

PUTTING PEOPLE AT THE CENTRE

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ACCELERATING  
TALENT SUCCESS  
FOR MILLENNIALS  
AND BEYOND...

**TELOS**  
PARTNERS

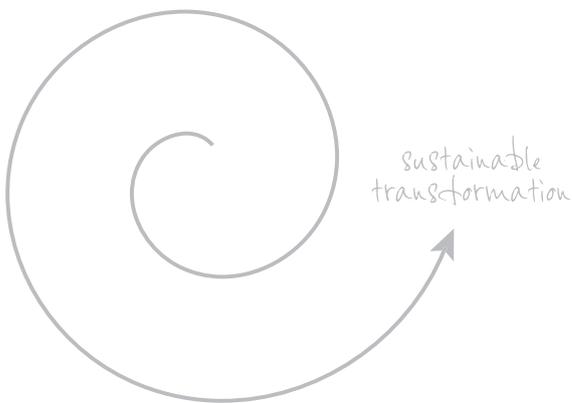
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# EXECUTIVE SUMMARY

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**Employers find themselves facing a complex conundrum.** They can no longer afford to offer employees the types of benefits they once did, while for the first time there are five different generations in the workforce — from Baby Boomers through to Millennials — all with different expectations, desires and needs. In short, organisations need to transform their approach to talent to keep pace with the fast-changing environment in which they are operating.

Specifically, organisations need to refocus their talent strategies to deal with Millennials (those born between 1980 and 2000) who by 2020 will make up the majority of the global workforce. Millennials (sometimes referred to as Generation Y) are proving to be both a positive and disruptive new addition to the workforce. They differ from other generations in that they are seeking continuous, always on and in-the-moment learning, with exciting and stretching challenges to 'have a go at' to succeed.



ACCELERATING TALENT SUCCESS involves an understanding of people's motives and drivers – what inspires people to do what they do? It is based on human behaviour and how unconscious biases can effect the quality of decision-making in key career moments. It demands a new and enterprising approach to job design and the packaging of work into exciting assignments, or 'career sprints'. It is about creating a culture and environment that allows experiences that bring the best people together, accelerate learning and that people enjoy.

At Telos we have seen clients do four things that achieve sustainable improvements in developing Millennials. These are:

- 1. Put people in control of their own career and learning.**  
Remove ambiguity, enable people to take control and responsibility for their career and learning.
- 2. Equip them with the skills to be self-directed.**  
Provide them with the opportunity to develop their own self-awareness and ability to develop their own vision of success.
- 3. Provide them with a toolkit and support.**  
Support mass adoption by providing a consistent approach through a toolkit to support implementation.
- 4. Make the experience enjoyable and fulfilling.**  
Motivate people to overcome the inevitable challenges and create an environment where everyone supports each other to succeed.

Unsurprisingly, these approaches also seem to work when applied, appropriately, to other generations in the workforce. It is these ideas that we believe frame a new agenda for business leaders to address in order to achieve long-term sustainable success, ensuring their organisations have the best talent, be they Millennials or beyond.

# IS YOUR CURRENT STRATEGY FOR TALENT KILLING PRODUCTIVITY?

Employers find themselves facing a complex conundrum. On the one hand they can no longer afford to offer employees the types of benefits they once did, while seeking people with motivation and passion, and ever greater levels of skills. On the other hand, for the first time there are five different generations in the workforce — from Baby Boomers through to Millennials — all with their different expectations, desires and needs that organisations need to cater for in some fashion or other.

Millennials (sometimes referred to as Generation Y) are proving to be both a positive and disruptive new addition to the workforce. Already by 2015, people born between 1980 and 2000 made up the largest group in the US workforce<sup>[i]</sup> and by 2020 they will make up 50% of the global workforce<sup>[ii]</sup>. They differ from other generations in that they are seeking continuous, always on and in-the-moment learning, with exciting and stretching challenges to ‘have a go at’ to succeed. Diagram 1 highlights the characteristics of Millennials compared to other generations.

