

LIAM FORDE

TALK: “Changing the game to meet the demands of a rapidly changing world”

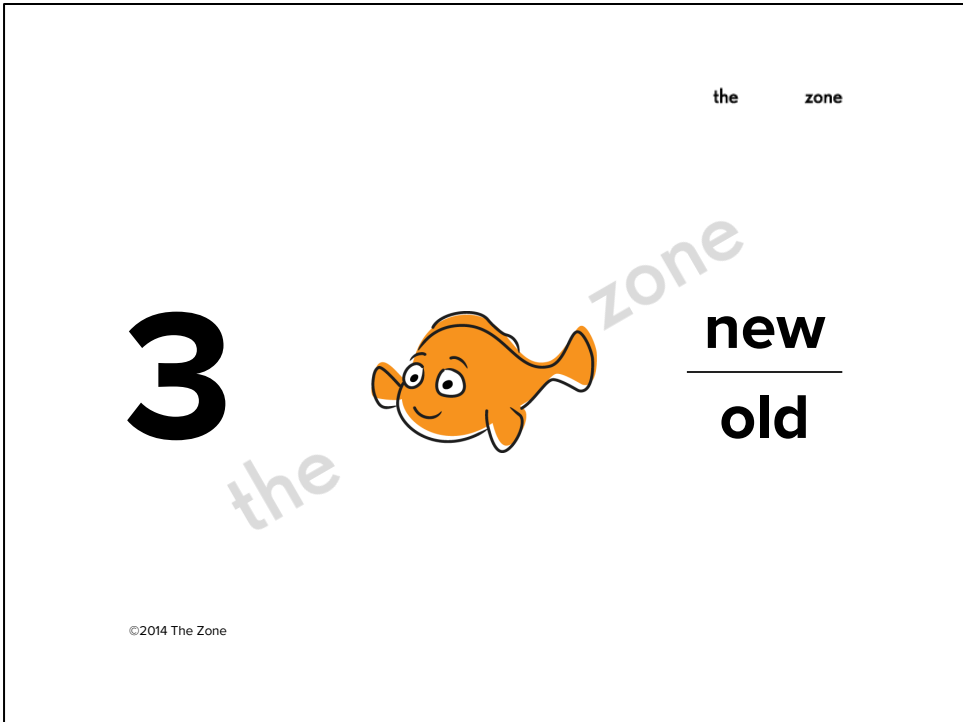
SUMMARY: “How well does a brilliant person perform in a toxic culture? How about a mediocre person in a brilliant culture? Assessment tools and processes have improved, what has happened to the state of the workplace? What has happened to employee expectations? What about Gen Y? What is the future of assessment where happiness and high performance at work are essential to attract and retain talent?”

Liam will explore these questions and share his 15+ years of experience changing and uplifting workplaces in over 25 countries.”

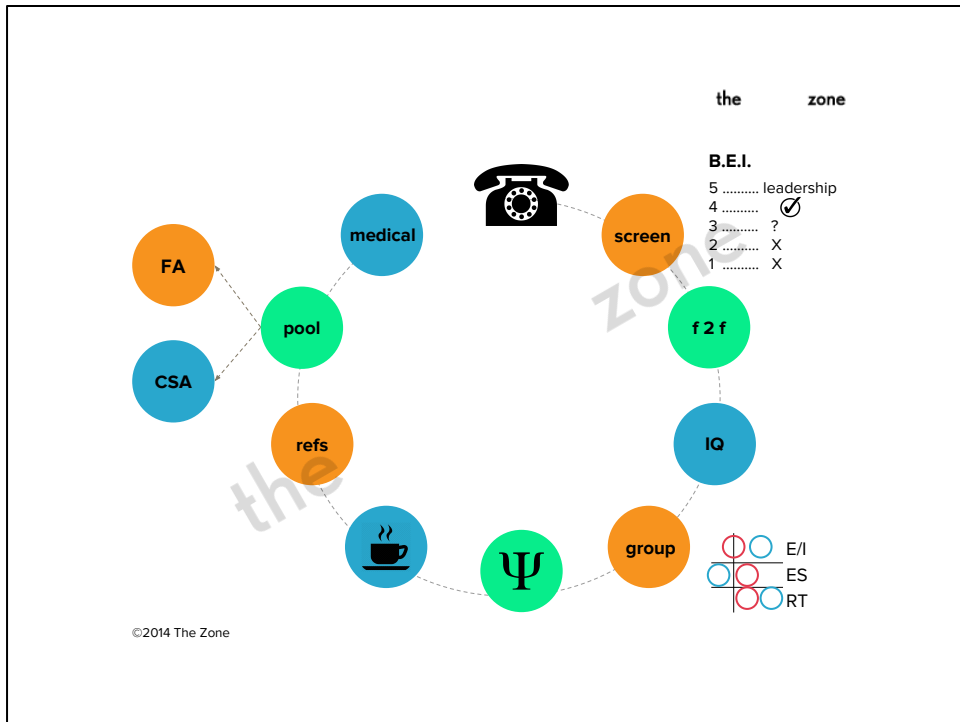
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If we were asked to assess this behaviour, would we rate it as irresponsible risk-taking or innovative and ingenious?
Maybe they are the next founders of Facebook II ;)



- 3 big trends changing the face or work (3 of many)
- the story about a fish
- an the age old tension between old and new



Major International Airline:

The had a problem with the staff turnover of their international flight attendants: too low turnover / staff churn, under 1%.

