

# Samenvatting visuals HRM Blackboard 2017-2018

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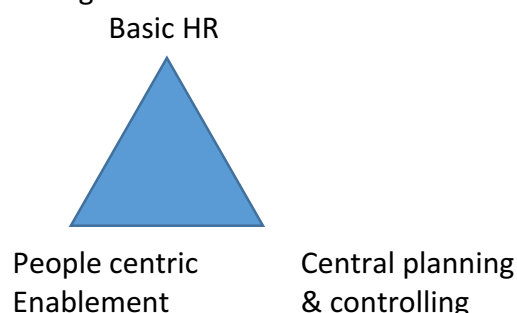
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### **The future is agile (Armin Trost)**

Question: why can't you CEO sleep at night? What's the biggest challenge in our business today? Demographic changes, global warming, refugees? Complexity: disruptive technology: tomorrow we're going to have new players in businesses: large companies/big brands disappear from one day to another: complexity, uncertainty, not predictable anymore. Along with this complexity, we learned that people became really relevant: we need people who think and communicate. Along with this growing relevance of people our HR became more professional. We came up with systems, processes, tools, KPI's.... HR today is not the same anymore as HR 30 years ago, we grew. Why did the power of the HR-function decreases so dramatically?

Triangle:



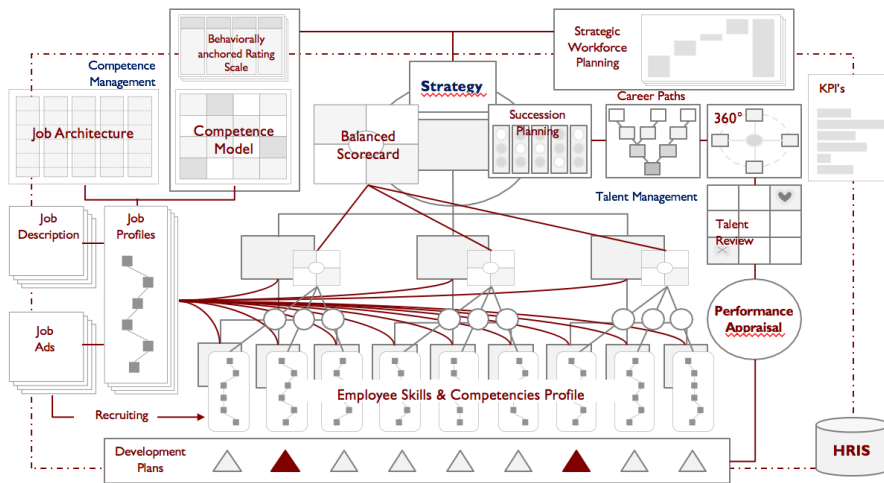
Decide in which field you want to play

Basic HR: some companies are here: hire the people and we compensate the people: no talent management, no competence management: Darwinism: we don't need talent management, best people will come anyway: cream always comes to the top  
→ If you do this, there comes a day where HR quits the job: CEO will ask who is going to be the successor (opvolger) of this position? HR will say: I don't know: I'm not prepared for this: when you experience such a situation you will start being prepared in the future. Develop tools, processes, programs, KPI's to be prepared in the future so you move from the left side to the right side: It's interesting to see that many organisations moved to central planning & controlling. Philosophy: you as HR take care/control about everything that's people related. Acting from a central point in the organisation, armed with a system that helps you to do your job, to take all the responsibility for hiring, retention, development, engagement, motivation, satisfaction, health.... This is a very difficult position.

Here is the hierarchy: we have a competence model based on some behaviourally anchored rating scales, we also have job architecture, we define job profiles for every single job. All this is named competence management. We assign this different job profiles to different positions in the organisations, which allows us to make job descriptions. It also allows us to make job ads, and with job ads we hire people for the different positions with different profiles = employee skills & competence profile.

On strategic level, we have a strategy: how we do strategic work-force planning, how we have a balance score card? We cascade down objective from top to down, to every single level of the organisation. Talent review, finding out who are the most talented employees? We put them into 360°-feedback to better understand strength and weaknesses, we set them on some career path. It allows for succession planning. All this is built on HR

information systems which allows for KPI's. And on and on and on .... This is simplified picture of modern HR.



What did we do the last few decades? We add complicatedness to complexity. Is this the answer to complexity? I don't know? This is pure hierarchical thinking, thinking top down: not the best way to cope with complexity.

Example: think about the human brain, not even the human brain or the human body is not hierarchically structured, it's a network of different components which works independently but very well connected.

Now let's think about the future, what does it mean in terms of complexity. How is the future of HR, what is critical in the future? Studies make us believe that we need to manage better our talents, health, diversity, engagement, satisfaction, change... Manage, manage, manage: systems, processes, KPI's... As an organisation you will feel: there is so much to be still done. But is this really the answer?

Answer lies much more in some fundamentals which moves more in the direction of "we want to support our people". Put people in the centre, we want that people take the responsibility of the development, HR enables the people.

= people centric enablement

Make a choice, where do you want to play in this triangle? If you play on the bottom right side, there are 3 principals which you might take in consideration

- Diversity

In classic HR, textbook HR, we have a competence model (we expect people to be like "this"): but people are not like "this", the employee does not fit. What do we do? Not hire or training the employee, mostly we do training so we reshape the employees.

