

*FREERANGING : FREERANGE APPROACHES  
TO WORK*

*Mike Robin*

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**[freerangerpress@yahoo.co.uk](mailto:freerangerpress@yahoo.co.uk)**

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***mike robin : formerly a business and technical consultant/advisor in the UK rural sector,  
lecturer : rural business management in UK H.E. Sector : currently freelance writer  
and organic eco micro-holder (small smallholder).***

## Intro

Work, it could be argued, has in general in recent times (here in the UK) become less 'suitable' for freerangers keen to exercise self-motivation and their own 'self-professionalism', generally working out their own values and priorities. The old argument that 'people work for money, full stop', simplistic as it may seem to some, appears though to have held sway, and added to which the plethora of quality and control measures introduced into workplaces, have, according to some at least, limited individual creativity and decision-making, all of which entails people making work efforts in response to 'external' (i.e. to them) prompts rather than 'internal' self-motivation prompts. Such a work culture, though, can produce negative effects, as a current (2012) UK survey of teachers indicates. Due to 'work pressurisation' nearly two-thirds of teachers have considered leaving the profession, exemplified by the comments of one : *'there's high workloads and an over-critical work culture - staff are jumpy and waiting for the next put-down'* . The longer-term effectiveness of such a 'hit' type culture, and its ability to continue to attract quality staff, would have to be questioned.

Freerangers keen to establish their own internal regimes – values, standards and responsibilities – and practice therefore self-motivation, might then find current cultural general work conditions not over-conducive to them and feel then inclined to look at ways their freerange instincts can be better catered for. One option could be to look for alternative more conducive 'theory y' work situations (see later) which will value them and their unique individual contributions. Such motivational people management is looked at in this work, along with the psychologists' defined fuller set of human needs, with case-study examples taken from the UK rural sector.

Alternative lifestyles maybe also more suited to 'freeranging,' such as setting up a freerange-type lifestyle enterprise (see also the *Freerange Lifestyle Enterprise Planning* e-book), finding work situations suitable to allow non-work time freeranging and other income generating forms of working such as 'portfolio life' are also looked at, besides options for 'part-time' freeranging. (see also *Freerange Living* e-book for additional ideas and live case-studies).

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## **A 'Freerange' Approach to Work -----?**

*Work can presumably mean many things to many people – from, say, going out and hunting game to get something to eat, to say being involved in negotiations to do mega deals. In a modern western-style culture work most commonly probably means going out somewhere 'to work' and spending, including travelling time, probably, say, ten hours a day (or more) for five days a week at activity involving and surrounding work. Various factors involving work would seem to have the capability to affect peoples' lives considerably, such as the type and quality of the work, the amount of work, the working conditions, the amount of pressure involved, the 'style' of management in operation, the culture of the firm itself, the culture of the prevailing culture itself – any list could prove to be long.*

*Many, if not most, of these factors could be often beyond the control of the individual, which presumably is one of the key attractions to 'working for yourself', being self-employed and 'master of your own ship', which could be particularly relevant to some people for whom independence is a need and important to their own sense of development and well-being. The more independent life is fairly obviously suited then to 'freerangers' who wish to explore realities and maintain the classic 'freedom of the individual' enshrined in free-world countries' constitutions.*

*Maybe, though, the general culture is these days less conducive to what Charles Handy, a well-known business guru, has called 'the pursuit of honourable individualism'? 'Large' seems to be the order of the day, with 'growth' virtually elevated to a modern requisite, by default leaving 'small' to have even less significance and respect – in short the trend could appear to be against 'the small' and the individual. Maybe never before has the so-called 'ordinary' individual had to deal with so many megalithic organisations, for instance - ?*

*Government, for one, in recent decades seems to have wanted, and taken, with its 'Big Government' approach, a strongish controlling interest over peoples' lives. The sheer number of large commercial organisations, the individual is faced with has proliferated, with them seemingly out to exploit their power, with politicians mis-using their expenses system, financial institutions reportedly creating unsound financial products, taking big commissions and following unsound selling policies, as have other large commercial firms.. The individual consumer is faced with a retail market for goods and services which seems often dominated by a few very large concerns, some of which were also reportedly taken to task recently for colluding to keep some prices over-high.*

*In the workplace, older ways and values such as leadership, individual internal motivation appear to have given way to newer, more modern systems of control in the workplace by either direct authority – one large retail chain reportedly recently introduced a policy of searching staff at any point within the working day, for instance – or the 'bureaucracy' of having lots of checking procedures and systems (often probably working against the notion of 'individual responsibility' - ?) , not forgetting of course the degree to which money has become prominent in recent decades as a 'motivational' tool. Again, if the notions and actualities of self-responsibility and self-motivation of the individual have become undermined, this will have implications for freerangers, who may not thrive too well under such restrictive work conditions -?*

*Historically, for individuals, work tended to be a mixed bag and probably less specialised than in current times. Many, of course, worked on the land, working long hours for not too much material return, although due to the natural and seasonal nature of the processes involved, they got variety within their working lives and in such less mechanised times, more social content too. Prior to this, some were actually in a form of slavery ('serfs'), whilst others had more opportunity for independence ('freemen').*

*With the advent of the industrial revolution, came the 'division of labour', facilitated now by mass production production lines with each person now just doing one small process many times a day. Henry Ford was said to have been of the opinion that this was good for people, as it gave them the opportunity for considerable 'achievement' – maybe he had a bit of a one-dimensional view, forgetting the boredom aspect -? Undoubtedly many in 'un-ideal' work situations manage it in a 'freerange' manner by developing mental fortitude methods of coping, such as 'the thick skin', 'arm's length' measures and 'the switch-off' mechanism. If work, though, takes up so much of peoples' time and energies, and if modern work situations are not necessarily over-conducive to self-motivation and self-determination, then freerangers can consider what other alternatives there may be to give themselves more freerange chance. (see later – 'Freerange Options')*

### **Work, what is it?**

#### **Work means-----**

*Fairly obviously, work can mean different things to different people. To some, it'll be a 'four-letter' word, something to be endured and with luck compensated for with other life pleasures and interests. Presumably such an outlook may not only emanate from an*

*individual's character, but also because some work situations may not be over-pleasant situations in which to be. At the other end of the spectrum lies 'vocational' work, wherein work activity is of such natural interest to that individual, that it becomes an absorbing and rewarding activity in itself for them.*

*One current view is that the vocational, self-motivational work angle has in recent times become diminished and devalued because of the relatively strong focus on and use of money as the prime 'motivator' in the workplace. Another version of vocational work could be where, for instance, the work itself is not necessarily that absorbing, but the context in which it's carried out is the key ingredient. So someone, for instance, say in the caring professions, for whom social contact and welfare is of paramount importance, can get as much if not more personal return out of this aspect of their job.*

### **Work foundations-----**

*Perhaps it's easy to forget in these 'affluenzic' days of super cars, exotic holidays, mansion living, and so forth, that work at its essentials is a human activity to meet needs, which would appear to far extend beyond activities involving exotic expenditures. Abraham Maslow allegedly the first psychologist to investigate the range of human needs lying behind activity relating to 'work', was reportedly the first researcher to investigate 'normal, healthy' human activity; hitherto psychologists had apparently focused largely on mental ill-health.*

*Maslow produced from his researches the well-known 'hierarchy of human needs' which promulgated a range of human needs, progressing from 'lower level' needs such as providing fuel (i.e food and drink), to 'higher' level needs which included various social needs, as well as the individual self-development need he called 'self-actualisation' (i.e becoming one's 'fullest version'). (see later 'Motivation Theory' section for a fuller exposition).*

*A debating issue to emerge from Maslow's wide range of differing people needs is whether money is then too limiting a medium with which to approach managing people – a bit of a 'single-dimensioned' approach, whereas the Maslow type approach tends to suggest complexity, depth and bio-diversity as being reality factors when people and work are involved. This is not to suggest that situations aren't or can't in practice be simplified – some might argue that this is what a 'money motivation' approach to managing people at work might do.*

### **Work-a-day-----**

*Freerangers on a quest for self and life knowledge, might though just baulk a little at systems and approaches they might feel to be 'over-simplistic', feeling that that may be over-restrictive in various directions, for example, in the area of, say, non-financial personal returns. Although a pragmatic approach maybe to 'join the system', make a pile of dosh, and then use that to develop and explore more personal interests, and no doubt some freerangers will maybe adopt such an approach, others will feel that as work occupies so much of their lives, they might prefer work situations which facilitate their own self-responsible sense of self-motivation, and which cater for their own set of progressive needs, and in so doing, foster then their own self-development, towards, as Maslow might say, 'self-actualisation'.*

'There is no wealth but life----- that country is richest which nourishes the greatest number of noble and happy human beings'

( Ruskin)

### **Working to live-----?**

*One observation on how work situations have developed in the UK, for instance, is that a relatively heavy 'control' element has been developed, by use of direct control methods, social control measures (eg. extensive use of league tables), and strong use of financial inducement, thereby introducing a larger element of 'external' management power and control, and by default diminishing individual contribution and self-responsibility, and in so doing, restricting the individual's scope and opportunity to practice self-motivation.*

*Such a business cultural trend may well fit in with the well-observed trend of strong focus on short-term profits, although reservationists might yet point out that over the longer-term, the inherent 'dumbing down' effect such a trend might carry within it, would then lead to a less able, less enabled and less motivated workforce, and, according to Ruskin, therefore realising a degree of 'holistic impoverisation'.*

### **Work potential benefits----- (material, security ,social, personal, spiritual (?))**

*It may yet be an impossible task to attempt to produce a definitive list of the potential benefits work can provide to people, such a diverse array they may be, and therefore of particular interest to bio-diverse independently-minded and self-directing freerangers. It might be right here to take a wide-ranging version of 'work', rather than any narrower, perhaps more common definitions. By 'work', it could be mean't, then, to cover:*

*'energies expended and activities undertaken by people to meet their needs'.*

*It's been stated above that needs themselves can cover a pretty wide range, so covering them and potential work benefits could involve a wide spectrum, and the following 'key' areas are not necessarily going then to paint the full picture.*

### **Material returns-----**

*In a pre-money society, material needs were met by either producing the products oneself or swapping some produce for different fare. Some good soul then had the good (or bad?!) sense to invent money as a convenient medium of exchange, and it was then easier to access a wider but still relatively limited range of goods. These days the ubiquitous supermarkets supply a vast range of different goods, all accessed by money. Most people then have to work to access money itself, although there has seemed to be a trend to try to be a little less dependant on the giant retailers, with more 'growing their own', for instance. Like it or not, for most money is a necessity – even the semi-self-sufficieters featured in the Freerange Living e- book had to also have a money economy, albeit considerably smaller than most.*

*The degree to which money is 'chased' can though, be a variable – a noticeable trend of 'downsizing' has been reported, for instance, where people choose to 'chase the dollar' less strongly to then be able to gain a better 'life/work' balance:*

D and W decided to practice a form of downsizing when their family came along, with W opting to change from full to part-time work and at the same time devote some time to developing a 'home economy'. Although their disposable cash income fell they felt that their 'new' lifestyle suited their needs better, and that the reduced cash level was still sufficient.

### **Safety----first---?**

*Well, safety and security may not always come exactly first in peoples' priorities, but 'security' always seems to be pretty high up in 'people need' research results, and the lack of which can impact on several areas: basic material, lifestyle, social status, self-status, and so on, so maybe it's unsurprising that 'security' is such a strong 'return' from work:*

P had a secure professional position and performed well, more than meeting targets and fulfilling clients' needs. One day, out of the blue, one of his clients offered him the key position in a prospectfully lucrative work-related consultancy he wanted to set up. It was an attractive proposition, but in the end he decided not to accept the offer due to his current family commitments.



## **Social -----**

*Although modern western-style culture can seem to decree individual lone competitiveness as the working mode, psychologists might still maintain that humans are social animals too, as simply evidenced by the fact that she/he lives in 'societies'. One social need could well be the need to compete with others but presumably the term 'social needs' is a broad umbrella and covers also such areas as the need for companionship, the need to make 'social contribution', the need for social recognition, as well as 'social security' needs – the safety needs met by being in a social grouping.*

*Due to this set of needs not having had maybe due prominence in a culture geared to a more 'out-for-self' outlook, and a seeming aversion in some quarters to 'things social', it is then a possibility that less than healthy levels of 'social security' exist, possibly exacerbated too by competitive climates within organisations, then causing a 'need imbalance' type of situation, which might then also presumably trigger a 'tribing' effect. Others might seek to achieve effective balance to need satisfying more independently:*

One group of around ten adults plus children set up their own 'mini-society' based on a farm, on which they had independent living units whilst using the farm as a communal resource for production, leisure and environmental purposes, the activities of which still gave them considerable time -over half the week – to follow their own individual activities and interests.

*Such a situation also gave (mostly) good satisfaction of social needs on a day-to-day basis.*

## **Personal-----**

*Some, in today's materialistic, money-orientated culture may well happily settle for the money-fuelled 'leisure and pleasure' lotus-eating life, which is down to them. Others, though, and probably including freerangers, might want to use their lives to 'live, learn and expand', choosing multi-dimensional life complexity over the more single-tracked financially- geared approach – aiming maybe down Maslow's self-fulfillment path of realisation of the 'fuller self' (Maslow's 'self-actualisation' route).*

*One of the difficulties re. work can be 'sorting the wheat from the chaff', in that if someone's been in work, and say adversely affected by it due to, let's say, having to do too much of it, leading to 'life imbalance', work is then likely to not get much of a good press from that person. Given that there appears to have been a trend to 'low trust' input theory X work situations (see Motivation theory section later) which could have impacted on general attitudes to work – a fairly recent survey indicated a majority of employees felt*

*'un-valued' and under-valued, for instance – then 'work' as such may suffer currently in terms of its popularity.*

*For people though who have been fortunate to experience positive and beneficial work experiences, such as experiencing the 'productivity' buzz and stimulus of participating in an effective working team, work can be a personally beneficial experience. People working in situations which offer good recognition of their work contributions can also tend to experience positive work experiences, and of course work positions can be instrumental in defining peoples' status in society in general.*

*For people who've followed their passion and are able to do activities in their work lives which they love, then of course personal returns in terms of personal satisfaction can be considerable, outweighing, for some, any financial returns:*

the semi self-sufficient smallholders selling 'organic' veg once a week on their market stall made a pittance in financial terms compared to some modern mega-bucks earnings. On the other hand, they worked every day in a 'nature's shangri-la', where peace and calm reigned, each working day was different, they organised themselves with no overseers or targets to worry particularly about, they looked forward to their market days meeting their customers who by now had become their friends, and they gained an inner peace doing what they wanted to do and participating and corresponding in and with nature. They didn't miss too many days, and didn't have too much trouble getting up in the morning.

### ***Spiritual***

*Whilst there appears to have been a drive to secularism in western-style cultures, possibly representing a rejection of what was felt to be paternalistic, controlling religious influences, for some at least, a full rejection of religious expression may represent a 'throwing the baby out with the bathwater' type of situation, given the seeming parallel trend of the exploration of 'personal spirituality'. In terms of 'work benefits', the psychologist Maslow reported the phenomenon of 'peak experiences' as experienced by people through creative achievement, and described by them as highly beneficial, 'spiritual' type experiences. Maybe the strong degree of focus on financial returns in recent times might have then at the same time limited opportunities to experience such non-material experiences and benefits - ?*

## **A Freerange Approach to Work : Freerange Options**

*Modern culture approaches to managing staff appear to revolve around 'people motivation via financial inducement', which is perhaps not too surprising considering the current culture strength of focus on money making, and around 'control culture' which seeks to induce work efforts more by 'management authority', often making considerable use of work pressuring techniques such as targets. Whilst these methods might at times be described as 'people motivation' approaches, the recognised band of motivation theorists may demur – McGregor (see motivation section later) would categorise such methods as 'theory X' moves i.e. the use of external (to the employees) measures to prompt work efforts.*

*Likewise, another motivation theorist, Fred Herzberg, would likely label them as 'movement management' – again applying measures to people to get them to 'move' in the desired direction, as opposed to 'motivation management' which works with peoples' own internal desires to make efforts to fulfill needs, to do well and so forth..*

*The traditional reservation to managing staff by financial inducement is that the inducing effect tends to be short-term, thereby then relying on a further series of inducements to maintain work efforts and resulting in spiralling costs, and also said to leave people with an on-going longer-term feeling of 'incomplete satisfaction'. The further identified limitation to both financial inducement and control people management is that there is little or no reference to peoples' needs, so both approaches can suffer from 'one-dimensionality'. If some needs are not necessarily directly related to money reward, then patently the 'financial inducement' approach would likely be somewhat limited in its scope.*

*Because 'freeranger' type of people are those likely to be interested in quality as well as quantity, in satisfying the fuller multi-dimensional range of needs rather than heading down any one-dimensional narrowed track, in developing their fuller range of potentialities, in 'wising-up' rather than 'dumbing -down', work situations which potentially offer the fuller range of need satisfactions are likely to be more attractive. The need range is said by the theorists to extend from basic survival needs, security needs, social contribution and recognition needs to fuller self-development needs (see motivation theory section later) and the work situations which offer such a fuller range of need satisfaction' scope are those which involve 'motivation', by which is meant't the individual's own internally-prompted work drives.*

*If modern work situations are uncondusive to individually generated motivation, and it's the latter which is likely to appeal to the ;freeranger', there is then the potential of 'mis-match', which may also be true in a wider sense for freerangers in modern 'mass' society. Of course, there will be*

*creative and rewarding work situations still around – the important thing maybe is that the aspiring freeranger assesses potential work situations regarding their ability to facilitate a fuller rather than restricted range of individual needs. There are other freeranger routes to follow, such as:*

- using work as a means and minimising its potential limiting effects eg. some people, for instance, work 'weekend' shifts, giving themselves then plenty of time in the week to follow their 'freerange' interests.
- limiting the demand for money. One group for instance have organised themselves with individual living spaces around a communal farm, on which they can produce much of their food and fuel needs.

Committing themselves to three days work on the farm, they then also give themselves a reasonable amount of time to follow their individual bents.

- setting up a lifestyle enterprise of their own to meet their needs. This can be particularly relevant to freeranging in that it can mean creating the ability to work within one's area of passion/interest which can be such a strong element of motivation. The potential danger, though, is that the 'passion' (i.e. 'heart') can become too prominent, and if not balanced by business 'nous' (i.e. 'head') can lead to enterprise survival problems.
- leading a 'portfolio' work life, being self-employed with several strings to the bow, or being part-time employed with more than one position.
- finding employment which suits a 'freerange' approach. Small teams doing creative work are said to be suited, for instance, to operating in a 'free-er' mode, without too much 'heavy' structure/procedure. Small firm work opportunities can also offer the potential of more social contact throughout the firm and a greater degree of involvement both of which can give good social contribution and recognition needs satisfaction, but

may well be able to offer less, say, in the way of promotions.

- Adopting 'new' working patterns, which may well mean moving away from more conventional work patterns. Perhaps the most obvious example could be leading a home-based worklife, probably computer based, which then offers the further advantage of organising work hours to suit, with both family and individual potential benefits. One recent article described a home work lifestyle organising internet advertising, for instance, with one practitioner earning around £40k p.a. for an average twenty hour working week. Latest stats indicate nearly 4 million work from home in the UK, which has also seen a fair increase in home-based business start-ups – 80,000 over 12 months (2011/12).

*No doubt there are many more 'freerange' type possibilities- 'whatever suits' as they say. It's quite possible that moving to a 'freerange' approach also means foregoing any perceived 'safety' aspect of being part , say, of a larger organisation, and of course it's up to the individual given her/his circumstances to decide what's best for them. One way of generating the necessary impulse could be to draw inspiration from others who have trodden the route – in the e-book Freerange Living, for instance there are quite a number of case-studies of freerangers who've changed to that lifestyle.*

*Taking the 'freerange stance probably implies taking responsibility for oneself, and taking up the right to think and decide for oneself, choosing a degree of independence in life, which of course also may mean travelling at times 'a road less travelled'. Although, as alluded to above, there are many options that potential freerangers can choose to enact, and accepting that 'mass' cultural force can be a strong factor and influence, it could of course be true that others involved in other lifestyles have the facility of independent thinking, for instance.*

#### **FREERANGING and WORK – an overall approach**

The following sections have been adapted from a work (by this author) which focused on 'sustainable high productivity from staff over the longer-term'. As the built-in premise based on experiential evidence within the UK rural sector was that people at work perform best over the longer-term when they gain a good level of satisfaction of a wide and

developing array of needs, working in the area of 'self-motivation' and thereby also facilitating good self-development. Such a management approach to the work situation, with its associated 'theory' and 'good practice', could likely to be of interest and relevance to those of a 'freerange' exploratory type of approach, and who are also likely to be interested in personal high productivity. The work being originally carried out in relation to the rural sector, the illustrative case-studies used are from that sector, and could fairly easily be transposed to other sectors.