Diagram 1 — The working generations

Characteristics	Maturists (pre-1945)	Baby Boomers (1945-1960)	Generation X (1961-1980)	Millennials Generation Y (1981-1995)	Millennials Generation Z (Born after 1995)
Formative experiences	Second World War Rationing Fixed-gender roles Rock 'n' Roll Nuclear families Defined gender roles – particularly for women	Cold War Post-War boom "Swinging Sixties" Apollo Moon landings Youth culture Woodstock Family-orientated Rise of the teenager	End of Cold War Fall of Berlin Wall Reagan / Gorbachev Thatcherism Live Aid Introduction of first PC Early mobile technology Latch-key kids; rising levels of divorce	9/11 terrorist attacks PlayStation Social media Invasion of Iraq Reality TV Google Earth Glastonbury	Economic downturn Global warming Global focus Mobile devices Energy crisis Arab Spring Produce own media Cloud computing Wiki-leaks
Percentage in U.K. workforce*	3%	33%	35%	29%	Currently employed in either part-time jobs or new apprenticeships
Aspiration	Home ownership	Job security	Work-life balance	Freedom and flexibility	Security and stability
Attitude toward technology	Largely disengaged	Early information technology (IT) adaptors	Digital Immigrants	Digital Natives	"Technoholics" – entirely dependent on IT; limited grasp of alternatives
Attitude toward career	Jobs are for life	Organisational – careers are defined by employers	Early "portfolio" careers – loyal to profession, not necessarily to employer	Digital entrepreneurs – work "with" organisations not "for"	Career multitaskers – will move seamlessly between organisations and "pop-up" businesses
Signature product	Automobile	Television	Personal computer	Tablet / Smart Phone	Google glass, graphene, nano-computing, 3-D printing, driverless cars
Communication media	Formal letter	Telephone	E-mail and text message	Text or social media	Hand-held (or integrated into clothing) communication devices
Communication preference	Face-to-face	Face-to-face ideally, but telephone or e-mail if required	Text messaging or e-mail	Online and mobile (text messaging)	Facetime
Preference when making financial decisions	Face-to-face meetings	Face-to-face ideally, but increasingly will go online	Online – would prefer face to face if time permitting	Face-to-face	Solutions will be digitally crowd-sourced

Source: 'Talking about my Generation: Exploring the Benefits Engagement Challenge' report by Dr Paul Redmond, University of Liverpool, September 2013

\* Percentages are approximate at the time of publication.

In a 2015, an article on Millennials in Forbes magazine<sup>[iii]</sup> noted a number of things Millennials are looking for at work:

1. They want to grow
2. They want a coach, not a boss
3. They don't want to waste time on little things
4. They want balance and democracy.

Although some of these desires are not vastly different, points 2 and 4 highlight their desire for a more empowered approach. This has forced organisations to radically re-think how they can motivate and engage their people generally, and Millennials specifically, through their talent strategies, or else risk losing out on the best performers. Get this right and an organisation has the potential for creating a competitive and strategic advantage over its peers. Get this wrong and an organisation is likely to seriously impede its ability to grow and succeed. Sustainable success demands – among other things – finding the way to balance the long-term needs of its people with that of its customers, partners, shareholders and communities. A key component in attracting and retaining high performers is finding ways to appeal to their intrinsic motivation. Intrinsic motivation, as Dan Pink has observed<sup>[iv]</sup>, comes from the opportunity to learn, to take charge of one's own world of work and to belong to something of meaning: making the sort of difference that resonates with the individual. Packaging these opportunities for Millennials means developing sets of 'career sprints' or 'tours of duty' allowing them the opportunity to deliver something of real value, something a person can be proud of. Once each 'sprint' has been successfully navigated, a new decision point or 'career moment' comes into play as the question to be answered is where to focus that individual's energy and efforts next. Leaders and organisations who understand the ambitions, motivations and behaviour of their people in these 'career moments' between assignments and inspire them with choices and options for their next exciting challenge will successfully attract, develop and grow talent. With the cost of replacing a single employee estimated by Oxford Economics<sup>[v]</sup> to be over £30,000 and taking on average 28 weeks to reach optimal productivity, organisations cannot afford to dismiss these challenges.

## WHAT ARE 'CAREER MOMENTS'?

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In our daily working lives we do not think about our career constantly. In fact, given the magnitude of the decisions we make about our career, some would argue that we do not spend anywhere near enough time thinking about it. There are times though when our career does come to the forefront of our minds, and at Telos we call these 'career moments'. They may be forced upon us as we are starting out in our first job or are between roles or assignments, or a conscious choice if our current work or job is not to our liking, or we are attracted by new

