Managing and motivating people in turbulent times

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Management of People

is about…

- Recruiting
- Selecting
- Engaging
- Developing
- Letting go
The Essentials of Management

Challenge
- Clear objectives for individual and company. People know their objectives

Support
- Providing emotional, social, technical, financial and informational support

Feedback
- Regular, specific, behavioural
The Primary Colours Model

STRATEGIC DOMAIN

Setting Strategic Direction

Planning & Organising

Creating Alignment

DELIVERING RESULTS

Operational Domain

LEADING

Team Working

Building and sustaining relationships

INTERPERSONAL DOMAIN
Engagement

Earlier terms

- Job Satisfaction
- Job Commitment
- Job Involvement

New terms

- Job Engagement
  - High levels of energy
  - Persistence
  - Enthusiasm and pride
  - Sense of empowerment
  - Initiative seeking
Engaged staff

- Seem energetic and vigorous
- Are dedicated and respond to challenges
- Seem absorbed at work

Engagement comes from the way people are managed.
Motivation

Intrinsic vs. Extrinsic

The joy of the activity vs. a material reward.

Engagement vs. pay packet.

Does intrinsic motivation decrease with extrinsic rewards?

But all jobs have a mix of intrinsically and extrinsically interesting features and levels of difficulty.

Intrinsic motivation is increased by a sense of mastery, competence, skill acquisition, control and self determination.
We live in (very) turbulent time

• There is a lot of change about
• Change hurts: it increases uncertainty and resistance
• It is most unpleasant when it is unpredictable and uncontrollable
• Some people see it as an opportunity others as a threat
• Better to focus on benefits and on progress
• But we also need to talk about the stress and tension that comes with change
It is easy (ier) to lead in good times

- Poor leadership can be covered up
- Profitability and growth targets are easier to hit
- Optimism pervade the top team, employers and shareholders
- Managers are tested in lean times... both the best and the worst of times
How do people want their leaders to appear?

- Steady and calm under fire
- Defiant and Vigilant
- Fit in body and mind
- Someone who understands the business AND its people.
Opportunity vs. Threat

- Bad times can be Darwinian: survival of the fittest, quickest, boldest
- They can show what really motivates people
- They test managers and leaders
- They demand creativity and new-thinking
- They accelerate the need for change
Opportunity

The Chinese word for "crisis"
Simplified Chinese: 危机;
Traditional Chinese: 危機; pinyin: wēijī)

is frequently invoked in Western motivational speaking as being composed of two Chinese characters respectively signifying:

“Danger" and “Opportunity".
What Happens During Recessions

Things stop: Recruitment, Training, R&D, Advertising, Marketing.
- Some managers put their head in the sand

Things change: Pension schemes closed, budgets slashed.
- General belt tightening, people not replaced.

Communication stops/changes: PR doubles or halves quarterly.

But some make bold, decisive steps. Recessions lead to rethinking, reorganising, restructuring and making more fit
Different Approaches to coping with a recession

- Recruitment freezes
- Pay freezes/ non-payment of increments/ or pay cuts
- Pay deferrals schemes
- Remove/ eliminate overtime
- Review temporary hire and contract staff
- Shorter working week/ temporary lay off/ flexible working
- Reduce use of agency workers
- Cut bonuses/ review other benefits
- Career break schemes
- Review pension contributions and / or benefit levels
- Extended/ additional annual leave
- Sabbaticals for long servers (subject to min/max and paid or unpaid?)
- Service leave- short period of unpaid leave if more than ‘X’ years
- Secondments to other companies
- Redeployment in other parts of the business

All of these have legal implications and must be dealt with appropriately
What Do People Worry About?

