

THE MOTIVATING WHY?

A core belief that underpins the Care and Growth Leadership Model is that the key determinant of an individual's motivation at work is the nature of the relationship which exists between the individual and their immediate manager. Only when those in command positions make, as their primary purpose, the care and growth of those that report to them directly, will employees be truly motivated to do what is asked of them and more.

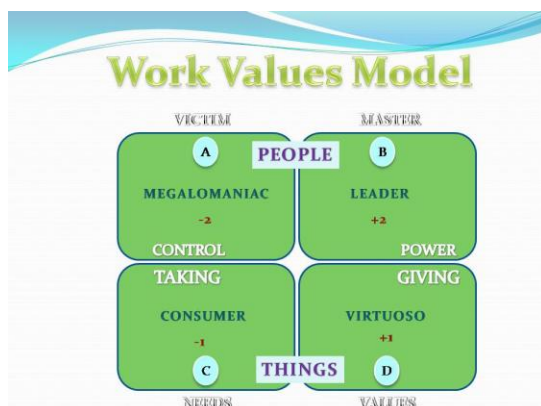
The question which arises most obviously from the above is what can those in authority practically DO to motivate those that they exercise authority over; within the broad ambit of caring for and growing them?

This is an important question because, as Gary Hamel points out in his article "The hole in the Soul of Business" (2010) only 20% of employees are truly engaged in their work – heart and soul.

Before we can answer the question of how can leaders motivate their employees, however, we must first ask another question. Namely, what does in fact motivate people at work?

SCHUIITEMA'S WORK VALUES MODEL

Schuitema's contribution to this question is encapsulated in its Work Values Model. The focus of the Model was initially on what motivates those in leadership positions in organisations. The Model has subsequently been extended to include the motivation of anyone at work.



The basic premise of the Work Values Model is that what differentiates people at work is their motive. More explicitly, whether their motive is primarily a giving or a taking motive? On the basis of this first distinction, peoples' reasons for going to work can be placed on either the left hand side or the right hand side of the Model.

Superimposed on the 'taking' versus 'giving' distinction is another distinction; the difference between focusing on 'people' or 'things'.

Giving, in other words, can be to other people or to things. Equally, taking can be a taking from things or from other people.

This further distinction, 'People' versus 'Things', results in four different types of motives or reasons for going to work. They are depicted in the Work Values Model as four Quadrants – A through to D.

All the reasons for going to work on the left hand side of the Model are about the satisfaction of one's needs, about getting for oneself what one wants at work. They are in essence about the pursuit of one's own agenda.

What differentiates the A from the C Quadrant, however, is the source of the satisfaction. In Quadrant A what the person wants can only be given or come from other people. In Quadrant C, on the other hand, the source of the satisfaction is the job itself or things associated with the job.

In contrast to the left hand side of the Model, all the reasons for going to work on the right hand side of the Work Values Model are giving reasons. People with these reasons for coming to work do so for reasons that are bigger than their immediate self interests. These reasons we refer to as values.

The reasons for going to work in Quadrant B are reasons which have a positive impact on other people, be they individuals, groups, society or the world at large. Quadrant D reasons, on the other hand, impact positively on the work itself and on the environment in which the work takes place.

In short, peoples' behaviour at work, at any given time, can be driven by their needs or their values. Which of the two takes precedence is a matter of choice.

A person's reasons for going to work, in other words, are neither predetermined nor set in stone. Accordingly, a person can on two different occasions have the same or different reasons for going to work. Irrespective of their circumstances, why people go to work sits in their hands only. They decide.

The Four Quadrants

Quadrant A

QUADRANT A – TAKING / PEOPLE (MEGALOMANIAC)

I come to work

- To pursue my brilliant career
- To be the top performer
- To be in a position to influence others
- To control the output of others
- To be recognised for my contribution
- For companionship

Quadrant A can be summarised as the need for power over others and/or harmony with others.

All the reasons for going to work in this Category arise from a need for recognition, a need for significance, for acceptance by others.

The Quadrant A needs are expressed behaviourally in one of two ways; there is the 'hard' outer shell associated with the need for power over others and a 'soft' underbelly, which relates more to the need for harmony with other people.

What underpins the 'hard' outer shell is a drive to succeed as reflected by one's position / level / status relative to other people at work. The label "megalomaniac",

derived from the condition megalomania, which means “the delusion that one is great or powerful”, is apt here.

An extreme example of the need to be on top (excuse the pun!) took place on Mt Everest one year when two parties of climbers were making their bid for the summit. The Indian party got into trouble, ran out of oxygen and collapsed in the snow. When the Japanese climbers caught up with them they elected not to share their oxygen but to continue on their quest to stand on the top of the world. On their way down they stepped over the Indians, all of whom had died in the interim. Amazingly, when the Japanese got back to base camp they were brazenly open about what they had done. In their minds being one of a handful of people to bag the highest peak in the world took precedence over attempting to save the lives of fellow mountaineers.

Like the Japanese climbers there are people at work for whom “winning” is all important. They will do whatever it takes to achieve their goals, to be successful. Their extreme competitiveness is experienced by others as ambition, sometimes even as “ruthless ambition”. Woe betide anyone who gets in the way of these people on their path to the top!

Similar to a need to win is a need to dominate or to control other people. This need is expressed as a desire to be in a position of authority, to be able to control other people and get them to do what one wants them to do. Ultimately to have the destiny of other people at work in one’s hand.

Slightly more subtle, is the need to influence others and to have them aligned to one’s point of view. At an extreme this need to influence others is experienced as the person, with this need, always having to be right or insisting on having the last word.

The ‘soft’ underbelly of a need for significance, on the other hand, is evidenced as the person acting to secure and maintain harmony in the relationships that they have with other people at work. A need for affiliation, for acceptance, for popularity, for friendship, are all examples here. Common to all of these needs is a basic need, which we all have as human beings, and that is a need to be liked.

