



A manifesto:

HUMANITY INC

Building Better Business

We view leadership differently.

Just as our collective use of greenhouse gases and our inability (in some cases sheer *unwillingness*) to reduce pollution at the required rate, is heating up and damaging our planet, the way businesses are being led and the way people are experiencing work, is harming humanity.

We believe that it's the role of leadership to create 'the iconic', whether that be an iconic business, team or institution. Some have moved from 'good' to 'great', but this is not enough for humanity for reasons that will become clear as you read this manifesto.

Post COVID we began (in 2021/22) to witness the 'great resignation' that led to millions of workers globally simply quitting their jobs, citing 'low wages' 'too much work' and 'feeling undervalued' as reasons for their departure. As a result, we then had 'quiet quitting' where the workers that were left, were deciding to just do the job and not go 'above and beyond' or 'the extra mile', which had become 'expected' and the norm in most organisations, especially if you wanted to advance your career and 'get ahead'. This is leading to incredible pressure in some organisations with many facing an impossible job, i.e. a role where the employee does not have enough time and resources to do what is necessary to the level required. For far too many employees work is not an activity they experience as being a positive one. For example, the Society for Human Resource Management (SHRM) reported that the rates of workplace violence have *increased* 12% over seven years – from 36% in 2012 to 48% by 2019 (4).

Not only is this unacceptable, but this is also costing businesses. According to Gallup, disengaged employees cost their company the equivalent of 18% of their annual salary. Other sources calculate losses at up to 34% of a disengaged employee's annual salary. And *in the UK alone* sickness absence, lost productivity through the 'economically inactive', informal care giving, and health-related productivity losses, are estimated to be over £100bn annually (5).

This costs humanity, not only financially, but also from a health perspective. In the UK a survey of 2,000 employed people found that 87% of employees blame their workplace for making them ill, with only a quarter (25%) saying they felt healthy at work on a regular basis (1). In another survey, 50% of those surveyed said they felt depressed at work (2). And in the US things are not any better with job stress estimated to cost American companies more than \$300 billion a year in health costs, absenteeism and poor performance. In addition, consider these statistics: 40% of job turnover in the US is due to stress. (3)

Humanity's first quarter review:

Coming up to the end of our 'first quarter' of the 21st century and we have seen a proliferation in major terrorist acts and an increase in regional wars. Global warming has now reached a level most critics can no longer deny, even though some countries are continuing to be unconcerned about hitting their 'net zero' targets. On May 25th, 2020, the world witnessed the tragic death of George Floyd in Minneapolis, which brought into sharp focus how minority groups are being treated and marginalised. The 'Me too' movement was born, and 'gender fluidity' became ever more prominent. We have witnessed a global banking crisis where banks were bailed out with public funding, leading to a global recession in 2009, and the 'bailing out' is still crippling many major economies. Layering over the top of these significant events on humanity, we have also had to come to terms with the birth of social media and with it greater scrutiny and criticism on how people express themselves, the rise in 'fake news' and populism, we have also seen full globalisation of commerce, as well as regular news stories of corporate 'wrongdoing'. Then, as if all that wasn't enough, in March of 2020, humanity experienced its biggest threat to its existence, a global pandemic, that caused untold hurt, loss and misery to millions across the globe, and in its wake has turned the way we work and live on its head.

In summary, our 21st century, first quarter review concludes; lots of significant change, not all positive, with deeper and more fraught geopolitical tension, a more fragile planet, humans need to look after each other and those in leadership positions need to do better. Humanity is experiencing exceptional times and work and the way we conduct business could help us build creative, inclusive and collaborative solutions to some of the world's greatest problems, if only we developed 'iconic' leadership. For us, 'iconic' means having a positive impact on profit, people *and* planet.

With all that humanity has experienced and our need to make sense and meaning of these events, it would be easy to look at them through the lens of Sir John Bagot Glubb and conclude that, along with the more visible and perhaps evidential decline in moral and ethical standards, these are indeed signs that our civilisation, at least as we know it, is in collapse. Glubb's historical research studied empires and nations and their rise, and fall, over a certain period, leading him to see predictive patterns that indicated growth, affluence and then eventual decline. Perhaps one of Glubb's more prophetic observations proposed that, 'the only thing humans learn about history, is that they don't learn from history'.

But what if we did learn from history, what would it tell us about what we need from work and more broadly leadership today?

Is work, working?

