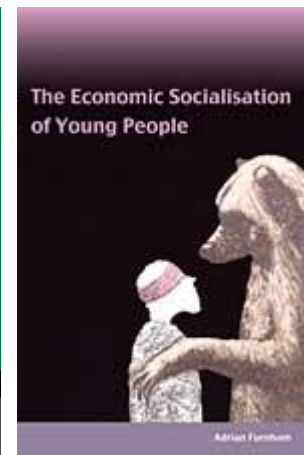
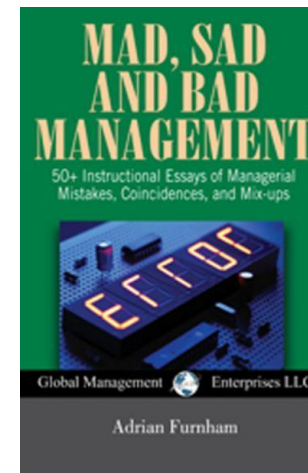
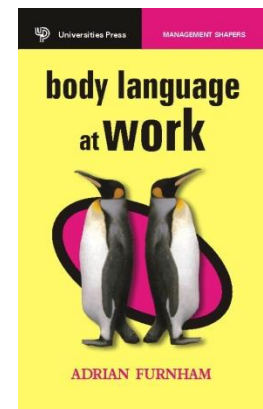
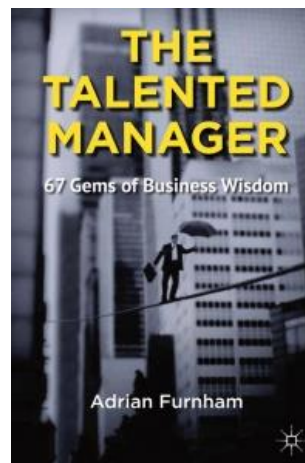
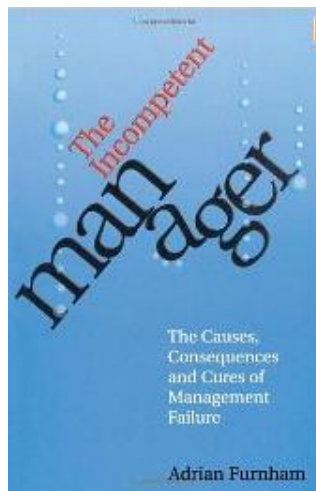
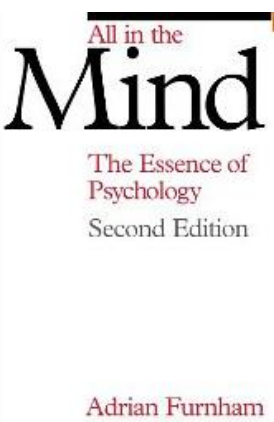
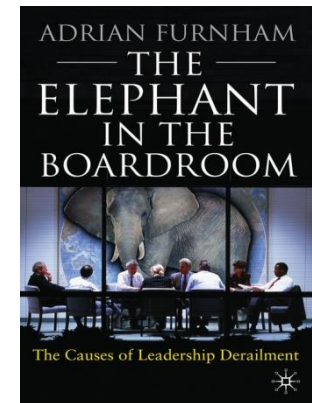
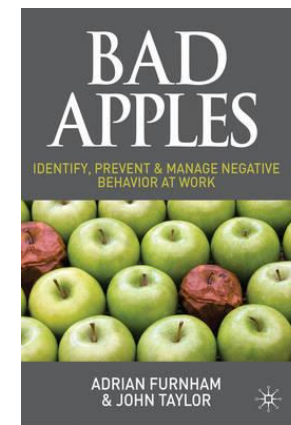
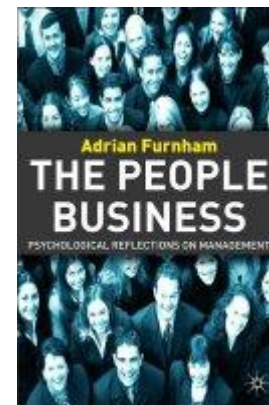
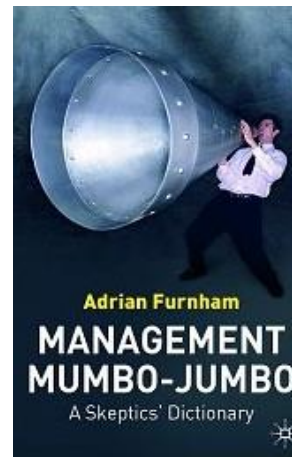
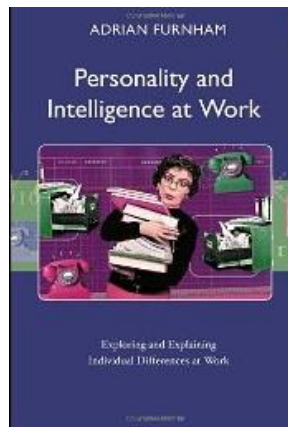
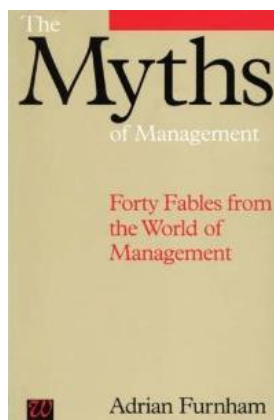
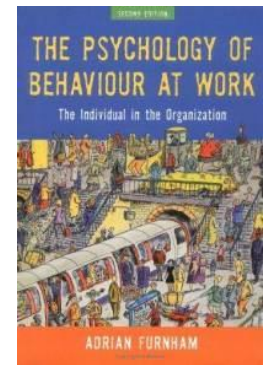
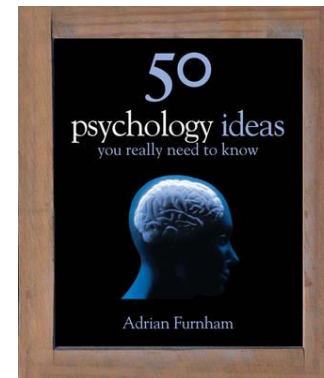
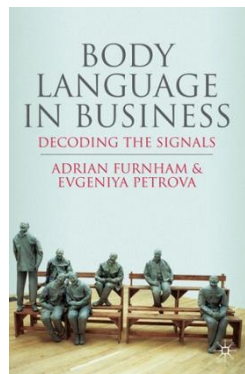
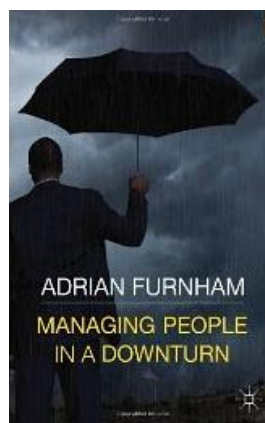
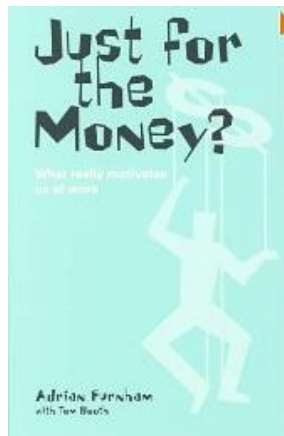