The need for harmony is expressed differently by those who are in positions of authority and those who are not. Those in authority, who are strongly affiliative, have a need to fraternise with their subordinates. Their need to be closely connected, to be friends with their people, can make it difficult for them to establish an appropriate distance from those in their charge or to take disciplinary action when it is required. Taken further, a strong need by a leader to always put the relationship first can result in nepotism or undue patronage to people with whom the leader has a “special” relationship.

Non managers within an organisation who have a strong need for acceptance are susceptible to peer pressure. Fear of being rejected by the group can lead to them going along with something, even if they don’t agree with it or believe it is right. Similarly, this need can result in them keeping quiet about injustices that are occurring within their organisation. One of the reasons why whistle blowers, for example, are so

rare is because they know that in speaking up they face almost certain exclusion and isolation by other members of their group.

Quadrant C

**QUADRANT C – TAKING / THINGS
(CONSUMER)**

I come to work

- To earn a living
- Because I would be bored at home
- To become financially independent
- To feed my family
- To achieve certain goals
- To increase my knowledge and skills in my chosen field
- I like the variety in my work
- Because it provides me with a good income

The reasons for going to work which sit in Quadrant C are those of the “Consumer”.

They are about the acquisition and retention of things which are perceived to be important to a person at work such as money, job security, expertise and job satisfaction. The reasons for going to work in Quadrant C can be summarised as a need for security and fulfilment at work.

A person’s security needs translate into a requirement that something tangible comes their way on a predetermined date in the month. This need for a pay cheque is ubiquitous in the modern world. Testimony to this is the fact that the number of people in Schuitema workshops, in the last twenty years, whose reasons for going to work did

not include matters financial can be counted on one hand.

All other Quadrant C reasons for going to work relate to certain conditions or requirements which people have of their job or work context which, when met, give them a sense of satisfaction or fulfilment at work.

People with C Quadrant reasons for going to work are doing what they are doing for the satisfaction that they derive from it. A metaphor for this would be running. The person is not running for the sake of running; they are running for the sense of satisfaction they get at the end of the run.

What one person wants from their work can of course be very different from another person. Some people require routine and stability at work whilst others require novelty and variety. For some people it is very important to work in a high tech environment, whilst for others what matters is flexible working hours. Only when these peoples’ Quadrant C requirements / reasons are met, and not before, can they give at work.

Quadrant D

QUADRANT D – GIVING / THINGS (VIRTUOSO)

I come to work

- To do a quality job
- Because I am fascinated by my discipline
- I am grateful to have a job
- To be the best that I can be at what I do
- To discover new ways to do things / to create something
- To learn
- To be engaged in something that really challenges me
- It is my duty to do so

The type of giving that Quadrant D type reasons for going to work represents is a giving to things – to the job itself, to one's discipline or chosen field of work. People with these reasons for going to work tend to be responsible, to have a strong sense of duty and to work hard at what they do. Coupled with this strong work ethic, is an inner sense of gratitude for having a job. Being meaningfully employed, for some people, is a motivation in and of itself.

The first type of Quadrant D 'giving' is that of subscribing to task related standards of excellence. Irrespective of the task being done, the person will do it without compromising on whatever excellence in relation to the task means. The old fashioned way of describing this would be to say that the

person has "pride in their work" or that the person has high standards which they live up to on a consistent basis. They come to work, everyday, motivated by the desire to do a good job.

Beyond a concern for standards is a passion for the work itself. There are people, with Quadrant D type reasons for going to work, who are driven by a fascination for what they do. These people are not doing what they are doing for money, for fame, to advance their career or even for the benefit of society. They are doing the work for the sake of doing the work. Their attention is therefore on the task rather than on what doing the task will do for them.

These reasons for going to work are those of a "Virtuoso". Although one automatically thinks of musicians and artists, or even master craftsmen who fit this bill, other examples abound. There are scientists driven to carry out experiments out of scientific curiosity, mathematicians immersed in discovering new ways of solving a problem, computer geeks who just love code, plant operators at one with the chemical process, game rangers in awe of nature and accountants who come alive when they pore over a set of figures. And so on.

The last type of giving in Quadrant D is about learning or growth. The people for whom this is a reason for going to work are driven by an urge to get increasingly better at what they do, to relentlessly hone their abilities, to develop self mastery or to be the best that they can be at what they do.

These individuals come to work to be challenged, to step outside their comfort zone, to go to a place (be it physically, emotionally or mentally) where they have never been before. The drive to learn, to actualise one's full potential, requires a propensity for risk taking and for courage.

**QUADRANT B – TAKING / PEOPLE
(SERVANT)**

I come to work

- To serve my customers
- To help my team members
- To make a contribution to something eminently worthwhile
- To help the economy grow
- To make a difference / to add value to other people
- Because I am committed to the mission of the organisation that I work for
- For the company
- To care and grow those in my charge

Quadrant B

The reasons for going to work in Quadrant B are all giving reasons which have a positive impact on people. They are those of a Servant.

Most obviously, there is in Quadrant B, the 'giving' which is done by many in the helping professions – teachers who see their jobs as preparing the next generation to fulfil a useful role in society, social workers who dedicate themselves to helping those less fortunate, doctors who care for the sick and the dying and so on.