This was a problem because their flight attendants were getting older, less flexible, less adaptable and frankly customers were complaining. Many were saying “we don’t want to see flight attendants who has become bored and don’t care anymore.”

We designed a new state of the art system that revolutionized the process and allowed the company to execute on its BUSINESS STRATEGY with a very high degree of success and it increased CUSTOMER SATISFACTION, improved EMPLOYEE ENGAGEMENT and increased CHURN to a healthy 8%.

How we increased churn and what we discovered was one of our most discriminating exercises - making tea!

Churn:

- When we researched high and low performers, and researched those

- who were more entrepreneurial we realised that if we tweaked the Personality Profile we could increase the likelihood of them churning. So we adjusted the profile to increase Extraversion, increase Emotional Stability and Self Confidence, and increase Risk-Taking - whilst still making sure they were less risk-taking than the general population (Safety mindset is imperative). It worked really well.

Making tea:

- What we noticed one day by accident was that during the 30 tea break while we normally collated our notes in another room, the candidates guard was down and there we saw some very interesting behaviours. Some would continue to be service oriented whilst others would do the opposite and start being rowdy, bragging, disturbing others and even pushing in to get the chocolate biscuits. We had sloppy teas everywhere.
- So we then designed the tea break as an exercise and quietly observed them, whilst discretely working in a corner. We asked them to make tea while we worked and then watched who came over to ask us if we wanted tea, how they served us and how they interacted with the group in an informal session.
- What this did was simply confirm who we had suspicions or doubts over, positive or negative. It became our favourite exercise and we always got the chocolate biscuits.

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Happiness and high performance
Getting organisations in the zone
Game changing cultures
Radical business results

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What do The Zone do?

We create happiness and high performance by getting organisations into the zone.

Ultimately its about game changing cultures and radical business results
Teams, individuals, leaders and the journey to get the whole organisation into the zone!

3 BIG Trends

1 Technology

2 Sustainability

3 Well-being

3 big trends impacting workplaces: technology, sustainability and wellbeing. These are just facets of a bigger change that is happening and will continue to happen for the foreseeable future. Change is constant and change is getting faster.

Technology

impacts

Access
Social/Global
Transparency
Power shift

examples

KickStarter / MOOCS
Facebook
GlassDoor
Cadbury NZ

New innovations could completely change the game in your industry.

Kickstarter - new access to capital outside of banks, crowdfunding.

MOOCS - the future of mass education? Free? High quality...well crafted (also see Khan Academy)

Facebook: 1.35bn - the number of people checking into Facebook at least once a month. 864m - the number of people checking their accounts every day.

Glassdoor: Founded seven years ago, has now 26 million members and has collected 6.5 million reviews .

Cadbury NZ lost revenue share and opened the door to a small competitor who gained \$10M in revenues (up 50%) - social media blacklisted Cadbury over palm oil.

The Newspaper Industry, from print to digital: What impact that has had on journalism and who now qualifies as a journalist? From in-depth well crafted articles to a few hundred words of a blog to a 140 character tweet. So who is a journalist now?

Sustainability

impacts

Awareness
Choices
Economics
Social conscience

examples

GreenPeace / Al Gore
Whole Foods
Tesla Cars
M&S

Sustainability is no longer a nice to have. Employees and customers expect you to have a sustainable practice/strategy.

GreenPeace and Al Gore increased awareness, now it's everywhere

Tesla Cars: Share Price: 246.72 USD. 1 Year Change: + 103.26%. WHO said green cars were not sexy!

Whole Foods: 32 stores in 10 new markets in 2013. This sector of the food market is growing rapidly.

M&S's Plan A (because there is no Plan B): lower carbon emissions, less transport and packaging costs, fuel efficiency of M&S Food delivery fleets is 32% improved and the water efficiency 27% better than 2006/07 baselines. Net benefit generated by Plan A = £145m



Some startling facts:

Major depression will be the world's second most debilitating disorder by 2020.

Nearly 40% of Europeans suffer depression, anxiety or mental illness.

Happiness makes people 12% more productive.

Over two thirds of UK employers plan to increase spending on health and well-being in 2015. Also significant are the 84% of UK businesses which cite incorporating workforce well-being as a key attraction and retention policy as part of their strategic priorities for the next two years.

The Well-being Movement is growing fast, Blogs, Apps, speakers (me included)

Examples:

LinkedIn: CEO does mindfulness training

Google: sleep pods, nutritious free canteen, Search Inside Yourself personal development program (super successful), employed a Monk to teach mindfulness....using big data to improve productivity and wellness

Wearable devices has grown to \$300m market in a few years and the new 'quantifiable self' devices can measure everything from stress to blood composition (no sneaking cakes now!).



The message is simple: workplaces are changing.

