



The Business Case

Business is changing the world, but is it changing it for the better?

Corporations have a new responsibility. Of the top 100 economies of the world, 50 of them are multi-national corporations. Businesses have a profound impact on every aspect of our lives, our culture, and the way in which it develops.

Today's leaders need a sophisticated understanding of themselves and other people. Balancing management skills, which are logical and analytical, with leadership qualities, which are visionary and empathic, enhances greater overall effectiveness. Recognising and developing this balance will ensure the leader is able to create and nurture an effective team, providing productive relationships which engender mutual trust and respect.

There is an increasing recognition of the importance of Emotional Intelligence to superior job performance. Traits such as self-awareness, persistence, enthusiasm, motivation, empathy and being socially adept are characteristics shared by people who excel in today's workplace. These traits create an open and inclusive culture throughout an organisation.

Why values matter

In March 2003, Professor Richard Layard of the London School of Economics delivered a series of lectures on the Economics of Happiness. After extensive cross-cultural studies, the following emerged as the common 'happiness factors':

- The ability and freedom to mix with others
- Being treated fairly
- Behaving in a way which commands respect
- Having meaningful work
- Having the room to develop
- Good quality of relationships
- Having a voice
- Trusting and being trusted
- Having a coherent philosophy

At its best, work provides all these 'happiness factors'. When an organisation can respect the needs of the individual within the greater boundaries of its own aims, the whole becomes more than the sum of the parts. As the individual begins to feel valued and respected they will in turn give value and respect.

A values-centred organisation provides a framework for people to be happier at work. When people are happier, their productivity increases, they stay with the company and the organisation enjoys greater profits.

Values unify the organisation. When an organisation states its values, it must live by them. When it doesn't, it exposes the integrity gap, causing both customers and employees to lose trust. In the September 2002 Harvard Business Review, Tony Simons, Associate Professor at Cornell University, highlighted this:

Behavioural integrity is the foundation of trust and yet...

"In many companies, a manager's path to success seems to lie in verbal endorsements of espoused values, while his actual behaviour is expected to align with certain implicit norms and standards that may be more widely accepted."

When an organisation has a stated set of values and when people have integrity and live by those values, a number of things happen:

- Trust builds within an organisation
- The organisation becomes cohesive.
- People have a higher self-esteem
- Relationships improve

As this happens, the organisation becomes unified and quite simply, the profits increase.

"[Companies] where employees strongly believed their managers followed through on promises and demonstrated the values they preached were substantially more profitable than those whose managers scored average or lower...No other single aspect of manager behaviour that we measured, had as large an impact on profits."

See 'The High Cost of Lost Trust' by Tony Simons, Associate Professor, Cornell University.

Why The WoW Factor?

When we go into other organisations, we do not go to provide a service, we go to serve. We have similar aims:

- Authentic leadership
- Inspired people with raised self-esteem & self-awareness
- People with the courage to challenge themselves and others
- Each person understanding 'the big picture'
- Individuals bringing more of their humanity to work
- Better working relationships
- Improved industrial relations
- People ready to embrace change
- Co-operation rather than competition

"Of all the factors that can undermine behavioural integrity, among the most dangerous is the manager's inability to see an integrity problem in themselves."

Tony Simons

When we enter into a partnership with your organisation, we create a bespoke programme based on the unique needs and stated values of your company. We don't turn your organisation into something that we want; we help it to become something that *you* want.

The WoW Factor challenges people and organisations to be an example of their values. Our unorthodox methods produce consistent results, which are both predictable and sustainable. Our expertise is in providing the environment for a fundamental change in the way people think, behave and act, helping them to **be** different. This means translating the ideas and concepts from an intellectual level into action. The experience is fun, although there can be moments of discomfort, as people begin to understand their own emotional processes and develop their Emotional Intelligence.

Participants on our programmes reflect deeply on the meaning of the values and the implications of living by them. As they understand the moral, ethical and commercial imperatives of being values-centred, they choose to align their behaviour with those values. Back at work, they affect those around them, which influences the existing culture. Among the benefits each person may experience are:

- Enhanced creativity
- Expansive approach to problem solving
- Decreased stress
- Fulfilling working relationships
- More trust
- Synergy
- Motivation
- Higher self-esteem

A pleasing side effect of our programmes is that participants enjoy the experience and know that it will bring benefits into other areas of their lives, leaving them feeling more valued by the organisation. It's great for the individual, who will bring more value to the company. And it's great for the company, because it builds a learning organisation shaped by its values, which shows up on the bottom line as increased profits.