

INNER WORKPLACE

Enhancing Results Through People

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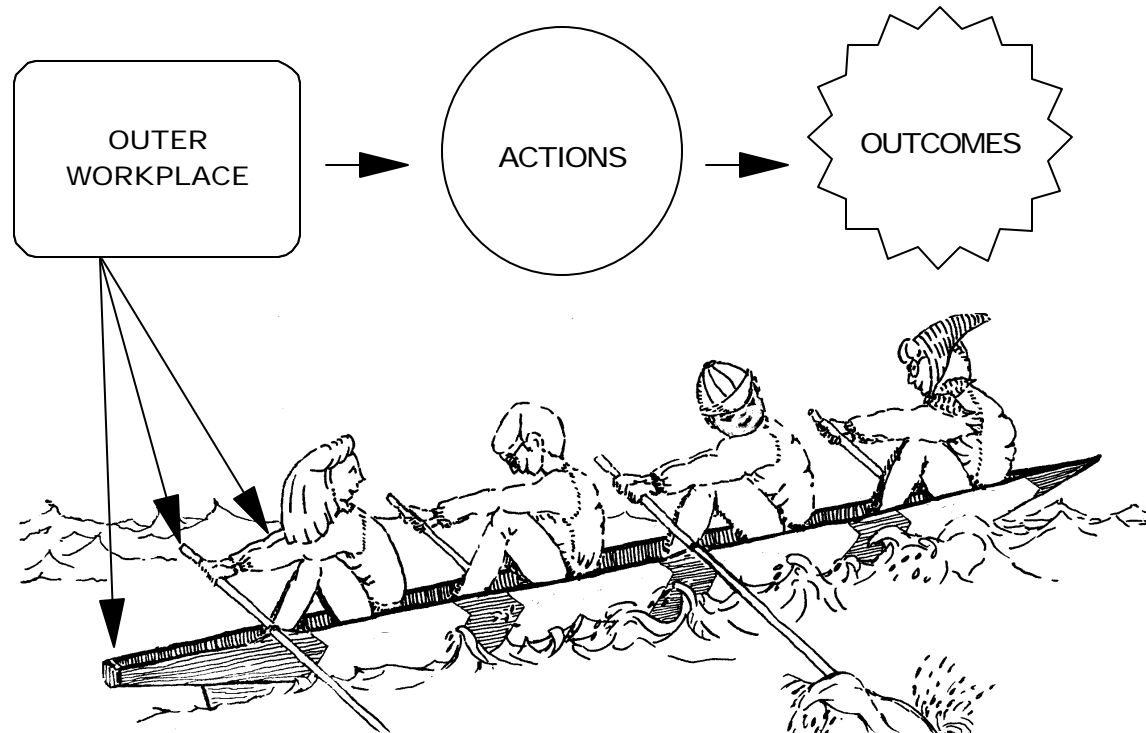


Creating Great Workplaces

"Creating engagement is not about driving a particular set of behaviours (though managers may wish that were the case). It is much more about creating an environment in which people feel energized to do the best work of their lives." Source: Coles Hewett Associates

Traditional Workplace Focus

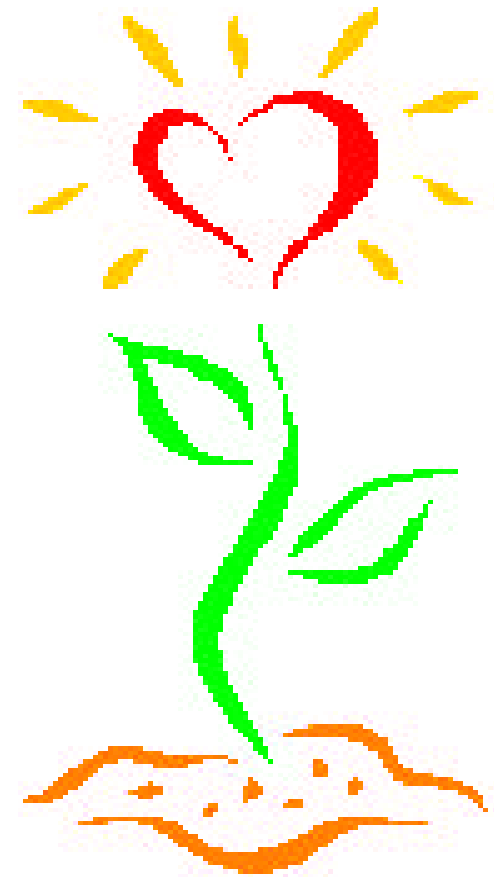
In the traditional workplace model, most change processes and interventions to enhance performance focus on "outer workplace" (*capital, structure, processes, systems and skills*), which are like the hull, the oars, and the skill and muscles of rowers of a boat.