"What we need are a few crazy people; look what we have reached with the normal ones"  
 – George Bernard Shaw: you will not cope with complexity if you think in terms of boxes, you need the people who do not fit in the boxes, organisations

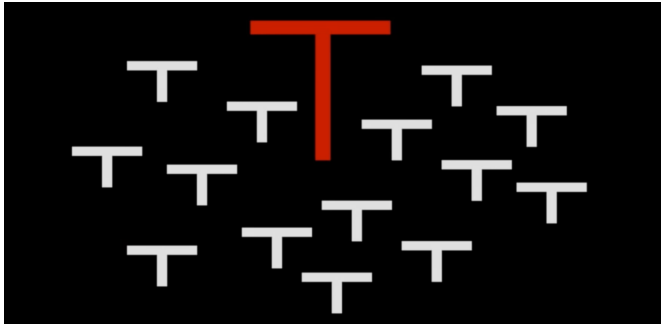
Amount of woman in leadership positions, Muslims, black and white people in the organisation, is not about diversity, this is about variety. Diversity = to appreciate individuality, let the people be as they are. Having women in your executive board and don't

even realise it, if diversity becomes so natural. This is what we need, fundamental power in future HR.

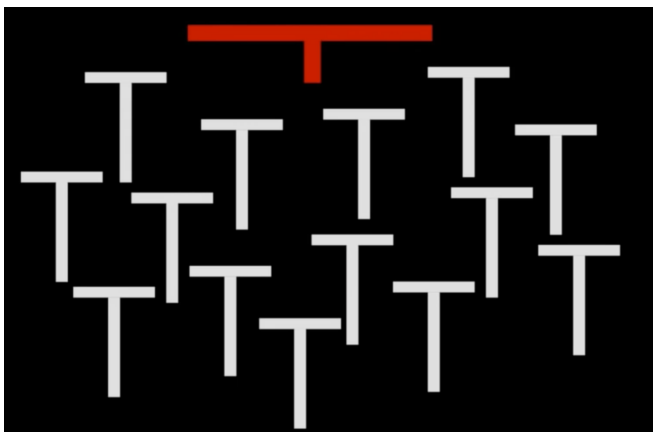
People are the most important asset in the organisation. What does it mean?

- Give the people power and authority
- People must feel the consequences of their actions and decisions

→ These are the 3 answers to the question: what is critical for the future HR?



The boss has much general knowledge and much expertise. The employees are just like the boss but a little bit smaller. When the employee has a question or a problem than they will go to the boss. The company is there to fulfil the dreams of the boss: this is where we come from.

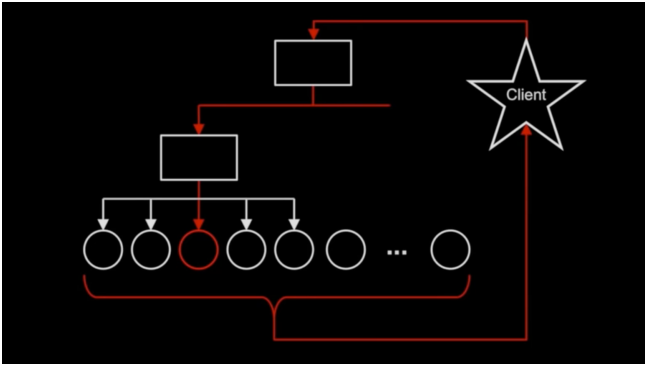


Today's reality is different, we have more and more managers, much general knowledge, and some expertise. Every employee has more expertise in the field than their boss, and they all have different expertise in different areas: diversity. Who should have the power to make decisions? Let the people make decision, because they are much better qualified, closer to reality to make the best decision. This leads to fundamental tools and instruments in HR.

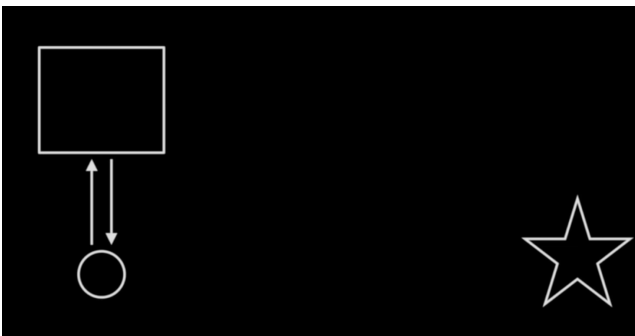
Classic performance appraisal does not work in an HR modern work environment.

Argument: managers who work like this are not bosses, they are coaches. They ask questions, they have the big picture in mind, leave the responsibility with the people.

Douglas Mc Gregor: the role of church and the role of consular (coach) are incompatible. In a modern HR environment, performance appraisal can kill good leadership.

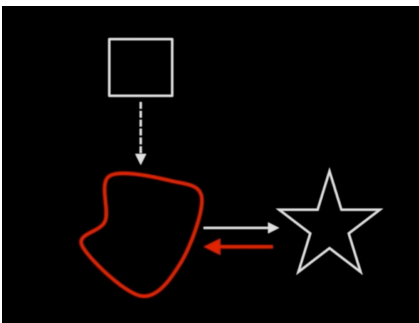


This is how a hierarchical world works: decisions are made on the top than cascaded down, then each employee that is doing his or her job. Products goes to the client, and trough a feedback system feedback goes back to the manager: feedback loop. This feedback loop will not be capable to make the people learn, it is to big.



Manager (big square) has much authority, and he gives giddiness to the employee who has less authority. Employee is dedicated to the manager. How does the employee know he has done a good job? When the boss is happy. Link between manager and employee is crucial. Not worry about the customer if you are an employee, because if the boss is happy than the customer will be happy too.

Example: cook feels the consequences of his work, he can do this by going to the guests and ask "how was it?". If they don't do this they will not learn, see no purpose in their work.



We better work like this, we have the individual and the individual is not dedicated to the boss but he is dedicated to the internal/external customer. This is where they get the feedback, not from the boss. This is absolutely crucial in HR.

Do not add complicatedness to complexity!!!! Think more in basic principals: diversity, power and consequences.

## Managing Strategy and HRM (J.E. Delery)

Expert in strategic HRM: what that field is basically interested in, is the relationship between how companies manage human resources and firm performance. A big part of this is the relationship between business strategy and HRM practices.

