

# Love in the Workplace Research Results: 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.

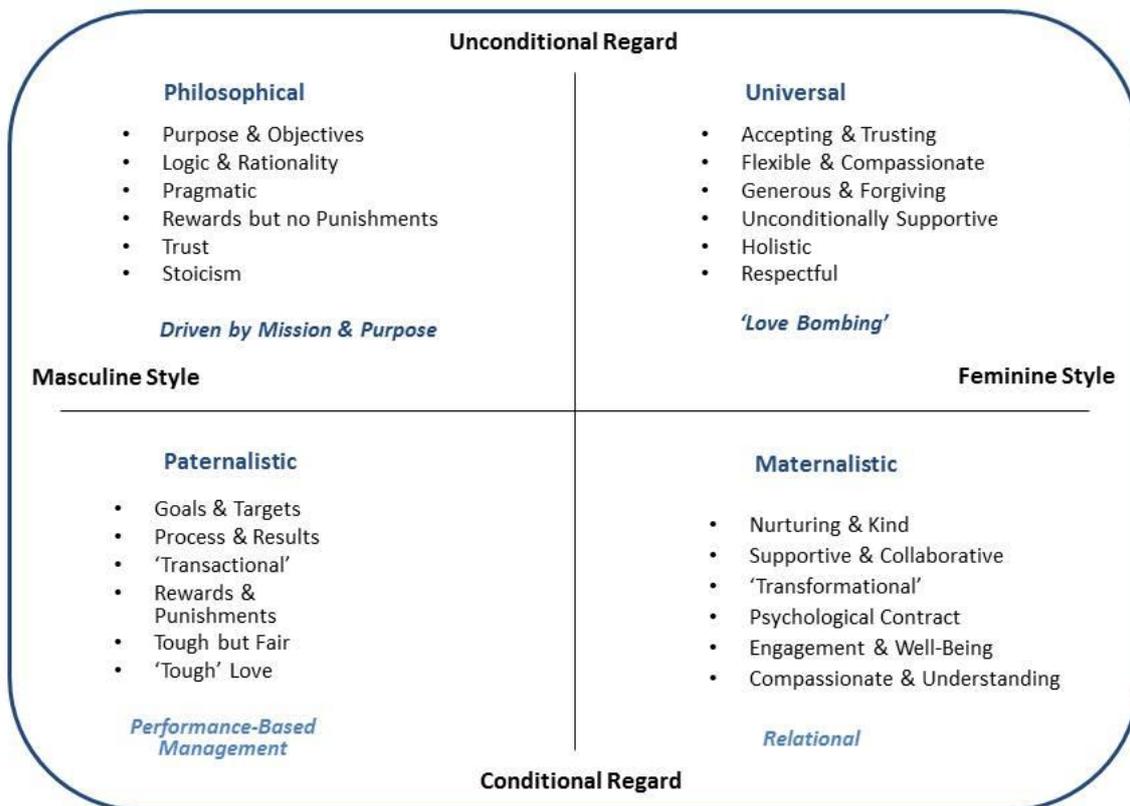
## The 2016 Research on ‘Love in the Workplace’

Let me share with you the results of the research I did in the UK in the autumn of 2016. Over 300 people contributed to the study, 96% of whom have, or have had, a management or leadership role. There was a very slight gender bias towards women; 56% compared with 44% of men taking part, and 88% worked within the UK rather than any other country in Europe. 92% were between 26-65 years old.

I received 126 responses within the first 24 hours of starting the study and after only 26 responses a pattern began to emerge. This pattern remained consistent throughout the study. When patterns emerge and remain stable, we can be pretty sure that we’ve found something real, and that adding more people to the project won’t change the results. So I closed the study after we had passed the 300 people mark, which is double the size of population sample we generally need for statistically valid results.

I very clearly defined ‘Love’ as, **“Compassion, caring and a genuine regard for people's well-being.”**

## The Corporate Love Model



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

# Love in the Workplace Research Results: The Corporate Love Model

---

## Results of the 2016 Research

**1.** Overwhelmingly, **96%** of people agreed that they would work harder for an organisation which they felt genuinely cared about them and their well-being. This gives a very clear message that people want Universal 'Love' at work, and want to *be* 'Loved' at work; they perceive it to be something which is not just acceptable, but desirable.

