

Are You a Productivity D.R.I.V.E.R?

Employers are constantly searching for effective ways to get the most out of their workforce.

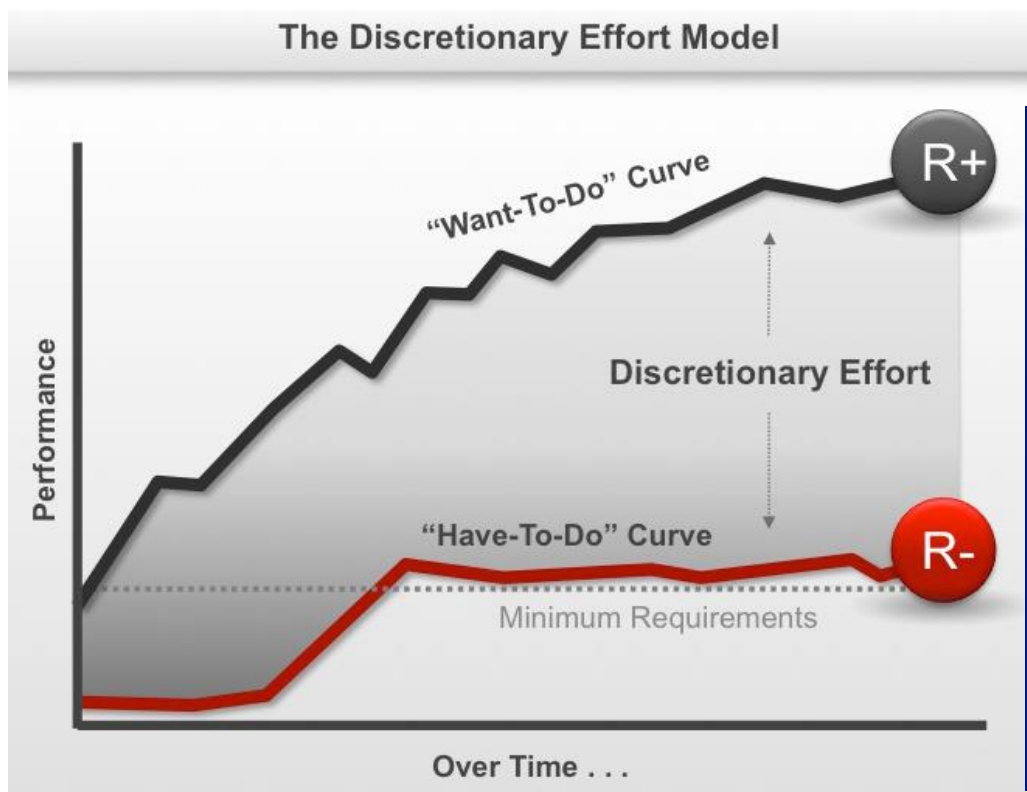
While many have given up and simply seek to pay the lowest possible rate in order to achieve decent profit margins or resort to 'robust management styles' to push their agenda forwards, other businesses have prospered by actively motivating and supporting their employees to voluntarily achieve greater levels of output in both quantity and quality.

Some organisations view longevity of employment and loyalty of staff as desirable and even essential, while achieving this has proven difficult in markets that compete fiercely for workers and management practices that often work against this goal by actively alienating employees.

The real prize that some of the most enlightened organisations strive for is a happy, engaged and ultimately more productive workforce. The right level of quality and content of the relationship with staff can yield additional effort for little or no additional financial demands from your happy workers.

This phenomenon is called '**Discretionary Effort**' and typically sees employees volunteering around 50% extra time and effort.

That is 50% extra from your employees because they **want** to give it. What would an extra 50% mean to your bottom line?



Please take a moment to do the maths.

Use this space for your calculations.

Current monthly turnover =

+ 50% =

Monthly Profit =

+50% =

Totals over a 12-month period:

Turnover =

Profit =

Totals over a 5-year period:

Turnover =

Profit =

Will this help you to achieve your organisation's goals?

Yes ☐ No ☐

Almost every business would see a massive benefit from a 50% uplift in productivity and results. It could be the difference between surviving in the market or leading their sector. The difference between breaking even or enjoying increased profits, dividends and bonuses.

Either way, now that you know that it is possible to achieve, can you afford to ignore it?

Discretionary Effort is an Earned Benefit

This benefit cannot be demanded by the employers, **it must be earned** by understanding what truly motivates their workers.

You can only ask for additional effort if it is already being offered. If this is not happening, then demanding something that is not available or may only be extracted grudgingly through the use of threats or short-term incentives will not provide any lasting benefit and can make existing issues with motivation even worse.

