

TIME TO REINVENT THE MANAGER

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The workplace is changing at
an ever increasing pace.

How people are being
managed is not keeping up.

THE CHALLENGE

**How people
want to be
managed**

**How people
are being
managed**

Employees demoralised by poor management cost firms £48bn a year

Six out of ten staff find work a misery

MORE than 60 per cent of employees are demoralised by their jobs and a further 20 per cent do not care about work, says a survey.

Most staff are happy to do the least necessary to keep their jobs and go through the motions, dispirited by the nine-to-five grind.

With many bored workers apparently switching off before they even reach the office as the daily routine of commuting wears

By **Darren Behar**
Industry Correspondent

them down, the cost to Britain's economy is £48 billion a year.

Most employees work hard in their first year in a job but after that 'it's all downhill', says the poll, conducted by Gallup.

Only 17 per cent say they take an active role at work.

The longer employees are with a company, the more likely they become unclear about expectations. Many worry about

whether or not the company actually cares about their welfare and development.

Demotivated workers drain capital from businesses and cost the UK economy between £39 billion and £48 billion a year, according to the research.

The cost is more than the total budget of the NHS and is the equivalent of £12,000 for each of Britain's four million companies.

Many of these are small firms, employing fewer than 50 staff, and they are hit the hardest, the

researchers said. They blamed poor management techniques for the lack of interest shown by staff in their jobs.

Gallup's Marcus Buckingham said: 'These findings prove that we are systematically mismanaging our employees and the longer they stay with us, the more disengaged they are likely to become.'

'As a nation, we are wasting our human capital.'

In the poll, 63 per cent of workers say they are not 'engaged' at work and a further 20 per cent are actively 'disengaged'.

The research, which will be presented to the Chartered Institute of Personnel and Development's national conference next week, shows that the millions spent on leadership and management training is being wasted.

Mr Buckingham said: 'It isn't delivering what it is designed to do - if most organisations cut their leadership and management training budget, they would never know the difference.'

'All we can do is try to teach managers and leaders how to engage their employees and then measure the results.' Skilled management can motivate poor



Many switch off on the way to work

workers in just 18 months, he said.

Bosses needed to encourage a culture in which staff feel wanted and that they have some value to the company and its future.

This culture needs to be filtered down from the boardroom to the lowest levels of the company, he said.

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75% of employees are not happy with their job.
Asked what did they hate most? 60% said
"the quality of management".

SEEK, October 2003

Nearly 40% reported they often "woke up in
the morning not willing to face the day".

Kelly Services Survey, October 2003

Employee turnover increased 20% in 2003

WHAT'S DRIVING THIS



100 years of work

Manual work

Process work

Knowledge work

COMPETENCIES OF THE NEW MANAGER

1. IMPROVE THINKING

Last century's wealth was driven by a 50 fold increase in the efficiency of the manual worker.

Perhaps the success of organisations this century will be underpinned by a similar increase in the efficiency of their knowledge workers?

1. IMPROVE THINKING

Deal with large volumes of information

Work with increasingly complex ideas

Think clearly under pressure

Enable rapid learning

Facilitate insight and connection

Sociology

Anthropology

**Brain
functioning**

**Behavioural
science**

**Person
centred
approach**

**Cognitive
behavioural
therapy**

**Positive
psychology**

**Thinking &
creativity**

**Emotional
intelligence**

**Improving
thinking**

**Adult
learning
theory**

**Systems
theory**

**Sports
psychology**

**Solutions
focused
therapy**

**Change
models**

NLP

Motivation

Mentoring

Counselling

Philosophy

6 recent insights about the brain that change everything

- 1. Brains are networks of associations**
- 2. No two brains are even remotely alike**
- 3. What we learn becomes hardwiring**

6 recent insights about the brain that change everything

- 4. Perception is driven by our wiring**
- 5. It's almost impossible to change wiring**
- 6. It's quite easy to create new wiring**

***"I really want to lift my sales but
just don't seem to have the time."***

Example thinking questions

How could I best help you with this?

