The Three Engagement Issues that are Killing Your Business

And how to guarantee a sustainable improvement in profit, performance and wellbeing
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Introduction: If not now, when?

During times of change HR has the difficult job of balancing employee wellbeing, morale and positive action whilst delivering that all important Return On Investment. Difficult when many employees are stuck in the vicious cycle of reduced staff, higher stress absence, increased shared workloads and so on. If action is not taken right now to effectively engage employees, then matters will become increasingly difficult to recover.

On the other hand, HR has an opportunity to make a dramatic and positive impact on the bottom line – not only in the future, but now.

In 2012, the CIPD identified two types of engagement: emotional and transactional. Emotional engagement is characterised by high levels of both work focus and wellbeing. Conversely, transactional engagement is like being a tightrope walker: incredibly focussed on the task, and under immense pressure; wellbeing levels are low.

Emotional engagement has huge benefits including top quartile productivity, profits, growth, customer advocacy plus bottom quartile sickness absence, accidents and staff attrition (Purcell, 2008). Emotional Engagement is directly and positively impacting the bottom line.

Can we create that Utopia? Yes! It is an achievable one if employees have all three of the key identified attributes of emotional engagement - high vigour, dedication and absorption.¹

However, our research has shown that most organisations are missing one or more of the big three. With anecdotal evidence from organisations reporting attrition rates as high as 50%, this is a significant pain in the bottom line. Sticking plaster engagement measures do more harm than good because they fail to establish the three cornerstones of organisational trust.²

This paper outlines the three engagement issues that are killing businesses, and what highly engaged organisations are doing to counteract them. Find out how your organisation can also use proven and science-based measures to sustainably create a healthy, happy, productive workforce and healthy balance sheet.³

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¹ CIPD: Emotional or transactional engagement – does it matter? Kingston Engagement Consortium 23.05.12

“We hope that the sheer weight of the evidence will convince even the most hardened sceptic that employee engagement is not soft and fluffy, but a bottom line issue, impacting on the profitability or on service outcomes. In other words it is a must-do, not a nice-to-have”

David McLeod and Nita Clarke
Engage for Success
Nailing the Evidence
UK Government Whitepaper 2011

DEFINITION OF ENGAGEMENT

As offered by Engage 4 Success:

“A workplace approach designed to ensure that employees are committed to their organisation’s goals and values, motivated to contribute to organisational success, and are able at the same time to enhance their own sense of wellbeing”.
Failing operations - an issue of anxiety and oomph
Lack of engagement has a direct impact operationally. A vicious cycle is created as increased sickness absences lead to redistribution of workload and therefore increased stress and thus more sickness absence.

A lack of “oomph” in your people is a symptom of low engagement – and from a scientifically oomph relates to lack of “dedication”. The operational impact will see productivity slump, errors increase, and overall dissatisfaction. Drive and determination may be missing, presumed dead.

UK productivity was 20% lower than the rest of the G7 in 2011
Engagement leads to 18% higher productivity
Higher engaged call centre teams had 35% less downtime between calls. This is equivalent to one free of charge employee for every eight engaged

The operational impact can be easily measured – refer to your sickness absence and staff attrition rates. And then review how you are managing these. Are you paying for agency workers (at what premium costs)? Are you crossing your fingers and hoping that the team can take on the extra workload of a lost team member; if so how long can this be maintained?

What is the cost in terms of customer dissatisfaction, or in terms of risk? This is a typical problem for many Councils at the moment. Staffing bills are cut but social care needs are remaining the same or growing. Failure in this environment can be literally fatal. The pressure of this responsibility upon individuals can be untenable.

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4 Engaging for Success: enhancing performance through employee engagement, D. MacLeod and N. Clarke 2011 (“The MacLeod Report”)
The solution: evidence based – Ability to Act
To save your business operationally, you must raise productivity, people must feel resilient and empowered and in scientific terms what you need is vigour. This relates to personal resilience, to energy, and being mentally strong. If you want energetic people, who persevere through difficulties, who love applying themselves enthusiastically and wholeheartedly to their work, they need to have really healthy levels of self-efficacy.