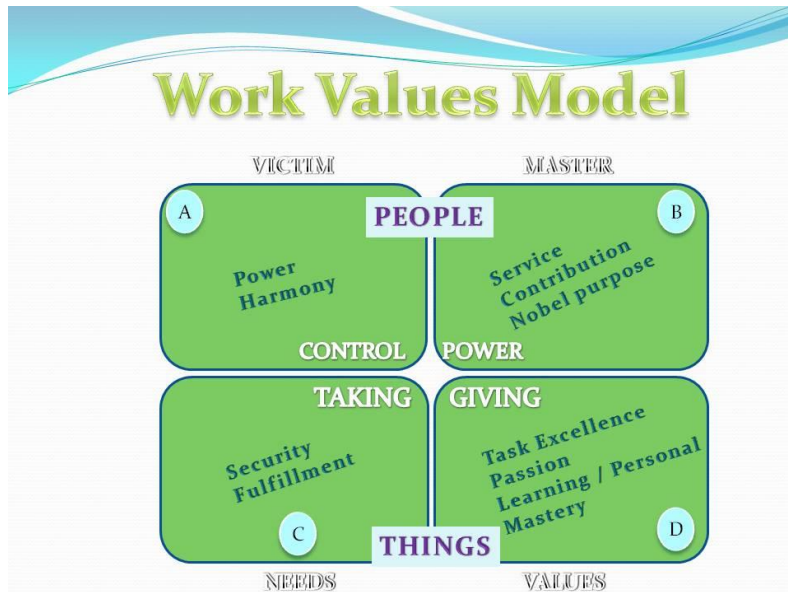
There are also some people in Government service like policemen, firemen or even refuse collectors, who see what they do as being of useful service to society. Then there are those in authority in organisations who

choose to conceive of their function as being the cultivation of others; who see themselves as being there to make their people successful rather than themselves or even the business successful.

Some business owners can also elect to see what they do as contributing to making the world a better place. Google for example states as its purpose -"helping to raise the worlds IQ, democratise knowledge and empower people with information." Singita Game Reserves, closer to home, is dedicated to wildlife conservation. The staff in its various lodges, moreover, go to extraordinary lengths to deliver an exceptional bush experience for their clients. This drive to serve the client comes from the collective leadership of the company. It is a value, driven uncompromisingly from those at the top, and embedded in the very fabric of the organisation.

All the reasons for going to work in Quadrant B are about service or about making a contribution to others, however small. In many instances they are about a dedication to a cause or a noble purpose which is greater than oneself. They are about making a difference to humankind.

Consequences of the Four Quadrants



The consequence of having needs based reasons for going to work (Quadrant A and C) is that they can lead to opportunistic and expedient behaviour in the work place. We all have needs for security, fulfilment, power / significance and harmony. We wouldn't be human if we didn't! When satisfaction of a need becomes all important, however, it can override what is the right thing to do in a particular work context.

We often set up the following scenario in a Schuitema Workshop to illustrate this point:

The employee concerned is a family man with considerable legitimate commitments. He has twin daughters who he is putting through medical school, a dependent mother-in-law (Shame!) and Great Danes who eat him out of house and home. He is two years short of retirement and as a 58 year old, in an economy in recession, is highly unlikely to get alternative employment. In short, this man needs to hold on to his job.

His boss issues him an instruction to get rid of a handsome young man who is part of his team. The boss is in her 50's and she finds it excessively depressing to have good looking, youthful people in her vicinity. The implication is clear- get rid of this young man or I will get rid of you!

Faced with the choice of holding onto his job and standing up for what is right, most people believe that the man will do the former. This is despite participants also agreeing that the person who has lost the least in the situation is the young man himself. He has only lost a job; and can get another one, perhaps even in a modelling agency now that he knows how handsome he is!

This, however, is not the end of the story. A few months later the boss confronts the man with complaints by his subordinates that he has favourites and that this is making it intolerable to work for him. At this point the 58 year old not only could, but should, say to his boss the following. "This is rich coming from you. When we kissed goodbye to Mr Handsome, we also kissed goodbye to fairness. You made it clear back then that whatever mattered around here was not fairness. You can't come back now and pull the fairness card out of your pocket."

What the story illustrates is what we all know from experience. Namely that acting for reasons of self interest very often results in getting what one wants, short term. Acts of expediency, however, in the fullness of time, come back to bite one.

More specifically the implications of the reasons for going to work in each of the Four Quadrants are outlined below.

Quadrant A – The consequence of having strong needs related to people is, firstly, that they render those who have them manipulable. This is because the satisfaction of ego needs, by definition, sits in the hands of others. As Popstars know it well, it is their fans that grant them Popstar status in the first instance, and can as easily take it away again.

At work, those that need to win, to occupy a certain box in the organogram, to influence or control others, to be popular or accepted are weak, not strong. Other people, not them, decide to give them what they desire or withhold it from them. The greater the Quadrant A person's need for significance or harmony, the weaker they become.

The second problem with ego needs is that they are difficult to ever fully satiate. A person can, for example, elect to stop eating once they are full. A need to be stroked, however, can be like a bottomless bucket. The more praise that is given, the more that it is hungered after.

Similarly, no matter which 'sticks' are wielded or 'carrots' are dangled, people on the receiving end of these things, can with the will to do so, choose not to be totally subjugated or to be bribed, but only up to a point. The person being controlled determines the degree to which they will be coerced or persuaded, not the person doing the controlling.

Quadrant C – Consumers at work, because they are driven by a desire to get more and/or by a fear that what they have acquired or gained will be taken away from them, tend to be insecure and discontented. People with C Quadrant needs, in the first instance, become entrapped by them. They don't have a job, the job has them.

There are many people in the modern workplace, for example, who are unhappy in their jobs but who 'can't' leave them – because of the perks, the pension, the secure income or even the short commute between home and work.

Further to this, the relationship that Consumers have with their employer tends to be conditional and characterised by an ongoing haggle of "if you then I..." People with very strong Quadrant C needs, in other words, stay in a job or in an employment relationship only for as long as it suits them. They will leave, either figuratively or literally, if the

going gets rough or if they are presented with a more attractive offer. Once a person has been bought, they can be bought again, and again, and again....

Quadrant D – The effect of Virtuosity – of pitching oneself against criteria of excellence, of being passionate about the task at hand, of being in pursuit of mastery or learning as an end in itself – is not enjoyment. All these things are hard, are demanding and taxing. If a sense of satisfaction comes, it comes later.

What giving absolutely to the work does produce however, is something which Mihaly Csikszentmihalyi in his book “Flow: The Psychology of the Optimal Experience” (1990) refers to as the “flow experience”.

“Flow” arises when a person is totally focussed or absolutely concentrated on the task that they are doing; when they concern themselves entirely with process without regard for outcome.

