

What do staff need for change

When we did this RSC research

I was struck by how what they were doing

matched the insights about

what makes people thrive in their work

that I found in this book

called Drive by Daniel Pink.

Now, drawing on a lot of research studies,

Daniel Pink says that people

are motivated to work well

and have the greatest

satisfaction in their work,

not when they're paid

enormous sums of money,

in fact it might come

as no surprise to learn

that enormous sums of money actually

detract from satisfaction at work,

but when three things are going on.

First, they need the freedom

to control their work as much as possible,

deciding for themselves

when they do things

and how they do them.

Second, they want a sense of mastery,

in other words, to know

that they're doing their job well

and they're achieving high standards.

The third thing is they also need

a sense of purpose,

particularly a sense of common purpose

and a belief that the work

itself is worthwhile.

Now it seems to me that these new ways

that were adopted at the RSC

involving; mission, communication,

taking responsibility, constant learning,

reinforced all of those factors.

And that, I maintain, is why

the change has been sustained.

Not because of some highfalutin vision,

but because people

were enjoying their work,

had a sense of common purpose,

a sense of collective responsibility,

which went with the grain

of how we as human beings function.