



# SEIZE THE MOMENT DELIVER THE FUTURE

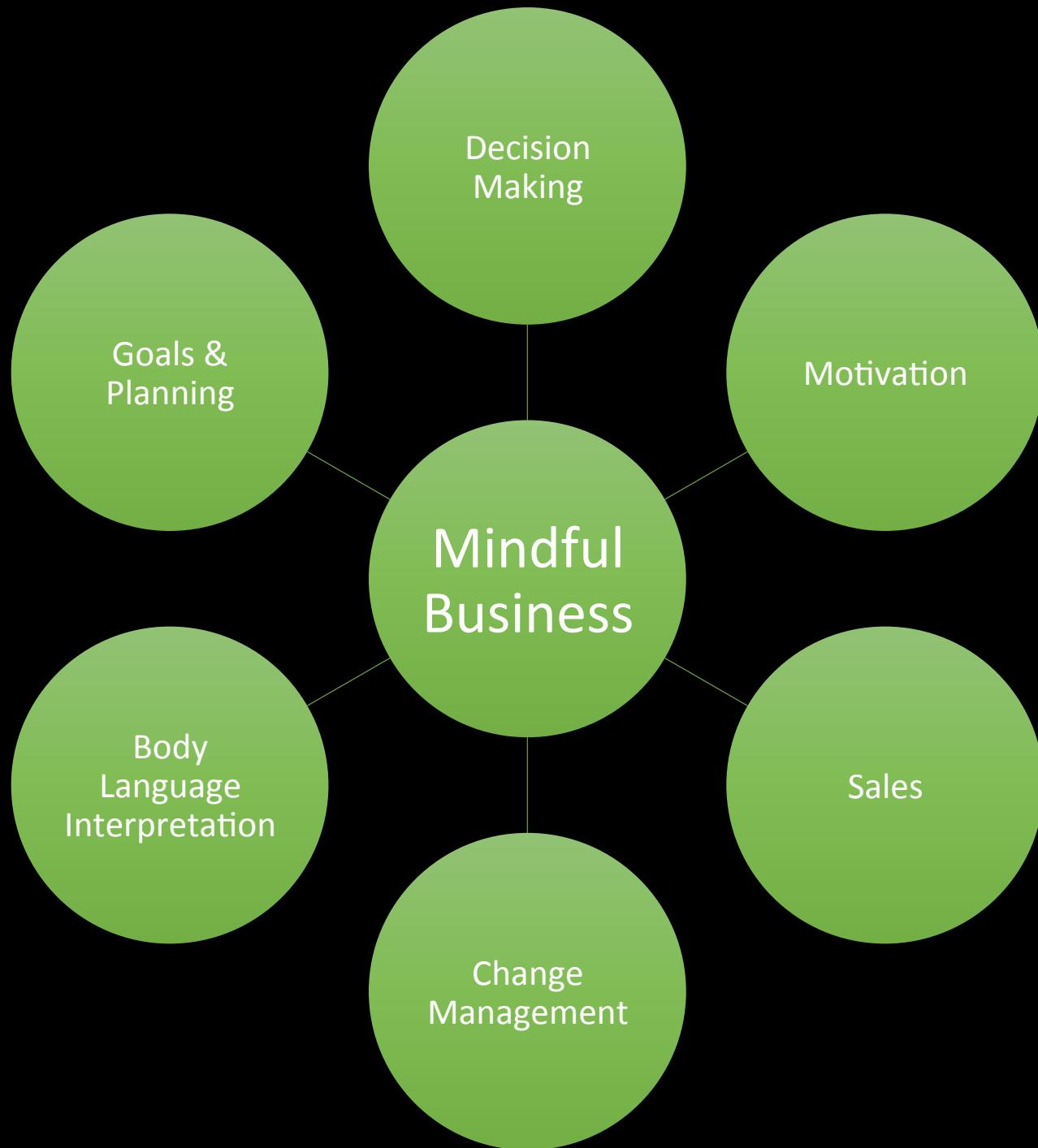
HCA National Leadership and Development Forum 2017

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# IT'S TIME TO **DELIVER**

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with  
David Meade



# PREFACE

Unprecedented period of change

Downward pressure on budgets, upward  
pressure on productivity

Growth objectives

The challenge is to think differently



# STAND UP!



# LEADING THROUGH CHANGE

TECHNOLOGICAL  
REALLOCATION OF RESOURCES  
CHANGE IN PATTERNS OF WORK



# **Awareness Test**





# CHANGE EROSION

Decision Making – Rooney 2013

Motivation – Devine, 2002

Observable Innovation – McCall, 2014



# SKILLS FOR GROWTH

Decisional Confidence  
Professional Enthusiasm  
New Product/Solution Generation

(Orren G 2003)



# OUR AGENDA

How everyone can tackle and nourish these essential personal growth skills

- Drive the decisions that achieve engagement
- Understand how motivation works
- Developing a performance mindset



# WHY ARE WE SO EASY TO PERSUADE?

Human beings are ineffective decision makers  
The qualitative/quality paradox

(Meade 2012 – pre pub.)



# DECISION MAKING EXERCISE



# PAUSE

IN ANY PITCH OF (FOR EXAMPLE) 5 OPTIONS,  
WHERE SHOULD YOU PRESENT THE ACTION  
THAT YOU PREFER?

- 1.
- 2.
- 3.
- 4.
- 5.



# PAUSE

IN ANY PITCH, WHERE SHOULD YOU  
PRESENT THE WEAKNESSES OF ANY  
GIVEN COURSE OF ACTION?

EARLY IN THE PRESENTATION  
LATE IN THE PRESENTATION



# PAUSE

YOU HAVE BEEN GIVEN TWO COURSES OF ACTION THAT YOU NEED ONE OR BOTH TO BE SUPPORTED. ONE REQUIRES FAR MORE SIGNIFICANT INVESTMENT.

WHICH SHOULD LEAD THE WAY? ASK BIG, OR ASK SMALL?

DEALING WITH SOMEONE SENIOR (LARGE THITTLE)

DEALING WITH SOMEONE JUNIOR (LITTLE TH LARGE)



# PAUSE

YOU WANT SOMEONE TO DO SOMETHING  
IT MORE PERSUASIVE TO:

HIGHLIGHT THE BENEFITS OF DOING XYZ

HIGHLIGHT THE LOSS/DANGERS OF NOT  
DOING XYZ.



# WHAT YOU NEED TO KNOW

- Negatives are retained more easily
- More likely to be recounted
- Bad news is intoxicating
- News culture



# PAUSE

YOU ARE RUNNING A RESTAURANT, AND ON AVERAGE 39% OF RESERVATIONS ARE NOT KEPT BY CUSTOMERS. HOW CAN YOU PERSUADE CUSTOMERS TO EITHER KEEP THEIR RESERVATIONS, OR CALL AND CANCEL?

HOW TO REDUCE IT TO 28%

HOW TO REDUCE IT TO 21%?

HOW TO REDUCE IT TO 12%



# WHAT YOU NEED TO KNOW

- Commitment is the second strongest means of persuading the individual.
- Personal connection
- Social proofing
- Written versus verbal



# PAUSE

THE HOTEL BEDROOM





# PAUSE

GRAND CANYON. HOW CAN YOU REDUCE  
THE AMOUNT OF ROCKS TAKEN FROM  
THE ESTATE?

*"Last year nearly 20,000 people removed or plant artefacts from the Grand Canyon facility. Please keep the place beautiful by taking only pictures and leaving only footprints."*



# WHAT YOU NEED TO KNOW

- Based on observation analysis, the number of artifacts removed **INCREASED BY 29%**
- The principles were used incorrectly and backfired.



# PAUSE

HOW TO REDUCE ENERGY CONSUMPTION, USING A STOP LIGHT.

RED

AMBER

GREEN

USING TOO MUCH  
USING JUST ENOUGH  
GREAT, YOU'RE USING LESS THAN YOUR NEIGHBOURS!



# CORPORATE SOCIAL RESPONSIBILITY

In the context of volunteer work

Please be generous  
You can make a difference  
Every minute and hour helps

*Large UK hotel chain adopted differently branded campaigns to see which would get the best buy in for socially responsible activity.*



# IN PRACTICE CORPORATE SOCIAL RESPONSIBILITY

In the context of volunteer work

Please be generous (21 hours volunteered)

You can make a difference (18 hours volunteered)

Every minute helps (29 hours volunteered). Every hour helps (12 hours volunteered).

**Start small – push the weaknesses!**



# UNPACKING MOTIVATION

Fundamentally about performance improvement.

How does it really work?



# UNPACKING PERSUASION

- Persuasion is the oxygen of a successful organisation.
- When most organisations wish to increase motivation, they tend to increase the quantitative incentive/reward.
- Reward motivation and persuasion are actually very different factors that are related tangentially.



## MOTIVATION OR REWARD?

WHEN ASKED WHAT TECHNIQUES THEY WOULD USE TO INCREASE MOTIVATION/PRODUCTIVITY, 71% OF HR PROFESSIONALS ANSWERED

INCENTIVE

PERFORMANCE  
RELATED PAY

REWARD

Most referred to financial inducement in their top 3 methods.  
(UTU, 2010)

# WHAT'S THE BEST REWARD?



# SHELF STACKING STUDY

(Chain Pharmacy USA)

Their job was to replenish retail shelves

Fake Reason: to test for wrist strain

Real Reason: to test for productivity



# FOUR GROUPS

Financial Reward - \$15

Token Reward - \$1

Token Reward - \$1 chocolate bar

Thanks Only (no gift/reward)



REWARD	WEEK 1	WEEK 2	WEEK 6	% change
Financial - \$15				
Token - \$1				
Token - \$1 Chocolate				
Thanks only				

- Numbers refer to productivity i.e. how many cans were stacked correctly on the shelf in the allocated time
- Red data indicates a decrease in productivity
- Green data indicates an increase in productivity
- Black data indicates no significant increase or decrease

# CASE STUDY

Exactly the same results have been replicated for almost two decades across cultures and industries.