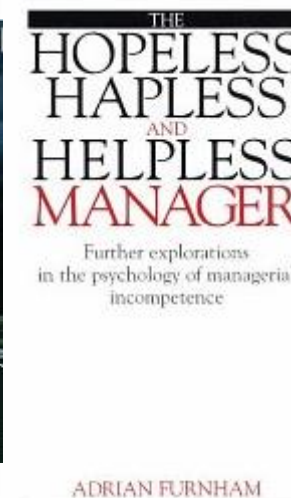
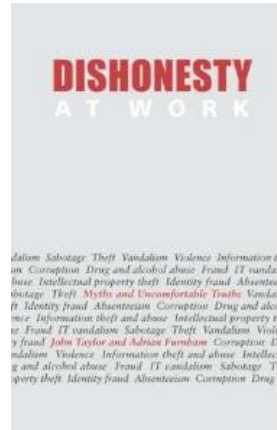
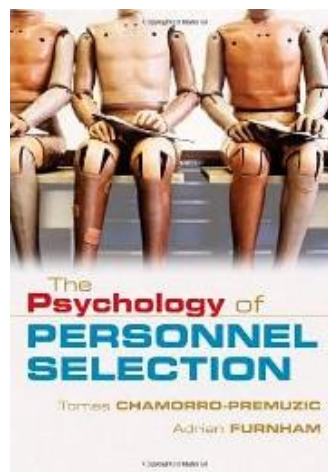
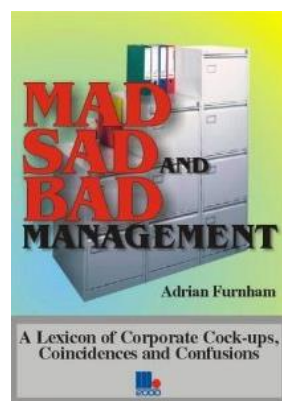
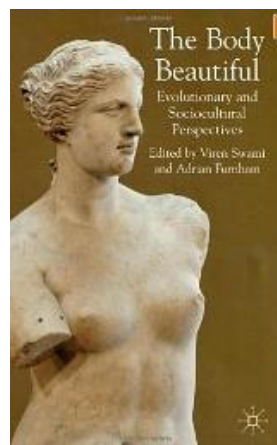
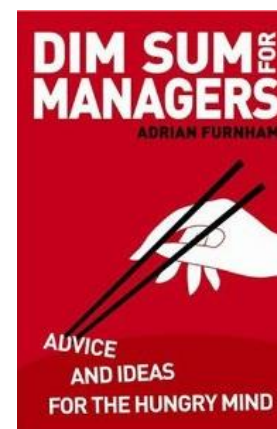
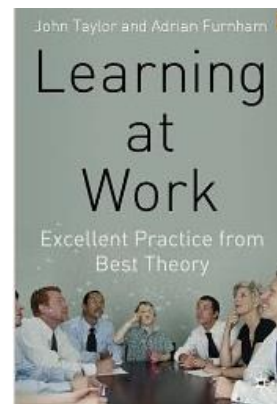
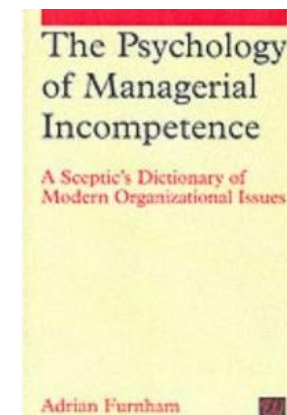
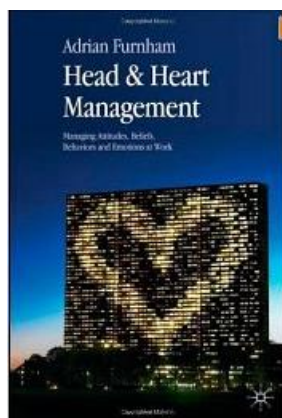
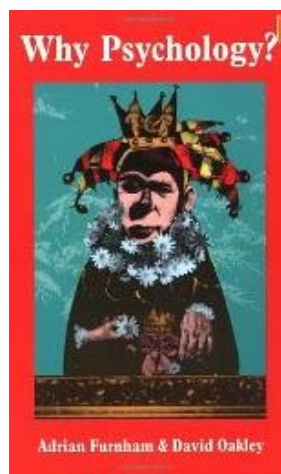
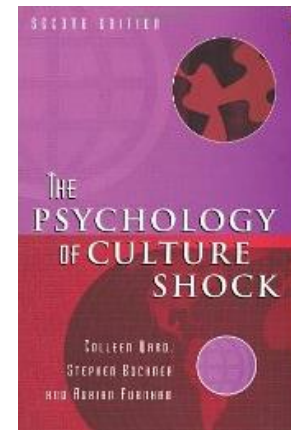
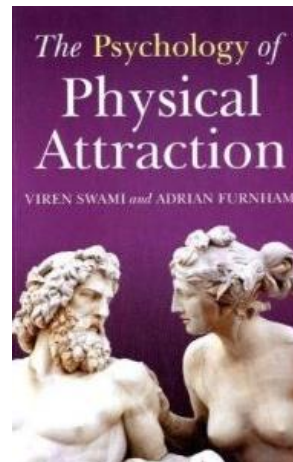
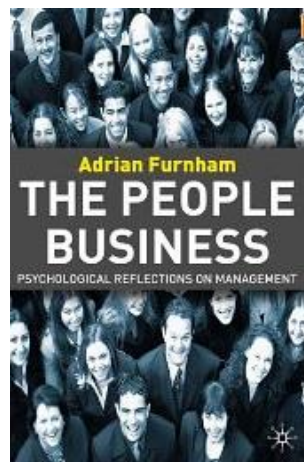
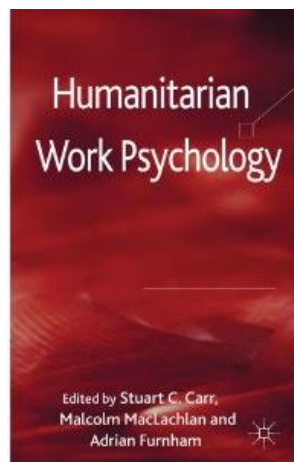
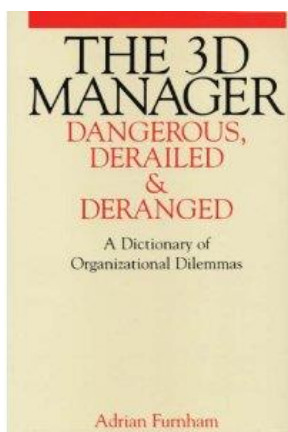
Managing in Difficult times

