

Running head: Predictability in Decision Making

Enrichment for Workers in the 21st Century

Predictability in decisions making, behavioral management in motivation and the drivers of
engagement in talent management

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Abstract

The objective of this paper's focus is to create awareness in the possible decisions that Talent Management and Leadership teams make in setting predictability outcomes in the behaviors of those we employ and manage. Regardless of who we are we are more comfortable being around 'like-minded' individuals. Consequently the decisions we make whether the decisions be part of the collective unconscious or conscious mind (s) the behavioral results meet the expectations that are being set by those decisions. People's behaviors tend to rise or fall to the bar that is being set for them. Therefore, in reviewing this paper and the next four articles in this series the behavioral outcomes of results and questions is asking you the reader to be reflective in your thought of the types of behaviors that are noticed in your environments and the predictability of those outcomes that are based on the decisions that are made at point of origin. If there were a change possible, would the change start at a point where the decision made was or was not predictable?

Keywords: Predictability in decisions making, motivation and self-actualization, Pygmalion theory and equalitarian mind-set.

Introduction

What are the actionable 'black swan' predictability steps that are staring us in the eye as described by Taleb (2009) in his book *The Black Swan*? How do we create an environment to enrich the lives of all people at work? What can we do to change the mindset of our leaders, managers, legislators, spiritual leaders, etcetera to influence and begin the needed change to be inclusive rather than exclusive to form an equalitarian mind-set in our workplaces and communities? How do we provide motivation to rekindle the burned out fires in our people in the workplace? What is needed to reignite the flame and to turn on the passion for what our purpose and capabilities are in contributing our best at work to improve our productivity and to be active within our communities? How do we acknowledge and ready our leadership and management to accept this challenge? How do we develop a connection culture within our workplace with a focus on recognizing the differences, uniqueness, true creativity and enable an environment to innovate? How do we convince the CEO and the CLO that we are now at a 'tipping point' or crisis in the workplace? In order to compete worldwide the organization must focus on being a true learning organization. In Senge's book (2008), *The Necessary Revolution* and the idea of system change and collaborative change are still part of the message as a learning organization. "All three legs of the stool are needed for creating regenerative organizations, industries, and economies; take away any one, and the stool collapses (p 45)."

Senge's book, p 45

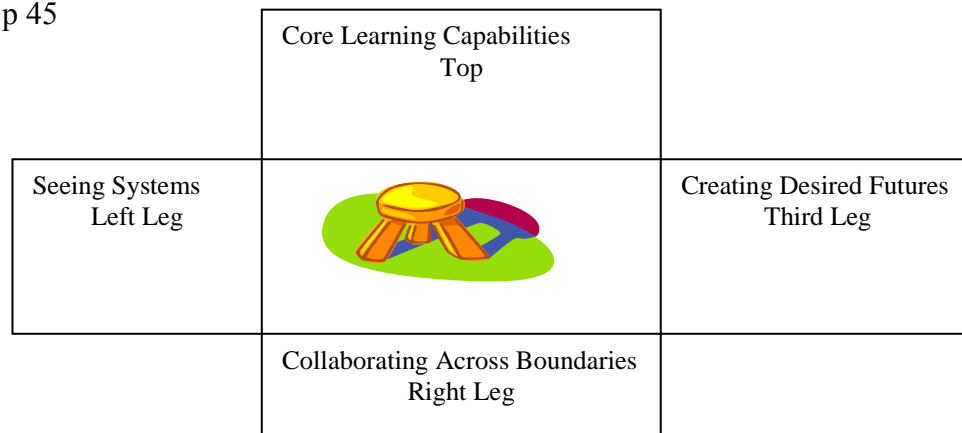


Figure 4.1 Learning Capabilities for Systemic Change

In so doing that means changing the mindset of our leadership to invest in an equalitarian mindset for all employees to improve their capabilities to their highest potential so they can increase their commitment and productivity.