What does this tell us about motivation?

Lower the financial value/Higher human value

Why?

Market Motive vs Social Motive



## What does this mean for you?

Produced  
more

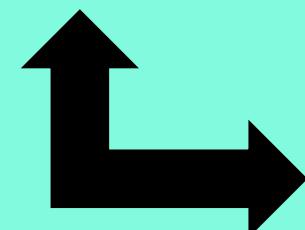
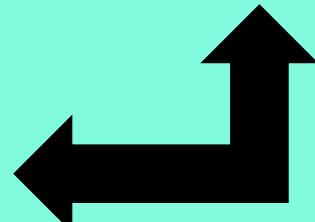
Enjoyed  
the activity

Social and  
human motive  
drives  
performance

Social  
motive

Were more  
engaged

Were more  
loyal  
(4% absenteeism  
vs 19%)



# MARKET SOCIAL MOTIVE VS SOCIAL MOTIVE

The market motive is underpinned by an individual's desire to earn something of value. (Money/Time/Prize)

The social motive is underpinned by an individual's desire to like and be liked – to engage socially.

Human/personal reward is up to 5 times more meaningful than a financial reward, and the results can be seen in loyalty and productivity.



# SOCIAL MOTIVE

Had higher productivity

Enjoyed the activity

Were more mentally engaged

Greater loyalty (only 4% absence vs up to 19% across other financial reward groups)

Raimund: Efficient & Effective (34/38k)

Gordon: People make the difference



IF THE ONLY INCENTIVE/REWARD  
YOU HAVE FOR YOUR STAFF TO  
WORK WELL IS **SALARY** – YOU  
ARE MISSING OUT ON INCREASED  
PRODUCTIVITY, LOYALTY AND  
ENGAGEMENT.



# MAXIMISING TEAM PERFORMANCE

- Fundamentally about performance improvement
- Attitudinal change – positivity
- How does it work?

Motivation Exercise



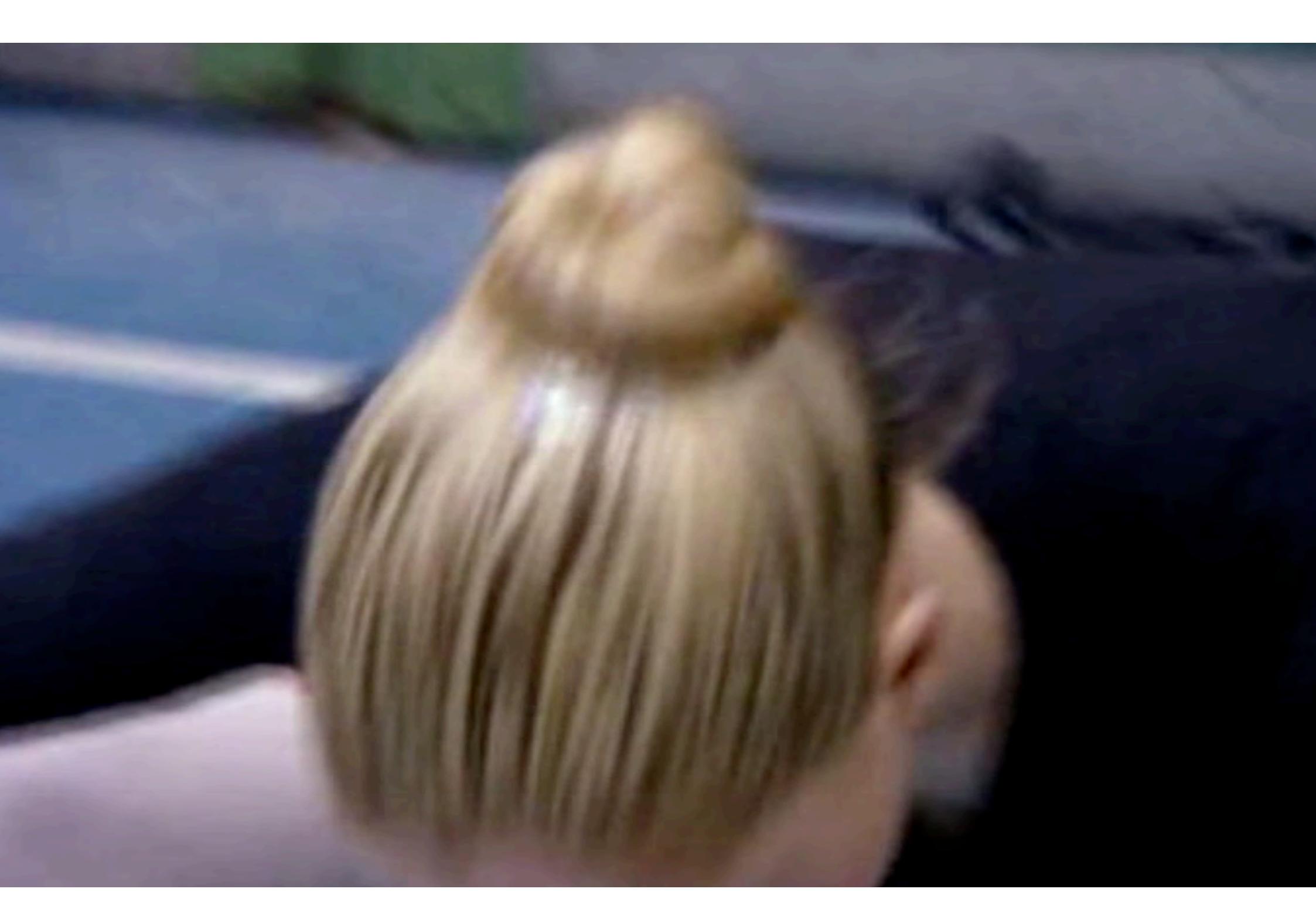
# UNPACKING MOTIVATION

- Social Proofing
- The most influential decision related tool any individual can employ.
- The Hotel Bedroom – Accounting exercise to save money through energy reduction.



# ACHIEVING THE POSSIBLE







Group	Positive	Non-Positive	Change %
a	19	13	46
b	18	12	50
c	16	9	77
d	<u>18</u>	<u>14</u>	<u>28</u>
e	21	14	50
f	20	13	54
g	<u>29</u>	<u>11</u>	<u>163</u>
h	19	10	90
i	17	9	89
j	18	10	80

Data in Red should be ignored in view of a situational outlier  
 Date in Blue represents case being discussed

# MOTIVATION & RESILIENCE

Motivation is the oxygen of a successful organisation.

When most organisations wish to increase motivation, **they tend to increase the quantitative incentive/reward.**

**Reward motivation and persuasion are actually very different factors, that are related tangentially.**



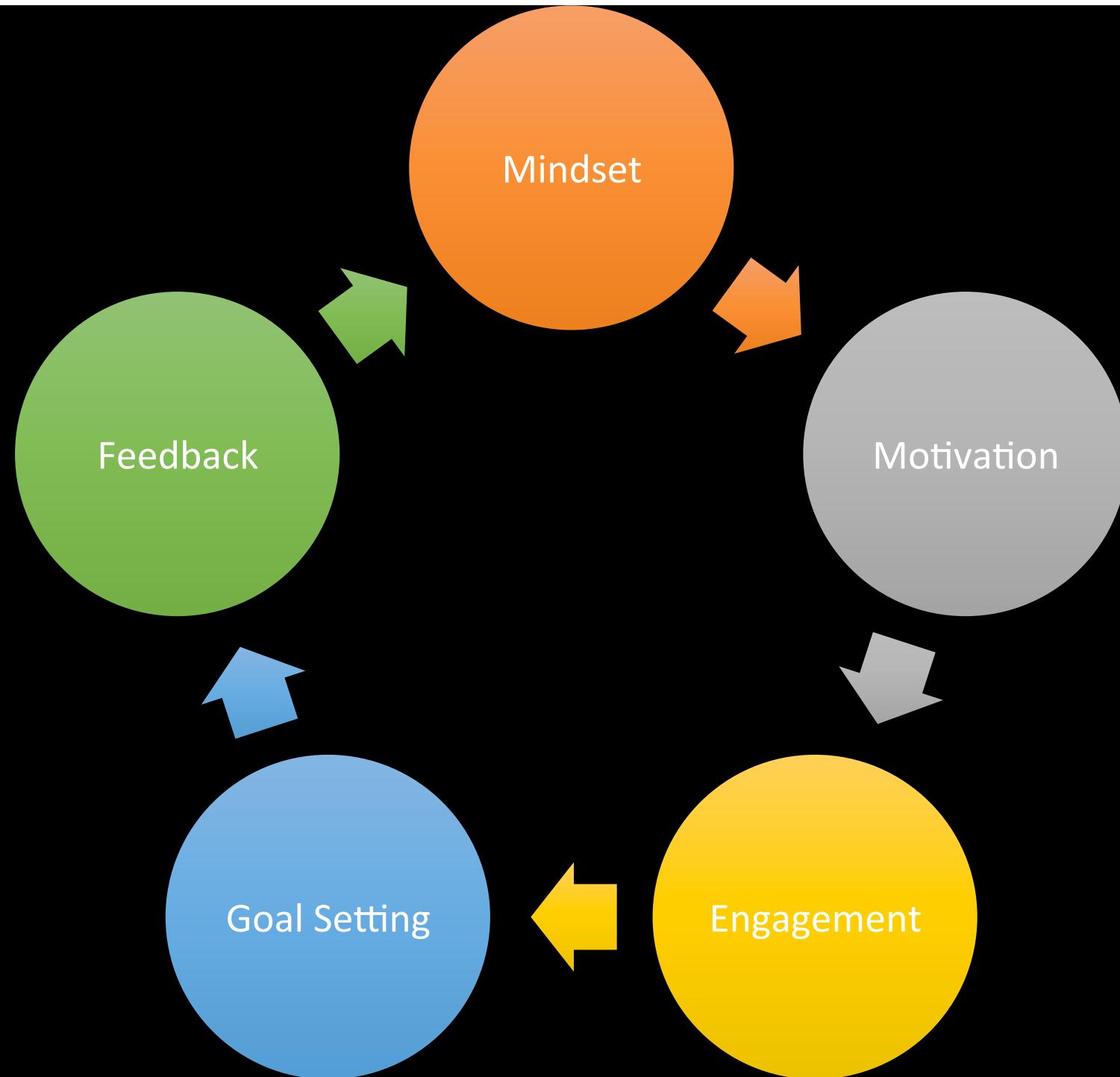
# THE SCIENCE OF ACHIEVEMENT

By Defining. We Create  
Science of Positivity  
Ide motive Reponses  
Visualizing Achievement

Dowsers, Pendulums, Athletics, Healers, and Liars!



