



The British  
Psychological Society



Division of  
Occupational Psychology

# Love Is The Answer: A New Model of Corporate Love in the Workplace.

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## **The Context of this presentation – online, post conference**

This presentation was delivered at the British Psychological Society's (BPS) Division of Occupational Psychology (DOP) Conference in January 2017.

It was accepted into the conference by a blind peer-review process of two DOP member psychologists, one of whom was a practitioner psychologist and the other an academic psychologist.

It is made freely available, globally, to all those who are interested in the role that love and compassion have in the workplace.

Please note that all opinions given within this research are the author's own and are not necessarily endorsed by the British Psychological Society.

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## Structure

- Context
- The Literature
- The 10 Types of Love
- The Corporate Love Model
- 2016 Original Research
- Implications for Practice

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## Context

- Circular interest in the idea of 'Love' within organisations over time e.g. Firms of Endearment, 2007, UWE seminar, November, 2016
- The concept of Leadership Temperament Types, - the psychobiology of leadership style, driven by our underlying hormonal profile, see DOP conference 2016 and **[www.unitedbychocolate.com](http://www.unitedbychocolate.com)**
- A desire to clarify the language and raise the profile of 'Love' within HRM and organisations where 'Love' is defined as:

*“Compassion, caring and a genuine regard for people's well-being”.*

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## Love is all around ...

- Used in the media, in advertising, music, retail, literature, but much less so by HRM or psychology
- What literature there is, is fragmented and tends to use synonyms, (such as compassion, caring, empathy, compassion, kindness or generosity), or it's linked to Ethical, Responsible or Compassionate Leadership
- In practice, if someone hears 'Love in the workplace' it will often be confused with Romantic Love, even though we are very familiar with many of the other kinds of Love

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## The 10 Types of Love (The Greek's 7 plus 3 more)

(All engender passion, the release of oxytocin and the engagement of the vagus nerve)

1. Universal Love (Agape)
2. Friendship Love (Philia)
3. Romantic Love (Eros)
4. Self-Love (Philautia)
5. Familial Love (Storge)
6. Playful Love (Ludus)
7. Companionate Love (Pragmatic)
  
8. Love 2.0 (Moments of positive Resonance – B. Fredrickson)
9. Material Love
10. Love of Nature

Taken from *Love is The Answer*, by Dr Fiona Beddoes-Jones, (2017)

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## Some Examples of Love and Loving within a Leadership Context

Barsade, S. G. & O'Neill, O. A., (2014). [What's Love Got to Do With It?: The Influence of a Culture of Companionate Love in the Long-term Care Setting.](#) *Administrative Science Quarterly*, vol. 59,(4), pp. 551-598.

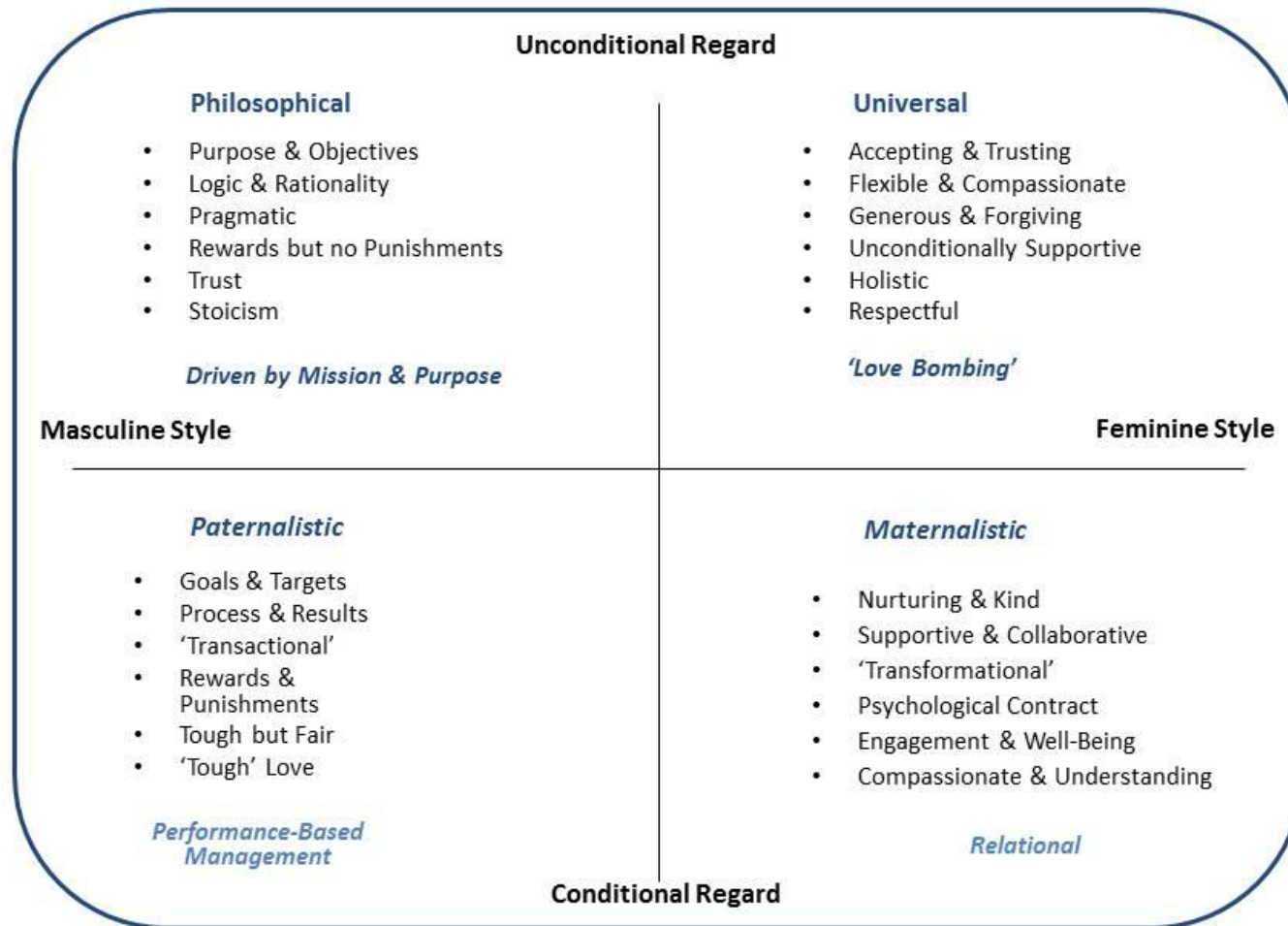
• Barsade, S. G., A. J. Ward, J. D. F. Turner, & J. A. Sonnenfeld, (2000). To Your Heart's Content: A Model of Affective Diversity in Top Management Teams. *Administrative Science Quarterly*, 45, pp.802-836.

