



ENGAGE
FOR
SUCCESS

JULY 2021



POINTERS TO PEOPLE PRODUCTIVITY

#PEOPLE PRODUCTIVITY
@ENGAGE FOR SUCCESS

INTRODUCTION

In June 2020 #PeopleProductivity@Engage for Success was launched and for the last twelve months has been hosting a monthly webinar series.

The aims are:

- To promote and develop the links between people and productivity and the impact on business results;
- Influence **#PeopleProductivity** across the UK.

Through on-line conversations, we have been exploring a variety of different ways of approaching the #PeopleProductivity challenge faced by the UK. Participants have joined us each month to:

- Contribute;
- Collaborate;
- Co-create;
- Commit to action.

#PeopleProductivity exists with sincere gratitude to our amazing team of volunteers:

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A word of thanks to two people who helped to form the group: **Claire Ritchie** and **Hagit Amsterdam.**

WHY PEOPLE PRODUCTIVITY?

Productivity is core to the Industrial Strategy and the Engage for Success Strategy.

It is reported by the National Office of Statistics who define productivity as:

... A measure of the amount of output a business produces for a unit of input. In its simplest form, labour productivity measures the amount of output produced per worker: higher productivity means that a business produces more output for each worker it employs.

<https://www.ons.gov.uk/employmentandlabour-market/peopleinwork/labourproductivity/articles/howproductiveisyourbusiness/2018-07-06>.

The links between people and productivity are critical to success, yet when leaders and Executives refer to productivity, their language and thinking are more likely to refer to outputs and volume, tasks and processes.

WHY IS PRODUCTIVITY IMPORTANT?

Pre-Covid the UK were the lowest performers of the G7 countries, a staggering 30% lower than USA and 35% lower than Germany.

The impact of productivity to each and every one of us, is captured here:

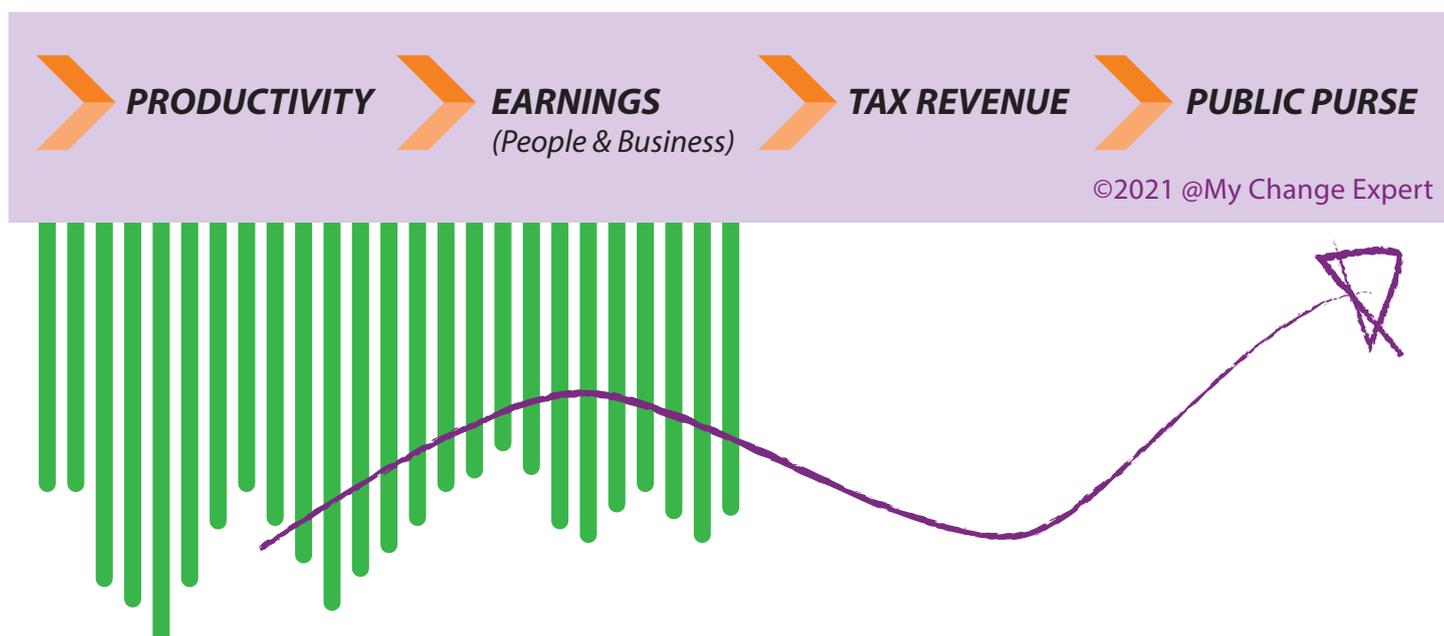
A deeper public purse will be key as the UK emerges from the civil restrictions caused by the pandemic.

OUR AMBITION FOR #PEOPLEPRODUCTIVITY@ENGAGE FOR SUCCESS:

- Executive Boards value the contribution that people productivity adds to their business results;
- Executive Boards become more interested in exploring new and different approaches to employee engagement/increasing employee voice as they become more aware of the drivers of Sustainable People Productivity;
- Engage for Success is regarded as a 'thought-leader' and go to place to access curated resource in respect of Sustainable People Productivity.

We invite you to explore our summary of the first 12 months to identify key tips and techniques to apply in your Boardroom and workplace. The content is gleaned from presentations given during the monthly webinars.

The tools, frameworks etc. highlighted are examples of what the presenters have used, and were keen to share with an audience. **We'd like to make clear that other tools, frameworks etc. are available.**



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WE HAVE SEGMENTED
THE CONTENTS IN THREE
SECTIONS:



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What is #PeopleProductivity?
Linking motivation to productivity
What really matters in motivation?
Linking Employee Wellbeing to
Productivity
Peak Productivity?
How the development of a coaching
culture can be linked to people
productivity

2

TEAM

#PeopleProductivity – Measuring
for Success
Making better decisions faster
Designing a productive future

3

PERSONAL

Productivity with the brain in mind

1 STRATEGIC



WHAT IS #PEOPLE PRODUCTIVITY?