How important is this issue to you?

How long have you been thinking about this?

How often do you think about this?

How do you feel about the resources you've put to this?

Do you know what to do next?

How can I help you further?

2. IMPROVE COMMUNICATION

'Can humans make as much progress
in the way we treat each other as
we have made in technology?'

Dr Theodore Zeldin

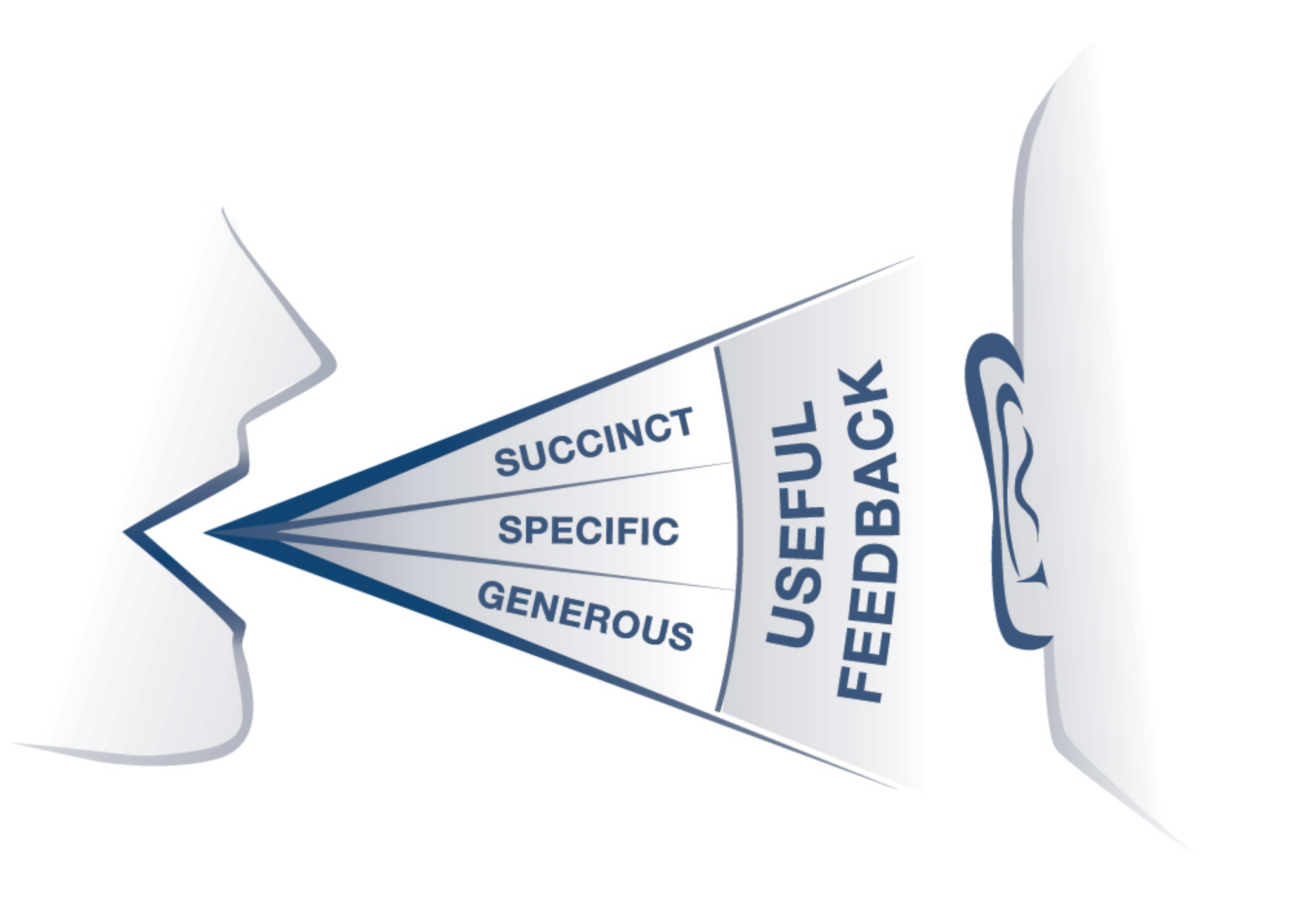
2. IMPROVE COMMUNICATION

Get people talking more openly

Facilitate complex conversations

Manage difficult conversations

Communicate to inspire others



SUCCINCT
SPECIFIC
GENEROUS

**USEFUL
FEEDBACK**

3. DEVELOP RELATIONSHIPS

Good working relationship with the boss and other workers 2 of the 3 top factors influencing their performance

Quantum market research, 2003

3. DEVELOP RELATIONSHIPS

Connect with everyone

Establish deep trust

Maintain respect at all times

Build high quality relationships

4. INSPIRE CREATIVITY

*People don't need to be managed,
they need to be unleashed.*

Professor Richard Florida

4. INSPIRE CREATIVITY

Open up people's thinking

Bring creativity into everything

Harness diversity

Support highly creative people

5. MANAGE EMOTIONS

Have we even begun to scratch the surface of how we manage our workers' emotions?

Marcus Buckingham

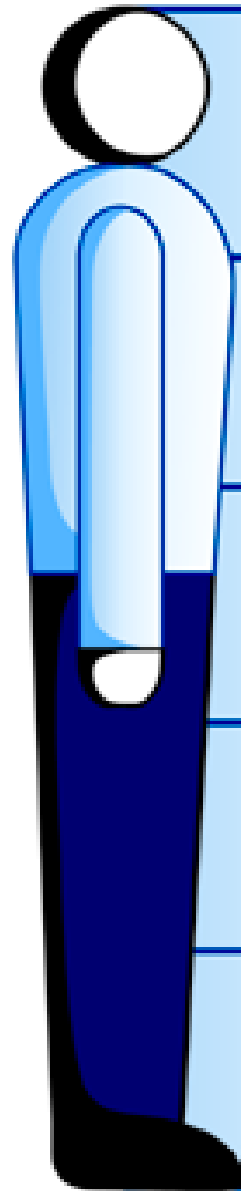
5. MANAGE EMOTIONS

Reduce emotional disturbances

