

Where Reward and Leadership collide

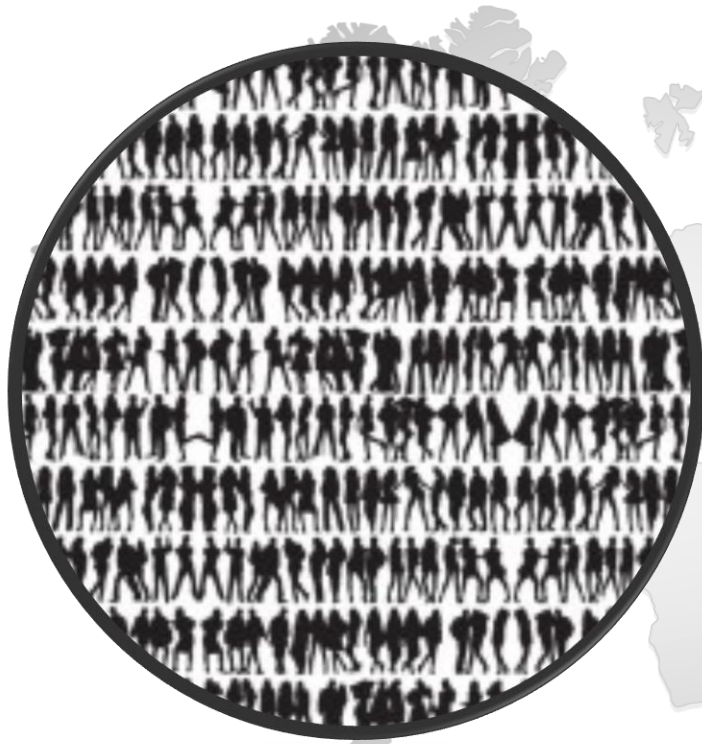
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March 2014



innecto
reward consulting

Static vs. transmission





Purpose

"We're here to put a dent in the universe. Otherwise why else even be here?"

~ Steve Jobs



New ideas, innovation, direct, meaningful conversations with customers, boutique, personal, segmentation.

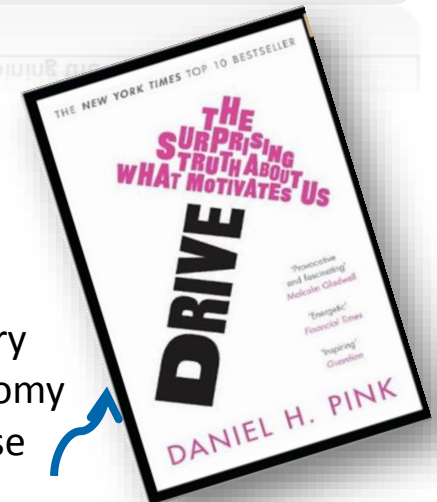
What used to succeed in business?	What succeeds now?
Large size	Lean structure
Consistency	Innovation
Routine	Nimble
Hierarchy and control	Open access
Cultural homogeny	Diversity and cultural difference
Technical skills	Joining the dots