**STAND UP!**



PERSISTENCE  
BEATS  
SMARTS



PERSISTENCE  
BEATS  
SMARTS





UNITED STATES MILITARY ACADEMY  
**WEST POINT**

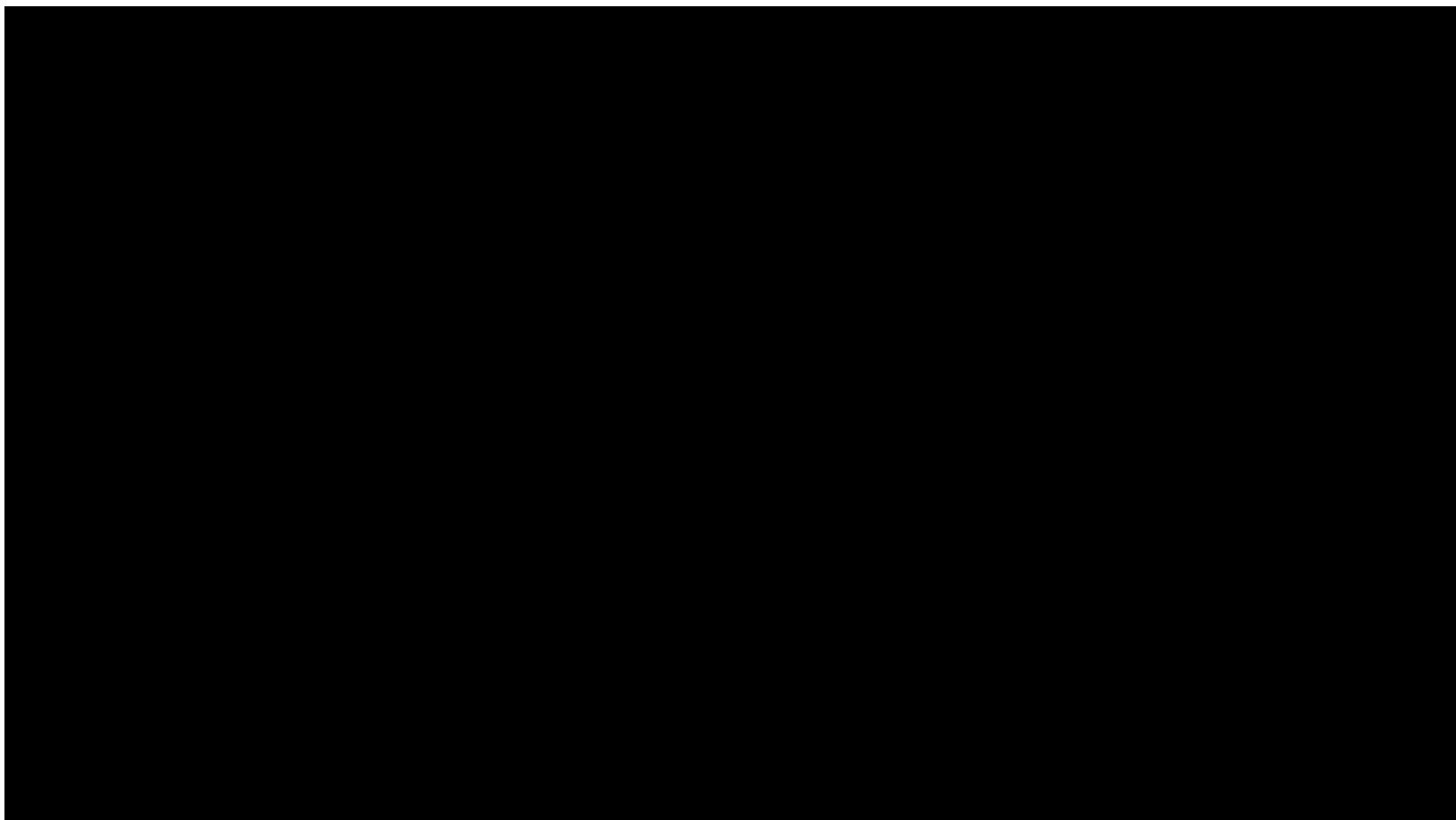




# GOT TALENT











AS MUCH AS TALENT  
COUNTS, EFFORT  
COUNTS TWICE.

ANGELA DUCKWORTH

# GRIT PREDICTED

EDUCATIONAL  
ATTAINMENT

GPA

RETENTION &  
GPA

FINAL  
RANKING

Over 25's

Adolescents and  
undergraduates

West Point

National Spelling Bee





# **RESEARCH**



THROUGH HER  
RESEARCH,  
DUCKWORTH  
IDENTIFIED FOUR  
TRAITS THAT GRITTY  
PEOPLE HAVE IN  
ABUNDANCE:

INTEREST  
PRACTICE  
PURPOSE  
HOPE

# INTEREST



# 10



# PEAK

SECRETS FROM  
THE NEW SCIENCE  
OF EXPERTISE





**Rowdy Gaines**  
1984 Gold Medalist in  
the 100 metre freestyle

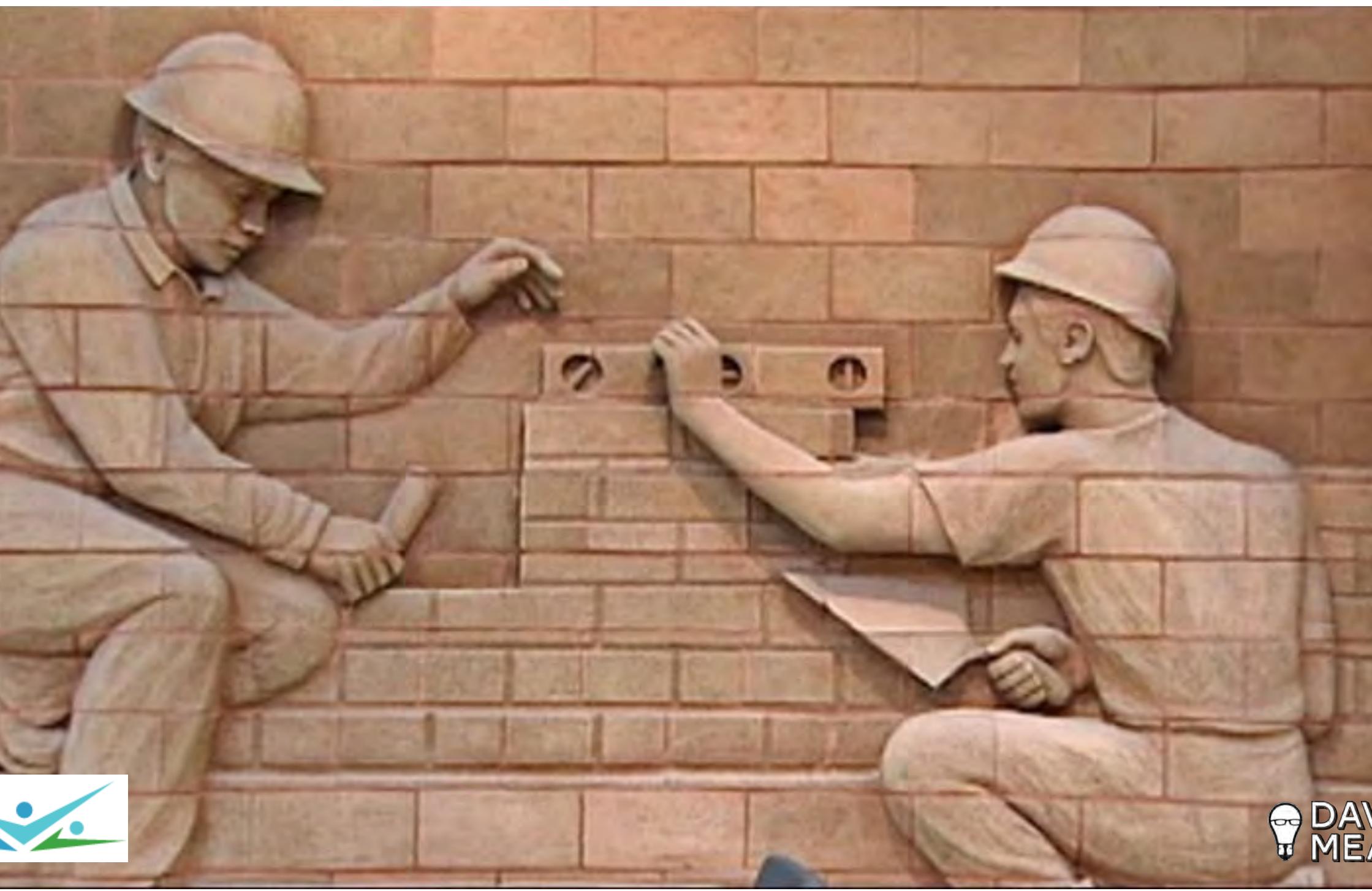
PRACTICE





**PURPOSE**



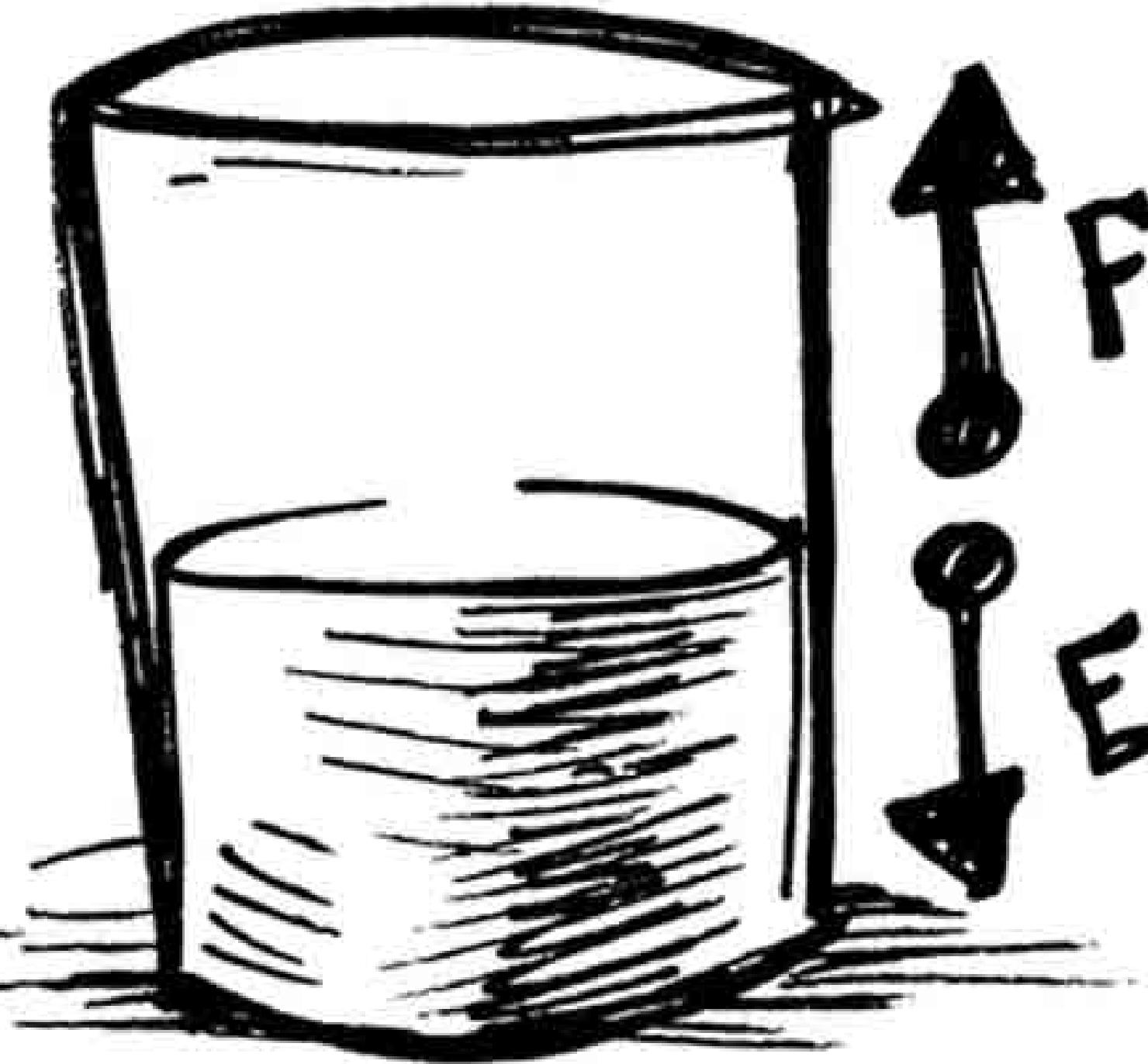






**HOPE**





FULL

EMPTY



## Questions 1 – 3

5 = Very much like me  
4 = Mostly like me  
3 = Somewhat like me  
2 = Not much like me  
1 = Not like me at all

## Questions 4 – 6

1 = Very much like me  
2 = Mostly like me  
3 = Somewhat like me  
4 = Not much like me  
5 = Not like me at all

*Add up the points and divide by 6.*

*The maximum score on this scale is 5 (extremely gritty), and the lowest is 1 (not gritty at all)*



**ONE WAY TO DEVELOP  
GRIT IS TO DEVELOP  
YOUR MINDSET**



**SOME MONTHS HAVE 31 DAYS, SOME  
MONTHS HAVE 30 DAYS. HOW MANY  
HAVE 28 DAYS?**

5 MONTHS

1 MONTH

ALL OF THEM

NONE OF THEM

SOME MONTHS HAVE 31 DAYS, SOME  
MONTHS HAVE 30 DAYS. HOW MANY  
HAVE 28 DAYS?