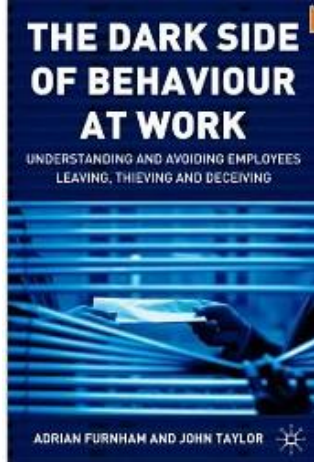
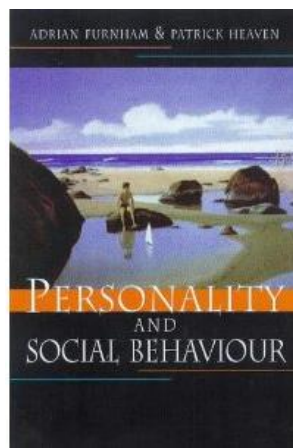
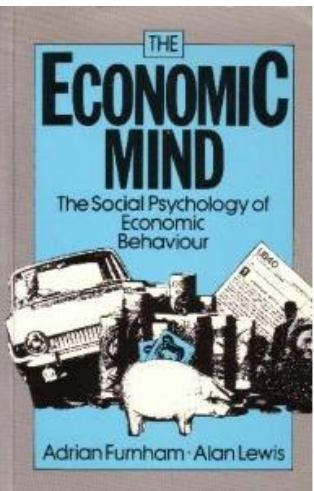
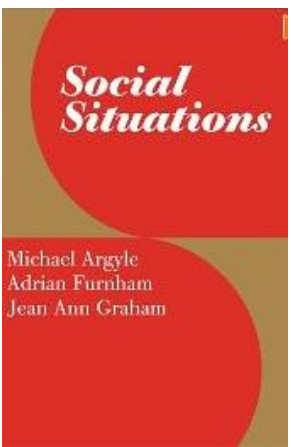
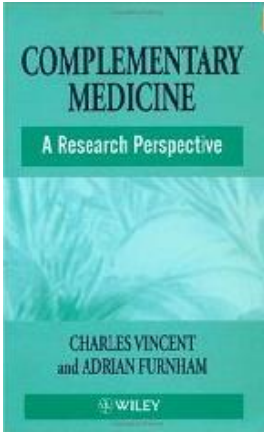
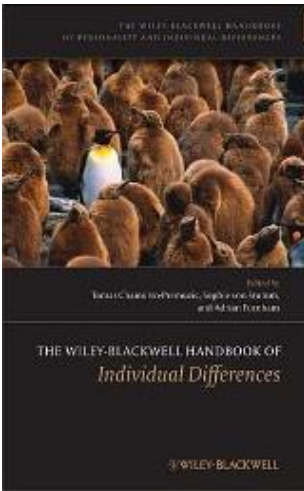
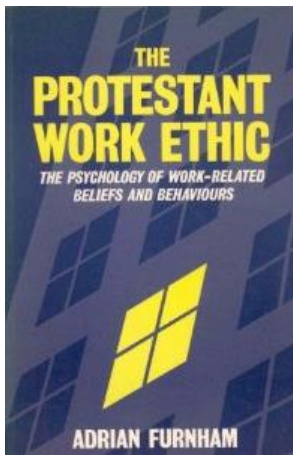
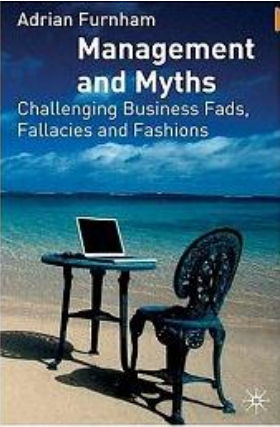
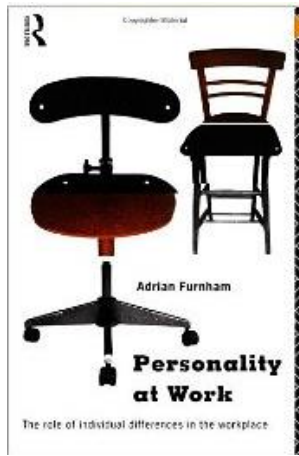
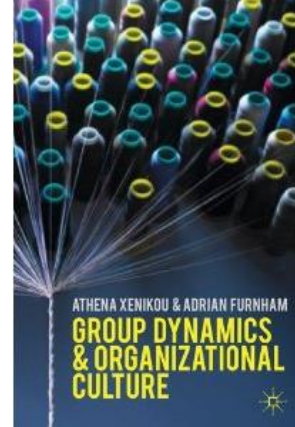
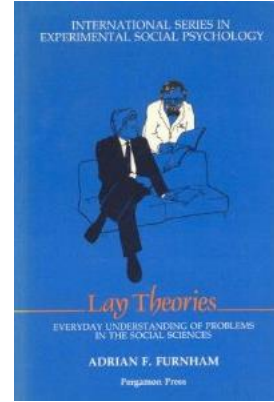
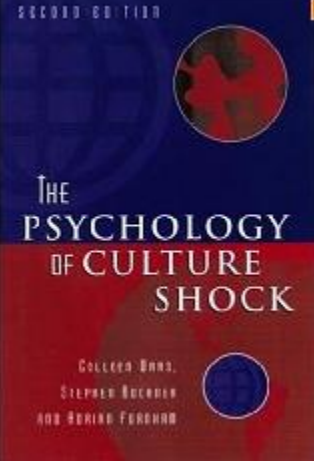
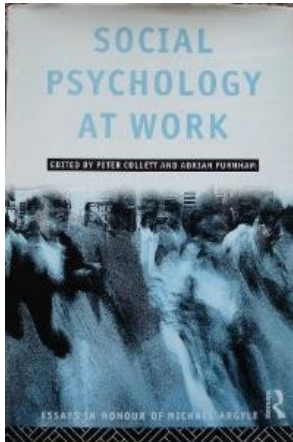
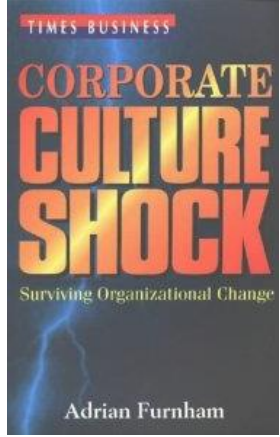
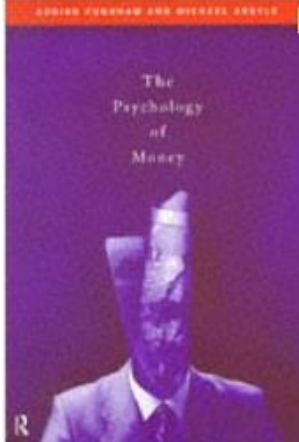
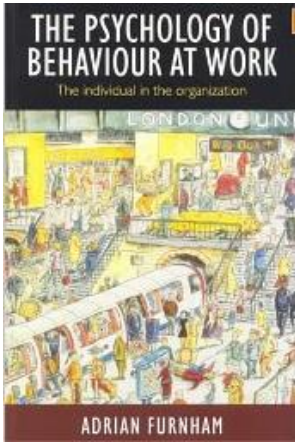
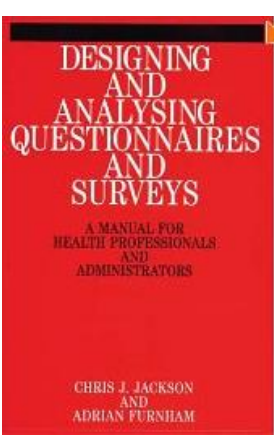
Adrian Furnham
Professor of Psychology
University College London

