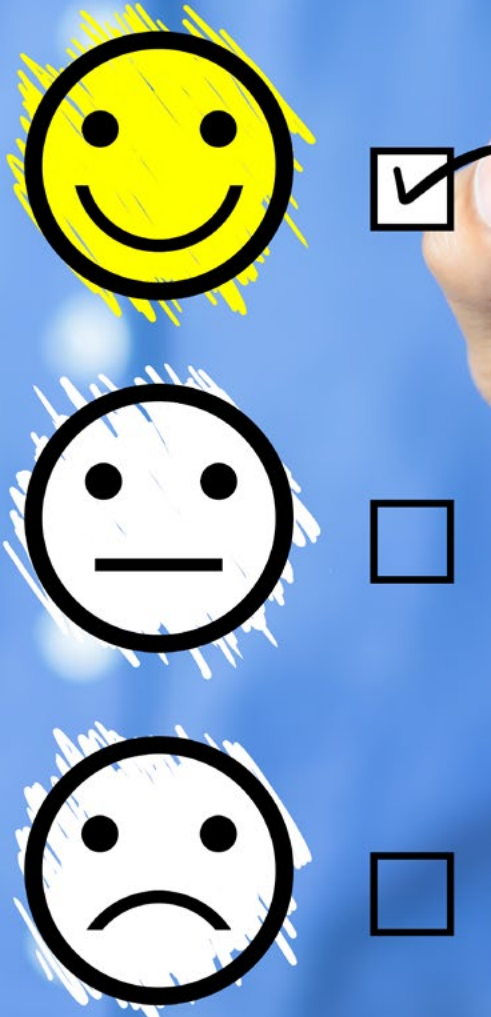


How Leaders Can Create Fun in the Workplace

**Prof. David Allen,
Warwick Business School,
looks into the strategies
that can make both
employees and the
organisation happy
winners.**

Related research paper:

Michel, J. W., Tews, M. J. and Allen, D. G. (2019) "Fun in the workplace : a review and expanded theoretical perspective", *Human Resource Management Review*, 29, 1, 98-110. Tews, M. J., Michel, J. W. and Allen, D. G. (2014) "Fun and friends : the impact of workplace fun and constituent attachment on turnover in a hospitality context", *Human Relations*, 67, 8, 923-946.



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An alliance with a purpose

THE 3 Ps IN A CoBS POD

 **PERCEIVE**
with a set of key takeaways

 **PROJECT**
with food for thought: on yourself, your organisation and the wider context

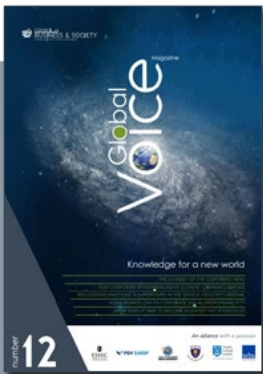
 **PERFORM**
by putting it all into practice using action tips





● PERCEIVE with a set of key takeaways

- In the 1930s management researchers such as Elton Mayo and Mary Parker Follett noted that aspects of human nature, such as relationships, were important motivating factors.
- As organisations acknowledged that people have similar needs and emotions at work as in their non-working lives, the notion of enjoyment in a corporate setting became more acceptable.
- Beyond staff turnover reduction, fun in the workplace can foster more positive attitudes, help teams become more cohesive, and help people deal with or recover from stressful work experiences while also developing stronger relationships.
- Research shows that workers who socialise more in the workplace and who evaluate their co-workers and the workplace as more fun are less likely to leave.
- The more voluntary an activity, the more likely it is people will appraise it as fun and will enjoy participating.
- Workers are likely to value fun in the workplace more highly if managers and leaders are supportive of fun.
- Companies can design physical spaces that are conducive to socialising and interaction in the workplace even on work time.
- Organisations that have a strong culture of fun and believe in the benefits of person-organisational fit are more likely to deliberately seek out, attract, select, and retain employees who share fun as a common value.



Read the
full article:
Global Voice
magazine #12



● PROJECT with food for thought



- How does your organisation support you in creating a more enjoyable workplace culture that goes beyond the usual rhetoric?
- To what extent is fun at your workplace/industry relevantly applicable?
- What does fun at the workplace mean to you and your colleagues?
- How has people engagement affected the organisation in terms of employee turnover rates, team-building, and handling of stress?

Thoughts



● **PERFORM**

by putting it all into practice

CHECKLIST

- 1. As a manager, understand that fun** at work is subjective. Gather feedback on whether an activity supposed to be fun was actually perceived as such: before, during, and afterwards.
- 2. Be supportive of fun** in order that employees value it as well.
- 3. Ensure that voluntary activities** truly remain voluntary rather than socially compel people to take part.
- 4. Take into consideration how busy work schedules are.** After all, fun activities are supposed to help people—and the organisation, rather than just getting in the way of people trying to do their jobs.
- 5. Tailor activities to those that celebrate personal milestones,** are aligned with people's interests, and are not too eccentric. Also, avoid events where people risk making a fool of themselves in front of their co-workers.
- 6. Allow and support employees** to take the initiative on organising activities they think are fun. Appoint an employee who will take the lead in such matters.
- 7. Design physical spaces** that are conducive to socialising and interaction in the workplace. Use onboarding and newcomer orientation as an opportunity to show that the organisation is open to fun and wants to foster those types of interaction.



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