



# MAPPING

MOTIVATION FOR ENGAGEMENT

JAMES SALE AND STEVE JONES

---

# Mapping Motivation for Engagement

---

Employee engagement is undeniably a crucial focus point for organisations in the twenty-first century, with motivation comprising the often missing, but vital, component of the developmental mix. *Mapping Motivation for Engagement* advocates a new paradigm for the twenty-first century: away from hierarchies and command-and-control management styles, towards a bottom-up approach in which the needs and motivators of the employees take centre stage.

Co-written with Steve Jones, this is the third in a series of books that are all linked to the author James Sale's Motivational Map diagnostic tool. Each book builds on a different aspect of personal, team and organisational development. This book is a practical guide to the complexities of understanding and dealing with engagement in modern organisational life. Along with clear diagrams, reflective points, activities and a comprehensive index, the book provides free access to the online Motivational Map tool to facilitate a greater understanding of the contents. Drawing on copious amounts of the latest research, as well as models like the MacLeod Report for the UK government, this book shows how Mapping Motivation can play a significant and crucial role in making engagement a reality, instead of a dream.

*Mapping Motivation for Engagement* is a stimulating and thought-provoking read for a wide audience including, but not limited to, trainers and coaches working in management and motivation, experts in human resources, internal learning and development and organisational development as well as change and engagement consultants and specialists.

**James Sale** is the Creative Director of Motivational Maps Ltd, a training company which he co-founded in 2006, and the creator of the Motivational Maps online diagnostic tool used by over 400 consultants across 14 countries.

**Steve Jones** is MD of Skills for Business Training Ltd and as a result of over 20 years' experience in management and business, was invited in 2010 to serve on the Government Task Force Team looking at employee engagement, Engage for Success, which he also co-chaired for a while.

---

## The Complete Guide to Mapping Motivation

---

Motivation is the fuel that powers all our endeavours, whether they be individual, team or organisational. Without motivation we are bound to achieve far less than we really could, and without motivation we will fall short of what we are truly capable of. Motivation, before the creation by James Sale of Motivational Maps, has always been a ‘flaky’, subjective and impressionistic topic, and so-called ‘motivational speakers’ are perhaps rightly not considered entirely credible. But the Motivational Map has provided both language and metrics by which motivation can now be fully understood, described and utilised effectively. The Complete Guide to Mapping Motivation provides a total overview of how motivation informs all the critical activities that we and teams and organisations undertake at work. This includes how motivation is vital to the individual on a personal level if they want to be happy and fulfilled; it includes its applications in the domains of coaching, engagement, leadership, performance appraisal, team building and organisational development and change. So much has been written in the last 30 years about behaviours that often the literature has missed the crucial point: what drives the behaviours? This new model, then, instead of trying to control behaviours, seeks to understand motivators so that everyone can reach their full potential, not via command and control, but through bottom-up collaboration and appropriate reward strategies.

The Complete Guide to Mapping Motivation is a ground-breaking, innovative and new approach to managing motivation in the workplace. As such it is an essential series of books for all leaders, managers and key personnel engaged in improving how individuals, teams and whole organisations can be more effective, productive and engaged – and how they can want all of these things too.

### **Mapping Motivation for Coaching**

*James Sale and Bevis Moyonan*

### **Mapping Motivation for Engagement**

*James Sale and Steve Jones*

For more information about this series, please visit: [www.routledge.com/The-Complete-Guide-to-Mapping-Motivation/book-series/MAPMOTIVAT](http://www.routledge.com/The-Complete-Guide-to-Mapping-Motivation/book-series/MAPMOTIVAT)

---

# Mapping Motivation for Engagement

---

James Sale and Steve Jones

First published 2019  
by Routledge  
2 Park Square, Milton Park, Abingdon, Oxon OX14 4RN

and by Routledge  
711 Third Avenue, New York, NY 10017

*Routledge is an imprint of the Taylor & Francis Group, an informa business*

© 2019 James Sale and Steve Jones

The right of James Sale and Steve Jones to be identified as authors of this work has been asserted by them in accordance with sections 77 and 78 of the Copyright, Designs and Patents Act 1988.