In the flow state a person operates in the present and does not worry about the past or the future. Similarly, they are not concerned about where they stand relative to other people or even what people may think about them. Whilst they are totally engaged in this way their sense of time is often transformed with hours sometimes being condensed into minutes or a few seconds seeming like minutes. They are so deeply involved in what they are doing that they lose themselves to it. In certain instances, they may even find themselves transformed by what they do.

Virtuosos, because they do not rely on external sources of satisfaction like the Consumer or the Megalomaniac, are neither manipulable or conditional. They are in fact truly free.

Quadrant B – Those who view their work as something which is really worthwhile, as having a higher purpose, as making a contribution to society or the world are prepared to invest of themselves, their hearts, minds and soul, in that work.

People who see purpose in their work can, moreover, maintain interest and enthusiasm even if they don't receive a pay raise or promotion. The contributory nature of what they do inspires them to make sacrifices and to show perseverance even in the face of setbacks and hardships. They are devoid of cynicism, of feeling that “it's good enough” or “what does it matter?”

What people with Quadrant B reasons for going to work have is a strong sense of meaning. They do not pursue meaning. Meaning is something that ensues as an unintended consequence of their personal dedication to a cause greater than themselves. The primary benefit of this sense of meaning is, of course, themselves.

In summary then:

Quadrant	Consequences
<p style="text-align: center;">A (Megalomaniac)</p>	<ul style="list-style-type: none"> • Manipulable • Weak • Never satiated • Controlled • Conflict with others
<p style="text-align: center;">C (Consumer)</p>	<ul style="list-style-type: none"> • Insecurity • Discontent • Entrapment • Conditionality
<p style="text-align: center;">D (Virtuoso)</p>	<ul style="list-style-type: none"> • Focus / absorption / engagement • Being in the now • Personal transformation • Freedom
<p style="text-align: center;">B (Servant)</p>	<ul style="list-style-type: none"> • Personal investment • Sacrifice / perseverance • Devoid of cynicism • Sense of meaning / higher purpose

RESEARCH AND EXPERIENCE

Work Values Model

At Schuitema we have not carried out any formal research into the Work Values Model. Nevertheless, as a result of asking thousands of people in our workshops over the last twenty years the question “why do you go to work currently?”, we have amassed a rich data base from which to draw a number of conclusions with respect to peoples’ motivation at work. Our findings, and how they relate to recent research in the field of work motivation, are outlined below.

- **Motives are not a function of what people do**

Yale psychologist Amy Wrzesniewski has found, after years of research, that employees have one of three “work orientations”. Irrespective of the job that a person does, she claims, an individual views their work as either a Job, a Career, or a Calling.

People with a “job” see work as something that they have to do for a paycheck at the end of the month. Their primary focus is on the financial rewards that the work brings. They fall into Quadrant C of Schuitema’s Work Values Model.

Those who view work as a “career”, on the other hand, are primarily focused on advancement at work. They are motivated by prestige, by status and the power that comes from the position that they hold. People in this category, analogous to the “Megalomaniac”, are not as likely to move for money as those who have a “Job”, but rather for a promotion.

Finally, there are those who view their work as a “Calling”. They find their work fulfilling, not because of external rewards, but because they love the work itself or because they view their work as making a contribution to society or the world – Quadrants B or D in the Work Values Model.

Furthermore, according to Amy Wrzesniewski, in any occupation from nursing to investment banking, about one third of people see their work as a “Job”, one third as a “Career” and one third as a “Calling”. As a friend of mine who was in hospital recently said “are you sure that it is only a third?”

Our experience at Schuitema, both accords with, and counters these findings. Certainly we have found that peoples’ motivation at work bears no relationship to their actual occupation. Peoples’ reasons for going to work in other words are not a function of nationality, gender, age, academic qualifications or seniority. That this is true is validated by my personal experience and observations.

When I was sixteen I was convinced that I wanted to be a lawyer. Prior to enrolling for a law degree my dad organized for me to have tea with a judge. Bubbling over with enthusiasm I said to him “you must have the most fascinating job in the world!” “On the contrary, my dear”, said the esteemed Judge, “there isn’t anything that comes into my courtroom that I haven’t seen a million times before.” Needless to say that put an end to my aspirations to pursue a legal career.

At the other end of the spectrum I remember the mailman at the explosives factory that I worked at for many years.

This man was a treasure. You could set your clock for when your post would arrive. I never saw him that he wasn't cheerful and smiling. Then, one day I was attending a graduation for employees who had successfully completed their literacy training and was amazed to see the postman go up on stage for his certificate. How on earth had he done this job as someone who was functionally illiterate?

He told me, with a grin, that he hadn't been asked in his job interview whether he could read and write. In the handover period he memorized a great number of the names and locations on the brown envelopes used for internal mail purposes. Thereafter, he had a standing arrangement with a friend at work, who would enlighten him on any inscriptions that he was not familiar with. How easy it would have been for him to lob these envelopes into a bush on his way around the Site!

From Schuitema's experience, at any rate, a CEO, an engineer and a tea lady have much in common with each other when it comes to what motivates them at work.

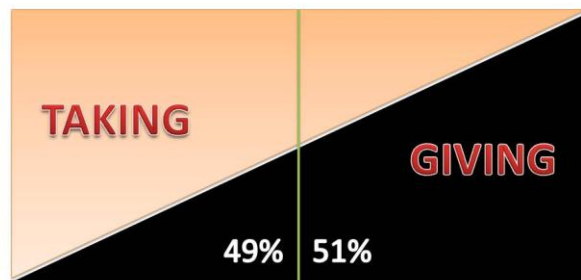
- **People at work have mixed motives**

Unlike Amy Wrzesniewski, however, we have not found that people fit neatly into any of her Categories or for that matter into any of the four Quadrants in the Work Values Model.

In the first instance we have found it to be exceedingly rare for someone to come to work for the sole purpose of earning a living. Equally, we have found very few people in our workshops, who work exclusively for either B or D Quadrant reasons.