5 MONTHS

1 MONTH

ALL OF THEM

NONE OF THEM

**THERE ARE 6 APPLES AND YOU TAKE AWAY 4, HOW MANY DO YOU HAVE?**

- 2
- 3
- 4
- 5

**THERE ARE 6 APPLES AND YOU TAKE AWAY 4, HOW MANY DO YOU HAVE?**

2

3

4

5

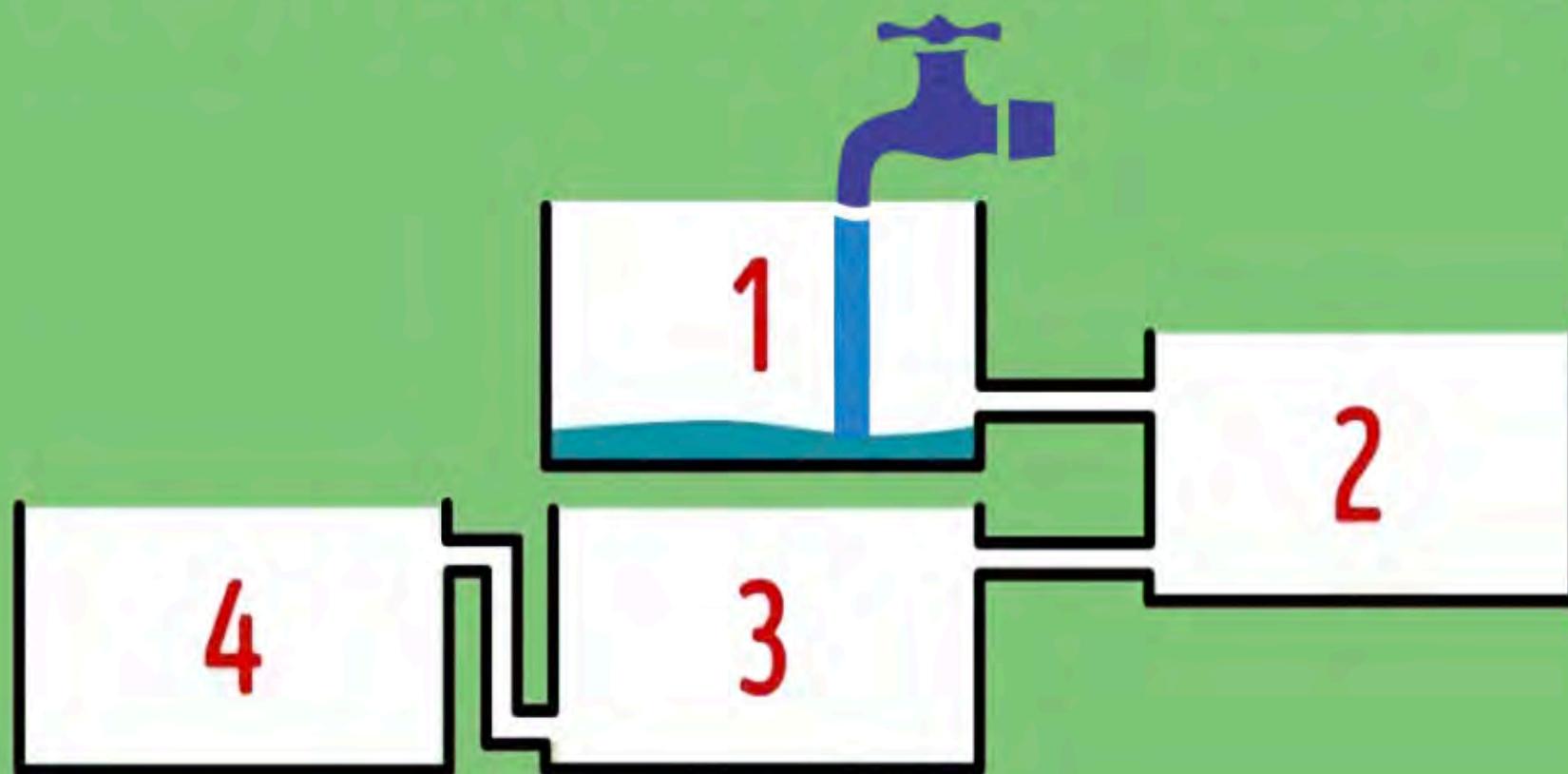
**HOW MANY TIMES DOES THE  
LETTER 'A' APPEAR IN THE ALPHABET  
FROM 0-100?**

0  
1  
50  
100

**HOW MANY TIMES DOES THE  
LETTER 'A' APPEAR IN THE ALPHABET  
FROM 0-100?**

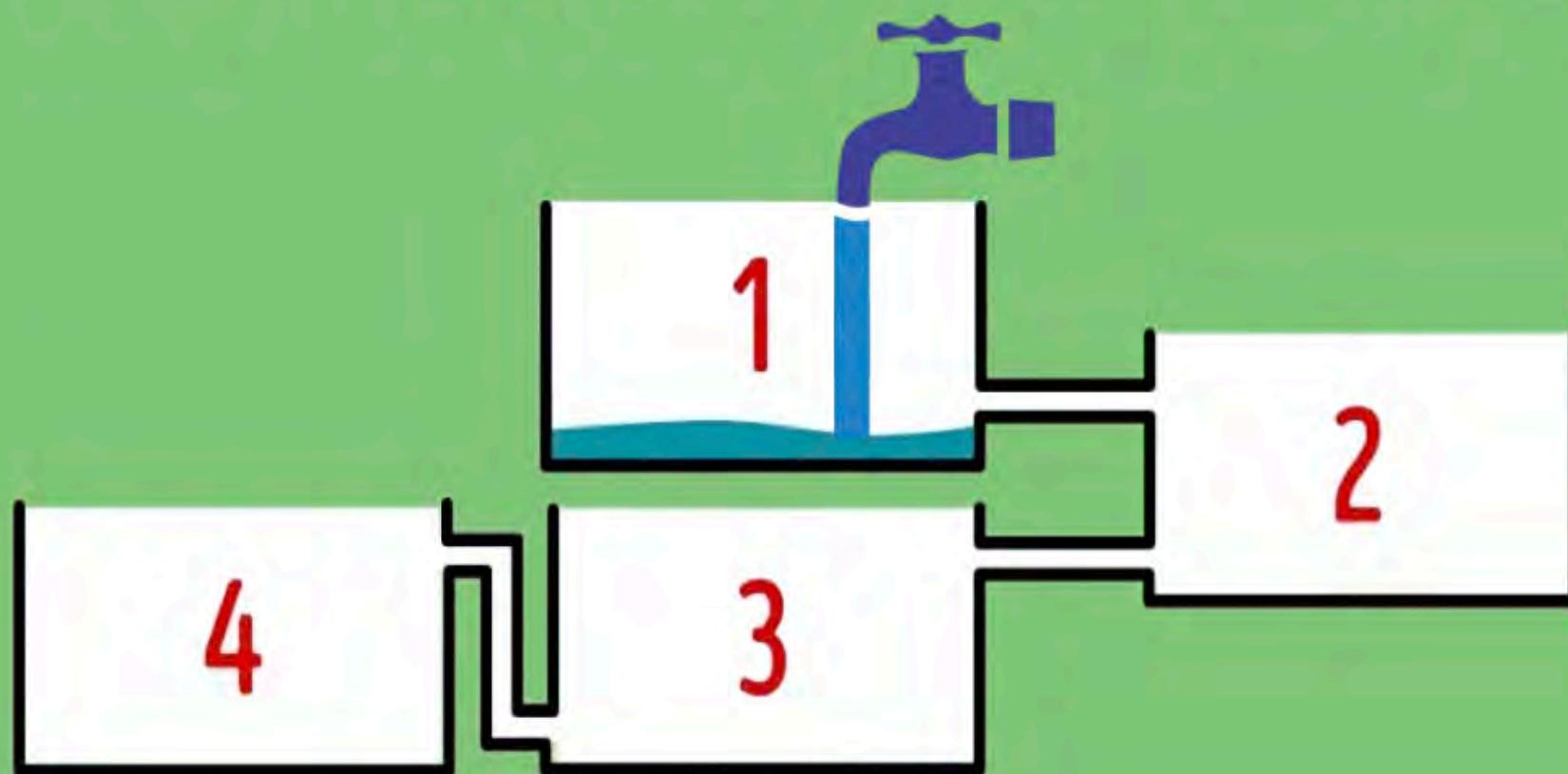
0  
1  
50  
100

# WHICH TANK WILL BE FULL FIRST?



- 1 & 2
- 3 & 4
- 1 & 3
- 4

# WHICH TANK WILL BE FULL FIRST?



- 1 & 2
- 3 & 4
- 1 & 3
- 4

**IF YOU'RE IN A RACE AND YOU TAKE  
OVER THE 2<sup>ND</sup> PERSON. WHAT PLACE  
ARE YOU IN?**

1<sup>ST</sup>

2<sup>ND</sup>

3<sup>RD</sup>

1<sup>ST</sup>

**IF YOU'RE IN A RACE AND YOU TAKE  
OVER THE 2<sup>ND</sup> PERSON. WHAT PLACE  
ARE YOU IN?**

1<sup>ST</sup>

2<sup>ND</sup>

3<sup>RD</sup>

1<sup>ST</sup>

**HOW MANY TIMES A DAY DO THE  
MINUTE HAND AND THE HOUR HAND  
ON THE CLOCK FORM A STRAIGHT  
LINE?**

34

44

54

64

**HOW MANY TIMES A DAY DO THE  
MINUTE HAND AND THE HOUR HAND  
ON THE CLOCK FORM A STRAIGHT  
LINE?**

34

44

54

64

**IF 2 PAINTERS CAN FINISH PAINTING 2  
ROOMS IN 2 HOURS, HOW MANY  
PAINTERS WOULD BE NEEDED TO PAINT  
18 ROOMS IN 6 HOURS?**

- 5
- 6
- 8
- 10

**IF 2 PAINTERS CAN FINISH PAINTING 2  
ROOMS IN 2 HOURS, HOW MANY  
PAINTERS WOULD BE NEEDED TO PAINT  
18 ROOMS IN 6 HOURS?**

- 5
- 6
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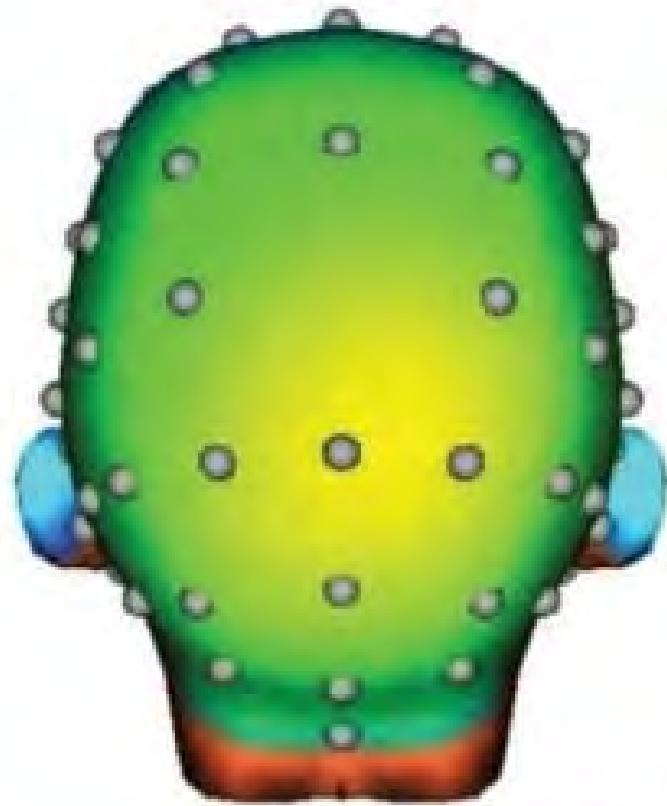
**NO,  
BECAUSE ...**