Michael Lee Stallard (2007) describes his personal experiences on Wall Street and provides leadership examples in his book, *"Fired up or Burned out, How to Reignite Your Team's Passion, Creativity, and Productivity."* What can the leadership of all Fortune 500 companies and Small-Medium Business (SMB) do differently to engage and enrich their employee's lives and truly prepare them for an ever changing work environment? How do we factor in our five generations into these equations?

Based on statistical data from HCS Certificate Courses, V.3.0, 2010 taken from industry consultants and authors alike, one of the largest concerns that Human Resource Talent Managers face today is the engagement, burnout and the exit of their top talent beginning in 2010. The estimates from the same studies suggest that the top talent (High Potential or Track A) are

planning to leave their current employers as the economy begins its uptick now and within the next twelve months. The fear that this potential exit has sparked in the Talent Management roles of companies is huge. The concern of Talent Management is what to do to retain these people?

Additionally, based on a Towers Perrin survey in 2009, the Talent Managers pool for hiring is critical as 70% of their talent pools have dwindled. There are beves of underemployed and underemployed talent available yet there is a mismatch of competencies, capabilities, and skills types of positions and growth sectors in the workplace. How are these Talent Managers working with our community leadership, legislators, and consultants working together to put these people back to work and fill the pipeline? In the Wall Street Journal, November 10, 2010 in their Vital Signs section paper version, page one:

The competition for jobs is intense. For each U.S. job opening at the end of September, there were five people looking for work, according to Labor Department figures. That's an improvement from the end of last year, when there were more than six job seekers for every job opening. But in 2007, there were fewer than two unemployed people per job opening. (p1)

The intended audience for this research is every person that is in the workplace today that needs rejuvenation and needs to get their mojo back after several years of non-stop work without a work/life balance. Chip Conley (2007) wrote in his book entitled, *Peak: How Great Companies Get Their Mojo From Maslow*. Conley brings back Maslow's *Hierarchy of Needs* to the mainstream as highlighted below. Additionally the audience is for those who currently are in the underemployed and unemployed 'pools' to give them hope for a new future of employment for the 21st century.

Lastly, the audience is for all the leaders, managers, community servants, consultants and disbelievers that it is time for a ‘black swan’ to appear in these hard times, as crises tend to provide tipping points. This may be a tipping point for us to build a connection to all and an equalitarian mind-set as well as a reflective mind-set so that we take the needed time to do the right thing in our workplace and our society when we can.

The outcome is change in our work places to incorporate a sense of value for humanity, and begin to repair the trust and the fatigue of those who have served diligently through the crisis. To provide an open door to incorporate a true transformational integration of support, commitment and a true learning organization for growth and productivity now and in the future.

Talent Management Demographics

Forces Driving the Need for Effective Talent Management

Market	Demographics	Employers	Employees
Globalization	Aging workforce	Growth/performance	Financial security
Competition	Diverse workforce	Lower costs	Inspiring leadership
Increased regulation	Looming retirements	Innovation/quality	Challenging work
New technologies	Change retirement patterns	Customer loyalty	Engagement
M&A	Lack of skilled workers	Flexible workforce	Purpose
Outsourcing/ Offshoring	Oversupply of unskilled workers	Managing risk	Work/life balance

Source: Adapted from Towers Perrin

HCS Certificate Courses, V.3.0, 2010

In reviewing the vertical columns in the graph by Towers Perrin, (2010) source: HCS Participant’s Guide, there are significant concerns that employers have in meeting their market

demands with their current workforce. In particular, due to the economic recession one of the demographic changes in the workplace are the Traditionalists and Baby Boomers delaying retirement. In some cases staying, these two groups are staying on with outdated skills and capabilities required by the employer. Yes and this particular set of workers also possess a vast amount of knowledge that the younger Millennials and Generation Ys do not have. Additionally, there is a delay in entry to the workforce of some of the younger and more recent under graduates due to the recession and their continuing on to Graduate school. The issue with this group is lack of real time work experience that can be leveraged immediately to an organization to increase productivity. “A new nationwide survey by the Pew Research Center’s Social & Demographic Trends project finds that a majority of workers ages 65 and older say the main reason they work is they want to” (September 3, 2009 - Pewsocialtrends.org). In our 21st century workforce how will our leadership support, encourage the development of our diverse workforce?