Motivation cannot be demanded, though it often is.

Discretionary Effort must be earned in the same ways that Trust and Respect are earned through consistency, honesty and reciprocation. We all agree that trust and respect are desirable in any relationship but why is so little done to ensure that it exists universally in the work place?

Discretionary Effort relies on these and other fundamental factors for it to take hold and flourish.

This is what will differentiate the experience of an employee from working for a 'boss' to giving their maximum effort for a true 'leader'. This can be the difference between a 'job' that pays the bills and an inspirational career that can command your attention and focus your passions.

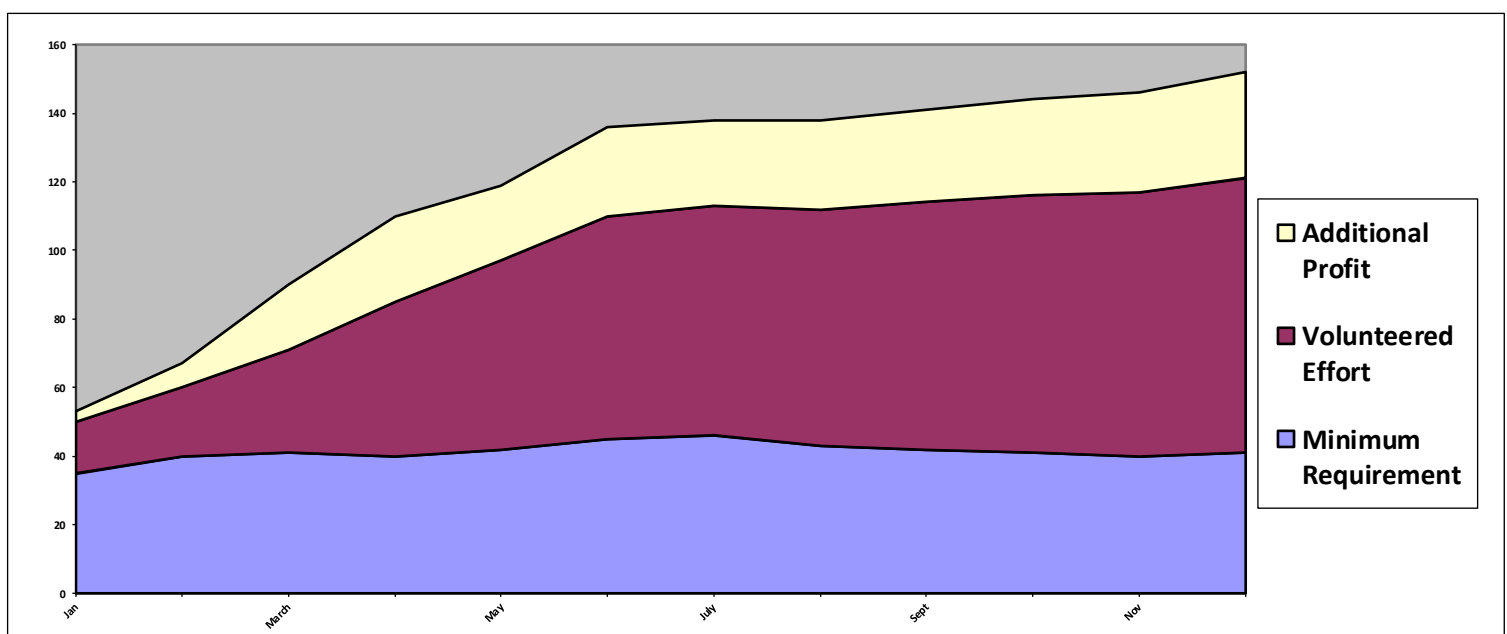
Positive leadership can create greater results by proactively creating the right conditions for the organisation's workers to achieve them. Employers can also empower multiple leaders (at all levels within the organisation) without feeling that they have jeopardised their own status.

Taking the right actions can transform a leader from being a 'Figurehead' to driving the increased performance of the whole organisation.

A workplace can be transformed into a place of pro-active initiatives and high performing productivity.

Workers can have the conditions to work fearlessly in an environment that inspires them to push themselves to deliver more and see what they are truly capable of.

Can you be a **D.R.I.V.E.R** of extra achievement?



