

# developing people

Spring 2007

Roffey Park's newsletter for managers and developers

## Flying high

Leadership development at Virgin



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Spring 2007

## From the editor

Spring has arrived and at Roffey Park we are looking forward to an interesting few months of programmes and events. We are welcoming back Dr Mee-Yan Cheung-Judge at the beginning of May for a one-day masterclass when Mee-Yan brings a challenging view on Organisational Development.

I am delighted we were able to talk to Adrian Gilpin, the Chairman of the Institute of Human Development, who will be presenting at our Refresh Conference. Adrian will be talking on effective leadership and how leaders can best inspire people with a passion for what the organisation does.

For participants visiting Roffey Park during the next few months, it is worth taking some 'time out' to explore the beautifully landscaped grounds and even the woodland beyond, as colours shoot forth in all directions throughout spring with carpets of daffodils and a spectacular array of rhododendrons appearing early summer.

Finally your views on our newsletter are important to us, and if you have any comments you would like to pass on please email me at [jane.faragher@roffeypark.com](mailto:jane.faragher@roffeypark.com)



Jane Faragher

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# Becoming an effect

HR Business Partnering is increasingly seen as the future for HR professionals who, in their traditional roles, are often criticised for their lack of connection to the business.

**Sharon Brockway, Programme Director for Roffey Park's new HR Business Partnering programme, explores why business partnering sometimes fails to live up to expectations and gives essential tips to increase its success.**

Whilst having lunch last week with a group of senior managers, the topic of HR and its business value arose. The manager sitting next to me talked of HR Business Partnering, complaining that in his organisation "it's just been a re-labelling exercise, with the same people and same skills, conspicuously failing to add any real value." Harsh words, but ones often repeated by managers at the operational end of the business who are sold high expectations of HR's changing role but are disappointed when nothing new or productive emerges.

So what should be the way ahead for HR professionals faced with scepticism by the very people they will be working in partnership with? My experience of working with both the HR community and leaders of business function areas has indicated that there are three crucial areas, we should consider when implementing a change in HR function.

The first is that the impetus for change should not be placed solely at the feet of HR. The HR Business Partnering (HRBP) role signals a significant change in relationship between managers of the business unit and HR. So involving managers at the early stages is vital – listening to their concerns and needs, and exploring the changes they will need to make in their working practices is essential to make the partnership work.

The second gap concerns skill sets. Many HR practitioners may have never been exposed to the sharp end of business processes and strategy. They may have roles that require only administrative skills and reactive responses to issues as they arise. They may never have been called on to create their own area of work that directly supports the business and is dependent on developing a strong sense of professional credibility. This should all be taken into account when changing the HR function.

The third potential pitfall is in getting the practicalities right. Ensuring that there is a clearly defined HR structure, combined with functions and governance that support the efforts of HRBP is essential. The business partner role needs to be properly supported by the right level of technology, processes and resources.

# ive HR Business Partner



The following top tips will help HR practitioners set off in the right direction when establishing themselves in this challenging and rewarding role.

**Know your business:** effective business partners need strong commercial awareness and the ability to focus on the hot organisational issues. So, from the outset get involved in the business planning process.

**Create your HR Strategy:** this must be closely aligned with that of the business. Be clear about what HR needs to achieve in the next 3-5 years and link this to your understanding of the wider business objectives.

**Define a vision:** work with the senior HR team to develop a vision that contains clear values and practical, realistic goals for this HR role. Include the projects derived from the goals and some of the potential obstacles to effective partnering.

**Be clear about the role:** make sure there is clear information about what the role entails, how it interacts with other roles and how it differs from the 'old HR'.

**Build and maintain relationships:** create a relationship map with yourself at the centre and key relationships shown as either close or distant from you. Indicate the importance of each. What are your wants and needs and what are those of the other person? How are these being met? Grade your relationships to identify where you need to spend more time.

**Extend your influence:** work on ways of developing influence with others beyond your area of authority. Spend time listening first to understand what is important to the other person and what motivates them.

**Establish rapport:** adjust your style and the way you communicate to meet the needs of the other person.

**Get the practicalities right:** make effective use of technology and plan well. Achieve some quick wins with your line customers and show that you can deliver on time and with the resources provided.