Although work is still coming to terms with 'virtual working' and the impact of Artificial Intelligence (AI), the way we have managed the human has not changed significantly for the past half a century. For those of us who have been working for the last 30 to 40 years, if we were being honest in our observations, we would have to conclude that since the 1980's, we have gradually increased the pressure on getting more out of the human by reducing hierarchy, increasing accountability, setting measurable objectives and standards, while reducing resources and investment in the pursuit of greater efficiencies, leading to an increase in expectations, with a 'more for less' 'work smarter not harder' ethos.

Technology has seemingly increased the demand on the human rather than made the human more efficient and virtual working is going to impact the level of social connections that rely in getting work done. During this time, we have taught leaders to create businesses that win by being more driven, focused, influential, analytical, strategic, empowering, efficient etc and employees to become 'more resilient' to cope with their increased day-to-day pressures. This has led many commentators to conclude that in the pursuit of businesses 'winning', we have now placed 'profit' over 'professionalism' and placed a greater burden on the human. Many also predict this will continue as AI becomes part of modern business solutions – but what of the human?

Time for change:

Whether educational, political or commercial, leadership is about creating hope, optimism and action towards a better future. It is our view that you are a leader (by default) if the welfare of others is core to who you are and what you do. If you agree with this definition, then it naturally questions the purpose of work and the focus of leadership in it. We need leaders to be more intentional about what they are doing and why and can think these things through. At Humanity Inc, we believe that work focused solely on increased profit, revenue, margins and shareholder value is becoming harmful to humanity. In fact, we believe that within a short number of years, businesses that put profit before people, will be viewed in the same way that we now view 19th century child labour, i.e. out of touch, out of date *and* out of order.

At Humanity Inc we believe:

- Work should be a place where people thrive
- Leading others is an act of trust and care, and we should appoint and develop leaders appropriately
- Work needs to bring more value to humanity

Business must be profitable to survive, but it also has to be conscious of the context in which it operates and so ensure the communities it works within also prospers and thrives. Minimum stakes are that work 'does no harm to people, or the environment'. And finally, an organisation must create a culture is where humans are able and willing to come to work and do their best every day.

We believe that work needs to be a force for good in the world by helping address social and economic differences, as well as help provide humans with some of the basic needs required to thrive and prosper, but this will require leaders who are better equipped to create truly successful businesses.

[This is where Humanity Inc can help.](#)

We are programmed to thrive:

As humans, when we are born, we are endowed with certain attributes and unique capabilities that enable us to survive in the world. For example, we know a new-born baby can hold long term memory, they can also mimic and use this ability to build connection with others, they possess imagination, as well as a rational mind, and they can discharge, and process memory stored in a brain throughout dreaming. Many of us are wired to help others, work in teams, to collaborate, to be trusted, to grow and overcome challenges, to imagine new futures and can bring those new futures to life and in doing so, be of value so that our lives are meaningful.

Humanity's survival and wellbeing depends on our ability to continue to fully utilise these unique human capabilities.

A different approach:

We have developed leaders to navigate the marketplace, create products and services that customers want, build strategies that lead to higher levels of success and market domination, but to what end for humanity?

Leaders have been developed over the past 40 years with objectivity, strategy, process, logic and analytical skills being the primary focus. Any yet, the problems and challenges that humanity face now are requiring leaders to be more sophisticated in the way they view and interpret the world. One of the biggest opportunities in business today is to look at ways in which businesses can come together to collaborate and create solutions to the world's biggest challenges. This doesn't happen as much as it should because the world of work is too busy, on the 'perpetual treadmill', where the opportunities to think more fully about how business is working, what people are doing, and the impact it is having, are few and far between. For many businesses, the problems they are solving today, are the result of decisions they made yesterday, simply because of the perpetual need for, and the value placed on 'activity' and 'progress'. To counteract this tendency, leaders need to adopt a 'doing and viewing' mentality in the way they lead their teams and businesses. This means taking time to see what they are doing *and* the impact it is having, and if it is not having the right impact, being open, creative and adaptable to a different approach.

Relationships that thrive, teams that perform and businesses that scale *quickly* and consistently win are ones that naturally meet our needs as humans. In fact, any social community i.e. whether teams, schools, institutions, movements etc, that have these fundamental needs at the heart of how they operate, will function effectively.