LED BY FIONA ANDERSON, CHANGE CATALYST AT MY CHANGE EXPERT, ENGAGE FOR SUCCESS STEERING GROUP MEMBER AND #PEOPLE PRODUCTIVITY VOLUNTEER

Our first event invited participants to help define #PeopleProductivity and how it adds value to any business.

#PeopleProductivity wordcloud



At My Change Expert, a Highly Productive Culture is defined when:

“Leaders and managers create an environment where individuals, teams and the company thrive and grow.”

#PeopleProductivity is linked to efficiency and is underpinned by the **4 Enablers for employee engagement** identified by the initial MacLeod report by Engage for Success founders David MacLeod OBE and Nita Clarke OBE.

Today’s purpose-driven employees seek employers who contribute to the environment and their local communities. They also seek investment in their own wellbeing and development so that they can fully contribute to their team and support their employer’s business to thrive and grow.



Here are the pointers shared by participants when asked the question: **How do you best achieve People Productivity?**

Leaders

- Are authentic and seen as compassionate, honest, transparent, and having integrity. The Covid-19 litmus test: 'what is said' vs 'what is done in a crisis';
- Convey a sense of common purpose by aligning goals, targets and metrics to strategy;
- Articulate values and work towards them being aligned throughout the organisation;
- Do their best to make sure people feel motivated;
- Provide clarity around roles and responsibilities;
- Pay attention to physical and mental wellbeing as this is key to productivity being sustainable and especially important in the current climate;
- Provide their teams with appropriate supporting tools: (systems, headsets, technology etc.);
- Take time to listen to what individuals need, either by acting on the feedback or explaining why they can't act on it;
- Recognise achievements. Done in the right way, at the right time;
- Create sense of community. Encourage teams and individuals to find innovative ways of collaborating and connecting;
- Manage and develop working arrangements which encourage people to give of their best;
- Keep a close eye on engagement indicators (absenteeism, engagement surveys etc.).

Employees

- Understand what is expected of them and how they contribute to business performance;
- Feel they have ownership of their targets and goals;
- Feel good about what they do;
- Feel empowered, they are involved in developing solutions;
- Feel they have a voice;
- Feel listened to – they see action as a result of their feedback;
- Feel part of a diverse and collaborative community where people learn from each other;
- Are in regular touch with their managers;
- Receive and can give regular feedback.

Challenges to consider:

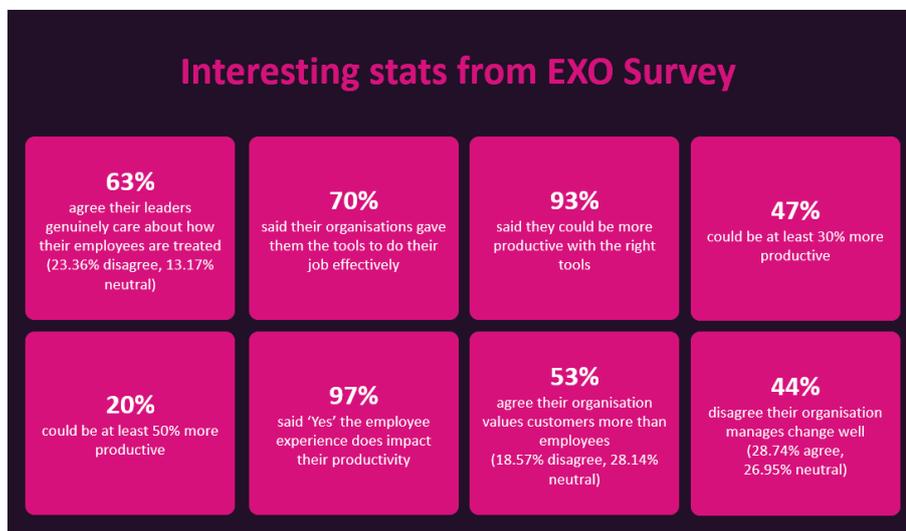
- How to provide leaders with support. Leading an organisation through and beyond Covid-19 has proved tough for many;
- How to develop and equip leaders and managers to deal with the complexities of our new 'normal';
- How to keep creativity going?
- How to prevent people from feeling isolated;
- How to create cohesive teams when people are remotely located/working from home and others are in the workplace.



LINKING MOTIVATION TO PRODUCTIVITY

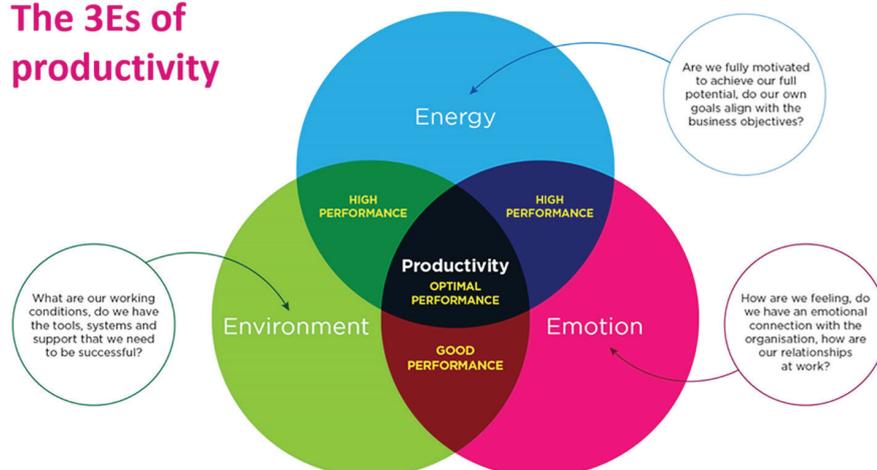
LED BY MIKE SHARPLES, CEO OF BRAND EXPERIENCES AND CO-AUTHOR OF *MONETISING THE EMPLOYEE EXPERIENCE*.