**Establish professional credibility:** show in conversation that you understand the business drivers and are aware of wider issues that may impact on the organisation. Make clear your professional expertise as it provides you with credibility. Managers must understand that they need to help you succeed in order to achieve a high-performing organisation.

Roffey Park's new HR Business Partnering programme was launched this Spring. It is twinned with Core Consultancy Skills. For more details visit [www.roffeypark.com](http://www.roffeypark.com)

For more information about Roffey Park's tailored HR Business Partnering programme, please contact 01293 854 022 or email [develop@roffeypark.com](mailto:develop@roffeypark.com)

# Flying high: Leadership development at

Since it was founded 22 years ago, Virgin Atlantic Airways has become Britain's second largest airline, serving the world's major cities. With 36 aircraft, 9,000 staff and over 4.5 million passengers a year, it is one of the world's leading airlines.



It also represents the quintessential Virgin success story: the challenger brand taking on established industry leaders by introducing better service for passengers combined with a reputation for innovative product development.

## The challenge

Virgin Atlantic was growing rapidly following the market crash that came in the wake of 9/11. It also enjoyed strong brand recognition that resonated with innovation and value. However, the youthful management team, although enthusiastic, lacked experience. Moreover, a reliance on external recruitment had diluted the 'vibe' of the workplace.

Virgin Atlantic's Executive Team identified the need to create a 'team and a half' at the top: a strong leadership team to lighten the load for Directors and respond quickly to new business opportunities. This team of champions would be based on growing excellence from within rather than external recruitment.

The leadership development programme needed to be built around the stated business manifesto "to grow a profitable airline which people love to fly and where people love to work" and a specific challenge of 7% return on sales.

The leadership team began by identifying which traits made the company historically successful, thus enabling them to ascertain what Virgin Atlantic needed in order to guarantee future success and the traits that would drive the change in the way they operate. From this, a leadership profile was developed which was encapsulated by six principles:

- Focus aggressively on profit
- Be bold and adventurous
- Deliver the basics, brilliantly
- Add magic touches
- Inspire and engage your people
- Ensure great people can do great work

"These principles formed the foundation of what we wanted to achieve and were linked to broader business strategy. The programme absolutely had to be tied to commercial objectives as it was important that it wasn't seen as just another 'HR initiative,'" explains Andy Cross, Virgin's Head of Learning and Development. "It was also crucial that people understood that this was a developmental programme and not an assessment – particularly as it began with a 360 degree appraisal."

## Meeting the challenge: a partnership approach

Having painted a picture of what great leadership would look like at Virgin Atlantic, Andy set about making it a reality. He wanted to partner with an organisation that could support and facilitate the transformation of senior managers. After evaluating several professional development bodies, he selected Roffey Park to help develop and deliver Virgin Atlantic's programme.

"Roffey Park was the natural choice for us," continues Andy. "The team was creative but challenging – they were never afraid to build a suggestion and come up with different solutions. The level of flexibility and customisation was also critical in our decision. Furthermore, the Roffey Park facilities and ethos reflected a lot of what we consider to be Virgin Atlantic values."

The Roffey Park team spent a considerable amount of time with Andy understanding the unique challenges facing Virgin Atlantic. As Andy is eager to emphasise, the relationship was very much collaborative rather than prescriptive: "Their team felt like an extension of my own. This helped us get off to a flying start!"

## The programme: Leadership Development Workshop

Over eighty managers took part in a series of personal development workshops, each two and half days in length. The workshops began with individual coaching sessions that set personal development objectives based on their 360 degree feedback, personality inventory and a start point grounded in performance and challenges at work.

"It was also crucial that people understood that this was a developmental programme and not an assessment – particularly as it began with a 360 degree appraisal."



“Roffey Park was the natural choice for us,” continues Andy. “The team was creative but challenging – they were never afraid to build a suggestion and come up with different solutions.”

This was followed by a series of experiential development activities designed to embed Virgin’s leadership principles in management behaviour. Particular emphasis was placed on specific challenges with the airline.