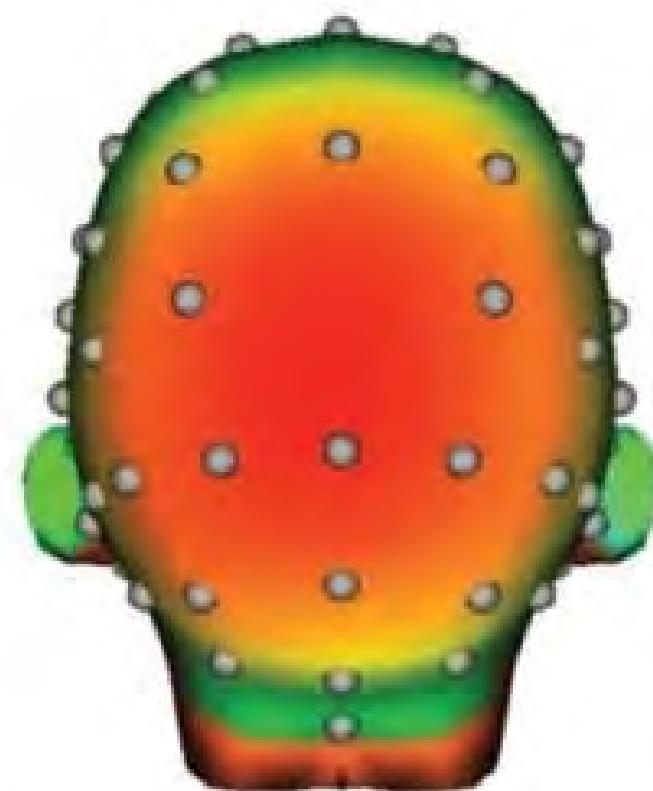
**YES, AND ...**



Fixed Mind-Set



Growth Mind-Set



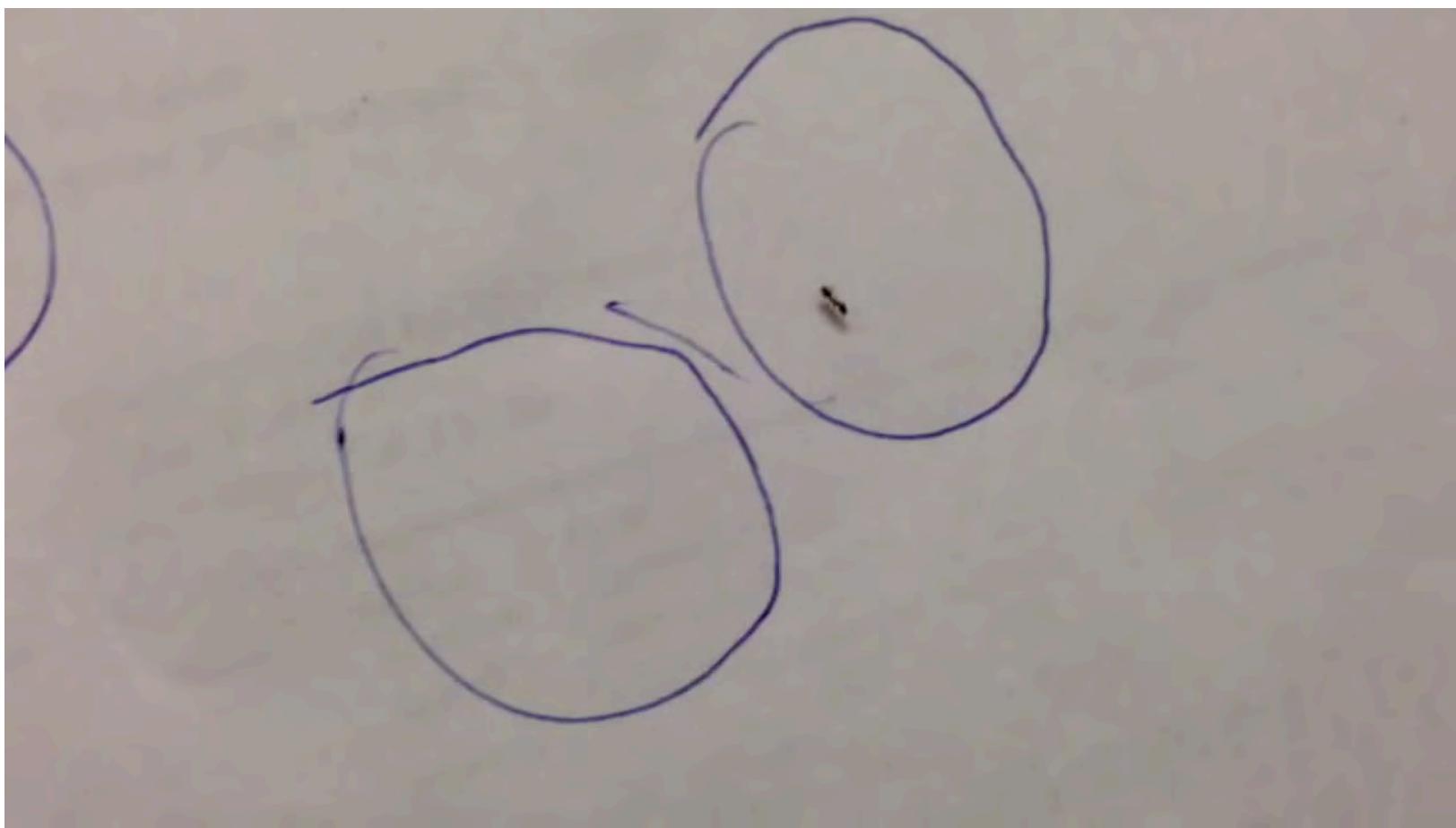
150–550 ms

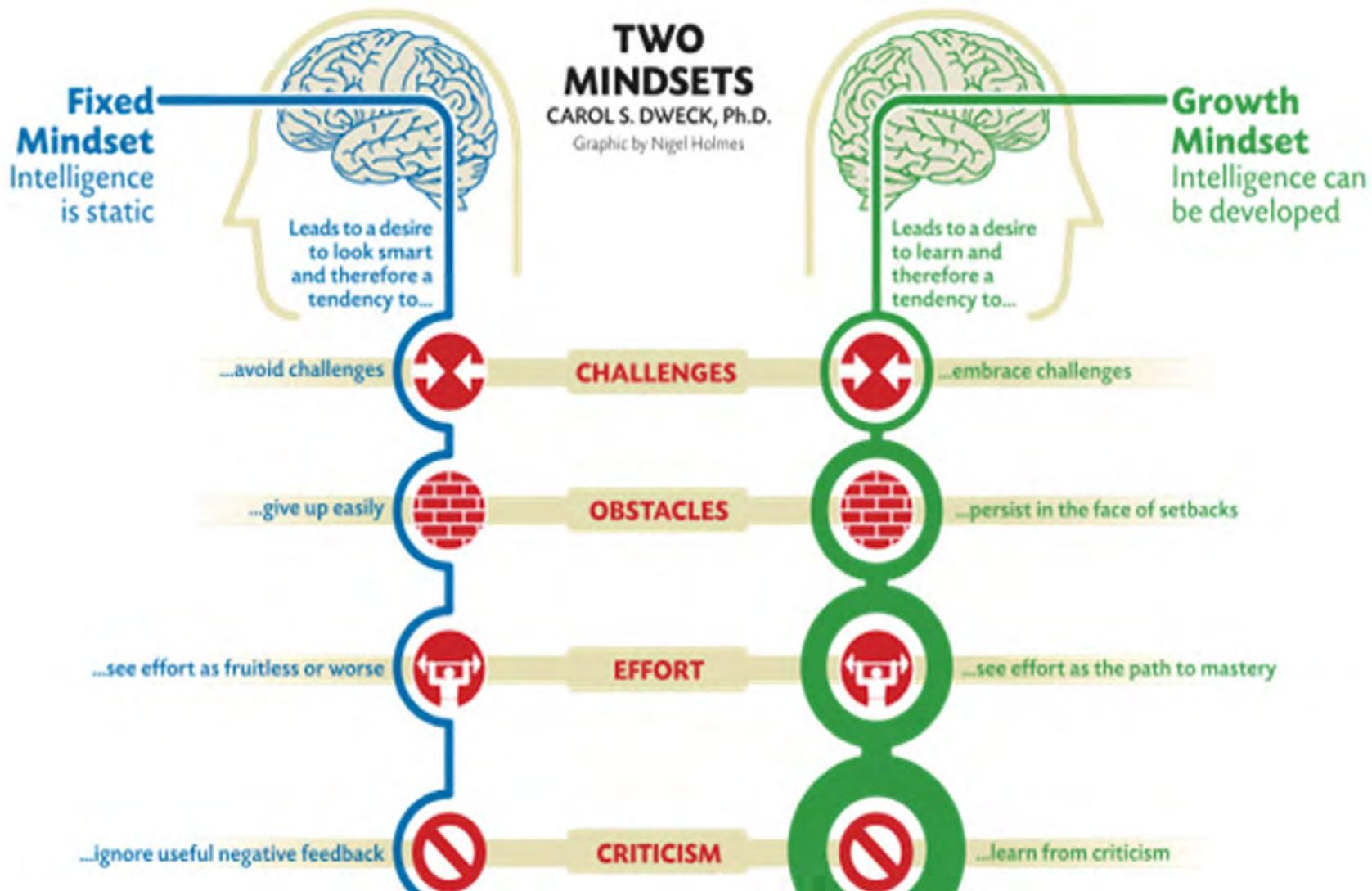
0  $\mu$ V

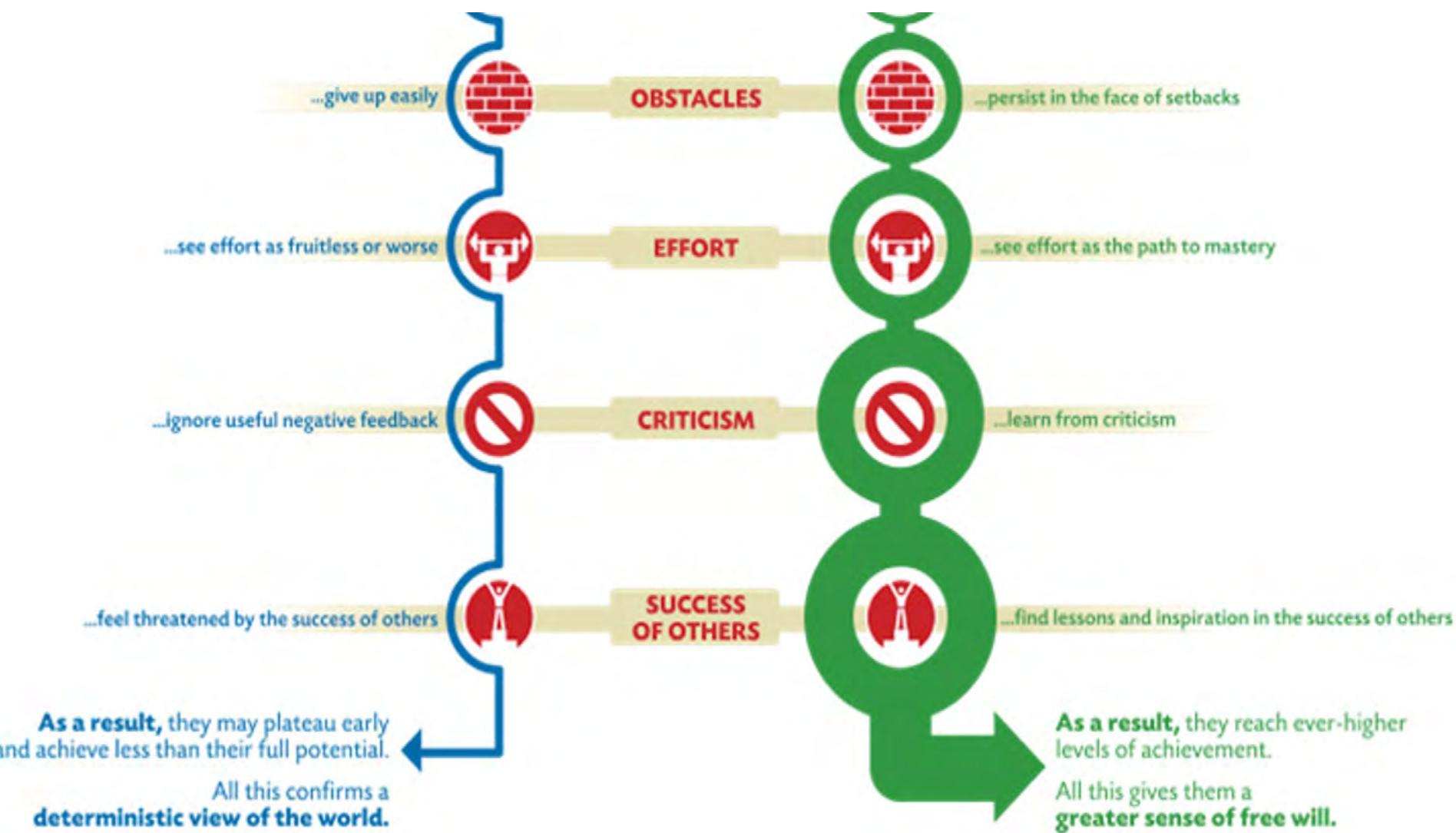
13.75  $\mu$ V

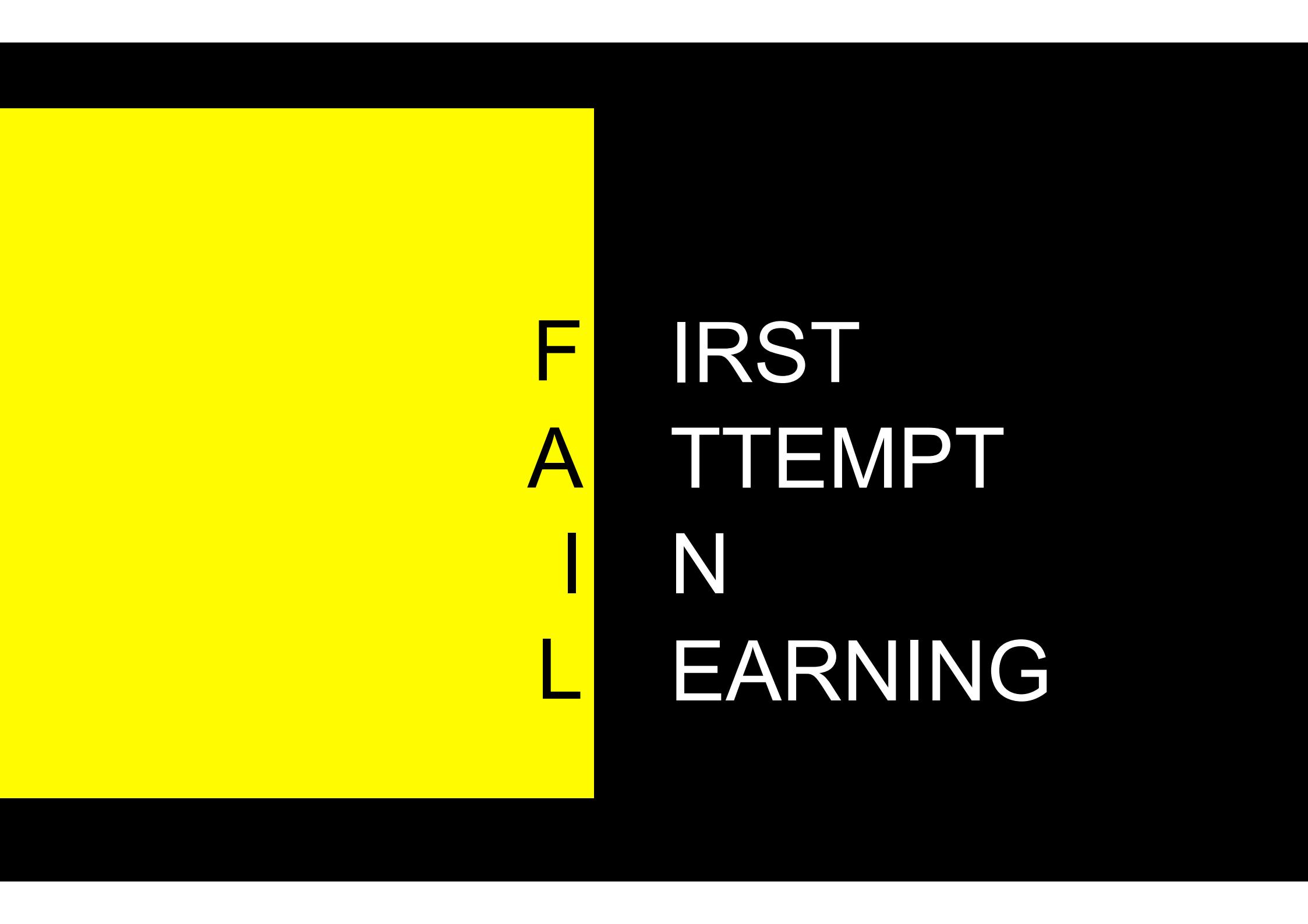












FIRST  
ATTEMPT  
IN  
EARNING

FAIL





