



EMPLOYEE ENGAGEMENT WORKSHOP







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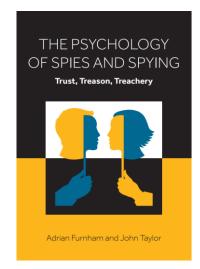
Adaptive Accountancy

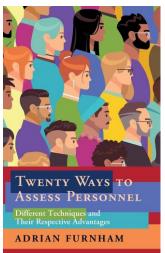
Work Motivation, Engagement and Entrepreneurs

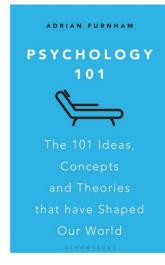


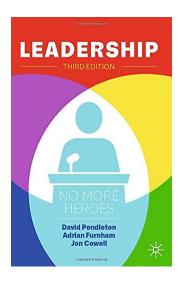
Professor Adrian Furnham Norwegian Business School

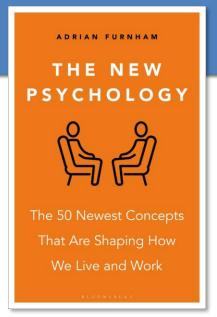
with thanks to Chris Woodman and Robert Hogan











21st November 2024

An in-depth look at some of the newest issues in psychology and how they can shape our lives, at home and at work - from AI and eco-psychology, to the psychology of social media.



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serco























































































The Path to Leadership

Technical: Recruited and selected for ability, knowledge and skill.

Supervisory: Promoted to managerial positions as a function of effort, progress (and politics).

Strategic: Elected/Selected to board level jobs as a function of reputation, ambition and history



The primary colours model



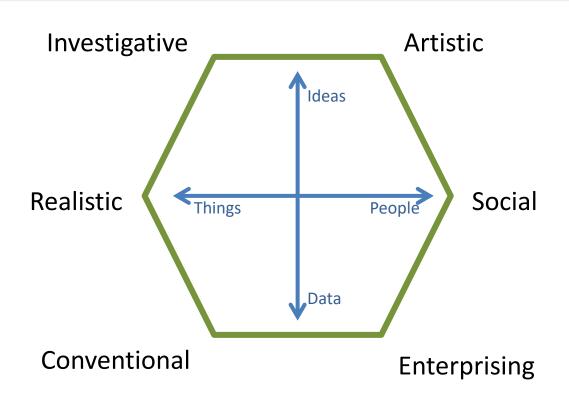
What a person, can, will & wants to do

- What a person <u>can</u> do? This refers to their <u>ability</u>. It is about their capacity to do various tasks efficiently given that they have the desire to do so. It also refers to their ability to learn new tasks.
- What a person will do? This refers to a person's motivation or what they want to do. Motivation refers to a person's values and drives.
- What a person wants to do? This refers to preferences for certain activities over others. It is about want a person likes to do and will do so freely with any form of cohersion. It is about their values and personality and motivation which pushes them in one direction or another.

Job Choice is a clue

- We make choices in life based on ability, values and preferences
- Choosing a particular job tells us about a person's (self-perceived) ability and what drives them
- Attraction.....Selection.....Socialization......
 Attrition accounts for relative homogeneity in occupations.

Vocational Preference and the Concept of Fit



The Essentials of Management

Challenge

 Clear objectives for individual and company. People know their objectives

Support

 Providing emotional, social, technical, financial and informational support

Feedback

Regular, specific, behavioural





Motivation

Intrinsic: for the love of the activity which is its own reward. Amateur

love of the activity



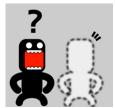
Extrinsic: for some external benefit, like money. People are prepared to take part in the activity because they are compensated by some benefit (the most preferred of which is money)

Money As A Motivator

Money has very *short term effects* because:

Adaptation

effect rapidly disappears



Alternatives

other things (i.e. security) matter more

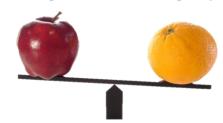


vs.



Comparison

now against a different groups



Increased Worry

taxation, inflation



Intrinsic Motivation

- Carrot-and-Stick motivation does not work anymore
- Human beings have an innate drive to be autonomous, selfdetermined and connected to one another, and that when that drive is liberated, people achieve more and live richer lives.
- Organisations should focus on these drives when managing their human capital by creating settings which focus on:
- our innate need to direct our own lives (Autonomy),
- to learn and create new things (Mastery),
- to do better by ourselves and our world (Purpose)

Autonomy & **Empowerment** – provide employees with autonomy over some (or all) of the four main aspects of work:

- When they do it (time)
- •How they do it (technique).
- Whom they do it with (team)
- What they do (task)