Let us review the evolution of some of our past leaders, change management theories, and begin to apply theory to a current reality. Let us start with the Pygmalion theory, a description from the HCS Participant Guide (2010) is the self-fulfilling prophecy of how we ‘behave’ is based on how high the bar may be set or how low the bar may set. Alternatively, the problem can be reversed and it is reviewed as to how we are ‘treated’ becomes our self-fulfilling prophecy?

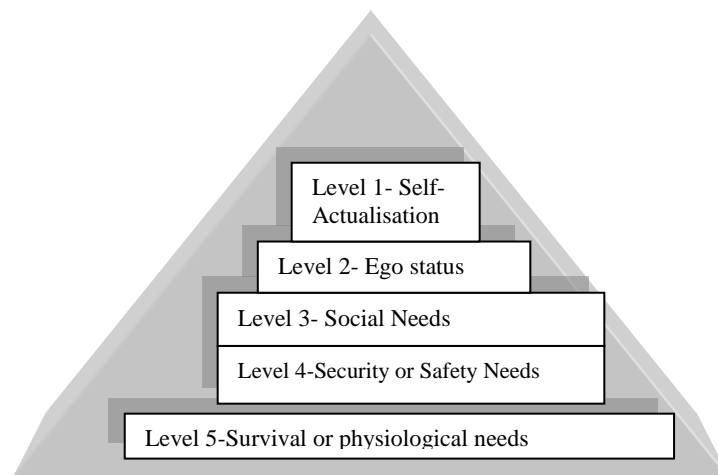
In 1957, Robert Merton, a Professor at Columbia University wrote a book about Social Theory and Social Structure. George Bernard Shaw adapted the theory and wrote the play Pygmalion Effect.

“A false definition of the situation evokes a new behavior which makes the original false conception come true” quoted Robert Merton. Or said another way, Sandra Dee, an Actress and beloved wife of Bobby Darin said to Bobby in the movie entitled *Bobby Darin, Beyond the Sea* (2004), “People hear what they see.”

The value in understanding behaviors and how we are treated and how we react is a basis for understanding how to motivate people and to engage them. It is up to our leadership to provide the needed concern to support the growth of a culture to be supportive and yes nurture this environment.

The Hierarchy of Needs

Maslow saw human needs in the form of a hierarchy, ascending from the lowest to the highest. When one set of needs is satisfied it ceases to be a motivator; motivation is then generated by the unsatisfied needs in the hierarchy. The needs are survival or physiological needs, safety or security needs, social needs, ego-status needs and self-actualisation needs. If managers can recognise which level of the hierarchy a worker has reached, he or she can motivate the employee in the most appropriate way. (Thinkers Magazine, 1999)¹

