



# CUTTINGS...

Number 164 January 2023

Compiled and edited by Geof Cox

Happy New Year. I hope 2023 will be healthy and peaceful for you. 2023 for me marks a new beginning - New Directions Ltd. has now closed, so I am officially unemployed and retired 😊😊😊. I am continuing Cuttings until my mail subscription ends, so probably a couple of issues, focusing, as always, on current trends and ideas from other published sources.

In this edition, three examples which mirror my own experience and teachings - that money is not the sole motivator; that truly flexible working pays dividends and should not be confused with the attempts by some with new hybrid working policies that are certainly not flexible; and some comments on the importance of cultural intelligence as we get even more diverse in the workplace.

If you would like a downloadable pdf of this edition. it is published on my website, along with copies of all past editions, [click here](#).

Enjoy, and stay healthy and safe...

**Geof Cox**

## In this edition

**For job seekers, meaning is as important as money** - confirmation of employee motivation from PwC

**Why inclusive working, not hybrid working, should become the new norm** - an HRZone article that reflects a lot of my own experience on flexible working.

**CQ may be more valuable than IQ** - the importance of cultural intelligence in today's world

Plus, a collection of **Snippets** to further provoke your thinking and reflection, and details of **Book Sales** from our secure **Online Shop**

## For job seekers, meaning is as important as money

One of the findings from PwC's latest global workforce survey, which gathered insights from more than 52,000 workers in 44 countries. When considering a change, the most important factors in work environment are:

- I am fairly rewarded financially - 71%
- I find my job fulfilling - 69%
- I can truly be myself - 66%
- My team cares about my well-being - 60%
- I can be creative/innovative in my job - 60%
- I can exceed what is expected of me in my job role - 58%
- I can choose when I work - 50%
- I can choose where I work - 47%

So, while money is key, it isn't enough by itself to retain workers, who were almost as likely to cite intangible factors related to meaning. And if you compare those planning to leave against those unlikely to look for another job, then lack of fulfilling work and feeling they cannot be their true self at work ranks higher than fair financial rewards in reasons to seek a change.

## Snippets

*A collection of thought provokers and quotations...*

"What you do makes a difference, and you have to decide what kind of difference you want to make."

*Jane Goodall*

"One finds limits by pushing them."

*Herbert Simon*

"Even if you are on the right track, You'll get run over if you just sit there."

*Will Rogers*

"Over the long term, the future is decided by optimists"

*Kevin Kelly*

"Man's most serious activity is play."

*George Santayana*

Yet another survey that underlines what we have known for years - but organisations increasingly ignore.

## USEFUL LINKS

[Click here](#) to see the complete report from PwC

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"To have a great idea, have a lot of them."

*Thomas Edison*

"Feeling gratitude and not expressing it is like wrapping a present and not giving it."

*William Arthur Ward*

## Why inclusive working, not hybrid working, should become the new norm

### What is the difference?

Hybrid working tends to focus just on 'where' people work.

Inclusive working focuses on the 'how' and 'when' as well as the 'where' people work.

So, inclusive working is about helping people to be as engaged and productive as possible, by allowing them the flexibility to work in a way which best suits their needs. The definition reminds me of some ground-breaking work I was involved with in a Scottish Council some years ago, when we introduced flexible working (how, when and where) in a Criminal Justice Social Work Department with amazing results in terms of productivity, recruitment and retention, and job satisfaction. This approach would now be classified as 'inclusive' working.

### The challenge for employers

The challenges for employers, according to the recent article in HRZone from which I am quoting, are also remarkably similar to the ones we faced in that project.

Firstly, as the answers are based on individual needs, there is no one perfect answer – or even a formula to work to. Everyone has their own needs and organisations need to find the 'sweet spot' between personal and organisational preferences.

There are also big questions about 'global' consistency vs 'local' flexibility and to what extent we need to codify rules vs giving autonomy to individuals/managers to decide what works.

Those organisations trying to introduce hybrid working are finding it difficult to reap the benefits when rigid, one-size-fits all policies demanded by management often dictate how many days, or even hours, each person in an organisation can spend working at home or in the workplace. The article authors cite one example where an employee was required to come into the office for two hours but no longer as the desk was re-allocated to another employee after that. That policy may technically be hybrid, but it's not flexible, certainly not inclusive and probably not productive.

## CQ may be more valuable than IQ

As a direct result of business globalisation, there is a growing understanding and recognition of the importance of cultural intelligence, or CQ (Cultural Quotient), to teamwork, performance, communication and cooperation. An individual with a high CQ will appreciate and respect how others' individual experiences and perspectives differ and is likely to be compassionate and knowledgeable about cultural influences.

CQ isn't just about being culturally sensitive. It delves deeper into the understanding and recognition of cultural differences from nationality, ethnicity, gender, age, socio-economics, location and how these influence our beliefs, attitudes and values. It can be developed on both an individual and organisational level and can be measured based on ten well-known and mappable cultural values.

**Diversity alone is not enough.** Research consistently demonstrates that diverse teams with low CQ are outperformed by homogenous teams. This is because working with people who are different can create misaligned expectations and conflict, and without CQ, increased diversity tends to reduce productivity. However, the research also demonstrates that when diverse teams have high CQ, they outperform homogeneous teams in every area, including innovation, decision-making,

What we also know is that when teams come together and that we empower and trust them to do what's right, success happens. The challenge for managers is to allow that empowerment and trust.