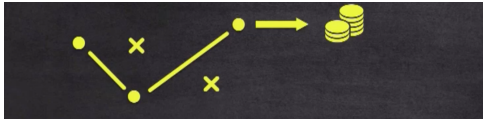
### Presentation overview

- Business strategy defined
- Business strategy and competitive advantage

The resource-based view

- Human capital and competitive advantage
- Strategically managing human capital through human resource management practices
- Linking HRM and business strategy
- Conclusions

### **Business strategy**



Business strategy can mean many different things to many different people, but basically it is the business plan that organisations use to create value in their particular market. It focuses on value creation: how is this company to produce a product or provide a service such that the revenue generated exceeds costs.

### Examples of generic strategies:

Go back to Michael Porter in 1980, the idea that there are a few general strategies for organisations

- Low-cost strategy: produce a product or deliver a service at the lowest possible cost. By keeping costs low, the firm is able to charge less than competitors and maintain a profit. Keeping cost down to maintain the profit.
- Differentiation strategy: produce a product or deliver a service that is different than competitors' services

By differentiating the product or service the firm is able to charge a premium, maintaining a profit. Increase revenue to maintain the profit.

Business strategy in practice. They don't just appear, the business strategy academic field has really outlined two interrelated processes that firms go through to generate and implement strategies.

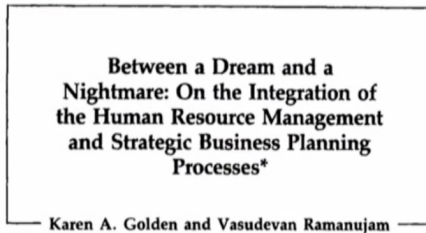
- Strategy formulation
  - Developing the business strategy given market and other conditions that the company faces, how is the firm going to beat competition and generate value?
  - Outlines specifically how the firm will create value in a particular market.
- Strategy implementation

The process of putting that business strategy into practice within the organisation

- Implementing the business practices to execute the desired strategy.
- This involves all business practices

Not just HRM practices, that will be the focus in this video

## HRM and strategic planning integration



Study to explore how organisations were integrating the HR function and strategic planning and the result showed that very few firms were taking into account all of the implications of managing human capital into the strategy formulation in the implementation process. The study found 4 levels of linkage they observed in organisations.

- Administrative linkage

HR department that was just engaged in administrative tasks, very little to do with business strategy.

- → one-way linkage

Basically a firm where the business strategy was formulated and HR was told exactly how to implement.

- Two-way linkage

Firms that had some communication between the HR function and the strategic planners, but HR function was not really integrated into strategic planning process.

- Integrative linkage

HRM issues are critically examined during strategy formulation and implementation.

HR and business issues are dynamically linked: the people who were formulating strategy and deciding how to implement it had HR knowledge and expertise and were integrating that into the whole. A much better approach to manage the relationship between HR and strategy.

### **Business strategy and competitive advantage**

The resource-based view (RBV) of competitive strategy.

To understand the relationship between human capital and management of competitive advantage, it is first necessary to understand the dominant framework that explains the relationship between human capital and competitive strategy. That framework is the RBV.



According to the RBV firms gain a competitive advantage through firm controlled resources. C

- Not all resources serve as a source of competitive advantage.
- Human resources and the organizational practices that develop and support those resources are possibly one of the most difficult sources of competitive advantage to replicate.

### Resources characteristics for competitive advantage

- Is the resource valuable?

Is it part of the wealth creation process? For instance, an airplane: are they value to the airline? Some are, some aren't

- Is the resource rare?

If a resource is not rare, then it is going to be available to competition. Owning a common plane is not rare.

- Is the resource imitable?

Can competitor imitate that resource? For example: software, if they can imitate it, the software will be less a competitive advantage.

- Are there organization processes in place to support valued resources?

It is one thing to have valuable resources and it's another thing to actually have the organisation process in place to have a competitive advantage.

Competitive advantage: a resource based view

- Physical capital

Plant and equipment, location

- Human capital

Knowledge, skills, and abilities of the work force

- Organizational capital

Firm structure, planning, coordinating systems and other capabilities

Core competencies/strategic capabilities

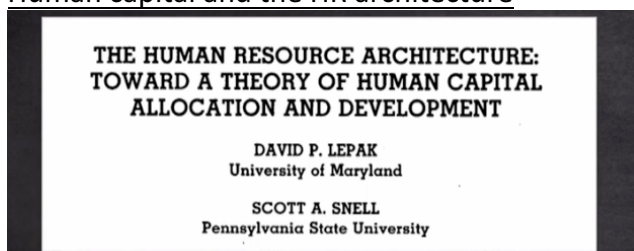
- Today there is greater acceptance that core competencies or "strategic capabilities" serve as the dominant sources of competitive advantage.
- These competencies of capabilities are the strategic resources leveraged to achieve strategic objectives.
- These competencies are valuable, rare and difficult to imitate by competitors.

### **Human capital and competitive advantage**

Core competencies, HRM and human capital

- Different parts of a firm's workforce have different strategix value to the firm in that that differ in their influence on core competencies
- Greater source of competitive advantage from:
  - Firm-specific skills vs general skills
  - Teams vs individuals

Human capital and the HR architecture



Job families contribute differentially to competitive advantage in relation to job requirements and relation to core competencies.

Two dimension of the HR architecture:

- Value of the human capital

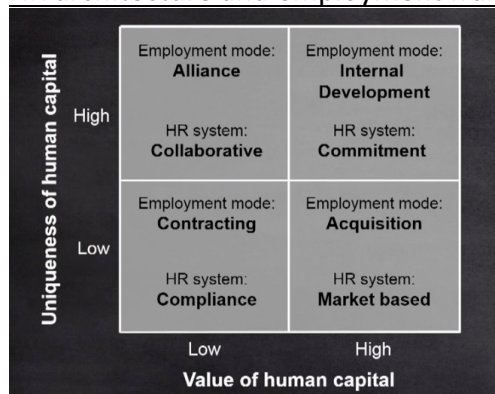
"potential to contribute to...competitive advantage"

- Uniqueness of human capital

Are the skills and knowledge needed to perform firm-specific or general?