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“... **cultural factors** are
powerful drivers of
business performance.”

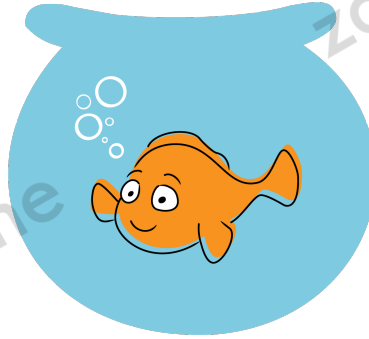
McKinsey & Co

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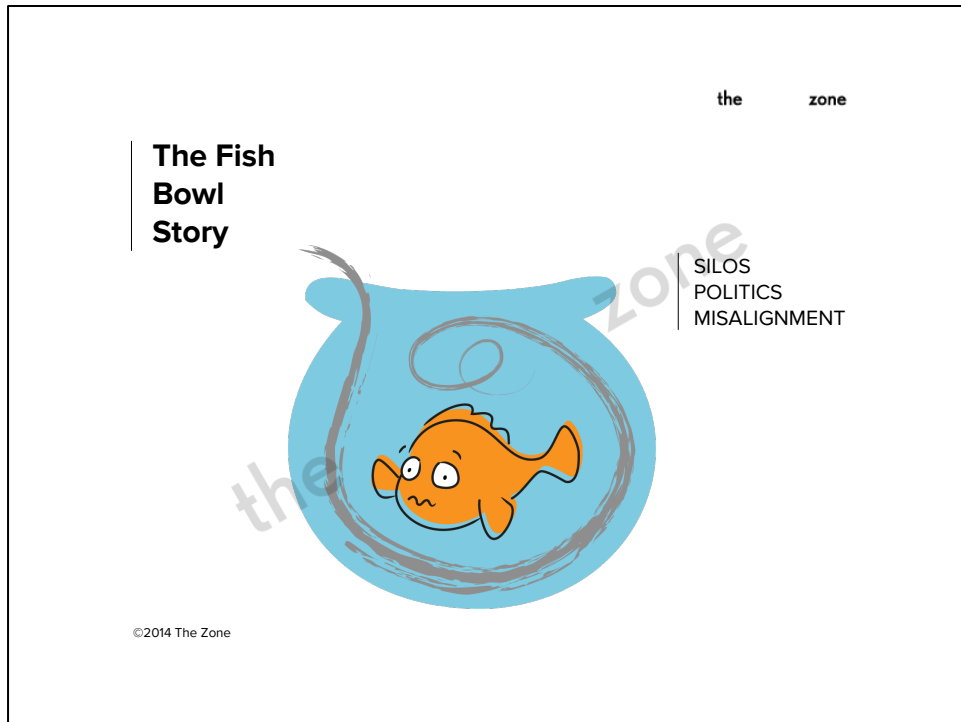
The Fish Bowl Story

How we build
culture



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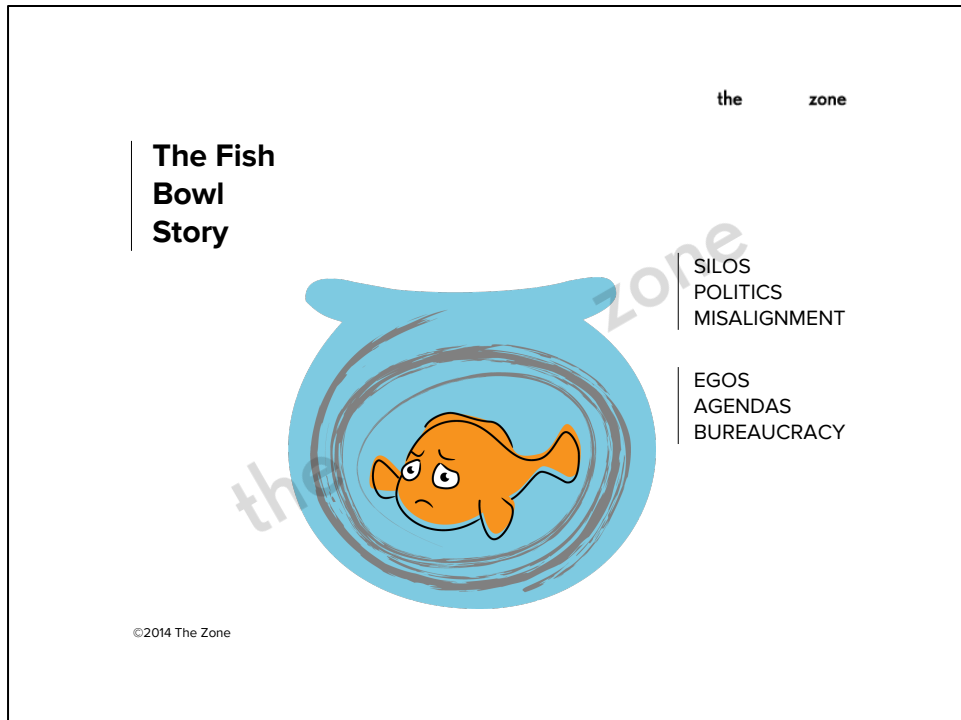
Corina was a bright fish and she researched the companies she wanted to work for and passed her assessment with flying colours.
After a few weeks she noticed some interesting things!:



Silos
Politics
Misalignment

She noticed her water was a little dirty, but being selected for resilience and positivity, she noted it and kept focussed.