In the project I worked on in Scotland, we gave each team total flexibility within some simple boundaries - there was no extra money or budget available (a common feature for public sector bodies!), and the service standards (to courts, public, offenders, prisons, police, other teams, other Council departments, etc.) could not be lowered. Some of the teams' proposals meant making changes to Council HR policies that did not allow flexibility in the area sought (like moving work times from a rigid flexitime system to total flexibility) - but these were mostly overcome by being able to point to the massive productivity and service improvements in pilot projects. Some other proposals were deemed too radical and risky, but even though some ideas were vetoed, the flexibility and trust shown in the teams reaped enormous benefits.

#### **How to achieve inclusive working:**

- Start from a point of understanding. Inclusive working isn't about everyone just doing their own thing. It's about having flexible policies which enable employees to be as productive as possible.
- Treat people as individuals and trust them. Blanket policies are often built on assumptions of mistrust. Instead, ask colleagues what they need and make this a regular conversation.
- Consult about the impact of company-wide policies on minorities and those with disabilities while you are developing them – and before you introduce them.
- Equip line managers with the skills, confidence, and autonomy to be able to offer real flexibility to their teams - which includes, from my experience in Scotland, performance management by measurement of output and outcomes not inputs.
- Allow staff to 'co-create' their own jobs with the support of line managers and in line with company policies
- Gain senior buy-in. Inclusive working involves the whole organisation. Having senior leadership driving and role modelling what it looks like is vital.

Hybrid is one new way of working, but it won't suit everyone – and it too often does the exact opposite of its intention by simply replacing one set of rigid rules with another. Inclusive working is individually focused and therefore messier, trickier and more complex to get right. But the effort pays off.

## **USEFUL LINKS**

[Click here](#) to access the complete article from **HRZone**

[Click here](#) to read an article from **AI Practitioner** on the project in Scotland.

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building trust, and leadership effectiveness.

**To improve CQ**, either at individual or organisational level, following intentional strategies, inclusive recruitment and engaging workshops, courses, coaching and digital tools, all help:

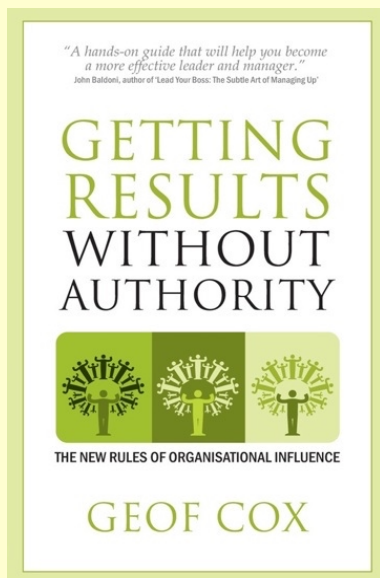
- Actively recruit and progress culturally intelligent individuals.
- Promote diversity of thinking. It's easier and more efficient to make decisions with a group of like-minded people, but you are likely to lack a diversity of insights. CQ allows you to develop a decision-making process that manages bias, enables a variety of ways for a diversity of individuals to share their point of view, and ultimately reach a decision.
- Look for similarities and differences and be aware that we may think differently, and "our way" is not always the only way.
- Be open-minded and be curious rather than judgemental and share a little about yourself too.
- Question if you have any unconscious bias that may be coming into play because it prevents us from realising others' potential and can hinder our ability to optimise other perspectives.
- Create rapport. Finding common ground helps us to connect and bond and therefore establish sufficient and effective work relationships. Once this has been established, trust and respect will be at the forefront, breaking down cultural barriers that could have got in the way.

## **USEFUL LINKS**

[Click here](#) to read the full report from **HRZone**

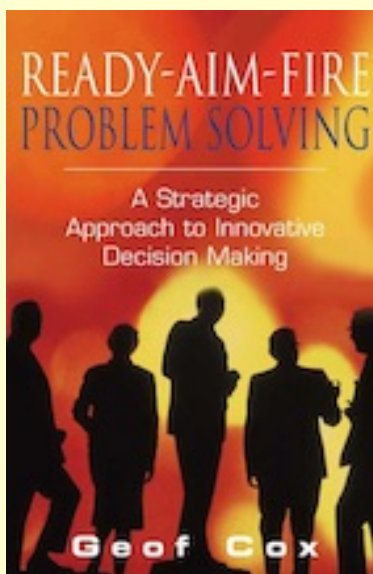
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## Cuttings

**Cuttings** is a bi-monthly collection of ideas and comments published elsewhere which have attracted my attention over the past couple of months. It is designed for readers who are interested in individual, organisation and management development and is free.

**Cuttings** has been published continuously for more than 30 years by *Geof Cox*, formerly of New Directions - a international network of consultants and trainers who work together to learn, research, design and provide consulting and training in individual, management, and organisation development.

### USEFUL LINKS

[Past issues of Cuttings](#)  
[New Directions website](#)  
[Getting Results Without Authority](#)

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