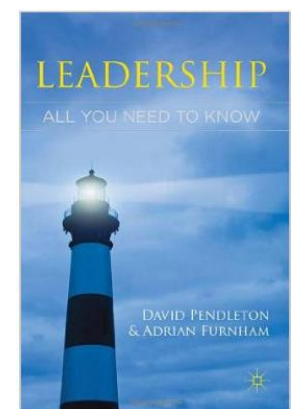
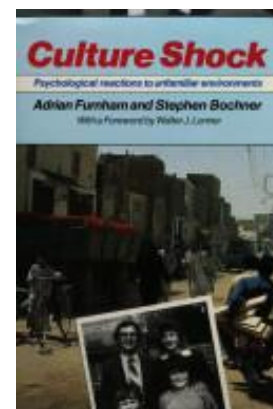
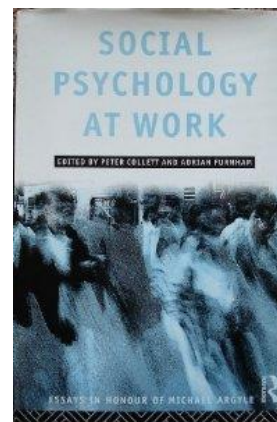
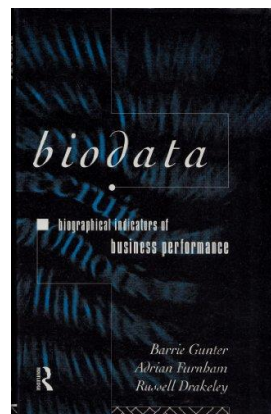
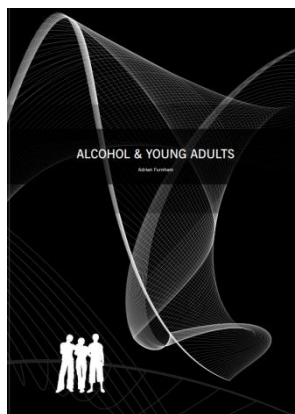
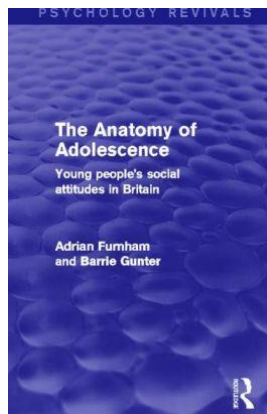
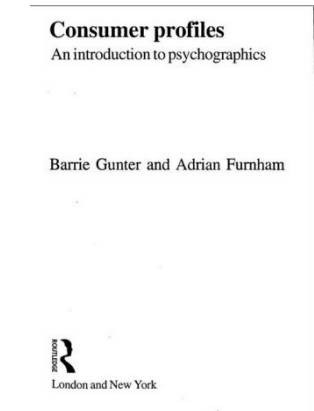
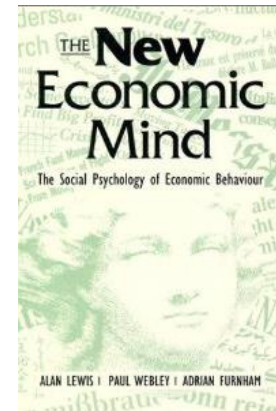
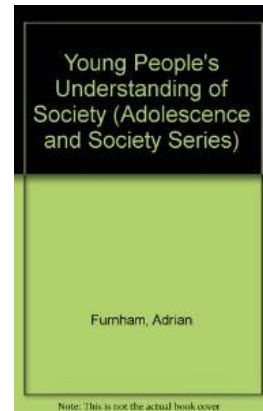
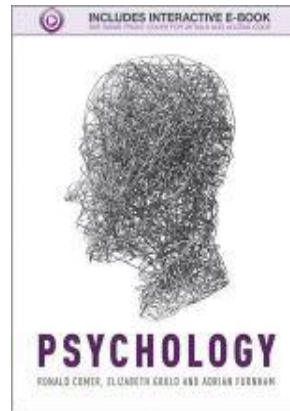
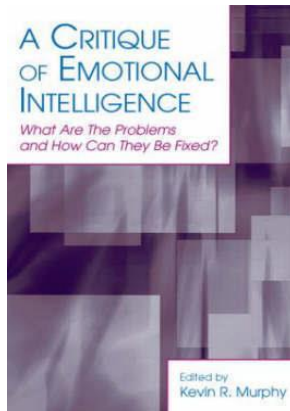
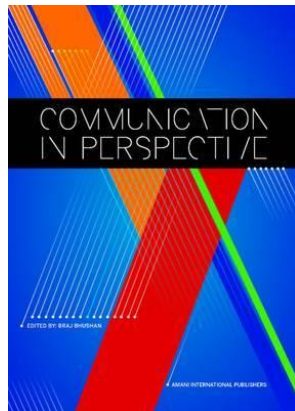
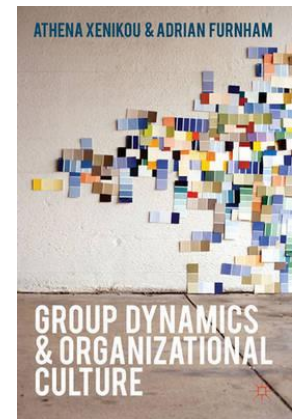
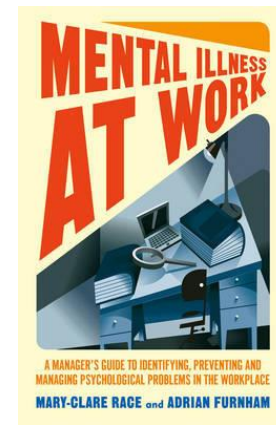
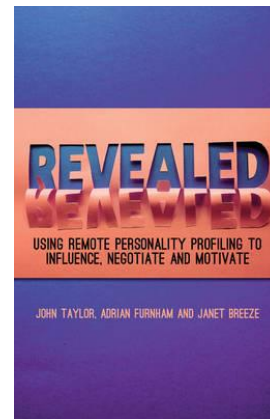
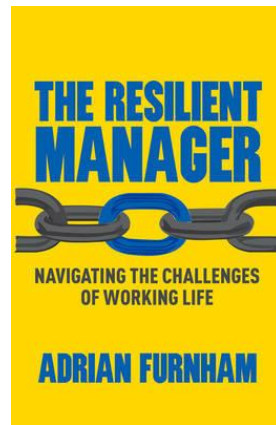
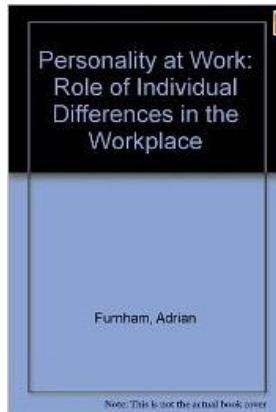
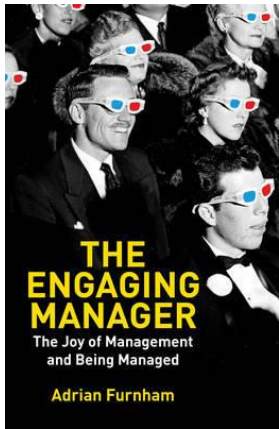
The Happy Academic











Associated
British Foods
plc

Goldman
Sachs



The
Economist



Lloyds TSB



Llywodraeth Cynulliad Cymru
Welsh Assembly Government

Emirates

Emirate Of Abu Dhabi
Executive Council
General Secretariat



MINISTRY OF FOREIGN AFFAIRS
SINGAPORE





serco



Goldman
Sachs

crf
CORPORATE RESEARCH FORUM



ferrovial



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MOËT HENNESSY • LOUIS VUITTON

