



CULTIVATE
TALENT

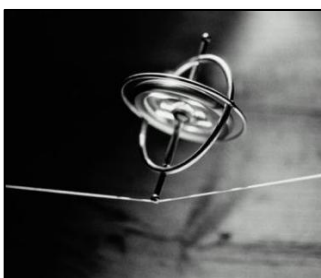
AUTONOMY, MASTERY, PURPOSE: THE NEW BUSINESS LEXICON



"AMP" your business | Mark Thompson and Adrian Woodstock

Autonomy, Mastery, Purpose:

The new business lexicon



In our work on change, we find problems and difficulties that are common to many clients. Leaders and leadership teams, who more often than not are very well intentioned and want to do the best for their business and people, are left bewildered by expensive advice, finding themselves caught between idealised people theory and the raw practicalities of dealing with the current market, their customers, employees, and shareholders.

Everyone knows change is constant and yet even in the best run companies only 35% of employees report that they feel it is well managed: change is still viewed as an initiative or a temporary phase of business life rather than being systemic - and the permanent phenomenon - it truly is.

Add into this the idea that business in the western hemisphere as a whole is changing; that the system of people and activity needs and, some say, is about to get a radical readjustment in order to become more sustainable and resilient, and the complexities of running businesses in today's world become even more acute. More than ever, business leaders are having to balance the competing needs for authentic and honest messaging, people engagement and retention of talent, promoting ideas and innovation within their businesses, whilst at the same time also needing to exercise firm control, tight direction, ever more ruthless efficiency, and a paradoxical ever-increasing bureaucracy. We may not want it all ways, but we have to deal with situations that demand a gyroscopic hold on the high wire.

And the people development solutions on offer are rarely up to the job.

At Cultivate Talent, we have spent some years conjuring with these challenges alongside real leaders in real organisations. We observe that globally, cutting edge businesses, business schools and motivation gurus alike seem to be, at last, moving in a similar direction. The empowerment of the latent potential of an organisation will not come about by using techniques that ultimately bat against how people actually behave. The top-down authoritarian leadership model is still (like it or not) widely in use throughout most organisations, and is no longer fit for purpose. We need to use better approaches and tools in order to bring about the transformation we need to thrive – or in some cases, survive. We also need new systems that recognise the nature of life and business, which are resilient enough to be able to adapt and grow, together with processes that are reflective of these conditions and enable the same for their employees.

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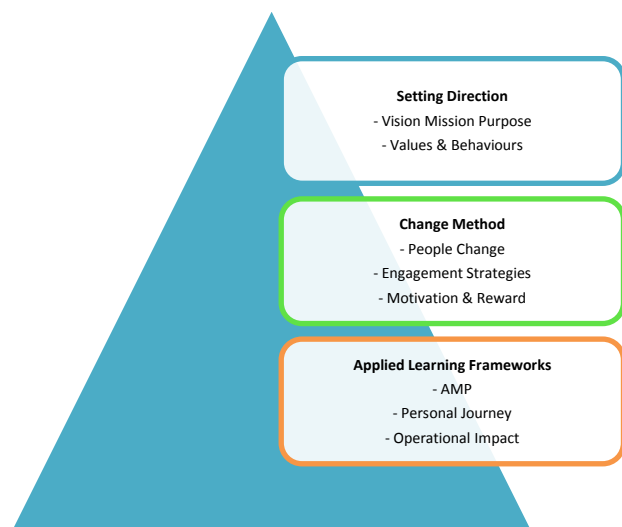
At root, these tensions have come about because business modelling has not kept up with the alarmingly fast changes that we have experienced in modern behaviour. We somehow expect less of

our work experience than we do of our life outside of the workplace. This occupies a continuum of effectiveness, with at one end the kind of expectations the average employee has about their life and job, and at the other how individuals are utilised and valued in the workplace (business still talks in terms of *being rewarded*). This is not a terms and conditions issue; it is a *practical, cultural* and *mindset* one.

In order to resolve the tension in today's leadership of an empowered, educated, and flexible workforce, it stands to reason that empowered, educated, and flexible ways of leading them need to be utilised. It turns out the modern organisation and modern employee alike has the same needs and the same motivators.

Autonomy, Mastery, and Purpose

These three principles address the need for meaning in the workplace. Pay people enough to take the issue of money off the table; be competitive, give them fair compensation for over achievement, and let them focus on the quality of their work and not their individual gain. Then give them:



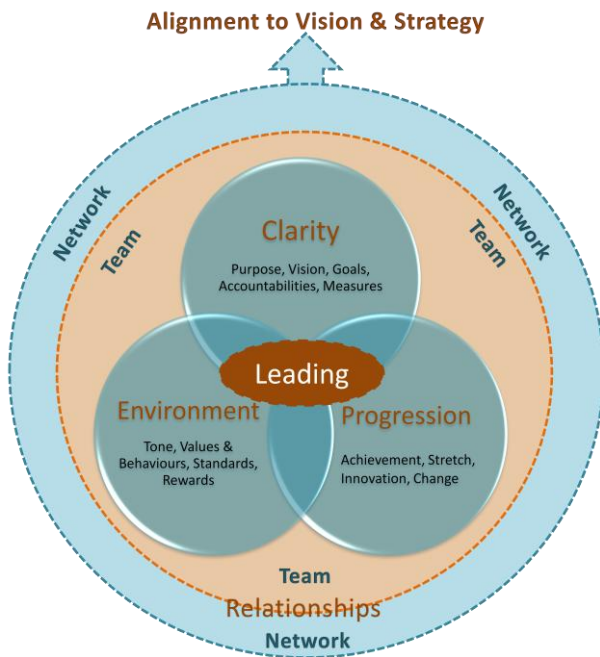
Cultivate Talent's areas of consulting expertise