Self empowerment
Self-efficacy - the need for self-empowerment - is vital to emotional engagement. Research has demonstrated that we need to be able to know that we can make a difference. If you don’t believe you can make a difference within yourself, then you won’t even try, and you will not be emotionally engaged with your organisation.

Traveling over the cognitive horizon...
Failure to make changes in the moment can be a symptom of “learned helplessness”. By psychologically altering your inner thought processes you can change this to “learned optimism” and vigour or resilience manifestly becomes the norm. Developing optimism is a fundamental quality and pre-requisite for gaining emotional engagement.

Results
According to The MacLeod Report 2011, by emotionally engaging your people you could be looking at DOUBLE YOUR NET PROFIT. This is UK government backed research, carried out on real UK companies. Stop and think about it for a minute - you could gather together your finance team, and board, present them with the facts, and give them the method to double net profit for your business. Compelling. And a vital piece of work if your business is to survive.

CASE STUDIES
RSA INSURANCE COMPANY*
Units with higher employee engagement had 35% less downtime between calls - which meant that for every 8 engaged employees, they had the equivalent of one additional member of staff, FREE of charge!

BARCLAYS**
Barclays Retail Bank investigated the link between wellbeing and productivity. They found that engagement levels accounted for 16% of the variation in productivity levels. This increased to 24% when psychological wellbeing was included.

* Engaging for Success: enhancing performance through employee engagement, D. MacLeod and N. Clarke 2011 (“The MacLeod Report”)
** The Evidence: Wellbeing and Employee Engagement, Engage for Success, 2014

5 Vigor, dedication, absorption and engagement - Schaufeli, Salanova, Gonzalez-Roma and Bakker (2002
6 Learned Optimism: How to Change Your Mind and Life, Martin Seligman 2006

5 © The Maria Paviour Company Ltd
Failure of behavioural change

No matter what training companies may claim, it is still in the balance as to whether training will lead to change. And this is because we do not have behavioural outcomes in mind. Behaviours or habits are hard to break.

Behaviour change will be related to both self-efficacy (as previously mentioned) and cognitive appraisal. The situation presented to the individual goes through a process of Cognitive Appraisal whereby emotional responses and physiological arousal create a behavioural response.

Organisational change frequently evokes the threat response within the five domains of human social experience: Status, Certainty, Autonomy, Relatedness and Fairness. This model, SCARF, is a summary of important discoveries from neuroscience about the way people interact socially. (Rock 2008)

Lack of Trust

Trust is defined by Andre De Waal as “a firm belief in the reliability, truth or strength of a person” (Training Journal, September 2012). So therefore we are looking at very specific values and how they become manifest in behaviour as a result of this. A lack of trust is endemic at the moment in many organisations.

Sabotage!

Mix a lack of trust with low morale and you have a recipe for negative behaviours. These may become manifest as low level sabotage - for example being rude to a customer, or being a little generous on personal expenses.

20 million workers are not delivering their full capability or realising their full potential at work.

64% of people said they had more to offer in skills and talent than they are currently being asked to demonstrate at work

The solution: research based - Purposefulness

How to enable people to change

Research evidence has shown that attitude does not create changes in behaviour. You have to change behaviours first and attitudes second. I know this sounds counter-intuitive, but it is proven in research. We tend to think that if we alter

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* Engaging for Success: enhancing performance through employee engagement, D. MacLeod and N. Clarke 2011 (“The MacLeod Report”)
attitudes then behaviour will follow, but actually you need to first set behavioural expectations, and as you do you reinforce the values that this behaviour supports.

The brain treats many social threats and rewards with the same intensity as physical threats and rewards (Lieberman, & Eisenberger, 2009).

The capacity to make decisions, solve problems and collaborate with others is generally reduced by a threat response and increased under a reward response (Elliot, 2008).

The threat response is more intense and more common and often needs to be carefully minimized in social interactions (Baumeister et al, 2001).