**2.** The majority of people were dissatisfied with the level of warmth and care displayed where they worked. **70%** felt that their well-being at work would be improved if there were more 'Love' within the culture of their organisation. There is some good news however, with **30%** of people feeling that there is already enough genuine caring and support within their working environment.

**3.** 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.

**4.** 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.***

**5.** **65%** of people felt that there's sometimes a lack of Love within the culture of their own organisations. This may go some way towards explaining why **83%** believe that leaders and managers should be formally taught how to 'Love' their staff. That is, to be considerate, to genuinely care for their wellbeing, and to be compassionate and supportive.

**6. 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.

**87%** of people said that they would prefer not to have to use Tough Love at work if they could avoid it and still get the same results. Moreover, **50%** of people, (remembering that 96% of them have, or have had, a management or leadership role), said that they find Tough Love difficult to implement at work. Only **41%** reported that they are comfortable with using Tough Love at work.

## ***Leadership Temperament Types: A 'Masculine' Leadership Style\****

A Masculine leadership style is characterised by testosterone, which is the male hormone. Generally speaking, although there are of course exceptions, men have significantly higher levels of testosterone than women do, although everyone, both male and female, produces their own testosterone within their bodies. Testosterone is an amazing hormone. It's significant in the production of muscle mass and it's partly responsible for physical strength and endurance. Greater levels of testosterone are correlated with greater self-confidence and reduced levels of fear and anxiety. People with a Masculine leadership style preference are focused on goals and targets, the task at hand and results. They like to turn their attention to one thing at a time and they dislike ambiguity; they want things to be clear and unambiguous.

***Women can also have a masculine leadership style, just as men can have a feminine leadership style.***

# Love in the Workplace Research Results: The Corporate Love Model

---

## **Leadership Temperament Types: A 'Feminine' Leadership Style\***

A Feminine leadership style is characterised by its nurturing, caring and supportive approach. Collaboration and the engagement and well-being of employees sits at the heart of a Feminine Leadership Style orientation. Here, arguably, people's physical and emotional well-being can be more important than the achievement of organisational goals and tasks. So this style can be described as being a *Relational* one and it's described in leadership theories as being *Transformational* as people and organisations are transformed into something better and more meaningful by its inclusive, nurturing, supportive and engaging approach. Feminine leadership is less task-focused and more creative and idealistic in its orientation, and, in contrast to the Masculine leadership style, is more 'emotional'. Biologically, it's driven by the female hormone oestrogen. Like testosterone, both men and women produce oestrogen, however, as males don't have ovaries, for them, it's produced in the bio-neurology of the brain, and, as you would expect, generally speaking, men produce significantly less of it than women generally do.

## **Implications of the 2016 'Love in the Workplace' Research for Organisations Today.**

1. It seems that there's an enormous potential gap in employee engagement and productivity, which could be tapped into by a more 'loving' and compassionate leadership style.
2. We absolutely need more Love in the workplace; more genuine caring, more kindness, more consideration, more compassion and more unconditional regard. It's what people want.
3. The cultural leadership style environment which employees want from their organisation, compared with what they want from their direct line manager may be very different.
4. There appears to be both a need, and a desire, for leadership and management development programmes to include 'Love' and 'Tough Love' within them, which is not currently being addressed within organisations.
5. It's quite rare for leaders and managers to have an equal preference for both a masculine and a feminine leadership style. Most people have one clear preference and need to work on developing their flexibility to use the other one.

**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](http://www.cognitivefitness.co.uk) for more details or contact us directly on [info@cognitivefitness.co.uk](mailto:info@cognitivefitness.co.uk)

**N. B.** Please be aware that the excerpts included here regarding The Corporate Love Model and the Love in the Workplace Research 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:** Information on 'Masculine' and 'Feminine' Leadership styles, driven by the two organic hormones of testosterone and oestrogen, can be found at [www.unitedbychocolate.com](http://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.