Brand Experience’s research shows a link between motivation and productivity. Although the feeling is that motivation is rarely discussed in the workplace.



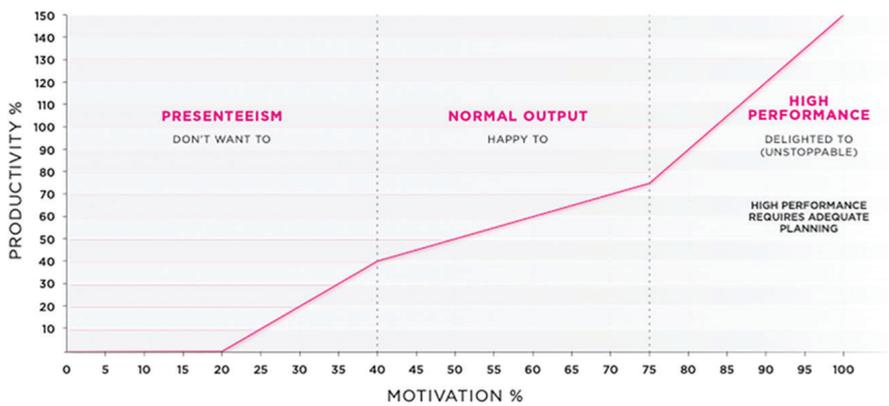
Working with the Institute of Internal Communication (IoIC), Brand Experiences undertook the Employee Experience Opportunity (EXO) survey. You can see some key findings (left).

The 3Es of productivity



Informed by the EXO survey, Brand Experiences produced The 3Es of Productivity. The suggestion is that organisations should focus upon Energy first, as this can bring about quick wins.

Linking motivation to productivity



The metrics (left) come from a tool called mojo, an employee motivation and productivity platform, powered by Motivational Maps. It is an ISO accredited self-perception inventory that not only provides you with a detailed description of what motivates each person, but also measures how the individual feels that each of their core motivational drivers are being met through their work.

This provides valuable insights for the individual, as well as the manager and leader of a mapped team.

The maps come in individual or team formats. Motivational Maps was created by James Sale through his extensive research into human motivation and the study of three primary sources:

- Abraham Maslow's Hierarchy of Needs;
- Edgar Schein's Career Anchors;
- The Enneagram, a personality profiling tool.

The many benefits of increased motivation are clear, and as these then impact upon productivity, you can see why it's suggested to focus upon Energy first.

Summary

Motivation demands to have a greater focus in the workplace, as it has a positive (or negative) impact upon productivity. Fully motivated employees can feel unstoppable and will then certainly impact the all-important bottom line.

The benefits of increased motivation

Increases:

- Energy
- Resilience
- Happiness
- Wellbeing
- Customer experience
- Relationships
- Job satisfaction
- Talent retention
- Productivity
- Fun!

Decreases:

- Stress
- Anxiety
- Frustration
- Absence and sickness
- Talent turnover
- Presenteeism

Supports a high-performance culture

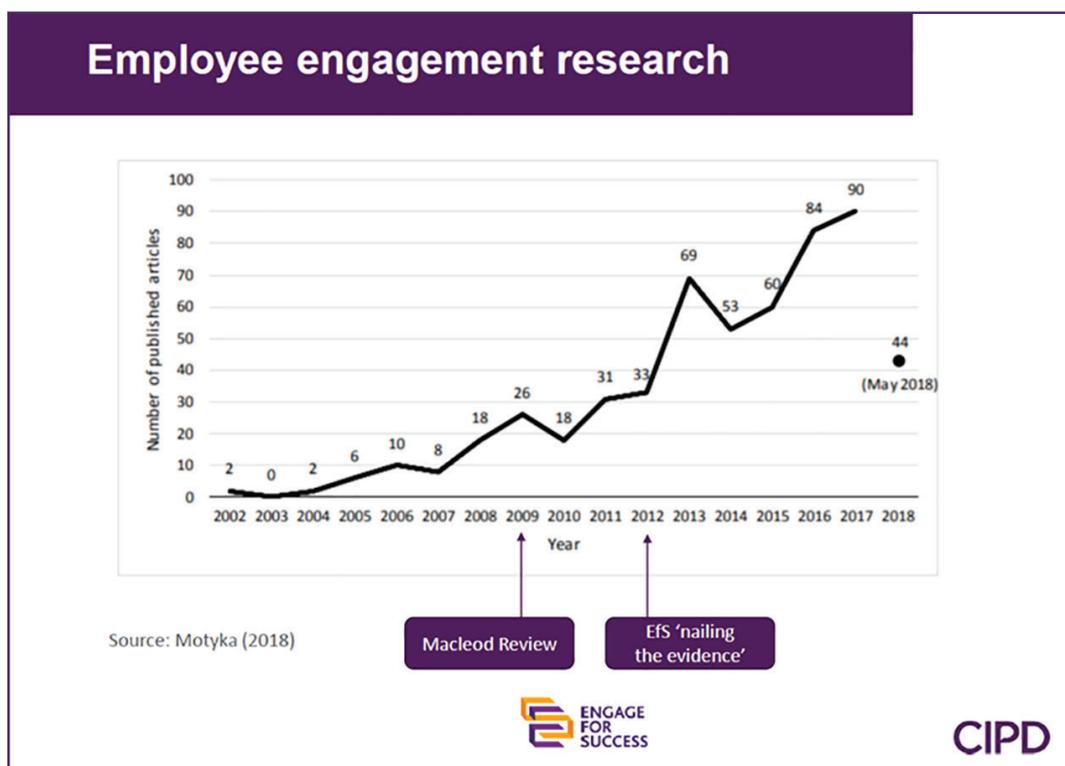


WHAT REALLY MATTERS IN MOTIVATION?

LED BY JONNY GIFFORD AND JAKE YOUNG, CIPD

Jonny and Jake presented on this topic off of the back of the extensive research, which can be found here: cipd.co.uk/evidence-engagement.