## HR architecture and employment frameworks



### HR architecture and four types of human capital

- Core/strategic knowledge workers

Employees who have unique skills that are directly linked to the company's strategy

- Traditional employees/internal partners

Employees with skills to perform a predefined job that are quite valuable, but not particularly unique or difficult to replace.

- Contract workers

Employees whose skills are less strategic value and generally available in the labour market

- Alliance/external partners

Individuals and groups with unique skills, but those skills are not directly related to a company's core strategy.

### Implications of the HR architecture

- Some HR can be a source of competitive advantage, while others cannot.
- Knowledge workers can be a greater source of competitive advantage than traditional employees.
- Different groups of employees have different value to the execution of business strategy and for competitive advantage.
- Different groups of employees should be managed differently.
- One work system is not sufficient throughout the organisation.

### **Strategically managing human capital**

#### Strategic HRM

The pattern of HR deployments and activities that enable an organisation to achieve its strategic goals (Wright & McMahan, 1992)

- Identify the human capital throughout the firm that are necessary to implement the business strategy.
- Includes identifying the specific knowledge, skills and abilities required of different job families.
- Identify and implement HRM practices to ensure the necessary human capital is in the correct positions within the firm.

### Human capital and performance

- Human capital influences business outcomes by engaging in the behaviours necessary to create and support strategic capabilities.
- Thinking in terms of individual performance it is well accepted that individuals need three factors to achieve high performance behaviour

ABILITY                      MOTIVATION    ///    OPPORTUNITY

### AMO and HRM design

- HRM practices are the most direct influence in the abilities, motivation and opportunity of the workforce.
- The task is to design an HRM system to ensure all three components
  - Lack of any component would be at best not helpful, and at worst catastrophic

ABILITY                      MOTIVATION    ///    OPPORTUNITY

Lacking opportunity: limits the influence of human capital on performance.

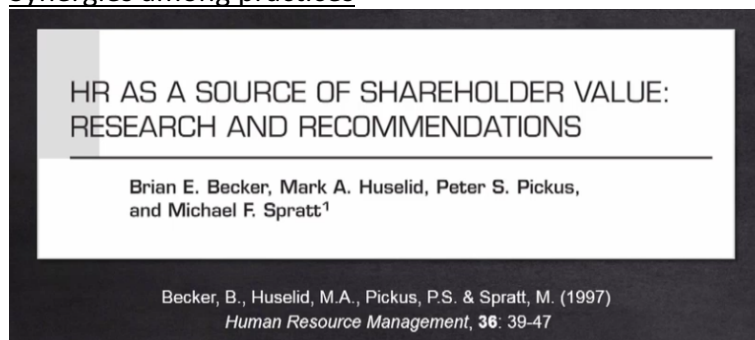
Lacking motivation: high ability people that are not motivated to perform even if they have the opportunities.

Lacking ability: very motivated workforce and they have the opportunities but they don't have the abilities.

### HRM systems perspective

- Functional HRM areas must be aligned (staffing, training, compensation, etc.)
- HRM practices need to fit into a coherent system of practices
- The effectiveness of an individual HRM practice depends on the others in the system.
- The whole is greater (or less) than the sum of the parts

### Synergies among practices



- Powerful connections

Combining two HR practices has a substantially more positive effect than the sum of their individual effects.

- Deadly combinations

Combining two HR practices has a devastating impact on performance, while either practice alone may result in improved performance.

### Consequence of a system perspective

- Shifts focus from “best” practice to the identification of complementary practices
- Highlights the need for firms to coordinate HRM efforts
- Practices should not be considered in isolation
- Different parts of the HRM function must coordinate efforts
- Led to the development of a number of example HRM systems, with the High Performance Work Systems being one of the most studied.

### HR strategies/systems

#### *Control-oriented work systems*

Focus is on development of rules and procedures that often reduce the influence of employees on work outcomes

#### *High-commitment work systems*

Focus is on developing a work force that identifies with the firm and enhances attachment

#### *High-involvement work systems*

Focus is on involving employees in their work by enhancing employee participation in decisions

#### *High-performance work systems (HPWS)*

Focus is on maximizing productivity and performance through utilization of employee abilities and motivation.

### High performance work systems

A system of management practices that work together to foster the development of:

Ability            Motivation    Opportunity

- HPWS creates a high performance workforce
- The individual HRM practices may vary somewhat under different circumstances (e.g. industries, job families, etc.)
- The key issue is that they combine to enhance all three factors
- This necessitates a ‘systems’ perspective for HRM professionals

### HRM practices consistent with a HPWS

- Selective staffing

Trying to pick the best of the best

- Extensive training
- Enhanced job security
- Enhanced participation
- Performance-based pay raises
- High pay

## Linking HRM and business strategy

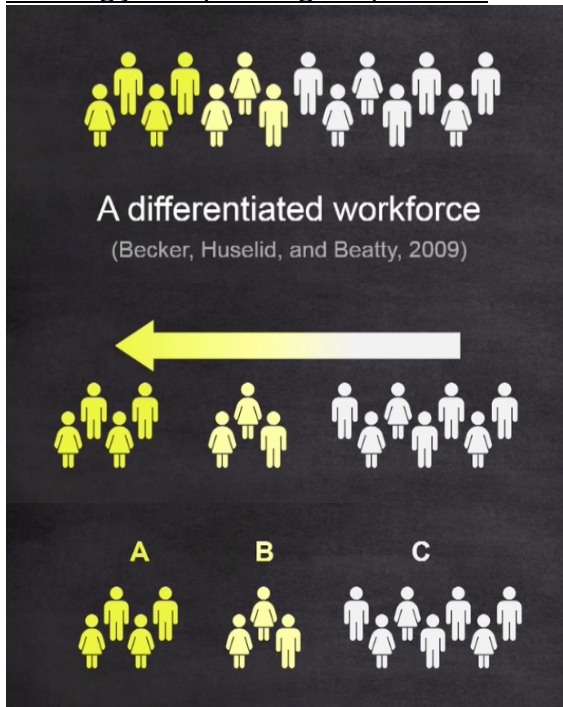
### Theory of the strategic core workforce



Management of the strategic workforce is the most important for the strategic objectives of the organisations.