The Common Problems That Organisations Currently Face

- Losing valuable staff to competitors
- Losing staff who set up their own business
- Cost of recruiting to replace lost staff
- Cost of new staff inductions
- 'Brain Drain' as ex-employees take their knowledge with them
- Customers following ex-staff to their new company
- Staff with little or no motivation at work
- Staff not actively working towards their organisation's goals
- Hiring external talent to replace experienced workers
- Failing to develop the talent within the organisation
- Cost of non-productive periods while new staff bed-in
- Low productivity
- Staff working only to the minimum standards
- Problems that do not get solved
- Lack of innovative thinking
- A resistance to any type of positive change.
- Poor communication between individuals and departments
- Low levels of collaboration between departments
- Regular clashes between staff members
- Staff feeling that they lack real direction
- Workers that feel that they have no voice or influence
- Staff not volunteering any additional time or effort
- High levels of 'work avoidance'
- Opportunities that the organisation fails to benefit from
- Projects that receive little or no backing from the workforce
- Little or no direct communication in either direction between leaders and front-line staff.
- Senior leaders feeling that they are not receiving important information

Any of these issues can prevent a company from hitting its targets. They make the business less competitive, less stable, less productive and less profitable than it could be.

How do you solve this problem?

The temptation for many managers and business owners initially is to seek a quick fix. As you can see from the list above, the issues can be numerous, interlinked and are far from simple to eliminate individually.

Traditional 'robust management styles' will not work and can make the situations worse.

If you only identified a few of these issues as occurring in your business, these are still symptoms of deeper issues.

If you can see many of the above situations occurring on a regular basis, then you are probably already acutely aware of how damaging that they can be.

Start with Clarity and Honesty

As starting point of evaluating the severity of these issues within your own organisation, start by honestly identifying which of these affect you, your colleagues and the business.

Draw 2 columns on paper or a spreadsheet. List the issues in one column with what you estimate that they cost business over that last 12 months in the next column.

Leave space for further columns, as you may want to add more data, such as number of identified occurrences, etc.

Each of these issues has a cost. These costs are leaking money from the business in a way that is impossible to control.

A manager does not decide when an employee has had enough and leaves the business.

Likewise, you cannot dictate where a customer chooses to take their business.

Some of these costs are easier to identify than others, so start with those. Others will not have as direct a correlation and may take a little more thought.

[illegible]

How NOT To Do It

Micro-managing these problems will only increase the levels of unhappiness within the workforce and can accelerate the rate of employee departures.

Sticking-plaster solutions will not be effective as a short-term measure and will almost certainly make the issues worse over time.

A key part of any diagnosis is to find the root cause and then design the solution to cure or heavily reduce its impact.

Most issues can be converted into a positive situation, with enough will. Be bold. This is not a tick-box exercise. This is a change of culture in favour of a more positive and healthy way of managing the people that you are responsible for and helping them to achieve the organisation's desired results.

True Story...

I once introduced the concept of discretionary effort to a CEO and his board of directors at an early stage in our relationship.

The exchange continued as follows (I apologise for the bad language used. This was a small part of the existing problem):

CEO: "So you're telling me that my staff could be working 50% harder?"

Me: "Yes. That is the indicated payoff, based on decades of research and practice."

The CEO got up from conference table, marched out into the open-plan office where most of his workforce were situated and shouted.

"This bloke in here wants to charge me thousands just to tell me that you lazy b@\$\$#@ds should be working 50% harder. Just f*cking do it or you're fired".

He strode proudly back into the glazed conference room while every person in the office (including the other directors in the conference room) visibly deflated and shrank in their seats.

This was a clear masterclass in aggressive negative-reinforcement and managerial arrogance.

Ultimately it only helped to exacerbate their existing problems of high staff turnover, high levels of absence and low morale, resulting in low productivity and the company struggling to hit its financial targets.

Negative actions always lead to negative results.

Please don't be that guy. Be better than that.

Where to Start?

Put Yourself in the Shoes of Your Workforce

Think about how you would wish to be treated and the conditions that you would need in order to produce your best work over the longest possible term.

Now do this for every individual in your organisation. Involve them, ask them and get to know them. You may find some surprising hidden talent that could be making a much larger contribution when nurtured and developed.

By finding out what motivates them, you can harness their DRIVE to increase the productivity of the company.

This is how you can be the DRIVER!

Demonstrate

The behaviours and values that you and your organisation hold, must be evident in the leadership of the organisation. If the leaders do not set a truly positive example, who will?
It is very important to lead by example.

It is not good enough anymore to say 'Don't do as I do. Just do as I say.' or the depressingly common 'I'm paying your wages, so just do it'.

Leaders set the tone for the rest of the organisation. If a manager demands honesty and then habitually lies, misleads or manipulates, the only options left to those below them is to either follow their example and create further damage of their own to the company's reputation and morale, or try to carry on working in an inconsistent and contradictory environment until they can no longer cope.

The Cost of Poor Leadership

Poor management is the most common reason cited by employees for seeking employment elsewhere. Negative reinforcement is the most commonly found approach to managing staff in environment with low levels of staff moral and motivation.