Deal with strong emotions

Harness positive emotions

Engage with people's values



1. VISION

2. PLANNING

3. DETAIL

4. PROBLEM

5. DRAMA

6. MANAGE THE WHOLE PERSON

**One third of all adults are overweight
and facing health challenges**

**One in four people will suffer a
mental health disorder in their lives**

6. MANAGE THE WHOLE PERSON

Maintain healthy life balance

Help others manage stress

Deal with conflict

Support those in personal crisis

7. BUILD TEAMS

***80% of US Fortune 500
have more than 50% of their
workforce in teams***

7. BUILD TEAMS

Enrol people into teams

Build cohesion amidst diversity

Keep teams focussed on their goals

Inspire teams to peak performance

8. STRUCTURE ENVIRONMENTS

Put order around chaos

Enable work to happen virtually

Find the right incentives for everyone

Inspire accountability

Measure performance on intangibles

IMPROVE THINKING

IMPROVE COMMUNICATION

DEVELOP RELATIONSHIPS

INSPIRE CREATIVITY

MANAGE EMOTIONS

MANAGE THE WHOLE PERSON

BUILD TEAMS

STRUCTURE ENVIRONMENTS

**Facilitate
Positive
Change**

To facilitate positive change

= to coach

**Perhaps it's time to turn
managers into *coaches***

Further resources

Corporate case studies:

www.workplacecoaching.com/resources

Become a coach:

www.ResultsCoaches.com

New York University programs:

www.scps.nyu.edu

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