Their findings displayed that the amount of employee engagement research had risen sharply over the last 16 years, so interest in the topic was gathering - no doubt due to Engage for Success!



Their research on motivation found the following established theories:

- Social Exchange Theory: Where employees will repay kindness with kindness and are more likely to perform for a manager if they feel they are recognised and supported by them;
- Self-Determination Theory: Where people seek autonomy, competence and relatedness;
- Self-Regulation Theory: Where people consciously self-monitor, self-evaluate and self-react; largely to act in accordance with organisational norms.

- Social Identity Theory: Where people are motivated to achieve results that are aligned with their social identity—e.g. people who care about environmental causes are likely to be motivated to work towards goals which seek to highlight/enhance such things.

The research also questioned the validity of enduring research such as Maslow's Hierarchy of Needs and Herzberg's Motivation Theory. Are these popular just because people are familiar with them or their practical use? The mojo tool mentioned in the previous presentation uses Maslow - proof that the debate is live! The CIPD Research suggests that you should focus upon the four theories (left) in order to boost motivation.

Benefex's Wellbeing matrix illustrates the five pillars of wellbeing and hence any organisation would be advised to incorporate all five of these elements when developing their Wellbeing Strategy. It's important to ensure that they cover strategies which are designed to build longer-term habits to sustain good levels of wellbeing, along with providing support for any employees who may be in crisis and need short-term help.

Benefex's Wellbeing Matrix

Although wellbeing covers a complex set of issues, we believe there are five common and important elements that should form the foundations of any effective wellbeing strategy. Employers will have their own areas of focus and may drill down into more detail in some of these areas. Either way, we believe it is important to establish your own elements of wellbeing and ensure focus is on long term preventative and short term responsive measures.



Financial Wellbeing

Feeling confident in and



Emotional Wellbeing

A positive sense of



Physical Wellbeing

Employees ability to



Community Wellbeing

How connected we



Leisure Wellbeing

The satisfaction in the leisure

It was interesting when we asked the attendees what their organisations are doing that either help or hinder employee wellbeing and this is a flavour of some of their feedback:

HELPS	HINDERS
Social interaction with other employees	Lip service
Clear purpose, strategic narratives	Pressured deadlines, poor structure
Good work environment eg designed around nature	Blame culture
Leaders who are good role models in wellbeing and wellbeing ambassadors	Overloading people with work, tasks and poor processes
Creating space in work time for focus on wellbeing and use external guest speakers	Bad remote working practices - screen fatigue
A culture where you feel psychologically safe	Rigid work patterns
Mindfulness training	Having a one size fits all approach
Walking 1:1s rather than being on Zoom	Lack of communication
Leadership coaching	Poor management/leadership
Measuring the things that are important (eg engagement)	Having the wrong or too many KPIs

This diagram illustrates the development in maturity in the management of employee emotional wellbeing, using a combination of short-term and long-term measures to move from foundational to progressive.



PEAK PRODUCTIVITY

LED BY FIONA ANDERSON, CHANGE CATALYST AT MY CHANGE EXPERT, ENGAGE FOR SUCCESS STEERING GROUP MEMBER, AND #PEOPLEPRODUCTIVITY VOLUNTEER

Webinar participants were invited to dig deep to:

- Reflect on what we have learnt from Covid;
- Translate insights into action;
- Add value to your bottom line.

“Your people, grow your business”



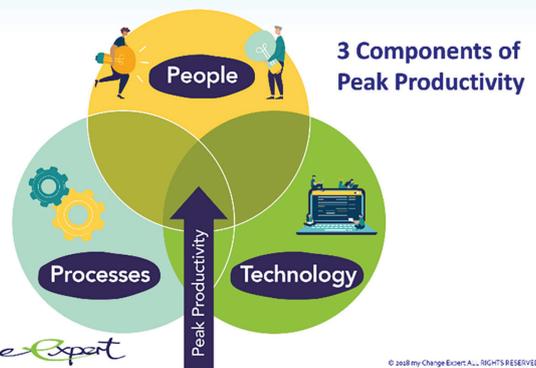
At My Change Expert, rooted in the belief that it is your people who grow your business, our experience indicates that Peak Productivity is achieved through combination and alignment of People, Process and Technology.

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The majority of our working population are purpose driven, they are attracted to work for a company culture that aligns with their values and life goals. Today, new recruits are seeking flexible working patterns, they are exploring how a potential employer manages their employee experience through Covid. Your people are seeking investment in them as a human being at work and at home. They are inspired by managers who are interested in their strengths and understand how they can best contribute to the company success. Your people respond best when coached and when empowered and involved to develop solutions. Your people can fully contribute to peak productivity as a result.

To streamline productivity and increase bottom line performance, most companies are likely to invest in technology and adapt their processes. The reality is that bottom line results are difficult to increase when investment in their people and their company culture is missing.



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Culture Costs:

How are behaviours affecting productivity in your company? **A recent calculation with a client identified that their company culture is potentially costing them £1.4m a year.** How could your people, your teams and your business thrive and grow with £1.4m to invest?

To explore how much your culture costs, a recent Engage for Success blog shared two techniques to attract attention and ignite action from your Executives and Leaders. Discover more here <https://engageforsuccess.org/culture-and-working-environment/culture-costs-influencing-strategy/>.



Most companies are good at clarifying **“what”** is expected of their people in terms of actions and outcomes.

Few are comfortable setting clear expectations around **“how”** people do things, their attitude and behaviour.

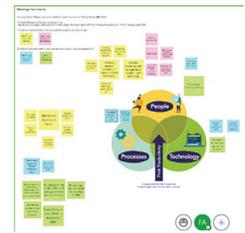
When focussing on people it is evident that leaders and managers are more comfortable measuring and managing **what** their people do. They lack confidence and as a result ignore **how** people are at work.

It is often quoted that 20% of your people, take 80% of your management time. Think through the people issues that you are currently managing and their impact on your ability to achieve your own and team/company wide Peak Productivity.

To achieve #PeakProductivity it is key to include **what** and **how** when you consider the People Component for Peak Productivity.