Mastery & Competence – allow employees to become better at something that matters to them:

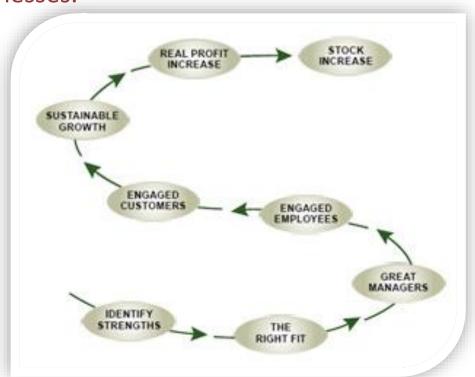
- •Provide tasks which are neither overly difficult nor overly
- •Create an environment where mastery is possible four essentials are required autonomy, clear goals, immediate feedback and learning tasks.

Purpose – take steps to fulfil employees' natural desire to contribute to a cause greater and more enduring than themselves

- . Communicate the purpose.
- •Place equal emphasis on purpose maximisation as you do on profit maximisation
- Use purpose-oriented words.

The Gallup Path

The Gallup path is used by the world's most successful businesses.



Gallup's 12 Questions

- 1. Do I know what is expected of me at work?
- 2. Do I have the materials and equipment I need to do my work right?
- 3. At work, do I have the opportunity to do what I do best everyday
- 4. In the last seven days, have I received recognition or praise for doing good work?
- 5. Does my supervisor, or someone at work, seem to care about me as a person?
- 6. Is there someone at work who encourages my development

Gallup's 12 Questions

- 7. At work, do my opinions seem to count?
- 8. Does the mission/purpose of my company make me feel my job is important?
- 9. Are my co-workers committed to doing quality work?
- 10. Do I have a best friend at work?
- 11. In the last six months, has someone at work talked to me about my progress?
- 12. This last year, have I had opportunities at work to learn and grow?

Nine Proven successful entrepreneurial competencies.

Proactive

- Initiative
- 2. Assertiveness

Achievement orientation

- 3. Sees and acts on opportunities.
- 4. Efficiency orientation
- 5. Concern for high-quality work
- 6. Systematic planning
- 7. Monitoring

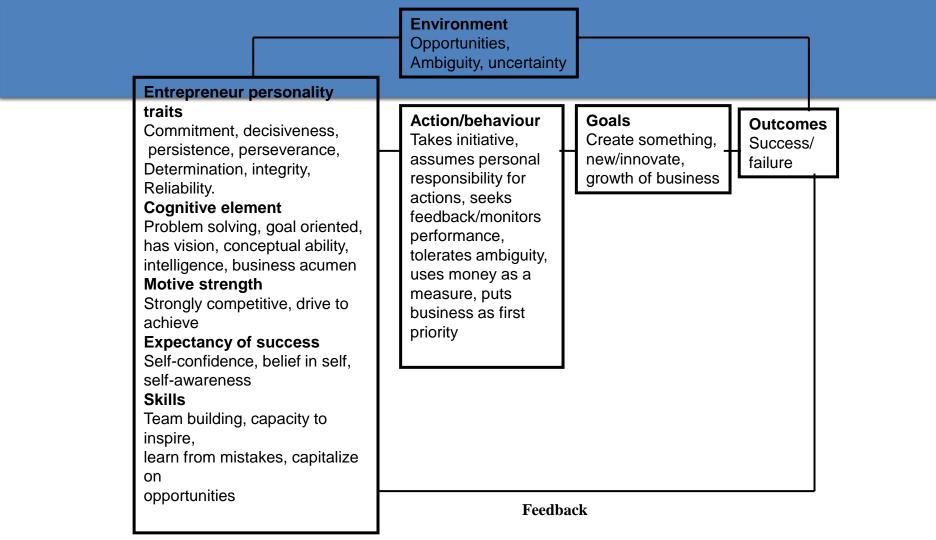
Commitment to others

- 8. Commitment to work contract
- 9. Recognising the importance of business relationships

Entrepreneurial Characteristics

- 1. Drive and energy.
- 2. Self-confidence.
- 3. Long-term involvement.
- 4. Money is regarded as a measure of success.
- 5. Persistence in problem solving.
- 6. Ability to set, and to commit themselves to, clear goals.
- 7. Moderate risk taking.
- 8. The ability to use failure as a positive learning experience.
- 9. Concern for feedback of performance.
- 10. Taking initiative and seeking personal responsibility.
- 11. Actively use resources, such as expertise of others, to accomplish goals.
- 12. Competing against self-imposed standards.
- 13. Tolerance of ambiguity and uncertainty.