If you recognise the link between cause and effect, then it's easy to see that these results are truly inevitable. Poor management behaviours cost organisations huge sum of money every time an employee leaves as a result.

If the organisation creates positive policies that are selectively or rarely followed at senior levels, how can workers feel good about going to work every day?

Great marketing and PR that bears no relation to the reality of the experience of the worker will cause a dissonance that is hard to ignore.

Missions, Visions and Values should guide the actions of the whole organisation and not just those in customer-facing roles.

There is a growing demand among the general public for ethical behaviour from companies and high-profile individuals. This is a reaction in part due to the recent recession and public scandals caused primarily by greed.

This expectation of high moral standards extends to our employers and we expect a level of ethical consistency in order for us to feel comfortable within our roles.

The internet, social media and ever-growing online news and media have ensured that companies are increasingly held accountable for their actions and their treatment of their workforce. This means that hypocrisy, illegal activities and unethical behaviour in particular can potentially come to the attention of the general public very quickly and prompt discussions that traditional news outlets cannot always foster.

What this means is that organisations have to be genuine in their values and actions or risk losing the trust of the public, as well as their staff. Bare compliance is not nearly enough.

Once a worker stops trusting an employer it becomes almost impossible to win them back.

The whole organisation, from the top downwards, must consistently demonstrate positive values, policies and actions. In this way, the whole organisation can move in the same direction.

Consistent behaviour is the corner-stone of consistent results. Consistency across the entire organisation enables every worker to contribute positively, without contradiction.

The obstacles to achieving greater results in a high-performing environment start to drop away until the dormant potential of your workforce can shine through.

Demonstrate - continued

For examples of consequences take note of the scandals afflicting banking, utilities and supermarkets, where industry price fixing and other scandals have affected the trust of consumers and staff alike.

None of these scandals match the advertising aimed at customers or the behaviour demanded of front-line staff, resulting in an exodus of staff and previously-loyal customers. Poor working conditions and employment practices also regularly feature in the news.

The biggest consequence by far is felt by the workforce at all levels. It is the feeling of being at odds with the ethical standards and negativity that are demonstrated daily.

Workers can quickly feel that they do not represent the same values as their organisation. In the worst examples, workers can be reluctant to reveal where they work, for fear of being judged negatively by others.

This can be demoralising, resulting in lower productivity and higher staff turnover.

What Level of Discretionary Effort Can You Really Expect to Gain?

There is an easy way to gauge what level of Discretionary Effort you can realistically foster in your workplace.

Look for real examples from your organisation.

Take the most motivated member of staff. The one who puts in extra work without being asked. Are they always ready to do more, despite a lack of effective incentive or reward? Despite the tools, freedom and support to really deliver as much as they are truly capable of?

What level of productivity could you gain from allowing that worker every opportunity that they asking for? Could they be 20% more productive? Maybe more?

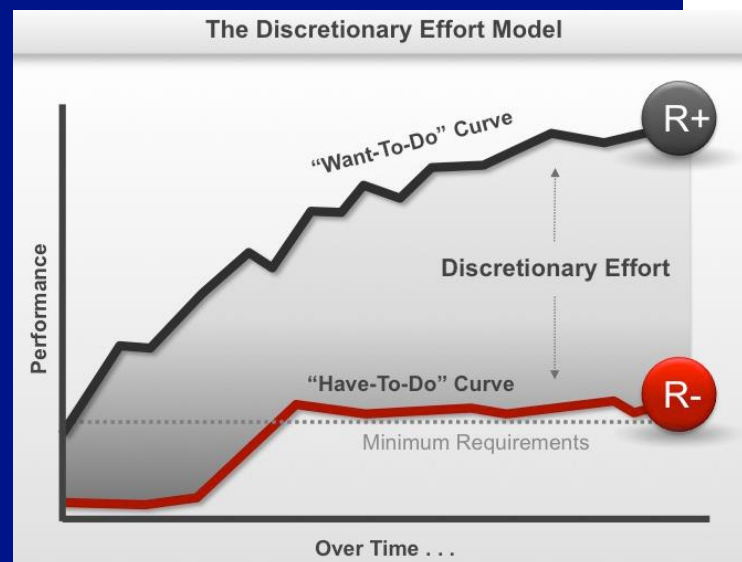
Now look at the level of productivity from your workers that are adhering to the 'Have to Do Curve'.

The difference between the examples is what we are aiming to quantify.

If your motivated worker is already delivering 30% more productivity than your low-productivity workers. That level of self-motivation is already looking very impressive.