- **Autonomy:** self direction and empowerment to own their own targets and/or area within a defined framework, as well as the ability to bring local ideas to solve local problems. Eliminate “presenteeism”. Most importantly (both for them and for the business), deliberately set aside time to innovate and improve.
- **Mastery:** everyone enjoys the search for achieving excellence; whether this is thrashing sales targets, increasing performance, or high specialisation that makes the difference. This can also feed into both professional development and qualifications/accreditations.
- **Purpose:** why should I work here when I can work anywhere I choose? The clarity and meaning of the business purpose needs to be brought to life and made real to all employees – something they want to belong to – as in a club, family, or team that becomes more important than just making profits. The #1 indicator of employee engagement is the *felt connection* between individual contribution and the resulting achievement of a business purpose people actually believe in.

The Cultivate Talent AMP (Autonomy Mastery Purpose) Methodology, which has taken over seven years to design and refine, is aimed at organisations that struggle to connect their business activity, leadership, and employee engagement. It is a framework for leadership in any circumstances, building Purpose and Vision, Values and how values are lived, leadership principles and how leaders

have impact, leading teams and team management at any level in the business, and the promulgation of predictable behaviour that increases performance. It also questions and re-adjusts your appraisal and reward structures to enhance employee motivation, or allows you to adapt them to these principles.

This methodology is in effect a skeleton on which to grow your business muscles and skin: it builds your business from the inside out using what works: behaviour. The frameworks and structures



within the AMP are robust yet flexible, allowing adaptation to how your business works, your processes and procedures, and yet critically remains a vehicle for you to engage with and grow new leaders as well as develop the culture and ways of working that truly tap into the potential lying dormant or hidden within your people.

As consultants, we also recognise our limitations, so the framework is designed to transfer the knowledge base and skills required into your business through an action learning process that effects changes and delivers a return even as leaders are learning. We also believe in the value of tailoring our applied learning approach to key business objectives to

improve the business, being part of delivering measurable business change and improvements in performance.

Adopting the AMP is not easy. It asks more of your leaders and leadership teams in the short term, and they are probably already over stretched. But, if you dream in those midnight moments when you lie awake wondering how to get the best out of your business and end the chaos; of bringing alive your culture and results so that you could move from permanent fire fighting to a more sustainable footing where all your people are engaged in leading your change, then Cultivate Talent and AMP may be an answer.

About Cultivate Talent

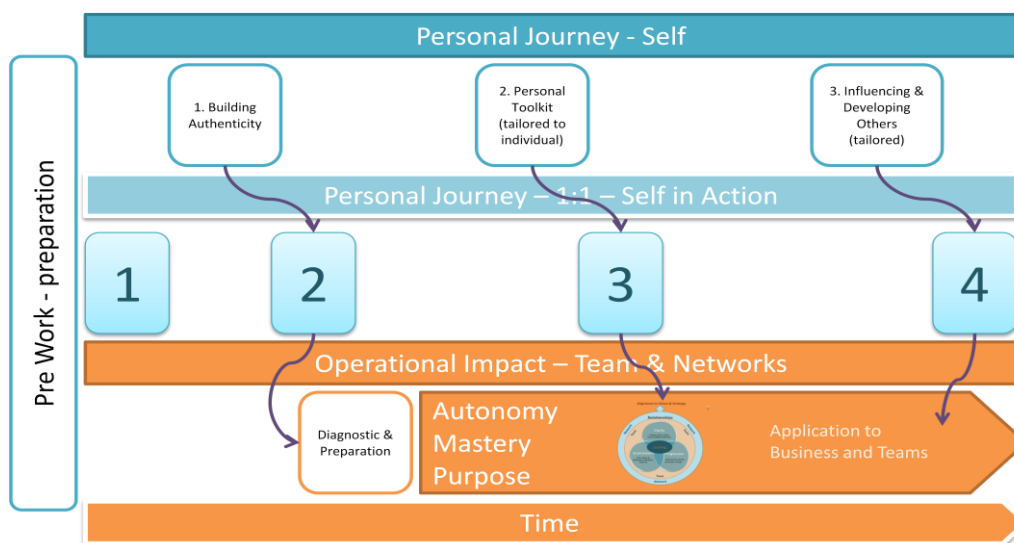
Our Philosophy

We choose to do what we do and we hold the view that it is not about us; it is all about our Clients and the individuals we come into contact and work with. In a world where everything from the society we work within to the very values we hold is constantly shifting, the making of meaning and purpose becomes more and more important at many levels. At Cultivate Talent we derive meaning when our impact leaves both the individuals we work with and the organisations they work within are more robust, resilient and successful as a result of what we do. It is the principle that drives what we do.

What We Do

Cultivate Talent are focused on tailoring people consulting to help transform our clients' organisational development and performance. We look to partner with organisations who are seeking to implement change. We offer people consulting and operation development capabilities which are oriented around developing how people work more effectively, utilising more of their skills, strengths and talents. We also look to blend the development of leaders and teams around specific business activities that need to be done and improved on so that we can measure our impact in terms of engagement, motivations and performance.

Applied Learning example: Future Leaders Business Impact Programme



For more information on how Cultivate Talent and our AMP Methodology could help you or your business improve engagement and performance levels then please contact us for an initial conversation or meeting to discuss:

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