- Employees most directly responsible for firm's core competencies
- All employees (or group of employees) are not equal in contribution to competitive advantage
- Management of the strategic core workforce is the most influential for the firm
- HRM systems used to manage to strategic core workforce is most likely a "high performance/commitment work system".

### Defining jobs by strategic capabilities



"Jobs are strategic when they have a disproportionate impact on a firm's ability to execute business strategy through its strategic capabilities."

The most strategic positions require higher levels of expertise, where it is usually difficult to find or develop replacements when an employee departs.

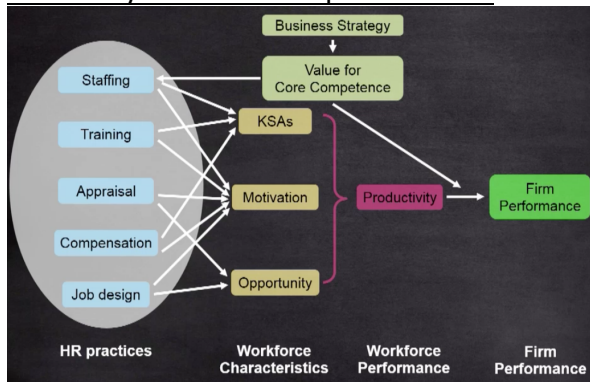
Nearly identical to the core/strategic knowledge workers identified earlier.

### Management of the non-core workforce

- In "the differentiated workforce", Huselid, Becker and Beatty discuss that only 15% of firm's employees would fall into the "A" category of strategic workers
- Management of the non-core workforce may have fewer consequences to firms
- These job families provide some value to the firm
- How these workers are managed may be influenced by:

- The firm's overarching values
- Work interdependencies
- Other organizational considerations

### Job family link with firm performance



### Conclusions

- The relationship between strategy and the management of human capital is complex
- Business strategy should influence and be influenced by human capital management strategy
- Business strategy dictates which job families are of greatest value to the firm
- Firms should have different, but consistent HR systems for different jobs
- HR systems where practices work together to produce abilities, motivation and opportunity are essential
- There is no single best human capital management strategy

## Talent of competentie: de kleur van HRM is paars

Prof. dr. Lou Van Beirendonck: founder director Quitnessence Consulting

Stel baas wil praten over je competenties (verwachting die anderen in ons stellen) of talenten (sterkten, mogelijkheden of potentieel) → bij beide een heel ander gevoel  
Competentiemanagement reeds ingeburgerd maar zal talentmanagement, competitiemanagement van de troon stoten?  
Fundamenteel 2 verschillende manieren om met mensen te werken.

Beeld 3D bril:

**Blauw glas:** traditioneel: perspectief van de organisatie vertrekkende vanuit de visie/missie/strategie die we vertalen in gewenste competenties van medewerkers: medewerkers vergelijken met vooropgesteld profiel: organisatie is wat het is en de medewerker past zich eraan aan.

**Rood glas:** perspectief van de medewerkers, interesses, ambities en talenten. Functies creëren naar de talenten van de medewerker: casten en ondersteunen zodat zijn talenten optimaal tot zijn recht komen. In welke rol komt de medewerker het best tot zijn recht? → Vertrekken uit interesses en talenten van medewerker en modeleren een functie die bij hem pas

→ **Paars HRM:** nieuwe dimensie die om een nieuwe innovatie praktijk vraagt

- Kenmerkt zich door echte dialoog waarbij we de passie van de medewerker
- Afstemmen aan de missie van de organisatie. We vertrekken bij de sterkte en matchen die met functieprofielen.
- Focus op benutten van sterkten en op het fitten in een organisatie
- Ontwikkeling gericht op het optimaliseren van sterkten en neutraliseren van zwakkere competenties.
- Organisaties moet krachtige leeromgeving zijn
- Job moet boeiend blijven met nieuwe kansen en uitdagingen
- Taken en verdeeldheden verdeeld op het niveau van het team
- Overlegmodel van de hoge relationele kwaliteit waarbij de principes van waarderend onderzoek als leidraad dienen. Werkt contact bevorderend: gaat uit van spreken over wat goed is

### Waarom paars HRM?

- Paarse aanpak gegarandeerd betere fit van mensen en jobs en hoger rendement bij vorming en opleiding
- Betere retentie
- Meer tijd voor overleg
- Minder tijd en energie in administratie en controle

Casting, retentie, voortdurend overleg, creëren van ontwikkelingskansen en teamwerk zijn de hoekstenen van prof HR-beleid.

Paars is een handige leidraad om de toekomstige uitdagingen op vlak van HRM aan te pakken

### **Quintessence op kanaal z over assessment**

Als je personeel wilt aannemen dan wil je niet zomaar de eerste de beste uitkiezen maar wel de meest geschikte person voor de job. Al is dat kiezen vaak het moeilijkst. Je kan het zelf doen of je spreekt een selectiebureau aan voor een assessment.