Then you add the 20% extra that active encouragement and reward will increase the additional effort by, then you can easily and convincingly arrive at a figure of 50% as the difference between the two workers.

Now all you have to do, is provide the same encouragement, mindset and structure across the whole workforce to gain a similar increase in productivity.



Recognise

In recent years, it has sadly become the norm for many organisations to overlook the potential of their staff and fail to develop the talent that already exists in their ranks.

This means that good work is not always acknowledged, deserved promotions are filled by outside talent and ultimately the only way for a worker to advance is to try to join another organisation with slightly elevated rewards and potential.

No worker wants to feel that their abilities are ignored or that they are stuck in the same role forever. Most will feel demotivated or trapped in a dead-end job and will either seek advancement elsewhere or else feel that giving their best will lead to further disappointment.

This is a shame, as many great organisations have in the past generated plenty of corporate success stories where the CEO, Chairman or Managing Director started their career at their organisation at the bottom of the organisational chart, in the post-room, as an apprentice or even sweeping the floors. Their growing contribution to their employer was recognised, nurtured, rewarded and ultimately led to ever-increasing benefits to their employer.

Positive organisational policies that actively seek this type of outcome will provide motivation for every worker as well as the loyalty and commitment that every employer values.

This should generate positive cycles of behaviour as senior executives seek out and nurture the next generations of leaders from within their ranks.

Businesses that want to have a sense of unique tradition and continuity need to develop their employees so that their experience and abilities remain within the organisation.

The recent re-emergence and promotion of apprenticeships has started to redress skills-gaps but more work needs to be done to further develop, retain and promote skilled workers.

Somewhere in the ranks of most organisations lies untapped talent that is capable of extending the effectiveness, capability and longevity of the concern. It is there, waiting to be discovered.

If key employees are not recognised, properly utilised, retained and developed, organisations can continue to expect workers with valuable knowledge, experience and skills to carry on seeking challenges and recognition elsewhere, even with competitors.

Organisations need to focus on offering careers again, not just jobs. This type of short term thinking needs to be eliminated in favour of a return to more positive and sustainable employment practices.

Skills can always be taught but key experience cannot always be replaced. When it is gone, it is gone forever. Appreciate the resources that you have and what can truly be accomplished by recognising them and making full use of them.

Proper recognition of a worker's capability, talent and potential, is therefore another key piece of the puzzle.

Consequences include losing workers with essential knowledge and weakening the capability of your organisation while your competitors are strengthened by your ex-staff whose potential has been ignored.

Spending vast sums to recruit personnel to fill the skills gaps left by departing workers.

Ignoring the valuable resources within your workforce and all of the missed opportunities associated with this kind of oversight.

Incentivise

Cash is not enough when it comes to incentives. Countless studies have shown that money works in the short-term, but after a while it is no longer enough to keep people fully engaged.

This can often be a frustration for an employer who thinks that they are paying their staff handsomely enough to keep them working at their maximum capacity, but it appears to be a universal truth, that money on its own is not enough.

This is borne out by solid examples from all walks of life, from bankers to rock stars who walk away from the careers that made them wealthy to find greater personal and professional fulfilment elsewhere, often from activities that are much less lucrative.

This begs the question 'If money is not the best incentive, then what is?'. It is a good question and one that behaviourists have been seeking to answer since the 1940s.

Many junior workplace roles lack a sense of achievement or challenge, though these seem to be essential elements keep our minds engaged. Often, a challenge alone is enough to make us commit hours of deep focus and effort. Examples include jigsaw puzzles, crosswords, computer games and other activities that demand commitment, concentration and our precious time.

There is no financial reward for engaging in these activities and yet we spend our valued spare time fully engaged in such activities. Why?

One of the most reliable motivational elements for the workplace is the ability or the conditions for a worker to be successful. In many roles, this has been sacrificed in favour of repetitive low-level tasks that offer very little satisfaction to those employed to execute them.

Allowing all employees to contribute their talents to interesting and important tasks and projects lets them know that their work and contribution is important. For most workers, being able to stretch themselves professionally and learn new skills is something that would motivate them far more than their salary alone, especially if there is no risk or penalty if they fall a little short.

The possibility of earning a place as part of a key project should act as motivation to any worker willing and able to earn it. At the same time, employers can identify stars from within their workforce and potentially saves small fortunes by avoiding having to hire in new talent from outside the organisation.

The incentives offered by opportunities to advance, career development, increased responsibility, opportunities for further training and active career support are very highly valued by employees and often represent a much greater incentive than a good salary alone.

Combining these elements with adequate remuneration, recognition and realistic potential to achieve professional ambitions will see an increase in employee loyalty, productivity and longevity.