Strategy into action, cross-functional awareness and difficult performance situations were the focus of three workshop sessions. These were followed with self-assessment, coach and buddy feedback and additional one-to-one coaching sessions that helped monitor progress.

When the workshops were completed, participants produced a personal leadership development plan and then split into two learning sets that met a further six times over the course of nine months, three of which were facilitated by Roffey Park coaches. These allowed the participants to support and challenge each other while monitoring their own progress against their plans. The groups were also mixed by department to allow cross-function collaboration. This was essential in embedding the learning back into the organisation.

## The results

Andy has been delighted with the results so far: “I have had some participants tell me it has changed their lives and increased their effectiveness significantly. One participant was able to use the skills he had learnt to negotiate a £140,000 reduction in a contract thanks to the collaboration in the learning sets.”

“The programme has also had a positive impact on retention with the Leadership Team,” adds Andy. “We’ve increased retention rates at managerial level as well as achieving a stronger balance between internal and external recruitment.”

Looking to the future, Andy concludes, “Our 2007 focus is to deliver focused development activities to the Leadership Team and extend the Leadership Development Programme to a wider group. To achieve this we will be profiling the potential of our Leaders and introducing Local Talent Forums in each key area of the business.”

For more information about Roffey Park’s tailored development and consultancy services, please call +44 (0) 1293 851644 or email [develop@roffeypark.com](mailto:develop@roffeypark.com)

# In the Spotlight



## Creating an inspired enterprise

Adrian Gilpin is chairman of the Institute of Human Development and a leading authority on leadership development and peak performance coaching for business executives.

### Q What will you be presenting at the Refresh conference?

A The challenge of creating an inspired enterprise: how leaders and managers can best inspire people with a passion for what the company does. There is a malaise among management and a lack of integration between the board, management and staff. This is partly due to the different ways in which they are coached which leads to a mix of incompatible philosophies driving how people work. At a lower level, the focus is on skills; middle management tends towards behavioural learning while the top level rarely engage in training.

I'll be exploring how we can create cohesion across an organisation by integrating beliefs and value systems across the company.

### Q Why do companies lack effective leadership?

A It is a legacy of our education system. This system is effectively only one hundred years old and was primarily designed to create a supply of candidates for either the factory floor or the armed forces. Nowadays, it can be seen as one long, drawn out application for university – designed by academics to create future academics.

This does not serve the successful management of a modern enterprise. Businesses instead tend to reflect the hierarchy and values of school. So you find similar structures of authority and discipline which are inappropriate in the modern workplace.

### Q How can you modernise an organisation when the behaviour is so entrenched?

A It takes inspirational leadership to transcend conditioning. Good leaders can step beyond current boundaries and limitations and inspire their workforce to deliver more. With an extra 10% sweat, passion and intellectual application, you can transform the way a business operates.

Pret à Manger and Carphone Warehouse are excellent examples of a more conscious generation of leaders who take a radically different approach to recruiting, managing and retaining staff. Their leaders truly believe that the easiest way to success is tapping into the potential of staff and emotionally engaging with them.

### Q What practical changes can a company make?

A I'll give you an example of how a company can change paradigms. Interface Carpets is one of the largest carpet manufacturers in the world, operating in one of the most ecologically damaging industries in terms of pollution. One morning, the CEO, Ray Anderson, had a damascene conversion and realised he was plundering the planet. From that moment he vowed to turn Interface into a business with a carbon footprint of zero.

He demonstrated you can change even the most entrenched of businesses. He also was able to engage with his employees' hearts and minds in a way that he never did before by leading on values and passion rather than shareholder value and the bottom line.

### Q What qualities does a good leader have?

A Good leaders do not necessarily have a lot in common except a deep authenticity, passion and courage. There is also a new theme emerging; the greatest currency in leadership is learning how to coach other people. There has been a surge in the psychology of coaching as a manager and how to achieve through other people.

### Q Can anyone learn how to be an inspirational leader or manager?

A Absolutely. More people are picking up on work-life balance, self-help and how to feel fulfilled at work. The popularity of gurus like Paul Coelho and Paul McKenna is testament to this increasing awareness and enthusiasm for changing the way we work and live. As more people begin this journey, others follow suit so you find a large community of people actively looking for new ways to engage with the workplace.