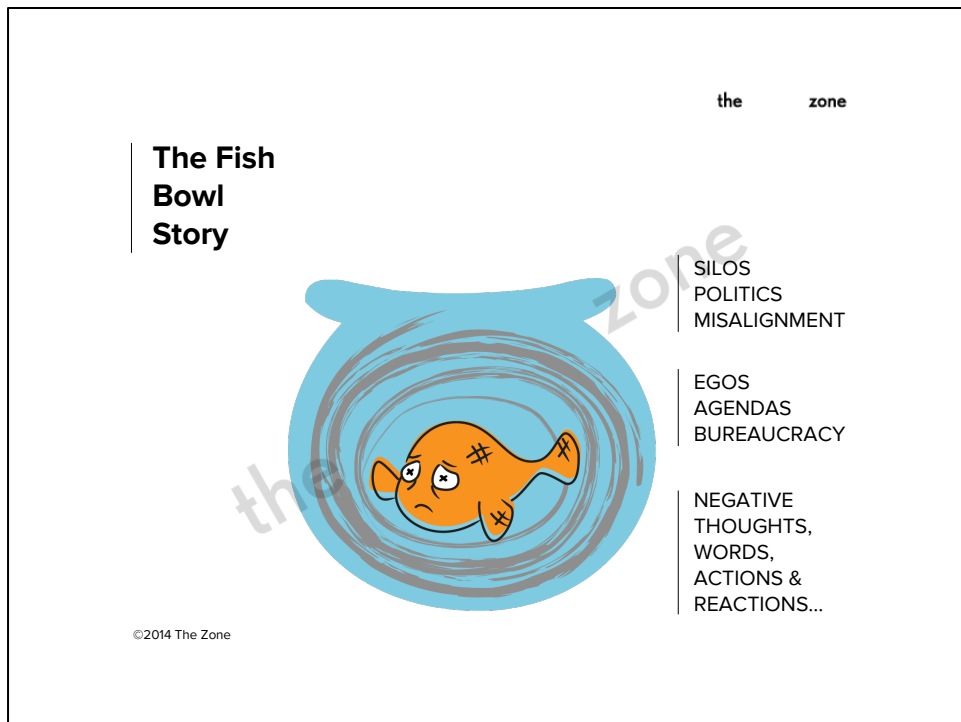
But after a few more months she noticed more things that polluted the water:



Egos
Agendas
Bureaucracy

She was now feeling a little frustrated and disappointed.

After a few more months of trying to swim in the pollution she noticed something had happened to her:

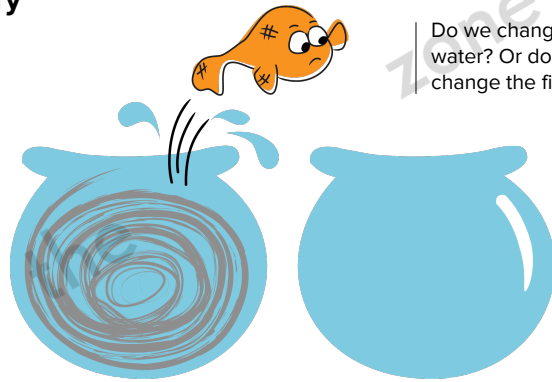


Her own:
Thoughts
Words
Actions and Reactions

were also polluting the water - she was now part of the culture and part of the problem - she had adopted victim mentality.

So here's a question we ask the audience: kids get it every time - they usually shout it out!

The Fish Bowl Story



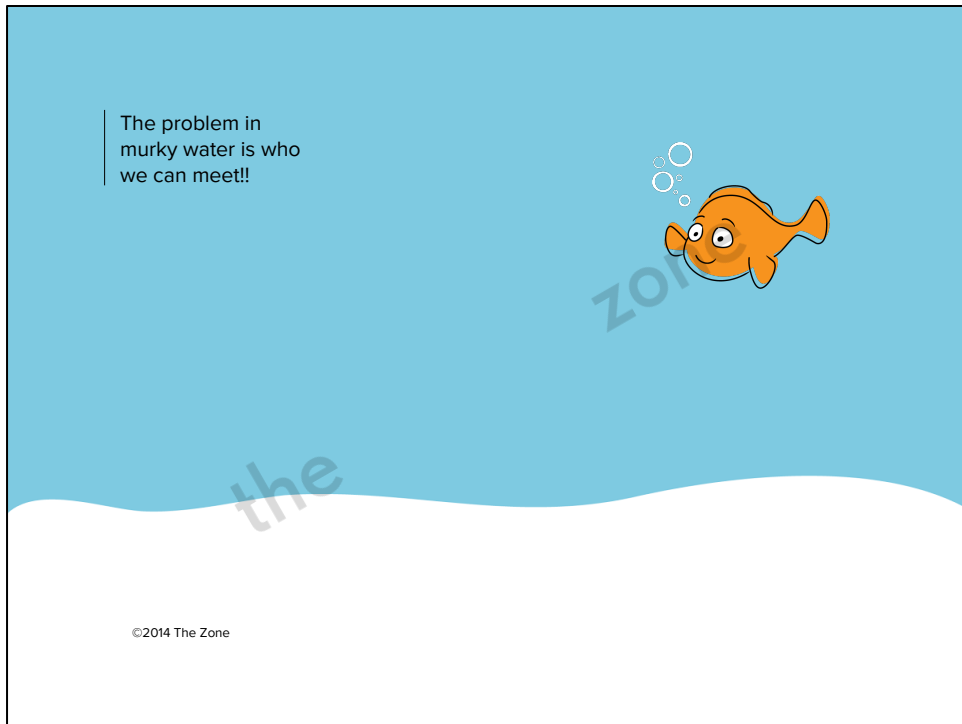
Do we change the water? Or do we change the fish?