Our fundamental human needs, an overview:

Human Need	Why it's important...	Without it, humans...
Meaning	Humans need to have a reason to get up in the morning. They need a purpose that aligns to their personal identity, this leads to a feeling of self worth and value in the world in which they live	Disengagement, bored and often feel empty which can lead to lack of joy and direction in life.
Growth	Humans need to feel they are challenged and supported to grow, adapt and thrive in the world. A sense of accomplishment through doing something that has challenged us is central growth	Lose interest, feel useless, stagnate, experience 'atrophy', go through the motions.
Autonomy	Humans need to feel in control and able to influence the world in which they live so they can shape the outcomes that impact their lives	Experience stress, anxiety, fatigue and burnout, and feel overwhelmed and in an 'impossible job'
Connection	Humans need to be valued and listened to so that what they say, and feel, is acknowledged and validated by others through social connection	Feel ignored, silenced, patronized, kept in a box, excluded which and can lead to frustration and anger
Belonging	Humans need to feel safe around others. They need to be able to be themselves without retribution. They need to feel accepted and valued by others for who they are, so that they can be their full selves in the world	Experience isolation, fear, hopelessness, a feeling of rejection that can lead to low self-esteem and depression

One way to gain a sense of the value and weight of these needs is to ask yourself, how many of these needs are being met for me in the work I currently do?

Let's go explore each human need in more detail:

Meaning:

Meaning is where we source our energy and focus. This is when we have something we stand for, support, love, work for, create, believe in, hope for, devote to. Through meaning we connect to who we are. Humanity's existence is predicated based on humans being able to access their sense of identity and in doing so recognise we are all, deep down, the same. All too often in the world today we are fragmented and distracted. Our focus is attracted to other less meaningful and in some ways more harmful activities. An over reliance in these activities causes us untold hurt and misery. We become bored and devoid of engagement with ourselves, others and the wider world. An understanding of who you are and a belief in yourself is core to meaning and helps you to form your identity, i.e. who you are and why you are here. Having this knowledge, that can evolve over time helps you to hold healthy interactions in the world. With meaning we start to become whole and start to see comparison as the enemy of wholeness and self-esteem. At Humanity Inc we believe that's it is important to educate and enable others to tap into that very source of who they are and where they bring value. All too often in life we ask the question, 'how clever are you?' based on wanting to measure a level of intelligence, where really the question we should be asking is 'how are you clever?' What are you good at (and we are all good at something) is where you are likely to tap into your meaning and purpose in life. Leaders need to help humans tap into that source and so bring their best versions of themselves to work and the wider world. This is the purpose of leadership.

Growth:

Life is often quoted as being either an adventure or an experiment. Growth is at the centre of a life well lived by a human that is thriving. To grow is to be brave, to play, to be vulnerable and to never lose sight of the fact that life in its purest form is a game. The more you try things out, fail and learn, the more you are likely to get out of life and the more value you will bring to it. We are conditioned to stick to what we know, be the best, but play safe and whatever you do don't fail and yet these conditions stop us from growing. Growth comes from 'loving the grind', i.e. exercising the daily routines that need to be consistently done to progress and this is where a compelling meaning plays its part in creating the desire and intent to grow, to evolve and to be better than you were yesterday. Too many of us settle. We become content in our discontentment and hold a disparaging view of those who are climbing 'the greasy pole' rather than supporting them. If we all knew more about the world in which we lived, we would all be more compassionate and thoughtful about how we view others. The role of the leader is to grow and help those they lead grow too. This is the purpose of leadership.

Autonomy:

Just like oxygen is fundamental to life, to have control over situations is essential to our wellbeing. When we lose hope and feel like we have little to no control over our lives we can easily end up in dark places. Many people take the position that they are powerless in certain situations ranging from health issues, relationships, finances, to change of job, and yet in many cases, we have far more influence and choice than we dare to imagine. It is the role of the leader to help open these choices for people and help them take action to influence the outcomes they desire. It is also incumbent on leaders to hold a degree of trust that people *can do* things. Trust is either taken or given, but when a leader micromanages, they signal a lack of trust and belief in another's ability to successfully complete a task, and therefore they remove trust. How much are you trusted at work? How much control do you feel you have in your life? In highly engaged teams and businesses there is a known level of autonomy where people have influence over certain tasks, responsibilities etc which helps them feel in control and therefore committed to the outcome, as well as feeling able to deliver. It is the job of the leader to trust others and help create hope and optimism towards a required future. This is the purpose of leadership.

Connection:

Connection is about interaction. And the first thing to state is that we are all attention seekers, and this is no bad thing. We know that the balanced exchange of dialogue in any relationship is key to its long-term success. Connection is also about intimacy with another human. It is the degree to which we have friends that you can confide in and trust. Friends that will support you and help you out

if you needed them, as well as tell you the truth, even if it is unpalatable because they care for you. In today's world we experience too many situations where people are in transmit mode, i.e. just telling you what they need, have done etc or they are buried in tech platforms like social media or gaming. Connection is all about the degree to which you hold nourishing conversations with others, where you listen, share and connect and explore ideas, views and opinions. The ability to connect in a way that is balanced, where you jointly share the connection and where others are listening and empathetic to your situation, is the foundation to the health and longevity to friendships and relationships. How much do you feel heard and recognised in conversations? How much do people seek you out? To what degree do you seek out diverse views to your own? How much can you confide in others? It is the role of the leader to connect and facilitate others in ways that makes them feel heard and involved and create an environment where healthy exchange happens. This is the purpose of leadership.