Mars

M&G
INVESTMENTS



mountainviewlearning
teaching behavioural science to business



L'ORÉAL



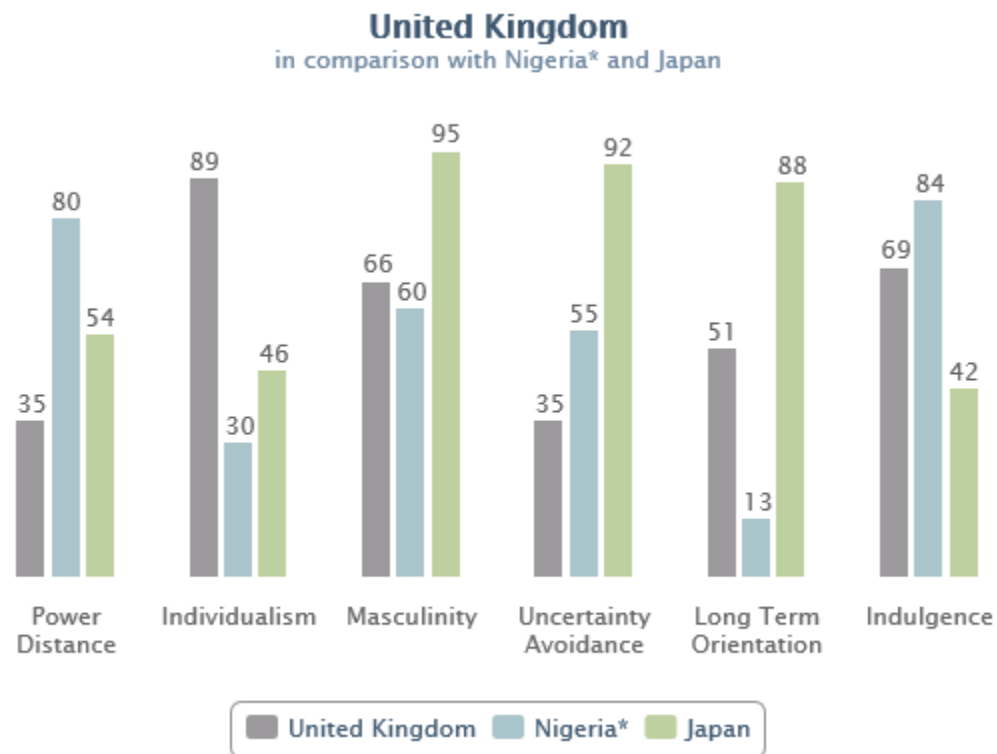
ARUP



Llywodraeth Cymru
Welsh Government



Culture Differences



The Essence of Good Management

- Simple but important truths about management
- Tough times test managers

The Heart and The Head: Logic or Intuition

To what extent is persuasiveness/influencability a matter of

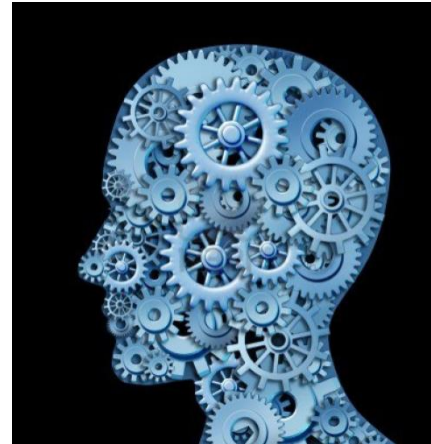
Analysis, argument and logic

or

Emotions, feelings and intuitions



vs.



Management of People

is about...

- Recruiting
- Selecting
- Engaging
- Developing
- Letting go

→ People



The Essentials of Management

Challenge

- Clear objectives for individual and company. People know their objectives



Support

- Providing emotional, social, technical, financial and informational support

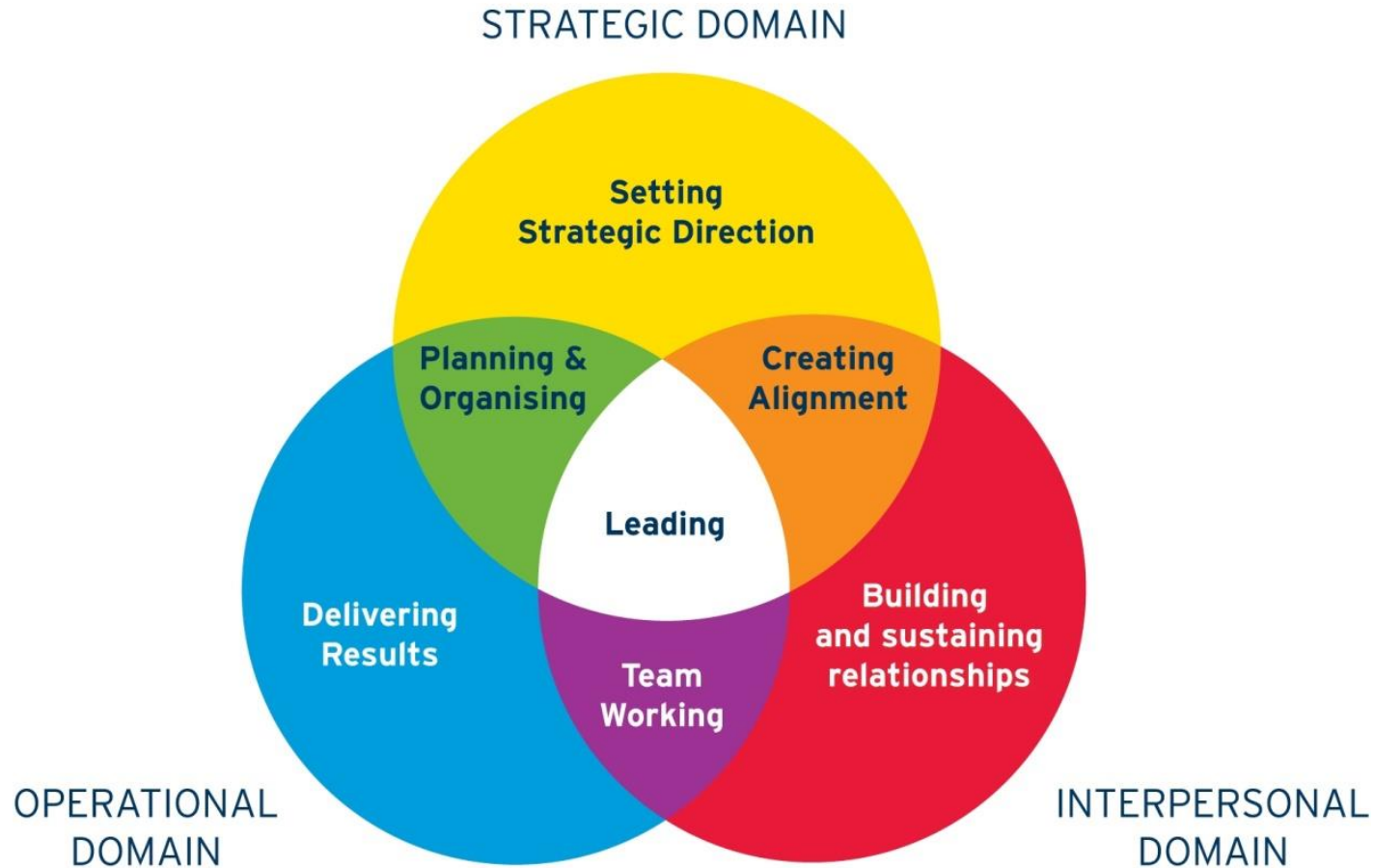


Feedback

- Regular, specific, behavioural



The Primary Colours Model



Motivation



Intrinsic vs. Extrinsic

The joy of the activity vs. a material reward.

Engagement vs. pay packet.

Does intrinsic motivation decrease with extrinsic rewards?

But all jobs have a mix of intrinsically and extrinsically interesting features and levels of difficulty.

Intrinsic motivation is increased by a sense of mastery, competence, skill acquisition, control and self determination.



Engagement

Earlier terms

- Job Satisfaction
- Job Commitment
- Job Involvement



New terms

- Job Engagement
 - High levels of energy
 - Persistence
 - Enthusiasm and pride
 - Sense of empowerment
 - Initiative seeking

Engaged staff

- Seem energetic and vigorous
- Are dedicated and respond to challenges
- Seem absorbed at work

Engagement comes from the way people are managed.



The Psychology of Disenchantment

Organisation
Lying/Hypocrisy



Perceived Inequity



Bullying & Mistreatment



Distrust



Broken Promises



It is easy (ier) to lead in good times



- Poor leadership can be covered up
- Profitability and growth targets are easier to hit
- Optimism pervade the top team, employers and shareholders
- Managers are tested in lean times... both the best and the worst of times

How do people want their leaders to appear?

- Steady and calm under fire

- Defiant and Vigilant

- Fit in body and mind

- Someone who understands the business AND its people.



Opportunity vs. Threat



- Bad times can be Darwinian: survival of the fittest, quickest, boldest
- They can show what really motivates people
- They test managers and leaders
- They demand creativity and new-thinking
- They accelerate the need for change

Opportunity

The Chinese word for "**crisis**"

Simplified Chinese: 危机;

Traditional Chinese: 危機; pinyin: wēijī)

is frequently invoked in Western motivational speaking
as being composed of two Chinese characters respectively signifying:

“Danger” and “Opportunity”.

What Happens During Recessions

Things stop: *Recruitment, Training, R&D, Advertising, Marketing.*

- Some managers put their head in the sand

Things change: *Pension schemes closed, budgets slashed.*

- General belt tightening, people not replaced.