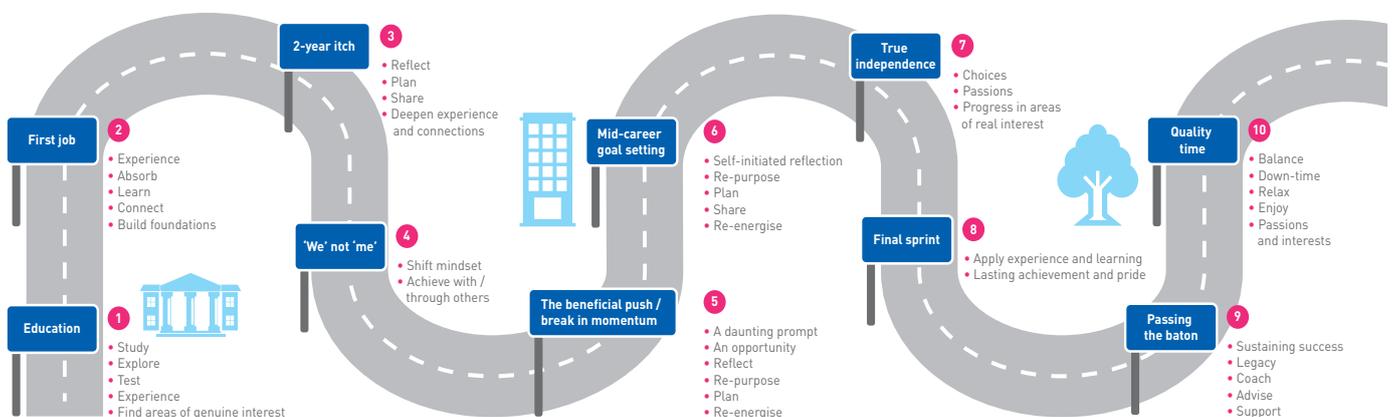
opportunities (Diagram 2 illustrates ten common career moments). We believe that people generally, but Millennials specifically, need to trigger more of these 'career moments' in their working lives, making them a positive experience that is self-initiated, or a conscious, meaningful step in response to a change in circumstances outside of one's control. By raising awareness of our behaviours and biases in these moments, people can be guided and prompted to make better decisions that will lead them to long-term career success.

# WELCOME TO THE NEW WORLD OF AGILE CAREERS!

At Telos we have watched and worked with clients as they faced and tackled these situations. From our observations we have seen clients do four things that achieve sustainable improvements. These are:

- 1. Put people in control of their own career and learning**  
Remove ambiguity, enable people to take control and responsibility for their career and learning – they are the only ones who can truly decide what success looks like for them. This also takes the onus off the employer to spoon feed people but then requires them to provide people with the right opportunities.
- 2. Equip them with the skills to be self-directing**  
Provide them with the opportunity to develop their own self-awareness and ability to develop their own vision of success. This requires them to be able to create their own career plan and develop pro-active habits to make things happen. Without these skills, there will not be mass-adoption. It also means that the organisation benefits from people who know how to do the right thing.
- 3. Provide them with a toolkit and support**  
Support mass adoption by providing a consistent approach through a toolkit to support implementation. Without a toolkit, the approach will not deliver the full potential benefits, therefore the organisation needs to focus its effort around developing the toolkit.
- 4. Make the experience enjoyable and fulfilling**  
Motivate people to overcome the inevitable challenges, create an environment where everyone supports each other to succeed. This is not necessarily a soft/easy place to be. Feedback can be painful to hear at times, but a 'support and challenge' environment draws those with ambition towards it and accelerates success. The achievement is the reward, but the journey towards it and support along the way are often the real motivators. This in turn creates motivated and engaged people who are more likely to stick around.

Diagram 2 – Ten key career moments



## 1. Put people in control of their own career and learning

In a world where technology has truly enabled people to learn, work, connect and achieve things that they are passionate about, there remains a problem. Research by Gallup<sup>[vi]</sup> suggests that only 13% of worldwide employees working for an organisation are engaged; meaning they are involved in, enthusiastic about and committed to their work and workplace. When it comes to careers, many are waiting for their boss to sort things out for them. According to research by EdAssist and the University of Phoenix, over 70% of workers think employers should identify job opportunities and career paths, whilst 85% of the bosses think the responsibility rests with the employee. With nobody clearly owning the problem confusion and inefficiency reign.

The route of the problem lies not in engagement but in lack of ambition and the willingness of people to take risks and explore the unknown. This often lies deep within many organisational cultures and workplaces.