All rights reserved. No part of this book may be reprinted or reproduced or utilised in any form or by any electronic, mechanical, or other means, now known or hereafter invented, including photocopying and recording, or in any information storage or retrieval system, without permission in writing from the publishers.

Cover image "Meeting of Minds" by Linda E Sale  
[www.linda-sale-fine-art.com](http://www.linda-sale-fine-art.com) [lindaesale@gmail.com](mailto:lindaesale@gmail.com)  
Photo courtesy of the artist. Used with the artist's permission

*Trademark notice:* Product or corporate names may be trademarks or registered trademarks, and are used only for identification and explanation without intent to infringe.

*British Library Cataloguing-in-Publication Data*  
A catalogue record for this book is available from the British Library

*Library of Congress Cataloging-in-Publication Data*  
A catalog record has been requested for this book

ISBN: 978-0-815-36755-0 (hbk)

ISBN: 978-1-351-25708-4 (ebk)

Typeset in Times New Roman  
by Integra Software Services Pvt. Ltd.

---

## Dedicated to

Mark Terrell – from liP to BP and your motivational journey  
and

Kim Keogh for her unswerving support without which such  
achievements would not have been possible. Also to James  
and Linda Sale for showing faith in me on my journey. Lastly,  
to all my family, colleagues and friends who have contribu-  
ted without realising it. Thank you all!

---



---

# Contents

---

<i>List of figures</i>	ix
<i>Preface</i>	xii
<i>Acknowledgements</i>	xv
 Introduction to Motivational Maps	 1
Summary of Motivational Maps: what you need to know in a nutshell!	9
1 Barriers to engagement and productivity	13
2 Understanding the MacLeod Report, four engagement enablers and Motivational Mapping	32
3 Motivation, communication and relationships	50
4 Motivation and finding the employee voice	65
5 Engaging managers, motivation, skills and recruitment	82
6 Engaging managers, values, 360-motivational feedback, rewards	100
7 Motivational organisational maps and strategic narrative	117
8 Employee engagement, integrity and change	132

9 Three case studies: FGH, Inspire Professional Services, Aish Technologies	154
<i>Conclusion</i>	170
<i>Resources</i>	173
<i>Index</i>	176

---

# Figures

---

---

S.1	The nine motivators	11
1.1	Seven steps to employee engagement	13
1.2	The four critical compass points for engagement	16
1.3	Four barriers to employee engagement	17
1.4	Performance pyramid	18
1.5	Business evolution	20
1.6	Performance formula number two – probability of success	21
1.7	Performance triangle number two – commitment	22
1.8	Four major functions of organisations	23
1.9	Four quadrants of performance	24
1.10	Low motivation within an organisation: 10 key symptoms	26
1.11	Productivity of demotivated employees	27
1.12	Productivity of demotivated employee versus motivated employee	28
1.13	Key motivational benefits of engagement	29
2.1	Four enablers of employee engagement	33
2.2	Implications of RAG for organisational culture	37
2.3	Reviewing motivational alignment	38
2.4	Three critical components of being an engaging manager	39
2.5	Your Motivational Action Plan (MAP)	41
2.6	Five components of listening skills	42
2.7	Rating your listening skills	44
2.8	Five constituents of motivational feedback	45
3.1	Performance pyramid for direction	51
3.2	Performance pyramid for engagement	51
3.3	Motivators and purposes	52
3.4	Organisational Motivational Map	54
3.5	Four major styles of communicating: VAK + AD	57
3.6	Style of communication across organisation	58
3.7	Increasing the VAK in communications	59
4.1	Team Map with individual scores	68
4.2	Two people and the average to consider in a team	69