Communication stops/changes: *PR doubles or halves quarterly.*

But some make bold, decisive steps. Recessions lead to rethinking, reorganising, restructuring and making more fit

Different Approaches to coping with a recession

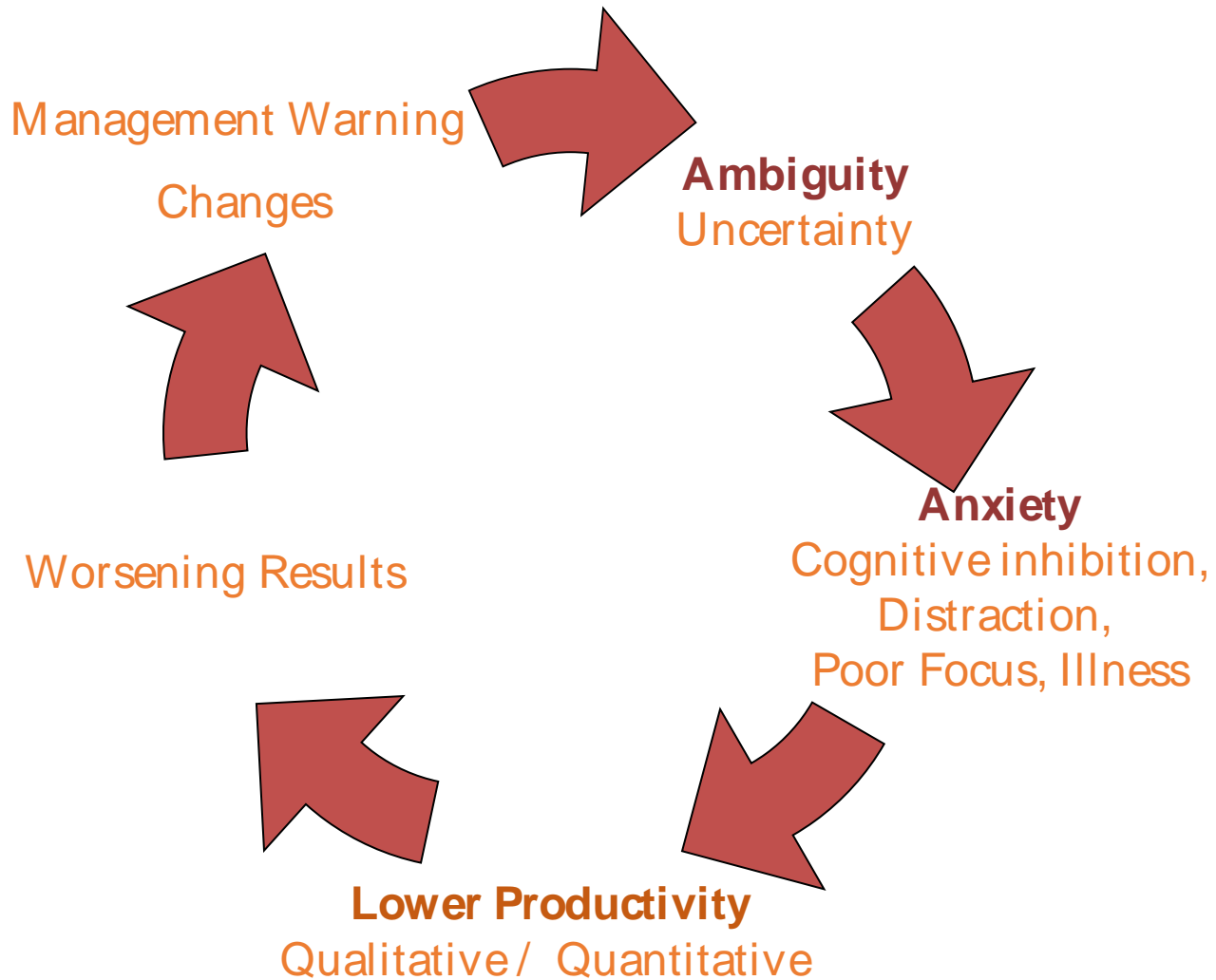
- Recruitment freezes
- Pay freezes/ non-payment of increments/ or pay cuts
- Pay deferrals schemes
- Remove/ eliminate overtime
- Review temporary hire and contract staff
- Shorter working week/ temporary lay off/ flexible working
- Reduce use of agency workers
- Cut bonuses/ review other benefits
- Career break schemes
- Review pension contributions and / or benefit levels
- Extended/ additional annual leave
- Sabbaticals for long servers (subject to min/ max and paid or unpaid?)
- Service leave- short period of unpaid leave if more than 'X' years
- Secondments to other companies
- Redeployment in other parts of the business

All of these have legal implications and must be dealt with appropriately

What Do People Worry About?

- Redundancy
- Reduction in hours
- Wage Freeze
- Interest increases, family income, mortgage
- FIFO vs. LIFO





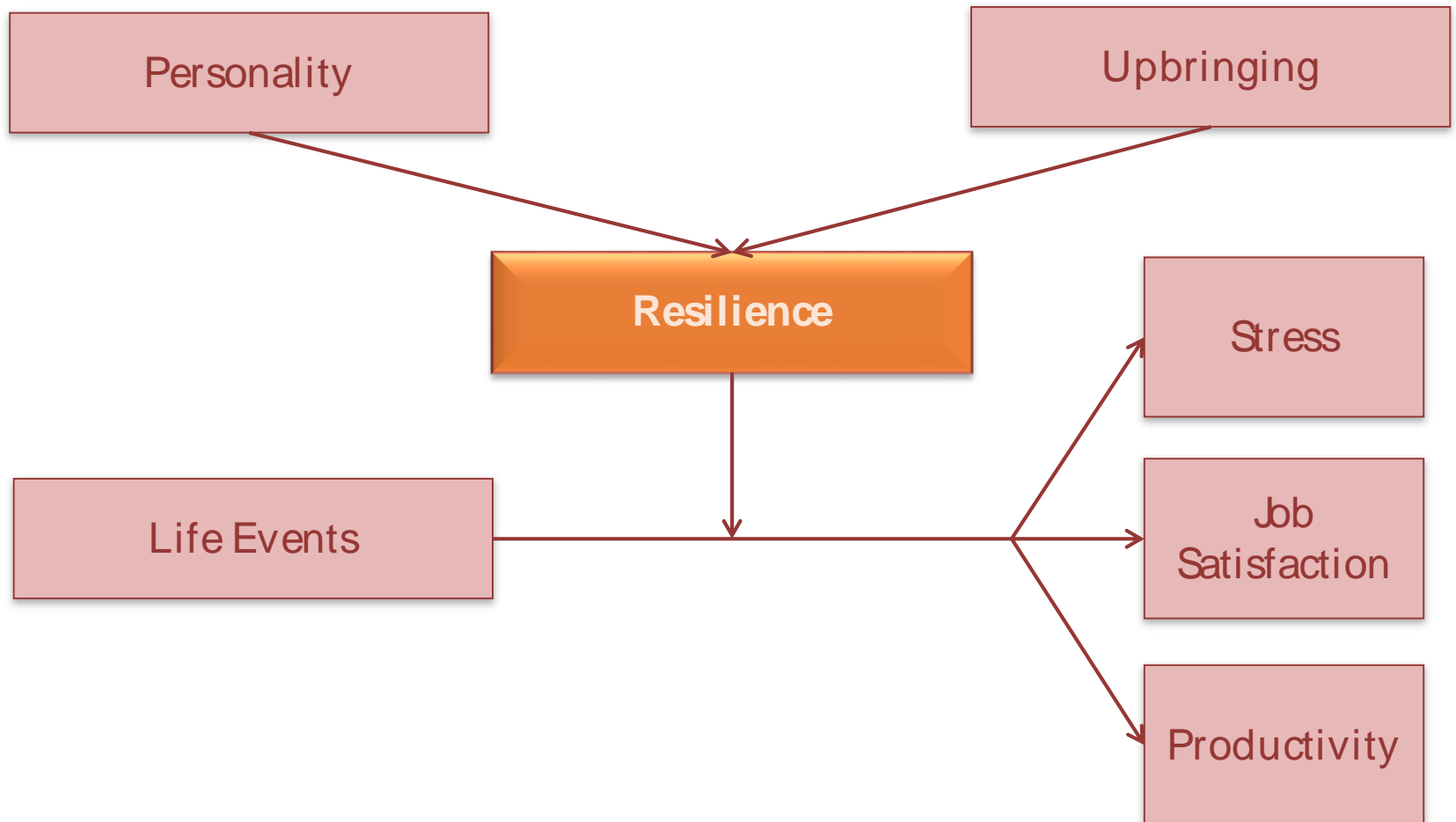
What Happens to Individuals

1. Evidence of shock response
 - Shock, revival, Minimalisation
 - Depression, Pessimism, Self-Blame
 - Inertia, Fatalism
 - Adaptation, Testing, Adjustment