Therefore, it needs to be made abundantly clear, as a start point, that **the individual is the one in control of their career**. Only they can define their ambition and what they are willing to commit to achieve it. This inverts the old psychological contract between employee and employer, bringing a more entrepreneurial edge to the work that needs to be done, encouraging the individual to clarify what success looks like for them and how to fulfil their potential. Coaching and support help but people will experience motivational highs and lows and to persist with their ambitions they will need the willpower, grit and resilience to keep going and succeed. An employer who helps their people develop and grow is more likely to retain and benefit from a person's intrinsic motivation than one who does not help a person achieve their full potential.

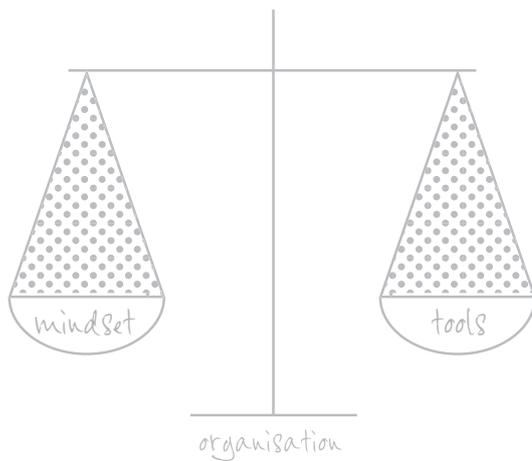
In reality this starts with **a new set of questions for each employee to answer:**

- What does success look like for me?
- If I were to look back from some time in the future, what would make me really proud?

Creating this personalised 'experience vision' of the journey towards achievements in work puts people firmly in control.

## 2. Equip them with the skills to be self-directing

This leads to the second key point, agile careers are all well and good, but taking control and achieving success is challenging. In our experience, the most common challenge people face is TIME! In an increasingly busy everyday life, people do not have the space to stop, pause and think. **Making the most of 'career moments' between challenging assignments and building triggers and habits that cause people to pause for thought are new and essential skills for career success.**



Aside from time, the aspects that people struggle with are:

- **Reflection:** Having the self-awareness to appreciate their strengths, passions and clarifying what they enjoy.
- **Ambition:** Being able to visualise success and articulate it in a compelling way.
- **Planning:** Turning their vision into a realistic and practical plan with milestones and actions.
- **Doing:** Aligning what they choose to do today with what they want in the future, building proactive habits that move things on.
- **Learning:** Analysing actions and outcomes, and spotting areas for improvement.

Building the practice and habits in Millennials to overcome these points will significantly increase the likelihood of career success but they need to be matched with willpower and resilience, alongside a mindset of continuous learning and improvement.

**Developing the skills of self-reflection and raising self-awareness are not easy.** Recently, when working with a group of 18-year-old school leavers, one stated “*we’re not ready to think like this*”. When asked at what age the group thought they would be ready to face these challenging questions (22? 25? 30? 40? 50? etc), they realised these questions are difficult to answer at any age and as we know from our understanding of behavioural science, we are likely to avoid them for as long as we can. The earlier they are considered the better for individual and employer alike.

We are sometimes asked if these self-directing skills replace the need for organisations to provide structured training for core or technical aspects of the jobs. In reality, it’s not a case of either...or. Training to complete a job or task, particularly those with a clearly defined process, will accelerate learning and efficiency. But, with increasingly complex tasks and problems that require innovation and creativity to resolve, the ownership for how the task is completed is best left with the individual completing the task, with the learning personalised to them and their specific needs. Therefore, the design challenge is to create learning content that is accessible, in the moment of need, in small, digestible ‘bite sized chunks’.

#### What does the science tell us?

Taking a look at what science tells us about our behaviour might explain why we struggle with taking advantage of career moments. There are well known behavioural traits that we need to be aware of when looking to achieve long-term career success<sup>[viii]</sup>. These are:

- **Present Bias:** What we want now is not always what we want in the future.
- **Optimism Bias:** When looking to our future, we tend to inflate the good things and downplay the bad.
- **The Cognitive Miser:** We are intellectually lazy, avoiding hard questions where possible.

- **Social Default Bias:** We copy others' choices when we cannot make an informed decision.
- **Goal Gradient Effect:** We progress faster if the task is started for us.
- **Sunk Cost Effect:** We are reluctant to pull out of something we have put effort into.