These three central findings have provided a model, which successfully enables adaption and change when combined with an autotelic work context (i.e. it established intrinsic motivation).

The science of Values
Our beliefs and values are fundamental to our sense of self but furthermore, they are the compass by which our behaviours are set. This is not a higher intellectual process, this happens at a basic emotional level in the limbic system of the brain, and our values drive our decision making. If our values are out of line with our behaviours, it screws us up. In other words, if what we do does not comply with our brain’s processing of what is truly of value to our survival (and that can be psychological survival) we suffer with cognitive dissonance. This causes a real problem for our people as they suffer from “severe mental disturbances” but even more so for the business because if the values and behaviours don’t line up, something will give.

How then do we align values and behaviours?
The main motivator that causes real change is if we believe other people are doing the behaviour. Social norms are so powerful. And as a result we can, in error, encourage the very behaviours we don’t want. For example, by telling people “65% of people have been too generous on their expenses – don’t cheat the system” you are likely to create more fraudulent expenses claims simply because “everyone else is doing it”!

The key is to work with people who have autotelic personalities, and allow them to drive the change through their behavioural change. This is where viral change is powerful – and it relies on these intrinsically motivated and values driven individuals. Find them and make them catalysts for change.

Jeni Cross (Sociology professor at Colorado State University) Three Myths of Behavioural Change

11 Cognitive Dissonance – Leon Festinger 1959
Leadership sets the tone
There is no one leadership style that is effective, but the key is adaptability and focusing on tying together the “emotional environment” with the business’s goals and aspirations.

Leaders need to utilise the four key brain systems that will enable them to fully develop their people: directing, coaching and building, supporting and negotiating and creatively exploring.

Leaders need to create opportunities for these 4 key brains systems to function with their teams too. This means facilitating neurotransmitter activity that promotes: order, calm control and direction, reward, exploration and fun.12

First Line Managers are fundamentally important – they can make or break change. Training support and coaching for this group with clear behavioural outcome identified is the most important and urgent investment the business can make. Of the 5 key trust relationships at work, the most important trust relationship in the organisation is that of the employee with their first line manager.13

Results

$18\%$ higher productivity; $35\%$ increased efficiency - the evidence from The MacLeod Report 2011 shows that $59\%$ of engaged employees say that their job brings out their most creative ideas.

Infographic (c) Engage for Success


Ref Nailing the evidence, Engage for Success 2012**

12 Blanchard and Hershey, Reddin, Helen Fisher, Dan Pink
What happened to motivation?

Many different theories of motivation have been studied and researched. And the over-riding factor has been that the environment can be de-motivating, but not motivating. So a cold and damp office will make people feel low, but a new pool table will not make them happy.

Most of the changes organisations have implemented over recent years have altered the environment – either physically or emotionally. The physical environment is often considered, but few organisations are considering the emotional environments that they are creating.

High engagement = 12% higher customer advocacy
x2.5 higher revenue growth
x2 net profit\(^{14}\)

The Solution – Neuroscience – Based – Intrinsic Motivation

Absorption and designing for happiness

Psychology research has shown that when you get a balance between high challenge and high use of skills you can hit that sweet point that psychologist Csikszentmihalyi has identified as state of “Flow”.

Flow is a form of happiness, and organisations need to design for flow if they want highly productive, creative and responsive people. Flow can be best understood as that experience of being so involved in something that you’ve lost all sense of time and space; creativity and productivity are at their peak. Some people describe this as being like a spiritual experience: and yet it is cognitive process\(^{15}\) and in order to evoke it we need to satisfy some specific requirements.

The neuroscience of motivation

We all know how important it is to know where we’re going. Organisations are aware of the importance of clarifying the business direction.

What neuroscience is now telling us is that how we create and engender our purpose is vitally important to achieving our business goals.