## **Managing for longer-term people productivity**

### ***Introduction***

*In the process of rural enterprise/business advisory work, many differing levels and types of people management can be observed in practice operating within rural enterprises – it's interesting to consider the variables involved in each situation – the staff themselves, the management, the work environment, the work itself – the list can be long and varied. It is evident, too, that differing level of staff responses exist – staff who work well, produce good quality work, are committed and loyal, come up with useful work ideas and take on board responsibility willingly, and who are obviously valuable assets to a business - the degrees to which staff exhibit such work behaviour in practice can vary. The staff management style/approach will potentially affect the responses of staff in the workplace and this work seeks to clarify some of the processes involved.*

*The text has, hopefully, been leavened by relatively frequent quotes from John Heider's work – The Tao of Leadership. This is a modern interpretation of words of wisdom from Lao-Tsu – from 5-6 centuries B.C. in China. - quite a time ago, and certainly from another culture. These quotes have been used, though with a specific aim in mind – that is, to help gain a degree of width and perspective in thought relating to this subject area.*

*Working within present time means working within a given culture, so thoughts from other places, times and cultures can help to give a wider angle and perspective. It could be argued, too, that the present business culture in terms of people management is focussed more on 'Theory X' management styles, (see later) wherein people need to be actively directed, controlled and induced to work, whereas the Tao of Leadership offers a distinctly more 'Theory Y' approach, wherein a work environment is created in which staff then make self-responsible motivated work efforts.*

*The existence of differing staff management cultures and managing styles can again help in widening available perspectives – a useful 'freerange' expediency. One of the fascinations of exploring staff management facets is that there can be many differing levels of practice which 'work' – all methods may not hit the high spots and achieve maximum results, but they work sufficiently for a given particular situation. For instance, a relatively simple 'boss' style – a staff management style focussed mainly on issuing orders - can 'work' if the particular labour force is happy to work in this fashion,*

*although such an approach may give more limited success in terms of maximising longer-term on-going productivity.*

*The premise behind this work is that many – most? - staff will exhibit positive work behaviours in the longer-term, if the approach to their management is based on a longer-term positive management style and that this will be a route to relatively high sustainable staff productivity levels, and given that no major ‘barriers’ exist within the workplace. This may sound relative common-sense and be relatively straight-forward, as indeed it can be in some instances. In other situations, though, for instance, there may be instances of staff carrying ‘baggage’ from previous experiences which may ‘muddy the waters’, and some analysis and remedial action may be necessary before the situation can ‘progress.’*

#### ***A Premise from Practice as Well as Theory ....***

*Such a premise is not original but it does come from practice as it does from theory – i.e. observation of managers of staff in rural businesses who achieved over time an on-going high staff productivity via good relationship and motivation practices. Such managers tend to operate on a ‘win:win’ basis rather than ‘win:lose’ – that is, the business provides positive experiences for staff, who then in turn naturally ‘repay’ via their good/best efforts – so in the longer term the business also wins via increased and more sustainable profits. Recent research by Patterson and West (see later) supports this premise. To reach this healthy state certain factors can be found in each productive rural business:*

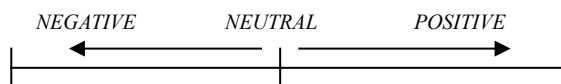
- *the manager of the business – who could well also be the owner – exhibits genuine trust and respect for his/her staff and treats them accordingly*
- *the manager also ‘performs’ – i.e. does the managerial job capably, which is part of the process of winning staff’s trust and respect*
- *the manager is prepared to invest in staff – his/her time, training, development, understanding – and then reap the gains which accrue in the longer-term from such an investment*
- *the manager aims to understand and recognise the human needs of staff and the relative priorities operating in the current situation*
- *the manager accepts that risk is present – as there is to most situations. It may take the form of a member of staff abusing the trust and commitment shown to him/her, although it has to be said that most people respond positively to positive treatment, given no existing ‘barriers’. The productive manager will, though, not manage to the minority level and risk foregoing the positive motivation and work efforts of the*

*rest of the staff – rather he/she will aim to deal effectively with the problem person(s).*

**Case study example:** One young manager in his first managerial appointment took over a largish, mainly arable, farm with four staff who he found highly uncommunicative and distrustful – and on ‘partial strike’, refusing to turn out at a weekend in a key farming harvest period. This was obviously not going to be an ‘instantly positive’ situation, but the problems were addressed over time and difficulties were worked through - with the result that two years later the manager rated the same workforce as ‘top quality’. It turned out they had had a very exploited existence under a previous manager, which had made them strongly resistant to ‘management’. (Continued ).

*The particular resistance of this staff was very evident, but resistance can come in more muted forms, such as lack of real attention to quality, limiting input into work efforts and unwillingness to contribute constructively to work situation discussions. The positive staff manager needs to be on the look-out for such signs of negative workplace behaviour and should they be identified, analyse the possible reasons for such behaviour, rather than, for instance, come to a quick and superficial judgement that, say, the workforce is of low/dubious quality - it can be possible that the greater resistance in negative work situations may be shown by potentially high quality staff. It is important to assess existing situations and ascertain at what point the current staff situation – i.e. levels of motivation (staff’s ‘willingness to do good work’ rating) – is at:-*

**Staff Attitudes to Work:**



*This analysis will be particularly relevant when a manager takes over the management of an existing staff, or as periodic checks when operating with a settled workforce. As the case study above indicated, the next move is to then ascertain the possible/probable reasons as to why the current situation is as it is, particularly if the current situation is assessed to be in the negative plane and the intent for the longer-term is that it should be in the positive plane.*

*It may be that if the current situation is assessed as ‘negative’ but not too far from neutral, that major barriers do not exist – it could well be a case of applying positive ‘motivator’ factors further. On the other hand, if the situation is assessed as well into the negative, further counter-negative measures are called for before the positive factors can come into play, as the case-study mentioned above illustrates:*



**Case study (cont.)** One of the counter-measures this young manager employed was to offer the staff a one-off goodwill payment in recognition of the fact that they had been financially exploited under the previous manager. Such recognition can be important in overcoming genuine grievances – more important than the level of money even - and in this case, together with the manager’s genuineness, interest, enthusiasm and willingness to ‘lead from the front’ (he went out and combined alone the weekend they were on ‘partial strike’), was a key constituent of staff gradually regaining trust and respect for ‘management’ and then contributing their good work efforts to the business.

*Aiming for longer-term on-going high productivity of staff is a high target and involves considerable managerial input. Having said that, in practice rural work situations are often suited to the cause, with small workforces, close working relations, interesting, engaging work with variety and challenge, a natural interest of staff, and much scope for staff to take on board responsibility – and there are many rural employers who achieve a high level of longer-term staff productivity in practice and such positive workplace factors could be adopted and adapted for larger workplaces.*

‘Knowing how polarities work, the wise leader does not push to make things happen, but allows process to unfold on its own’.

**Tao of Leadership.**

***People Productivity Defined-----?***

*High staff productivity could be said , for instance, to consists of:*

- *good work quantity*
- *good work quality*
- *good employee contribution to the business, e.g. - ideas*  
*- taking responsibility*
- *good employee commitment, e.g. work well without constant supervision, good attendance*
- *good employee loyalty*    - *valuing the job*  
  - *interested in company prosperity*
- *good personal relations*   - *between fellow employees*  
  - *between staff and management*
- *good company representation*
- *pride to be part of the team*

- *commitment to its cause*

*Although consideration of the human returns of effective leadership do not often feature in textbooks, it is evident when observing positive, effective staff situations, in practice, that whilst the job of effective leadership can be onerous and demanding, considerable returns in both the areas of personal satisfaction and personal development accrue to those who successfully make the necessary investment and commitment, both of which can be directly linked to Maslow's advanced 'self-actualisation' need level (see motivation theory section below).*

### ***Building up the 'Positive Framework'***

*From the above, it can be seen that a staff manager wishing to embrace a positive staff management style has to take the 3D view embracing possible negative, neutral and positive work situations, rather than just, say, a 1D positive view. In other words, the effective manager needs to deal in the reality of the situation which he/she can then work with, and then progress to the positive end of the scale, should such progression be needed – it is a dynamic process through time. One of the advantages, for instance, of turning a negative-based work situation into a positive-based situation is that the manager then harvests 'unrealised potential positivity' from his/her staff – such as happened in the case-study outlined above – where the manager became the 'real' leader who 'released' the staff from the negative work situation – one which is unlikely to have too many satisfactions for anyone.*

### ***Motivation - the Theory***

*To help shed light into this area, some aspects of staff management theory – particularly motivation theory (see shortly) – can be especially useful. Theory can help build up a 'framework of understanding' which can then help in making the dynamic decisions and discussions needed within staff management. Lao-Tsu, again, though, warns against becoming over-theoretical:*

*'The highly educated leader tends to respond in terms of one theoretical model or another. It is better simply to respond directly to what is happening here and now'.*

### ***Tao of Leadership.***

### ***Theory X, Theory Y***

*An American psychologist, Douglas Macgregor, came up with this simple psychological theory as an antidote/explanation to some labour problems being experienced in the U.S. Macgregor stated that there were two management 'polarity' views of staff:*

***Theory X*** - *the theory X view is that people do not want to work, they are 'naturally lazy', they will not accept responsibility, they are not interested in company prosperity. This means that managers need*

to use **force** to get people to work (via use of various levels of authority)  
or **'induce'** people to work (most often by offering financial incentives).

Macgregor then stated that such a view could be inherently flawed, in that it might well be based on employees' observed reactions to their work situations, rather than their inherent potentialities. He postulated further that as the human being is a goal-seeking 'mechanism', i.e. has needs which he/she then expends energy to satisfy, the human animal in its natural 'unhindered' state is 'naturally motivated', i.e. geared to making efforts to meet its needs, all other things being equal. If the human animal is not exhibiting such 'natural motivation' behaviour, is it therefore to do with a problem in the workplace – the type of work offered, the style of control/supervision, the work environment – conditions, hours – rather than inherent human flaws -? This led to his:

**Theory Y** - people in their 'natural' state are motivated to expend energy to meet their needs – i.e. have an internal drive to expend such energy and are, therefore, not 'naturally lazy', but 'naturally' keen to do good work, contribute and to advance, i.e. should be 'naturally motivated'.

Some care may need to be taken when considering such theory – many people might know of a person(s) who might exhibit 'natural laziness' signs and given the diversity of people no doubt this will be the case. Macgregor's ideas, though, can be useful taken in the context of how the majority probably react, which then allows for the fact that individual aberrations can and do exist. In cultures where, for instance, money incentivisation to work is the norm, employees may well then tend to become conditioned to such a system which then can in itself, for instance, inhibit 'natural motivation'.

'The wise leader stays centred and grounded and uses the least force required to act effectively. The leader avoids egocentricity and emphasizes being rather than doing'.  
**Tao of Leadership.**

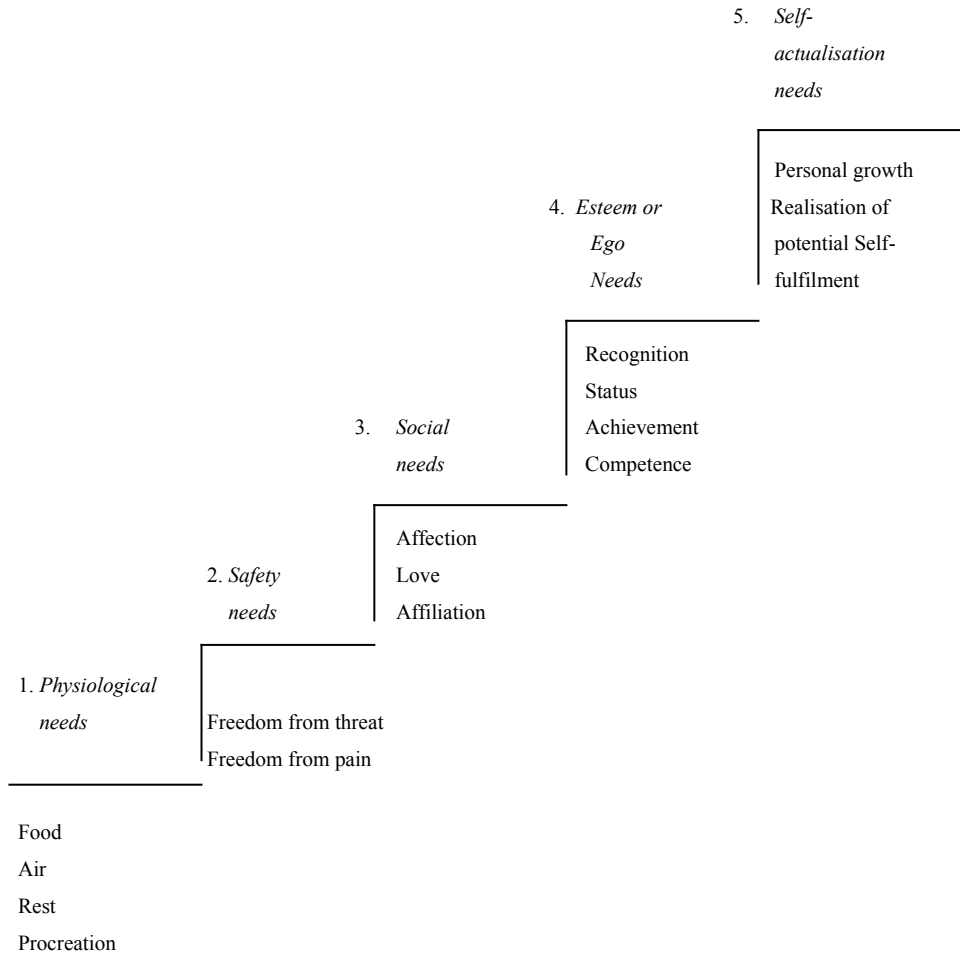
### **Motivation Theory - Overview**

For effective 'motivational' managing of people, it can be useful to have a competent understanding of the theory and a feel for the dynamics of actual situations – for example, to be able to recognise that the factor 'responsibility', whilst very important for one employee, may well not be the priority of

another. Before looking at evidence of the use of the theory as a base to effective staff management it is useful to recap on a further two of the major theories - those of Maslow and Herzberg, with also Handy's useful addition. Whilst both Maslow and Herzberg carried out their researches some time ago

now, it is interesting to note they're still used extensively in modern human resource management textbooks, for instance, (Arnold, Cooper et al., bibliography).

**Maslow's Hierarchy of Human Needs**



The individual seeks to satisfy the base or immediate needs firstly, and then ascends the 'needs ladder'. Surely Maslow meant this as a broad guide, not necessarily to be taken as a total generalisation for all individuals. Hence it is not intended to suggest, for instance, that the individual will not have social needs until he/she hits third step, rather that these will represent priorities in peoples' lives, at that particular stage. The process works also in reverse – the main current focus might have been on, say, esteem/ego needs, yet economic conditions change, forcing more focus on safety needs and away from esteem/ego needs.

Herzberg's theory is of use practically in that it splits factors affecting motivation into two distinct sections with a dynamic effect. Firstly he indicates some work factors will contribute to de-motivation of employees but not significantly to positive motivation. As previously mentioned these are termed 'hygiene' factors – they could also be looked at as motivation 'inhibitor' factors:

**‘Inhibitor’ work attitude factors (‘Dissatisfiers, ‘Demotivators’)**

Work environment	Remuneration
Work management	Supervision
Company policy	Relationship with manager
Status	Relationship with peers
Security	Personal life

*Once reasonable ‘hygiene’ – i.e. reasonable staff needs satisfaction with these factors – has been established, then another set of factors comes into play – the positive motivators, satisfiers or ‘promoter’ factors, all of which tend to be intrinsic factors:*

**‘Promoter’ work attitude factors (‘Satisfiers, ‘Motivators’)**

Achievement	use of skills/experience ↗ challenge → interest ↘	Recognition
Responsibility		Advancement
Nature of work		

*Herzberg’s basic message, then, is that a manager should not expect his/her staff to become long-term positively motivated by solely, say, financial inducements. This state comes about by money and the other ‘inhibitor’ factors being at ‘OK’ levels (‘OK’ in employee terms), and with then good employee experience of the ‘promoter’ factors above. This theory converts well into a practical ‘motivation’ management tool, in that the staff manager can firstly work at creating good workplace ‘hygiene’, then move on to focussing on the positive motivational ‘promoter’ factors, but it obviously needs a multi-dimensional approach to the job of managing staff.*

**Place and Role of Theory**

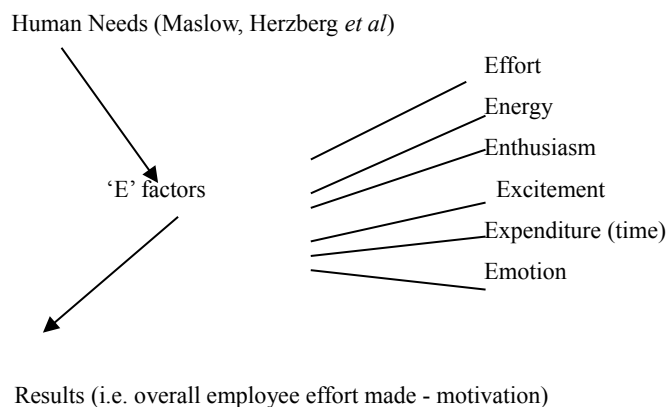
*Theory can play a fundamental role by providing a framework and terms of reference for a motivational staff management application. The specific limitations/problems with the use of the human need motivation theories have tended to centre around firstly their ‘static-ness’ and secondly*

*their limited range e.g. Maslow’s (1954) hierarchy of human needs theory, and thirdly their lack of inclusion of ‘dynamics’ within the theory. In practical terms, Maslow’s hierarchy of needs theory offers an example. An employee may well ‘ascend’ Maslow’s hierarchy to reach the pinnacle personal development need area, only to find out that he/she has run out of steam due to workplace*

conditioning, age or infirmity, for instance. Maslow may well have recognised individual nuances/differences, and was concerned more perhaps with exhibiting a general framework of human needs, which then needed to be used in conjunction with an approach which can take into account dynamic and individual factors.

Charles Handy (1993) followed this theme and proposed a motivation calculus model to encompass both base needs and dynamic and individual effects. Handy married the two in his proposed motivational model, as shown (below) in Fig. 4, recognising the importance of a human needs foundation, but with a need for the dynamics of individual decision making being taken into account:

**Handy’s Motivation Calculus**



Handy’s model uses the human need theory as the base or framework, then indicates that the individual’s effort/energy decision-making process is involved which will depend on a range of factors (‘E’ factors) i.e. the individual decision-making calculus will operate – and then the final result (i.e. level of motivation) will occur; determined both by the human needs framework and the operating of the individual’s decision making calculus.

**Cultural Factors**

**Outer and Inner-----**

Awhile back, social researchers identified two broad managerial approaches: ‘outer directed’ and ‘inner directed’, which correspond to Pirsig’s (of ‘Zen and the Art of Motorcycle Maintenance’ renown) analysis. The ‘outer directed’ approach is said to emanate from an organisational dominated culture, in which the individual responds to organisational (‘outer’) values, rather than employing any ‘inner’ individual values, these having been effectively de-franchised by the rise to prominence of organisational importance and power.

Within this mode, people are said to operate via influences external to themselves, ie. society’s values and influences, then being defined by the same, with the focus having been on material success, conspicuous consumption and achievement, and said to be exhibiting direct, aggressive, competitive and analytical behavioural characteristics.

*Simon Caulkin writing in Management Today condemned this approach as 'conservative, negative, inflexible and worthless'. It could be reasonably observed that an 'outer directed' approach is closely linked with a heavily industrialised society. A more recent development, possibly as a reaction to the limitations, particularly in terms of allowing individual factors, of the 'outer directed' style, has been the development of the 'inner directed' style.*

### **'Inner directed' philosophy**

*This mode places much more emphasis on the individual trusting his/her internal feelings/intuitions which tend to be ignored, unallowed, or seen as invalid within the 'outer' style, and hence placing higher value on issues such as environment, social and personal needs – a more holistic approach concerned with quality of total life, and one fitting with 'freeranging'. Caulkin reports that some MBA's in U.S.A. for instance, include sessions such as meditation, to aid and cultivate a more intuitive approach. Presumably, both 'outer' and 'inner' modes could be needed if an effective balance is to be achieved.*

*There would appear to be some signs, then, of a trend within certainly some people, away from purely a business/financial value approach to what's seen as a more encompassing and balancing mode. It could be argued that recent trends in the UK in increasing animal welfare, environment and food concern could be evidence that these 'inner' values i.e. personal and individual care issues, are becoming more prominent and that the business world will have to pay and is already paying increasing notice to these issues in their activities, although recent plans for huge indoor milk production units could indicate limited adaption to and adoption of modern consumer trends, and a continuing desire to adopt the single-track goal of economic efficiency.*

*Similarly it could be argued that any social resistance currently happening in the UK could be peoples' personal reaction against what is perceived as over-pervasive influences or modes – and that collective 'qualitative' resistance (see last para.) from individuals is being seen, now that people feel generally more empowered to adhere to their own innate natures - i.e. an 'outer-directed' mode is no longer the only legitimate mode. Historically, it could be argued that the UK had a quite strict social code and groupings and there was considerable pressure on the individual to conform, thus limiting opportunities for individual need satisfaction, and for 'freeranging'.*

*Such a level of social pressure could then predictably lead to some controlling sectors of society being seen as at a 'superior level' and the establishment of a social hierarchy. Such a rigid system might, of course, cause problems for a variety of reasons, but the issue addressed here is whether a system that exerts strong social pressure on the individual to mould her or him into a conforming position is, in fact, the most productive for the individual, as the pressures and strictures involved then could work against the ability of their individual to express their own individuality and creativity, again over limiting opportunities for 'freeranging'.*

*Society as a whole might then 'lose', in that the average level of individual functioning and performance might be lower. Maslow, the well-known American psychologist, highlighted the notion that individual personal growth and development were essential to full human health, as well as the individual having 'social fit' needs to have a healthy human existence, which presumably implies then*

that a workable balance between social and individual needs and requirements needs to be found, and maintained.