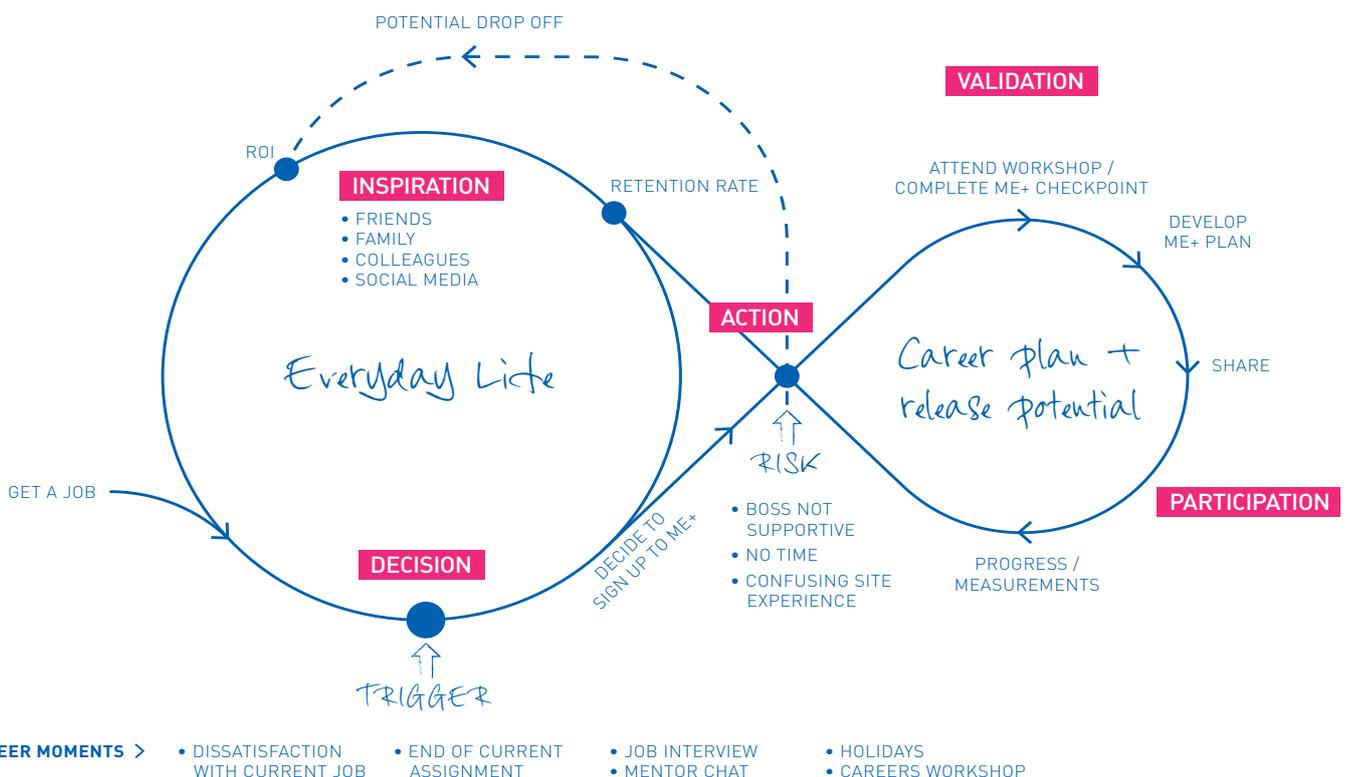
How do we apply the positives from behavioural science into our thinking and avoid the negative behaviours that can come from them?

We have explored this extensively and have seen how having the right toolkit and support can 'nudge' people to take more control of their careers and realise the benefits that come from it.

### 3. Provide them with a toolkit and support

The approach we believe in is all about putting the Millennial in control. At the same time, we recognise that people also need support to build the skills and habits that will benefit them. Applying well-know user design processes we have built our understanding of people's career behaviour (as illustrated in Diagram 3). We have seen how companies can build a journey supported by digital tools that appeal to Millennials and designed career experiences that can guide and nudge them through eight key milestones to create, monitor and own their career plan. Digital technology has changed the way we connect, communicate, share, socialise, work and learn, moving from short bursts to ubiquity. Experiencing this through their formative years builds familiarity and demand for simple, user-friendly, always-on support. As a result, we partnered with a client to develop a mobile app we named ME+. Using digital technology, a Millennial can be prompted to take action and monitor progress towards their career ambitions in real-time, in essence, a career FITBIT®.

