



**If You Can't Go Where People Are Happier,
Try To Make Them Happier Where You Are.**

Most job changes are undertaken because the individuals are not happy.
Most industrial disputes occur for the same reason.
Now the discontent is so widespread that there is no possibility or opportunity for the whole workforce to go somewhere else.

When this happens the only alternative has been to be to offer more money.
Giving more money has a temporary effect that reduces with time because ultimately the same discontent that caused the dispute in the first place still exists.

The extra money is initially welcomed but ultimately loses its power to disguise what is really making the workforce unhappy.

People changing jobs and industrial disputes are expensive exercises that are born of discontent.
The only recourse that we have had in the past to address these problems has been to create a solution with money that has had a temporary effect on the symptoms but non on the disease.

If we can create an environment at work that allows the individual to become happier then we are striking at the disease and therefore the symptoms never show.

A Study was commissioned in the US that polled over 800,000 managers in 400 of the largest corporations. The poll asked the managers to list in order of importance the 10 most important motivators for their workforces.

The following was an amalgam of their individual lists.

- 1 - *Salary*
- 2 - *Bonuses*
- 3 - *Vacation*
- 4 - *Retirement*
- 5 - *Other Benefits & Perks*
- *the money line* -----
- 6 - *Interesting work*
- 7 - *Involved in decisions*
- 8 - *Feedback*
- 9 - *Training*
- 10 - *Respect*

Halfway down is a thing called the money line.

The manager's consensus was that the most important drivers were all above that line and all concerned with material gain.

Interestingly a similar poll that asked the workforce what were their most important drivers was almost the exact opposite. The money line was in the same place but the two halves of the list were on the opposite sides of the line.

If the managers were able to understand the real drivers of the workforce performance we can see that not only would the workforce be happier the solution would also cost very little.

Peter A Hunter
Author – Breaking the Mould