Peak Productivity - facilitated workshop

- What am I doing that is having a positive impact on my productivity?
- What am I doing that is having an adverse impact on productivity?
- What am I bringing with me to increase productivity in the workplace?
- What am I leaving behind?
- One thing we can all commit to, to collectively Grow a Highly Productive Culture?



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In preparation for **hybrid working**, participants were invited to use the Peak Productivity model, with the questions above to collate responses and take action based on :

- 1 Identifying techniques and behaviours that both contribute to and undermine productivity during Covid restrictions.
- 2 Prioritising what they need to bring with them and what to leave behind to achieve individual and collective Peak Productivity going forward.

This technique helps you explore your individual and collective realities in terms of how productive we are at work. It can be used with teams in your company from Executive Team and throughout.

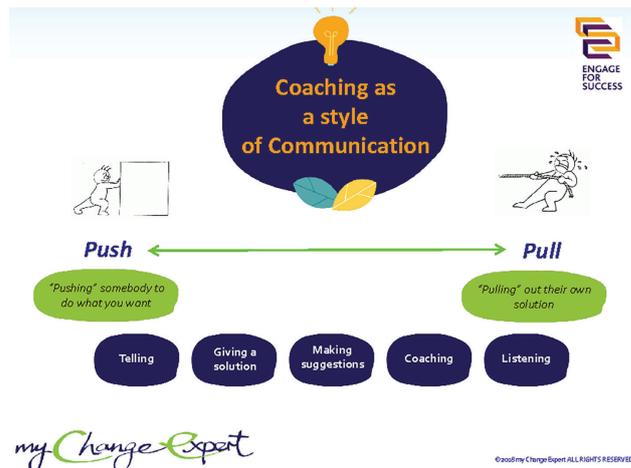
HOW THE DEVELOPMENT OF A COACHING CULTURE CAN BE LINKED TO PEOPLE PRODUCTIVITY

LED BY JILL MUNDEN, PRINCIPAL CONSULTANT MIND REACH, MY CHANGE EXPERT AND #PEOPLEPRODUCTIVITY VOLUNTEER

We asked people the question, “**When are you at your most productive?**” These are the key themes they came up with:

- When I’m empowered to take ownership;
- When I have a voice and I’m listened to;
- When I’m encouraged to experiment and be creative without fear of blame;
- When my strengths are valued and fully utilized;
- When I feel connected and aligned to values/ purpose;
- When I’m able to bring my whole self to work.

This is where the link with coaching comes in!
We looked at what coaching is.



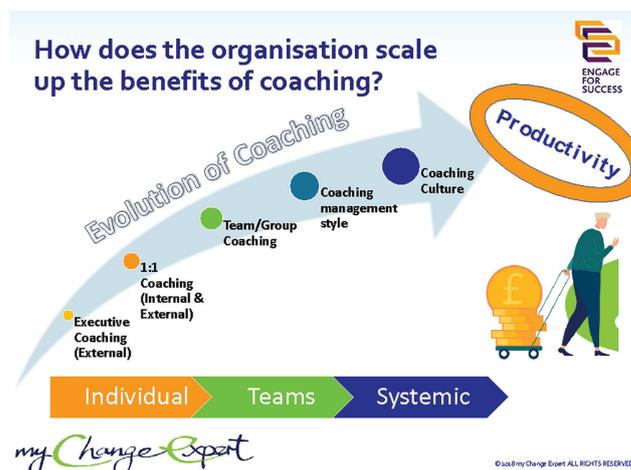
When coaching is used to help somebody tap into their own resources and capability, they will undoubtedly feel more confident (as opposed to just being told what to do) and will ultimately feel more **empowered, energized and engaged**.

This is the exact state that people said they need to be in, to be most productive.

We can conclude that there are wide ranging benefits of coaching for organisations, which clearly includes productivity so, how can they leverage this value further?

We asked attendees where their organisation was on the evolution of coaching. The feedback showed:

- Over 50% were around the midway point whereby they were using coaching, not just for managers and leaders but for facilitating team performance too;
- 7% reported being fully evolved at the systemic coaching culture end of the spectrum.



The bottom-line impact?



- Exec coaching = average **ROI almost six times cost of coaching**
 (Manchester Inc)
 - Productivity
 - Quality
 - Organisational strength
 - Customer service
 - Reducing customer complaints
 - Retaining executives who received coaching
 - Bottom-line profitability
- Training = 22% increase in productivity
 Training + Coaching = **86% increase in productivity**
 (Personnel Management Association)

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We also asked our attendees what their top priorities would be to further evolve coaching within their organisation and these were some of the most popular answers:

- Create a strong business case based on the “why” coaching is important;
- Create an appetite and energy for coaching;
- Get senior buy-in and ensure they are walking the talk;
- Start with one department to evidence the value;
- Share great stories of success;
- Identify small steps and the specific behaviours required;
- Focus on values;
- Embed behaviours such as transparency, allowing people to make mistakes;
- Find coaching champions who are already embedding it into everyday practice;
- Provide more opportunities for coaching development;
- Create simple videos on the “how” of coaching and coaching demos;
- Upskill and invest in development such that everyone is coached and is a coach.

The second question we asked was what barriers might they encounter on their journey of coaching development?

- Lack of buy-in from senior leaders/managers;
- “Yet another programme”!
- Managers not trusting their staff;
- People at different stages of their personal evolution;
- Inconsistent culture – some ready and others not;
- Great internal coaches moving on too quickly;
- Silo behaviour;
- The go-to response is fire-fighting – don’t stop to consider that they could coach;
- Allocating quality time;
- Maintaining longer-term focus rather than being distracted by the next objective;
- Commitment/belief that coaching conversations are kept confidential.