**Work factors affecting employee motivation**

Making the connection that job satisfaction levels are linked to staff motivation levels (there is now some researched evidence for this, see Motivation of Staff in the Rural Sector, bibliography) and that good staff motivation levels is a key ingredient of longer-term people productivity, a survey of rural (farm) employees in the late 80's came up with factors which contributed significantly/did not contribute significantly to their job satisfaction/employee motivation:

TABLE I. SURVEY OF UK RURAL EMPLOYEE JOB SATISFACTION

<u>MOST IMPORTANT</u> (Out of 40)	<u>LEAST IMPORTANT</u>
1. Health and safety	30. Involved in decision making
2. Good pay	31. Sociable work hours
3. Job security	32. Facilities
4. Relationship with boss	33. Training courses
5. Good farm equipment	34. Work clothes provided
6. Approachability of boss	35. Daily contact with fellow workers
7. Efficient, decisive management	36. Perks
8. Sense of belonging	37. Social events
9. Achievement from work	38. Opportunity to join trade union
10. Encouragement from boss	
(All ranked important – very important)	(All ranked fairly important – unimportant)

Further evidence comes from a survey of final year agriculture higher education students, post their industrial placement work years. All students reported being motivated at the start of their placement year. Two-thirds reported that motivation levels had been maintained and/or increased, one third plus reported a reduction in motivation levels/de-motivation at the end of the placement years. The factors they quoted as relevant, (and quoted generally by successive years of students), are shown below in Table II.

TABLE II. PLACEMENT FEEDBACK

<u>POSITIVE MOTIVATION FACTORS RECORDED</u>	<u>NEGATIVE MOTIVATION (I.E. DE-MOTIVATION) FACTORS RECORDED</u>
Being given good level(s) of responsibility	Little recognition
Variety/interesting work	Goals/targets too high
Good work relations/good team	Poor working conditions (e.g. equipment)
Good treatment and feedback from Manager	Too much boring, repetitive work
Good manager awareness of individual's needs	Poor communication/uninterested Manager
Fair treatment	Being under-occupied
Being/feeling involved/included in business	Work at too low level – uninteresting
Well-run farm business	



Being trusted	Hours too long and unsociable ‘Blame’ or ‘hit’ work culture Little opportunity to contribute ideas ‘Dogsbody’ syndrome – ‘fill in’ work
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*(Robinson, Harper Adams, 2002)*

*Whilst many of these final year students would progress to managerial posts, they were farm employees during their industrial placement year and as such recorded that their responses reflected employees’ responses in general. 100% of the sample (over one hundred) reported they were fully motivated at the start of their work experience year – they may be the nearest thing to a ‘clean sheet’ on which the effects of the management styles they experienced were written - in which case the feedback above gives valuable information as to what can constitute motivational management. The key factors can be summarised as follows:*

- *good management – both effective business management and organisation and good staff management skills*
- *good work – work which arrests the interest, is stimulating, has reasonable variety and offers the scope for staff to take responsibility*
- *social factors – feeling of involvement/belonging, being part of a good group/team, being treated fairly and humanely*
- *good awareness of individual staff’s needs*
- *good interest, enthusiasm, and engagement with the business from the manager*

‘The wise leader settles for good work and then lets others have the floor. The leader does not take all the credit for what happens and has no need for fame’.

**Tao of Leadership.**

***Motivation’ v ‘Movement’***

*Prof. Fred Herzberg also came up with a useful concept relating to longer-term on-going people productivity. He asserted that people often talk about ‘motivating staff’ but in practice are ‘moving’ staff. He takes on board the Macgregor definition of ‘motivation’ – motivation is the **internal, natural** desire of the individual to make efforts and contribute effectively in the workplace, whereas ‘movement’ is the situation where the individual is making efforts in the workplace due to **external** influences, e.g. the use of authority (‘force’) and inducements (incentives). This is an important distinction to make and a key understanding for the positive staff manager, who is aiming for **long-term and on-going** good productivity levels of staff.*

### ***Use of incentives***

*Is, for instance, the use of incentives likely to fit with a programme to produce such long-term productivity? The evidence tends to suggest that the impulse effect of inducements/incentives tends to be short-term, i.e. the work-inducing effects wear off relatively quickly hence further inducements/incentives need to be introduced which need to be ever 'bigger' to have further inducement effects - so creating a longer-term cycle of ever-increasing incentives and therefore costs, for shorter-term boosts in productivity – not really the solid longer-term effect the positive staff manager is looking for. Back in the 5<sup>th</sup>-6<sup>th</sup> centuries, Lao-Tsu also apparently questioned the value of performance related incentives, in terms of 'work atmosphere' negativity:*

'The wise leader does not make a show of holiness or pass out grades for good performance. That would create a climate of success and failure. Competition and jealousy follow'.

**Tao of Leadership.**

### ***Use of authority***

*Can the use of managerial authority at its various levels produce the required longer-term permanent productivity effect? Whilst there are work situations suited to such a staff management style, the evidence is that in terms of longer-term permanent effect, the outcomes are questionable. One of the problems with the use of authority as a full-time management style (as opposed to being used appropriately in sporadic situations where it is needed), is that it tends to have the effect of raising resistance amongst people, which may not necessarily be overt, but may be at the 'sub clinical' level.*

*The probability is that this is likely to be more rather than less true the more experienced, skilled and capable the staff, who may well feel that an authoritative style does not treat them at the appropriate maturity level and hence give adequate respect/status. Authority-style management can at times be more about meeting the power needs of the managers, at the expense of the needs of staff (see later manager/leadership styles), which again will not necessarily contribute to high staff productivity. The positive motivational-style manager tries to avoid such pitfalls and focuses on creating a 'symbiotic' motivational workplace environment in which his/her staff's natural needs to expend efforts to meet their needs can flourish – and hence so can the business overall. (See the actual staff case-study later (add-on 1) for a case-study application of such an approach).*

### ***Staff Discipline***

*The positive motivation manager does, though, need to show authority at the appropriate times – it is not just a case, say, of using positive feedback, e.g. say, praise – which, if overdone, then loses its value and hence effectiveness. There needs to be a balance to staff feedback, giving both praise and effective criticism as appropriate, to maintain a reality situation. Criticism, for instance, has in some staff surveys, been shown to have been under-done, and staff have asked for criticism where necessary,*

*allied to indications on how such cause for criticism might be avoided in the future, which adds up to criticism then being constructive – it ' perhaps also better to be non-personal.*

*Praise too may need to be handled with care too – a word or two of praise and a pat on the back may be invaluable to the younger, inexperienced member of staff, but recognition is likely to be shown in a different way to more experienced staff members – more as positive feedback whilst in joint discussions, say.*

*The positive staff manager also needs to be prepared to be authoritative under other circumstances, for instance, where one member of the team, say, is not pulling their weight thus affecting the workloads, achievements and satisfactions of the rest of the team members. These team members will likely expect the manager as team leader to tackle the problem with the individual concerned. Again, disciplinary situations such as workplace misbehaviour will call for the manager to exercise his/her authority.*

### **Current trends**

*In recent times it could be said that there has been a cultural swing towards theory X style of managing staff, particularly with trends involving lower employee security, considerably greater use of financial incentivisation (e.g.s performance-related pay) and use of authority in wider forms, e.g. the frequent use of league tables, using social pressure as a management tool). As with all aspects of management of people, though, the danger of measures actually working out in a counter-productive fashion, can be ever present.*

*When performance-related pay was introduced in Higher Education, for instance, the parameters used appeared simplistic and superficial to staff, who also felt that the vocational ('internal motivational') nature of their work had not been recognised. The application of league tables often caused feelings of unfair inequality and de-motivation for some staff, feeling that unfair comparisons were being made, e.g. schools in deprived areas versus schools in privileged areas. One of the key checks for a positive motivational manager is for potential counter-productivity – this acts too as a potential brake on too many initiatives, hasty initiatives or over-enthusiastic initiatives.*

*Whilst there does appear to have been a reasonably concerted focus on re-applying theory X style staff management practices in the past decade, this does not mean that the longer-term effects are by definition always productive. Already, for instance, there is current evidence that firms, who have relied heavily on financial inducements as opposed to longer term motivational staff management to manage staff, are losing out in the longer-term due to the lowering or absence of longer-term employee commitment and respect. (Harriot et al, see bibliography).*

*Many rural staff employers have been through similar management stages and experienced the same difficulties. For instance, in the case of a financial incentive offered to a dairy person for good dairy margins, whilst it might have a beneficial (positive) effect for the dairy person, it may have a non-beneficial (negative) effect for the tractor driver who has worked hard to provide the dairy herd with*

*top class forage – a key constituent of good dairy margins. Many progressive on-farm staff managers ultimately decided that in practice a good salary, reasonably frequently reviewed, is a better financial reward vehicle for a motivational staff situation.*

‘Emphasizing material success is the same: those who have a lot become greedy, and those who have little become thieves.

When appearances are reinforced, people scramble to please.

The wise leader pays respectful attention to all behaviour. Thus the team becomes open to more and more possibilities of behaviour. People learn a great deal when they are open to everything and not just figuring out what pleases the leader’.

**Tao of Leadership.**

### ***Adding to the ‘Positive’ Framework – the Application and Scope of Motivational Theory/***

#### ***Using Motivation Theory to Positive Effect***

*Effective managers often make use of relevant theory in a practical, applied way, which allows an approach that is not fixed, i.e. can be flexible to the situation’s needs. By marrying theory with practical application, such managers succeed in putting the power of such theory to use in their businesses, ultimately contributing to on-going business survival and success. (see add-on 1 motivation practical case-study).*

*Motivation theory is a good example of theory, which if used within a framework of ‘pragmatic application’, can make a serious contribution to longer-term on-going business productivity and hence profits. A potential paradox is, though, that managers who are looking to ‘over-exploit’ the potential of the theory for commercial gain, may, in the longer-run not achieve the same high level of potential results as managers who have a genuine interest and feel for people and who, in effect, become their respected leaders.*

#### ***Peoples’ Work Efforts – Internally or Externally Prompted?***

*It is useful here to re-cap on Frederick Herzberg’s important base concept – one which, at times, can help clarify situations. Herzberg makes the assertion that not all human work effort is via ‘natural human motivation’ - internal, but some of it is in response to factors external to the individual, such as ‘force’ (via authority) or ‘incentive’ (often via money). Herzberg calls this staff management by the term movement; staff management by motivation on the other hand, is a situation whereby managers are aiming to know, understand and work with the factors involved in peoples’ ‘natural’ motivation impulses. Hence work achieved via responses to movement management is externally prompted work, work achieved via responses to motivational management situations is internally (i.e. to the individual) prompted work.*

### ***'Jumping for the Jelly Beans'***

*Financial inducement, according to Herzberg, is primarily an external force to the individual, constructed and applied by the manager (although there are some grounds for arguing that money can have other roles – as recognition and a status indicator, for instance). If money is used directly as an incentive to the employee in order to induce him/her to do more work or a certain quality of work (or both), then this is movement management – or as Herzberg calls it somewhat disparagingly - 'Jumping for the Jelly Beans'.*

*Human behaviour is being induced/influenced to follow certain lines, and the comparison with the famous Pavlov dog behavioural experiments is somewhat inevitable. Such a comparison brings with it an inference that if workplace 'Jumping for the Jelly Beans' situations exist, it involves a relatively low-level approach to a human situation. McGregor (1960) with his 'Theory X + Y' approach, might argue that such a staff management application emanates from a relatively low-trust base, coming from his managerial Theory X viewpoint - i.e. employees are inherently anti-work, lazy and irresponsible.*

*He might also argue that this 'negative' view of employees can be inherently flawed in that it occurred in response to employee behaviours/reactions, which may well be negative, not due to intrinsic personality factors, but due rather to normal human responses to poor work situations. Pragmatists, though, could argue that if employees are conditioned to respond i.e. will 'Jump for the Jelly Beans', then from a practical point of view 'money motivation' is an effective strategy.*

*Herzberg, might still, though, counsel that on-going, long-term employee motivation may still prove elusive, and that it is likely that increasing amounts of money will need to be used to maintain positive employee responses over time, which may well end up a less-efficient policy in the longer-term, than making the investment (e.g. in time and effort) needed for a motivation staff management policy.*

### ***Practical Implications***

*The observations and discussion so far have tended to categorise staff management approaches into two broad styles - one of aiming to use peoples' 'natural' motivation forces - the other of deciding that external (i.e. to the individual) factors are needed to elicit work outputs from people. These are two useful counterpoints within the framework of staff management theory – in practice, of course, there are many situations which lie between these points.*

*A common management style, for instance, could be where a certain amount of external pressure e.g. authority, is used by management, whilst also motivational management practices take place e.g. the employee's involvement in workplace decisions. Marrying the two basic styles of movement and motivation can work, if handled with care. The younger, relatively inexperienced employee may, for instance, need managing with a reasonable degree of careful authority, whilst also at the same time receiving motivational communication in the form of encouragement and recognition. The supervisory needs, however, of the older, experienced employee who has a strong employee record are likely to be different and move more in the direction of motivation than movement.*

*The danger of counter-productivity is, though, ever-present. If, say, the trusted, self-motivated experienced employee, is then faced with movement management practices – such as, say, being offered financial incentives in the form of performance related pay, his/her reaction may well be negative, as the message received is that its been deemed necessary for he/she now to have to have external factors applied to get him/her to do good work. This, in turn, is interpreted by the employee as a reduction in trust and self-responsibility on management's part, and can represent a reduction in self-image for the employee, and hence can then be a contra self-motivation factor.*

### ***Motivational Management – a Dynamic Process?***

*From looking at many types and levels of staff management applications, it is evident that dynamic factors kick in as time passes. This can be particularly evident looking at motivational management situations – movement management situations appear to be more static. A classic motivational approach is that of the well-documented application of Robert Townsend (see bibliography). Townsend changed the staff management approach radically from McGregor's Theory X 'employee distrust' approach, to the Theory Y approach – trusting people, making them/letting them be self-responsible, self-organising and self-accountable.*

*Such a dramatic change in staff management style might have appeared a brave or even foolhardy move to some, but it paid off handsomely for Townsend, with his company achieving an exceptional rate of growth and financial performance, all of which Townsend attributed directly to the considerable unleashing of natural human productivity/creativity, facilitated by a full application of the motivational Theory Y staff management style.*

*One of the features of a successful motivational style staff management programme is that it tends to be dynamic and progressive – driven by its own success. It therefore requires adaptable progressive managers interested in team performance and the development of individuals, rather than, say, managers into personal power scenarios and/or a 'personal power' organisational culture.*

'The wise leader does not seek a lot of money or a lot of praise. Nevertheless, there is plenty of both'. **Tao of Leadership.**

### **Further Motivation Theory Contributions**

*Argyris's work, like Macgregor's, focuses on the tenet: 'How people are managed will affect their behaviour and attitudes.'*

*eg.. if a manager treats subordinates at 'low' (immature) level then he/she cannot expect to reap benefits of mature behaviour patterns.*

### **IMMATURITY – MATURITY THEORY (Argyris)**

#### **'Immature' workplace behaviour**

*Passivity*

*Dependence*

*Behave in few ways*

*Shallow interest*

*Short perspective*

*Subordinate*

*Lack self-aware*

-

-

#### **'Mature' workplace behaviour**

*Activity*

*Relative independence*

*In many ways*

*Deeper interest*

*Long perspective*

*Equal/superior*

*Self aware + control*

**Schein** (1988) added a 'socialising' factor:

*'The 'socialising' factor in an organisation can, over time, move employees' thinking towards the corporate way'.*

*e.g. If £'s incentive used a lot, employees become more money-orientated.*

### **McLLELLAND – NEEDS THEORY**

**McLlelland's** work proposes that there are three types of basic motivating needs:

#### **Power**

*Direct*

- e.g. *Positions of authority*

*Indirect*

- e.g. *Lecturing*

#### **Affiliation**

*Human contact needs*

*e.g. love, friendship, respect, contribution*

## ***Achievement***

*Challenge – to stretch, grow*

*To gain sense of worth (internally)*

*To have increasing sense of personal worth*

*To fulfil potential*

*Organisational cultures and training can influence these needs:-*

- via - goals*
- positive reinforcement*
- reward*
- peer/team cultures*

*These three broad categories can also be used to create suitable work conditions according to the individual's broad needs. The individual, for instance, with predominant 'affiliation' needs will work best with other people, in a group or team, whereas the person with 'power' needs predominant may respond best when given responsibility and authority.*

***EQUITY THEORY – this can be important in practice:***

*i.e. Does 'my' (i.e. me the employee) situation equate reasonably with similar ones?*

*i.e. Outcomes by individual                      Outcomes by others*  
*inputs by individual                      =                      inputs by others*

**Example:-** 'A herds manager for a 180 high-performance dairy herd on a salary of £32k p.a. If he/she learns of other people at similar levels in the area on £35k + p.a., then there's a risk of dissatisfaction → de-motivation, setting in'.

*This is may well be a stronger de-motivator factor than positive motivator.*

*Other relativities – can also important:*

- with other categories of staff*
- between manager/boss employee*
- between industries*



## GOAL-SETTING THEORY

### 'MANAGEMENT BY OBJECTIVES'

- *Manager sets or agrees performance targets with employee(s)*
- *Often linked to rewards these days*
- *Easy, measurable*
- *But – simplistic -? e.g. ignores needs other than achievement, e.g. affiliation*
- *Can be 'conditioning' i.e. staff may respond (make effort) to reward – need more and more -?*

### OTHER - E.G. THEORY Z (Ouchi)

*Different philosophy (Japanese) affects overall attitudes + motivation levels:-*

- *Lifetime employment*
- *Firm is extended family*
- *Promotion from within*
- *High degree mutual trust/respect*
- *Decision making shared*
- *Strong sense of collective responsibility + co-operation*

*Theory Z says that adoption of these culture values would significantly improve Western industrial relations.*

*There is, then, a considerable range of motivation theories – all of which can be used 'pragmatically' to build up a 'framework of understanding.'*

### ***Practical Application of Motivation Theory***

*Motivation theory can be used as a practical staff management aid in a variety of ways. For example:*

- *as analysis tools*
- *as basis for the design of staff management approaches/programmes*
- *as staff management practice benchmarking/checklisting*

### ***Use of Theory as an Analysis Tool***

*Taking Maslow's Hierarchy of Needs theory as an example, his framework and progression of needs can be used, for instance, to illustrate why there might be changes in motivation levels of staff:*

**Case-study example:** A discussion group member who farmed a medium-sized mixed farm, brought the following ‘problem’ for the group to consider: one of his employees, middle-aged, very competent and experienced and hitherto highly motivated, had recently shown not only signs of de-motivation but also considerably lowered responsiveness, noticeable particularly in his communications with management. The group member felt fairly sure it was a workplace problem rather than a personal/domestic situation. The group’s suggestion was that this employee may be ‘barriered’ in terms of his ability to progress up Maslow’s ‘needs’ scale, and the need area which needed to come into play but was ‘barriered’ to him was that of ‘esteem/ego’ needs – particularly recognition and status, and with both self and social esteem unfulfilled needs. The employee had been doing the same skilled job for quite a number of years – the suggestion was that the farmer offered the employee more responsibility in his work, together with the appropriate level of authority and recognition. The employer was unsure but decided to act on this and the upshot was that the employee agreed to take on the responsibility for the organisation of the maintenance of the farm machinery – he had an interest in machinery – and also had delegated authority to order and collect spares, to organise repairs and so on. The farmer reported back to the group that the change in this employee’s attitude had been startlingly swift and he was now back on all cylinders as his ‘old’ self.

*The case-study above illustrates how the Maslow ‘needs’ framework helped in the analysis of the problem and particularly how it could be used to illustrate situations and thus help generate focused solutions.*

*Other possible examples:*

*Potential motivational blocks caused by management styles/situations – examples:*

*‘Task master’ manager – potential Maslow needs levels 2, 3, 4, 5 blocking.*

*‘Low grade/level work’ – potential Maslow needs levels 4, 5 blocking.*

*‘Low interest manager’ – potential Maslow needs levels 3, 4 blocking.*

### ***Theory Into Practice (1)***

#### ***Use of Theory as a Basis in the Design of Staff Management Approaches***

***(see also add-on 1 for case-study application)***

*The framework that motivation theory such as Herzberg’s lays down can be used as a base for a positive motivational staff management approach. Herzberg theory is particularly suited in that it can be used as a two-stage, dynamic blueprint. The manager attends to the first stage – that of ensuring the Herzberg **hygiene** factors are satisfied initially.*

*For example:*

**Example Hygiene ('Potential Inhibitor') Factors**

**Design Areas/Aspect**

**Work environment**

- adequate equipment
- reliable equipment
- rest room/staff facilities
- health and safety

**Work management**

- staffing structure
- supervisor - levels
  - quality
- work - self-responsibility levels
- levels/types of work

**Company policy**

- formulation of policy
  - inclusion of staff
- communication of policy
- route ahead policy communication

The manager would need to address the relevant aspects for all the hygiene factors – a key point is that he/she needs to accept that the adequate 'hygiene' level is an employee evaluation, i.e. not an employer evaluation.