What Is The Inner Workplace?

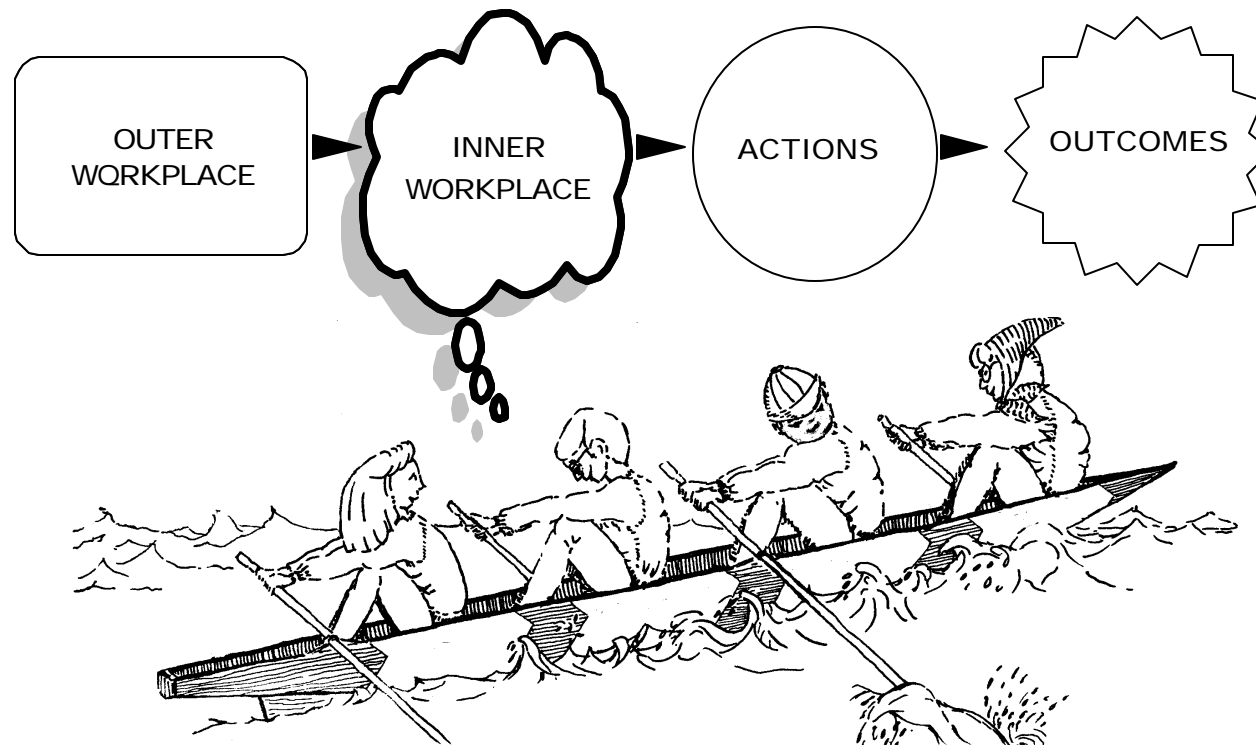
People's Inner Motivations

- ▲ The Inner Workplace is people's inner motivations.
- ▲ It is the source of organizational creativity, innovation, discretionary effort, engagement, alignment.
- ▲ Inner Workplace Architecture is the structure that determines the degree of corporate or team energy, i.e., its level of spirit.