The key is to engage people at every level – reconnect with a sense of meaningful work, personal value and self-confidence. If you can do those three things, people are capable of extraordinary things.

Adrian is presenting at Roffey Park's annual Refresh conference for past participants on the 12 and 13 June. For further information, visit [www.roffeypark.com/events](http://www.roffeypark.com/events)

# Management, stress and the quest for work-life balance

**Valerie Garrow,  
Principal Researcher**

**Roffey Park's 10th Management Agenda reviews a decade of change with developments in 24/7 working, globalisation, complex partnerships, faster and more mobile forms of communication and a general blurring of both organisational boundaries and those between work and home life.**

Our first Management Agenda in 1998 followed an extensive period of change. 'Delaying' (where swathes of management layers were removed in order to create leaner and more flexible structures) had targeted the managerial population directly, leaving them insecure and vulnerable in a difficult job market. It was the time of the new psychological contract: no more jobs for life; rewards for current performance rather than long service; and an end to traditional careers. For younger managers, it meant trying to climb career ladders with several rungs missing. At the same time survivors of the management cull had the challenge of managing the aftermath of change.

It is not surprising, therefore, that managers suffered stress as a result of work. In 1998, 91% reported suffering stress. Over the years this number has fallen (78% in 2005 and 68% in 2007). In 1999, 85% felt it necessary to make sacrifices in other areas of their lives to achieve career success. 63% said the organisational culture expected them to make sacrifices which included missing out on time with children (64%), suffering health problems (32%) and broken relationships (20%).

One of the key challenges for managers in the new flatter, less hierarchical structures has been the need to 'empower' others rather than micro-manage which, due to the much larger spans of managerial control, was no longer possible nor desirable. This meant motivating, encouraging and supporting more junior roles to take responsibility and be more responsive to customer needs. The old command and control style of leadership had to give way to more transformational approaches.

As well as new leadership skills, managers have found themselves needing to influence, negotiate and persuade in order to navigate multiple reporting lines in increasingly complex organisations. The Agenda reveals a steady rise in the perception of organisational politics over the past decade and this year organisational politics has overtaken workload as the top stressor for managers.

As organisational politics has risen as a source of stress, however, there is an accompanying dip in perceptions of workload. While 76% still report working longer than their contracted working week (83% in 2005; 96% in 1998), less than a quarter say they need to do so in order to be successful, only 12% say their manager expects it and only 11%

say commitment is measured by longer hours. There are similar falls in people reporting stress due to length of working day, pace and extent of change, pressure to perform and increased responsibility, and fewer people identified demands to do more as a demotivating factor at work. It is also interesting to note that after workload, the most common reason for working longer hours is 'enjoyment of the job' suggesting that at least some managers have a choice.

The figures from this year's agenda generally support the view that managers are becoming more assertive when it comes to work-life balance. 62% believe that they now have a satisfactory work-life balance compared to 52% four years ago and 67% would now refuse a promotion if it affected their work-life balance. There may be several reasons for this.

Firstly, it has become more acceptable to talk about work-life balance at work. It is no longer seen solely as a women's issue. Secondly, managers currently have more leverage when negotiating a psychological contract with their organisation. For the past two years the Management Agenda has highlighted issues of recruitment and retention as key challenges for organisations and managers are certainly in a better negotiating position than in 1998. Thirdly, technology has enabled more flexible ways to manage workload so that although the number of hours may remain the same, managers have more options around when and where they work which may allow them to prioritise home and work issues differently.

One Management Agenda finding that organisations may find reassuring is that there is no relationship between managers having a satisfactory work-life balance and financial performance. In other words, managers no longer need to sacrifice their personal life for the organisation to outperform expectations.

The Management Agenda 2007 is available from Roffey Park, priced £35. It can be purchased online and downloaded from [www.roffeypark.com/reports](http://www.roffeypark.com/reports) or by calling Gemma Robertson-Smith on 01293 851644.

# What motivates managers at work?

**Emma Stirling  
Researcher**

The Management Agenda sheds light on what issues have been superseding others amongst organisations across the country over the last 10 years.