The moment we believe that success is determined by an ingrained level of ability as opposed to resilience and hard work, we will be brittle in the face of adversity.

— *Joshua Waitzkin* —

AZ QUOTES

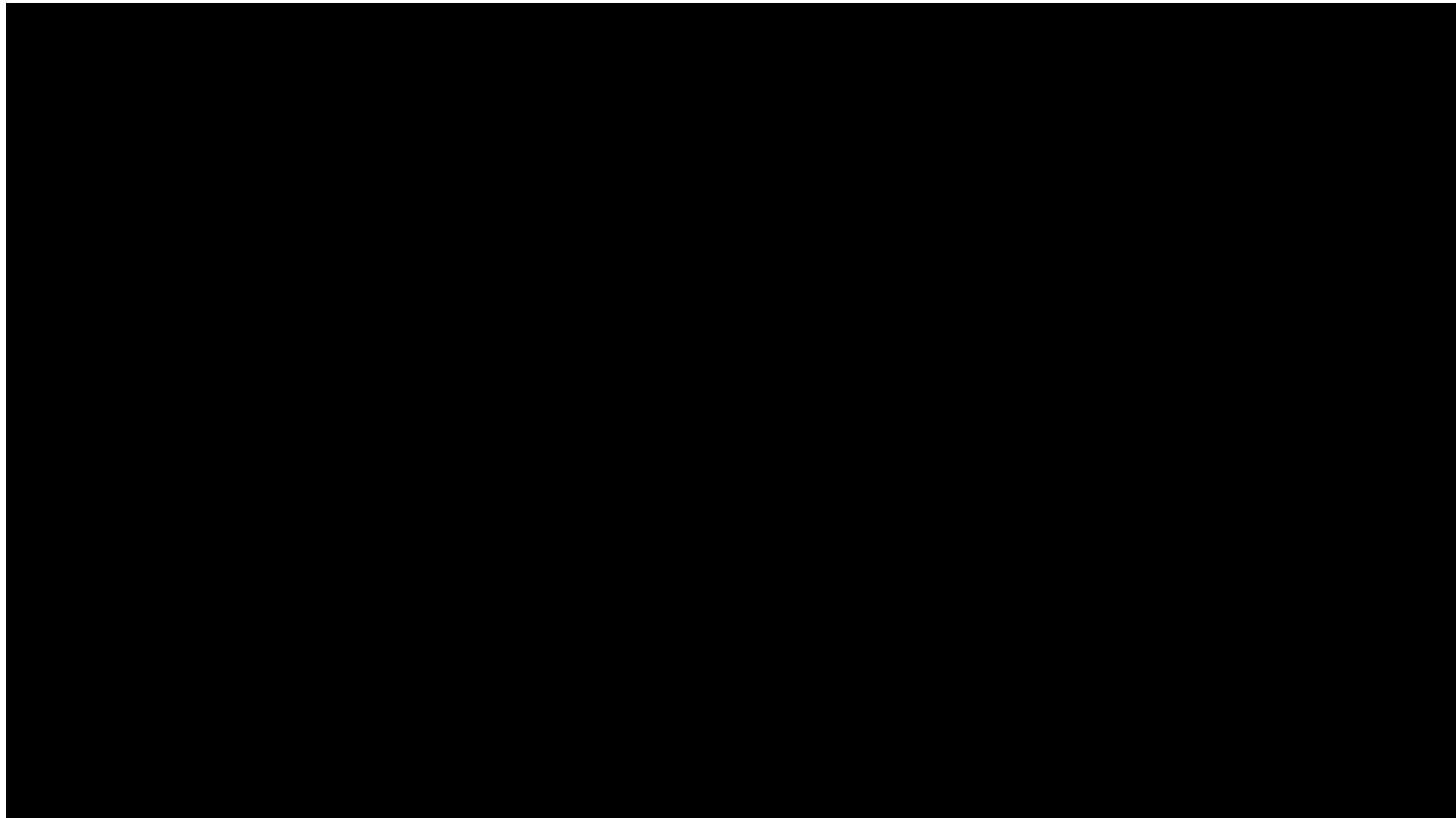
21



28







# DIFFERENT MINDSETS

Those who were praised for their **intelligence** to reinforce a **fixed mindset** chose to work on **easier problems**.

