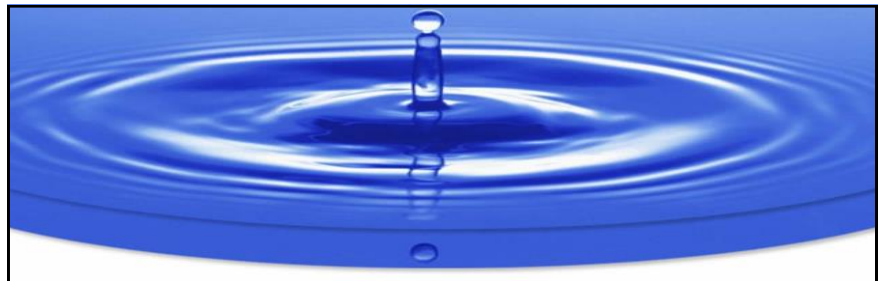
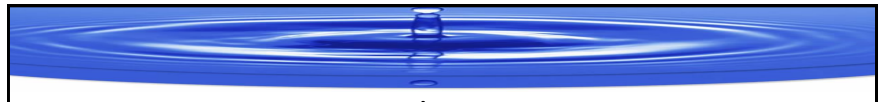


Welcome

Creating a Culture of Motivation

Moving Teams to High Performance

Employee Engagement Specialist



Housekeeping

from potential to performance

Agenda

8:00 – 9:15

- Icebreaker

9:15 – 11:30

- Culture of Motivation
- Moving Teams to High Performance

Break

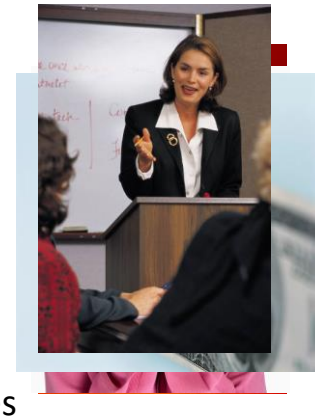
11:30 – 12:00

- Assignments for Session 7
- Pre-work for Session 8

from potential to performance

Icebreaker - Truth or Myth

- I can personally motivate people
- Money is a good motivator
- Fear is a good motivator
- What motivates me motivates others



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from potential to performance

Creating a Culture of Motivation

from potential to performance

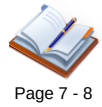
Pre-Work – Motivation Technique Assessment

Statement	Seldom			Always
I try to persuade and influence people rather than force them or guilt-trip them to do what I want.	1	2	3	4
I try to make work as enjoyable as possible for my co-workers and employees	1	2	3	4
I talk to people who don't cooperate to find out their reasons.	1	2	3	4
I use my knowledge of nonverbal communication to influence discussions.	1	2	3	4
I give the people I work with full and frank information whenever possible	1	2	3	4
If I ask people's opinions, I make a point of implementing their ideas when I can.	1	2	3	4
I avoid office politics and gossip.	1	2	3	4
I discourage other people from being involved in office politics and gossip.	1	2	3	4
I involve people in issues at the earliest possible opportunity.	1	2	3	4
I give reasons for my actions and for any disagreements with people.	1	2	3	4
I seek consensus and encourage others to do the same	1	2	3	4
I react to failure by analysis and correction, not blaming.	1	2	3	4
I seek a balance between firm control and giving people independence.	1	2	3	4
I make conscious efforts to improve my motivational skills.	1	2	3	4
I change benchmarks to keep targets at stimulating heights.	1	2	3	4
I revise the system in order to remove obstacles to performance.	1	2	3	4
I encourage people to be open about what they consider positive motivators.	1	2	3	4
In talking with people about their performance in joint efforts, I invite appraisal of my own effort.	1	2	3	4
I organize work so each person can actually complete the assigned task.	1	2	3	4

How did you do on your technique assessment?

110 – 124?
66 – 109?

Was there anything specific you saw that you needed to work on?