In terms of motivation at work, however, the results now are not that different from the early years of the annual management survey. The top three motivating aspects of work are: making a difference, personal achievement and enjoyment of job based on this year's survey of almost 500 managers. When we first started measuring this aspect of working life, the 1999 survey reported personal drive, personal achievement and enjoyment of job as the top three, with challenge as a close fourth. Financial rewards/perks, targets and opportunity for promotion come out towards the bottom of the list of motivators, which is again, a similar pattern to nearly a decade ago.

An important introduction to the survey this year was to ask if the organisation was underperforming, meeting expectations or outperforming expectations financially. As the pattern of top three motivators holds up across these different levels of financial performance, it seems that managers are motivated by the same aspects of their everyday work, regardless of how the organisation is performing financially. **Making a difference, personal achievement and enjoyment of job** also come out strongly across different sectors, age ranges and levels.

What is interesting is to look at differences with regard to motivators further down the list. Two areas which show a more marked difference across the management levels are **organisational values and power and influence**. Over half of board directors are motivated by **organisational values**, which is not surprising as they will usually have either had some input towards creating them or be expected to agree with them strongly. 45% of board directors are motivated by **power and influence**, qualities it is assumed they will undoubtedly have demonstrated to reach this superior position. These proportions decrease steadily as we move down the management hierarchy to only 18% of junior managers saying they are motivated by **organisational values** and 11% by **power and influence**.

The low figures in terms of motivation arising from organisational values in the lower levels of the management hierarchy may be linked to the incongruence between stated and actual values that has been reported this year: 60% of our managerial sample said that their organisation's **espoused** values did not reflect the **actual** values practised, the main discrepancy reported as being managers not walking the talk. Organisational values may well be motivating in the boardroom, but if people do not see these values being filtered down and "walked" around the office, they are not likely to be motivated by them in their day to day work.

| What motivates you at work?     |     |
|---------------------------------|-----|
| Making a difference             | 86% |
| Personal achievement            | 75% |
| Enjoyment of job                | 75% |
| Recognition by others           | 69% |
| Challenges                      | 69% |
| Helping others succeed          | 67% |
| Good leadership                 | 65% |
| Being part of a successful team | 64% |
| Learning new skills             | 57% |
| Fun                             | 56% |
| The nature of the job           | 47% |
| Flexible working                | 41% |
| Organisational values           | 38% |
| Power/influence                 | 29% |
| Financial rewards and perks     | 27% |
| Opportunity for promotion       | 19% |
| Secondments/project work        | 15% |
| Targets                         | 9%  |
| 2007 (sample size 489)          |     |

With the recent age discrimination legislation and the expectation of people to work until much later in life, we looked at how age might affect motivation at work. Helping others succeed has always been fairly high up the list, but results show that the 31-40 age range are less motivated by this aspect of work (57%) compared to older age ranges (70-72%). Conversely, promotion opportunity is much more important to younger 31-40 year old managers than those in their 40s and 50s. This is also reflected in the seniority figures, which show that middle managers are more likely to be motivated by opportunity for promotion than other levels.

Such research is helpful when thinking about recruiting and retaining people as it shows a stable pattern over the last decade of key aspects that attract managers to positions and organisations. Based on these results, it is likely that opportunities for challenge and personal achievement may be more appealing than perks, bonuses and promotion opportunities.

# Health and safety for our minds

**Gemma Robertson-Smith,  
Assistant Researcher**

In 1946, Roffey Park Institute was established as an industrial rehabilitation centre to treat workers suffering from non-specific psychological disorders caused by stress and overwork during World War 2. In early 1940's Britain, problems of the mind were a taboo subject which lacked proper understanding and support. The creation of the Institute was thus revolutionary in seeking to restore workers' health and self-confidence through medical and therapeutic treatment, so they might return to work as more productive employees.