Consequences include frustrated workers who leave to seek new challenges and workers who become conditioned to using a fraction of their abilities. An avoidance of any additional work or risk.

Workers who feel that their roles are not important. Employees who feel that they could be achieving more if they were given the opportunity.

Organisations being left with a very narrow capability to make real progress, which is restricted to a select few workers, while the rest of the workforce is employed in prescriptive and repetitive monotonous roles.

Value

The highly mobile culture of modern employment is partly due demands from businesses for a reduction in employee rights. This has led to a culture of disposable workers who only have basic workplace rights after 2 years (it used to be 1 year) of continuous employment, zero-hour contracts and has resulted in the highest levels of self-employment and independent workers on record.

The days of having the same job with the same employer for the entirety of your working life are long gone, no matter how good the worker may be.

This does nothing to help employees to feel valued or secure in their roles.

Even workers who qualify for basic employment rights through being in their roles for over 2 years can feel that their position is less than guaranteed, especially at times of mass redundancy, restructuring and change. This is also true of employees with decent employment contracts.

Current UK employment legislation has made it easier and cheaper than ever for an organisation to dispense with workers, increasing the temptation to do so in order to meet short-term management targets. Workers inevitably can feel grossly unappreciated, unloved and insecure.

Businesses are often tempted to dispense even with the employees that make valuable contributions in order to cut costs. They sometimes only truly realise the value of the departed worker after they have left and their contribution is evident through its absence. This is a false economy that often leads to a further need for cutting costs, thus accelerating the downward trajectory of the organisation's fortunes.

This is tantamount to corporate self-harm and can be just as addictive and destructive.

It is rare to read of employees who are regarded as irreplaceable by their employers or valued to a high degree, even though this must be the case. Even founders of organisations find themselves being fired by their boards! There are countless famous example of this.

A D.R.I.V.E.R identifies valuable workers and their contribution to their organisation, their potential and their abilities. The business and the worker both benefit when talent is nurtured.

After all, employment is a transactional relationship that benefits most when both parties are engaged in ensuring that the most value can be derived from it for all parties concerned.

A D.R.I.V.E.R also values the attitudes, skills and capabilities required by their organisation to achieve their goals. By valuing their workers, they can identify which workers can help to deliver these goals and ultimately successfully achieve their targets.

Consequences include an insecure and worried workforce. Workers who are always conscious of opportunities with competitors. Workers who feel that they can only reciprocate the same level of loyalty that they are shown by their employer. Demotivated workers who feel that their efforts are not valued by their employer and consequently do not feel able to volunteer additional effort. A lack of innovation within the business.

Businesses and organisations can struggle to make positive progress towards targets and goals.

How does it look to a company's customers when their point of contact keeps changing because they have joined another firm, possibly a competitor?

How long before you feel that you may achieve a most consistent service and a more satisfactory customer experience from a supplier that was more stable?

Engage

Employee engagement is the simple task of keeping workers involved and up-to-date with the running of the organisation. Communication is easily overlooked as a luxury, but it can make a huge difference to how invested and involved a workforce feels.

Talking to workers throughout the organisation and asking their opinions in a genuine way can yield measurable benefits including higher levels of retention, productivity, staff loyalty and a greater capacity problem-solving and innovation.

The 3 main types of engagement that your organisation will benefit from promoting are:

- **Intellectual engagement** – thinking hard about the job and how to do it better.
- **Affective engagement** – feeling positively about doing a good job.
- **Social engagement** – actively taking opportunities to discuss work-related improvements with others at work.

Engaged employees, as well as being happier, healthier and more fulfilled, deliver improved business performance. This is due in no small part to feeling more included in the organisation, more respected and more involved. This translates into a wide spectrum of measurable benefits for an employer. A huge improvement from isolating and keeping workers at arms-length.

Many of the world's biggest companies have built high-performing company cultures by ensuring that the level of engagement within the organisation is high.

It is also a factor in small businesses and small teams, where communication is easier due to the close proximity of everyone involved. This makes it easier to work collaboratively and to share information.

In larger organisations that are spread between different locations extra effort is required to ensure that communication flows, not just from the top downwards, but throughout every level. It may take some creative thinking and an investment in technology to ensure that employees are connected and able to effectively and easily communicate with each other.

Put simply, a key part of engagement is seeking to unlock an employee's potential and therefore increasing their contribution to the performance of the organisation.

Combined with the other elements of the D.R.I.V.E.R process, engaged employees who enjoy the recognition of their efforts, feel valued for their work and rewarded for their results will apply more effort when they feel more included.

Consequences include an alienated workforce that feel excluded from decisions and outside the trusted and exclusive circle where information is shared and discussed. A lack of engagement creates a "them and us" workforce culture between organisational management and the workers that they are responsible for leading.

