

Engaging, Inspiring, Motivating & Retaining Employees



A Global Interactive Workshop Hosted by
PERSOLKELLY Consulting Group & Led by Boris Groysberg
(Professor of Business Administration at Harvard Business School)

PERSOLKELLY Consulting Group conducted a virtual corporate workshop (on 22nd Sept 2022) led by Professor Boris Groysberg from Harvard Business School, on 'Engaging, Inspiring, Motivating & Retaining Employees'. It was an effective workshop attended by over 220 participants who were business and human resource leaders from key industries operating across the Asia Pacific region. Here's the summary of learnings from the workshop as reference for those who had the opportunity to attend it, and for those who have missed it due to full capacity. We hope this was helpful for you and we welcome you to register with us for our NEXT training event.

For future courses, please [REGISTER HERE](#)



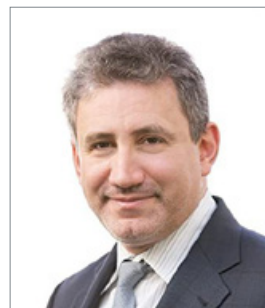
Background of the Workshop

Employees are a company's most important asset. Leaders know that it is critical to engage, retain and inspire employees, especially those who are star performers.

- Do we know what drives their performance?
- How do we know if they are overworked or stressed?
- How do we know if they are truly engaged at work?

Retention is a huge effort for many companies now, as we face a talent crunch. The demand for talent is surging. To engage, retain, and inspire your teams, including your best and the brightest, you must first understand what drives them. Only then you can establish deep, meaningful connections.

Introduction of the Speaker



The interactive workshop was led by Boris Groysberg, Richard P. Chapman Professor of Business School at Harvard Business School. Professor Groysberg teaches courses on

talent management and leadership in the school's MBA and Executive Education programs. He has won numerous awards for his research, which focuses on the challenge of managing human capital at small and large organisations across the world. His work focuses on how firms can achieve a sustainable competitive advantage by engaging employees in the implementation of business strategy.

Key Takeaways:

This thought-provoking and a powerful session focused on the '4-Drivers Theory' developed by Harvard Business Faculty. The aim was to empower managers with the following three takeaways:

1 How to identify actionable insights to pinpoint specific changes required for improving leadership effectiveness.

In the survey conducted by Korn Ferry on 'Reasons for Employee Turnover', the lack of challenges or opportunities for career growth, rather than inadequate compensation, was the main reason why employees left their last jobs; followed by ineffective leadership and an attractive job market. Some of the warning signs of an employee who goes to resign are a decrease in productivity, making bare minimal efforts, low commitment and willingness toward long-term timelines, negative change in attitude, etc.

The work, the people, and the opportunities are the top three factors that inspire and engage employees.

2 How to improve employee motivation.

A theory based on Human Evolutionary Biology and Research on the Human Mind, says all humans have four innate drives (The ABCD of Human Drives).

- a. **Drive to Acquire (A):** Employees tend to compete to seek better pay and opportunities. Organisations need to sharply differentiate good performance from average and poor, tie rewards to performance, and pay as well as their competitors. Managers need to set clear expectations on performance evaluation, demand high performance, and ensure appropriate rewards and recognitions.
- b. **Drive to Bond (B):** Employees' fundamental emotional need to develop social commitments drives them toward mutual collaboration at work. Organisations must foster friendship and collaboration among employees and encourage best practices. Managers need to make employees feel included and valued.

c. **Drive to Comprehend (C):** Employees are driven into collecting information, build new knowledge, and explore new possibilities. Organisations need to design jobs that are meaningful and bring a sense of purpose to their contributions. Managers need to empower employees and help them learn and grow.

d. **Drive to Defend (D):** Employees are driven to defend their accomplishments and tend to display fear or anger when they are threatened. Organisations need to increase transparency, build trust and emphasize fairness in the organisational culture. Managers create psychological safety, treat people fairly, and encourage people to speak up.

Overall, in order to improve the ABCD of employee motivation, organisations need to integrate all four drivers and empower the managers.

3 How to reduce employee turnover.

When we look at the managerial capability before the pandemic vs. after, the variance reveals a significant drop in managerial capability. While efficient managers continued to drive performance, the not-so-efficient ones turned toxic, increasing the variance and increasing employee turnover. In order to reduce employee turnover, the organisations will have to

- Increase the average capability of the managers and;
- Reduce the variance to reduce the turnover.

Research shows good management pays off. Improving core management practices can lead to an increase in profits, employee productivity, and annual growth. It can foster better well-being of employees at work and attract more talent.



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Archana N G is a Delivery Consultant with PERSOLKELLY Consulting Group India, based in Bangalore. Archana has 8 years of experience in Learning & Development and Instructional Design, focusing on Leadership Development and Diversity, Equity & Inclusion Programmes.

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About Us

PERSOLKELLY is a joint venture established in 2016 between PERSOL HOLDINGS (previously Temp Holdings) and Kelly Services to cater to the rising workforce employment needs of the emerging Asia Pacific market. We are one of the largest workforce solutions providers in the region, spanning over 45 offices across 13 markets including Australia, China, Hong Kong, India, Indonesia, Malaysia, New Zealand, Philippines, Singapore, South Korea, Taiwan, Thailand and Vietnam.

Our reach, scope, and scale of operations have set the industry standard for cross-border recruitment and holistic workforce solutions. Since inception, PERSOLKELLY has placed over 59,000 positions across the region and works together with 98% of Fortune 100™ companies for their workforce solution needs.