Our purpose needs to respond to the three brain systems that are activated when we are driven to achieve, when we are fully motivated:

- Mesolimbic Dopamine System – which creates a reward driven approach

The Neuroscience of Micro-Management and how it can lead to business failure and litigation

Research has proven that micromanaging is certain death to your business. It will have a substantial negative impact on decision-making, undermines problem solving capability, and creates an inability to collaborate. So it’s no good complaining that people are not “team players” if they’ve been micro-managed, because it is that style that will create failure.

Why?

Because micro-management evokes a neuronal threat response. People cannot be blamed if their physiological response mechanism is activated by our behaviour. And if we attempt to point the finger at them we are likely to end up in Tribunal – losing our case! Micro-managing sucks – it’s poor practice and it harms people (Rock 2008).

\(^{14}\) Engaging for Success: enhancing performance through employee engagement, D. MacLeod and N. Clarke 2011 (“The MacLeod Report”)

\(^{15}\) Flow: The Psychology of Happiness: The Classic Work on How to Achieve Happiness
Obitofrontal Cortex Serotonin pathway – responsible for values-based decisions
Mesocortical Dopamine System – which controls and monitors effort towards goal achievement

Results
20 million workers not delivering to their full capability? Based on 2012 ONS data, this is 69% of the UK workforce. If 69% of your people had been working at, for example, 80% of their capability, and then increased this to 100%, can you imagine the change in your business?

Happiness IS a business solution. The results speak for themselves:

- 31% improved performance in people who are happy
- 37% improvement in sales, when sales people are happy
- 18% improved speed and accuracy of diagnosis in Drs who are happy

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What do you need for flow?
Flow flourishes from intrinsic motivation, or more specifically an Autotelic drive. In order to design for Flow you need to create an Autotelic Work Context which has very specific requirements including:

- Goals and feedback centring on the individual in the present
- Dedication to providing growth opportunities
- An environment that facilitates concentration, involvement and immersion.
- Autonomy - control over what they are doing

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THE STATS OF HAPPINESS

<table>
<thead>
<tr>
<th></th>
<th>31%</th>
<th>37%</th>
<th>18%</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERFORMANCE</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SALES</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DIAGNOSIS</td>
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16 The Happiness Advantage: The Seven Principles of Positive Psychology That Fuel Success and Performance at Work, S. Achor 2010
So, we’ve looked at the operational, psychological and behavioural issues. Combine this trio for a deadly synergy that will asphyxiate your business - the 3As:

**Low Productivity + Low Morale + Low Trust =**

**High Attrition + High Absence + High Accident rates**

### TABLE 1: THE COSTS

<table>
<thead>
<tr>
<th><strong>ATTRITION</strong></th>
<th><strong>ACCIDENTS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Industry average 15.6% per annum</td>
<td>HSE statistics for 2012/2013, injury costs to UK economy</td>
</tr>
<tr>
<td>Annual costs to organisations employing 1000 people at average salary of £20,000pa:</td>
<td></td>
</tr>
<tr>
<td>£3.9m</td>
<td>£545,454</td>
</tr>
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</table>

So… Emotional engagement!
The research evidence from across the world makes it clear: this is what will protect your business, and enable it to thrive and grow.

What perhaps isn’t so clear, is how to engender emotional engagement in your people. And where do you even start? How does your business become an organisation that lives and breathes emotional engagement? How do you overcome cynicism and effect the change that you know is needed?

First you need to take the organisational temperature - you need to know what you’re starting with. Review the state of emotional engagement throughout your business. Do you know how many people are **about to go off with stress**? Do you know the particular **barriers to engagement** in your organisation? These are the things that you need to find out to be able to increase engagement and wellbeing levels. The Commitment and Resilience Index™ is proven to do this. It is completely unique: it analyses both cognitive and emotional responses; cutting to the heart of the issue - so you find out what people **really think**. Not just what they really think you want them to hear.

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**CASE STUDIES**

**MARKS AND SPENCER**

Stores with improving engagement delivered £62,000,000 more sales every year (on average) than stores with declining engagement

**SAINSBURY’S**

Higher engagement contributes up to 15% of a store’s year on year growth

Gallup reports that those organisations with engagement in the bottom quartile averaged 62% more accidents than those in the top quartile (Gallup 2006).