4.3	Exploring employee voice at work	69
4.4	Keith's Star reward strategies from his Map	71
4.5	Providing more recognition and prestige	72
4.6	Keith's 22 numbers	73
4.7	Clive's 22 numbers	76
4.8	High challenge and high support	78
4.9	Your challenges and support	80
4.10	Four key mind-sets for enabling the employee voice	80
5.1	Seeking to overcome inertia and the status quo	84
5.2	Six applications of Motivational Maps	85
5.3	MacLeod's three behaviours of engaging managers	85
5.4	Four key skills of the engaging manager	86
5.5	Rating your four engaging manager skills	86
5.6	Motivators primarily for goals and results	89
5.7	Five stage recruitment process using Motivational Maps	91
5.8	Root and check motivational questions for recruitment	93
5.9	Nine creative map recruitment questions	95
6.1	Values as nouns list	101
6.2	Possible values for the nine motivators	102
6.3	Organisational data table showing teams	104
6.4	12 subskill sets for the engaging manager	106
6.5	360° Feedback table for E	109
6.6	Motivational 'rainbow' of rewards	111
6.7	Engaging manager 'rainbow' rewards	112
6.8	Motivator key languages	113
7.1	Stories and motivators	120
7.2	Narrative, values and motivators	121
7.3	Seven key metrics to establish employee engagement indirectly	122
7.4	Considering and rating your employees' talent	123
7.5	Creativity burning brightly	125
7.6	Three levels of an organisation: operational, middle, senior	128
7.7	Four features of our core mission/narrative	129
8.1	Rank order your nine motivators	135
8.2	Team Map prediction blank grid	136
8.3	Team Map prediction example grid	137
8.4	Victor or victim?	140
8.5	Learning or blaming?	141
8.6	Motivation and time	142
8.7	Some reasons for demotivation	143
8.8	Leading change and transition	147
8.9	Overcoming resistance to change	148
8.10	Change index score example	149
8.11	The nine resources of change	150
9.1	Four steps to employee engagement	155

---

9.2	Employee engagement action cycle	156
9.3	Map Profile Analysis of key personnel at FGH	157
9.4	Employee programme for leaders and managers	157
9.5	Inspire Professional Services' engaged employees	162
9.6	Aish senior board celebrate with Steve Jones (back row, centre)	168

---

# Preface

---

*Mapping Motivation for Engagement* is the third volume in the series, The Complete Guide to Mapping Motivation. Devotees of the series may perhaps get a sense of déjà vu in that the first book was called *Mapping Motivation* but with the subtitle *Unlocking the Key to Employee Energy and Engagement*. Haven't we, therefore, already dealt with engagement in the initial work? Gladly, not! It is true that *Mapping Motivation* does cover some aspects of the relationship between leadership, engagement and motivation, specifically in Chapter 8, but the coverage is a more general, though useful, outline of the field. Indeed, leadership alone is a wide, wide sea that needs its own separate 'map' to show how it and motivation are even more deeply connected than is commonly suspected or imagined; the next and fourth book in this series, then, will be *Mapping Motivation for Leadership*. Which leaves us now to re-consider the huge ocean of engagement; and ocean it is.

Whereas it has always been obvious that leadership is of critical importance<sup>1</sup> in the success of any organisation, or endeavour for that matter, engagement, and its significance has been a relatively recent phenomenon, even as a management concept. William Kahn<sup>2</sup> was one of the first researchers to allude to its crucial role, and it has arisen almost certainly as a failure of 'scientific management' approaches<sup>3</sup> that had held sway in the USA and UK for at least a century.