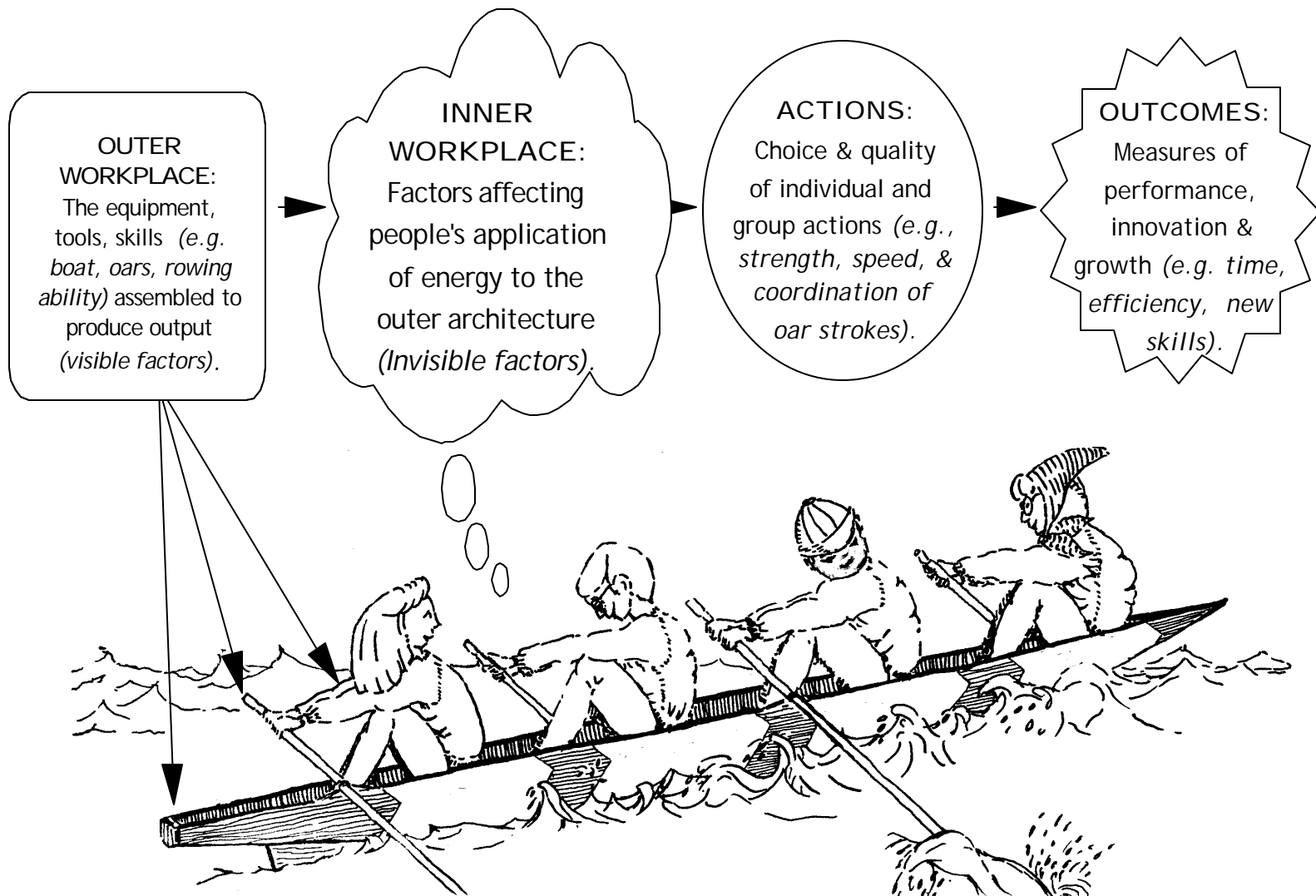


Inner Workplace Focus

"Inner Workplace" is the state of mind of people at work (*their motivation, alignment and engagement*), which in the case of the rowers, releases and focuses the energy that powers the boat towards its destination.