Once it was felt that adequate 'hygiene' was being achieved, it would then pay to turn further managerial attention to the 'positive motivator' ('promoter') factors:

**Example Motivator ('Promoter') Factors**

**achievement**

- work of sufficient 'level' – challenge, interest
- resources e.g. - time to do good job
- time to experience work satisfaction
- associated recognition

**responsibility**

- delegation of areas of responsibility, and associated necessary authority



- *degree of involvement/belonging in company experienced by staff*

**Social needs:** Check:

- *arrangements for group contact/degree of lone working*
- *level of supervisory contact*
- *work planning e.g. teamwork operations*
- *work team facilities e.g. rest/meet room*

**Esteem needs:**

Check:

- *status availability e.g. availability of advanced job titles*
- *supervisory approach - authoritative or inclusive*
  - *level of work/job progression available*

**Self-Actualisation needs:**

*'Personal development'*

Check:

- *development/training opportunities*
- *promotional opportunities*
- *work progression opportunities*
- *associated interests opportunities*
  - (e.g. *facilitating - a field sports interest*
  - a flying interest*
  - *a smallholding interest, etc.*)

**Theory Into Practice (3)**

**Use of Theory in Appraising Staff Management Effectiveness**

*Herzberg theory has been used as the base for a system which investigates potential employee motivation levels via a detailed questionnaire relating to the staff manager's approach in given situations relating to various parts of the theory. The relevant scores are then self-assessed and related to an overall scoring system which pinpoints expected motivation/de-motivation levels and identifies particular staff management areas ripe for improvement/development. (See Staff Management Effectiveness, bibliography).*

### **Reality Check: Putting Positive People Power into Context**

*Up to this point, by and large, the argument has been made for a motivational staff management approach being the appropriate route to longer-term people productivity, but also at this point it may be useful to pause and look at staff 'motivation' and staff 'movement', and ask the question :*

***'are all situations suited to a motivational staff management approach?'***

*For instance, would staff who have been used to being managed via a 'movement' (application of external job influencers) style be able to cope with say, the different 'motivational' style of a new manager? Are there work situations in which this motivational approach may 'fall flat' - ? One example might be situations in which the level of mutual trust between management and staff is not particularly high, due either to current conditions or past conditions (or both).*

### **Dynamic factors affecting staff management styles**

*The situation alluded to above – that of staff facing sudden changes in management style – provides a good case-study illustration of the need for care when applying theory into practice - 'it's not just what but also how it's done.' In this case a workforce has been used to 'movement' style management – basically responding to work orders from managers and being supervised fairly closely. Such a staff management system is, for instance, not designed or intended to elicit, say, work initiatives from the workforce – it is more designed to get a workforce doing specific, designated work under a controlled situation.*

*If a new manager, say, were to suddenly introduce a more motivational style involving employees in discussions and encouraging self-responsibility and self-initiatives, then it is clear that the workforce would likely struggle with such a dramatic change, and probably be in some confusion. In such a scenario it may well be more effective if the new manager started by continuing where the previous manager left off, and then explored the possibility of a change of management style over time – particularly as a vital ingredient of good motivational staff productivity is the building-up of strong levels of trust between staff and manager(s). The implication is that the manager has, then, maybe to curb his/her natural pace and energy which may in fact be too fast for a staff so conditioned to cope with.*

*Other scenarios can in practice exist – for instance, the potentially motivational, high productive situation which currently has not reached potential due to, say, an existing 'barrier' – for example, a key 'hygiene' factor – possibly 'reward' – not being at an 'acceptable' relative level. Existing situations may also carry 'negative baggage' from earlier times – for example, where a staff may initially be resistant to a new manager/supervisor, due to previous negative supervision experiences ..*

***Analysing Work Situations Suitabilities (eg. to a motivational staff management approach)***

*What, then, might be the requirements of a work situation suitable or 'available' to longer-term high productivity motivational staff management styles?*

*Herzberg in terms of his positive motivator factors, gives some valuable clues:*

- work itself*
- achievement*
- recognition*
- personal growth/advancement*

*Other important factors – will include inherent staff aspects, e.g. level of staff training and development, the type and quality of management, and the overall pertaining business culture.*

*The four key Herzberg positive motivator factors are examined below in more detail.*

***Work Itself***

*The work offered ideally needs to engage the individual's range of skills, his/her interest, to have some challenge and be of reasonable variety. The importance of the quality of work offered can be overlooked – it is an important factor to keep in focus.*

*If the work offered is only of the relatively mundane, repetitive, low meaning-content variety, then it is questionable as to whether positive workplace motivation is likely to be available – it may be a question of creating good workplace 'hygiene' (see Herzberg theory) to try to offset the negative effects of the work itself. Here again, though, the actual workplace situation may well influence matters:*

**Case-study example 1:** A Danish pig slaughter house, killing and processing 2,500 pigs per day. Approx. 130 employees, mainly on 'production line' jobs – that is, standing at one work station and doing a relatively simple work action, repeated many times per day. Considerable on-going problems with labour productivity, which was on a slide, were apparent. Having tried various motivation moves from the 'manual', managers in the end, and in desperation, asked the workforce why they felt the problems existed. The response was that all the motivational moves were meaningless – because of the nature of the work (which they described as 'idiot' work), it was impossible for them to be 'motivated'. Their suggestions to improve the situation were:

- (1) the company provided each employee with headphones, to:
  - (a) counteract the noise levels and
  - (b) to provide entertainment to offset the boredom
- (2) that after each hour's work, there was a ten minute rest break – again to make the work-day boredom 'bearable' and make social contact possible.

The management were somewhat hesitant, particularly about instituting so many rest periods, but agreed to it on a trial basis, and were considerably surprised when productivity rose by over a third in the first few weeks. This approach was, then, to accept that the work is 'boring and meaningless', that it is not a work 'motivation' situation, and offset any negative effects by effective 'super hygiene'.

### ***Achievement***

*Staff achievement can be a complex area – there are likely to be many factors that can affect an employee's overall harvest of work achievement. Some of the obvious key areas will be:*

- *nature of work offered*
- *amount of work offered*
- *supervision quality/quantity*
- *peer group attitudes/pressures*
- *work infrastructure provision*
- *work targets/expectations*
- *staff inputs, e.g. training*
- *current staff attitudes/ past influencing factors*

*The would-be long-term productive effective manager will need to take on board these factors in a relatively wide 3-D type approach, rather than say, the 1-D approach of aligning achievement responsibility just with the employee. A non-exploitative approach to staff management is needed, in that for staff to achieve at their higher potentials, a productive trust-based work culture is likely to be a key element.*

*The effective staff manager needs also to be aware of the differing types of achievement potentially available to staff in the work environment. Individual achievement is, of course, important, as also is whole group or team achievement, on which it can be important for the manager to focus, in that a productive atmosphere with the 'team' doing well, can be a potent longer-term positive force:*

**Case-study example (i):** The owner/manager of a medium/large diverse rural business gave a 'progress and future development' report to twice-yearly meetings of all his staff. The owner/manager's efforts to keep his staff in the picture was well-received by them and it was felt contributed significantly to the good team-orientated work culture within the business.



**Case-study example (ii):** A regular female casual picker gang working for a South Midlands large arable farming operation, on piecework, and under close supervision. On-going absenteeism and low work quality were a problem for management, who were approached one day by a member of the work group who communicated that she thought the operation could run much more smoothly if organised differently. Management were somewhat sceptical but nevertheless had some interest due to the on-going problematical nature of the current situation. The new idea was that the women could be self-organising and self-responsible, removing the close supervision factor which it was felt by the women to be demeaning and hence disliked. It was also pointed out that the absence of a need for on-going supervisory staff would be a significant cost saving to the company. A trial was agreed to, in which an overall fee for the job in hand was agreed and then the women organised themselves in terms of work organisation and payment. It was noted that there was considerably less absenteeism and fears that work quality might further decline did not materialise – work quality actually increased, which may well have been an effect of this group feeling better self-pride due to responsibility-induced development under the changed conditions, which then reflected in their work performance.

*This case study was also a good example of where ‘thinking outside the box’ can provide workplace solutions, in that often such piece-work situations are seen only in terms of ‘movement’ staff management situation – in this case it converted to make a ‘motivation’ workplace situation.*

### **Recognition**

*Traditionally, it’s been said that staff management styles in the UK have been somewhat imbalanced – i.e. over-critically based and under-reward based. Recent research (Cooper, 2006) cited the importance of staff feeling valued in the workplace, if good levels of on-going staff productivity are sought. The level of recognition of staff by management is obviously a key ingredient in terms of the ‘value’ levels that staff will feel.*

*Some management styles might better lend themselves to good staff recognition than others. For instance, a manager with an inclusive participation style of managing staff will be more able to communicate freely with staff – in itself a ‘recognition’ factor. The manager who bases his/her style more on authority and power, though, may find it more difficult to effect real recognition to staff, in that in doing so may be seen by some to weaken their power base. This in turn can create a level or barrier to achieving longer-term effective motivational staff management.*

*A fundamental type of business analysis will show that whilst a business may, for instance, be capitally owned by its owner/manager, the results of the business are the result of joint efforts, and as such are, therefore, jointly owned by management and staff. The manager who takes this approach with staff will automatically be passing on recognition to staff, and will generally be more aware of staff contributions, which is likely to lead to more simple means of conveying recognition, e.g. thanking staff for their efforts. Other 'recognition' areas are:*

- *adequate staffing structure and promotional opportunities*
- *use of work titles, e.g. 'Senior' within a work title gives public recognition of that person's experience and status*
- *the delegation of responsibility to staff is 'automatic recognition', in that it conveys the manager's trust and confidence in the member of staff*
- *representing the team/firm in the wider world*
- *social recognition – i.e. being able to experience peer group recognition and valued as one of the team, e.g. by providing skilled inputs, or by willingness to help other team members, for example.*

*The handling of 'recognition' to staff will be important. Too much recognition, e.g. praise in the work place can render the currency invalid – praise, for instance, needs to be 'real' and adequately balanced with constructive criticism.*

*The target level of recognition also needs to be appropriate for the employee. The, say, young inexperienced employee may well benefit from fairly frequent praise and encouragement from a manager, which could, though, be an inappropriate style for the older, experienced, higher-status employee. The latter can often be 'recognised' by more indirect methods – e.g. the manager for instance expressing satisfactions within a joint discussion.*

**Case-study example:** On the face of it, this farmer and his two male staff appeared to have a combative relationship, but on better acquaintance there was a lot of humour and mutual regard behind such a façade. They were all smokers – it was amusing to watch the farmer put on his begrudging act when supplying his staff with cigarettes.

### ***Personal Growth/Advancement***

*In terms of aiming for high-level, 'internal' motivated work performance, many have stressed personal development as a key area (Herzberg et al). Certainly, it would seem to fit that a feeling an individual has of becoming more skilled and knowledgeable, more capable and hence the 'bigger' person, would normally be a powerful positive experience and as such key-in directly with positive motivation. There*

are numerous ways the individual has the potential of experiencing this within the work place, some of which are:

- having the opportunity to undertake challenging work
- having the opportunity to take on increased responsibility
- having the opportunity to partake of training opportunities
- having opportunities to fulfil wider interests/needs,

e.g.s    *enhanced computer skills*  
*opportunity to pursue country sports/pastimes*

Again, management styles have the potential to impact in this area significantly – the ‘involver’ manager (participative management style) will naturally work within this area and provide conducive work environments for personal development to flourish.

More power-based management styles may well struggle more to bring this factor into play, particularly if business interests and needs are paramount, and hence people-needs fulfillment takes low priority.

**Case-study example:** A large farming company in the West Country, had as its head an ex-navy man. His staff management policy seemed unusual to many, in that he actively encouraged his staff to move on elsewhere when he felt they’d learnt what they could from the work situation he could offer and most moved on to bigger and better things. He also worked hard to encourage and facilitate his staff’s wider interests. One morning he announced that Ted, one of the herd’s dairymen, had started flying lessons and a grass landing area on the farm was to be arranged. When this head of this large farming concern died, the local church was woefully inadequate in catering for all the mourners who turned up.

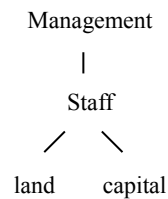
### ***Inherent People Factors***

*Hershey (see later ‘Leadership’ section,) suggests that management styles need to be tailored to staff situations. For instance, a small work group of highly-educated and qualified staff who are each capable of significant workplace contributions, would elicit an inclusive, participative style of management and manager; whereas for instance a larger group of inexperienced and relatively untrained staff would obviously need a management style which had a more control and instructive capability. Similarly, as already referred to, staff used to being managed in a particular staff*

management style might well find difficulty, at least in the short-term, in taking on board a different management style .

### **Management Itself**

Management as an influencing factor in any business situation is of course of major impact rating - management can be seen as the dominating, controlling factor:



Such a hierarchical position does not though imply that management has to, or necessarily should, act in a dominating fashion, which would automatically then prescribe ‘movement’ styles of staff management rather than motivational’ styles. Such a hierarchical, positional factor can, though, bear an influence, and managers need to be aware of being cast automatically in such a position, particularly if they wish to exercise motivational staff management and the delegation of responsibility and authority associated with it.

Associated with a ‘positional’ factor such as above, is another ‘positional’ type of potential pitfall for the would-be motivational manager – that of the ‘power-syndrome’. Because the management position can afford ‘positional’ power to a manager, the danger is that such a position is ‘fallen-into’ and the manager finds him/herself then automatically in a ‘movement’ management style – a type of ‘default’ situation. Again such a pitfall needs to be guarded against by the motivational staff manager, who is likely to be interested more in the exercise of his/her natural (inner) power, rather than power derived from external sources, e.g. position.

‘Natural’ power derives from the individual having good levels of interest/enthusiasm, being effective in their role(s) and being respected for their levels of knowledge and experience – it’s probably a leadership facet which develops with effective experience, and links in with the modern concept of ‘authenticity’.

### **Business Culture**

To explore all the strands and influences within a given culture would be a big undertaking and well beyond the scope of this work. Really what is intended here is just to restate a question posed at the beginning of this work:

‘has there been a resurgence in recent years of theory X (and by implication ‘movement’) styles of staff management and values – particularly noting the emphasis on financial incentivisation which has become prevalent?’

*If such a prognosis has some truth within it, then the point has to be that as a 'mass culture' things are moving in this particular direction and influencing presumably many who are carried along with the prevailing culture. It is useful also, though, to reiterate a point also made earlier – that the impact of such a culture will need assessing in the longer-term as well as in the shorter, and there is already research evidence to suggest some problems e.g. diminished longer-term employee loyalty and commitment - with the theory X approach in the longer-term (see Harriot et al, bibliography).*

'Enlightened leadership is service, not selfishness. The leader grows more and lasts longer by placing the well-being of all above the well-being of self alone.

Paradox: By being selfless, the leader enhances self'.

**Tao of Leadership.**

### ***'Small' Business Observable Factors***

*A number of predisposing factors exist 'naturally' in the 'small business' environment to contribute to potential motivational conditions of workplace situations:*

- *small work-forces*
- *close working relationships – to other employees*
  - *to manager(s) of businesses*
- *strong personal employee interest in work*
- *work and seasonal variety*
- *small co-operative communities*

*The workplace conditions, then, are commonly disposed towards effective motivational staff management, leading to the possibility of on-going longer-term high staff productivity – and this scenario can be seen in practice on many effectively managed rural businesses in the U.K..*

### ***'Freerange' Ranging***

*Although the sections above relating to motivational management are covered from a 'staff management' perspective, it could also be adequately described as a 'freeranging' perspective in the sense that its thrust is to in effect treat and value the individual as an independent, free-thinking entity, well able to decide for themselves their values, their priorities and their relevant decisions. Such conditions would seem to fit well with 'self-motivation' – the individual acting out of 'inner' (i.e to the individual) drives to fulfill needs, rather than responding to 'external' promptings such as financial incentives or 'control culture' measures.*

*'Freerangers, then, might need to assess an organisation's 'people culture' to decide whether it is likely to suit their more independent, self-motivated and creative natures. There are, of course, other routes*

*it's possible to opt for; from, for instance, setting up an independent lifestyle enterprise suited to the needs of the individual(s) concerned , to leading a 'portfolio' type of life getting income from various strands, to leading a low-cash needs semi self-sufficient lifestyle, to accepting limitations in the workplace and harvesting 'freerange' type returns elsewhere, assuming the workplace situation is not too restrictive. (and so forth)*

**Case-study(cont.) :** The managing partner of one very large rural business in the west country encouraged his operators to take on as much responsibility as possible to stretch themselves. He always offered support and never 'hit' people for 'getting things wrong', preferring instead to talk things through with people and encourage 'learning from experience'. Where possible he also helped his people gain their out-of-work achievements, the existence of a grass airfield strip on the property being evidence of this. Even though many of his staff at some stage went off to 'bigger and better things' (which he got a kick out of, and he always had a waiting list of people wanting to work for him), he engendered terrific loyalty and commitment in his staff, which generally continued well after they'd moved on.

*Such a case-study acts as a very suitable link into the next 'Teams and Leadership' section.*

***Teams and Leadership – and Their Role In People Productivity***

*To build up a reasonably solid framework of understanding, needed for a motivational staff management style approach, it is useful to review relevant aspects of leadership theory and practice. It is also not just 'what' which is important but also 'how' – so the manager's role as 'leader' is a vital ingredient if positive people productivity is to be unleashed.*

***What is 'Leadership'?***

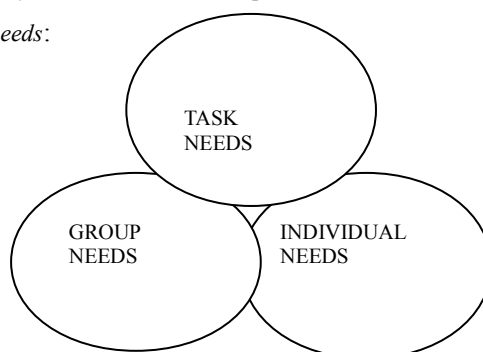
*'Staff management skills and awareness needed to gain on-going productive focused work by staff.'*

*Another clarification could be:*

- leader:*** accepts 'group' and 'individual' needs as well as 'task' needs
- 'boss':*** tends to be more focussed on 'task' needs

***'Task', 'Group' and 'Individual' Needs***

*Adair came up with a useful illustrative leadership model. In most situations (in business) there will be a mix of potentially conflicting needs:*



**Individual Needs** Leader needs to ensure work allows:

- Need to contribute*
- Challenge and responsibility*
- Recognition*
- Authority to carry out delegated tasks*
- Opportunity to develop in experience and ability*

**Group Needs** Leader needs to:

- Set and maintains group objectives*
- Involve whole group in achievement of objectives*
- Maintain unity and minimises disruptive activity*

**Task Needs** Leader needs to ensure:

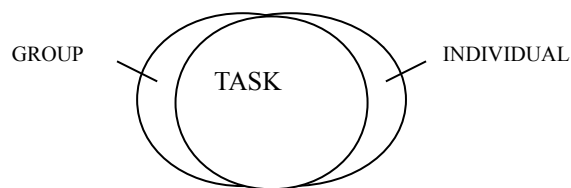
- Clarification of task*
- Demonstration and provision of resources needed*
- That structure allows task to be achieved effectively*
- Control of progress towards goal by monitoring the operation*
- Evaluating results and comparing them to plan*

‘the effective leader needs to be aware of and have an acceptance of these needs’.

(ATB/LANTRA)

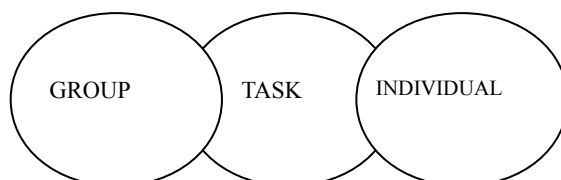
**Potential Needs Conflict:**

*For instance, in a difficult and protracted farm harvest, task needs will tend to naturally predominate:*



*This is normal in that it is in everybody’s interest that the harvest is saved, to ensure the financial results of the business, but the situation implies less GROUP and INDIVIDUAL needs satisfaction for this period, i.e. TASK needs will predominate in this period.*

*After this period, though, in a phase when the work pressure is less intense, it will be important to catch up on the other categories of needs satisfaction – GROUP and INDIVIDUAL - which have been neglected, if a dynamic longer-term (healthy) balance of needs satisfaction is to be achieved:*



*This is when meetings, training, socials, etc., (GROUP) can take place and when fewer working hours, time off and individual work development reviews can be facilitated (INDIVIDUAL).*

*The argument is that these differing sets of needs exist in reality and that a longer-term dynamic balance needs to be achieved to ensure adequate satisfaction in each area if on-going 'harmony' is to be achieved. There may in reality be no one set position or relationship of these three need areas, 'balance' being rather a continuous process of adjusting between them in the right direction, otherwise, longer-term problems can arise, as the case-study illustration below indicates:-*

**Case-study example situation:**

A larger mixed arable/stock farm, with a 'task master' (i.e. predominantly TASK orientated) manager who always demanded high work rates and long work hours. Initially results were good in that there was a very good resolution of TASK needs, but as time went on, cracks began to appear – one of the biggest being the loss of quality staff due to overwork/inability to achieve satisfaction of their INDIVIDUAL and GROUP needs and their own work/life balances – they voted with 'their feet' to jobs offering better needs satisfaction opportunities. The problems then compounded in the longer term in that this manager then found it increasingly harder to attract quality staff.