Managers and leaders can fail to receive essential information that resides with their frontline and customer-facing workers and consequently miss out on opportunities to make truly informed decisions.

Customers can easily identify if the person that they are speaking to is unhappy, demotivated or disengaged. It's highly unlikely that they will feel very positive about their interactions with your company and may soon look for a better experience with another supplier.

Engage - continued

Benefits include greater levels of productive interactions with workers at all levels, greater problem-solving capability and greater levels of communication that do not rely on line-managers and formal reports.

A friendlier and more open working environment that fosters positive actions, collaboration and greater levels of understanding.

Gaps in communications can be bridged throughout the organisation with opportunities for senior leaders to interact with front-line workers, meaning that crucial information and insights should not be lost.

Benefits that extend outside your organisation

Would you expect a highly-engaged worker to offer a more positive experience to customers, visitors and anyone else that hears them speaking about their job and their employer? Of course you would. Your staff should be the biggest supporters of their company, so provide the conditions to be the best advertisement (and advertiser).

Would the creation of a highly-engaged workplace culture naturally lead to increased levels of engagement with your customers?

Would a highly-engaged workplace culture result in higher-quality interactions with your customers?

Would a highly-engaged organisation be more attractive to prospective new customers?

Would you expect this lead to increased revenues?



Reward

While an incentive is an invitation to achieve, a Reward is compensation for good performance, positive actions and achievement of key results.

A reward tells a worker that their efforts have been noticed and valued. It tells them that their employer acknowledges and appreciates their contribution.

The reward must always match the scale of the achievement. Many workers have generated results worth huge sums for their employer only to be rewarded with a £50 voucher.

In sales roles, it is not unusual to see a worker produce a deal that delivers a £1million worth of profit only to be rewarded with a commission rate of 0.001%. This gives them a 'reward' of just £10. If this was your reward for producing such a large contribution to your employer, how would you feel?

As a promised reward, low rates of compensation provide no incentive. As a reward for the effort, stress and skill required in delivering highly-valued results, low rates of compensation can feel a little insulting. Grossly disproportionately low rates can justifiably lead most workers to start considering their wider employment options. After all, anyone else would surely value such levels of profit.

An adequate reward demonstrates how much a worker's contribution is valued by the organisation in a way that can serve as an example across the whole workforce.

It sometimes takes a brave manager or executive to highlight the achievements of a subordinate. When so many workers feel that their position may be in jeopardy, that level of confidence is often in short supply, meaning that rewards and recognition do not reach the deserving worker.

It also takes a brave organisation to adequately reward an employee for delivering exceptional results. It takes an exceptionally good organisation to allow themselves to love their workers and not be afraid that they are paying the too much.

A reward should be honest and match the achievement. How else would you demonstrate that it was worth the effort of the individual worker and send out the message to the rest of the workforce that exceptional effort is adequately rewarded?

An adequately rewarded worker is far more likely to want to repeat their achievement and even surpass it, than one whose reward falls far short. This sets a positive example for the workforce. After all, you will want the whole company to want to bring in that sort profit, so make it obvious that it will be worth their while.

Consequences include workers who feel that their efforts are not valued by their employer. Feeling insulted by non-existent or disproportionately small rewards. Inevitable resentment towards those that failed to reward them adequately for their efforts, if at all.

Workers feeling that their efforts could be valued by another employer.

Workers who feel that they would be better off producing their results as a self-employed or contract worker.

Decide in advance what an adequate reward should be. Make sure that it provides a compelling incentive and don't worry about it appearing to be generous.

Don't be afraid to test the formula by asking your employees if it is adequate or generous enough to motivate them.

Watch the effect that an adequate reward has on the motivation of your workforce.

Perform these actions daily until they become a natural part of your organisation.

Demonstrate

Demonstrate your most positive values and highest standards of behaviour.

These are the standards that you are passing down to your entire workforce and will be evident to your customer and potential customers.

A leader's behaviour sets the standard for the entire organisation. How high are your standards?

Recognise

Recognise the talent that is waiting to be discovered within your workforce. Look for it, it is almost certainly there.

Acknowledge good work and encourage more. Offer opportunities for your workers to challenge themselves and to shine.

Train your talent to increase their capabilities and develop them into large roles.

Incentivise

Acknowledge the fact that a salary does not offer enough incentive to truly motivate people.

Offer challenging work and opportunities to increase their capabilities that will lead to advancement.

Engage your workforce in tasks that allow them to feel that they are making a real contribution.

Offer support and mentoring for those who really want to grow.

Value

Value your workforce for their individual contributions to the business.