2

TEAM

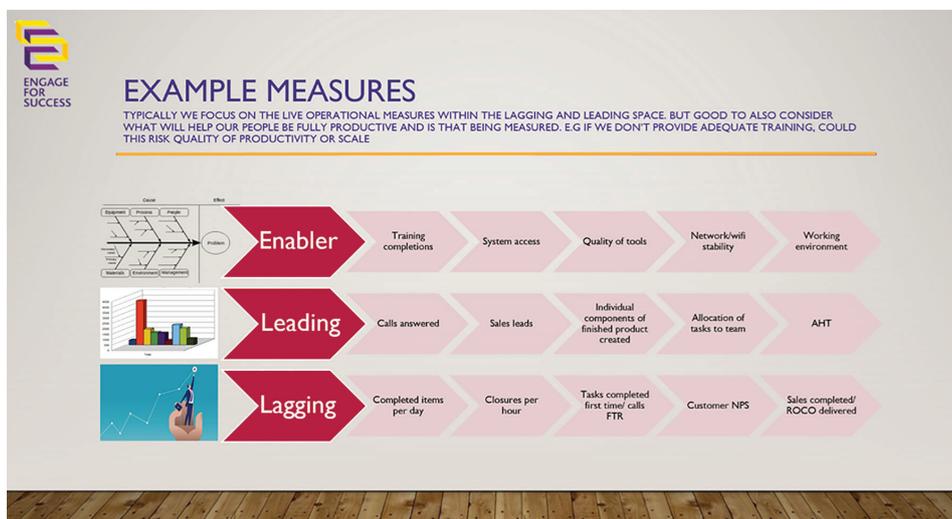
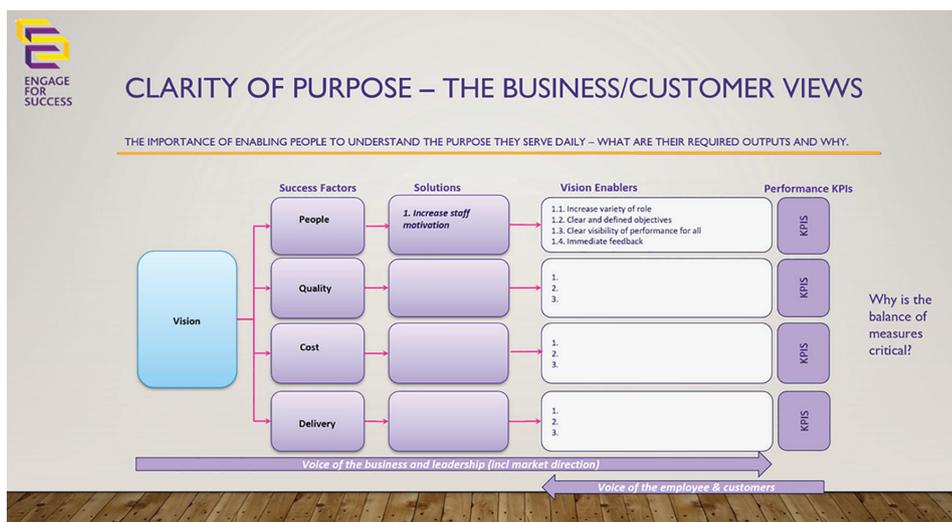


LED BY SCOTT ROLPH, BT GLOBAL
 HEAD OF CONTINUOUS IMPROVEMENT
 AND TRANSFORMATION AND
 #PEOPLEPRODUCTIVITY VOLUNTEER

#PEOPLE PRODUCTIVITY – MEASURING FOR SUCCESS

As part of our 'Measure for Success' session, we discussed the importance of having clearly aligned goals/objectives for our people. Setting a clear vision that everyone can respect and work towards, which then cascades down into a series of clearly measurable and achievable local KPIs. The model (right) lets you consider the breakdown of measures (e.g. People measures, quality, cost and delivery), then what you are aiming to drive (solutions), then 'how' you will do that (vision enablers) and finally the KPIs to measure the enablers. This makes it clear to everyone, how they will be measured and how that underpins their role in working towards the company vision.

When considering what measures to use, consider the 3 lenses (bottom right). There will naturally be 'lagging' measures which are your overall outcomes expected (usually driven by customer demand, business requirements), however, these can only be met by having clear 'leading' measures which enable your teams to understand 'how' they will achieve their deliverables. Finally (and sometimes forgotten) are the 'enabler' measures which monitors how you as an organisation are supporting your people to best enable them to meet their deliverables, this can range from the quality of training, to the systems and tools you supply them with. Low quality tools can lead to low performance so it keeps everyone focussed on their part to play in enabling peak productivity.



KATRIN KIRCHEIS, WORKPLACE TRANSFORMER,
KIKA TRAINING AND KIKA SERVICES, AND
#PEOPLEPRODUCTIVITY VOLUNTEER

Most people are frustrated with traditional meeting structures and decision-making processes. In fact, slow decision-making is the #1 complaint of most teams, and reason for project delays and failures.

Use the 'Consent Decision-Making process' to:

- Lay the framework to make you and your team more efficient and effective;
- Include everyone's expertise and experience;
- Make better decisions faster.

MAKING BETTER DECISIONS FASTER

Make decisions that are good for your customers, suppliers, and business!

Participants and roles



Everyone who is affected by a decision should have a say in it.



Employee Voice



Engaging Managers



You need a **proposer** and a **facilitator** for the process. They can be the same person and can still be part of the process.

Consent decision-making process



The **proposer** states the proposal: *'I propose that we...'*



The **facilitator** asks **each participant** if they have questions. (R)



The **facilitator** asks **each participant** if they have suggestions. (R)



The **proposer** takes notes and rewrites the proposal if needed.



The **proposer** states the revised proposal: *'I propose that we...'*



The **facilitator** asks **each participant** if they agree or object.

Ground rules



Everyone gets to speak

Go around in circles to give everyone a chance to ask questions, make suggestions, or pass.



Objections

'I don't like it.' or 'I'd rather...'
are **not** objections. A valid objection needs to point out a risk in moving the proposal forward.