Belonging:

Belonging is fundamentally about being safe. Maslow's hierarchy of needs starts with psychological safety, and this is fundamentally what belonging is about, i.e. to what degree do you feel safe in the environment you are in? Having a sense of belonging means that you are accepted and valued for who you are. You don't have to be someone else to fit in and feel safe. You can express your views and they are respected. You may disagree and even fall out with people, but the tone of the environment you are in is inclusive. The health of a team and business is dependent on the level of belonging it has within it. If connection is about the equal exchange of dialogue and the level of intimacy you have with others, then belonging is all about the ability to be oneself *and* the ability of an individual, team or business to access and explore the diversity of thoughts, experiences and backgrounds that it has in its environment. How safe do you feel expressing your views? How much do you speak out? It is the role of the leader to ensure everyone feels safe, valued and recognised for who they are. This is the purpose of leadership.

These needs have come to light more recently because of the work of Gallup's research into what creates an engaged workforce, the Human Givens movement created by - Joe Griffin and Ivan Tyrrell, and research completed by Amy Edmondson, Professor of Leadership at Harvard Business School, and of course, over 27 years of personal experience working with leaders, teams and organisations across the globe helping them to create exceptional performance and results through their people.

We are all about Leadership:

Leadership is not an easy role; it can be tough and demanding if you are to deliver on your business strategy as well as bring people with you. To lead others well you must understand yourself, your internal dialogue, and the ways in which you interpret and respond to the world in which you live. As a leader in today's world, you need compassion, empathy, curiosity, humility, courage, reflection, learning, adaptation, collaboration, listening, to survive and thrive. We help leaders to access these basic attributes through diagnostics, self-exploration, creativity, development, retreats, and 'play'. We know that these are not capabilities that are typically taught in today's Business School curriculum, and yet we know that great leaders continually look at ways in which they can increase their impact and legacy through their people, so their people feel able and willing to tackle the challenges ahead.

We are a select group of Senior Leadership Consultants who have all held senior roles in organisations and who are passionate about creating a better world through the development of leaders. Our backgrounds vary from education to public as well as private sector both in the UK and globally. We typically work with clients who are either looking to change their culture, or who are looking to take their business to the next level. To that end, we work with individuals and teams as well as whole organisations in creating a more fulfilling, empowering and successful outcomes and results.

Humanity Inc - our offering:

We think it is important to know where you are. With any work we get involved in, it's vital to know where you are through a thorough diagnostic. The Humanity Index™ set of diagnostics helps to identify what needs are being met and which are not, and so helps to determine the solution that is right for you.

The more you meet the human need, the more likely you are to build an iconic team, business or institution.

We recognise the value in good 'diagnostic' and 'needs analysis' work before 'delivery' to ensure we fully understand the size and shape of the problem or challenge to be overcome. This approach ensures we are efficient and effective in helping you take your business to the next level.

To this end, we offer; individual coaching, team coaching, leadership development and cultural diagnostics, all with the objective of delivering exceptional business performance through iconic leadership.

I wonder, I wonder...?

What would happen to your team, institution or organisational engagement, performance and results if your leaders were developed in creating conditions that met your employees' fundamental needs? Of course, you have the option to continue with traditional ways of developing leaders in how to build and implement strategies, delegate / empower, lead change initiatives, improve processes and how to influence, develop and performance manage your employees and hold them to account (all of which are still relevant), but what would happen if you took a more human centred approach to leadership?

We are looking for leaders to hold a different conversation around their team or companies' performance. Rather than ask the question; what capabilities do we require of our leaders? Ask, how do we develop our leaders to meet the needs of our employees, so that we can fully release the human potential that comes to work every day?

We are living in extraordinary times and the world, now more than ever before, needs extraordinary leadership. It needs iconic leadership. The leadership we've had in the past must evolve for us all to enjoy a more fulfilling work and life experience that adds value more widely to humanity and the planet.

For humanity and commerce to flourish in the second quarter of the 21st century, it will need leaders that are passionate about making a positive difference and that have the needs of humanity central to how they lead and do business.

If you would like to know more, please contact:

Steve Hurst

Founder & CEO of Humanity Inc

M: +44 (0)7765 243639

E: steve@humanityinc.co.uk