***Practical Solution of the Potentially Conflicting Needs/Balance Areas***

*The manager/leader needs to be aware of his/her various responsibilities in each of the areas, and, of course, manage 'dynamically' in terms of a continuing balance/re-balance approach. The table below (from Adair's theory) can be a useful aid in defining managerial responsibilities in the three areas:-*

**Essential Leader Responsibilities:**

Key Actions		Task	Team	Individual
<i>Define Objectives</i>		Identify tasks & constraints	Hold team meetings Share commitment	Clarify objectives Gain acceptance
<i>Plan</i>	<i>Gather information</i>	Consider options Check resources	Consult Develop suggestions	Encourage ideas Assess skills
	<i>Decide</i>	Priorities Time scales Standards	Structure	Allocate jobs Delegate Set targets
<i>Brief</i>		Clarify objectives Describe plan	Explain decisions Answer questions Check understanding	Listen Enthuse
<i>Monitor Support</i>		Assess progress Maintain standards	Co-ordinate Reconcile conflict Recognise effort	Advise/praise Assist/reassure Counsel discipline
<i>Evaluate</i>		Summarise Review objectives Replan if necessary	Recognise & gain from success Learn from mistakes	Appraise performance



		Guide & train	Give praise
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(Source: ATB Management Guides)

*Effective motivational staff management can be a complex responsibility often involving some level of difficulty, and for which managerial experience over time is a valuable asset, and to some degree an acceptance that ‘perfection is a far-off goal’, although it is always good to be working towards it.*

### ***The Leader’s Impact***

*Whilst blueprints are useful overviews for effective management, again it is useful to stress that development time and managerial experience are important ingredients of high-level managerial performance. One of the more difficult aspects of managing staff well is for a manager to convert the desirable ‘theory’ into practice, whilst being under considerable pressure – not always an easy thing to achieve in practice. Experienced, effective managers, though, do work hard to avoid passing on significant levels of pressure to their staff, realising that this can lead to longer-term counter-productive results.*

#### **Case-study example:**

A farmer farming a fairly large arable/mixed farm in the West Country had a fairly short fuse, and was also under a fair level of business pressure. He used to ‘blow’ when a job ran into difficulties, e.g. when sheep dipping did not run 100% smoothly. However, he recognised that using his staff on whom to vent his frustrations was not to his longer-term benefit – and to his credit from a human point of view he did not wish to treat people in such a fashion. He would disappear around the side of a barn and a great hammering on the iron cladding of the barn could be heard – after which he would reappear much calmer and apologising gentlemanly to everyone, then exclaiming, “My word, I do feel so much better!” His staff gained not only from a highly-entertaining interlude in a long day’s work, but also appreciated greatly his line of action, resulting in their commitment personally.

### ***Attributes of the Effective Leader***

*The following leadership personal specification is taken from a piece in the magazine ‘People Management’ (January 2002).*

#### **THE EFFECTIVE LEADER:**

##### ***Leading and developing others***

- *Has genuine **interest** in staff as individuals; values their contributions; develops their strengths; mentors; has positive expectations of staff abilities.*

- ***Trusts** staff to take decisions and initiative on important matters; delegates effectively; develops potential, supportive of mistakes.*
- ***Approachable** and not status-conscious; prefers face-to-face communication; accessible and keeps in touch.*
- ***Encourages** staff to question traditional approaches to the job; encourages new approaches/solutions to problems; encourages strategic thinking.*

**Personal qualities**

- ***Transparency:** honest and consistent in behaviour; more concerned with the good of the organisation than personal ambition.*
- ***Integrity:** open to advice, criticism and disagreement; consults and involves others in decision-making; regards values as integral to the organisation.*
- ***Decisiveness:** decisive when required; prepared to take difficult decisions and risks when appropriate.*
- ***Charisma:** in touch; exceptional communicator; inspires others to join them.*
- ***Analytical** and creative thinking: capacity to deal with a wide range of complex issues; creative in problem-solving.*

**Leading the organisation**

- ***Inspiring** communicator of the vision of the organisation to a network of internal and external stakeholders; gains the confidence and support of various groups through sensitivity to needs and by achieving organisational goals.*
- ***Clarifies** objectives and boundaries; team-orientated approach to problem-solving, decision-making and identifying values.*
- *Has a **clear vision** and strategic direction, engages various internal and external stakeholders in developing; helps others to achieve the vision.*

*(From the public-sector version of the transformational leadership questionnaire)*

*Any individual having all the above qualities in abundance would be a highly impressive – but possibly/probably rare – person. Some aspects may be debatable – sometimes quieter, grounded ‘non-charismatic’ characters can make leaders to whom people respond and in whom they trust, for instance.*

*Many of these qualities coincide with modern psychologists' interpretation of Maslow's 'self-actualisation' concept (below) – a concept of personal growth and development – and one which Herzberg also fully endorsed, quoting personal growth of the individual as one of the most powerful internal motivators.*

*Modern psychologists have also been interested in human potential and Maslow's 'self-actualised' concept, from which they have developed the following specification:*

***How will the 'idealised' self-actualised person be recognised?***

- 1. an efficient perception of reality and more comfortable relations with it*
- 2. acceptance of self and others*
- 3. spontaneity*
- 4. problem-orientation*
- 5. detachment – the need for privacy*
- 6. autonomy – independence of culture and environment*
- 7. continued freshness of appreciation*
- 8. mystic experience or oceanic feeling*
- 9. social interest*
- 10. interpersonal relations*
- 11. democratic behaviour*
- 12. discrimination between ends and means*
- 13. sense of humour*
- 14. creativeness*
- 15. resistance to enculturation*

*(Cooper et al, 'Work Psychology')*

*Again, the picture of a high specification comes over: Maslow, though, may well have seen this as a type of 'human development goal' – a sort of 'wising-up' situation as opposed to 'dumbing-down' – something for the individual to aspire to, and, laudably, work towards, which could well be within the area of 'raison d'etre' for many freerangers on their paths of discovery and 'self-progression'.*

*Whilst though, it may be good to aspire to this level of personal performance and qualities, it would probably be important to accept that time would be needed to gain the experience for such advanced personal development.*

*'The leader teaches more through being than through doing. The quality of silence conveys more than long speeches.*

*He/she is still and follows their inner wisdom. In order to know inner wisdom, you have to be still'.*

**Tao of Leadership.**

### **TEAM ASPECTS – to building a ‘positive productivity’ approach**

*The notion of ‘leadership’ implies a team approach, which would appear to link in to the selection of social needs as defined by Maslow, which will no doubt be important to many freerangers as part of their ‘development path’. Such a team/leadership scenario can be illustrated by how, for instance, say, a rural/farm business is run. Carrying out field operations via a team approach – three/four differing mechanised operations all happening in one field, would be an example. Many lifestyle enterprises though, carry small workforces and it may be important in such cases to encourage and facilitate a ‘family’ team approach where the one or two employees are seen as essential cogs in the working family group/team.*

#### **Case-study example:**

In one farm situation where this happened, the two employees, for instance, always took breakfast with the farming family which emphasised their full inclusion in the team, and as such were always fully involved in farm business discussions around the breakfast table. A simple but highly effective example of motivational staff management.

### **Teamwork – Effective Team Operation**

*A view of team effectiveness can also contribute to the build-up of vision and knowledge to facilitate effective leadership:*

#### **Features of Effective Teams**

##### **(Guidelines for Effective Leaders)**

- 1) Good communication – within team and other departments, using personal skills and good procedures
- 2) Listening – capability within team of real listening
- 3) Self knowledge – ‘strengths’ accepted, ‘weaknesses’ recognised and not concealed
- 4) Openness and trust
- 5) Willingness to use help – inside and outside team
- 6) Co-operation – in solving common problems and sharing workloads
- 7) Support and help – for leader, for team members
- 8) Collaboration – within team and with other teams/departments
- 9) Creative conflict – not destructive competition
- 10) Leadership issues open – not complex, elaborate ‘pecking orders’ – responsibility is shared and accepted
- 11) Useful meetings – based on consensus not compromise usually
- 12) Doing things – not wasting energy
- 13) Good decision making – based on ends and means, not custom and practice
- 14) Objectives known and achieved – by individuals and team
- 15) Constant review – needed in order to stay on track and ‘learn to learn’. (This is clearly and explicitly accepted ‘how did we do it?’)

(Source: OTMA Management Consultants)

*Team building can be an on-going process which is dynamic – the further it is taken (effectively), the greater the potential of team, and hence people, productivity.*

‘The leader who knows when to listen, when to act, and when to withdraw, can work effectively with nearly anyone’.

**Tao of Leadership.**

**Case-study example:**

A large mainly arable farm in the South of England where the owner/manager and four full-time staff had excellent working relations. The owner/manager was a very straightforward humorous character without side, greatly appreciated by the staff, and in turn he had high regard and respect for his staff’s qualities, capabilities and personalities. The time came when the owner/manager had other opportunities he was interested in pursuing which would involve him spending considerable time off the farm. Employing a hired farm manager was considered, but the owner/manager had reservations in that he was concerned regarding the possibility that the present excellent work relations could be put in jeopardy. After a period of deliberation, discussions and consultation, he came to the relatively unusual conclusion that the best way forward would be to continue without an imported manager, with himself operating as ‘overseer’ on a weekly basis, and the staff managing the day-to-day farm operations. He felt the group and group dynamics amongst the staff was settled and suitable, and that the existing high level of trust between himself and the staff would give minimal risk. He also felt that this would offer a good development opportunity for his staff which would have a positive motivational effect. He approached the staff with the proposal, which included pay rises to compensate for the extra responsibilities they would carry and asked them to consider the proposal for a while. They came back to him keen to give it a try and apart from one or two teething problems, which had been generally anticipated, the situation worked very well and gave opportunities and needs satisfaction for all concerned.

*The situation outlined above could rightly be described as ‘advanced’ before the changes were made, with a high quality manager/staff relationship and experienced, responsible staff capable of rising to the challenge – and keen to do so. When applying theory to practical situations, it is very important to work at the appropriate levels – as has already been mentioned, it may well be that some situations do not contain sufficient ingredients for a*

*'motivational' staff approach and will yield better results from a 'movement' style approach. The current capabilities, attitudes and motivational levels of a work force are a key variable in this equation.*

### **Team Building**

*The guidelines below could be applied at, say, an intermediate stage: As the team builds increase 'team responsibility' to further enhance and develop team collection spirit and effectiveness, by:*

TEAM RESULTS	<i>Involve the team in setting targets</i>
WHOLE JOBS	<i>Make the team responsible for whole jobs, from start to finish (rather than allocating bits of a job at a time or allocating individual duties within a job)</i>
JOB METHODS AND ORGANISATION	<i>Let the team decide best methods and let them have a say in the way the work is allocated to each team member</i>
QUALITY	<i>Make the team responsible for checking and controlling the quality of their work</i>
HANDLING CONFLICTS	<i>Make the team responsible for resolving any conflicts that occur within the team</i>

**N.B.** *Guideline:* When responsibility is given to a team, ensure it is real responsibility – plus, interference with the way the team does things can be counter-productive

#### **Add-ons – to aid team identity/belonging**

- *organise work together (where appropriate)*
- *team meetings (need to be meaningful)*
- *team projects, e.g. improvement projects, planning projects*
- *team room and facilities*

*(Source: ATB/LANTRA)*

*The difference in practice between an effective and productive team and a dysfunctional team in terms of end results – productivity – can be substantial. The time, effort and attention which undoubtedly needs to be invested by management before harvesting the returns of staff productivity via effective teamwork, can pay significant longer-term dividends, which translate to higher profitabilities.*

'The leader knows that constant interventions will block the team's process. The leader does not always insist that things come out a certain way'.

#### **Tao of Leadership.**

**Management Styles – Differing Approaches To Managing People**

**Common Leader/Manager styles/types which have been identified are:**

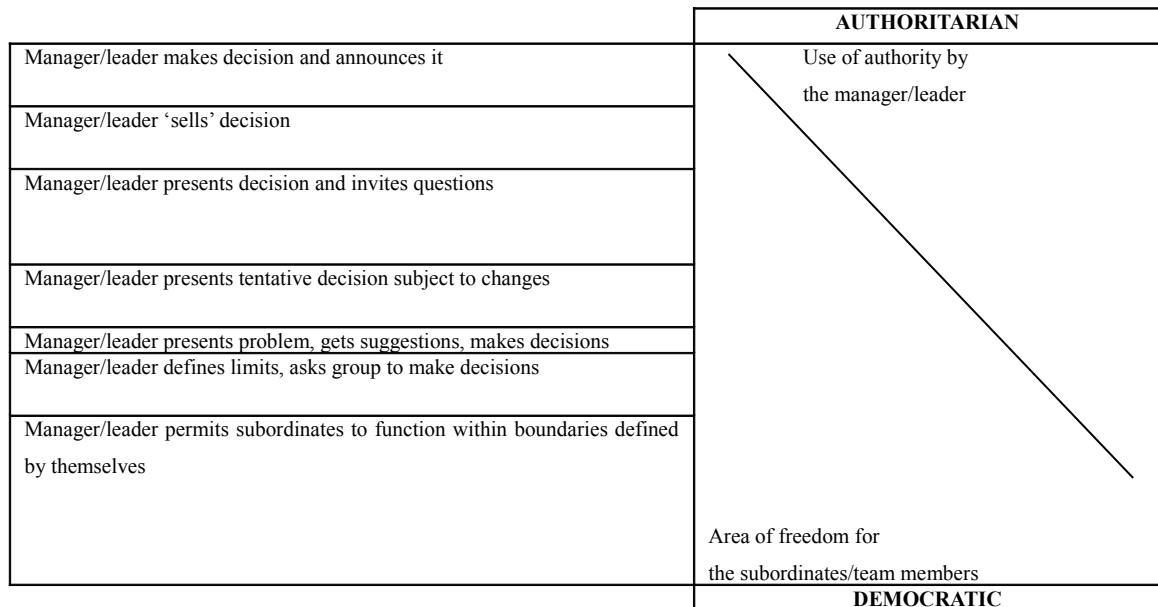
- Autocratic* - *full authority/power over subordinates*
- Authoritarian* - *high use of authority/control in management style*
- Bureaucratic* - *use of organisational rules as power instruments*
- Charismatic* - *personal energy and attraction*
- Democratic* - *use of group decision-making and power*

**Likert** (see Bibliography, p. 57) used the following management style categories:

- Exploitative*            } *via*
- Benevolent*            } *authority*
  
- Consultative*            } *via authority/democracy*
  
- Participative*            } *via democracy*

The varying styles can be 'married' to management behaviour:-

**Leader/Manager Behaviour:**



(From: Tannenbaum & Schmidt)

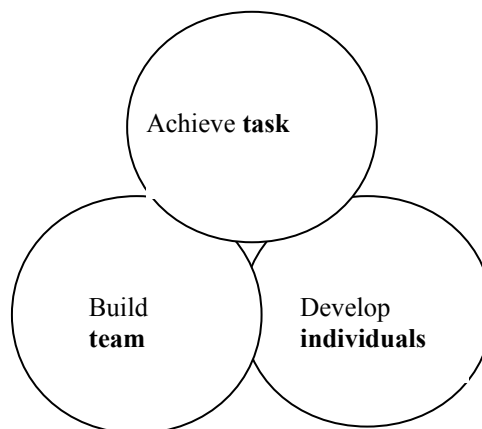
The behaviour types on the left are then matched by the diagram on the right indicating the level of authority (power) inherent in that type of management style. A manager 'selling' a decision to staff has pre-decided, so has used a 'high authority – low employee input' style, whereas a manager who defines the limits to a situation and asks the team to come to a decision/solution is using a relatively low power/high employee input approach.

Where the situation is right – that is, the work is engaging, the staff are capable and receptive and there is scope for a ‘small team approach’, the longer-term motivational manager will aim to either work in the consultative/participative categories of management style – those with significant scope for self-organisation and responsibility for employees – or work towards these styles.

### **Balancing Needs/Priorities**

These managerial behaviour patterns can be linked again with the Adair leadership model.

Three key ‘needs’ areas:



MANAGEMENT STYLE:

Characteristics:

TELLING:

**High** task and **low** relationship behaviour

SELLING:

**High** task and **high** relationship behaviour

PARTICIPATING:

**High** relationship and **low** task behaviour

DELEGATING:

**Low** relationship and **low** task behaviour

Adair indicates that a ‘telling’ style can be a sign of an authoritative style generally used by a task-orientated manager. Care, though, needs to be taken – in some situations there could effectively be a combination of ‘telling’ and ‘relationship’, such as supervising an inexperienced ‘learner’ employee. Adair’s key point is that **over time** – in the longer-term – there needs to be a balance between ‘TASK’ and ‘RELATIONSHIP’ (group and individuals), if high rates of productivity are to be **sustained**.

### **Employee Receptiveness – a key issue**

As previously referred to, matching staff management style to employee receptiveness is an important element in effective long-term staff productivity. The needs and capabilities of, for instance, the new, relatively inexperienced employee are likely to be quite different to those of the more experienced employee and illustrates that the motivational approach often has to be built and developed over time, and in so doing often contains its own positive dynamics, in that situations become progressive to new on-going levels.



**Leader/Manager Need to Assess Employee Responsiveness**

Hershey suggests 4 States of Readiness of employees:

<i>LOW:</i>	Unable and Unwilling or Insecure
<i>LOW TO MODERATE:</i>	Unable but Willing or Motivated
<i>MODERATE TO HIGH:</i>	Able but Unwilling or Insecure
<i>HIGH:</i>	Able and Willing or Motivated

Put simply, the leader's leadership style should, in the short-term at least, match the follower's readiness for there to be a good outcome, and allowing for the possibility of development and change over time.

Having established 'employee receptiveness' categories, the model then matches these with appropriate management styles:

**Matching employee readiness with leadership style:**

Employee Readiness	Most effective leader style	Effective leader style	Less effective leader style	Non-effective leader style
LOW	<b>Telling</b>	<b>Selling</b> <b>Telling or</b>	<b>Participating</b> -	<b>Delegating</b> <b>Delegating</b>
LOW TO MODERATE				
MODERATE TO HIGH	<b>Selling</b>	<b>Participating</b> <b>Selling or Delegating</b>	-	<b>Telling</b>
HIGH				
HIGH	<b>Participating</b> <b>Delegating</b>	<b>Participating</b>	<b>Selling</b>	<b>Telling</b>

For example, in the situation of, say, a manager taking on a workforce with a 'low to moderate' receptiveness rating – not 'responsive and motivated' but not seriously disaffected, then initially the 'selling' style will probably come over best, as the workforce at this stage is not ready, for instance, to make initiatives and therefore seeks some direction. At the same time, in adopting a 'selling' mode, the manager is (a) recognising that the workforce needs some 'winning over' and that he/she needs to demonstrate to them manager/leader capability and integrity and (b) such a mode conveys the message to staff that they are important, as the manager is taking the time and trouble to operate in the 'selling' mode – he/she is recognising their 'rights' to some extent – i.e. that they will make up their own minds.

The 'selling' mode is a good example of a 'development' management style which is seeking to move the situation away from authoritative styles towards eventually more participative management styles. The case-study outlined on pages 2 and 3 indicates, though, that employee positions are not necessarily static and can and could be developed where necessary.

*'The wise leader does not try to protect people from themselves. The light of awareness shines equally on what is pleasant and on what is not pleasant'.*

**Tao of Leadership.**

**Managers of Small Rural Business Staff – Actual Management Styles**

Research carried out on over a hundred rural business staff managers, indicated a high use of democratic and participative staff management styles:-

Management Style Usages:				
	Autocratic	Authoritative	Democratic	Participative
<b>Herzberg Hygiene Factors</b>	9%	17%	36%	39%
{ ‘Work Management’ - more authority { ‘Rewards’ - based				
<b>Herzberg Motivator Factors</b>	3%	14%	43%	40%
{ ‘Advancement’ - more authority based				

(From: *Staff Management Styles in the Rural Sector* – see bibliography)

These rural enterprise managers were put into staff management situations and given alternative possible ways they could handle them, which had been designed to link in with management style approaches, and then asked to pick their most frequently used way. The Herzberg theory factors were used as the base to the questionnaire and it can be seen from the above that a high percentage – 75% of actual staff management for the ‘hygiene’ factor situations – were of the democratic/participative styles. Similarly, 83% of staff management was democratic/participative based for the Herzberg positive motivator factor situations, with only ‘advancement’ showing a more authority-based style.

