

# Breaking the Mould

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## “Money Is The Most Expensive Way To Motivate People.”

*Gustavo Paez.*

### England

On Linked In we saw a thread asking for the keys to successful change. We found a couple of great posts, one from Gustavo Paez with a list of points to ponder when considering change.

*The McKensy Quarterly says:*

1. *What motivates you doesn't motivate most of your employees.*
2. *You're better off letting them write their own story.*
3. *It takes a story with both + and - to create real energy.*
4. *Leaders believe mistakenly that they already are the change.*
5. *Influence leaders" aren't a panacea for making change happen.*
6. *Money is the most expensive way to motivate people.*
7. *The process and the outcome have got to be fair.*
8. *Employees are what they think, feel, and believe in.*
9. *Good intentions aren't enough.*

Excellent. <http://tinyurl.com/3aafukg>

Steve Tobak on the UK BNET has a very sensible approach. He said “*Don't Let The Tail Wag The Dog*” said “The message for managers at every level is simple: take responsibility for problems and get trained to solve them.” The second part is easy, it is the first bit that seems to cause the greatest problem. <http://tinyurl.com/379nl5g>

Last month we noted a very positive feel to the way that our new government is beginning to behave. We came across a document called “*The LGA (Local Government) Briefing – Summary of Coalition Agreement.*” We have never in the past had the slightest inclination to read a government policy document but for some reason we read this and we were stunned at the elegance and simplicity of their approach which seems to be, if it is not adding value then stop spending money on it.

George Osborne, the new Chancellor, has been tasked with reducing public spending by 25% and the opposition are already calling him a failure because they consider it impossible to achieve, in the same way that the performance of an engaged workforce is impossible to achieve when they are managed in a conventional way. What George Osborne is doing however is not conventional. He is asking the public sector workers what they can do themselves to achieve these savings. If he collects the public sector workforce's ideas then we know that savings in excess of the required 25% will be achieved. The strategy he is using mirrors exactly the BtM strategy to create the environment in which engagement will

occur. Who knows, public sector workers may even start to enjoy their jobs. Nye Bevan will be loving George Osborne. <http://tinyurl.com/2wq9pi3>

After the early rounds of the world cup we were struck by the massive difference the way that players felt, influenced the final result. We saw after England's second game how the managers “*uncompromising management style*” had dispirited the players and how desperate they were to prevent him from demotivating them again. The lesson could not have been more plain when the second goal against Germany was disallowed and as the football pundits put it, “The England heads went down”

### North America

There is a discussion on the employment engagement network called “Measuring Engagement is like Weighing Souls.” The thread was started by Sean Trainor to suggest that measuring engagement was not a very useful thing to do. We agreed, as did a number of others including Ben Simonton, thanks Ben, On the one hand there is a group with a vested interest in selling engagement surveys, on the other group who understanding the nature of engagement, also understand the futility of gathering data about it. It is difficult to understand the nature of engagement and still value data collection, which makes it very difficult to explain to someone who thinks that collecting data is good, about engagement. <http://tinyurl.com/33c4dmf>

We were contacted by an engagement practitioner in North America who came across BtM and wanted to know more. His was a curiosity not about what BtM was but how could he make it work. We don't run training courses in the conventional sense. BtM training involves some classroom work but the core skills are transferred when the student goes on site and delivers BtM to produce the measurable change that characterises an engaged workforce. The purpose of the training is to deliver the understanding and the tools the student will require. The student's practical implementation is supported on site by a mentor. We currently do not have any representation in North America so we are creating a training package that will be delivered in the UK this summer by Peter Hunter and Trevor Edwards. This will then be supported through the implementation phase by Skype Video link. In this way we will provide the support that gives the best chance of a successful implementation and the practitioner the most valuable learning experience.