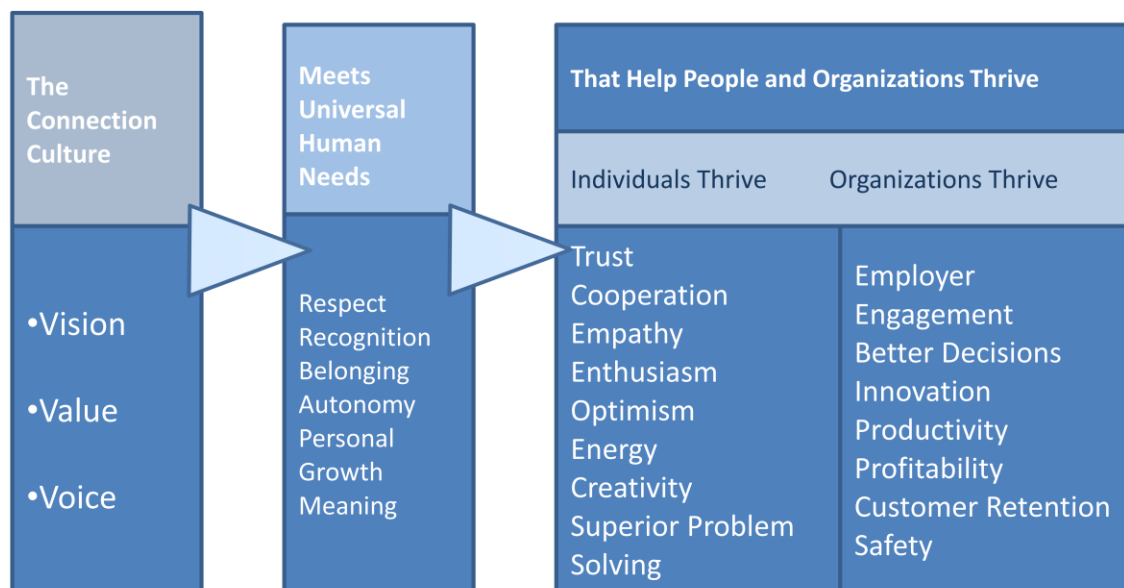


¹ Note: Today the hierarchy is usually represented as a triangle, although Maslow himself did not present it in this way. It should also be noted that academics alike did not support Maslow's theory such as his contemporaries Douglas McGregor and Frederick Herzberg, who were also developing motivation theories at about the same time. Other people in later years such as Chris Argyris or Blake and Mouton did appreciate the value of Maslow's theory. Argyris looked at how individual initiatives and creativity can co-exist with organizational rules. Blake and Mouton were authors of the "Managerial Grid" which created the concept of the manager who balanced a concern for people with a concern for task. (Thinkers Magazine, 1999)

In summary, it is up to our leadership to provide the same opportunities to everyone to grow before we treat our human capital like a disposable asset or liability. There is also a decision that will present itself a determination of who is on the bus.

Part II Hypotheses and Research Design, Continued

The Connection Thrive Chain



Stallard, M.(2007) Fired up or burned out. (p 21) Published in Nashville, TN: Thomas Nelson, Inc.

In looking how we develop our great companies and our great leaders – we need to determine what their core strengths are and work with those strengths rather than putting a square peg in a hole. Collins (1999) talks about why some companies make the leap to greatness and others don't. It is about being brutally honest with yourself, your staffs, your management

and leadership and have them understand that if there is to be a change it truly needs to begin with them to recognize their core strengths.

There are many types of leaders, many types of leadership programs and those exist and can be further developed to assess people and help them build towards a culture of strength, commitment, meaningful work, social integration and a collaborative experience with their peers and colleagues. When there is transparency, reflection and social needs acknowledged the motivational engines within begin to rekindle and fire up. We become far more productive when there is a general sense of true caring, open communication, and yes a free flow of the knowledge.

McLagan (2003) states in her article *The Change-Capable Organization* “It’s time to admit that change is a way of life not an appendage to “business as usual (p.52).” As she suggests the complexity of changes in our business environments is inevitable and the more we look at change, McLagan (2003) states, “That [it] requires a structural and mental redesign of the organization – a transformational approach (p. 52).” McLagan outlines the transformation steps needed which talk about the learning organization, the system processes, and how to motivate employees as a natural part of the process. McLagan has eight insights about the qualities of organizations, they are:

1. Link present to future
2. Make learning a way of life
3. Actively support and encourage day-to-day improvements and changes
4. Ensure diverse teams

5. Encourage mavericks
6. Shelter breakthroughs
7. Integrate technology
8. Build and deepen trust (p. 52)

McLagan's approach is similar to Kotter's, incorporates Sirkin, Keenan and Jackson's hard side elements and she brings forth Appreciative Inquiry (AI) into the organization's normal people processes and encourages diversity and mavericks for success.

In summary, consider people first, develop an equalitarian mind-set, motivate those who seek to be motivated and understand that change is hard for all and it requires our full attention to make it right.

Resources

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