- Redundancy
- Reduction in hours
- Wage Freeze
- Interest increases, family income, mortgage
- FIFO vs. LIFO
Management Warning
Changes
Worsening Results
Ambiguity
Uncertainty
Anxiety
Cognitive inhibition, Distraction, Poor Focus, Illness
Lower Productivity
Qualitative / Quantitative
What Happens to Individuals

1. Evidence of **shock response**
   - Shock, revival, Minimalisation
   - Depression, Pessimism, Self-Blame
   - Inertia, Fatalism
   - Adaptation, Testing, Adjustment

2. Individual differences appear
   - Repressors vs. sensitizers
   - Instrumentalists vs. fatalists
Transition Process

Current State
- Rejection: I don’t believe you
- Grudging acceptance: I don’t like it, but...
- Rejection: Told you it wouldn’t work!

Future State
- Achievement
- Control: Steady improvement
- Haste: I want it now
- Acceptance: Let’s give it a fair try
- Commitment: It is going to work

Current State to Future State:
- Surprise: What?

Performance Level
The Person-Environment Model of Stress

THE INDIVIDUAL

Attitudes and Traits
Past Experience
Needs

ENVIRONMENT

Potential stressors
Background situational factors

JUDGMENT OF THREAT

State of stress

COPING

Unsuccessful

OVERCOME PROBLEMS

LONG TERM EFFECTS
Physical

- Brain releases stress hormones
- Muscles tense; chest tightens; sphincters close; pupils dilate
- Heart beats faster, blood pressure raised
- Glucose released from liver
- Digestive system closes down
- Mouth goes dry
- Immune system slows down
Emotional

- Mood swings
- Impatience
- Worrying
- Feeling tense
- Angry
- Guilty
- Cynical

- Apprehensive
- Helpless
- Withdrawal
- Loss of pleasure
- Anxious
- Loss of confidence
  - Self esteem
  - Concentration
Behavioural

- Accident prone
- Irritable
- Sleep problems
- Over-eating, smoking, drugs
- Sex problems
- Poor time management

- Withdraws from supportive relationships
- Unable to relax
- Taking more work home
- Things ‘slide’
Results of Stress

- All the signs and symptoms preparing for "FIGHT OR FLIGHT"...not needed today.

- Results: physical illness, emotional anxieties, panic attacks, depression, diabetes due to too much insulin, neck and shoulder pains due to clenched muscles.

So, how do we unload the effects of stress?
**Focus in individual**
- Relaxation techniques
- Cognitive coping strategies
- Biofeedback
- Meditation
- Exercise
- Employee Assistance Programmes (EAPs)
- Time management

**Focus in individual**
- Mood states (depressions, anxiety)
- Psychosomatic complaints
- Subjectively-experienced stress
- Physiological parameters (blood pressure, catecholamines, muscle tension)
- Sleep disturbance
- Life satisfaction

**Focus on individual / organisational interface**
- Relationships at work
- Person-environment fit
- Role issues
- Participation

**Focus on individual / organisational interface**
- Job stress
- Job satisfaction
- Burnout
- Productivity and performance
- Absenteeism
- Turnover
- Health care utilisation and claims

**Focus organisation**
- Organisational structure
- Selection and placement
- Training
- Physical and environmental characteristics of job
- Job rotation

**Focus organisation**
- Productivity
- Turnover
- Absenteeism
- Health care claims
- Recruitment / retention
- Success
What is Resilience?

- ‘A multi-dimensional construct that comprises a network of favourable attitudes and behaviours that enable adaptive coping strategies to acute and chronic stressful life events’.

- Resilience is ‘an outcome of successful adaptation to adversity’ involving recovery (bounce back ability) and sustainability (capacity to continue forwards’).

- Resilient individuals are typically optimistic, have a sense of personal control and a positive self-image.

- Resilient characteristics are correlated with improved physical and mental health; positive adaptive behaviour to negative events; and even as a protection to post-traumatic stress disorder (PTSD).
The Role of Resilience

- Personality
- Upbringing
- Life Events
- Stress
- Job Satisfaction
- Productivity
Typical Responses

Powerful emotions:
- Anger and depression for those who are to \textit{go}
- Anxiety and guilt for those who \textit{stay}

These are \textit{natural} and to be \textit{expected} but there are big individual differences in how they are shown and expressed:

\textbf{Gender, Age, Culture, Personality}
Counselling Helps

- The aim is to come to terms with the situation.
- To explore and express emotions.