The annual cost to the UK economy of sickness absence is **over £17 billion** according to the CBI. The same organisation found that **engaged employees take an average of 2.69 days sick a year; the disengaged take 6.19.**

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*Nailing the Evidence, Engage for Success 2012*

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You’ve identified your engagement levels, what next?

If emotional engagement levels are high, it shows that you have a great team of people, and a great strategy, and what you are doing is clearly working - do more of the same to maintain and improve your performance.

However, if engagement levels aren’t so good, then it’s time to look further at what may be causing you issues. This is where CARI™ really comes into its own, pinpointing exactly which areas in your business have been identified as causing the greatest barriers to engagement and wellbeing, and providing you with vital information on where you need to target engagement activity in order to get the best results - and the highest return on investment.

Results

If you have emotionally engaged people, productivity and creativity will soar. Morale will rise, and trust will be high. Behaviour will be adult, professional, and positive. People will want to stay with you - they will love you. Attrition and absence rates will fall away, by 40% and 28% respectively. Accidents will drop, by up to 62%18.

The cost implications of addressing these issues head on are huge. In Table 1, we set out the costs for Attrition, Absence, and Accidents. Table 2 shows what you could be saving if engagement levels within your business increase:

<table>
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<th>TABLE 2: THE SAVINGS</th>
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<tr>
<td><strong>ATTRITION</strong></td>
</tr>
<tr>
<td>Industry average</td>
</tr>
<tr>
<td>15.6% per annum</td>
</tr>
<tr>
<td><strong>ABSENCE</strong></td>
</tr>
<tr>
<td>Per annum, per person, 6.9 days</td>
</tr>
<tr>
<td><strong>ACCIDENTS</strong></td>
</tr>
<tr>
<td>HSE statistics for 2012/201319, injury costs to UK economy</td>
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<th>Cost to Organisations employing 1000 people at average salary of £20,000pa:</th>
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<tbody>
<tr>
<td></td>
<td>£3.9m £1.56m SAVING £2.34m PA</td>
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According to Engage for Success, the cost of replacing employees who leave can cost up to 150% of their salary. The CLC reports highly engaged organisations have the potential to reduce staff turnover by 87%. The disengaged are four times more likely to leave the organisation than the average employee (CLC 2008).

*Case Studies*

RENTOKIL
Teams that most improved engagement saw retention increase 6.7%. This provided an estimated saving of almost £7million.

NAMPAK
Recorded a 26% reduction in absence levels following the introduction of an engagement programme.

*Nailing the Evidence, Engage for Success 2012*

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18 Engaging for Success: enhancing performance through employee engagement, D. MacLeod and N. Clarke 2011 ("The MacLeod Report")
It is difficult to balance the wellbeing and engagement of our people with reducing budgets and resources. And now we are aware that all the time we do nothing, all the time we fail to act, our budgets will continue to shrink - as the very act of increasing emotional engagement and supporting wellbeing will have a direct and positive impact on the bottom line.

**BOTTOM LINE CASE STUDY: HOTEL GROUP**

- Number of employees: 80
- Attrition rate: 40%
- Average salary £15,000pa

There are usually two reasons that we look at engagement levels as businesses: we want to improve our business, and we want to reduce costs. And in doing these two things, increase our profitability.

![Graph](image.png)

**The 3As: Attrition, Absence, Accidents**

First things first, address the 3As: stop people going off sick, stop people leaving, and stop accidents. **This will reduce costs - substantially.**

If you have a fatal cut, you must stem the blood flow. This is why the 3As are the most important to focus on. Not just an ineffective sticking plaster, they act as super-fast clotting agents - and reduce the chances of litigation. As an employer, you have a duty of care to your employees. HSE guidelines state that if you don’t carry out activities that ensure their wellbeing, then you could be liable in law.

In *Nailing the Evidence, Engage for Success 2012*, David Fairhurst of McDonald’s Restaurants Limited, provided context to the Gallup 2001 survey which found only 19% of UK employees were engaged.