Outsourced – to developing world: faster, cheaper, better

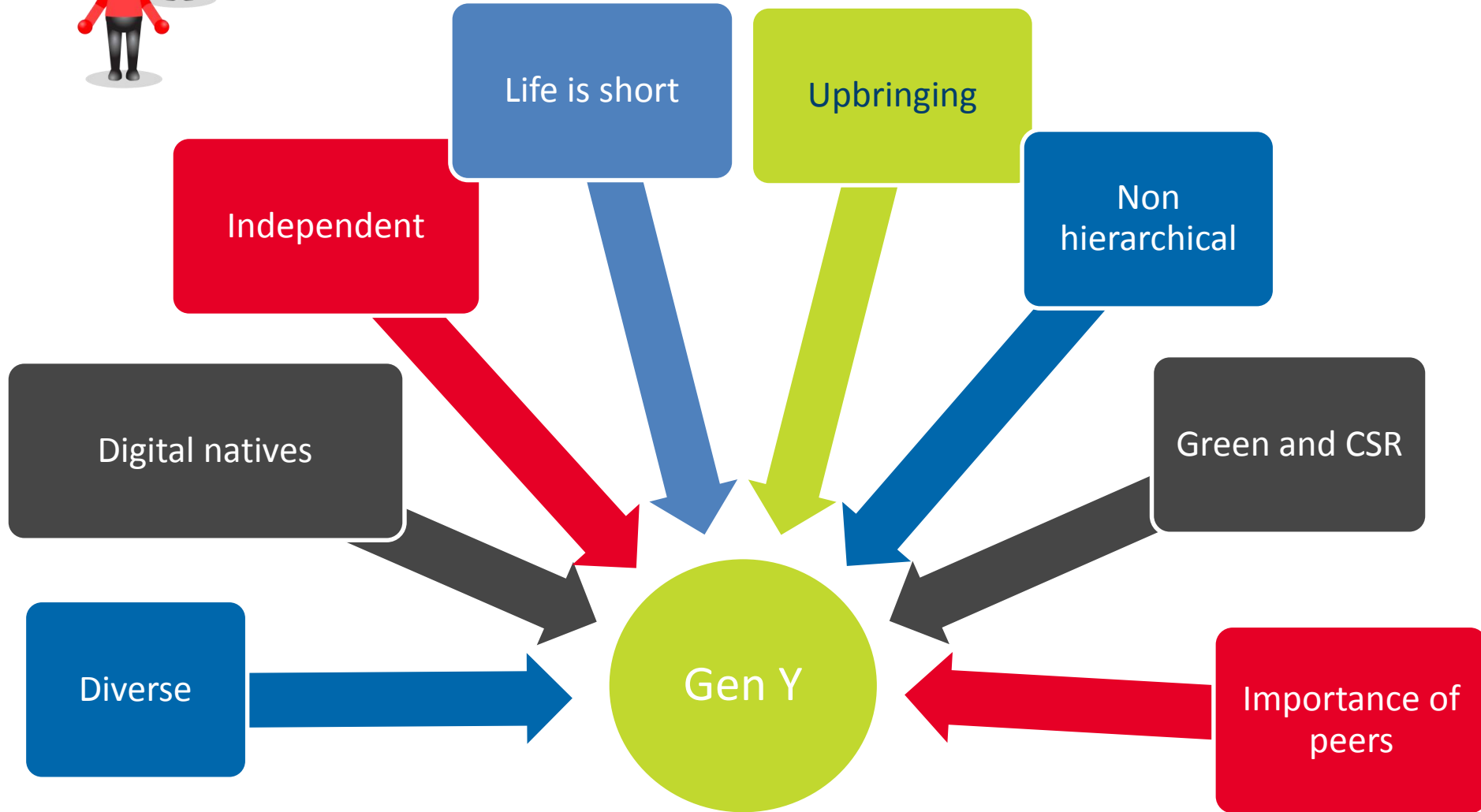


You are competing for talent with a business not yet invented

- Mastery
- Autonomy
- Purpose



The impact of Gen Y





Watch our video
[How to play the Gen Y game](#)

The reality





Current status

Annual Performance cycle

Performance management bureaucracy which is in place to make not very good managers toe the line. Good managers do it anyway.

Complexity destroys value

If people can't understand it they don't value it. How do your reward practices measure up?

People don't just work for money

Participants in a PWC study would take a 28% pay cut for their ideal job. This result is globally consistent.

Scar tissue

Policies and practices as a result of someone doing it wrong once. Punitive expenses policy, bureaucratic recognition approach.

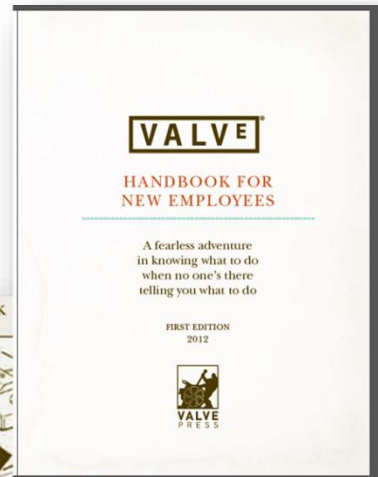
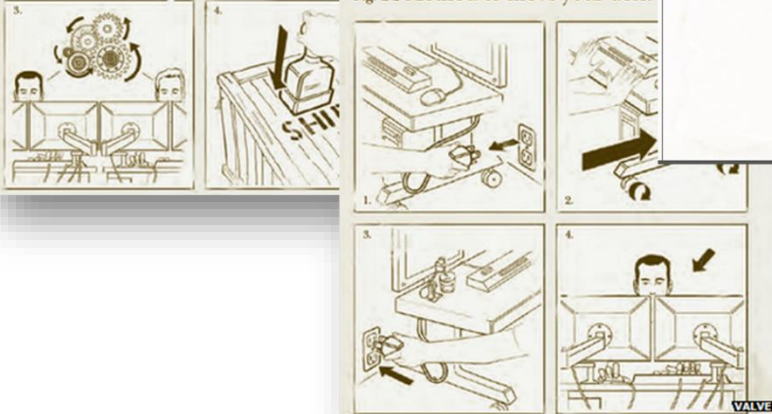


Alternative status

Fig. 3-1 Method to working without a boss



Fig. 2-2 Method to move your desk



How Netflix Reinvented HR

by Patty McCord

Comments (164)



Artwork: Freegums, *Good Vibrations*, 2011, acrylic on wood, 8"





5 steps for now

Area	Decisions to discuss
Catch-up	Read 'Drive' if you haven't yet. Go and find Valve handbook and Netflix 'Freedom and responsibility' on-line. Head to Innecto's site and follow some interesting tweets.
Gen Y	Talk to some people under 30 in your organisation about how they would change the performance management reward systems
Combine	Talk to them again after you've asked them to look at TED talk (Daniel Pink) and Netflix slides
Analyse	Where is your organisation in attracting and retaining the talent you need and how does performance and reward fit in?
Inspiration	Think about it all – but act quickly on your inspiration. It evaporates.



5 steps for future

Area	Decisions to discuss
Clarify purpose	Look for signals and signposts as to what your leadership is saying – even if it contradicts your deeply held views
Align comms	Don't mix up 'simple' with 'understandable'. You may have a complex business model and need to work harder on communicating performance clearly if this is the case.
Confirmation bias	Is the enemy. Too often we only look for examples that confirm our own view. Deliberately seek out other views internally and externally.
Share	Take people on your journey and engage your leadership in helping you get the message about what makes the business run out there
Be brave	Do something different. Make changes. Be a pioneer.



be the
change
you wish
to see in **the**
world...
-gandhi



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