What we have found is that a typical list of reasons for going to work includes reasons in more than one Quadrant and, very often, in all four of the Quadrants in the Work Values Model. This is not surprising since we are, as human beings, of mixed motive. Our behaviour is not driven exclusively by needs or values, but rather by a combination of the two.

This finding supports our understanding of personal maturation. Namely, that as we mature as human beings, the mix in our motives also changes. A point is reached, in terms of the maturation of our intent, whereby our motives are less about taking and more about giving.



MATURATION OF INTENT

- **There are currently more Takers than Givers at work**

In Schuitema workshops participants apply a scoring mechanism to their list of reasons for going to work. Those with a negative score sit on the Taking side of the Work Values Model while those on the Giving side reflect an overall positive score. Our findings, over many years, have been that when people score themselves honestly, roughly 15-30% of participants in any group end up with a positive score.

In other words, what we have found, is that there are currently more Takers than Givers at work. That is, that Gary Hamel's thesis that only 20% of employees are truly engaged in their work, does appear to be the case.

Consistent with this finding is our regretful observation that in organizational life needs driven behaviour / acts of expediency tend to outweigh behaviour which is values driven. What unfortunately permeates the modern workplace is fear and greed rather than generosity and courage.

Similarly, our observation is that the consequences of Quadrants A and C reasons for coming to work; namely insecurity, discontent, weakness and conflict with others are far more prevalent in organisations than the sense of meaning and engagement which are associated with reasons in the B and D Quadrants.

- **Focus on addressing needs vs. promoting values**

It is our experience, moreover, that the primary focus of most organizations is on addressing employees' needs, rather than values at work. The energies of the collective leadership of organizations, their Human Resources functions and those who consult to them on the human side of their enterprises are taken up largely with satisfying employees' Quadrants A and C reasons for going to work.

This is reflected in the time and money which, big corporations at least, invest in reward and incentive schemes, in career and succession planning on talent management programmes and the like. All of which have to do with extrinsic motivators rather than intrinsic drives.

Implicit in this focus is an unconscious assumption that most people at work are enslaved by what Gary Hamel refers to as their "own ignoble appetites" and by the immediate gratification which comes from the pursuit of self interest. It ignores completely the possibility that, what is most satisfying at work, is being in the service of something eminently worthwhile. Moreover, that it is feasible to cultivate more people in the workplace who see what they do as a "Calling" rather than as a means to an end.

Dan Pink in a talk entitled “The Surprising Truth About What Motivates Us” (2010) refers to a mismatch between what science knows and business does. He points to countless studies over the past forty years, in different parts of the Globe, which show that contingent rewards most often do not work and very often have unpredictable and harmful consequences.

What he advocates, is not greater endeavours to find the perfect formula for extrinsic motivation. Rather, he pleads for an entirely new operating system for work motivation based on three intrinsic drivers. The first is a drive for “autonomy” or a desire to be self directed at work. The second is “self mastery” or a motivation to get better and better at something. Finally there is “purpose” defined by Pink as a yearning to do what we do in the service of other people.

In essence Dan Pink is appealing for a shift away from Quadrant A and C type motivators to those of Quadrants B and D in the Work Values Model. The question of course is whether or not it is possible to affect that shift and how?

At Schuitema we believe that it is possible, although certainly not overnight and not to the extent that every Taker at work becomes a Giver.

We believe this shift is feasible because we have experienced workplaces where the average employee does come to work with the intent to make a contribution. Where most employees are concerned, more with what they can put in, than with what they can take out.

Currently the number of organisations where the above is the case is relatively rare. The challenge, of course, is to take what is currently the exception and make it the norm.

SO WHAT CAN LEADERS DO TO MOTIVATE THEIR PEOPLE AT WORK?

Shifting the focus from the left hand side to the right hand side of the Work Value Model

- RE EXAMINE ONE’S OWN MOTIVES AT WORK
- ACKNOWLEDGING, NOT FUELING QUADRANT A AND C REASONS FOR GOING TO WORK
- INCULCATING VALUES DRIVEN BEHAVIOUR
- CULTIVATING A SENSE OF PURPOSE

Enabling the shift in attention from needs to values requires the following. Firstly that leaders re examine their own reasons for going to work and ensure that their reasons are predominantly ‘giving’ rather than ‘taking’ reasons. Secondly that they adopt leadership practices which deal positively with the needs that employees have in the workplace. Finally that they institute leadership practices which both inculcate values driven behaviour and cultivate a sense of purpose in the members of their organisation.

• **It all starts with me!**

First and foremost, leaders can re examine their own motives at work since the ratio of 15-30% Givers to 70-85% Takers applies, as much to them, as it does to those, not in authority at work.

As mentioned previously, no one's reasons for going to work currently are set in concrete. A person's intent or motives are the one thing about them which can change, and moreover, can change instantaneously.

There is nothing to stop someone in authority at work from taking a fresh piece of paper and writing down an entirely different set of reasons for going to work today.

The person that I would work for willingly is someone who CARES and GROWS me.	The reason I come to work currently is to CARE for and GROW my people
EXPECTATIONS OF THOSE IN AUTHORITY	THE REASONS FOR GOING TO WORK OF THOSE IN AUTHORITY

Leaders have in fact truly cracked the leadership problem when their reasons for going to work are the same as their subordinates' expectations of them. That is when the answer to the questions "who would I work for willingly?" and "why do I come to work currently?" are the same. The person that I would work for willingly is "someone who cares about me and grows me". The reason that I come to work currently is to "care for and grow my people."

It has become apparent to Schuitema, after 20 years of experience working with those in positions of authority at work, that there are three reasons for going to work that seriously undermine a person's capacity to lead. One of those reasons sits in Quadrant D and the other two in the A Quadrant of the Work Values Model.

A Virtuoso, in a position of authority is typically less than successful at the job of caring for and growing others. The Virtuoso wants to make a contribution, but to things not people. Classic examples are the master craftsman who is made an engineering foreman or the software engineer who is put in charge of a team of developers. This was graphically brought home to me when I was working with one of our clients.