Diagram 3 — Designing career experiences



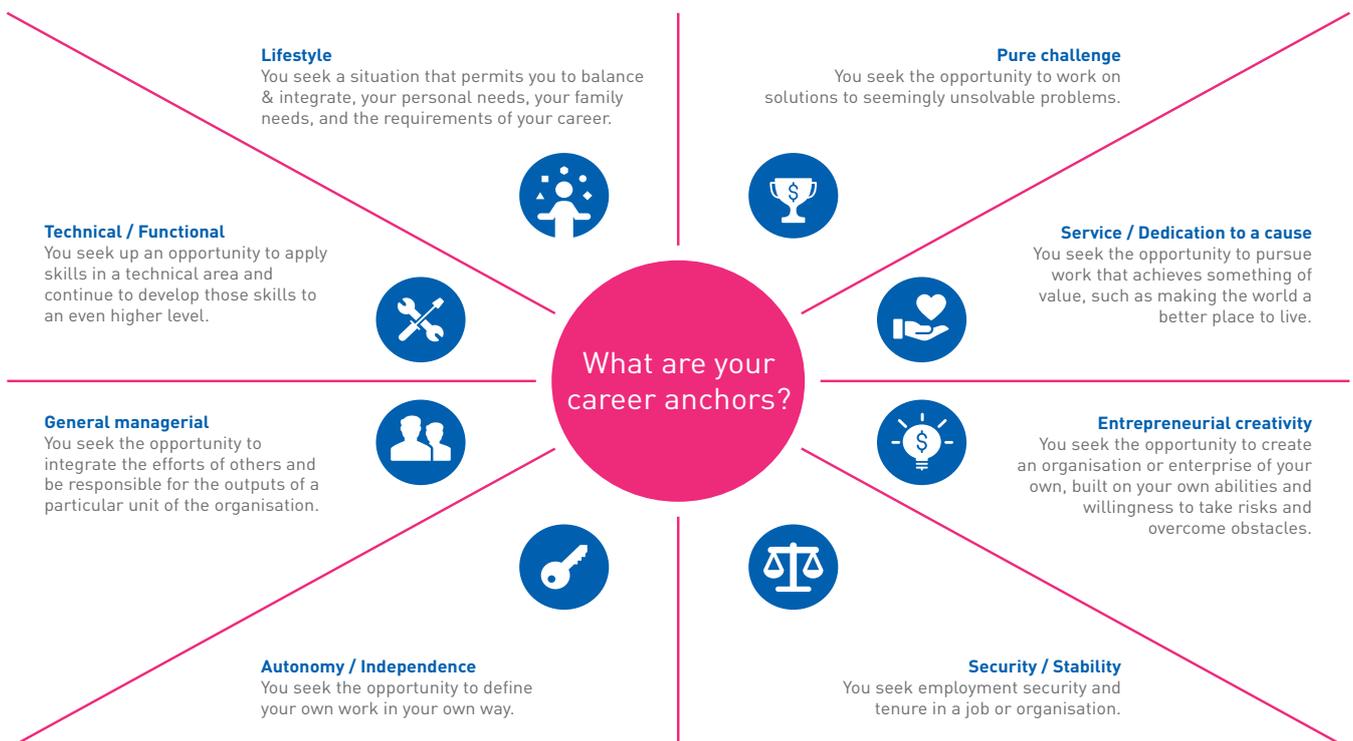
The steps an individual needs to create their career plan are:

- a) Reflect on what's driving them and why
- b) Set out their vision of success
- c) Develop their plan
- d) Connect with others and share their plan
- e) Take action!
- f) Monitor their progress
- g) Capture and share their achievements
- h) Celebrate success

The starting point is helping people to truly take the time to consider what they are trying to achieve. This takes the form of a structured worksheet, which is visual, flexible and can be completed in any order. The process forces the individual to write their thoughts down and allows them to make the mental and emotional connections. Feedback from undertaking this was impressively positive. In trials, 91% of participants felt more aware of what was driving them and what they want to achieve in their career. One person commented: ***"I was amazed at what I came up with, especially because there was a time pressure to complete it that seemed to force me to think even deeper"***.

Encouraging people to think more about what they want to achieve in their work<sup>(viii)</sup> is a reflective piece which is often overlooked or missing. Decision-making in key career moments is often narrow, short-term and transactional. *How do I pass this interview? I want this job because the salary is slightly better than what I'm on now.* Rather than a deeper, long-term and strategic approach. *This job will be playing to my strengths; it gives me the opportunity to grow in an area that I'm really interested in; I'm excited by the challenge.* Diagram 4 shows common career anchors that can guide more conscious career decision-making.