Integrated Workplace Model

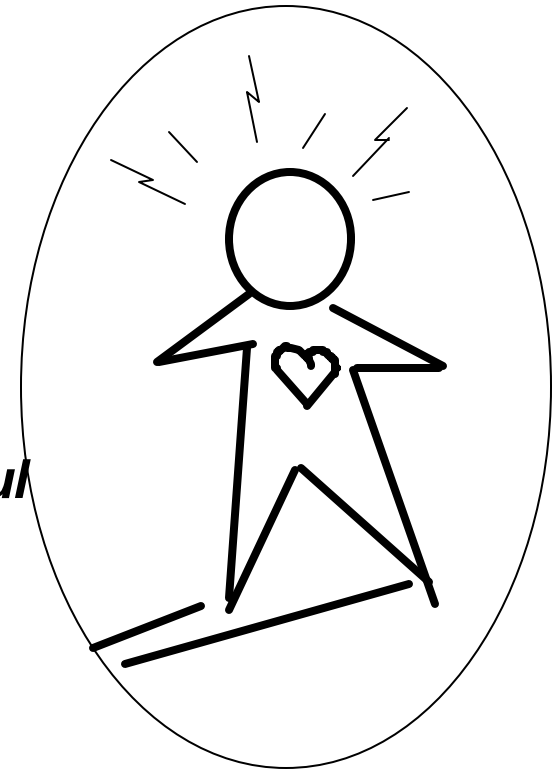


Motivating the Whole Person

▲ Four levels of a human needs:

- **Physical** (*health, safety, security*)
- **Emotional** (*self-esteem, relationships, belonging*)
- **Mental** (*personal and professional growth; achievement*)
- **Spiritual** (*making a difference; meaningful work*)

- ## ▲ Performance improvement has historically focused on the physical and mental levels of human beings. Attempts to integrate emotional and spiritual aspects into performance models are very recent.



Outer & Inner Workplace

- **Both are vital to produce business results (productivity, profitability).**
- **The contribution of the Inner Workplace to performance, however, is often minimized or completely overlooked.**

What Motivates People?

Four Sources of Energy:

Alignment	Synergy	Growth	Fulfillment
People are energized if they know where they're going, why they're going there, and how they'll get there.	People are energized in environments that support them to be open, authentic and collaborative	People are energized when there is encouragement and opportunity to grow both personally and professionally.	People are energized by rewards that acknowledge their efforts at all levels that have meaning for them.

Inner Workplace Model

The motivational energy of:

Alignment	Synergy	Growth	Fulfillment
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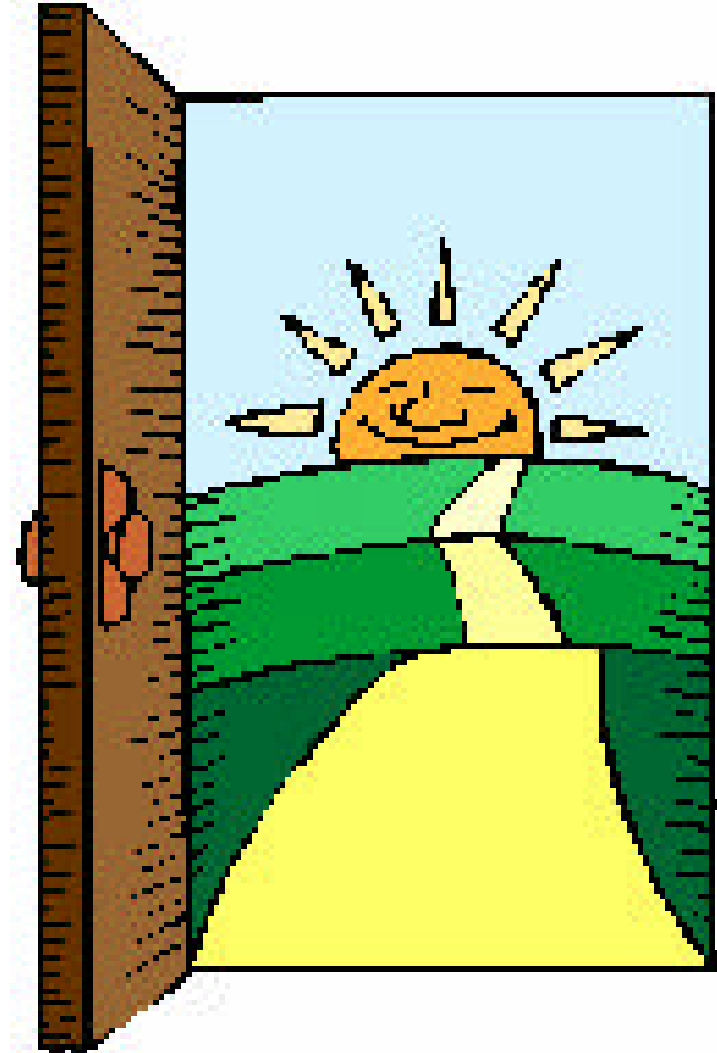
is affected by the quality of:

Direction Purpose, Goals, Objectives, Action Plans, Implemen- tation	Relationship Interactions Among People Inside the Organization & Across Its Boundaries	Renewal Capacity To Learn, Create, Transform, Grow or Develop	Reward Tangible & Intangible Rewards Gained From Work Activity & Interactions
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Quality of *Direction*

■ *Energy of Alignment*

- ▶ Alignment to a clear common picture of what people want to create together.



Quality of *Direction*

- Extent to which a team or organization and its people know where they're going, why, and how to get there.
- Involves:
 - ▶ Alignment on the direction.
 - ▶ Clarity on how best to contribute individually & collectively.

Quality of *Relationship*

■ Energy of Synergy

- ▶ Within the team or organization
- ▶ Across boundaries with customers, suppliers, and stakeholders.



Quality of *Relationship*

- **Extent to which people in an organization agree on how they'll interact and work together, and have the relational skills to do so.**

- **Involves:**
 - ▶ **Open, trusting, authentic communication**
 - ▶ **Emotional intelligence and group skills**
 - ▶ **Collaborative, supportive, fun culture**
 - ▶ **Common and shared information**

Quality of *Renewal*

■ *Energy of Growth*

- ▶ **Capacity to learn, respond, create and adapt.**



Quality of *Renewal*

- **Capacity of organization (or the groups within it) to:**

- ▶ Learn and grow
- ▶ Create and develop

- **Involves:**

- ▶ **Growth in self-awareness and self-esteem**
- ▶ **Continuous learning, and enhancement of knowledge and experience**
- ▶ **Ability to challenge status quo, take risks and experiment.**

Quality of *Reward*

- Energy of Fulfillment
 - ▶ **Monetary and intrinsic reward from doing the work.**




Quality of Reward

- **Beyond monetary compensation & ownership, the extent to which the people in an organization obtain intrinsic benefit or satisfaction from their work. Involves:**
 - ▶ **Personal satisfaction and fulfillment from doing the work.**
 - ▶ **Pride in the quality of work or level of service.**
 - ▶ **Sense of worth and meaning derived from doing work that makes a difference.**

Inner Workplace Inventory


- ▲ **Presupposes that great workplaces are those that address the needs of the whole person - both their hearts and their minds.**
- ▲ **Measures four broad qualitative dimensions that affect people's motivation and engagement in the workplace:**
 - **The Quality of Direction**
 - **The Quality of Relationship**
 - **The Quality of Renewal**
 - **The Quality of Reward**
- ▲ **A look at the inventory . . .**






Energizers

Inventory Provides Data On Six Energizers For Each Dimension

 Energy is blocked when:

 Energy is released when:

- ▲ **On-line survey generates data on the quality of Direction, Relationship, Renewal and Reward, and provides you with a rating of:**
 - **The blocks and energizers in your workplace.**
 - **The importance to your people of these factors in creating a great place to work.**
- ▲ **Inventory data is analyzed by your team in 1-day workshop (*the model, results, action plans*)**
- ▲ **If you would like to discuss how you can apply the *Inner Workplace Inventory* in your workplace, please contact us: info@breakthroughsunlimited.com (604-943-9133).**

“Like any living organism, there is a spirit that enlivens and animates a business. Each of us, as we seek to make meaning for ourselves in our work, brings our own spirit to the workplace. We cannot leave our spirits at home any more than we can leave our bodies at home. Our spirit travels with us and manifests itself in our attitudes, outlook, and behavior. It shows itself in the ways we approach our work. Hence the output of the corporate enterprise is a reflection of the collective spirit of its employees.”

David Prescott, Executive Vice-President of a large investment house in Princeton, New Jersey.