Talent engagement, motivation & development: a few insights to avoid the Wykehamist fallacy

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Workshop 1.3
Aims

• Who comprises ‘talent’?
• Manager v Staff motivation
• L & M - trends
• So what?
The Wykehamist fallacy
UK employed age profile 11/12
Health & Social Care age profile 11/12

The chart shows the age profile of managers and non-managers in the Health & Social Care sector. The y-axis represents the percentage of the workforce, and the x-axis represents different age groups from 16-19 to 70+. The chart indicates that the largest percentages of both managers and non-managers are in the 45-49 age group, followed by the 50-54 age group. The percentages decrease as the age groups move towards the older age ranges.
04/05 – 11/12: ageing workforce

**UK**

-1.0%  1.0%  3.0%  5.0%


**Health & Social Care**

-1.0%  1.0%  3.0%  5.0%


-5.0% -3.0% -1.0% 0.0% 1.0% 3.0% 5.0%
UK manager ethnicity by age

- Total
- 70+
- 65-69
- 60-64
- 55-59
- 50-54
- 45-49
- 40-44
- 35-39
- 30-34
- 25-29
- 20-24
- 16-19
- Other
UK manager age profile by sex

- Male
- Female

16-19: 0.0%
20-24: 2.0%
25-29: 4.0%
30-34: 6.0%
35-39: 8.0%
40-44: 10.0%
45-49: 12.0%
50-54: 14.0%
55-59: 16.0%
60-64: 18.0%
65-69: 20.0%
70+: 22.0%
UK manager population becoming

- Older
- More ethnically diverse
- More female
Motivational factors

• Good career prospects - good chance of promotion
• How well they get on with the people they work with
• How much control they have over their own work and how they do it
• Not having to work long or irregular hours (shifts, weekends, etc)
• Whether or not they get a bonus for performing well
• Good access to training and development, gain qualifications, etc
• How much they enjoy doing the job they do
• How much money they are paid, having a good pension, other benefits
• How well I/manager treat(s) them and show(s) interest in their ideas and welfare, etc
• Being able to work flexibly (work at home, vary start and finish times, reduce hours if needed, etc)
Importance of motivational factors

How much they enjoy doing the job they do

How much money they are paid, having a good pension and other benefits

How well they get on with the people they work with

How much control they have over their own work and how they do it

How well I/manager treat(s) them and show(s) interest in their ideas and welfare, etc

Being able to work flexibly (work at home, vary start and finish times, reduce hours if needed, etc)

Good career prospects - good chance of promotion

Good access to training and development, gain qualifications, etc

Not having to work long or irregular hours (shifts, weekends, etc)

Whether or not they get a bonus for performing well
Motivation: two archetypes

• Career climbers:
  – + career prospects – get on with colleagues
  – Under 35, full time, work hard, (male)

• Flexi-workers:
  – +Flexible working +Control - bonus
  – Over 35, part time, (longer tenure) (female)
Some trends

- Flexible working
- Working relationships
- Core functions of leadership & management
What to do?

• ‘Talent’ more diverse
• Different groups, different priorities
• Intrinsic > Extrinsic motivators
• Core functions of leadership & management
Thank you

Sources:
• Annual Population Survey
• www.i-l-m.com/Why-ILM/Research-reports

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