“He asked us to imagine the likely managerial response to learning that only 20% of the organisation’s computers worked properly, that 60% were unreliable and that 20% either did nothing at all or spent their entire time infecting other systems with viruses. Fairhurst rightly concluded that resource inefficiencies of this magnitude would not be tolerated.”
Once you’ve dealt with the 3As, then look at improving your business - there’s no point looking at customer advocacy and productivity if people are all stressed to the point of leaving, or falling off ladders. So, examine the **PRICE** of engagement: what are the benefits?

**Where do we go from here?**

Initially, investigate where you are now in terms of emotional engagement levels. The Commitment and Resilience Index™ is a validated tool which will do this. Once emotional engagement levels are established, data from CARI™ informs where barriers to engagement within your organisation lie - and what measures you need to take to remove these barriers swiftly and effectively.

As outlined in this paper, proven and science-based measures can help you to create a sustainably healthy, happy productive workforce - and do the same for your bottom line.

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**The Virtuous Circle**

The Wellbeing and Engagement Subgroup of Engage for Success developed this model to depict the relationship between wellbeing and engagement, outlined by Bevan (2010):

“**The relationship between employee health and employee commitment and engagement is multi-faceted. Indeed, there is research evidence that suggests a two-way, possibly self-reinforcing relationship: healthy employees are more committed and committed employees are more healthy**”. *

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* The Evidence: Wellbeing and Employee Engagement, Engage for Success, 2014

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**THE VIRTUOUS CIRCLE**
The Commitment and Resilience Index™: Case Studies

Maria Paviour has implemented the Commitment and Resilience Index™ in a number of organisations over the years, with consistently successful results and positive feedback.

**UK GOVERNMENT DEPT.**
Maria Paviour worked to support this Dept. at a time of change, reassignments, and redundancies. CARI™ was implemented, identifying issues: how the organisation could galvanise and engage the remaining employees; and how to positively support people out of the organisation.

**Results**
1) Redundancy: Individuals significantly altered their perspectives on their redundancy and the organisation. *Satisfaction with the organisation improved from 22% to a 48% (based on exit surveys).*
2) Individuals who were unaware of whether they would remaining in post or if they would be offered a new role *decreased their self-reported stress levels from 78% to 37% after the CARI™*. It was concluded that this reduced potential sickness absence.

**OIL AND GAS COMPANY**
The business was undergoing significant change. The consensus that this was the wrong time to implement CARI™. The unique benefits of CARI were discussed and the directors agreed that actually, the changes were, in themselves, a good reason for assessing wellbeing and engagement levels.

Feedback from participants for the initiative was overwhelmingly supportive (~90%), particularly identifying the timing as being good, i.e. during a time of uncertainty and change. CARI™ identified individuals who were struggling with changes, and directed support was provided. This resulted in a reduction of sickness absence, during a period of change.

*By implementing CARI™ the business saved an estimated £116,666 over a three month period in stress related sickness absence*

**MEDICAL CENTRE**
Customer service ratings were at 17% in its patient survey (the lowest quartile of all practices nationally).

Maria Paviour made significant changes to the emotional environment and management development.

*Within one year the customer service ratings had increased to 62%.* This placed the centre in the top quartile compared to national results - and for the first time in its history, reception and administration staff received higher service ratings than the doctors and clinicians.

**STATIONERY MANUFACTURER**
Customer service survey results were shocking: customers described the telephone sales department as “rude”, “treating me like dirt” “incompetent” and “arrogant”.

CARI™ was implemented. A key issue identified was workplace bullying, and a division of the team into two factions. As a result all employees were provided with wellbeing coaching. This led to an increase in emotional engagement levels.

Three individuals were identified and supported with specific issues. All three believed that the intervention provided them with additional skills and resources for improving their resilience, and that it directly prevented them from taking long term sickness absence. *This element alone provided a direct saving to the business an estimated £60,000.*
The Three Engagement Issues That Are Killing Your Business - and how to guarantee a sustainable improvement in profit, performance and wellbeing

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