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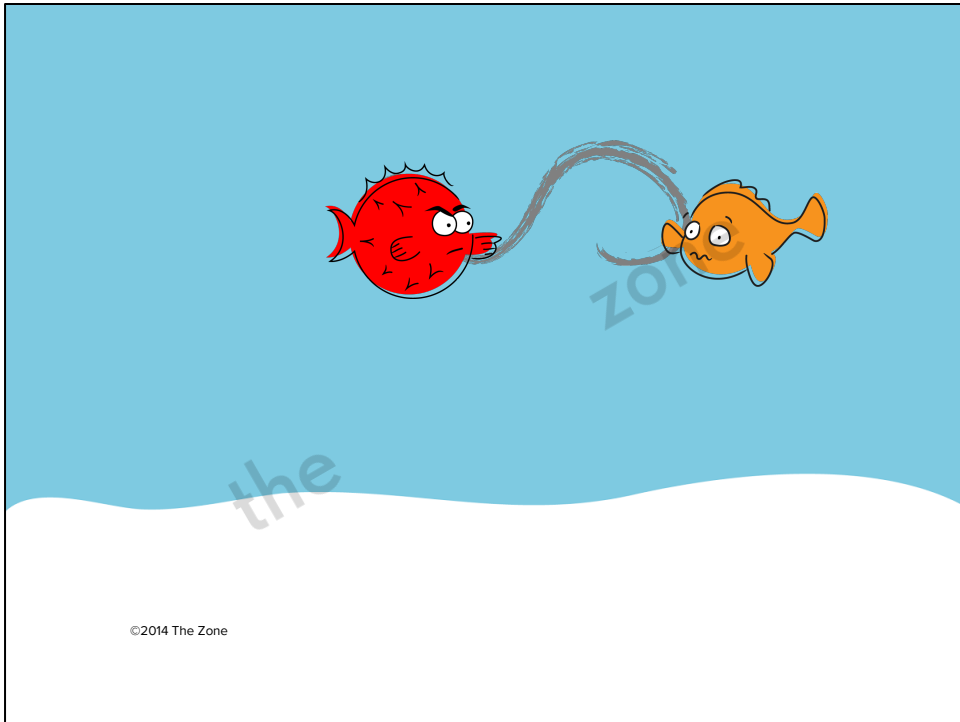
Do you change the water or do you change the fish?

Of course, in this story, you first change the water, because you can't see clearly in murky water...you can't see who are the good fish and who are not being good fish.

In dirty water nothing is clear.