Those who were praised for their **effort** to reinforce a **growth mindset** chose to work on more **challenging problems**.

# STEPS TO DEVELOPING A GROWTH MINDSET

STEP 1: Learn, learn,  
learn

STEP 2: Realise hard  
work is key

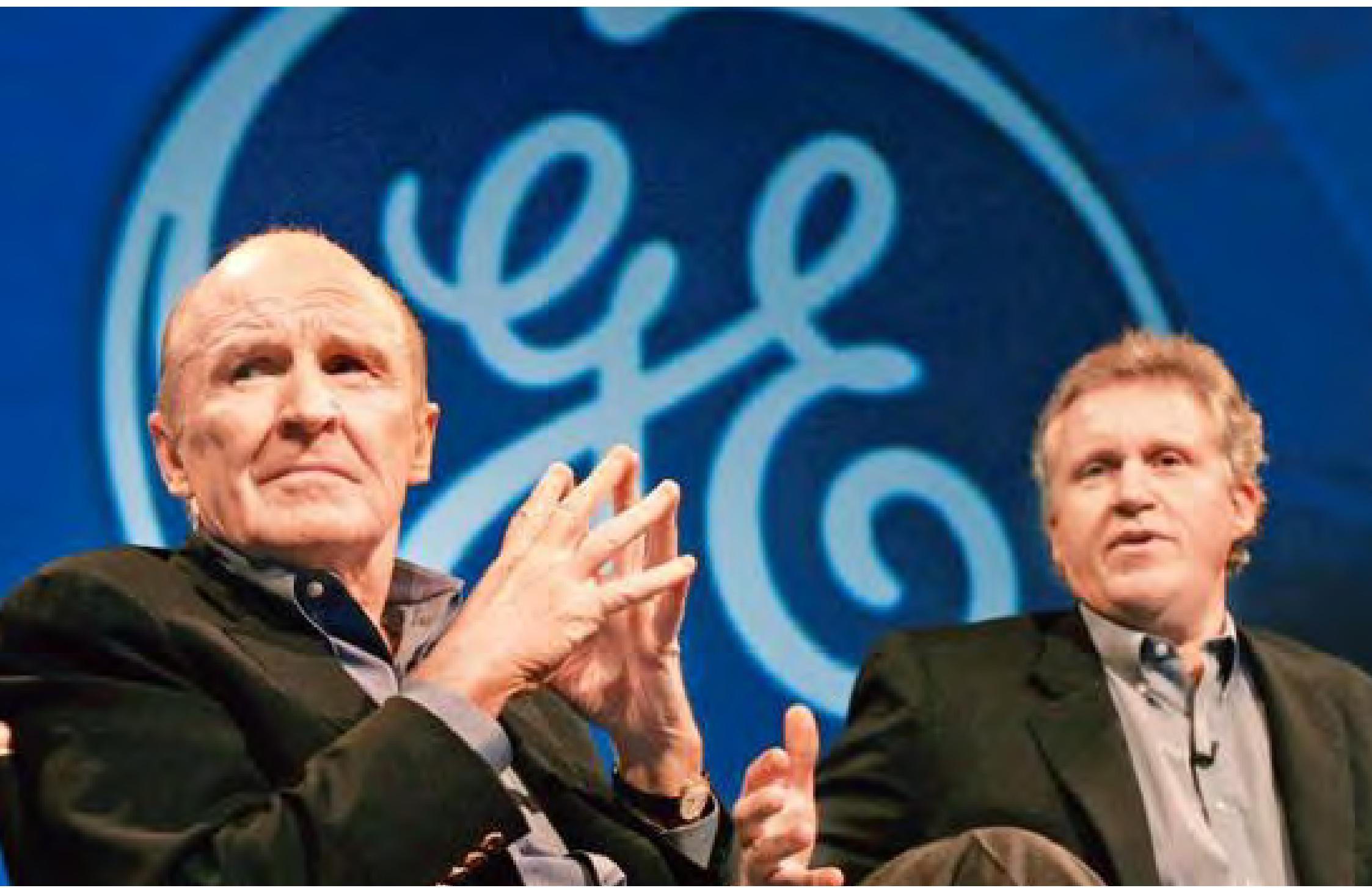
STEP 3: Face set backs



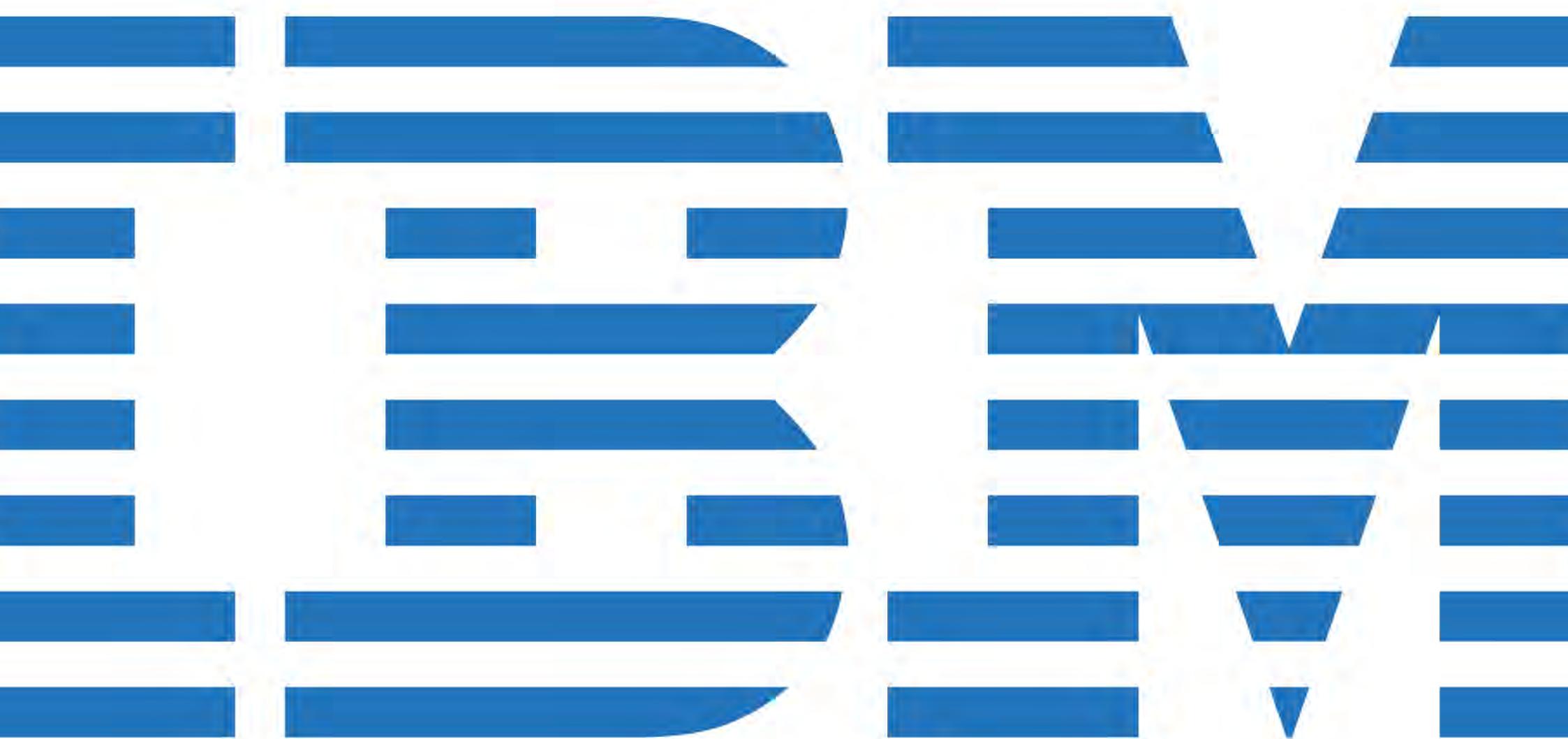
**EMPLOYEES IN A 'GROWTH MINDSET' COMPANY ARE 34% MORE LIKELY TO FEEL A STRONG SENSE OF OWNERSHIP AND COMMITMENT TO THE COMPANY.**

HARVARD BUSINESS REVIEW 2014









# DWECK'S RESEARCH FOUND THAT EMPLOYEES IN GROWTH MINDSET ORGANISATIONS ARE:

47%

49%

34%

65%

more likely to say that  
their colleagues are  
trustworthy,

more likely to say that  
the company fosters  
innovation.

more likely to feel a  
strong sense of  
ownership and  
commitment to the  
company

more likely to say that  
the company supports  
risk taking.



**FIXED MINDSET:** If I don't try, I can protect myself and keep my dignity.

**GROWTH MINDSET:** If I don't try, I automatically fail. Where's the dignity in that?

## **FIXED MINDSET:**

Maybe I don't have the talent.

What if I fail - I'll be a failure.



# GROWTH MINDSET:

I'm not sure I can do it now, but I think I can learn to with time and effort.

Most successful people had failures along the way.



**STAND UP!**







# Do you have a growth mindset?

Questions 1, 3, 5 & 7: Growth mindset statements

Questions 2, 4, 6, & 8: Fixed Mindset statements

# IN CONCLUSION

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