This was for a group of farm business staff managers already classified as ‘effective staff managers’ – so it illustrates effective on-farm staff management practices, and, of course, the point alluded to earlier needs to be borne in mind – rural work situations lend themselves to the motivational staff management approach, in that they are small team situations, the work ‘engages’ – it is interesting, varied, challenging at times - and there is generally a high level of contact between ‘management’ and ‘staff’, as well as all involved living and working in the same local social environment. It could also be important to bear in mind that many of the situations behind these results are likely to be ‘long-term’ – they will have been built up over time and reached ‘mature’ levels. Management styles may well also tend to vary according to prevailing dynamic factors within the work situation – young inexperienced employees will perhaps tend to need a firmer, supporting hand, whereas older more experienced employees may thrive more with the reverse approach, for instance.

‘The leader teaches by example rather than by lecturing others on how they ought to be’.  
**Tao of Leadership.**

***Applying a High-Productivity Longer-term Approach in Practice (cont.)***

*The approach taken in this work has been to try to steer clear of over-prescriptive blueprint/recipe solutions/approaches which may contain the pitfalls of being over-simplistic, over-rigid and therefore under-equip potential managers for such a task.*

*This section follows the same principle in that it contains a selection of material relevant to application of theory into effective practice which, together with the material from the previous sections, will hopefully enable the potential high-productivity staff manager design his/her own approach.*

*Such 'blueprints' or sets of guidelines tend to be generalised – it will still be vital for the individual business to analyse where the situation is at, in any given work force, and where the individuals within it are, in terms of need priorities, and receptivities.*

*The selection of aids to application are presented below.*

***EFFECTIVE MOTIVATION MANAGEMENT STRATEGIES:***

- : Positive reinforcement*
  - └ e.g. by manager, of productive behaviour*
  
- : Effective discipline and punishment*
  - └ N.B. 'rotten apple' syndrome*
  
- : Fair treatment of employees*
  - └ engendering trust*
  
- : Satisfying employees' needs*
  - └ what are they?*
  - └ all to do with £'s?*
  
- : Setting work related goals*
  - └ realistic but with challenge*
  
- : Restructuring jobs*
  - └ more responsibility*
  - └ more scope for self-initiatives*
  
- : -- Basing rewards on job performance*
  - └ reward for good work contribution*

<http://www.accel-team.com/motivation/>

**PUTTING PRACTICAL THEORY INTO MANAGERIAL USE**

N.B. Herzberg tenet: *treat people well* } need **both** for high  
*use people well* } labour productivity

The following are possible examples (not exhaustive), negative and positive, related to putting a Herzberg-based approach into practice.

**EFFECTIVE STAFF MANAGEMENT VIA HERZBERG THEORY**

- Aims:-
1. Removing/avoiding dissatisfiers (motivation 'inhibitors')
  2. Increasing satisfiers (motivation 'promoters')

**EXAMPLES:**

	<b>EFFECTIVE</b>	<b>LESS EFFECTIVE</b>
<b>SALARY</b> £'s	Reward for effort + results 'share the cake' approach	Low Minimum Wage. Reluctant to part with money. Non-share (= non-care) approach
<b>S</b> <b>u</b> <b>p</b> <b>e</b> <b>r</b> <b>v</b> <b>i</b> <b>s</b> <b>i</b> <b>o</b> <b>n</b>	'Partnership' approach Encourage discussion Listen to contributions Supervision -checks work Construct. criticism Praise/encourage Help/guidance Show interest Praise/criticism balance Criticism – Make 'constructive'	Too much interference  Too little contact Lack of interest  Multiple boss situation
<b>'Inhibitors'</b>		
<b>'Company'</b> <b>Policy</b>	Policy statement Employees kept informed Changes communicated (involvement)	'Mushroom' method of management' No reasons given for decisions

<b>'Promoters'</b>	<b>Working Conditions</b>	Awareness + support Staff facilities Staff needs attended: Needs time off, houses, etc.	Make do and mend Inadequate tools for job No staff comfort Minimum tied housing
	<b>Work Itself</b>	Variety in work Use of employees ideas Whole job work Time allowed to feel achievement	Boring work 'All the bad jobs' 'Hurry hurry' work styles Over face quantity, quality Under face of work
		Stretches individual 'learning experience'	No say in work organisation

**EFFECTIVE**

**LESS EFFECTIVE**

**Achievement**

Communicate and agree job targets	No results communicated/ discussed
Communicate current progress	'Hurry, hurry' – taskmaster styles
Staff appraisal/review	No/low responsibility given
Whole task work	
Time to do good job	

<b>‘Promotors’</b>	<b>Recognition</b>	Good job title	Low key title
		Good ad	Minimum advert – ‘low status’ message
		Praise	Criticism only
		Job opportunities	No training offered
		Perks e.g. shows	
		‘Thanks’ i.e. recognition of staff inputs	
	<b>Responsibility</b>	Paid via salary	No scope for initiative
		Wide job specification	Just ‘orders’
		Employee own work planning/organisation	One-way to do job i.e. manager’s
		Encourage points of view from employees	
	<b>Advancement</b>	Promotion/recognition ladder	‘Work, work, work’
		Time invested	no ladder for promotion
		- training	Lack of delegation
		- courses	No ‘aspiration’
		Grades e.g. ‘senior tractor driver’	No recognition grades/titles

(Source: Robinson, HAUC)

### ***“How to motivate people” (Guy Browning)***

*Empowerment without motivation is like a car without an engine – nice to have but it doesn't go anywhere. Keeping people engaged, inspired and motivated is a vital part of leadership.*

#### ***Be motivated yourself***

*Genuine enthusiasm and commitment is contagious. When you're having difficulty motivating other people, check that the real problem is not your own lack of motivation. If you don't want to do anything, why should anyone else?*

#### ***Each to their own***

*People are motivated by different things. Interestingly, money is rarely the sole motivator. In fact, giving people money that they haven't earned is the quickest possible way of making them think they have some fundamental right to more money. It then becomes almost impossible to motivate them.*

#### ***Give them a challenge***

*People are motivated by a challenge – first for the struggle and second for the achievement. It is important that a challenge has both elements. No one wants all struggle and no achievement – or vice versa. In business, this means setting targets that are steep but attainable through real commitment.*

#### ***Treating people with respect***

*A human being's fundamental emotional requirements are love, attention and respect. Demonstrating to people that you like them, are interested in them and value their time, thinking and efforts is the bedrock of motivation. Once you have established these, you can motivate people to do almost anything.*

#### ***Listen to them***

*In the office, the shortcut to giving people love, attention and respect is to listen to them. There is no point in always having your door open if your mouth is always open too. Shut up and listen to what other people have to say. Listening is a faster way of getting people to do something than telling them to do it.*

#### ***Help them learn***

*People like learning to do new things and will generally volunteer for new experiences if they think there is something valuable to be learnt. Creating an environment where people can learn as much as they can handle is hugely motivating. Conversely, boredom is a real and dangerous enemy to a motivated workforce.*

#### ***Welcome difficulty***

*More people want an interesting life rather than an easy one. Solving complex and difficult problems is intensely stimulating for many people. That doesn't mean you have to make your business deliberately complex and difficult, but it does mean you should acknowledge difficulties and encourage people to view them as a chance to do things differently and learn something new in the process.*

#### ***Recognition***

*A very important part of 'reward and recognition' is the recognition. A very public thank you is worth more in motivational terms than a very private cheque. Similarly, not thanking someone for their contribution can do more damage than active criticism. Sharing credit is the fastest way to build credit.*

**Raise the bar**

*Work, like life, is one thing after another. The trick to both is to make sure you're not doing the same thing over and over again. Demonstrating to people that they are constantly learning and developing is a great way of keeping them engaged and also of keeping them in the business. This requires setting new, more interesting and more difficult challenges. Fortunately, there's no shortage of these in business.*

**Guy Browning** is a columnist for the Guardian and managing director of Smokehouse, an Innovation consultancy. The following piece (from *Successful Employment and Management of Dairy Farm Staff*, MDC) contains some useful practical guidelines:

THE DO'S AND DON'TS OF GOOD STAFF MANAGEMENT

<b>Do's</b>	<b>Don'ts</b>
Have a clear objective for the business	Criticise staff in front of their colleagues
Let the staff know what the objectives are	Criticise without making any suggestions for a solution
Establish realistic targets and monitor progress	Ignore staff for days on end and then expect them to perform miracles
Understand the character of individual staff	Be erratic in your decisions or dealings with staff
Show the staff how they can contribute to the success of the business	Let staff do boring, repetitive jobs for weeks on end without providing any variation in duties or incentives
Give staff areas of responsibility and encourage them to learn from any mistakes that are made	Ignore staff suggestions or pretend to listen but do nothing
Make their jobs rewarding in their own right	Treat staff as machines who have no feeling or personal objectives
Provide opportunities for some training during each year	Set unrealistic targets and then blame staff for failure to achieve them
Have regular meetings with staff on an individual basis and ensure that both of you learn from these	Blame staff for mistakes which you have created by your own actions or omissions
Discuss changes of policy with staff well before implementation and take note of their ideas and views	Expect staff to automatically understand your changes in business direction and be willing participants in the changes that you make
Congratulate staff for the efforts they make beyond the call of duty	Storm across the yard in the morning ranting and raving
Discuss solutions if things go wrong	Let efforts go unrecognised
Always be ready to offer support and encouragement	
Have a commitment to continually improve staff conditions of	



employment

In 'sensitive' areas be very sure of your legal position before approaching staff

Have well designed jobs for staff

*From the Tao of Leadership again, a larger piece, with advice on whether leaders should lead by 'pulling' – for example, setting example in practice, or 'pushing':-*

### **The Paradox of Pushing**

'Too much force will backfire. Constant interventions and instigations will not make a good team. They will spoil a team.

The best team process is delicate. It cannot be pushed around. It cannot be argued over or won in a fight.

The leader who tries to control the team through force does not understand team process. Force will cost you the support of the members.

Leaders who push think that they are facilitating process, when in fact they are blocking process.

They think that they are building a good team field, when in fact they are destroying it's coherence and creating factions.

They think that their constant interventions are a measure of ability, when in fact such interventions are crude and inappropriate.

They think that their leadership position gives them absolute authority, when in fact their behaviour diminishes respect'.

*The **Tao of Leadership**, by John Heider, is, as stated earlier, a modern interpretation of Lao-Tsu's writings from 5-6 B.C. This may sound rather a long time ago (!), but probably the ways and art of eliciting peoples' best efforts are anyway timeless (-?). The piece above is a classic 'potential counter-productivity' piece – e.g. the use of force via authority as an on-going full-time leadership style might seem to get results but may be building up problems (e.g. resistances) which will materialise either directly or indirectly in the longer-run.*

**General Pointers** (culled from author's on-farm consultancy experience and gained from experienced, effective practising farm staff managers):

- **Counter-productivity** – beware. It pays to 'stop and think' about possible longer-term effects – often good intentions can have a later re-bound effect.

*Example: incentive scheme to motivate dairyman – but will this act as disincentive elsewhere, e.g. tractor drivers who make high quality forage for the dairy -?*

- **'Partnership psychology'**. *Quite a number of long-term effective staff managers stress the 'partnership' approach – work to get employees feeling they are valuable joint co-operators in the business. The argument is: whilst the business might be owned by the owner/manager, the **business results** are **co-owned** – without the essential staff contribution they would not exist, or not exist at such a level.*
- **'Power pitfall'**. *Managing other people and taking responsibility for them can be an onerous, exacting and challenging duty. It is good to allow time to learn, including making mistakes, gain experience and try to avoid the 'power pitfall' of assuming and exercising too much 'positional' power as an antidote to insecurity. People do respect real 'triers'.*
- **'Work in progress'**. *Following on from above, viewing managerial performance/competence as 'work in progress' rather than the completed article. Then a manager is open to further learning and further progress – it may well be a dynamic process - 'the more you travel, the more you can see the road ahead'.*
- **'Insensitivity is no substitute for strength'**. *Working at gaining inner strength – managers should not be afraid to show some frailty – people warm to it – it is being human.*
- **Discipline**. *Where a high level of 'people consideration' operates, as in motivational staff management, this does not mean that discipline cannot. For instance, if a member of a work group is not pulling his/her weight, then the members of the group will expect the leader to sort the situation. In such situations, the use of discipline by the leader will be the exception rather than the rule, but where it is needed, it should be used and it should be effective, i.e. be discipline.*
- **'Pressure pass-ons'**. *Many managers/leaders operate under a pressured work environment (some might argue that many work situations are currently over-pressurised due to a theory X approach - ?). The 'kick the cat' syndrome can apply to release pressure, only in this case the staff are used as the pressure valve. Whilst this may have a beneficial (short-term) effect for the manager/leader, if used as a standard practice, it will likely build up resentment/resistance/loss of motivation in staff over time. One of the keys to longer-term high staff productivity results is probably to have effective, on-going motivated staff – the manager/leader under pressure may have to work hard at times, to bear this in mind, (it's an 'easier said than done' situation) and by resisting 'kicking the cat' and to not personally undermine future results.*

#### **Case-study example:**

The farmer of a medium-sized dairy farm in the Midlands was under extreme business pressure. It was highly doubtful whether the business would survive into the longer-term due to the financial pressure from large accumulated debt. He was, though, a very dogged character and was fighting hard to save the business. The pressure on him was immense and to his credit he never inflicted it or his frustrations on to his staff – he used agricultural 'rep's' instead on which to vent his anger/frustrations! Not totally ideal maybe, but the point being that he had found a way of not jeopardising longer-term business results, by alienating his staff.

*Footnote: This particular farmer showed amazing fortitude and perseverance in the face of tremendous odds and in the end, with the help of one or two strokes of luck, as well as a major application to save the business, did save his business.*

***The power of the recognition factor***

*One of the key areas culled from practising effective motivational staff manager/leaders in which they tend to excel in is in delivering 'recognition' to their staff. Recognition for staff can come in many guises – a simple word of thanks to a formal promotion but one of the keys to its power is that it must be genuine, e.g. the thanks to a member of staff genuinely felt. Some – many ? – might argue that historically in the UK staff management has tended to have been 'critically' based without the corresponding balancing factor of recognition, and that it can be an area within which development will bear fruit.*

**Case-study example<sup>(1)</sup>:**

The same farmer as in a previous case-study example. The farmer was not the most practical of men and was prone to making errors/having minor calamities. He'd turned this potentially negative trait into an advantage, though, as he was quite open about his failings and then used to tell his staff how valuable to him they were to put things right, do the job properly, etc. He genuinely felt this but also amplified it cleverly, which resulted in his staff experiencing valuably high experiences of self-worth and belonging.

**Case-study example<sup>(2)</sup>:**

A farm manager of a large arable farm in Suffolk was also a wily and highly effective staff manager. He was facing a potential problem with his grain-store employee – an older, loyal and careful member of staff, but would he be able to cope with his 'steady Eddy' workplace, with the increase in grain flow in the coming harvest due to up-graded mechanisation? The farm manager handled the situation by low-key discussions with this member of staff, gently expressing his concern that the work rate might prove a bit too much for him. The employee, though, to whom self-respect was important, in turn allayed the farm manager's fears, assuring him that he would 'rise to the challenge'. Such a positive response was in no small way surely the result of the recognition expressed by the manager of this employee's potential work situation.

**Case-study example<sup>(3)</sup>:**

A dairy farmer in the West Country was concerned that the pressure of a difficult winter might be affecting the motivation and morale of his herdsman, Ray. He asked his farm adviser to try and assess Ray's level of morale whilst he discussed cow rations with him. The adviser indicated to Ray that he might be feeling the effects of this particularly difficult winter. The answer was that whilst there was more pressure and work than normal, Ray would happily cope. He particularly mentioned how much he valued the 'boss' appearing each morning at 7 a.m. half-way through milking with a cup of tea for him. Such a **small** gesture of recognition (of the work situation) and support, had a **large** impact.

*And----*

*'Short-termism' appears to be currently in fashion and a culture of 'change' and 'fast results' in place. This work, though, has implied that some situations at least need time to develop, and that there is a need to look beyond the short-term. One of the essential ingredients, for instance, in an on-going motivational workplace situation is trust – a high degree of trust between managers and staff and working in both directions. Authors like Harriot et al (see bibliography) argue that business has, over the last decade, eschewed trust as a workplace value in favour of shorter-term financial inducements, but in so doing have lost longer-term staff attributes such as loyalty, creativity and commitment. Trust is indeed a fragile plant which takes time and nurturing to bring to fruition – and one which can be laid waste virtually in an instant. Many managing rural staff have experienced such longer-term aspects and benefits, and maybe share a concern that a too frenetic a pace has been developed in current business culture.*

*As Lao-Tsu has been giving the benefit of his wisdom throughout this work, the last word can rest with him:*

'The wise leader is not greedy, selfish, defensive or demanding. That is why the leader can be trusted to allow any event to unfold naturally.

Of course, the world is full of novelty and adventures. New opportunities come along every day.

So what?'

**Tao of Leadership.**

*(More on ) A 'Freerange' Approach to Work*

**Freerangin' on -----'Work, a four letter word - ?'**

**Only fools-----**

*The newly-installed, re-cycled sectional concrete garage is now the grandly entitled 'micro-holding logistics operation centre' from which the micro-holding ('small smallholding') workers, namely ourselves, sally forth. It's reasonable size enables it to be a fuel store too – mainly wood, but also some coal, some kindling sticks and some paper logs. There is space enough to chop kindling wood and to chop logs, as well as store all manner of tools and equipment- necessary and sometimes not always so necessary – but you never know.*

*Besides the fuel, there's quite a variety of wood lengths – never know when you might need them - there's the reserve hover mower plus a couple of trimmers and an electric hedgecutter, there's a couple of electric chainsaws plus a brand new unused motor chainsaw, a good buy at half the retail cost which will no doubt see good use in the future, there's pickaxes, sledgehammers, sickles, smaller axes, the big main axe, various canisters of differing types of oil, a sacktruck- useful tool, wood saws, pieces of hose and wire, a workbench, odds and sods bins----the list seems endless.*

**Only fools----yet can work be pleasurable-----?**

*'Work is a four-letter word' – so say some, and to be honest, if anyone has to work long hours doing tiring, repetitive work, it's probably not much fun, and could likely wear them down over time. But, what about the 'dignity of work', the fact that work enables people to 'make their contribution', probably an important need for many, and possibly above all, putting the 'filthy lucre' question aside for a moment, what about the pleasure and satisfaction that can come by (some) work?*

*Stone masons of yesteryear, for instance, having fashioned and crafted their raw material into functional and even at times quite beautiful structures, must have then leaned back and looked at their creations with much joy and pride, getting a real positive return from their work, even if their material return might have been a touch more meagre.*

*Now that so much work is office and computer based, could it be that there's a danger of losing the joy and satisfaction in creating, or mending even, things with our own hands? (which many undoubtedly still do, of course). Ian Anderson of 'Jethro Tull' group fame and now also a 'serious' farmer, described on a TV programme the unique feeling of satisfaction experienced after a long, hard day harvesting, now relaxing over a beer with his fellow harvesters. Yin and yang? – the prolonged work efforts fortify and amplify the experience of relaxation and satisfaction - ?*

**Hearts and minds-----**

*If, for instance, a freeranger mode might be to 'follow the heart' and devote life's energies and passions to what is reverberating 'inside' and therefore what is of absorbing interest, then such an*

approach maybe unlikely to sit comfortably with a more logical-type approach involving, say, making lots of dosh as a main goal. Making lots of dosh may of course coincide with the former mode in some instances, but it could then be as a consequence rather than a goal.

If the life activity known as 'work' can/does coincide with engaging and absorbing activity, then presumably there's a fair chance that 'work' then becomes a generally enjoyable activity – challenging no doubt at times but overall satisfying and fulfilling, with a fair chance too of meeting individual development/growth needs, probably of particular interest to the freeranger, and with a degree of challenge an important part of the mix, as long, of course, as other factors don't put a spanner in the works.

It has recently been argued that the modern work control culture has reduced the scope for individual engagement given a seemingly high degree of the control element, with corresponding high levels of checking and reporting procedures, which a recent (Aug/Sept '10) broadsheet piece highlights. Most professions, for instance, seem to have been subjected to increasing and demanding control measures in recent years, rather than, say, people being allowed autonomy to operate as self-responsible professionals.

The 'control culture' appears to operate on the 'carrot and stick' principal – people are 'bribed' or 'threatened' to make them 'move', which could then by default inhibit any natural motivation, which could be one reason why employees report in recent research feeling 'uncared for' in such an environment. When this approach then translates into problems and limitations, a further application of the 'stick' tends to be applied, rather than, say, cause analysis. Recently, for instance, the UK NHS service, for instance, has been taken to task for 'uncaring' practice, and further controls introduced to 'ensure' caring. Can, though, real caring result from 'stick' type approaches? Can employees who feel 'uncared' for by the 'system' themselves, then produce caring performances? It may well be that the analysis might show that the approach itself is part of the problem.