## Today's workplace

There is now more understanding of the importance of maintaining employee well-being, with work-related stress and work-life balance among the issues more openly spoken of in today's workplaces. However, despite this increased awareness, Roffey Park's Management Agenda 2007 shows that stress remains a constant part of the culture of British workplaces, with over two-thirds of managers experiencing stress as a result of work.<sup>1</sup> Whilst trends over the last ten years of the Management Agenda reveal a steady decline in stress amongst managers in the workforce, in general mental health problems are on the rise. Statistics show that around 3 in every 10 employees report a mental health problem every year and 195,000 known new cases of work-related stress, depression and anxiety were reported in the 12 months preceding November 2006.<sup>2,3</sup>

## A company concern

Mental health problems are a major cause of absence from work, reduced productivity and workforce turnover and the costs to employers, employees and the economy can thus be considerable: employees may face long-term psychological damage and discrimination; employers may face a cumulative expense in terms of lost production, statutory sick pay, NHS costs and even compensation or tribunal charges, whilst the annual cost to the economy of mental health problems is estimated at £5bn, which is equal to yearly business losses through theft and several times the cost of strike action.<sup>4,5</sup> However, despite the significant costs, few employers seem to know the best way to support staff with poor mental health and few have an official policy.<sup>5</sup>

## Needless stress

It can often be difficult to pinpoint the exact reasons why people begin to experience a mental health problem and stress. Although some work-related stressors are unavoidable, many can be controlled or avoided, such as taking on too many responsibilities, poor working conditions, feeling trapped, unappreciated or unneeded, 'burning the midnight oil' with long hours, unrealistic workloads, constantly working to tight

deadlines or bad management practices, particularly throughout times of change.<sup>6</sup> Significant changes at work such as losing or starting a job, can also be very stressful as they force the person to adapt, and prolonged traumatic experiences, such as bullying, discrimination or harassment may also jeopardise well-being.<sup>7</sup> In 2002, research found that over a third of people with mental health problems attributed their poor health to workplace bullying,<sup>6</sup> which is concerning, given that Roffey Park's Management Agenda 2007 found that 1 in 2 managers are aware of bullying in their workplace.<sup>1</sup>

## Employers' duty of care

Employers have a moral and legal duty of care to ensure the psychological and physiological welfare of their staff. Tackling stress and mental health problems effectively can have substantial benefits for the employee, employer and society in general. There are practical ways in which organisations and managers can help to prevent, control or resolve work-related stress and many enlightened organisations have already made a concerted effort to support employee mental well-being through providing resources for staff such as Employee Assistance Programmes, Roffey Park's well-being diagnostic kit (a practical tool-kit of resources to maximise employee health and well-being), counselling services, personal effectiveness training, counselling services and stress management training.

Today, Roffey Park Institute continues to promote employee well-being through offering a variety of programmes focused upon developing assertion, confidence, self-management, as well as developing skills for dealing with uncertainty, change and challenging situations. By equipping employees with the inner resources to cope with a variety of situations, employers can help to limit obvious stressors taking their toll and ultimately help to maintain a productive workforce. As the Financial Times recently reported, 'businesses have tried just about anything else to boost productivity: training, quality, cross-functional teams, re-engineering. Perhaps the real missing link is poor health, especially mental health'.<sup>8</sup>

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# Harnessing the motivation to make

Roffey Park's 2007 Management Agenda survey recently revealed that 86% of respondents said that 'making a difference' motivated them at work. But that statistic begs some questions. Can 'making a difference' be understood as a generic term, or is meaning only found in personal interpretation? Is it altruistic – or do we say it because it's socially desirable to do so? And does this statistic have implications for organisations?

The rise of corporate social responsibility and the environmental movement are starting to help us make the links between what we do and the impact it has on the wider world. And the psychological contract within organisations has changed such that we are looking for work to meet not only our financial and social needs but also our emotional and perhaps spiritual needs too.

## What does 'making a difference' mean?

It is a hugely subjective concept, says Helena Clayton, Principal Consultant for Personal Effectiveness, and she suspects it would mean different things to each of our survey respondents. The following are interpretations and themes of 'making a difference':

- It's what I want to be remembered for; the legacy that I want to leave
- It's being able to make a decision and see the results – it's making change happen and knowing that I can influence something and see a tangible outcome
- I don't need to see the result, it's more of a felt sense of whether I'm making a difference – I just know when I am
- It's about doing a job better than expectations, going the extra mile, being a high performer
- For me, it's not about helping the planet or being a force for social good – those are too big and ambitious for me to connect with – but it's whether, in my daily communication, I can help my immediate neighbour in some way
- It may be about my values, but it's also about the choice I make in the moment about whether or not I try to 'make a difference'

Clearly 'making a difference' is a complex, subjective and multi-faceted construct.