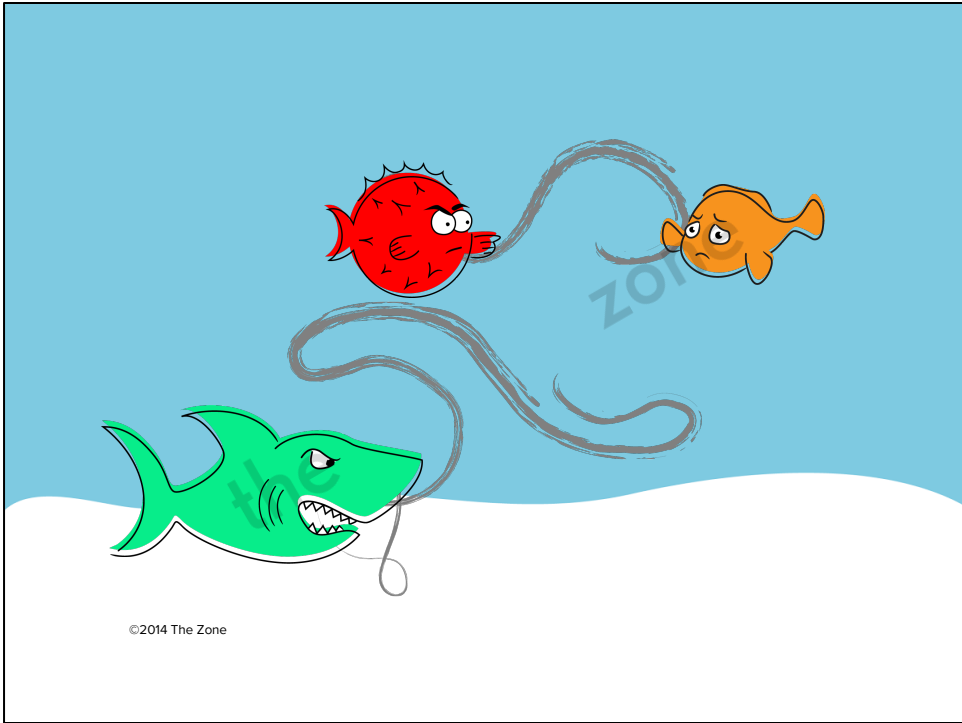


And of course the other problem is who you can meet in murky water - you may have met some of these characters at work some time in your career:

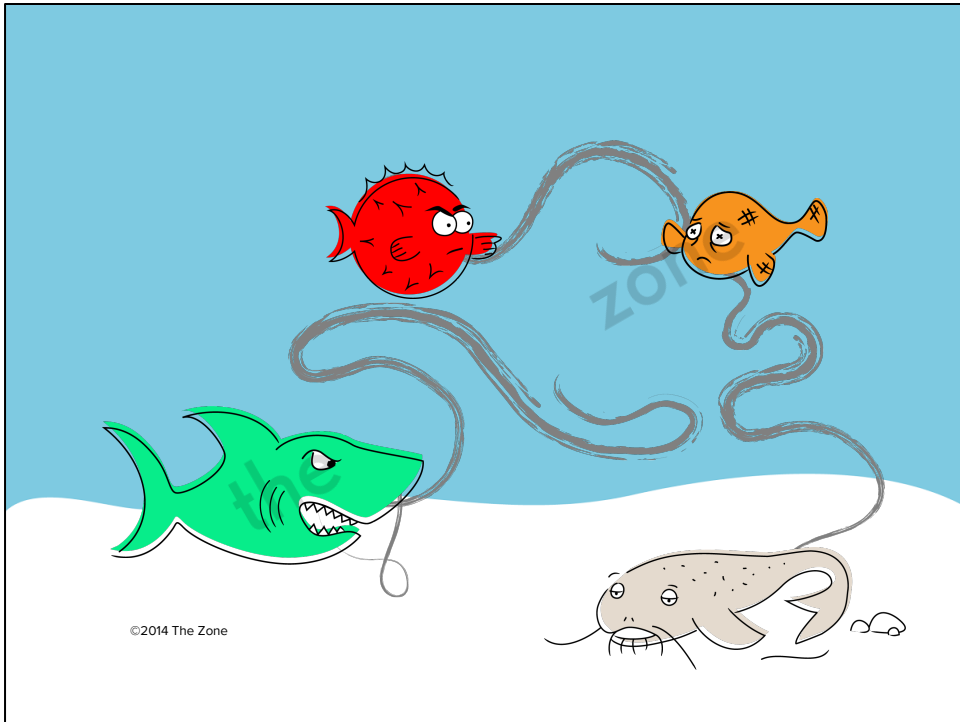


The blowfish - always pointing, blaming and criticizing.

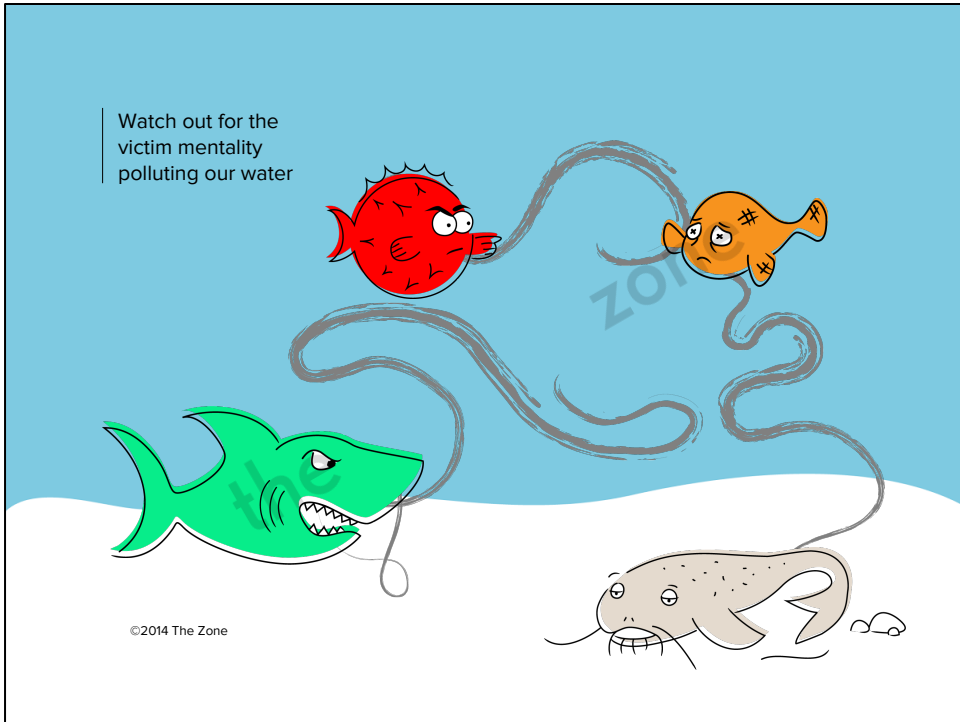
But never taking responsibility.