A Sales Manager who had been with the Company for seventeen years resigned. In his exit interview, he gave as a reason for his leaving, the Company's Care and Growth Intervention. As you can imagine, the CEO had me in his office within minutes wanting to know "what are you SAYING to my people?"

It turned out that this man had loved working for the Company for the twelve years that he was in a sales position. He was fascinated, he said, by the sales process – by the virtuosity of eliciting needs and then matching the features and benefits of the Company's products to these. Then they promoted him!

The penny dropped for him, when he wrote down his reasons for going to work. What turned him on was the nuances of the selling process, not the cultivation of a team of Sales People.

He duly resigned, took an Estate Agents exam , and to this day, is as happy as Larry selling houses.

Virtuosos who are offered the opportunity to exercise authority over others should not be tempted. If they are already in positions of leadership they should probably get out of them. They would be doing themselves a favour. They would certainly be doing a favour for those who are counting on them for care and growth.

The first Quadrant A need which is seriously deleterious to those in positions of authority is a strong need for affiliation. For strongly affiliative first line managers in particular, the shift from colleague to boss can be impossible to make. This is particularly so if the people that they exercise authority at work reside in the same home community.

For these people the wise option is to go back to the shop floor, or return to their previous staff status. In one organisation that Schuitema has worked with, 15% of their supervisors, when confronted with the choice of being a leader or a member of the team, elected to relinquish their positions of authority over others in favour of their need for collegiality.

Finally, there is the Quadrant A need to produce predictable outcomes. This need for control over others is typically experienced by the others as micro management. From Schuitema's experience those in authority with this need, may be good managers, but they will never be good leaders.

The growth/empowerment piece of the Care and Growth Model, which is not possible without the capacity for trust and entrustment, is not within these peoples' reach. Micro Managers are best put in charge of systems and processes, rather than human beings.

- **Dealing with the left hand side of the Work Values Model. (Quadrant A and C reasons for coming to work)**

We are not suggesting, for one moment, that those in authority at work ignore the needs that their employees have at work for Security, Fulfilment, Power, Significance and Harmony.

What we are proposing, however, is that leaders do not make addressing the needs side of the Work Values Model either their exclusive or their primary concern. Rather, that they invest their energies in cultivating the values on the right hand side of the model – specifically those of task excellence, passion, learning, service, contribution and purpose.

Dealing with the left hand side of the Work Values Model

- DO NOT MAKE PRESUMPTIONS ABOUT PEOPLE'S NEEDS.
- ACKNOWLEDGE THE IMPORTANCE OF QUADRANT A AND C NEEDS
- DON'T FUEL THE FIRES OF GREED AND FEAR IN THE WORKPLACE

In terms of the needs which employees have at work, however, the following is required. Firstly, that leaders do not make presumptions about what needs are important to either categories of employees (those on the shopfloor, people in sales, young people, teachers or South Africans) or specific individuals who report to them.

Secondly, that they continue to do, and do more, of those things which acknowledge the importance which employees ascribe to Quadrant A

and C type reasons for going to work. Finally, that they stop doing, or at least minimise, the kinds of leadership practices which fuel the fires of fear and greed in the workplace.

Don't make presumptions.

I read somewhere that we are all inclined to attribute the significance of external motivators, in particular money, more to other people, than we do to ourselves. Makes you think, doesn't it?

I certainly recall running a workshop for shop stewards in a factory who were totally convinced that the only thing that mattered to senior management was money. "Just look at the cars they drive!" Needless to say, said management, were equally resolute in their view that money was everything to the operators on the shop floor whose earnings were a fraction of theirs.

The wise management of a Call Centre decided to ask their Call Centre Agents, most of whom were in their early 20's, what they wanted most at work? The answer was the acquisition of skills and knowledge which would increase their employment options, a sense of progress and shift patterns which would allow them to live a reasonable life.

Rather than spending money on higher salaries and incentive schemes they chose to invest in a Learning Centre which employees could access out of working hours. They replaced the once off salary hike given to Call Centre Agents on completion of their basic training, with a series of mini-increments based on the achievement of set goals. Finally, they gave the best performers in the Call Centre, first choice of the shifts they wanted to work. Retention and productivity improved remarkably.

What this means is that anyone in a leadership position should make it their business to find out what makes each of the people reporting to them really "tick" and tailor the nature of their engagement with them accordingly.

Continue and do more of

Continue / Do more of

- Learning and Development
 - Team Building
 - Job Design
 - Empowerment

Those things that organisations should be doing, and do more of, are learning and development, teambuilding, job design and empowerment.

The phrase "a learning organisation" has become something of a cliché. Nevertheless, one of the best investments a company can make in its people is in their learning and development. In addition to the functional skills necessary for job competence,

the leadership of the enterprise should provide opportunities for their people to grow and develop as human beings. This type of training does not realise the immediate Return on Investment that job specific training does, and is therefore not as easy to justify, but in due course it pays back in spades.

In one of our client organisations the annual training budget was historically not spent in full. This all changed with the appointment of a senior person into the position of Head: Organisational Development. The affect on the culture of the organisation has been dramatic. The company is now on track to invest 3% of its payroll in people development on an ongoing basis.

One way of encouraging cooperation / teamwork (a value) rather than competitiveness (a need) in an organisation is to foster teamwork within natural work teams. This is particularly true of the senior management team. When members of the top team make it their business to set their peers up for success, and to confirm their significance rather than their own, they set the example for the rest of the organisation to follow.

Strong teams do not arise spontaneously. Building a team is hard work. It necessitates "time out" in order for the team to examine its modus operandi and commit to a manner of working together which will facilitate, rather than frustrate, the achievement of the group's goals.

Previously we dealt with the importance of designing organisational structures which create head room for individual growth and development. In addition, within the overall structure, individual jobs need to be crafted which make work challenging and interesting for people.