And what does it mean for you? Roffey Park believes that understanding our values and beliefs provides us with important touchstones from which we can make better choices in our lives. Tapping into our values and beliefs can help us define what making a difference means to each of us. So, if 'making a difference' is a key motivator for you, what do you mean by that? Why does making a difference matter to you? What do you need to be in place to be able to make a difference? And how would you know if you were making that difference?

**In Search of Meaning in the Workplace: examines people's perceptions of 'meaning' especially with regard to the workplace and the impact on performance. It looks at how employees pursue their quest for meaning through work whether organisations have a responsibility to respond to even deeper individual and community needs in our increasingly turbulent world. Copies can be purchased and downloaded at [www.roffeypark.com/reports](http://www.roffeypark.com/reports)**

## Why it matters to organisations

The search for the engaged employee is in full swing. It is a business issue with the focus on the bottom line. And while there is no silver bullet to engagement it certainly must be the case that individuals will be more engaged if their key motivators are being taken into account. So how can managers and leaders make use of the key motivator of 'making a difference'?

- Let's work on the assumption that 86% of your staff report that making a difference is a key motivator, as with our survey sample. That information isn't much use unless you inquire into what that means for each person. And yes, that often means sitting down and simply asking people about what motivates them. You then need to facilitate them in making this difference and provide people with feedback about when and how they are doing this.
- The role of the manager or leader here cannot be underestimated. An essential role for leaders is to help people locate or create meaning in the work that they do – whether that work is defined as 'just cutting bricks' or 'helping to build a cathedral'. We want to find our work significant or meaningful in some way and it is often assumed that we can – or should – be able to do that for





ourselves, but even the most senior or engaged of us need a hand now and then. As a leader, you need to provide direction and clarity of purpose for people no matter whether they are in the organisation and help create a line of sight between organisational purpose and the work they do – helping people feel part of the whole.

- As well as there being a moral case for enabling people to make a difference, there is also a business case. If people are enabled to make a difference in ways that align with their personal values, beliefs and identity then it is not too much of a leap of faith to assume that this will ultimately contribute to higher performing organisations. People who feel they are making a difference are likely to be more emotionally engaged with their work, are likely to stay with an organisation and be more willing to release discretionary effort.
- At a corporate level, the fact that so many people are saying that making a difference motivates them at work means that your employer proposition needs to take account of that. If as an organisation you can be clear about what difference the organisation is making then you may have a competitive edge in attracting and retaining people. Be clear about the difference your organisation is making.

We'd really like to hear more from you on this subject so that your views can be reflected in future newsletters. Please email Helena at [Helena.clayton@roffeypark.com](mailto:Helena.clayton@roffeypark.com) with your thoughts or experiences, whether they are similar or different, as we'd like to explore this topic further with you.

Two of our Open Programmes – **Personal Effectiveness and Power** and **Mastering Self Management** – focus on developing greater personal effectiveness at work and in our wider lives.

Dates are available throughout 2007. Please visit [www.roffeypark.com/open](http://www.roffeypark.com/open)

# Parklife

## Development programmes for individuals

### Diary

#### April

- 16-18 Core Consultancy Skills
- 16-19 Realising Leadership Potential (Part 1)
- 16-20 Interpersonal Relationships in Organisations
- 23-27 Personal Effectiveness and Power
- 25-27 The OD Practitioner's Programme (Module 3)
- 30-3 Strategic Leadership

#### May

- 2-4 HR Business Partnering (Module 1)
- 14-18 The New Manager
- 14-18 The Art of Facilitation
- 21-23 The OD Practitioner's Programme (Module 2)
- 21-24 Personal Effectiveness and Power

#### June

- 4-8 Interpersonal Relationships in Organisations
- 5-7 HR Business Partnering (Module 1)
- 6-8 Managing Strategy and Change
- 12-13 Refresh Annual Conference
- 20-22 Practical Facilitation Skills
- 20-29 Personal Effectiveness and Power