It is to be hoped, then, that with the advent of the new twenty-first century, there will also be a new paradigm, or perhaps shift in paradigm, away from what can only be called 'old-school' thinking and behaving, towards a more necessary and effective methodology. In one sense the creation of Motivational Maps is one aspect of this 'newness'. Our own view would be that the personality tests and tools that arose after World War 2 were generation one of the serious attempts to get inside what makes an employee tick, but they had limitations. So subsequently, generation two, a wave of psychometric tools developed that enabled a wider sweep (but which still included personality) of qualities to be assessed. But the advantage of the psychometric was its arduous validation process whereby its measures were compared to a representative sample of the population at least twice.<sup>4</sup> This was and is all well and good, except the net effect of it has been to disempower leadership in two ways: first,

the very fact that the psychometric requires (in the second testing) for the subject to be consistent actually tends to hypostatise the person – or put another way, ‘fix’ or stereotype them. Which leads to the second problem: leaders, instead of employing engaging managers and able leaders based on a range of criteria – critically motivation should be one of them – tend to look for the simple and simplistic solution of the ‘right’ psychometric profile.<sup>5</sup>

And that is why Motivational Maps as a third generation tool is really the right idea at the right time, for in yet another important way it does what the other tools do not: it reverses the flow of management focus. What do we mean by that exactly? Well, personality and psychometric tools operate on a top-down approach: it invariably seems to be about finding out whether the employee fits the manager’s box. Top-down or command and control<sup>6</sup> in other words. Motivational Maps cannot and do not work like that: the essence of doing a Motivational Map is to understand the employee in order for the management to accommodate the employee, not the other way round. In short, it is a bottom-up approach, a people-centric approach, an engagement approach. This approach, as we discuss at length in Chapter 4, opens up the employee voice and is empowering for management too, especially in the way that it does three important things: it increases productivity, it anticipates customer needs more quickly and readily, and it facilitates greater innovation. All vital in the twenty-first century economy; and, beneficially, all likely to enhance personal well-being as well as organisational profits.

This work is a standalone, although it builds on the foundation of *Mapping Motivation*,<sup>7</sup> the primary source book, and of *Mapping Motivation for Coaching*,<sup>8</sup> its sequel. We have tried to keep repetition of materials to a minimum, so that readers of this work, if they enjoy it, will definitely like the former texts and derive enormous benefit from them. To help get the reader up to speed as quickly as possible, each book in the new Complete Guide to Mapping Motivation series will contain a brief introductory and summary chapter explaining the basics of Motivational Maps; this will be distilled from *Mapping Motivation*. This overview of the Motivational Maps’ structure and meaning should enable any reader to be able to understand pretty quickly what this is all about.

There are powerful ideas to be found here, as well as transformative techniques and tools to be deployed; some can be used in an isolated and one-off kind of way, others can be used in combination, and still more others require Motivational Map technology. But we are not prescriptive; on the contrary, pragmatism rules – will it work for you? If so, use it. At the end of the day we all need to understand that management and psychological models are not reality:<sup>9</sup> they are a map of reality, and all maps suffer from the deficiency of being incomplete to a greater or lesser extent. As it happens, Motivational Mapping, as a model, is extremely accurate,<sup>10</sup> and the results it produces at the individual, team and organisational level have been nothing short of astonishing and revelatory to those concerned. We hope that you, too, will enjoy a similar

sense of astonishment and revelation as you read through this work – and ultimately will want to become more involved.

Underpinning it all, then, is the Motivational Map, which we give full access to in Endnote 20 of the Introduction. You may wish to go there immediately in order to activate your personal Motivational Map as a prelude to reading this book. Certainly, the contents will make even more sense to you if you do.

This leads on to one final point in this Preface: namely, that this book has not been written in a strictly sequential way, but rather topologically; it is entirely possible to dip in and out of it as one's interests dictate. Basically, we use the MacLeod Report and its four engagement enablers as the template around which we thread Map applications and what we consider to be simple but in-depth ideas that help generate more employee engagement. But as you will see, engagement – like this book – is a tapestry: there are many threads and they interconnect and interact with each other. So you will find thematic threads – especially of leadership and engaging management – continually cropping up and not only located in their specific chapters. Go ahead – read, explore, enjoy, and focus on motivation, for it will lead to engagement as you will see.

