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Gallup Pakistan HR Newsletter

enhancing performance through
empirical understanding of HR issues

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Welcome

To Gallup Pakistan's 3rd edition of a series of monthly HR Newsletter. In this series we principally aim to encourage empirical understanding of HR problems faced by organizations today. **By disseminating international and local research findings, Gallup Pakistan aspires to create a knowledge hub that HR practitioners in Pakistan can benefit from. In this regard, we would be borrowing extensive research from other member countries as well.**

This edition will focus on **'Fostering Creativity at Workplace'** which helps in transitioning individuals, teams and organizations towards a desired goal. The articles included in this newsletter are extracted from Fast Company and IBM News Releases.

Don't forget, your valuable suggestions and ideas are much appreciated. Also, we are open for partnerships with other teams working in similar domain.

Gallup Pakistan Team



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HOW TO DESIGN YOUR WORKPLACE TO ENCOURAGE POSITIVE EMOTIONS AT WORK

According to latest research, emotions play a vital role in determining the quality of work at an organization. Marginal product of labor tends to vary along with the changing moods of workers. Companies have been taking care of the physical welfare of their employees since quite a few years now. Since health issues such as rates of heart and lung disease, diabetes, and obesity are rising sharply, and stress has become a \$300 billion global epidemic, firms have now become particular about the health facilities they provide.

But when it comes to taking care of the emotional welfare of its employees, few companies have taken the relevant measures. According to a two year long study carried out by Steelcase, companies need to focus on not only the physical but the emotional and cognitive development of their workers to make them more productive.

**“WE’RE TOLD TO BE PASSIONATE ABOUT OUR WORK--
SO WHY LEAVE EMOTIONS OUT OF THE WORKPLACE?
HERE’S HOW TO TEND TO YOUR EMPLOYEES’
EMOTIONAL WELL-BEING.”**

Motivators to productivity:

Encourage a sense of Belonging:

Having friends and a social life within the organization boosts morale and generates a sense of reliability. Being able to help others creates a sense of usefulness for the employee and develops healthy working environment.

Help people see their worth:

Employees wish to know their contribution and significance to the organization. Acknowledging them creates a sense of trust and this motivates them to work harder, knowing that they have a purpose.

Encourage engagement by promoting mindfulness:

When employees are engaged with tasks they become more energetic towards their outcomes. In fact they enjoy committing themselves to the task at hand, entirely. This can also turn out to be a problem if they are overloaded with work and lose their focus.



IBM 2010 Global CEO Study: Creativity Selected as Most Crucial Factor for Future Success

“According to a major new IBM (NYSE: [IBM](#)) survey of more than 1,500 Chief Executive Officers from 60 countries and 33 industries worldwide, chief executives believe that -- more than rigor, management discipline, integrity or even vision -- successfully navigating an increasing complex world will require creativity.”

More than 60% of CEO's believe that the change in industry is the major factor that contributes to a confused sense of direction within organizations. This is why innovative approaches need to be developed in order to manage organization's structure, finances, people and strategy.

The CEOs Speak

Creative Leaders

- Expect to **make more business model changes** to realize their strategies.
- **invite disruptive innovation**, encourage others to drop outdated approaches and take balanced risks.
- Consider previously unheard-of ways to drastically **change the enterprise** for the better setting the stage for innovation that helps them engage more effectively.
- **are comfortable with ambiguity** and experiment to create new business models.
- **score much higher on innovation** as a crucial capability and more of them expect to change their business models.
- Which includes CEOs and their teams – are courageous and visionary enough to make decisions that **alter the status quo**.
- Will **invent** new business models based on entirely different assumptions.

In surveying more than 1,500 Chief Executive Officers from around the world, the IBM 2010 Global CEO Study found that chief executives believe successfully navigating an increasing complex world will require creativity.



HR Facts across the Globe

Managing Complexity

The CEO's that were interviewed said that the current business environment was very uncertain and complex. "Eight in ten CEOs expect their environment to grow significantly more complex but only 49 percent believe their organizations are equipped to deal with it successfully – the largest leadership challenge identified in eight years of research." CEO's also suggested the importance of technological innovations in the rapidly advancing global economy and its importance has risen from 6th to 2nd place.

Top performing organizations are 54 percent more likely than others to make rapid decisions. CEOs indicated they are learning to respond swiftly with new ideas to address the deep changes affecting their organizations.

95 percent of top performing organizations identified getting closer to customers as their most important strategic initiative over the next five years – using Web, interactive and social media channels to rethink how they engage with customers and citizens. They view the historic explosion of information and global information flows as opportunities, rather than threats.

Organizations that have built superior operating dexterity expect to capture 20 percent more of their future revenue from new sources rather than from their more traditional peers.



HR Facts across the Globe

One World, Diverging Views

Regional differences also create complexity within organizations. Geographic differences create different perceptions and skill pools among labor and make it difficult for CEOs to take decisions. China was more flexible towards the changing structures, so it did not prove to be as much of a problem to them as it was to North America and Japan. They faced a financial crisis and shift of economic power along with such changes.