Value the knowledge that they have and how important it is to the smooth day-to-day operation.

Value the input of your staff from the front-line and throughout the business.

Value the talent and individual motivation that exists in each member of staff.

Engage

Engage, include and integrate your workforce into the organisation, so that they don't feel alienated. This is an open invitation to give their employer their best possible efforts.

Open lines of communication and make it possible for all staff to make valuable contributions.

Benefit from valuable insights from the front-line and allow all workers the potential to make contributions. Make use of the information and knowledge contained within your workforce.

Reward

Acknowledge when targets are met. Celebrate when they are exceeded. Reward generously when extra-ordinary results are delivered.

Meet the effort, initiative and ability that has been expended with an equal response.

Good rewards encourage further positive behaviours, from the whole workforce.

What behaviours do you want to encourage?

The Payoff

- Workers are less likely to want to work anywhere else.
- Staff using their entrepreneurial instincts for the benefit of the organisation.
- Recruitment costs will be lower and weighted towards filling new roles, rather than replacing vacated positions.
- Your organisation will be a highly attractive place to work for new talent.
- More money is available to re-invest in the organisation.
- Essential knowledge is retained and continually increased.
- Customers are less likely to look elsewhere for a good customer experience.
- Staff are more motivated to deliver their best work.
- Staff proactively work towards the organisation's goals.
- Reduction of non-productive periods associated with staff turnover.
- Talent is developed from the existing workforce.
- Higher productivity.
- Staff volunteering additional time and effort.
- Staff feeling empowered to do their best work.
- Active discussions staff members.
- Positive attitudes to change.
- High levels of collaboration between departments.
- Projects have workers volunteering to participate.
- Projects are welcomed and widely supported by the workforce.
- Open communication between individuals and departments.
- Staff feeling safe in challenging themselves to work beyond their comfort zone.
- Workers at all levels being able to make valuable contributions.
- An organisation that is able to easily create and capitalise on opportunities.
- Proactive problem-solving as an integrated part of the work culture.
- New ideas and innovative thinking volunteered freely to drive the company forward.
- An easy and open flow of communication between leaders and front-line staff.
- Senior leaders feel that they benefit from the information that they need in order to make informed and positive choices.
- A more pro-active and positive work culture.
- A workforce that champions change and the continued development of their organisation.

"Engaged employees can be expected to display high levels of attachment to an organization and a strong desire to remain a part of it. Consequently, engaged employees are more likely to be willing to go above and beyond the formal requirements of the job, contribute organizational citizenship behaviors, pour extra effort into their work, and deliver superior performance."

From **The Enemy Of Engagement**
by Mark Royal And Tom Agnew

Could You Be a D.R.I.V.E.R?

A D.R.I.V.E.R is a leader that treats workers fairly and works with them to help them to achieve their goals at the same time as achieving the goals of their employer. They have the potential to unite an organisation to work together in synergy to accomplish bold achievements while each individual involved is motivated to give their very best efforts.

Could you take a workforce who are each driven by their own individual and often wildly different needs and harness them to achieve the organisations goals?

Can you produce a happier, hungrier, and more equipped workforce while reaping the benefits of their additional productivity?

The cost of continually replacing lost workers is too high to ignore. The cost of losing expertise, ability and knowledge can even cripple a business by reducing its capability to compete.

The cost of working with a disengaged, disheartened and dispirited workforce is too high to ignore. It is a sign of leadership that is missing opportunities to truly lead its workers.

Organisations need D.R.I.V.E.R.s to provide direction and to promote engagement throughout the organisation. Where one sets the example, more D.R.I.V.E.R.s will step forward, especially if there is a demonstrable and universal commitment being demonstrated from the top of the organisation downwards.

Organisations that promote a D.R.I.V.E.R program can create a sustainable culture of high performance and high output, built upon discretionary effort and fully engaged, productive and happy workers at all levels.

These benefits spill outside of the organisation and typically have a positive effect on the individuals and companies that your workers will come into contact with. This includes your customers, potential customers, suppliers, potential employees, friends and family.

A positive reputation is almost impossible to buy, but it can be earned, and results in further rewards to the organisation.

All of this can be achieved with just 6 simple steps. D . R . I . V . E . R.

An engaged employee is someone who will “work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.”

Gallup Business Journal

Towers Watson suggests that employees need both the will and the way in which to actually demonstrate engagement. Specifically, “Employees need the will: the sense of mission, passion, and pride that motivates them to give the all-important discretionary effort. And they need the way: the resources, support and tools from the organization to act on their sense of mission and passion.”

Start your journey towards Discretionary Effort today.

Call us on 020 8873 0073