## Notes

- 1 Indeed, almost certainly the number one factor, without which all other good things – for example, a great product, a positive culture, powerful marketing – tend to fail.
- 2 William A Kahn, Psychological conditions of personal engagement and disengagement at work, *Academy of Management Journal* (1990).
- 3 'Taylorism' as it was known: Frederick Taylor, *The Principles of Scientific Management*, Harper and Row (1911).
- 4 See Cindy Boisvert, <https://bit.ly/2qw0ySr>.
- 5 Lest this be thought fanciful, consider Paul Flowers, the once chair of the Co-operative Banking Group (and who nearly destroyed the bank) and who was described by the UK Government's treasury committee chairman Andrew Tyrie, as proving to be 'psychologically unbalanced but psychometrically brilliant'. For more on this see: James Sale, <https://bit.ly/2H4YneP>.
- 6 Of course, as we say about Maps more generally, context is everything: there are situations (often very high risk and dangerous) where command and control is the best way to manage a situation or event. That said, however, in modern democracies this approach for day-to-day work and business is increasingly seen as authoritarian and ineffective.
- 7 James Sale, *Mapping Motivation*, Gower (2016).
- 8 James Sale and Bevis Moynan, *Mapping Motivation for Coaching*, Routledge (2018).
- 9 'A map is not the territory it represents, but, if correct, it has a similar structure to the territory, which accounts for its usefulness.' – Alfred Korzybski, *Science and Sanity*, 1933. This expression subsequently became a major principle underpinning neuro-linguistic programming (NLP), whose application we consider in much more detail in Chapter 4 of this book.
- 10 For example, face validity testing – which asks users of the Motivational Map to rate its accuracy – records a 95% accuracy rating.

---

# Acknowledgements

---

We would like to thank all the licensees of Motivational Maps – over 400 worldwide – and especially our senior practitioners: Bevis Moynan, Carole Gaskell, Jane Thomas, Kate Turner, Susannah Brade-Waring and Heath Waring, and Akeela Davies, who keep the flame full and burning.

We are grateful, too, for those three companies who have allowed us to use their map work as case studies in this book: Andrew Shaw erstwhile of FGH, Warren Munson of The Inspire Professional Services, and Lloyd Bates of Aish Technologies.

Also, we'd like to thank Ali Stewart and Dr Derek Biddle for permission to use their performance curve image, Figure 8.8. from *Liberating Leadership*, Rethink Press Ltd (2015), <https://bit.ly/2HBMYGm>. Also, Dorothy Westerman.

Behind the scenes James Watson and Rob Breeds have provided invaluable support and advice and we are very grateful.

Linda E Sale, the artist and managing director of Motivational Maps Ltd, has to be thanked for support and faith in the creation of this work so far reaching it cannot really be described; but what can be described is the fact that all the Figures in this book, and the cover illustration too, are her work. We are truly grateful – and in awe of her abilities.

It is important, too, that we recognise the superb work of our senior editor at Routledge, Kristina Abbotts, whose faith, confidence and help in this has been exceptional.

This page intentionally left blank

---

# Introduction to Motivational Maps

---

Employee engagement has become a central concern of organisations over the last 30 years or so. Engagement per se seems to have begun as an organisational and managerial concept in 1990 with the work of William Kahn,<sup>1</sup> and since then it has spread like wild fire; that said, however, the definition of employee engagement varies from authority to authority. But, of course, it did not arise in a vacuum; that is to say, it's not the case that one minute there was no interest in engagement, and the next, following one article, the organisational world fell in love with the concept.

If we go back in time, we find that in the 1970s there was much concern with 'enriching' workers' jobs, and in the 1980s and 1990s 'empowering' workers became a buzz concept. Underpinning these ideas were two others. First, the notion of 'job satisfaction', with the ideas of researchers like Hackman and Oldman<sup>2</sup> who identified five core features in job differentiation,<sup>3</sup> which led to three positive psychological states that employees could attain: meaningfulness, responsibility (through autonomy), and results. And second, the notion of the 'psychological contract' between employees and employers. This was an idea originally developed, according to Jean-Marie Hiltrop,<sup>4</sup> by Chris Argyris in the 1970s. What the psychological contract did was to attempt to head off the problem identified by David Kolb when he said: 'A company staffed by "cheated" individuals who expect far more than they get is headed for trouble'.<sup>5</sup> Essentially, the psychological contract is, as Mullins puts it,

a series of mutual expectations and satisfactions of needs between the individual and the organisation. It covers a range of rights, privileges, duties and obligations which are not part of a formal agreement but still have an important influence on the behaviour of people.