Adaptive Accountancy

- 40% YoY Growth
- •We're not an accountancy business
- •We're a recruitment business







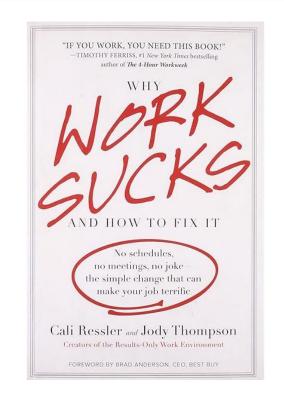
Options

- Sell less profitable clients
- Stop taking on new clients
- Create a waiting list
- Refer work to others
- Increase prices and hope some leave
- Increase salary package and take a pay cut
- Hope it all works out?

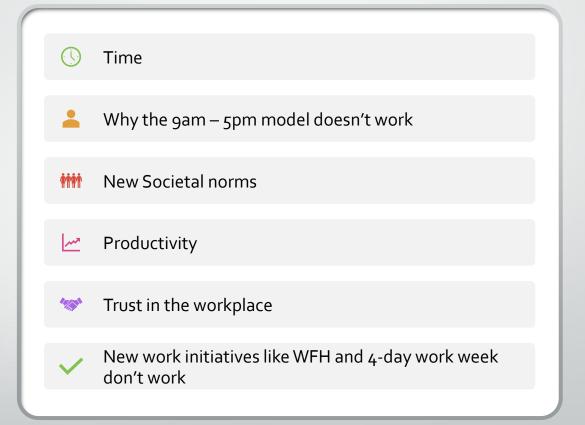
Solution

- Work anytime of day
- Work anywhere you want
- Work however you want

Ultimate flexibility in working patterns



Mindsets to challenge



Problems that can be solved

Attraction of top talent

Retaining your top performers

Eradicating poor performance

Unlock creative, problem-solving thinking of your staff

Presenteeism

Results Only Work Environment

Change Time for Outcomes

Let staff work where, when and how they want

Align business interests with employee interest

Would you care where, when and how your staff worked if all their work was completed to the correct standard? Where

WFH – going away?

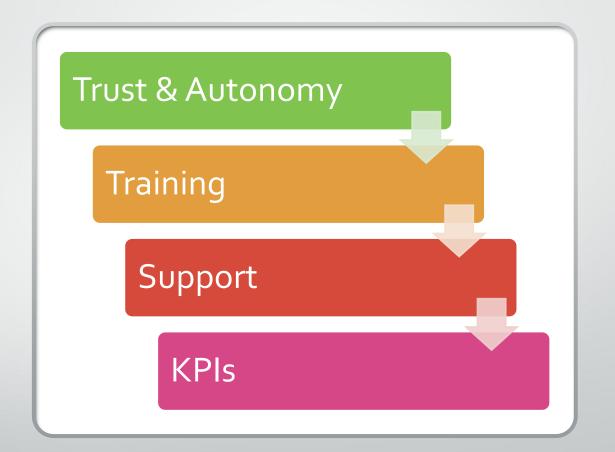
Societal shifts

Are offices there to police staff

Why measures of time don't work

When

How



My
Experience &
Tips



10 Commandments

Stop doing things that waste, your time, customer time or companies time

Staff have freedom to work any way they want

Every day feels like a Saturday

Unlimited time off – so long as the work gets done

Work isn't somewhere you go, it's something you do Arriving at 2pm isn't late, leaving at 2pm isn't leaving early

Every meeting is optional

Fine to run errands midday Monday, and grab a coffee with a friend 2pm Thursday

There are no work schedules

Nobody feels guilty, overworked or stressed out Additional points & Examples

Meetings

Align interests at all times

Lateness

Workload fluctuations

When does creativity happen

Workload braggers

Yeah buts!



People will take advantage and slack off



How can I reach someone if I really need to?



Managers must be available



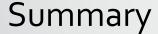
What if I end up doing more work?



Compete with the large employers in your industry, affordably



Social media advertising means zero recruitment fees and better cultural alignment





Can have a pipeline of staff



People won't go back to the traditional way of working



WFH & 4 day work weeks don't work



Now is the perfect time to be able to recruit the best staff compared to the large companies

The Journey so far...











IMPOSTER SYNDROME ROOM 2

- DEFINING AND OVERCOMING IMPOSTER SYNDROME
- CONFIDENCE-BUILDING TOOLS

AI ROOM 1

- EXISTING AI SOLUTIONS
- TAILORING AI TO THE NEEDS OF YOUR BUSINESS

SME FUNDRAISING OPTIONS ROOM 3

- FUNDING OPTIONS
- WHAT PATH IS RIGHT FOR YOU
- BECOME INVESTOR-READY

FUNDED BY



DELIVERED BY

