



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)

On Thursday, October 12, 2023, PERSOLKELLY Consulting Group hosted a virtual interactive lecture titled "Engaging, Inspiring, Motivating, and Retaining Employees." The lecture was led by Professor Boris Groysberg from Harvard Business School and attended by over 295 business and people leaders across the Asia Pacific region. This session provided valuable insights, and for those unable to join, we have summarised the key takeaways here. We hope this summary is helpful to both those who were able to participate and those who missed out.



Background of Interactive Lecture

In 2023, business leaders worldwide face unparalleled challenges. These challenges include economic uncertainties, the risk of global recession, geopolitical tensions, disruptions in supply chains, post-COVID workforce challenges, regulatory hurdles, and technological disruption. Leaders have a critical responsibility to steer their organisations through these challenges and emerge stronger.

The lecture aimed to identify the key drivers and provide recommendations for leading, managing, and motivating employees during these difficult times.

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 worldwide. His work focuses on how firms can achieve a sustainable competitive advantage by engaging employees in the implementation of business strategy.

Key Takeaways:

Research by Harvard Business School faculty led by Nitin Nohria suggests that people are guided by four basic emotional needs, or drives, that are the product of our common evolutionary heritage.

These four drives of the “ABCD” of human motivation are:

- **Acquire** : Obtain scarce goods, including intangibles such as social status.
- **Bond** : Form connections with individuals and groups.
- **Comprehend** : Satisfy our curiosity and master the world around us.
- **Defend** : Protect against external threats and promote justice.

Employees are more motivated when their job satisfies four key drives. Improving any one of these drives can boost motivation, but the biggest advantage comes from improving all four drives together.

What can organisations and team leaders do to increase the fulfilment of each of the four drives?

Here are some examples of how employers can improve the fulfilment of each of the four drives:

- **Acquire (Reward System)** : Offer competitive salaries and benefits, opportunities for advancement, and recognition for superior performance.
- **Bond (Company Culture)** : Create a supportive and inclusive work environment, foster collaboration, and provide opportunities for employees to socialise and build relationships by sharing best practices.
- **Comprehend (Job Design)**: Encourage employees to learn and grow, provide them with challenging and meaningful work, and give feedback on their performance.
- **Defend (Performance Management)**: Ensure your employees are protected from any sort of harassment or discrimination, promote a work environment that is safe and fair, and cultivate a culture of mutual respect and understanding.

By meeting these four basic emotional needs, employers can create a more motivated workforce and achieve a competitive advantage.

The 4 Drives Explain Employee Motivation

Work Engagement

- Engagement captures the energy, effort, and initiative employees bring to their jobs.

Organisational Commitment

- Commitment captures the extent to which employees engage in corporate citizenship.

Work Satisfaction

- How happy employees feel at work shows how well the company is doing in meeting their expectations and keeping promises made in their employment contracts.

Intention to Leave

- Intention to quit is the best proxy for employee turnover.



About Us

PERSOLKELLY Consulting is a leading global human resource consulting and professional services company which proudly spans across the Asia-Pacific region. We are a subsidiary formed by the joint venture of PERSOL Group and Kelly Services Inc., now one of the largest recruitment companies in APAC. Formerly branded as BTI Consultants in Asia and Intelligence SMC in Hong Kong, PERSOLKELLY Consulting is built upon a rich legacy of expert talent development, HR management advisory, organisational effectiveness, and insights-driven HR solutions. With our single focus on fulfilling our client's needs, we use innovative practices to empower both individuals and enterprises to achieve their full potential. At PERSOLKELLY Consulting, we believe in shaping a future workforce that is able to "Work and Smile".

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