Mullins (1995)<sup>6</sup>

These are all important ideas, and preliminaries to what has come to be the proper understanding of engagement. But it is important to notice some themes already becoming apparent: most notably, as we consider the connotations of words like *satisfaction*, *meaningfulness*, *psychological*, and *expectations*, we

spot their subjectivity, and also their emotional resonance, which is being introduced into the work equation. We also perhaps can anticipate their difficulty. For, indeed, the very phrase ‘psychological contract’ could be construed as oxymoronic, for a contract, surely, is a legal and binding document, a document that is explicit, clear and watertight, whereas to be psychological in nature is to be ambiguous, invisible, and imprecise. And this shift in organisational focus is at the heart of the shift in the world of work, and the models that we create to explain it.

Again, and briefly, as we look back over the last century we find a profound shift happening in the world of work, which reflects advances in the wider world. Perhaps most significantly, as we headed towards the end of the twentieth century, there was a widespread appreciation of two concurrent phenomena: first, that work itself had become more complex, and was becoming alarmingly more so with every decade that passed. This complexity mirrored changes that were happening in society generally in the West, although also taken up by other leading world economies as globalisation meant increasing interdependencies between them. Of especial force were and are the cultural and technological developments, which have also physically transformed the social and organisational landscapes. In a nutshell, one characteristic of both the cultural and the technological shifts has been communication itself – its acceleration and speed – and this has had massive implications for how we work.

Coping with this acceleration and speed, whilst on the one hand a golden opportunity, has also been a profound, and dare we say, disturbing challenge. Another way of describing this would be to point towards the shift from the Industrial Age to the Information Age, and just as the Industrial Revolution of the nineteenth century brought in its wake huge social, cultural and technological upheaval (which was physically reflected in the relative demise of the countryside as people flocked to towns and cities), so now in the Information Age we are experiencing a similar order of shift.

This leads onto, then, our second phenomenon: the failure of Taylorism,<sup>7</sup> or to give it its more well-known title, scientific management. Basically, this methodology sought to make work and its job roles efficient by breaking them down into prescribed behavioural activities. Efficiency was obtained by rules, procedures, compliance and supervision, and at the expense of autonomy, creativity, responsibility, and commitment. Increasingly, being efficient, even when achieved, did not mean being effective. Many began to notice that this sort of management produced a lot of bureaucracy, as well as a certain soulless impersonality. Jacob Morgan<sup>8</sup> ironically commented that ‘Robots aren’t taking jobs away from humans; it’s humans who took the jobs away from robots’. In other words, we employed humans to do the work that was far better suited to a robot!

To move on, then, we need to grasp that this model of management simply wasn’t working, and continues not to work as we go further into the twenty-first

century and deeper into the Information Age. It's true that many organisations still use it, despite all the evidence for its failures, which we shall come to shortly. But why would they do that? We will explore this in a lot more detail in Chapter 1, but for now suffice to say that there are powerful psychological reasons why managers and leaders won't move on to a better model of management. Of prime consideration here is probably the fact that scientific management always involves command-and-control,<sup>9</sup> top-down styles of leadership alongside the comforting idea that 'scientific' management is rational, and so predictable: you enter *these* inputs and – as night follows day – you must get *those* outputs. In other words, quite apart from the fact that scientific management seems to have worked fairly successfully for a hundred years or so, this system – for that is what it is – gives control and certainty, and which human being does not want that?