Understanding these regional differences has become very essential, as they now link economies together.

About the IBM 2010 Global CEO Study

This study is the fourth edition of IBM's biennial Global CEO Study series. To better understand the challenges and goals of today's CEOs, IBM consultants met face-to-face with the largest-known sample of these executives. Between September 2009 and January 2010, IBM interviewed 1,541 CEOs, general managers, and senior public sector leaders who represent different sizes of organizations in 60 countries and 33 industries.

The Creativity Gap

“The cover story of Newsweek (July 19, 2010) reports on the state of Creativity in America.”

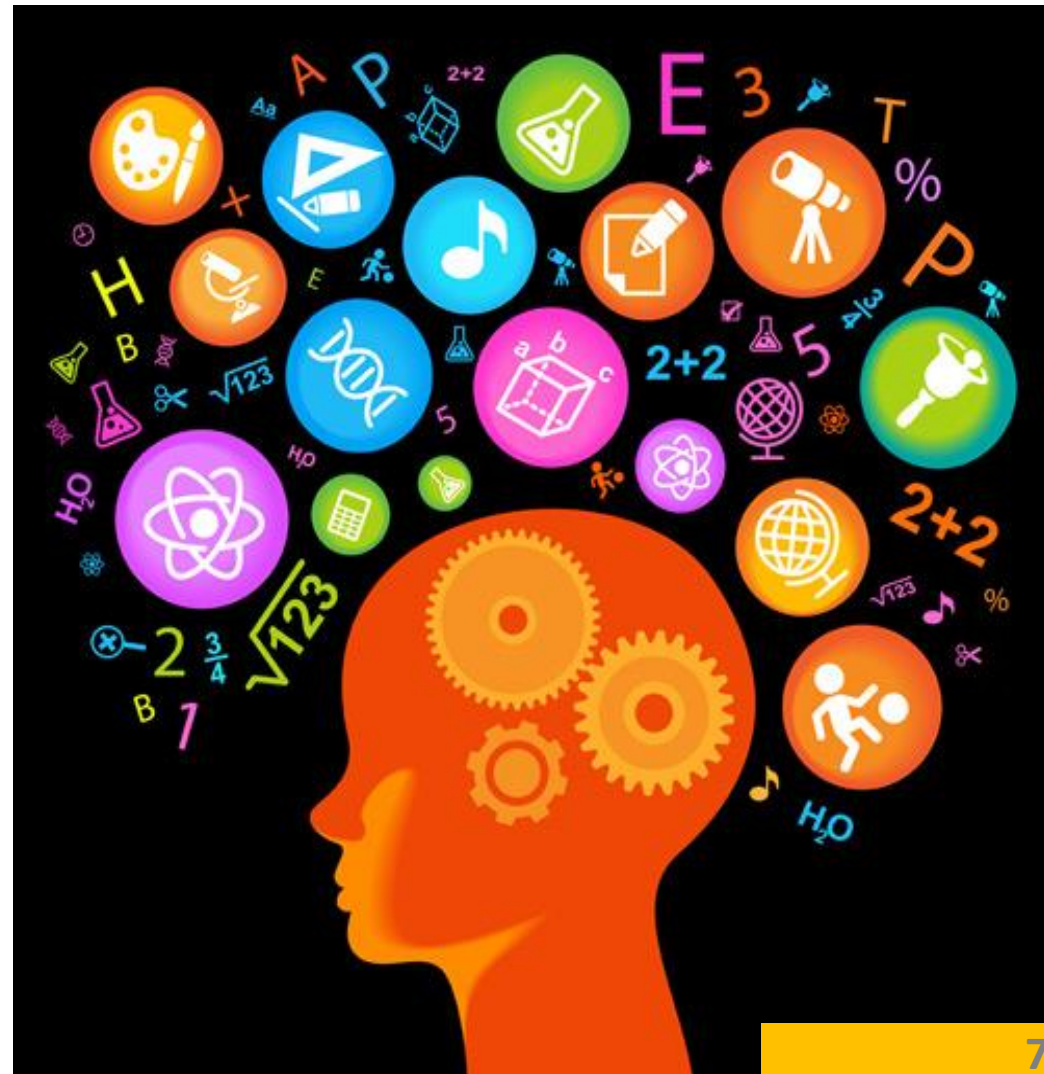
The American economy is at a point in its history where it now faces declining trends in creative ability. The first reason for this decline is the fact that the current school curriculum imposes strict courses with little margin for errors and mistakes. All sorts of arts and such creative classes have mostly been removed from public schools.

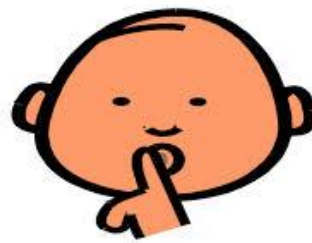
According to an IBM study of 1500 CEOs', Creativity was ranked as the single most crucial factor for future success. Which goes on to show that the demand and supply are disproportionate to each other, with the demand rising and the supply declining. This is creating a creativity gap, which is increasing with time.