Diagram 4 – Career anchors



**An understanding of strengths and interests is only part of the foundations that need to be in place. Long-term career success needs a plan** and before one can be developed there needs to be a clear destination – a clear ambition. Defining ambition and a compelling vision of success requires imagination, creativity and an ability to visualise a future state. Defining work, experiences and achievements along the way is not something that is taught at school or through careers advisor services, and is hard to do if life experiences themselves have been narrow. So, for those early in their careers, this requires some exploration and can be an iterative process. Timescales for the look ahead should be set by the individual and may be shorter when at an early stage.

A tip that seems to work is *WRITE IT DOWN!* Capturing an ambition in a set of words is also a skill in itself, and may take some practice. Ambitions may well change, but if they are not captured and written down they remain caught up as one amongst thousands of thoughts we have every day. Also important is getting a Millennial to share their ambitions, people are more likely to follow through if they feel they have made their commitments public.

Career planning is a skillset that is not well honed for people generally and definitely the case for those at the beginning of their careers. When was the last time most of us wrote down our career plan? Project planning, causal chain analysis, scheduling, resource planning, all play a part. Having a set approach provides a structure to help people's thinking and break down their ambitions into achievements and milestones along the way, and the actions to be taken in the coming days and weeks to start moving towards them.

When that plan is then captured and supported by an app, the power of digital mobile can be released. Real-time tracking of progress, prompts and nudges when actions are due, building a career community, sharing plans and progress digitally with others and capturing real time evidence to build a portfolio are all enabled.

#### **4. Finally, make the experience enjoyable and fulfilling**

No-one thinks about their career every second of the day. In fact, given the importance of the decisions and the impact they can have on our happiness in life, it is no doubt worthy of more time and effort. There are times when career thinking does come to the forefront of the mind. Be it a job application or interview, a performance appraisal, a meeting with a mentor or coach, a training programme, or just an experience that makes an impact. These career moments are the time to grab the career attention!

In these moments of truth, we encourage people to think and plan in a structured way.

**Outside of these career moments our everyday life takes over, but work should be enjoyable and fulfilling.** Research in 2014 by the Harvard Business Review and The Energy Project<sup>[x]</sup> found that employees are more engaged when their four key needs are met:

- Value, being cared for by your boss
- Purpose, finding meaning and significance in your work
- Focus, prioritising one task at a time
- Renewal, being able to take breaks at work.

As we encourage people to be more self-directing, we often ask them for some snapshot feedback on their experience of work to consider the following statements:

- I feel intellectually stretched in my work
- In my view, my colleagues are knowledgeable and I learn from them constantly
- The tasks I do at work are interesting and complex
- I get a lot of feedback about how I am doing
- I think that the work I do has a positive impact on society
- In my daily work, I have the opportunity to reach out to develop networks with people very different from myself.

How often do we ask (or get asked) these type of questions? How do these questions feature in our current talent conversations? The insight from these responses inform HR and business leaders on how to get the best from their talented people. In line with Dan Pink's research<sup>[x]</sup>, building mastery in the role, freedom to complete the work in your own way, and doing work with real meaning, all motivate employees to do more.

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## CASE STUDY: GROWING PEOPLE IN A GROWING BUSINESS

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Over the past few years we have worked with a rapidly growing client in the technology sector who recruit and train IT consultants. With their pace of growth they faced the challenge of providing ongoing development and career support to an ever-increasing number of consultants out in the field with their clients.

The management team decided they needed a more people-centred and empowering approach. Their employees are tech-savvy Millennials so they wanted to enable this through the use of innovative technology, which would provide the support and connection back to the business without the need for an additional management overhead.

Together we developed an approach and embedded it in their recruitment and on-boarding process for new starters. The same thinking was designed into each employee touch point, putting the individual consultant in control of their careers and development, while providing the support where needed. A new mentoring programme was created supported by the ME+ app to provide the structure to the discussions, and career workshops engaged consultants out on site to understand the skills and habits needed to take control and achieve career success. Digital templates were designed to guide the experiences of their internal staff and to share and accelerate learning.

In three years they have grown their consultant numbers by 110% without additional management overhead, whilst at the same time improving their consultant experience and increasing third-year retention of consultants by 34% in 12 months.