#### **Where there's a way-----**

Such a control orientated working milieu, though, may not seem to be too natural for freerangers, and it's perhaps unsurprising that there's been a reported problem recruiting, for instance, sufficient staff in some areas, one of the potential longer-term negative effects of the approach outlined above. Some have questioned such a level of central control, in terms of who's doing the controlling and to what end, with a degree of a concern that such a level of central control might inevitably by default cause a creeping reduction in individual rights.

The UK coalition government have highlighted such a situation and committed to reducing central power and maintaining individual rights. Others have argued that the need for such tight central control stems from relatively young operators without yet sufficient experience to gain enough confidence to respect and trust others, reacting against the former ways and values, but maybe in some potential danger of 'throwing the baby out with the bathwater' (as shown by the banking collapse-?). No doubt, too, the prevailing 'free-market' philosophy with its strong focus on economic forces, by default then sidelining any relevant social issues, could contribute to a basic 'imbalance' situation.

*The important factor to 'self-developing' freerangers could be probably to try to avoid where possible over- control situations which do not allow enough scope to the individual. This may mean, for instance, looking at an independent work life in a self-owned enterprise, although there is plenty of anecdotal evidence that even then, bureaucracy can lurk.*

#### **Only fools and horses----?**

*Work, of course for many – most?- in a modern culture fills a pressing need to gain access to money with which to buy food, shelter, fuel and so on, the necessities of life plus hopefully some 'luxuries'. The birds here in the orchard just outside the window are beavering away, raiding the bird feeders and the fatballs avidly, filling a very urgent need. After a hard and late winter there's not much grub for them in nature's larder now at the end of March. It's cold, a strong wind blowing and it's raining, yet here they are, hard at it, part of their natural behaviour pattern to seek food.*

*Man, though, is part of nature and has needs which have to be met, so presumably, it could be said that in an unaffected, unconditioned state, activity to meet needs is a natural behaviour of man, and the fact that 'work' may have in some parts become a 'contaminated' four-letter word could then be down to other things, such as too much of it, not enough interest content in the work and too pressurised a work situation, for instance. The American motivation researcher, Douglas MacGregor, was saying as such some years back – that is, by rights work is a natural activity to meet important needs, so if people aren't keen (i.e, motivated) to work, maybe there's something amiss with the work situation- they might not just be idle b's.*

*A fairly recent large survey of UK employees revealed that a large majority of them felt uncared for and undervalued, which could, the argument goes, represent a major opportunity area for employers in which to pay attention, improving this factor for staff, then reaping in return a harvest of longer-term higher staff productivity, fewer problems and enhanced employee loyalty and commitment.*

*Why, though, has modern 'work' produced such a strong negative employee reaction – after all, from above, isn't it meant to be a potentially natural human behaviour? Worklife does seem to have become more competitive, more fast-paced, more 'driven' in a strongly profit-focused culture and possibly less 'sociable' with workplaces being now perhaps generally less amenable environments with cultures of ambition and internal competitiveness, inhibiting, maybe, the satisfaction of the 'fuller' set of needs. A feature labelled 'presenteeism' has been noted – people staying at work for long periods due to anxiety about what might happen in their absence.*

#### **'Over- focus'-----?**

*Might such a strong cultural focus on 'out for self' competitiveness have pushed things too far and disturbed the balance between individual and social elements? You never seem to hear, for instance, the phrase 'team spirit' these days, and anyone who's been part of a really strong, vibrant, well-lead team knows how productive that situation can be, and how good it feels – a sort of 'two plus two equals five' effect.*

*The strong drive for profitability has also been cited as a factor involved in staff disenchantment with work. Employees for instance of one large utility supplier have recently complained that whilst their company used to be 'a reasonable employer', it has become now singularly short-term profit seeking, with detriment to both customer and employee longer-term needs and consideration. In a competitive*

*world with much commercial pressure and large shareholders to please, perhaps managers can get caught between 'a rock and a hard place'?*

*They might know, for instance, that by sacrificing profit now by investing for the longer-term will better place them for the future, but feel hamstrung by the need to show high shorter-term profits to satisfy the markets. The internal culture within a firm that creates over-emphasis on the shorter-term has been identified as one of the limitations of the free-market culture.*

*The 'high-reward' culture for managers that has emerged in recent years may also have exacerbated such a situation, creating a pressurised drive for higher profitability through work control cultures, involving 'power boss' management styles and heavy use of work targets for employees. Not maybe too hard to see why employees might maybe be feeling that they are just 'pawns in the money-making game'?*

#### **Mini case-study:**

D worked happily in a small family hardware retailers in a market town, where she was valued for her good rapport with customers and her willing and cooperative approach to work. This small store like many were eventually badly hit by the emergence of local retail superstores and was forced to close. D found alternative employment in one of these superstores and did well in the initial period. Gradually, though superstore working life began to pall due to incessant pressure from managers for ever increasing sales and loyalty card sign-ups to the point of causing her real conflict with her social values – she did not wish to pressurise people into buying. Ultimately the pressurised and controlling approach of management resulted in her having to give up the job due to stress, with the loss of a proven willing and loyal worker.

#### **Origins of modern man-----?**

*Following the argument that the strong focus in recent years on self-interestedness may then by default have disenfranchised other important human need areas, particularly maybe social needs, how could such a situation have happened? The TV documentary series 'Century Of Self' a year or two back alluded to the fact that such a level of rampant individualism was born from the strategy developed in the US within the cold war period, which was basically a zero trust policy, leading to a 'go our own way' mindset, which then 'gelled' with, enhanced and amplified the existing strong notion of individualism within the States.*

*Hence the creation of work environments with situations wherein the employees themselves act as competing individuals within the firm, rather than the 'all in the same boat' scenario – individuals being part of a team all pulling towards the same collective goals.*

*Presumably, though, there must be times in work situations where there's a strong communal need to pull together, or where people need to work in groups to achieve certain outcomes, which could be more tricky if there's no social element in the prevailing culture, as could it be for those individuals needing a more freerange mix and balance of economic, personal and social needs in their lives.*

#### **In thee----I no longer trust---**

*Workplace researchers have identified that firms promoting a strong culture of competitive individualism tend then to lose out on employee loyalty and trust, which would seem to be longer-term facets. Trust in particular could be said to need time over which to be built, but then could be laid waste virtually in an instance – a fragile plant. Presumably a counter argument might be that in*



*today's fast-paced, short-termed orientated business world, longer-term facets such as employee loyalty are an irrelevance.*

*Maybe it's working within the rural sector that heightens awareness of the longer-term – many production processes take time, for instance – even a relatively simple example such as wheat growing can take up to nearly two years from planting until the cash rolls in. And looking after the natural long-term asset of the land itself, can be a lifetime's work: many farmers, for instance, have seen themselves to be in the 'caretaker' role, with responsibility to hand on this prime foundation asset in good heart to subsequent generations.*

**Mini case-study:**

S was a rural entrepreneur, running a large farm, a milk retail operation, as well as a bakery, craft workshops and a retail milk operation, all from the same base at the farm's headquarters. He was a genial character with an engaging personality, promoting what seemed to be a relaxed atmosphere, which his staff appeared to value and enjoy. He had an open view to running these various strands of the business, never seemingly phased by problems, and always willing to pitch in and help if needed - his approach seemed to be appreciated by his staff, who more or less got on and ran their sections with remarkably few layers of management.

The system, though, was put to the test when S had a serious car accident abroad and was hospitalised for several months. His wife tried to hold the fort but it was tricky with her limited knowledge of the business and her having to spend a considerable portion of her time visiting S.

One of the longer-serving members of staff got the others together one lunchtime to discuss the situation, they then deciding unanimously that they could hold the fort and that this is what they wanted to do, for their own sakes, but also for S, and his family, who they not only respected but cared for. The business ran virtually without hitch, and continued to thrive, easily riding the crisis. S and his wife were only too aware that the staff had not only saved the business but continued its success, and showed their appreciation by instituting a profit sharing scheme, as well as funding a lavish thank-you function.

*S undoubtedly 'had good people skills' – basically he was a genuine, competent and caring person to whom people responded, and was repaid for his humanity in his time of need, his business was at risk and could have gone to the wall. He knew his staff as individuals, and admired and respected them as people, transmitted as trust to them, inspiring in turn their trust, commitment and loyalty in return which came into play when he really needed it, demonstrating that real, longer-term human values can also be valuable business assets.*

*Maybe business situations that are strongly focused on, say, making as much short-term profit as possible, might deprive themselves of such longer-term motivational assets as staff trust, commitment and loyalty, and therefore not be able to call on such assets should they find themselves at a time in need of them, maybe even calling their longer-term performance into question. Such assets do not appear in the accounts or balance sheets, yet as the case study above shows, they can be very real and even business-saving when needed.*

### **Techno times-----**

*Technology itself has patently played a big part in influencing work situations – the oft quoted example being toolmakers, who pre-computer control, had to use their extensive skills, knowledge and experience to set up their machines and then run them to make precision metal parts. Once computers basically took over the skill bits, they then basically became 'machine minders', reducing their opportunity to contribute their skills and knowledge and presumably then their natural levels of self-value.*

*Automation has had such effects more widely with machines now controlling the work and also the workplace resulting in people feeling lower self-values. A famous film some years ago of the car-maker Renault's production lines, without commentary, highlighted the lack of joy on the employees' faces, so busy were they trying to keep up to the production line's speed – 'automated automatons' - ?*

*Whilst rolling back the years and doing away with such production lines may seem rather a lot to hope for, it is still important to weigh their effects (and counter them if possible-?), particularly for freerangers who are maybe unlikely to thrive best in robot-like conditions. One firm aimed to use the benefits of technology in tandem with processes designed to be 'people productive' :*

### **Mini case-study:**

A maker of large machines, combine harvesters, again in France, introduced work practices to counteract the 'production line' effect. Employees were organised into small teams, each with a team leader (which also had the advantage of offering more promotion/advancement opportunities), with these teams now moving along the production line rather than remaining static doing one simple process many times per shift, so that each team built the whole machine and were responsible for it. Achievement was now 'real', in that the team could see and gain satisfaction from a finished product, and their self-status and self-image improved due to now carrying responsibility for the overall process.

*Even production lines, it seems, can be humanised – good news for freerangers.*

### **'Love's labours lost-----?'**

*Vocational work, labours of love – such concepts no longer seem to feature significantly in the modern money orientated world, where work performance is linked to targets, followed by financial reward, so work effort then becomes directly related to reward. The traditional arguments against such incentivisation-orientated staff management also don't seem to be heard too much nowadays. If you associate amounts of money with amounts of work, you condition people, so it goes, to then make work efforts only in response to money offerings, so you commit yourself as an employer to such a culture and potentially by default undermine and devalue natural human motivation, negatively impacting too, presumably, on levels of individual self-responsibility and self-integrity.*

*Various motivation gurus have also argued that any motivational effect that money has tends to be short-term, so then more money then has to be offered for a further incentive effect, leading to a 'snowball' effect, then leading, for a firm, to high, uneconomic labour costs over time, whilst conditioning people to respond just to money prompts, thereby again limiting any chance of tapping in to natural human motivation.*

*From the individual's point of view, and therefore relevant to freeranging, is that such a system seems to be based on a presumption, which is along the lines of 'people work for money- full stop'. Could this be, though, a considerable simplification, a single-dimensioned approach, against which multi-dimensional people, such as freerangers, instinctively react? Does such a seemingly simplistic approach then treat people at a too low, simplistic level, and certainly for those of a vocational nature, as many freerangers could be, at a level inappropriate to match their own self-worth, which could then help to explain why limitations can occur-?*

#### **New staff management pathways-----?**

*Today's strong cultural emphasis on profit making might then over-pressurise situations, potentially producing longer-term counter-productivity –presumably the seemingly increasing levels of work-place bullying reported could be evidence of this.*

*Would, though, it be ultimately better to looking for more 'people inclusive' ways of running work situations, which might then over time lessen the need for authoritative, control-focused management? Retail operations such as the John Lewis partnership which seek to be more equitable both in terms of capital ownership and in profit distribution, do not, though, seem to have blazed much of a trail, maybe not surprising in a 'control' orientated culture, although they are apparently now beginning to be consulted by government.*

*Profit-sharing is one way of including people in a 'share of the cake' and acknowledging their contribution to the overall result, and if combined with power sharing, maybe the more difficult side, particularly under pressurised conditions with urgent expectations on managers to deliver high short-term results, can release a considerable employee productivity surge, in work-face situations:*

#### **Mini case-study:**

A large firm of growers was experiencing difficulties with their main female picker gang – low levels of care reflecting in low quality, work targets not being met and significant absenteeism. The situation appeared to be in a negative 'slide' over time and directives and warnings had appeared to have had little effect. One of the women determined to discuss the problems and her ideas for improving the situation with management. Although management did not appear to totally embrace her ideas, the difficulties were such that they did hear her out, and eventually agreed to give her plan a try.

Basically she proposed that the women pickers become an autonomous group, agreeing a rate for the job and a profit-sharing arrangement over a certain level of productivity, and then basically organising themselves, which they proceeded to do effectively and democratically, with the originator acting as communication link with management. Such an arrangement solved the pickers low self-worth issues and their attitudes to work became more positive, solving the basic problems such as absenteeism, whilst a spin-off benefit to management became evident over time in that the situation as a whole was far easier to manage and used considerably less management time.

*Maybe reducing and simplifying the nature and content of work over time has lead to managers then being lulled into taking a similar level approach with staff, hence then getting a too simplistic awareness of staff, who nevertheless are likely to remain as complex as ever, as however their work*

*processes and situations may well have conditioned them, people are still human beings, and as such, still complex.*

*Work often seems to have become over time a stylised activity which runs along norm lines – you turn into work and do an eight, ten, twelve hour whatever stint at it and when its prescribed you should do it. Homeworkers who work by computer, for instance, may well have the opportunity to sort out their work patterns to suit their own energy/creativity patterns and their own lifestyles.*

*If they can concentrate best in the quiet of the early morning for instance and then productively use a break, they might organise themselves into a work pattern based on, say, doing an early a.m. stint, say 6 till 10, then another stint, say, mid-afternoon till 7, in the meantime playing tennis, golf, walking, reading, writing, micro-holding or whatever, and quite possibly being quite a bit more productive for it, which together with the autonomy provided by such a situation, probably bodes well for sustainable longer-term motivation although in practice plenty of work situations do seem to be based on the possibly simplistic notion that long work hours equates fairly automatically to productivity.*

*The ability, for instance, to be able to do so long at one job and then switch jobs when it begins to pall which is the pattern here on the micro-holding, is just such a simple mechanism to stave off 'dis-engagement'. You can probably have too much of something – maybe it would be in employers' interests to organise more flexibility and variety in their work planning, to be then repaid by more sustainable staff motivation and work efforts, and even by longer-term benefits such as more employee loyalty.*

#### **'Win winning'-----**

*The various industrial disputes experienced here in the UK in recent times (2010/11) would seem to indicate that the 'them and us' work scene is live and thriving, whereas a longer-term more secure scenario could involve one in which everyone in the organisation is singing from the same songsheet', which could also gain the considerable benefit of avoiding the sometimes considerable disruption and costs of workplace disputes. This would probably mean taking a 'win-win' approach, with the needs of all concerned in the organisation getting a reasonable and equitable rate of satisfaction, which again might be more difficult under short-term maximum profit conditions.*

*The argument is, though, that all will be better, smoother, more productive in the longer run, if the limitations of 'short-termism' can be perceived and focus can be brought to bear on constructing a sound basis for longer-term sustainable productivity. Newer ways of organising work situations can then be investigated, involving profit and power sharing, work partnerships, and arrangements suited to individual situations, as long as there is real will throughout the organisation to create an equitable and jointly-productive situation for the longer-term.*

#### **Mini case-study:**

The large arable and stock farm operated very smoothly and efficiently with excellent relations between the owner/manager W, a sociable, no-side person and shrewd operator, and the staff of six, who seemed to appreciate their boss's talents and his approachability. W's wife also worked in the office having considerable working contact with the staff –the whole operation seemed to run as an efficient extended family. W then decided to branch out into other business and philanthropic areas he

was interested in, debating how to best organise his original business, being mindful of the fact that a considerable factor in its success was his high-grade staff and the excellent relations and communication between management and staff.

Eventually he took the relatively unusual decision not to recruit a manager to run the business, but rather to delegate the running of the business to the staff themselves, with himself acting as 'overseer' meeting them for discussion once a week, and compensating their extra responsibility through their wage packets. Having explained his position and proposals to his staff, and allowing time for them to consider, he then found that they were keen to take on the challenge, which they did generally with great success, and interestingly, without any formal structure, making on-going decisions as a well-knit team. They seemed to revel in the faith and trust placed in them by W, who also 'won' by not having to incur the considerable extra cost of a manager's recompense.

*Such a comparatively unusual work arrangement as described above was an extension and development of an already 'advanced' situation, involving high degrees of mutual trust and respect – a useful example of longer-term advantage gained by a shorter-term management style, which was staff inclusive and 'people respectful', aided probably at least partly by each side knowing each other personally facilitating the development of mutual respect, and which was not overly dependant on a need to exercise power.*

#### **Living to work, or working to live-----?**

*Psychologists indicate that there's a whole range of economic, social and personal needs people have and work to satisfy, some of which are linked to money, but which may not always be the case for others, such as 'self-recognition' or 'social contribution and recognition', for instance.*

*The semi-self-sufficient couple growing their organically-grown veg for sale more fully described in the e-book Freerange Living, (by this author), probably live their fulfilling lifestyle on about a quarter – or even less- of average cash needs. This is not to say there aren't people who live satisfying lifestyles involving more money spending, rather it's to illustrate that money is of varying importance to people in terms of meeting life needs, and that any generalised presumption that 'it's all about money' could be somewhat limited.*

*One recent report was critical of the UK's 'long work hours' culture, implying that the 'super consumption' culture was creating a treadmill to gain ever greater consumption, and that to fuel such a trend people were now 'living to work' and hence the long-hours culture. Fortunately not being over-addicted to heavy consumerism, the order of the day for the micro-holding here is more of a 'short-hours' culture with the emphasis on quality – enjoying the work and the work environment – rather than quantity.*

*The semi self-sufficient smallholder freeranger couple mentioned above make, for instance, all their own work decisions – what to grow, how much to grow, how to grow it, where and how to sell, how much time to allocate to 'work', and so forth, and quite possibly fall as little foul of any bureaucracy as anyone in the country. They certainly have no trouble getting up in the morning and to add to their bounty, they live and practice their 'labour of love' – in their gorgeous freerange 'eco oasis'.*

*For the most part, it has to be said that working the micro-holding here is mostly a joy, as is the process of working with and in nature – surely true for many freerangers in the rural sector, and why they might then not need too many 'luxury' diversions – the 'way of life' is in itself satisfying and*

*fulfilling. Non-tangible returns such as feelings of self-reliance, self-resilience and self-worth are surely key components of the multi-dimensional harvest of satisfactions to be gained from vocational work- doing what you enjoy, what you want to do. Nurturing the soil, the crops, the animals – in a way, just forms really of nurturing the self, isn't it? – and good for the soul - ?*

END PIECE-----

### **.Freerangin' on-----'Circumnavigating Obstacles'**

#### **Counter-productivity lurking----?**

*Modern culture has seemingly been created by a strong and sustained drive towards 'the new', fuelled by the ever-present mantras of 'change, change' and 'innovate, innovate', but with seemingly little assessment of associated possible downside effects such as the effects on people of such continuous surging change, or whether valuable assets may be by default jettisoned in the face of such an on-rush.*

*Cosmo Landesman, in a piece in the press in early 2010, put it as follows:*

'Since the Eighties, we've had 30 years of dynamic individualism – a social phenomenon first unleashed by Margaret Thatcher – which was for many people an empowering and beneficial idea.

What this essentially meant was that people were encouraged to be selfish in their desire to better themselves, to become wealthier and more successful – and in some cases more famous.

In the 1987 speech in which Mrs. Thatcher announced: 'There's no such thing as society', she also said: 'People must look to themselves first. It's our duty to look after ourselves'. And that's exactly what people did.

The problem is that as a result we lost the civilising restraints – like modesty and self-deprecation – that prevent this cult of the individual becoming too excessive, too self-indulgent.'

*Landesman continues to then suggest that 'shallow celebrity' has replaced the former 'doer' role models of sportsmen, engineers and the like, and that such a celebrity driven culture:*

'has pampered and flattered the individual to think there was nothing so important as what she/he thought and what he/she wanted'.

'Consequently' he says, 'the healthy and invigorating individualism of the Eighties has grown so inward looking that it has imploded into mere egoism'.

