

Love Is The Answer: The Corporate Love Model

The following passages and the image of The Corporate Love Model are taken from the 2017 book, *Love Is The Answer: How Understanding the 10 Different Types of Love Will Change Your Life Forever*, by Dr Fiona Beddoes-Jones, available from Amazon.

**New UK research reveals that overwhelmingly, people want to be ‘Loved’ at work; they perceive it to be something which is not just acceptable, but desirable. (96% of people agreed that they would work harder for an organisation which they felt genuinely cared about them and their well-being).*

The Corporate Love Model is a way of *applying* Love within a corporate environment.

We now have a new opportunity to talk about, “Putting the human back into Human Resources”. Perhaps now is the time to revisit what ‘love’ and ‘loving’ actually means in the workplace, and to explore some acceptable ways to increase them.

Of course, what I’m saying here regarding the greater need for Love within the workplace isn’t new. What is new however is the model itself, with its inherent links to our new understanding of the psychobiology of leadership, and how our underlying hormonal make-up influences our leadership and management style.

The Corporate Love Model



*“People don’t care how much you know,
Until they know how much you care”*
Theodore Roosevelt, 26th President of the USA.

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Understanding your Leadership and Management Style

Your natural preference points on the scales and your levels of flexibility to move along each of the two axes, forms part of your personal *underpinning philosophy of leadership*. Understanding our own personal philosophy of leadership, i.e. being self-aware around our beliefs and values regarding other people and how best to lead and manage them, is critical to becoming a good leader and manager. It links to the ideas of being self and others-aware and is a necessary part of our own Authentic Leadership journey.

Advantages of each Quadrant on the Corporate Love Model

A Paternal Style (Masculine Leadership Style with Conditional Regard)

A *Paternalistic* approach is usually operational rather than strategic in its orientation. With its focus on goals, targets, process, procedures and objective measurements, a *Paternalistic Style*, to which the closest description is *Performance-Based Management*, will always get results. It even gets the best out of some people. That's to say, people who are generally task-focused and who respond well to clear rules and defined boundaries. There is an emphasis on control and on reporting, so it's easy to compare current with past performance and to build on it. Systems, procedures and protocols will all be in place, so it's a transparent, and tough but fair organisational culture.

A Maternal Style (Feminine Leadership Style with Conditional Regard)

Employees will feel well cared for, nurtured and supported within a Maternalistic culture where the focus is *Relational*, i.e. people-focused on compassion, understanding and collaborative working to achieve organisational results. Very often rewards and benefits will be flexible, or even designed so employees put together their own unique package, which suits their work/life balance. Even though sanctions will still be in place to manage poor performance, the ethos will always be on taking a supportive and nurturing approach. The *psychological contract*, (unwritten understandings about the relationship), is recognised as being critical to the employment relationship, which is viewed as being mutually beneficial and ideally, a long-term one.

A Philosophical Style (Masculine Leadership Style with Unconditional Regard)

This is the quadrant where many charities and Charitable Trusts sit, as they are driven by the ideals of their stated Mission or Purpose. Here, they often rely on volunteers to help them achieve their objectives. The organisation takes a pragmatic and stoic approach where people are trusted to perform and there are very few, if any sanctions in place if they don't. The organisation may have quite well-defined systems and procedures in place to manage things, however, it is very difficult to discipline volunteers as,, by definition, they are not employees and have no contract of employment. Therefore, non-performance, or poor behaviours are often accepted and seemingly overlooked.

A Universal Style (Feminine Leadership Style with Unconditional Regard)

A nurturing, caring and supportive culture where people are trusted absolutely to do their best. Everyone genuinely feels valued and the inclusive and collaborative working environment is one where people talk about being part of a 'family'. Employees genuinely Love the organisation and feel immensely proud of what its achieved. Morale and motivation are high, as are engagement and discretionary effort. Turnover and employee absenteeism are low. Measures of well-being and happiness are also high. Mistakes, while not encouraged, are forgiven and seen as learning opportunities. Employees feel accepted and genuinely valued for all that they are and they are encouraged to bring 'all of themselves' to work; those things which make them unique and special as human beings. Employee diversity is lived in the organisation, it's not simply a paragraph laminated in the Values Statement.

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It's NOT a Sex Thing!

People's leadership style preference is NOT a function of their gender. It's true that gendered leadership stereotypes do hold true, i.e. most men will have a Masculine leadership Style preference and most women will have a Feminine one. However, we all know men who are particularly nurturing, caring and supportive, and we all know women who are unusually dominant, competitive, task-oriented and driven.

***Results of the 2016 Research**

1. Regarding working culture, **70%** of people said that they would prefer a 'collaborative & supportive' working environment, which is a Feminine leadership style, driven by oestrogen. Only **26%** of people said that they would prefer to work within an organisational culture which was 'task-focused and goal oriented', which we know as a Masculine leadership style, driven by testosterone.

2. Interestingly, people wanted the opposite from their direct line manager. **70%** of people said that they would prefer a manager with a Masculine leadership style, i.e. 'tough but fair' and 'logical and pragmatic'. Only **26%** of people said that they would prefer a manager with a Feminine leadership style, i.e. 'nurturing and kind' and 'unconditionally supportive'.

Therefore there's a very clear dichotomy here between the supportive 'feminine' cultural environment people say they want to work in, compared with how they want to be led and managed directly, which is in a logical and pragmatic, task focused and goal oriented, 'masculine' way.

And Finally, The Million Dollar Question ...

This is the question which I am asked every time I talk about the Corporate Love Model. "How?" Is the question. More specifically,

"How can we have both a Masculine and a Feminine leadership style so that we can give our employees what they want, when the two styles appear to be so opposite?"

You will find the answer in the two books and also in our workshops. Please see www.cognitivefitness.co.uk for more details or contact us directly on info@cognitivefitness.co.uk

A Note from the Author

Please be aware that the excerpts included here are purely a synopsis taken from the book, ***Love Is The Answer: How Understanding the 10 Different Types of Love Will Change Your Life Forever***. There is considerably more information within the chapters of the book which you will find beneficial.

Leadership Temperament Types: more information on 'Masculine' and 'Feminine' Leadership styles, driven by the two organic hormones of testosterone and oestrogen, can be found at www.unitedbychocolate.com and in the book, ***Divided by Gender, United by Chocolate: Differences in the Boardroom***, also by Dr Fiona Beddoes-Jones and available from Amazon.