#### **Wat is een assessment?**

Een manier om competenties van mensen te beoordelen, term wordt vaak gebruikt in heel veel verschillende situatie. Volgens de methodologie is het belangrijk dat er gebruik gemaakt wordt van verschillende situaties waaronder simulaties om een echt zicht te krijgen op de competenties.

#### **Hoe werkt een assessment procedure?**

Wanneer je als een organisatie bepaalde kandidaten hebt voor een functie, eerst bepalen welke competenties er belangrijk zijn. Degene die nodig zijn om succesvol te zijn in die functie.

Het verschilt van profile tot profile op basis van de competenties en de functie waarover het gaat, gaan ze beslissen welke soort oefening ze gaan gebruiken en binnen welke setting.

Vb. Rollenspel, gesprek met een klant, medewerker, persoonlijkheidsvragen, interview daarvan een geheel maken om tot een totaalbeeld te komen

**Kan het voor ieder bedrijf?** Er wordt vaak gedacht dat het enkel bruikbaar is voor een grote onderneming, maar het kan gebruikt worden in eender welke organisatie. Het resultaat is inzicht krijgen in de competenties van de personen die je voor je hebt.

## Good assessments counters war for talent Lou van Bereindonck

Everyday we are assessed by people surrounding us, in our professional life as well as in private situations. In organisations we are assessed on our performance as well as on the way we work, our competencies. Competencies are characteristics that contribute to success in a job, line managers and HR department in particular are responsible for assessing their employees probably with or without the help of external parties.

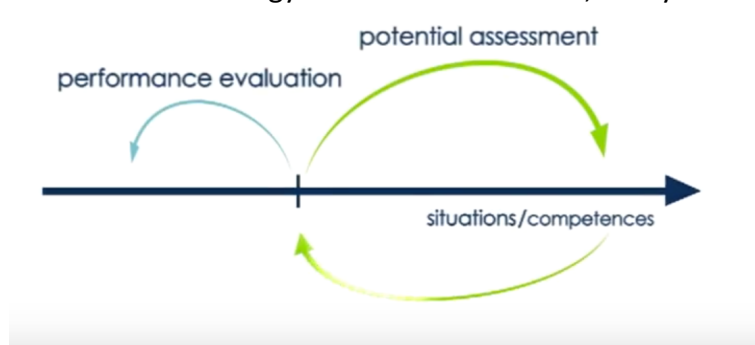
Assessing people is a pretentious task, you make statements about the strengths and weaknesses of other people. You make predictions about their future, if this is not done professionally we do not only judge people but we deny them opportunities in their careers. That's why well-considered methodologies are crucial.

Research proves that **context-rich** assessments provide strong indicators for future behaviour. Not only behaviour and therefore competencies but also intellectual abilities and personality traits can be assessed in a context-rich environment. We therefore believe that good assessment is context-rich and offers opportunities for candidates.

It gives proof of **high quality relation** between the participant and the assessor. That's why for over 25 years we have based our approach on the sound applications of assessment centres.

Example: you can draw conclusions concerning cooperation skills from the results of personality questionnaires. You can also evaluate candidates' intention to cooperate in an interview. But it is much more relevant to observe how a person cooperates with others in a real-life situation.

In an assessment centre we measure the potential for a new or future position. **Potential assessment** is anything but looking back at the past. That would be **performance evaluation**. Performance evaluation is relevant but insufficient to make meaningful statements about potential. In assessment centres we make an inventory of situations that a person will encounter in the new position. And to draw conclusions about the competencies that are required to be successful. We offer the candidate situations through simulation technology. We assess behaviour, today in the context of tomorrow.



For the last 15 years we have been assessing competencies within the context of totally fictitious organisations. We create environments that are as realistic as possible. Prior to the assessments, the participants are provided with the website, introduction video, a lot of information on the role and the possibilities. Context-rich assessments provide two major advantages

- It contributes to a sound prediction of future performance based on the principle of behaviour predicts behaviour



- Experience for the candidates themselves, they can learn about the job as well as about the way the company functions

Why do all of that? We work with people, how would you like to be threatened? Offer people every opportunity to show who they are and what they are capable of. Provide organisation with an opportunity to discover their talents. Good assessment creates opportunities.

From an economic perspective there are also other reason to invest time and energy in assessment. The labour market is changing constantly, and we should soon expect an increasing shortage of good employees. It is therefore important that we approach competencies and talent in an other manner.

When we assess human potential we can make two types of errors. We could assess someone with weak potential for position as strong, recruit the person and that would be high risk of failure. Costly mistake, costs a lot of money, annoyance and waste energy. Mistakes we wish to avoid at all time.

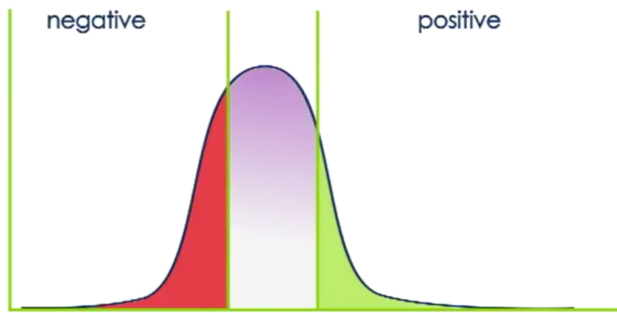
Another mistake could be assessing a strong candidate as someone who should not be recruited, the organisations will miss an opportunity. We consider this a pity. A pity mistake is also a costly mistake. Lose an opportunity for good talent and lose an opportunity to strengthen the organisation. In order to avoid both types of mistakes, we need proper assessment that goes beyond a few minor tests and an interview.



We can therefore state, that it was easier to assess people in the past than it is now. The tight labour market is forcing us to be more accurate. As you can see on the following graph. Previously we could afford to deviate only slightly from a competency profile and employ only the very best candidates even if it was just 1 candidate out of a 100.