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“IN THIS DAY AND AGE WHERE PEOPLE ARE WORKING IN MATRIX ORGANISATIONS, WE DO NOT ALWAYS HAVE ONE LINE MANAGER WHO’S TAKING AN INTEREST IN OUR CAREER, SO IT’S REALLY IMPORTANT THAT OUR PEOPLE TAKE CONTROL THEMSELVES. ME+ IS A FANTASTIC TOOL THAT HELPS PEOPLE TO TAKE CONTROL AND TEACHES THEM HOW TO GET THE MOST OUT OF THEIR OWN CAREER DEVELOPMENT”. — *CLIENT HR DIRECTOR*

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“ME+ MAKES YOU REALLY THINK ABOUT AND WRITE DOWN THE ACTIONS YOU NEED TO TAKE TO BE SUCCESSFUL”. — *EMPLOYEE*

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“IT’S HELPED ME THINK ABOUT MY SKILLS AND STRENGTHS AND HOW I CAN USE THEM TO MAP OUT MY FUTURE CAREER PLAN”. — *EMPLOYEE*

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# HOW WE CAN HELP

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Telos has been around for over 15 years. In that time we have worked with many clients in the UK and around the world to develop approaches to achieving long-term sustainable success, recognising talent as a key component.

## THINK

### Defining the 'experience vision'

We help understand and define the experience organisations want to create for their people, that brings meaning and value to them. We work with them to ensure this aligns to their long-term business vision and so develop a strategy for talent and an approach that others will commit to. We do this through taking the time to discuss and understand the ambitions of senior leaders as well as engage with people in the organisation.

## BELIEVE

### Engaging with people's 'emotional commitment'

We support organisations and their people to feel engaged and excited about what they do and what their organisation is trying to achieve. We help leaders connect with each other and demonstrate their passion and commitment for what they do and believe in. We build commitment through group meetings and use visual management techniques to rapidly engage and strengthen consensus. This in turn encourages people to increase their discretionary effort and intrinsic motivation.

## ACT

### Delivering on the promise and outcomes

We support the design and development of the toolkit, systems and approach and engage the vital parts of the organisation to enable people to take control of their experiences of work. We monitor and assess implementation and work in an agile way to ensure the change is systemic and sustainable.

Telos Partners works collaboratively with clients to support leaders and the wider organisation to achieve its planned goals. A key objective, in any client assignment, is to share our knowledge and expertise with our clients so that clients own the outcomes of the work.

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# IN CONCLUSION

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The rapid pace of change and a Millennial generation entering the workplace in increasing numbers calls for a fresh look at how organisations are approaching their strategy for talent. Creating a people-centred approach to talent has the potential to transform the relationship between employees and their organisation and release significant untapped energy and potential. Those that do it well:

- **Believe in putting people in control** of their own experiences of work
- **Build the skills and self-confidence** in people to be self-directing
- **Support people** with the right environment, systems and tools
- Work hard to **make the experience of work enjoyable** and fulfilling

Developing and embedding new approaches to talent is not straightforward. This is not just about learning and adopting new practices, it also requires the unlearning of old ones that will otherwise get in the way. Our experience and the evidence suggests that those organisations that get this right will attract, grow and realise the full creativity, innovation and resilience of their people, individually and collectively, on an ongoing and sustainable basis. The benefits are significant and long-lasting – those that successfully go down this path will develop a sustainable competitive advantage over their peers.

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## Additional reading

Tim Brown, *Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation*, HarperCollins, New York, 2009

Daniel Kahneman, *Thinking, Fast and Slow*, Penguin Books, London, 2011

Daniel H Pink, *Drive: The Surprising Truth About What Motivates Us*, Canongate Books, Edinburgh, 2011

Matthew Syed, *Black Box Thinking: Marginal Gains And The Secrets Of High Performance*, John Murray (Publishers), 2015

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## Footnotes

<sup>i</sup> <http://www.elance-odesk.com/millennial-majority-workforce>

<sup>ii</sup> *Millennials at work Reshaping the workplace*, PwC, 2011

<sup>iii</sup> <http://www.forbes.com/sites/jefffromm/2015/11/06/millennials-in-the-workplace-they-dont-need-trophies-but-they-want-reinforcement/#4b358a7e5127>

<sup>iv</sup> Daniel H Pink, *Drive: The Surprising Truth About What Motivates Us*

<sup>v</sup> *The Cost of Brain Drain by Oxford Economics*, 2014

<sup>vi</sup> *The Worldwide Employee Engagement Crisis*, Gallup Business Journal, January 2016

<sup>vii</sup> For detail on the research and science behind these traits take a look at [www.coglode.com](http://www.coglode.com)

<sup>viii</sup> see Edgar Schein's career anchors at [careeranchorsonline.com](http://careeranchorsonline.com)

<sup>ix</sup> "Why You Hate Work", *The New York Times*, Tony Schwartz and Christine Porath, May 2014

<sup>x</sup> Daniel H Pink, *Drive: The Surprising Truth About What Motivates Us*

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