**BUT**

- Also to Reframe and *Move ON*…
- To see options and opportunities
- To re-evaluate the whole situation, re-appraise
- To see potential threats as opportunities
What sort of people do best?

- Those with grit and determination: think entrepreneurs
- Those with resilience and hardiness
- Those with ability and confidence
- Those with the experience of getting through difficult times
- Those with social support
Adjusting to Change

Healthy Adjustment
- Re-organised, focused, engaged

Fair Adjustment
- Holding on, dependent, fragile

Poor Adjustment
- Angry, apathetic, negative
People in Transition

1. Ending and Letting Go
   - Stop identifying with the ‘old organisation’-title, role, position and language.

2. Experience the neutral zone
   - Experience ambiguity, confusion, despair and meaninglessness.

3. Make a new beginning
   - Learn new skills, make new relationships, build a new vision.
“Every year I issue a guarantee to my MBA students: within 3 years of graduating, every single one of them will encounter a restructuring on their jobs – whether it involves their own company, or the restructuring of a competitor, customer or supplier. So far not a single student has come back and told me I was wrong.”
Phases of Planned Change

1. Development of a need for change (*unfreezing*)
2. Establishment of a change relationship between the change agent (consultant, usually external to the organisation or perhaps an internal organisational member who is championing and leading the change effort) and the client organisation
3. Working toward change (*moving*)
4. Generalisation and stabilisation of change (*refreezing*)
5. Achieving a termination in the relationships, that is, ending the “change contract” between the consultant-change agent and the client organisations
### Summary of Responses to Organisation Change According to Organisational Level

<table>
<thead>
<tr>
<th>Organisational Level</th>
<th>Resistance</th>
<th>Coping with Change</th>
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<tbody>
<tr>
<td><strong>Individual</strong></td>
<td>▪ Has to do with losing something of value to the person</td>
<td>▪ Transitioning: ending and letting go, going through the neutral zone, making a new beginning</td>
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<td></td>
<td>▪ Forms: blind, political and ideological</td>
<td>▪ Achieving closure: dealing with unfinished business</td>
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<td></td>
<td>▪ Apathy is worse: with resistance, there is energy and the person cares about something</td>
<td>▪ Participation: helping to make the change work</td>
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<td><strong>Group</strong></td>
<td>▪ “Turf” protection and competition</td>
<td>▪ The sense for individuals as listed above</td>
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<td></td>
<td>▪ Closing ranks: “circle the wagons”</td>
<td>▪ Conducting a closure ceremony (e.g. funeral)</td>
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<td>▪ Changing allegiances and/or ownership</td>
<td>▪ Conducting group problem-solving sessions, preferably off-site</td>
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<td></td>
<td>▪ Demand for new leadership</td>
<td>▪ Recompose the membership of groups</td>
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Things To Do? Leadership; Innovation; Change

- Re-engage through frequent, consistent, honest communication
  - lunch time work shop
- **Lead from the front:** Strong, bold, adventurous

- Learn from previous recession. Beware cutting that which add customer value; don’t go for big gestures
  - do the little things right
- Fix the leaks that soon appear

- **Innovate:** Get creative with all the stakeholders
- **Change:** Sharpen your focus, streamline process

- Try to attract talent badly managed elsewhere
- Prepare for economic recovery
So……

• It is difficult to accept and bring about change.
• It takes time to adjust.
• But we can’t resist progress, new technology, new ways of working and new competitors.
• Those who do best emphasize opportunity and challenge rather than resistance
• It is about a Mindset…which can be self-fulfilling
• Whether you believe you can (adapt/grow/succeed) or whether you can’t you are right
• Best give it your best