The shark - always about themselves, me, me, me.

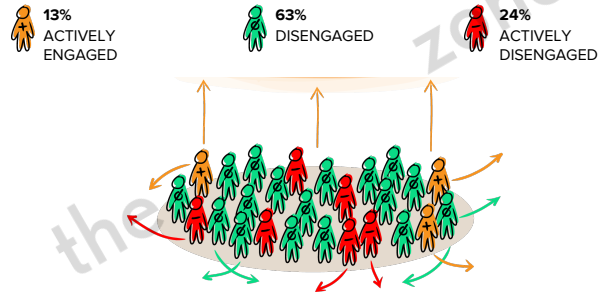


The bottom feeder - keeping their head low, out of the spotlight and feeding off everyone else's good work or good name.



So you think I am kidding, so lets look at the reality of the modern workplace and a recent survey done by Gallup, 142,000 people, 42 countries, many settings:

Employee Engagement



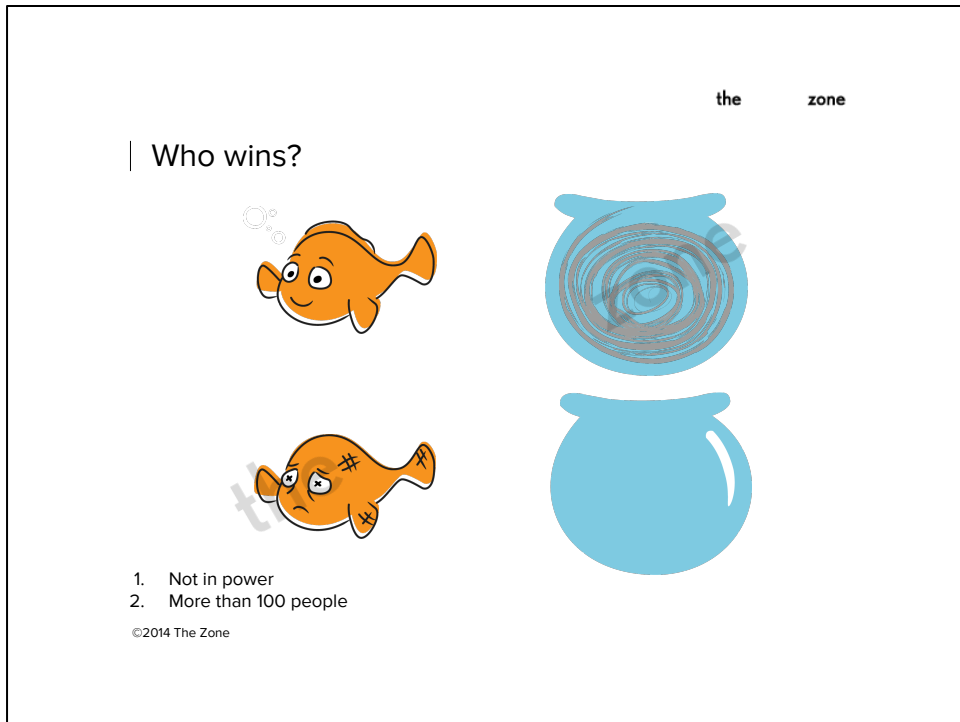
Source: Gallup (2013) - *State of the Global Workplace - Employee engagement insights for business leaders worldwide.*

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Actively Engaged: energised, discretionary effort, momentum / drive and creativity.

Disengaged: show up - clock in but checked out - sleep-walk existence.

Actively Disengaged: deliberately undermine the business, spread negativity.



Who wins?

Bright, happy motivated fish and murky polluted culture... or...
...dull fish in a sparkling positive clean culture?

Does the culture win or the employee?

- a significant factor in success is outside your control
- how does this impact your ability to do your job?
- is testing for resilience simply a bandaid over toxic cultures and toxic management or is it a necessary part of any job?