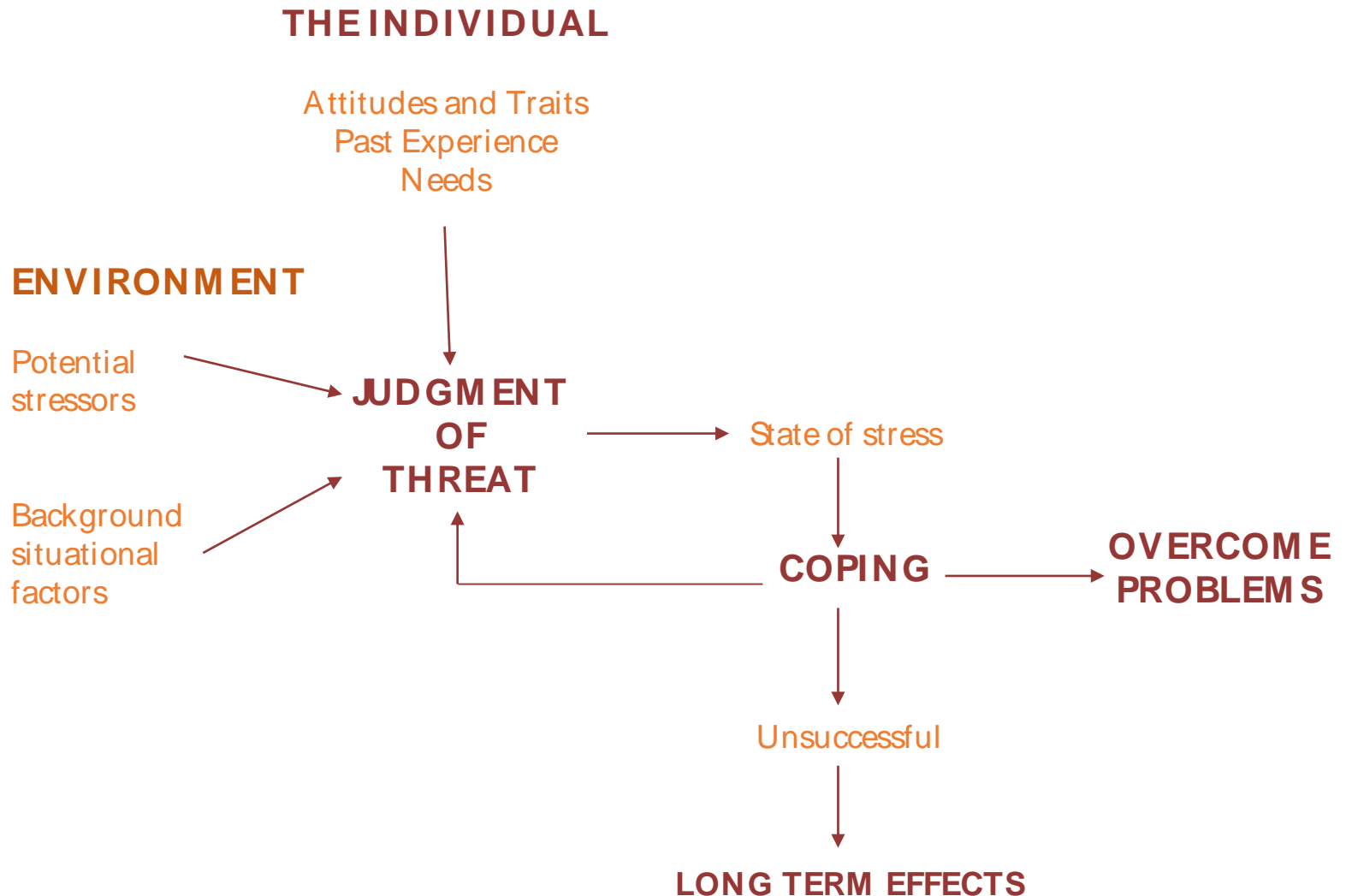
2. Individual differences appear
 - Repressors vs. sensitizers
 - Instrumentalists vs. fatalists