American psychologist Frederick Herzberg first developed the concept of job enrichment in the 1950's. While no longer in vogue, there is much to be said for investing time in making peoples' work more 'whole', more varied and more interesting. A Company's Organisational Development function can play an important role in this regard. Developing innovative ways of 'using the work to be done as a means to grow people', is probably a far better use of their time than implementing job evaluation systems, IR procedures and the like.

Finally, the empowerment of people talks to the need that people have to be self directed. The need, in other words, to get on with the job without undue interference by those that they report to.

This requires those in authority to do less "managing" and more "leading". Instead of constantly checking up on people and requiring them to report back on what they have done, they should give their people the means and ability to do what is required of them, stand back, let them get on with it, and thereafter hold them accountable for the contribution made.

What this implies is that managers need to be taught to let go, to stop trying to manage predictable outcomes. They also need to be held accountable for the incremental suspension of control. That is for ensuring that , over time, decisions which were previously being taken by themselves are now in the hands of their subordinates.

Minimise leadership practices that fuel greed and fear

Reducing the pervasiveness of greed and fear in the workplace is no simple task. Nevertheless, the following changes in leadership practices can help to dampen down, or at least, not fuel, the anxiety and longing more ever for which is currently so characteristic of organisational life.

Fear among employees can be ameliorated by reducing the number of restructurings and associated retrenchments which take place in organisations. There is nothing more likely to induce acute apprehensiveness in people than the possibility, however

small, that they will lose their jobs. Likewise, the use of threats, perceived by employees as intimidation, should be curtailed. They cultivate a deep sense of unease in staff and make them wary, not motivated.

Avarice, on behalf of unions, staff, and some would say in particular top management, cannot be overcome simply by, as Dan Pink suggests, "paying people enough to take the issue of money off the table". Avarice can be reduced however by the leadership of the organisation demonstrating a combination of generosity and courage when rewarding their staff. By that we mean inter alia:

- Not capitulating to improper or excessive demands simply for reasons of expediency or because of a lack of testicular fortitude to simply say "no".
- Resisting the temptation to put ever more complex and sophisticated incentive schemes on the table.
- Having the courage, in the first place, to differentiate the solid citizen from those who have really gone the extra mile. Thereafter, evidencing the generosity, to reward those who have made an extraordinary contribution significantly more than those who have not.

- **Inculcating Values driven behaviour**

The leaders of many organisations have gone to considerable lengths to elucidate a set of values for their Company and to pledge themselves to running the corporation in accordance with its stated values. Having done this work, often through an inclusive and participative process, they unfortunately stop there. The 'Company Values', along with their behavioural indicators, are put up on the wall and everyone gets back to doing the business of the business.

For a set of values and their behavioural indicators to be truly inculcated into the fabric of an organisation requires much more than that. This is a process that takes years, not weeks or months. From Schuitema's experience the following three managerial activities are required.

- Firstly, people need to be helped to make a very clear connection between the Company's documented Values and their day to day experience in the business. They need to see very clearly what acting consistently with the Values, in the process of performing their job functions, actually means.
- Secondly, the Company's values need to be fully integrated into the organisation's ongoing management practices and processes.
- Finally, people need to be held accountable for living the Values. That is, there needs to be positive consequences for those who act consistently with the Values and negative consequences for those who do not do so.

Company Value and its Behavioural Indicators

Respect

- Accept and value other people who are not like me.
- Discipline people in private.
- Treat people with dignity. Don't swear at them, humiliate them or put them down.
- Put the issue on the table – don't gossip.
- Keep calm, even when it is difficult.

Schuitema has worked with two client organisations recently to co-design a very powerful Living the Company Values Workshop. Participants are taught the difference between Values and Needs driven behaviour, and how Values are put to the test on a daily basis in their workplace. They then develop an understanding of the specific behaviours which accord with each of the Company's Values.

The core of the workshop, however, is a Values Calibration exercise. Participants review a series of real examples of incidences which typically occur in their work environment. For each example, the following is considered. Which of the Company's Values are most operative in the situation? What is the correct, as opposed to expedient thing to do in the situation? If the exact / similar situation arose now in the Company how would we act? So what do we need to do differently going forward?

Another client organization has come up with a very innovative way of integrating their Values into their managerial practices. They have decided to make living the Values a standard agenda item at all operational review meetings. Each person in the meeting is to report back on incidents which have happened in their area since the last meeting and whether or not they were handled consistently with the Value which is operative in the situation. The best examples are to be sent through to the Senior Management Team for review. As the leadership of the organization they will then be in a position to track, on an ongoing basis, the degree to which the values are being lived in the business.

The process our client's have designed is, in fact, a formalization of the Care and Growth practice of "watching the game."

Many organizations have incorporated their Values into their annual performance appraisal process. A percentage of an individual's rating, and hence increment, is a function of the degree to which they are living the Company's Values. Although well intentioned I am not sure of the impact that this has. Firstly the percentage tends to be small – typically 5% of the total rating. Secondly, without having really "watched the game," it is difficult to make a valid call on the degree to which a person is values as opposed to needs driven. This may be the reason that, in one Company I know of, everyone gets the statutory 5%.

What we at Schuitema would like to see is more examples of people in organizations, not only being censured, but actually being fired for deliberately contravening the company's Values. By this I mean not only dispensing with the services of those who have been blatantly corrupt or stolen the company's money, but removing those who have delivered the results, but destroyed the company's values in the process.

That is, that Executives are fired for their moral failing long before this inevitably catches up with them and the Company's performance takes a drive. Then, and only then, will values driven behaviour take precedence over expediency in organisations .

- **Cultivating a Sense of Purpose**

On occasion in a Schuitema workshop we take the opportunity to put the assumption, that people in organizations always act for reasons of self interest, to the test. We select a participant, preferably one for whom money is a key driver, and say to them the following.

"Whatever you are currently earning, I will treble your salary. Your new job is to sit in an air conditioned office without outside windows. There is a desk and a chair but no computer, writing materials or telephone. You have to leave your cell phone outside. You may not sleep or walk about unless during a normal lunch break. Your job is simply to sit, watch and remain totally alert all day. Will you take this job?"

