not questioning the leader resulted in a cockpit full of people (except the pilot) who knew they were going to crash.

© 2013 Roger Hall, PhD
CONCLUSIONS:

• **Roman Concrete** – what could we have built and constructed if that recipe wasn’t lost?

• If the barbarian leaders had made the transfer of knowledge a priority, where would we be today?
CONCLUSIONS

• The Library of Alexandria

  – Destroyed circa 391 AD.

[Image: Alexandria-sagan2.jpg (49KB, MIME type: image/jpeg)
Reconstruction of one of the storage rooms of the Library of Alexandria. From Carl Sagan's Cosmos (1980), fair use.]

© 2013 Roger Hall, PhD
CONCLUSIONS

• Your older employees are like that library.

• If you can motivate the leader of your company to think the same way about your older employees, you can maintain productivity for your company for the long term.
• Roger Hall, PhD
• Business Psychologist
• Compass Consultation, Ltd.
• 614-595-6717
• hall@compassconsultation.com
• www.compassconsultation.com