End result

Your decision needs to be **good enough for now and save enough to try. Not perfect.**

Benefits



- **Decisions are more robust and made faster.**
- **Decisions are made together - no one can complain about the results!**
- **You can trial decisions and change them again if they don't work out as expected.**

DESIGNING A PRODUCTIVE FUTURE

LED BY KAREN NOTARO
#PEOPLEPRODUCTIVITY VOLUNTEER AND
BEN CLAYTON, MINISTRY OF JUSTICE

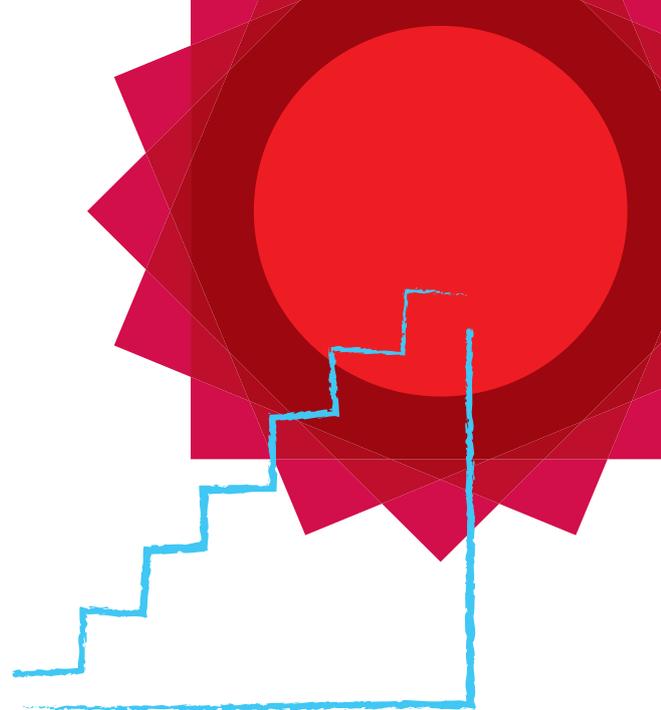
Karen and Ben took people through their approach to a hybrid future, to:

- Reflect on what we have learnt from Covid in terms of enabling flex at work;
- Look at creating personas to understand people's experience at work;
- Focus upon: Our people, our future approach.

Flexibility

Why being flexible matters?

- There has always been a lot of talk in the workplace about people having a work/life balance
- Since the pandemic this has become even more important with people talking about the impact that it has had on their productivity and wellbeing
- People prior to COVID were talking about "when can I work from home?" but we are seeing a shift now to "why should I go into the office?"
- In order to address work/life balance, wellbeing and productivity employers need to enable people to be able to work when and where they want to ensure flexibility to meet the needs of its people.



Personas

Billy – a front line worker



“ I really enjoy my job it is interesting, and I get a sense of personal accomplishment on seeing a task through to its conclusion. It is tough on the frontline; I must come into the workplace when others get to stay safe and work from home. I do feel that this is unfair as due to a lack of resources I struggle to finish work in an allocated time. I hear from the news that there is no money to deliver justice and I do feel that there is conflicting information about the impact of COVID. ”

“I know my department tried to keep me safe, but I have heard others say elsewhere it is better. I want things to be more manageable and for there to be a fairness in how it is decided on who can work from home, even if this is on a rota basis.

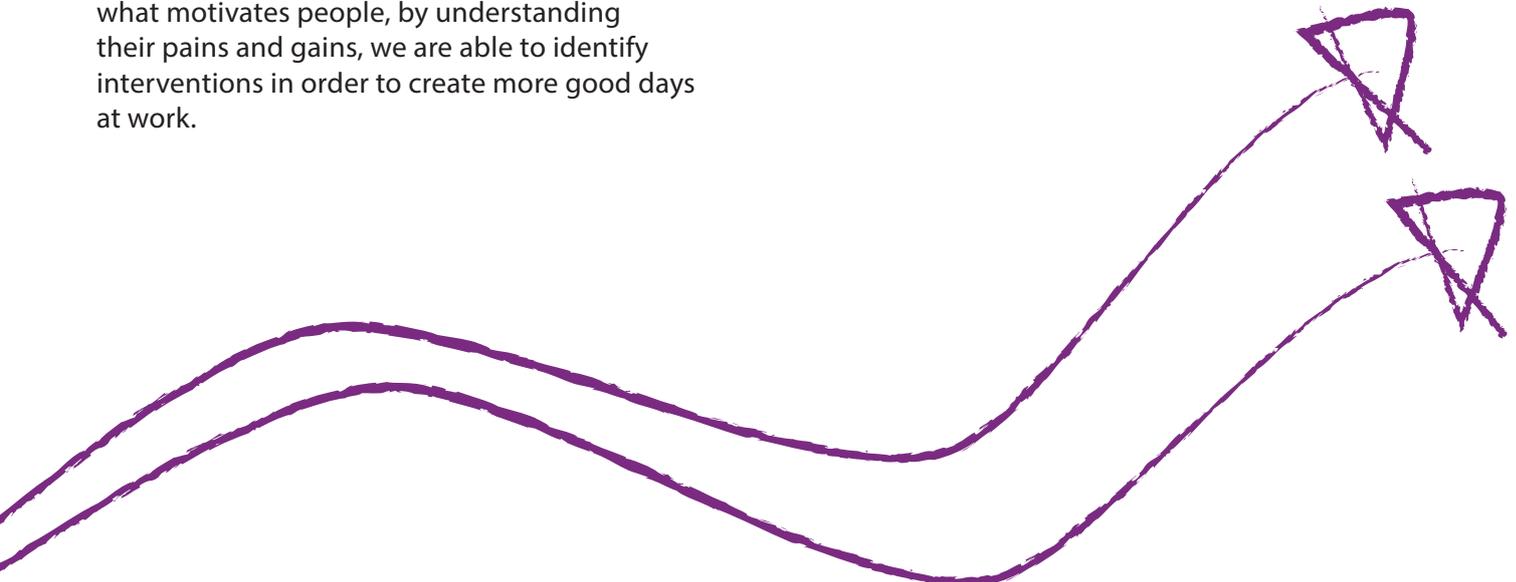
We need better support for mental health from professionals and I would like to restart the training I had to stop due to COVID. I want to be able to contact my manager and colleagues who are at home but can never seem to be able to get through to them and would like leaders to be more visible like they were at the start.