Today we no longer have the luxury, we need to look further than the pre-set competency profile and also keep in mind the potential skill development.



If we wish to obtain a clear picture of the talent as well as the trainability of competencies, we have to dig deeper to discover the underlying motivations of people. That can only be done through a high quality dialogue. It is only through dialogue that we can successfully harmonize the passion of the employee with the mission of the organisation.

Finally, there is one more aspect. We achieve two important results

- Results of such methods would be 6x greater than those of traditional tests and interviews. Why? Participants find it easier to imagine themselves in this situations. To become more involved which results in a better measurement of their competencies and talents.
- Lies on the level of the learning effect. Participants in context-rich assessments also learn something about themselves.

Employers wish to attract and retain talent to improve their chances of success through a high quality dialogue, context-rich assessment.

## The candle problem

Een zaak bepleiten, op feiten gebaseerd, om opnieuw na te denken over hoe we een bedrijf managen.

Kaarsvraagstuk is gecreëerd door psycholoog Karl Dunker in 1945. Experiment wordt gebruikt in een hele reeks van experimenten in gedragswetenschappen.

Je taak is een kaars bevestigen aan de muur met punaises en lucifers zonder dat het kaarsvet op de tafel druipt.

- Kaars vastmaken aan muur met punaises: werkt niet
- Eerst een deel van de kaars langs opzij laten smelten en dan vastmaken: werkt niet

Sleutel is het overbruggen zogenaamde functionele fixatie. Veel mensen zien het doosje als een doosje van de punaises maar het kan ook nog een andere functie hebben.

## Sam Glucksburg

Experiment waarbij deze wetenschapper het kaarsvraagstuk gebruikt. Toont de kracht van beloningsprikkel aan. Hij ging timen hoe lang het zou duren vooraleer de deelnemers het vraagstuk zouden oplossen.

- Groep 1: tijd opnemen om norm vast te stellen, gemiddelde voor de typische tijd die nodig is om het vraagstuk op te lossen
- Groep 2: beloningen aanbieden, als je bij de 25 snelste terechtkomt krijg je iets

Vraag: hoeveel sneller lost deze groep het vraagstuk op?

Antwoord: gemiddeld deden ze er 3,5 minuten langer over

Dit slaagt nergens op?

Beter presteren → belonen → net omgekeerd effect: het stompt het denken af en blokkeert de creativiteit. Het is geen afwijking, test meermalen afgenomen.

Voorwaardelijke motivaties, als je dit doet krijg je dat, werken in sommige omstandigheden.

Maar voor veel taken werken ze ofwel niet, ofwel -vaak- doen ze kwaad. 1 van de meest robuuste/onderbouwde onderzoeksresultaten in de sociale wetenschappen. Maar ook de meest genegeerde.

## Dynamiek van extrinsieke motivatoren en intrinsieke motivatoren

Als je kijkt naar de wetenschap is er een mismatch tussen wat de wetenschap weet en wat de bedrijven doen. Onze manier van werken in bedrijven, hoe we mensen motiveren en inzetten, is volledig gebouwd op extrinsieke motivatoren, op straffen en belonen. Dit is oké voor 20<sup>ste</sup> eeuw taken maar voor 21<sup>ste</sup> eeuw taken werkt die mechanistische benadering van belonen en straffen niet.

## 2<sup>de</sup> experiment van Glucksberg:

Zelfde als eerste kaarsvraagstuk maar deze keer sta hij punaises niet in het doosje.

- Groep 1: tijd opnemen om norm vast te stellen, gemiddelde voor de typische tijd die nodig is om het vraagstuk op te lossen
- Groep 2: beloningen aanbieden, als je bij de 25 snelste terechtkomt krijg je iets

Vraag: hoeveel sneller lost deze groep het vraagstuk op? Groep met beloningen deed het veel beter dan de andere. Als de punaises uit het doosje zijn, is het best gemakkelijk niet?

Als dan beloningen werken goed voor makkelijke opdrachten, waar een eenvoudige set van taken is en duidelijke doelstellingen om na te streven. Door hun aard beperken beloningen onze focus. Ze concentreren de gedachten, daarom werken ze zo goed. Voor taken als deze, nauwe focus met een duidelijk doel, werken ze echt goed. Maar voor het echte kaarsvraagstuk, ligt het antwoord niet voor de hand.

Waarom zo belangrijk? In grote delen van de wereld doen kantoorwerkers steeds minder het makkelijke kaarsvraagstuk maar steeds meer het originele kaarsvraagstuk. Routinewerk (linkerhersen helft), met regeltjes kan ja vandaag makkelijk outsourcen of automatiseren. Software doet het sneller, low-cost-aanbieders over de hele wereld kunnen het goedkoper. Belangrijk zijn de meer vanuit het rechterhersen helft komende creatieve, conceptuele vaardigheden.

Voorbeeld: economist Dan Ariely, en 3 collega's deden een studie onder MIT-studenten.

Studenten kregen een aantal creatieve spelletjes met motoriek en concentratie.

Ze boden hun, als ze goed presteerden, drie niveaus van beloningen aan (kleine, middelgrote, grote) Wat gebeurt er? Zolang de taak enkel mechanische skills nodig vergde, werkten bonussen zoals verwacht. Hoe meer geld, hoe beter de prestaties.

Maar als de taak slechts een kleine cognitieve vaardigheden vergde dan gaf het een omgekeerd effect. Een hogere beloning leed tot slechtere prestaties.

→ Naar India gaan, daar is de levensstandaard lager. Laten we zien of er culturele aspecten spelen. Mensen die de midden beloningen kregen deden het niet beter dan de mensen met de kleine beloningen. Hier deden de mensen met de hoogste beloningen het slechts van allemaal.

In 8 van de 9 onderzochte taken, over 3 experimenten, leidden hogere beloningen tot slechtere resultaten.