According to a joint study between Harvard and INSEAD, it turns out that creativity is 85% a learned skill. Having the potential, we all need a process that can gain access into this valuable resource. Creativity is like a muscle, if we work on it, it will expand. It's time to make creativity a national priority and close the creativity gap.

6 Ways to Unleash Creativity at The Workplace

As the world experiences global advancement in technology, its demand for creativity at the workplace rises. Companies such as Google are setting up programs such as the 20 percent program and policy in order to give its employees the time to approach tasks more creatively. Conducive environments are necessary to encourage employees to seek innovation.





Reward Creativity:

Workers should be encouraged to think out-of-the-box by rewarding them and taking their suggestions seriously. If they are ignored, they end up thinking that focusing on creativity is a waste of time. To make matters more organized, goals should be set up and then completed and implemented. Rewards can either be monetary or in terms of recognition from the organization.

Anonymity and Confidentiality:

Creative employees would require outlets where they could voice their thoughts. Hence a suggestion box to fulfill this purpose should be placed within the office and its contents should remain anonymous and confidential. Apart from this, brain storming sessions should also be held frequently where employees pass out suggestions on both public and private mediums.

Innovation Teams:

Innovation Teams should be set up and placed in charge of coming up with new ideas on enhancing the progress at work. They should assign deadlines that should be met in order to determine the winning team. This will show that the organization gives importance to creative work environments. This may, however, be seen as enforced creativity rather than spontaneous creativity by the workers. They might look at it as a chore that is too rigid for creativity to flourish.



Support Creativity:

Many employees, do not pass on their creative ideas thinking that the organization would not support them. Hence companies need to be more receptive to ideas and prove that their intentions are to promote creativity. Workers might be afraid of the consequences of their mistakes and so the managers need to be more open minded towards taking suggestions.

Diversity among Employees:

Homogenous workforces with the same backgrounds leave very little space for creativity to flourish. If the entire crowd agrees with each other then it will only come up with one idea. Objections within crowds give birth to several different ideas. Employees with heterogeneous knowledge backgrounds should be organized into informal settings in order to encourage them to exchange different thoughts.

Positive Working Environment:

Having fun while you work helps your mind to get relaxed and that's when you get amazing ideas. Employees with positive mind sets would be able to work and think more flexibly and their perspectives would be widened. A calm mind would approach matters with an open mind, in the sense that it would be more adaptable towards working with new ideas. Bringing in a little fun while you work actually helps in injecting creativity into the work environment.

5 Tips for Receiving Great Ideas From Employees

“HOW DO YOU ENSURE THAT YOUR COLLEAGUES' IDEAS AREN'T JUST BOUNCING BACK?”

Be a Routi

“In ancient Polynesian wars, routis were the orators and cheerleaders for battles. Their job was to animate the troops by recalling past victories and explaining the battle’s purpose. Routis would mingle with warriors during conflicts, cheering them on and boosting their morale. Be your organization’s routi for creativity. Mingle with the troops. Spread enthusiasm. Tell stories. Clarify goals. Paint visions of creative success.”



Be an Idea Catcher

“Creativity is a team sport. Sometimes you’re the one tossing out ideas, but many times you need to energetically assume the crucial role of receiving ideas from others. Max DePree, Herman Miller’s legendary leader, compared this give-and-take to baseball pitchers and catchers. The greatest fastball pitcher in the league can’t win unless someone is there to catch his sizzling throws. And creative folks can’t succeed unless they have catchers to listen to their ideas and understand their value.”

Be Accessible

“Fresh ideas have short shelf lives. If people feel they have to take a number and wait in line to see you, budding ideas will wither and creativity will die. To keep ideas growing and flowing, have time in your day to be available to anyone who wants to air a new concept. And make sure your mind is also available--focused, in the moment and open to new directions. “I don’t have an open-door policy; I have an open-mind policy,” DreamHost’s Simon Anderson told the *New York Times*. “An open mind helps you hear things, good or bad.”

Be Satisfied

“Many years ago, one of my creative directors came to me with a unique product idea. I loved his concept and excitedly embraced it, eagerly jumping in with my own additions and refinements. But the more I babbled, the more he slumped in his chair.

When I asked what was wrong, I got an eye-opening response. “Whenever we present ideas, you immediately start adding on or suggesting improvements,” he said. “It makes us feel like our ideas are never good enough.”

Lesson learned. When receiving a good idea, avoid instantly bolting on additions or alterations. There’ll be plenty of time later to revise and refine. For the moment, let the idea stand, and let the idea’s creator bask in its glory.”



Be Accountable

“You rely on team members to come up with ideas. They depend on you to advance those ideas--or to explain why an idea has been delayed or shot down.

If ideas regularly vanish into black holes, employees become discouraged and stop having more ideas. Vow to provide ongoing feedback about the stride or stall of every idea you receive from team members. And when ideas do succeed, respond with celebration.”

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