



MOTOROLA

IDE – Individual Dignity Entitlement

The Six Questions

The IDE process asked every employee to answer “yes” or “no” to six questions:

1. Do you have a substantive, meaningful, job that contributes to the success of Motorola?
2. Do you know the job behaviors and have the knowledge base to be successful?
3. Has training been identified and made available to continuously upgrade your skills?
4. Do you have a career plan, is it exciting, achievable and being acted on?
5. Have you received candid, positive, or negative feedback within the last 30 days, which has helped in improving your performance or achieving your career plan?
6. Is adequate sensitivity shown by the company towards your personal circumstances, gender and culture?

My Experience During the Motorola IDE Rollout

During my tenure at Motorola Corporation, I had the privilege of spearheading the implementation of a groundbreaking initiative known as the "Individual Dignity Entitlement" (IDE) program. Reflecting on this transformative period, I am reminded of the profound impact it had on our organizational culture and the invaluable leadership lessons it unveiled.

The Motorola IDE program was not just a routine process; it was a dynamic approach to shaping the employee experience and fostering a people-centric environment. Rooted in the belief that every Motorolan deserved a workplace characterized by individual dignity and entitlement, IDE aimed to set a minimum standard of expectation for all employees, transcending grades, functions, and cultural backgrounds.

At its core, IDE revolved around employees answering six fundamental questions online every quarter. The simplicity of a "yes" or "no" response cut through ambiguity and provided a clear, uncompromising snapshot of an individual's engagement and satisfaction. These questions delved into job meaningfulness, knowledge base, continuous training, career plans, feedback mechanisms, and the company's sensitivity to personal circumstances, gender, and culture.

Undoubtedly, the implementation of IDE presented challenges. Employees grappled with the fear of consequences tied to negative responses, managers were apprehensive about potential repercussions, and the entire organization faced the anxiety of one-to-one conversations. However, it was precisely through these discomforts that IDE became a catalyst for meaningful change.

The language chosen for **IDE – "Individual," "Dignity," and "Entitlement"** – was deliberate and reflected a commitment to declaring what it meant to be a Motorolan. It served as a universal and unbounded message, setting the stage for managers to uphold the minimum expectations regarding their teams' dignity at work.

The program's approach of binary answers may have seemed draconian, but it served a crucial purpose: it demanded clarity and left no room for ambiguity. This approach encouraged honest self-assessment and provided invaluable data for organizational development to identify areas requiring coaching and management support.

Reflecting on the leadership lessons gleaned from IDE, several principles emerged:

Leaders must not only set and assert strategy but also define the desired employee experience, encompassing culture, beliefs, values, and leadership styles.

Clear standards of employee entitlement should be communicated to create accountability and transparency.

People-managers need explicit expectations regarding their roles in managing their teams, and organizations must facilitate the development of the necessary skills.

Senior leaders must model the desired behavior consistently, recognizing that their actions will be emulated by the entire organization.

Establishing metrics to gauge organizational health is imperative, and leaders must actively focus on continuous improvement.

Whether one views IDE favorably or not, the critical leadership question it poses is universal:

"What do you want the experience of working here to be? Are you investing sufficient energy and time into cultivating that experience through purposeful leadership?"

The IDE program challenged us to confront these questions head-on, fostering an environment where leadership wasn't just about processes and strategies but about shaping a workplace culture that prioritized individual dignity and entitlement.

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