→ We concluderen dat financiële prikkels de algehele prestatie negatief kunnen beïnvloeden. Er is een mismatch tussen wat wetenschappen weet en wat bedrijven doen. Te veel organisaties nemen hun beslissing op basis van veronderstellingen die achterhaald, niet onderzocht en geworteld zijn in de folklore eerder dan in de wetenschap.

Nieuwe aanpak nodig, die steunt op intrinsieke motivatie. Niet meer mensen lokken met een grotere beloning, of te bedreigen met een hardere straf.

3 elementen:

Autonomie: drang om ons leven te sturen.

Meesterschap: de wens om alsmaar beter willen worden in iets dat ertoe doet.

Zinvol doel: het verlangen om te doen wat we doen in dienst van iets groter dan onszelf.

→ Bouwstenen van een nieuw besturingssysteem van onze bedrijven.

Autonomie:

20<sup>e</sup> eeuw: management uitgevonden maar blijft het werken? Goed als je volgzzaamheid wil maar als je engagement wil, werkt zelfsturing beter.

Vb. Atlassian: Australisch software bedrijf. Voor de volgende 24 uur mag je werken aan wat je wilt zolang het maar geen deel uit maakt van je dagelijkse job. Opkomen met nieuwe dingen. Nieuwe dingen voorstellen aan hun andere collega's. = Fedex days. Omdat je iets in één nacht moet leveren.

Google: 20% time: ingenieurs mogen 20% van hun tijd spenderen aan wat ze willen.

Autonomie over hun tijd, techniek, taak, team.

Rowe: result only work environment. Er is geen dagindeling, ze komen wanneer ze willen, ze moeten niet op een bepaald moment in het kantoor zijn, werk moet gewoon af zijn.

Productiviteit gaat omhoog, de betrokkenheid van de medewerkers gaat omhoog, de werknemerstevredenheid stijgt, het verloop daalt.

Utopie? Nee. In het midden van de jaren 90 startte Microsoft met een encyclopedie, Encarta. Ze hadden de juiste beloningsprikkel in kaart gebracht, betaalde professionals om duizenden artikels te schrijven en na te kijken. Goedbetaalde managers keken erop toe dat dit binnen de tijd werd afgewerkt. Een aantal jaren later kwam er een andere encyclopedie. Ander model: je doet het omdat je het graag doet maar niemand krijgt een euro.

→ Intrinsieke motivatie, autonomie, meesterschap en zinvol doel

Wat weet de wetenschap?

- De beloningen van de 20<sup>ste</sup> eeuw, die motivatoren die we als natuurlijk onderdeel van het bedrijfsleven beschouwen, werken, maar alleen binnen een nauwe bandbreedte.
- Als-dan- beloningen vernietigen vaak de creativiteit.
- Het geheim van hoge prestaties is niet beloningen en straffen maar onzichtbare intrinsieke drive.

→ Wetenschap bevestigt wat we in ons hart al weten.

## **Drive: the surprising truth about what motivates us**

Our motivations are unbelievably interesting.

The science is really surprising, it's a little bit freaky. We are not as endlessly manipulable and predictable as you would think!

There's a whole set of unbelievably interesting studies.

- If you reward something do you get more of the behaviour you want?
- If you punish something do you get less of the behaviour you want?

Experiment: they took a whole group of students and gave them a set of challenges

- Memorising sets of digits
- Solving word puzzles
- Spatial puzzles
- Psychological tasks: like throwing a ball through a loop

→ To incentivise their performance, they gave them 3 levels of reward.

- Small: pretty well
- Medium: well
- Large: really well

→ A typical movie scene within organisations. We reward the top performers. We ignore the bottom performers. What about the middle performers?

What happens? They do the test... Have these incentivise, here's what they found out  
As long as the task involved used only mechanical skill, bonuses worked as expected. Higher pay = better performance. That makes sense!

Once the task called for rudimentary cognitive skill, a larger reward led to poorer performance. How could that possibly be? Once you get above rudimentary cognitive skill rewards don't work that way. It's a weird socialist conspiracy.

(Research funded by the federal reserve bank). This defies the laws of behavioural physics!

→ Let's test our findings somewhere else.

Madurai: rural India

- 2 weeks' salary
- 1-month salary
- 2 months' salary

→ Higher incentives led to worse performance. This isn't that anomalous. It's been replicated over and over again. By psychologists, economists, sociologists.

For simple, straight forward tasks, if then → you get that

When a task gets more complicated, it required some conceptual, creative thinking. Money is a motivator = fact. If you don't pay enough, people won't be motivated. Pay people enough to take the issue of money off the table.

3 factors lead to better performance and personal satisfaction.

- Autonomy
- Mastery
- Purpose

Autonomy: the desire to be self directed

Traditional notions of management run foul of this. Management is great if you want compliance. If you want engagement self directed is better.

Example: Atlassian: software company. For the next 24 hours you can work on whatever you want with whoever, but show us the results at the end of the 24 hours.

→ Software fixes, new product ideas, one day of undiluted autonomy. One day of autonomy produces things that never emerge.

Mastery: the urge to get better at stuff

Doing things because it is fun, and you get better at it and that is satisfying.

Let's go back in time: someone has an idea for a new business model. You get a bunch of people from all over the world, they do highly skilled work, but are willing to do it for free. And just volunteer their time. But then: what if what they create, they give away rather than sell it! It's going to be huge! → Insane idea.

Technically sophisticated highly skilled, what are these people doing? They have jobs.

One more piece for the puzzle: challenge mastery and making a contribution. More and more organisations want a transcendent purpose. When the profit motive gets unmoored from the purpose motive, bad things happen. Companies that are flourishing are animated by purpose. Our goals are to be destructive but in the cause of making the world a better place.

We are maximisers, not only profit maximisers. We care about mastery very deeply. We can build our organization and make the world a little bit better.