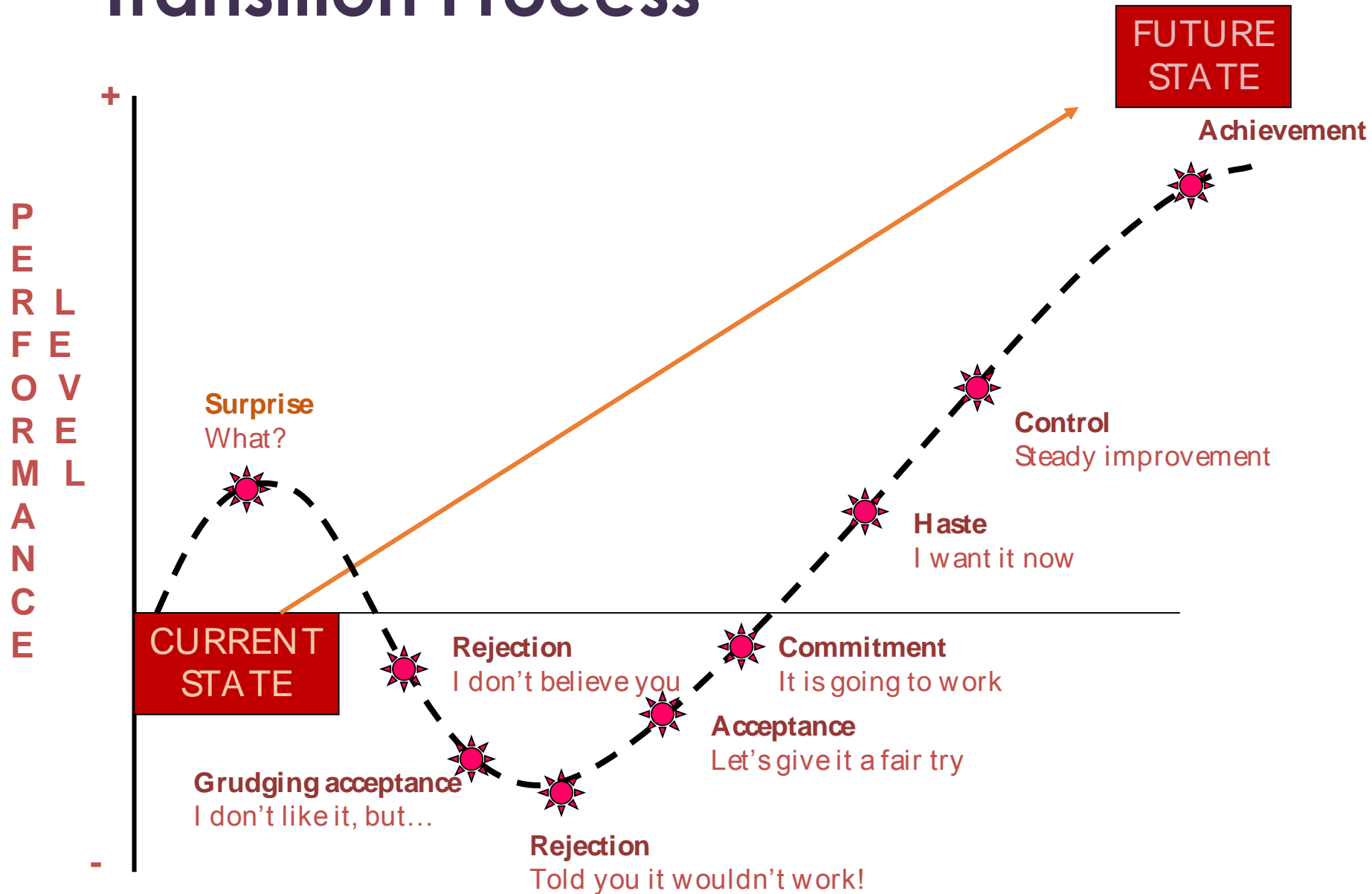
The Role of Resilience



The Person-Environment Model of Stress



Transition Process



Typical Responses

Powerful emotions:

- Anger and depression for those who are to **go**
- Anxiety and guilt for those who **stay**

These are *natural* and to be *expected* but there are big individual differences in how they are shown and expressed:

Gender, Age, Culture, Personality



Counselling Helps

- The aim is to come to terms with the situation.
- To explore and express emotions.

BUT

- Also to Reframe and ***Move ON...***
- To see options and opportunities
- To re-evaluate the whole situation, re-appraise
- To see potential threats as opportunities



What sort of people do best?

- Those with grit and determination: think entrepreneurs
- Those with resilience and hardiness
- Those with ability and confidence
- Those with the experience of getting through difficult times
- Those with social support



Adjusting to Change

Healthy Adjustment

- Re-organised, focused, engaged

Fair Adjustment

- Holding on, dependent, fragile

Poor Adjustment

- Angry, apathetic, negative



Organisational targets for planned change

Objectives

Set or modify specific performance targets

Purpose

Clarify or create mission and objectives

Technology

Improve equipment, facilities and work flows

Strategy

Clarify or create strategic and operational plans

Change targets



```
graph TD; CT((Change targets)) --> O[Objectives]; CT --> P[Purpose]; CT --> T[Technology]; CT --> S[Structure]; CT --> TS[Tasks]; CT --> PE[People]; CT --> C[Culture]; CT --> ST[Strategy];
```

Structure

Update organisational design and coordination mechanisms

Culture

Clarify or create core beliefs and values

People

Update recruiting and selection practices; improve training and development

Tasks

Update job designs for individuals and groups



People in Transition

1. Ending and Letting Go

- Stop identifying with the 'old organisation' -title, role, position and language.

2. Experience the neutral zone

- Experience ambiguity, confusion, despair and meaninglessness.



3. Make a new beginning

- Learn new skills, make new relationships, build a new vision.

Cooperative

Not Apathetic

Learning

Slowing

Making intentional
mistakes

Acceptance

Indifference

Passive
resistance

Active
resistance

Enthusiasm

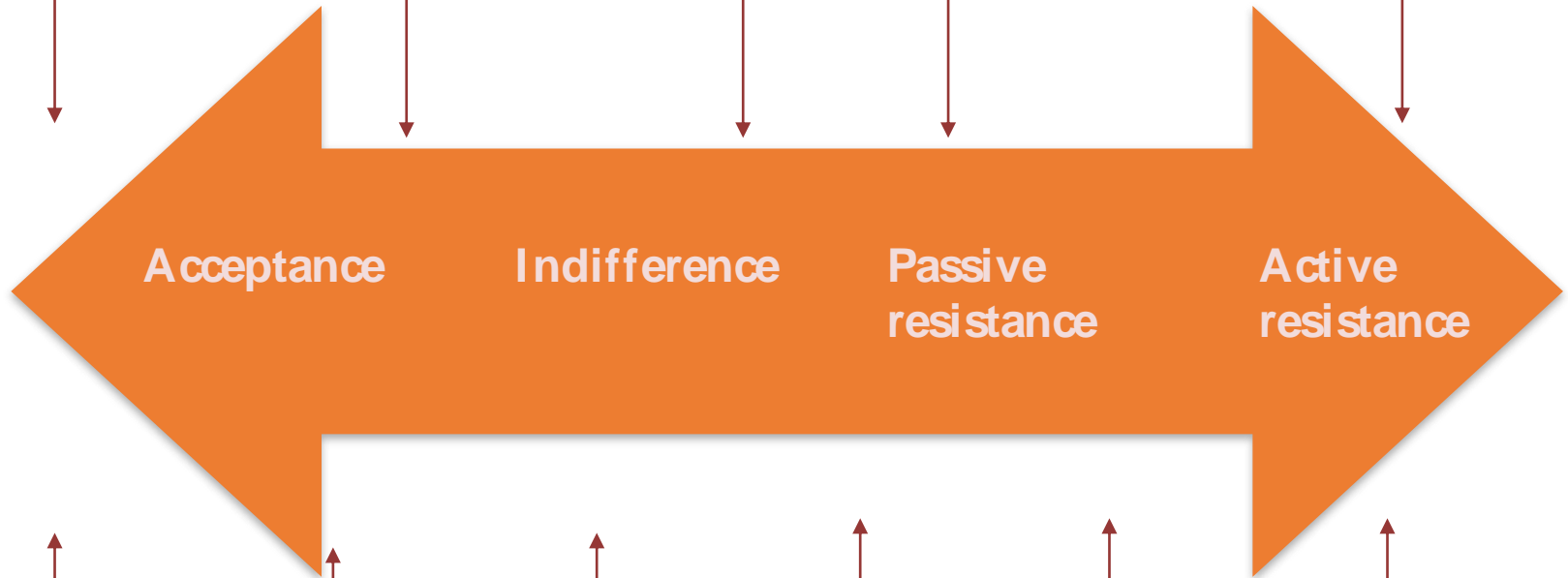
Passive
resignation

Doing only
what is
ordered

Protesting

Taking
time off
job

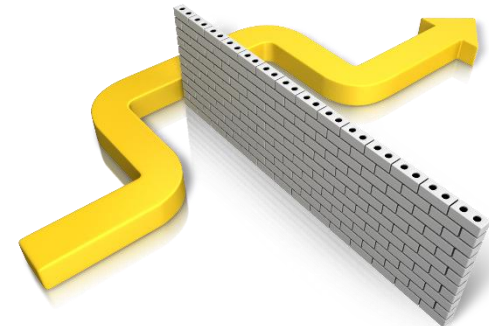
Deliberate
sabotage



Things To Do?

Leadership; Innovation; Change

- Re-engage through frequent, consistent, honest communication
 - lunch time work shop
- ***Lead from the front:*** Strong, bold, adventurous
- Learn from previous recession. Beware cutting that which add customer value; don't go for big gestures
 - do the little things right
- Fix the leaks that soon appear
- ***Innovate:*** Get creative with all the stakeholders
- ***Change:*** Sharpen your focus, streamline process
- Try to attract talent badly managed elsewhere
- Prepare for economic recovery



Advice for the Resilient Manager

- It is difficult to accept and bring about change.
- It takes time to adjust.
- But we can't resist progress, new technology, new ways of working and new competitors.
- Those who do best emphasize opportunity and challenge rather than resistance.
- It is about a Mindset...which can be self-fulfilling.
- Whether you believe you can (adapt/grow/succeed) or whether you can't you are right.
- Best give it your best.
- Upwards and onwards then.