But, and there's always a but, as we have moved from one Age to another, and one century to another, that control and that certainty has increasingly seemed fraught and less likely. The evidence is in that employee engagement is the way forward for all organisations, large and small, and that the benefits of it are too overwhelming to ignore. What is this evidence? Well, here are a few snippets:

1. The cost of employee disengagement to the economy in 2008 was between £59.4–64.7 billion<sup>10</sup> per annum. That is a staggering figure, and it is for the UK alone!
2. Only 29% of employees<sup>11</sup> were engaged in their work. Which means that 71% are not fully engaged.
3. Companies on the Glassdoor<sup>12</sup> Best Places to Work list outperform the overall stock market by 115%. Best places to work are, by definition, places where employees are engaged, so from a purely financial point of view engagement is surely desirable?
4. In the UK, 82% of senior managers regard disengaged employees as one of the three greatest threats facing their business.<sup>13</sup> In other words, engagement is a strategic issue.
5. As many as 47% of employees stay in a job they dislike for fear of having no other option.<sup>14</sup> In saying this we are almost raising a moral issue: do we want to be the kind of managers who preside over misery and fear?

We could go on, but what it boils down to is an observation that Jack Welch made: 'I think any company has got to find a way to engage the mind of every single employee . . . What's the alternative? Wasted minds? Uninvolved people? A labour force that's angry or bored? That doesn't make sense.'<sup>15</sup> It doesn't make sense for it is such a waste – of potential, of people, and of resources.

And unless we do something the situation can only get worse.

Glassdoor found, counterintuitively, that employees who stay with an organisation get increasingly unhappy year by year! You'd think that as they stay, so

they must be happy, but no: Glassdoor discovered that ‘a one-year increase in years of experience is associated with a 0.6-point decrease in overall employee satisfaction’.<sup>16</sup>

Employee engagement, then, is a movement, a concept, a methodology whose rationale is to counter ‘scientific management’, not for the sake of being awkward or different but because scientific management is no longer working in the modern world. That means that whatever employee engagement ‘is’, it will almost certainly cut across or undermine some of the key presuppositions of the scientific management approach. Such presuppositions include some of the topics we mentioned earlier: command-and-control is not usually the best way to get the best out of people; rules and regulations and endless drives for efficiency are not always the most effective thing organisations can do; and at the heart of any organisation are real people who need motivating (in their souls if you will) and people are not robots.

Arie De Geus observed that ‘Organisations need profits in the same way as any living being needs oxygen. It is a necessity to stay alive, but it is not the purpose of life.’<sup>17</sup> This is an important observation because it points to both where organisations need to go and to where they have been. Where they have been is in the extremely limiting position of making profits the be-all and end-all of organisational existence, and so to that end, people have been subordinated and, effectively, enslaved. In a bizarre way this enslavement also includes people at the top end of the management hierarchies where the increase in plutocracy and rampant greed is all too documented: and this greed is completely divorced from performance, productivity, and any form of long-term success. Bowles and Cooper’s book<sup>18</sup> documents in staggering detail just how serious the problem is: ‘Bailouts and bonuses sent unimaginable sums of the taxpayers’ money to the very people who brought calamity upon the rest of us’.

Engagement, then, first and foremost, recognises that organisations and businesses are about people first, and profits second, but it recognises as well that engaging people actually leads to greater profitability, and – as an extra bonus – greater organisational longevity too. Two metaphors may help clarify this issue. The first is a much quoted one: what is the primary purpose of a business? To make a profit? No – that is the consequence of the primary purpose. The primary purpose is to find and retain a customer; and when we do that, we end up making a profit. In other words, profitability directly assayed can be counter-productive, but indirectly approached can be much more effective. So the second metaphor that reinforces this idea is that of Tai Chi: Tai Chi moves are such that one never ‘directly’ strikes the enemy; indeed, all moves are circular or curved (not straight or direct in other words), and to defeat the enemy is not to strike them but to allow the enemy’s own move or momentum to count against them. In other words, to achieve victory by not focussing directly on victory and what *you* are doing, but on what the other person is doing. This, of course, is slower to do, slower to learn, and seems riskier, but is actually more powerful, more assured, and ultimately more satisfying. And this