#### **Okey, dokey----?**

*A further complication seems to be that the culture of 'self-okness' does not by definition encourage – allow, even, the mode of self-criticality – everything the individual does or thinks is by definition seemingly ok – so if anything in the way of 'critical comment' does come along, then an 'automatic denial' mechanism activates, because the culture's message is 'everything is ok, everything is success'.*

*The terrors of self-criticality, though, can lessen with use, and 'not having to get everything right first time' can be a mindset that significantly eases pressure, and paradoxically even ultimately aid a higher 'getting it right' percentage, whilst, also of value to the freeranger, allowing the individual to live and work far more in reality, hence reducing any risk of the potentially unproductive process of self-delusion.*

*Being 'wrong', on the basis that it could well be a tad unreasonable to expect anyone to get it all right through life – it is a learning experience, isn't it? – it's fine, it's ok, and actually probably acts as a pressure release valve. It's surely not falling off the bike that's the problem – rather not acknowledging the 'failure' and learning from it - ?*

*As ever, the individual that is the questing freeranger, will likely try to sort things out for themselves and make some sort of sense, which may be the important thing.*

### **Significantly insignificant-----?**

*The trouble with Landesman's unregulated individualism seems to be that some then grow more powerful than others and 'size' becomes important - Schumacher was complaining of 'giantism' back along in the 1970's. Plainly in the modern world with its huge organisations and now embracing 'globalism', size is important with money and power as significant forces. Perhaps this one of the reasons there seems to be a degree of unease for many when 'life philosophy' becomes the topic – people feel so far removed from influence, and/or so insignificant against the large players in life, that it's not an area they feel empowered to handle, together maybe with an allied feeling that it's nothing to do with them-?*

*Taken with other factors such as maybe not wanting materialistic, comfy boats rocked, the fast, busy pace to modern life and the feeling that everyone's become the same entrepreneurial breed anyway, it's perhaps not too surprising that Schumacher's advice to 'stop and look' may not at times be heeded.*

### **'The Playing Fields'-----?**

*Currently in the UK where the austerity measures to deal with the crisis caused by the financial meltdown hit so-called ordinary people hard, whilst big salary increases and bonuses have been handed to 'top people (sometimes called the 'fat cat' culture)', it's perhaps hard to escape any 'unfair playing field' notion. A traditional interpretation of such a situation would be along 'mis-use of power' lines, whereas perhaps a more culturally modern cry might be 'hard luck, chum, it's the name of the (competitive) game'. Whatever the interpretation and/or justification, it's perhaps hard to see any difference in outcome, in that those with little power and ability to influence could well then experience de-motivation, which might well then in the longer-run disadvantage all, in both potentially lower productivity and disruption senses.*

*The modern way of, say, staff management, possibly in anticipation of the situation outlined above(?) is to have authoritative management via control systems – leadership and motivation seem to be elements of the past. It could seem possible that the high degree of emphasis on short-term profit making has produced a pressurised 'hurry' climate, and such control management measures represent an attempt to 'hurry' the result, all of which maybe unlikely to be that good news for 'freerangers, in that work places can then easily become over-pressurised environments.*

*'Tek, yer time, me boy!' was the exhortation of one older west country farmer. Maybe he had a point, although the fast pace of the 'system', seemingly driven by technological innovation and a voracious appetite for profits, is maybe unlikely to get much of a dint – perhaps Schumacher was right in thinking it's all akin to the big boulder running down the hill, gathering speed-----and that a realistic outcome for a 'super competitive' world, can only be of the negative variety. Some too have argued that adopting the 'free market' philosophy has in effect meant a retreat from responsibility – it's just the market which 'decides', leaving then no room for human value judgements.*

*If the pace and style of modern 'mass' life is a problem, then, again, maybe the freeranger can exercise her/his individual right to decide for themselves, and sorts out a life that's suited to them and/or aspects in their lives which can act as counters/anchors - ?*

*Is this, though, all very 'small beer' in these fast-paced, power-driven, 'largist' times? Granted, the individual is but a tiny spec on the horizon of a huge multi-national and therefore unlikely to command too much time and attention, too much respect. Are there, though, grounds for thinking that even huge organisations should make efforts to respect the 'small' - individuals and treat them right?*

#### **Significantly significant-----?**

*What about longer-term possible counter-productivity resulting in over focus and over hurry for short-term profits, for instance? OK, a 'control' system over staff will achieve certain results, but will it necessarily be the best? Staff will generally have to toe the line if they want to keep a job, but they can still hold back full effort, loyalty, trust, commitment and creativity, for instance. Yes, ever more control measures can be introduced but then, even in repressive regimes, there then tend to be ever more problems in the longer-run. The risk of longer-term counter-productivity is surely ever present ?*

*Good leadership promoting work environment conditions for people to feel free enough to contribute motivated work performances, could give on-going longer-term sustainable people productivity, as has been indicated in one or two of the case-studies reviewed. It might pay (more longer-term profits) then, for staff managers to engage their human side, turn down the controls and work and plan for longer-term people productivity via creating motivational working climates, although this would also likely involve them not exercising quite so much power, control and authority in the workplace- not necessarily easy to do in every workplace, and giving up 'security' measures not always the easiest thing to do for managers.*

*Against this, though, there could be a considerable potential personal satisfaction harvest to be had out of being a positive force for fellow man - ?*

*Getting stuck in a job involving unreasonable expectations and work demands, and/or behaviour against an individual's natural value system, can result in considerable stress and negative vibes, not the most positive experience in life and a situation freerangers are maybe likely to try to avoid on the grounds that such a situation is not likely to give full individual development opportunities.*

#### **Affirming-----**

*Why else could the individual, although a very small 'micro'-entity in a 'largist' world, be of some importance? Robert Pirsig ( 'The Art of Motor Cycle Maintenance') champions the individual as the*



guardian of 'quality' – for example human values such as care and compassion emanate from humans, not buildings, not organisations, not governments, and that therefore humans as individuals are important, and the reason why this has been under-recognised according to Pirsig, is that a 'largist' world geared to 'quantity', has been created, forgetting and over-powering the important dimension of 'quality'.

Gary Zukav, ('The Seat of the Soul') also reminds that in spiritual terms, all life is sacred, as Buddhists aver, and that human life being as complex as it is – a human being is an amazing organism after all – is sacred, as no doubt many freerangers would naturally feel. Some Eastern 'spiritual wisdom' has it that the 'higher quality levels' can be reached only by individual enquiry and contemplation, following the sequence 'mass > individual > spiritual', which might indicate that the modern western-style rejection of traditional 'organisational' religion, may yet not represent the whole process.

Could such sacredness, together with fuller human growth and development and the finer, bigger human values, be important strands, as has been stated, of civilisation and civilised human behaviour, needed to avoid societies becoming over 'mob' (i.e. 'quantity') and power based, which again might not quite produce conditions for effective freeranging? And might freeranging, as can be seen from such enquiry, be an integral and pivotal part of building civilised developed society in which the 'larger', finer human values can thrive and grow - ?

#### **Overcoming the odds-----?**

Of course, the individual is a very small entity in a power-based world, and such a world is unlikely to change its spots in a hurry. There maybe signs that there is recognition in western cultures that commercial interests may have got over-powerful, unfairly hitting smaller concerns and individuals, with a number of large-scale commercial firms now having to pay compensation for mis-selling and/or over- aggressive selling.

Some, though, have suggested that 'the horse has bolted' and it's too late to retrieve the situation. Whilst the logic of such an argument might seem impelling, it maybe also useful to remember that periods of 'cultural limitation' have occurred throughout history, but that the individual human spirit is seemingly unquenchable, and will out in spite of what might seem overarching odds, and in such a time, it may well be important to work at maintaining faith in human nature and human spirit – surely the very essence of freeranging-?

#### **'Super freeranger'-----?**

Nelson Mandela seems to be a pretty good example of a living unquenchable spirit – how many years did he spend imprisoned? And how much is he respected in the world for being 'unquenchable'? Millions of other human spirits responding to and taking heart from one shining spirit - good stuff, good 'freerange' spirit.

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ADD-ON 1

## **CASE STUDY**

**A. G – MANAGER of LARGE FARM ENTERPRISE in DORSET (UK) – HIS APPROACH TO MANAGING STAFF – PUTTING A HERZBERG BASED STAFF MOTIVATION APPROACH INTO PRACTICE**

### **1. SUMMARY**

Staff motivation is the one aspect of the business where it is often difficult to quantify if we are getting the best from our labour. Labour being one of the larger costs to the business means if we do not get it right we could be losing money or damaging business progress.

The main motivators are:

- achievement
- responsibility
- recognition
- training/advancement

The main demotivators are:

- working conditions
- level of supervision
- company policy
- job security
- relationships
- remuneration

If the demotivators are not taken care of then the motivators used will have less impact.

The methods I use to motivate staff are:

- Setting and reviewing targets
- Matching people's skills and interest to jobs
- Giving praise
- Giving performance appraisals
- Organise training

Taking care of the demotivators:

- Keep things clean and tidy
- Planned machinery replacement
- Rigorous health and safety awareness
- Supportive supervision
- Organised resources
- Keeping staff informed
- Inject humour
- Set example
- Remove the niggling things which distract from the job

The above is the formula I use to motivate staff, this itself is always under review and refinement.

## **2. Introduction**

This paper has been put together to offer the practical aspects and application of motivational theory and principles that I find effective. Managing and motivating staff can often prove to be one of the more stressful aspects of management when mishandled. It is also the one area that many managers receive little or no training in yet labour is one of the larger overhead costs we have to manage!

I am continually refining motivational techniques in the last eleven years I have been in farm management. The learning curve has been bolstered from various directions. My initial introduction to staff motivation centred around the major project I did in my final year at college. This brainwave arrived when I looked back at my own

experiences on the receiving end of various employers. In a number of cases a great deal of negative energy and ill will was generated in the workplace by how the workforce was managed (myself included). So much of what I learned back then was by default, being a case of how not to manage staff.

Since then with an understanding of motivational theory I have pulled together a formula which works for me. But does it work for those I manage?

After finishing college I worked for Masstock for 6 years in both the Middle East and the USA on large intensive dairy units of 1,500 cows. It was in this environment that I cut my management teeth. I was involved in two green field site start ups managing from 25 to 40 staff of varying creeds and cultures many with minimal experience initially. The herd were started off as 100% heifers in a climate of heat stress and new buildings. However after eighteen months these herds were yielding over 8,000 l/cow (1990).

Following this period overseas I returned to the UK and took up a job with Velcourt on a new management agreement they had taken on in Dorset. This involved taking on the management of 840 ha of combinable crops and two dairy enterprises with a staff of nine. This business had just undergone a large restructuring exercise due to under performance, under mechanisation and being over staffed.

These changes obviously created resistance to change, negative feelings and resentment. It subsequently took one or two years to see attitudes change as results and performance improved.

In order to do this staff training was introduced, machinery updated and farming practices changed. On the cropping side rotations were used to maximise first wheat's. Soil ph's needed improvement. A large weed burden of couch and wild oats had to be tackled. To top that off a major rabbit problem had to be brought under control.

On the livestock side, forages were changed to introduce maize, recording systems had to be put in place. Mastitis and calf health problems brought under control.

Overall these changes have lifted yields in both sections, significantly created both pride and motivation among the workforce and culminated in winning the Company's annual competition for the best managed farm in 1996. This was against 35 other farms and the final was judged by the Editor of the Farmers Weekly.

### **3. *Staff management in practice***

Here I aim to pull together how I apply motivational theory in practice. Looking at the main areas of motivation and how to improve the 'Hygiene Factors'.

#### **The Motivators**

##### **Achievement**

How I create a sense of achievement is by setting targets and goals. This takes a variety of forms e.g.

Annually staff are given a copy of the crop and milk yields I have budgeted for in the coming year. At the same time we would also review our performance for the past year against our budgeted figures for the harvest year.

Quarterly meetings are held for the dairy staff and the arable staff to review seasonal performance and results, e.g. calf mortality, fertility, silage yields or completion of tasks to deadlines.

Start and finish dates are set for drilling operations on all the arable and forage crops. Targets for daily work and progress of tasks is discussed prior to starting work in the morning and out in the field.

All these elements help create an environment of achievement.

The general achievements that have been made in the last five and a half years include raising wheat yields from 7.2t/ha to 10.25t/ha. Increasing milk yields by 1,200 l/cow, improving the herd genetic base, bringing mastitis and calf health problems under control. Winning Velcourt's annual farm competition.

### **Responsibility**

Pitching this at the right level is dependent on each individual on the team.

Primarily I try and match skills, ability and interests to the specific jobs and tasks, e.g. each member for staff on the arable team is responsible for specific tractors and implements, relating to the jobs they do every year. Also responsibility is attached to inspecting first aid kits and PTO shaft covers.

Likewise, should I be away from the farm, someone is given overall responsibility to look after day to day operations in my absence.

### **Recognition**

This can take the form of a job title and level of remuneration. However, the biggest impact I have is giving praise. Generally in my experience it is something we are not good at doing in this country. It is an area I continually have to work at since it is a case of praising what seems obvious and what is expected, yet the lift those few words can give is the icing on the cake of achievement. This positive reinforcement can help balance what can become a constant erosion of criticism, i.e. continually picking fault in standards of work – something I was guilty of in my early management years. When praise is appropriate it has to be sincere as staff will pick up straight away if it is not meant. Things I would give praise for are standards of work, tidiness of work, taking initiative, being innovative and achieving targets/results.

Often the opportunity for me to give praise is out in the field when I go out to see how work is progressing.

I have now been doing annual staff appraisals/reviews for the past seven years for all farm staff. I find it a good opportunity to get people away from the workplace to reflect on how things have gone over the past year, again it allows praise to be reinforced that has been given during the year and to pick up on contributions to the job that I may have overlooked.

### **Training/advancement**

Since advancement in terms of job promotion tends to remain static, training is the main area used to further improve staff skills and knowledge. Often putting staff on training courses can be met with resistance. To

overcome any likelihood of this the annual appraisal is utilised to derive training needs and requests. I think we have nearly exhausted all the courses our local training group has to offer as well as inventing a few ourselves. The courses are usually held during the quieter times and often helps break the routine of winter jobs.

Many of the courses I have actually attended with the staff to not only learn myself but also monitor the quality of training and what information has been taught/exchanged, so if I encounter a situation where things are not happening as they should I can refresh or reinforce points I know have been covered. Likewise I also review the past training received during the appraisals to refresh knowledge retention on key points and check on the benefits/results obtained.

Other elements which help add interest are visits to other farms, shows and demonstrations. This can help jog our mindset to how we operate and can help benchmark our standards and performance against others. This can reflect both what the business has still yet to achieve or how far the business has already come.

## **The Demotivators**

### **Working Conditions**

The environment we work in can affect work attitudes and personal safety.

In order to generate pride and a sense of identify I have always attached great importance to maintaining tidiness in equipment, buildings, fields or facilities. Thus one of the first jobs when I started in Dorset was a major farm tidy-up and setting up tramline discipline in field work. Now things have got to the point where the staff are challenging me on areas which require sharpening up. For the arable staff, machinery replacement is a big issue and they are fully involved in deciding items required and in demonstrations to establish the most suitable machine or implement.

Ensuring supplies and resources are in the right place at the right time is crucial since there is no greater frustration than not being able to get on with a job. Health and safety reviews are done annually with full involvement of the staff. It has certainly taken a few years to raise the levels of safety awareness to where we are now but it remains a cornerstone to keeping working conditions right.

### **Supervision**

Being supportive and in the right place at the right time is my general approach.

I usually aim to check with staff and see how jobs are progressing daily depending on time of year and workloads.

Giving supportive supervision is about giving praise, encouragement, constructive criticism, reorganising work and resources. It demonstrates that I'm interested in what's happening and how they are getting on and is necessary for me to monitor progress. It can help take isolation off jobs where staff are split away from the team.

Individuals vary in the amount of supervision required, so I try and pitch it accordingly. Setting targets, training and work organisation can help release time from supervision.

### **Company policy**

My aim is to keep staff informed as much as possible of progress, new developments or likelihood of changes. In order to do this the quarterly meetings held for both the arable and dairy staff also review working practices, industry trends, new legislation and plans for the future. Information is passed out to relevant staff and notice boards as it arises. This may be on, for example, theft alerts, magazine articles, silage analysis, milk qualities.

### **Job security**

This relates back to keeping information and plans flowing to staff as much as possible.

### **Relationships**

Treating people fairly can often be difficult as individual staff may often see things differently from how I am trying to implement fair treatment.

If and when I pick up on staff gripes, further explanation can often be enough to complete the picture and dislodge any assumption that is unfair.

Setting an example and being consistent is vitally important. I term this as “Bosswatching” because every move I make and things I say are picked up by the staff. Should I show any inconsistency e.g. roam across fields in a 4 x 4 after telling them to keep to tramlines, I can be sure of more time wasted on my character assassination than the work in hand. So the opportunity is always there to demonstrate the right example to reinforce your message.

Finally humour has got to be the best glue to keep it all together. When things go wrong a joke at the expense of the problem often has more effect on the will to do better than an out and out barracking.

### **Remuneration**

Wages tend to be based on AWB rates. However where I can have the biggest impact is on housing maintenance and problems. Since these can become very niggling I try to make sure problems are attended to and rectified as soon as possible. Especially as this can create conflict from those at home.

### **Management style**

To underpin these motivational practices I try and adopt a predominantly participative management style with the farm staff. However different situations can demand different approaches, e.g. there’s no time for discussion if there was an emergency so an authoritarian approach would be more suited to this type of situation.

Being able to listen and encourage new ideas from staff which can be adopted and championed or allocating additional resources to make it happen is the best way I can help the staff and the business grow.

## **4. Conclusion**

I find motivating staff to be an ever evolving dynamic practice. A practice that many are untrained or ill prepared to handle.

In order to achieve and maximise business profits/results why is it so often little importance is attached to managing one of the larger overheads?

Managing staff well is no soft option.

The investors in people scheme has done a lot to address these issues in larger businesses and corporations. What are the options for businesses with small staff numbers?

Finally there has to be a commitment to get staff management practices right otherwise this resource will under perform as will the business.

ADD-ON 2

**Leadership ‘checklist’ - Being a long-term effective leader**

The skill of the leader has a major influence on the success of the business, in developing individual and team commitment to achieving results.

This checklist can be used to identify areas in which leadership performance can be enhanced.

FOCUS ON RESULTS	*	Does each member of staff know exactly the results expected of him/her?
	*	Does he/she accept these targets?
LEAD BY EXAMPLE	*	Are you fully committed to the success of your business, and is this obvious to your staff?
	*	Do you care strongly about your quality standards, and neat, tidy working, in the things you do yourself?
	*	Do you put in the level of effort you expect of your team?
COMMUNICATE	*	Does each of your staff know how well the business is doing?
	*	Does he/she know future prospects, proposed developments, for the business?
	*	Does he/she know his/her own prospects regarding job security, development and promotion?
DELEGATE	*	Do you delegate detail work to your staff?
	*	Do you delegate as much responsibility and authority as they can take?
	*	Are you doing enough to develop their skills?
GIVE ATTENTION TO INDIVIDUALS	*	Do you continually give attention to individual’s needs, problems?
	*	Do you show how you value each individual’s contribution?
	*	Do your staff come forward freely with ideas for improvements?
BUILD	*	Do your staff work well together as a team?



TEAM SPIRIT	*	Does the team identify closely with the overall results of the business?
BE FAIR AND	*	Do you have clear, fair standards for work and discipline?
	*	Do you always apply these standards without favouritism or prejudice?
CONSISTENT		
ACT DECISIVELY	*	Are you always able to stand back from crises, holding true to practices of effective leadership?
UNDER PRESSURE	*	Do you keep firm control, with clear-cut decisions and directions?

(From ATB/LANTRA sources)

ADD-ON 3

**EXAMPLE WORKING FORMS:**

**PLANNING A MOTIVATIONAL STAFF MANAGEMENT APPROACH VIA A HERZBERG-TYPE APPROACH**

**Assumptions:**

- covers key areas but not necessarily exhaustive
- can apply to an 'unhindered' staff situation – one in which significant barriers do not exist (e.g. high level of built-up employee resistance to management)
- other staff management duties/practices are effectively taking place, e.g.s recruitment, application of employment law, training ,etc.
- the analysis of a given situation may well still be important, to tailor moves/practices to that situation.
- forms below are for outline guidance only – can be adapted to suit.

**STAGE I**

**PLAN: EFFECT GOOD WORKPLACE STAFF 'HYGIENE' IN THE BUSINESS**

**N.B.** Hygiene factors need to be at the level of not causing 'dissatisfaction' for most staff.



<b>Security</b>			
<b>Remuneration</b>			
<b>Supervision</b>			
<p>WORKPLACE 'HYGEINE' FACTORS</p> <p><b>Staff Relationships - with Managers</b></p>	PLANNED MEASURES/ACTIONS	TIMING	RESULT EVALUATION

*Staff Relationships – with peers			
*Personal life			

\*N.B. Care needs to be taken not to intrude into ‘employee only’ areas.

**STAGE II**

**PLAN: FOLLOW-ON GOOD WORKPLACE HYGIENE BY EFFECTIVE POSITIVE FACTOR PROVISIONS**

WORKPLACE POSITIVE FACTOR	PLANNED MEASURES/ACTIONS	TIMING	RESULT EVALUATION
<b>Achievement</b>			
<b>Responsibility</b>			
<b>Work itself</b>			
<b>Recognition</b>			

<p><b>Advancement</b></p>			
<p>WORKPLACE POSITIVE <b>FACTOR</b></p> <p><b>Employee personal/individual development/growth</b></p>	<p>PLANNED MEASURES/ACTIONS</p>	<p>TIMING</p>	<p>RESULT EVALUATION</p>