Ultimately, I want to be able to work from home, to be supported by my team and my manager and for us to learn from what COVID has taught us by updating our practices such as how and when we work.”

Our People, Our Future Vision

Create productive and sustainable new ways of working to allow our employees to thrive to ensure business success

Pen pictures are our way of understanding peoples lived experience of work. By knowing what motivates people, by understanding their pains and gains, we are able to identify interventions in order to create more good days at work.



3

PERSONAL



PRODUCTIVITY WITH THE BRAIN IN MIND

LED BY DR ANN TERRY, ENGAGING SOLUTIONS

Two things that are challenging most organisations today are the sense of overwhelm and uncertainty about the future. Both of which are challenging for our brain at work. This is at a time when we most need our teams to be able to navigate changes and be agile whilst increasing productivity.

What happens to our brains during overwhelm?

The part of our brain that helps us with productive thinking, making decision and working well with others is just behind our forehead, the prefrontal cortex. It is the high performing sports car of our brain. It can do incredible things but is heavy on the fuel required for productive performance and needs careful handling.

In a working day we can typically manage 4-5 hours of highly focused productive work, after that we will start to noticeably slow up and be at more risk of errors. If you add into the mix multitasking, a requirement of most workplaces, then this figure is dramatically reduced. Our brains do not seem to be able to multitask that well, it is estimated that less than 10% of the population can truly multitask.

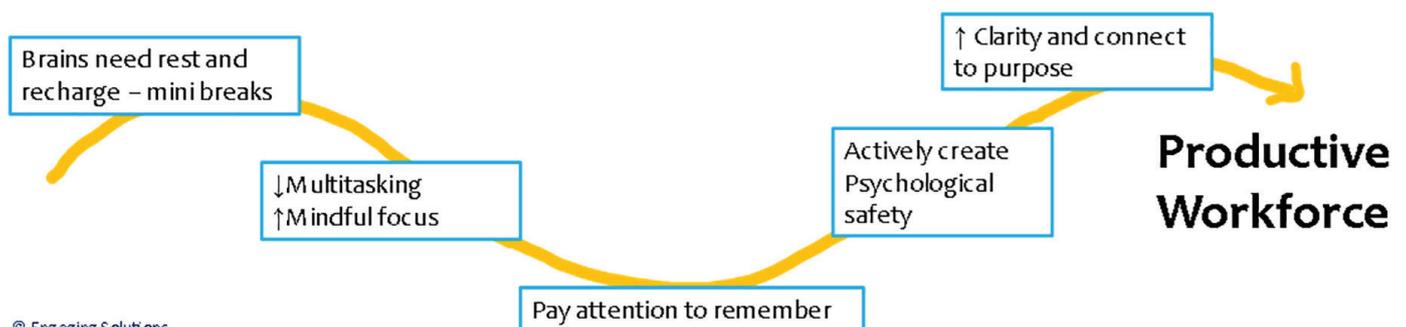
Typically, in most of us mere mortals, the brain is not really multitasking. What is happening is the brain stops focusing on one task and moves to others, essentially toggling between the two. This swapping is expensive in terms of productivity even though it only takes fractions of a second. Various studies have shown that when performing two or more tasks at once, the productivity on any one of those 'jobs' drops to less than 40 %. When you add in more different tasks the loss of productivity will increase. This could lead to the equivalent of a 70% drop in productivity over a full working day. Signs that this has happened is when you arrive at the end of the day and feel absolutely "brain dead" and wondering "What have I achieved today?".

Recent research is indicating that this swapping between tasks can also have a negative impact on our memory, particularly when we are learning new things like procedures or new software applications. Again, these are things we are all currently navigating as we adapt to new ways of working.

And what to do about it

- The major thing is to reduce multitasking when doing complex thinking such as planning or learning something new. Set the timer for focused sessions, switch off emails, phones and put up an 'In meeting' notice.

Productive brains



- Things that can recharge the brain include taking regular breaks and moving your body, rehydrating, softening the focus with some mindful breathing. This only needs to take a few minutes and the effect on productivity will be noticeable. When doing novel activities, the brain needs to have more regular breaks usually after 45 mins of focused concentration;
- Shorter meetings with pre circulated information. This helps cut down multitasking as people are not trying to understand and assimilate information at the same time as making decisions and planning action steps;
- Ensure you include everyone in the meeting; using chat box and other online tools can help here. Have 50 min rather than full hour ones to enable people to get clear in their own minds actions they need to take from one meeting plus get their thoughts and body recharged for the next one.

Dealing with uncertainty

In the current climate certainty is something that is in short supply. For most of us, our brain struggles with uncertainty, it sees it as a threat. The part that is particularly negatively affected is the prefrontal cortex again, that high maintenance area just behind your forehead.

Uncertainty can result in a reluctance to work with others and see their point of view, a focus on problems and difficulties rather than solutions. You may also notice an increase of blaming others, increase conflict and a rise in procrastination on important tasks.

Understanding and developing strategies, practices and cultures that keep employees' brains as high functioning as possible is being translated into practice by increasing numbers of multinational companies in recent years.

- What habits and practices could you encourage in your workplace to support productive brains?
- What can you do create clarity during uncertain times to further support productive brain functioning?

Tips to reduce impact of uncertainty on our brains

- Give a clear sense of purpose for even small change
- Give clarity about what is known and unknown
- Have conversations that review learning and progress regularly
- Structure meets to include everyone's perspectives e.g. chat boxes, polls breakout rooms



Get involved with #PeopleProductivity

You can find the full slide decks via our #PeopleProductivity LinkedIn group: <https://www.linkedin.com/groups/8964370/>

Our focus for the next 12 months will be to continue with online events and to grow leadership awareness. We aim to be introducing a toolkit and we may even host a conference. (Perhaps, even an in-person event!)

Interested to find out more? Then please email: fiona.anderson@mychangeexpert.com.



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