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Workplaces are changing

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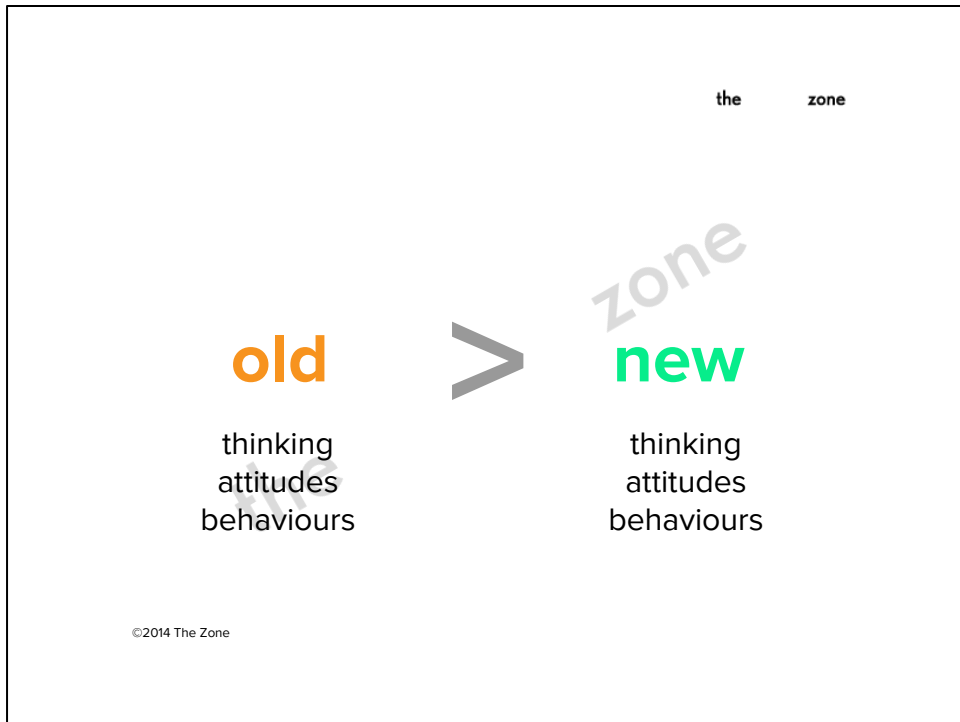
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Workplaces are changing.



I believe it is a revolution not an evolution, and although today we wont have the guillotine physically we will have it emotionally.

People, particularly GenY will vote with their feet. GenY are more entrepreneurial, they are looking for values alignment, walking the talk, purpose more than just profit. They want recognition - not easy in murky waters.



We have the age old tension between the OLD and the NEW, the parent and the teen, the old rules and the new.

OLD

thinking, attitudes, behaviours

INDUSTRIAL

command and control, hierarchy, politics, secrecy

NEW

thinking, attitudes and behaviours

DIGITAL

innovation, collaboration, experimentation, purpose > profit, self managed teams.

Are we measuring for these things? Do we know where people sit?

As we assess for recruitment, for promotion, for development or even for outsourcing, are we assessing these new mindsets, new thinking and preferences for the emerging world of work.

Are we setting our clients up for success? What's our role?



- 3 big trends that are dramatically changing workplaces, attitudes and expectations.
- The impact of culture with the story of a fish.
- The age old tension between old and new, the hidden revolution.

These will shape the war for talent. Companies who don't heed the revolution will be executed - starved of talent - and die (plenty of examples in the last 15 years....)

But before you start to panic!! Lets talk about Trim Tabs :)



100,000s of tons

The rudders can weigh 100 tons

And when the boat is moving with the force of the water they are almost impossible to steer.... Along the trailing edge is a 50 Kg rudder...and when they turn it into the current it moves the big rudder with the force of the water and turns the ship.

So as with all change, you need a few trim tabs, people who can see the future and can start to steer the ship. You can do that. You just need to turn into the current and play a bigger game.

How many of you weigh at least 50Kgs? How much change can you make?

1

How should we be assessing for the **new** world?

2

How does **culture** impact our success?

3

What is **our role** in workplace transformation?

Some questions for you to contemplate, and I hope more emerge.

As last thoughts...

The Future ?

Could genes be to blame if women are unfaithful?

WOMEN who cheat on their husbands may finally have an excuse. For scientists have found a gene that raises the odds of a woman's eyes wandering - but doesn't have the same effect on men. Given that we inherit genes from our parents, it raises the possibility that some women might simply be born unfaithful. Researchers compared the behaviour of more than 7,300 adults who had been in a relationship for at least a year. During this time, almost 10 per cent of the men and 6 per cent of the women admitted having more than one sexual partner - and were therefore classed as unfaithful. After comparing participants' behaviour to that of their siblings - some of whom were identical twins - scientists were able to



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Genes - will gene screening be easier, more accurate? It is now \$100 US, and when it reaches \$10 will employers turn to genetics to predict success with far more accuracy?

IBM Watson - won Jeopardy - will artificial intelligence soon do a better job than humans at designing and selecting people? The speed at which artificial intelligence is advancing, Watson is probably capable today. How cheap would it be to deploy Watson to screen people over the cloud and to know if it was them (Iris recognition).

The future is here now. Be prepared or.....

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Thank You

Liam Forde

Liam Forde is the Founder and CEO of an international organisation called The Zone. He was born in New Zealand and operated as a serial entrepreneur for 20 years, during which time he successfully led five businesses. In 1999 he founded The Zone, whose aim is to create 'game changing' cultures in organisations worldwide. Their philosophy is that leaders need to engage their people to unlock the potential within their organisation in order to deliver sustainable business success. He works with leaders as a coach, mentor, facilitator and trainer, encouraging people to create high levels of self-awareness, alignment, collaboration, integrity, and responsibility. His ongoing mission has been to contribute to a future where people work together to create better workplaces, better communities and a better world for us all.