#### July

- 2-5 Strategic Leadership
- 11-13 Mastering Self Management
- 12-13 Strategic Human Resources (Part 2)
- 16-18 Core Consultancy Skills/HR Business Partnering (Module 2)
- 16-20 The New Manager
- 25-27 The OD Practitioner's Programme (Module 3)

For more information and to book online visit:  
[www.roffeypark.com/open](http://www.roffeypark.com/open)

## Events Diary

### **OD Masterclass with Mee-Yan Cheung-Judge**

2 May 2007

Organisational Development (OD) is entering a dynamic new phase, where it finds itself under a more critical spotlight. Dr Mee-Yan Cheung-Judge is one of the leading international OD advocates and gives a challenging view. For those who have a key role in supporting sustainable change, this will be both a refreshing and thought-provoking day. £390 + VAT\*

### **Leadership with Olivier Mythodrama**

#### **Inspirational Leadership – with Shakespeare's Henry V** 3 July 2007 (Module I)\*\*

The leaders of tomorrow need to be ordinary human beings with extraordinary talents. Participants will be introduced to the story of Shakespeare's most inspired and inspiring leader, Henry V. They then choose the leadership challenges they wish to explore.

### **OD Networking Event – Conversations about our Practice**

12 July 2007

We will be hosting a second open space event for OD Practitioners on 12 July. This will provide participants with the opportunity to network with peers and talk about their practice, current issues and themes in their work with organisations, the state of OD within the UK in particular and the potential for establishing a UK network for people working in the field. The event builds on our last three annual OD conferences and seeks to meet an emerging need expressed by participants to get together and discuss issues of common interest. £150 + VAT

### **Corporate Social Responsibility**

#### **A Masterclass with Dr Noreena Hertz**

13 July 2007

A unique opportunity to hear from one of the world's leading political economists on the highly topical subject of Corporate Social Responsibility. Noreena Hertz is currently the Distinguished Fellow at the Centre for International Business and Management at the Judge Institute, University of Cambridge and has been elected by the World Economic Forum as one of their "Global Leaders of Tomorrow". She is an engaging and passionate speaker who believes it is increasingly easy to build a business case for organisations becoming socially responsible. £390 + VAT\*

### **Coaching and Mentoring – a fresh approach**

#### **A Masterclass with Jenny Mackewn**

19 July 2007

The workshop describes a unique and fresh approach to coaching and mentoring. We will introduce the discipline of participative action research as a practice that is simultaneously inquiring and productive and show how it is ideally suited to enlivening and deepening coaching and mentoring relationships – both formal and informal. Then we will explain how the coaching/mentoring meeting can be treated like a mini action inquiry group or pair. We will illustrate the cycle of coaching as action research with inspiring practical examples and demonstrations. £390 + VAT\*

### **Four Faces of Leadership with Olivier Mythodrama – Expand your repertoire, increase your impact**

11 September 2007 (Module II)\*\*

The old rules of traditional, hierarchical, top down leadership have been dismantled. Leadership is now tested everyday in the complex interactions we engage in at work – yet most of us are not practised in managing the range of communication and behavioural challenges we face.

Four Faces of Leadership employs a powerful combination of archetypal psychology, organisational theory and skills from theatre to enable leaders to increase their impact and release their inherent potential. As a follow on from Module I (or as a stand alone event).

Roffey Park will be present at the following events where we would be delighted to meet you.

#### **PIC 2007 The Perfect Information Conference** Bath – 1-3 May 2007

Join us for an interactive workshop exploring some of the techniques of effective facilitation.

For further details go to [www.perfectinfo.com](http://www.perfectinfo.com)

#### **Talent Management Summit** Montreux, Switzerland – 11-13 June 2007

Where we will be jointly presenting with Virgin Atlantic Airways.

For further details go to [www.talent-summit.com](http://www.talent-summit.com)

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\*Early booking, group and charity discounts are available.

\*\* One module £495 + VAT. Two modules £800 + VAT.

Please visit [www.roffeypark.com/events](http://www.roffeypark.com/events) for full details.