Fredrickson, B. L., (2013). *Love 2.0: How Our Supreme Emotion Affects Everything We Feel, Think, Do, and Become*. New York, NY: Hudson Street Press.

“Firms of Endearment – ‘share of heart’, companies people love doing business with, love partnering with, love working for, love investing in”. (2007)

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## The Corporate Love Model





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## 2016 Research Results Demographics

The patterns within the results emerged after n=36, (final pop sample n=307)

- **N=307**, via CIPD, IoD, BPS and other LinkedIn leadership groups
- **88%** work within the UK, **6%** work within another part of Europe
- **44%** male, **54%** female
- **96%** currently have, or have had, a leadership or management role
- **7%** between 26-35, **38%** between 36-50, **48%** between 51-65

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## 2016 Research Results on cultural, organisational leadership style preference

- **70%** would prefer a 'collaborative & supportive' working environment (which is a Feminine leadership style, driven by oestrogen)
- **26%** would prefer a 'task-focused and goal oriented' working environment (which is a Masculine leadership style, driven by testosterone)

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## 2016 Research Results on leadership style preference

- **70%** would prefer a manager with a Masculine leadership style
  - 20% want 'tough but fair'
  - 50% want 'logical and pragmatic'
- **26%** would prefer a manager with a Feminine leadership style
  - 18% want 'nurturing and kind'
  - 9% want 'unconditionally supportive'

Therefore there's a dichotomy between what people want as a cultural working environment, (feminine), compared to how they want to be led and managed directly, (masculine).



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## 2016 Research Results

- **83%** think that Leaders and managers should be taught how to 'love' their staff (i.e. to be considerate, to genuinely care for their wellbeing, and to be compassionate and supportive)
- **96%** agree that they would work harder for an organisation which they felt genuinely cared about them and their well-being
- **65%** feel that there's sometimes a lack of 'love', (genuine caring and support) within the culture of their organisation

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## 2016 Research Results

- **70%** agree that their well-being at work would be improved if there was more 'love' within the culture of their own organisation
- **66%** think that if people felt unconditionally supported at work they would be more productive
- **89%** of people feel that the world in general needs more 'love' in it

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## 2016 Research Results

*'Tough love'* is where unwanted behaviour is punished in some way, often by the withdrawal of some kind of reward. Rewards can be emotional, such as someone's good opinion, or financial, like the availability of a potential bonus or overtime.

**50%** say that they find 'Tough love' difficult to implement at work

**41 %** are comfortable with using 'Tough love' at work

However,

**87%** of people would prefer not to use 'Tough love' at work if they could avoid it and still get the same results

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## Implications for Practice

1. There's an enormous potential gap in employee engagement and productivity which could be tapped by a more 'loving' leadership style
2. We need more Love in the workplace; more compassion, genuine caring, kindness and unconditional regard. It's what people want
3. The leadership style employees want from their organisation compared to what they want from their line manager may be different
4. Organisations need to train their leaders /managers how to 'love' their staff
5. Leadership and management development programmes need to include the concepts of 'Love' and 'Tough Love' within them



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## Further information

A pdf of the **Corporate Love Model** can be downloaded from [www.cognitivefitness.co.uk](http://www.cognitivefitness.co.uk) or email Dr Fiona Beddoes-Jones directly on [fiona.bj@cognitivefitness.co.uk](mailto:fiona.bj@cognitivefitness.co.uk)

*Love is the Answer*, which includes the Corporate Love Model and a chapter on **Loving and Leadership**, will be published by Blue Ocean at the end of March 2017, and is available on Amazon

The theory of **Leadership Temperament Types**, which explains the psychobiology of Masculine and Feminine leadership styles can be found in *Divided by Gender, United by Chocolate: Differences in the Boardroom*, available on Amazon [www.unitedbychocolate.com](http://www.unitedbychocolate.com)