Most people reject the offer. Those who do take the job say that they probably wouldn't last more than a few days. The reason is that they have nothing to do to keep themselves busy.

"Let's offer you an active job then. One that has clear measures and targets, since these are good motivators. Your new job is to dig holes to specification – 2m deep, 2m long and 1m wide. You will receive feedback on time taken to dig the hole, spades per minute, muscle growth and so on. The bonus you will be paid will be in line with your performance against these key performance indicators. Before you go home you must fill in all the holes which you have dug. Will you take this job?"

Needless to say most people find the second job hardly more palatable than the first one. What's missing this time is a sense of purpose. Nothing has been achieved at the end of the day.

“Functionally the first job is that of a night watch man sitting and watching. The second job’s activities of digging and filling up a hole are those of a gravedigger. Why does this make a difference? Because, only when a job is perceived by the person doing it to make a value added contribution, does it have meaning.

What the exercise simply illustrates is that, what really motivates people, is not the ‘get’ of a job but the ‘give’ of a job. What truly motivates people at work is the sense that they are making a contribution. The ultimate motivation, therefore, is finding meaning in the work that we do, not the reward.

Leaders of enterprises can help, both themselves and their employees, find meaning in their work in three ways.

Cultivating a sense of Purpose

- Defining the benevolent intent of the enterprise.
- Finding meaning in individual jobs and connecting the job with the benevolent intent of the enterprise.

Firstly, the executive team can define the purpose of the organization in benevolent, as opposed to malevolent or self serving, terms. They can craft what Schuitema refers to as the “benevolent intent of the enterprise.” Secondly, they can provide their employees with tools to phrase what they do in such a way that they find greater meaning in their work. And, they can help everyone in the

business to create a line of sight between the specific job that they do and the overall benevolent intent of the enterprise.

Defining the benevolent intent of the enterprise.

The aim of an organization is normally encapsulated in its mission or vision statement. Here are two examples:

“To be a world class academic hospital, leading the way in quality service, training and patient care.”


To concentrate PGMs and produce base metals to derive maximum value in a safe and sustainable manner, through a committed, disciplined and engaged team.”

The problems with both of these two statements, and those like them, is twofold. Firstly they talk more to the organisation's aspirations than to its contribution. Unconsciously, they are more about US than they are about those for whom the company is here to serve.

Secondly, they specify what the company does, and the good manner in which it does it, but not how the customer's life is better as a result, or even how the world has been made a better place as a function of what the Company does.

There is a process which Schuitema uses with its client organizations to help them to clarify their noble purpose. It revolves around the answering of four questions in the following sequence.

1. Who are our customers?
2. What are their needs and wants?
3. What is the transformation we are trying to make or effect?
4. What is the benevolent intent of our organization?



Schuitema
The Human Excellence Group

Our Client
The 21st Century human beings
Their Needs and Values
Security, Fulfillment, Harmony and Power
Transformation we seek to bring
To shift in attention from taking to give
Our Benevolent Intent
To enable people to triumph
as human beings

From these answers, what emerges, with a bit of word-smithing, is clarity regarding what makes what the organization does eminently worthwhile. A few examples, from different companies are given below.

"We keep the brave men and woman who live and work at sea safe" (an engineering marine business which refurbishes oil rigs and ocean going vessels).

"We enable peace keeping and the security of nations." (Designer and manufacturer of military aircraft.)

"We connect people which makes it possible for them to transcend boundaries and realize their dreams." (a mobile phone operator in Pakistan)

Every time we have worked with people to define the benevolent intent of their enterprise we have found them to be immensely enthused, even moved, by the process. The reason for this is obvious.

At the end of the day leaders can choose to phrase the role of their enterprise as being here to get something in the interests of the owner, or as fundamentally, to make a contribution to the market.

Only the second phrasing is benevolent and noble enough to ask everyone in the organisation to act for reasons other than their self interest. Only the second phrasing will unite those who work there and mobilise them to sustainably go the extra mile.

Finding meaning in a job and creating a line of sight between a specific job and the benevolent intent of the enterprise

There is no such thing as an important, as opposed to menial, job. There is only a job that has no meaning. What this suggests is that people do not have to chuck their jobs and join the Peace Corps in order to see what they do as meaningful. Nor do they have to, in any way, make changes to the job that they are in. With some attention and effort, they can find a greater meaning in the job that they are doing right now.

They can do this by answering the same four questions which uncover the benevolent intent of an enterprise, but this time with respect to their individual job. In this context the questions are:

1. Who pays me for what I do?
2. What do they pay me for?
3. What is the product of what I do? What is the before and after state?
4. If I consistently do this well, how does this enable others or make the world a better place?

Alternatively there are other ways of helping people make apparent to themselves the positive effect of the work that they do. They can be asked to answer the question 'what is my sentence?' In other words, what would I like other people to say about my life's work? They can be asked to rewrite their job description in a way that would entice others to apply for their job. They could be asked to think about what their customers would call their job, what title they would give it, if they described it by the impact that the job has on their lives? And so on.

In a Schuitema workshop, after people have established the benevolent intent of their job, we ask them to revisit the reasons they gave for going to work. In response to the question, "what is more motivating...? The reasons you gave for going to work or your statement of the benevolent intent of your job", we have always found that the statement of the benevolent intent wins hands down.

All that remains is to help employees to connect the job that they are doing to the benevolent intent of the enterprise. In most instances people do not find this difficult to do. What establishing a clear line of sight between an individual job and the overall purpose of the enterprise does is sustain a person's motivation at work. There will always be times in anyone's work life when the work is boring, too overwhelming, or simply difficult. By people reminding themselves of the value that

they add, by virtue of the work that they do, they can sustain their motivation even at times when it is not easy for them to do so.

In conclusion I am convinced, based on nearly twenty years of working with the Care and Growth and Intent frameworks, that people have an infinite capacity to act for reasons higher than their self interest at work and in life.

It is the core purpose of those in positions of authority to enable those who work for them to act with generosity and courage, to be values driven, rather than needs driven at work.