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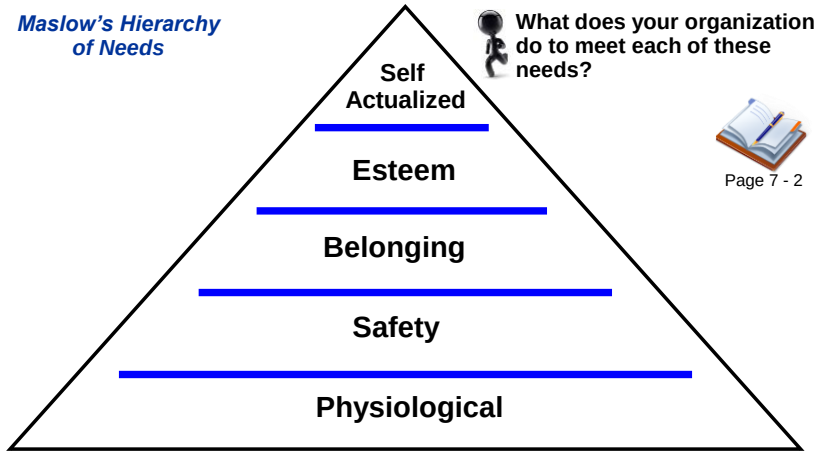
The Foundation of Motivation

Maslow's Hierarchy of Needs



What does your organization do to meet each of these needs?

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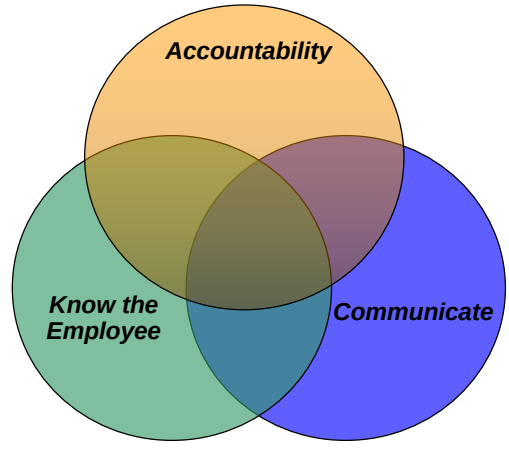
Environment of Motivation

Page 7 - 3



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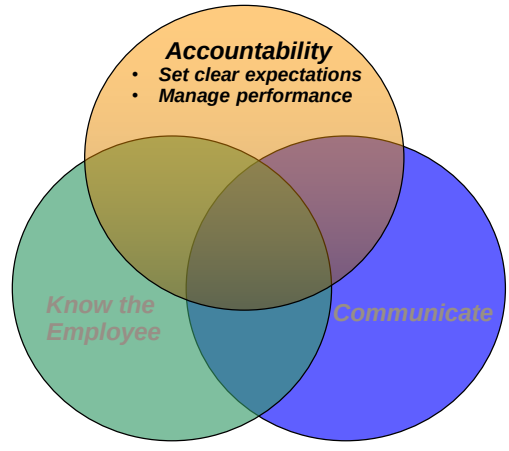
Environment of Motivation



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What do you expect?

Expectations You Have of Employees

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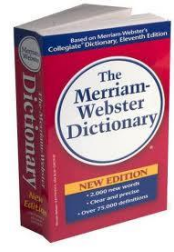
What is an expectation?

Expectation (n) - anticipation of a result or outcome from ourselves or others

Two types of expectations

- *Performance*
  - *Productivity*
  - *Project safety, quality, and performance*
  - *Adherence to company policy*
  - *Work - life balance*
- *Development*
  - *Growth in the department and company*
  - *Training & education*
  - *External opportunities*



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Exercise - Write expectations

Write out one or two 'performance' expectations. These could apply to everyone you supervise or you might want to think of one employee.

Then, thinking of an individual employee, write out at least one 'development' expectations.

Performance Expectations

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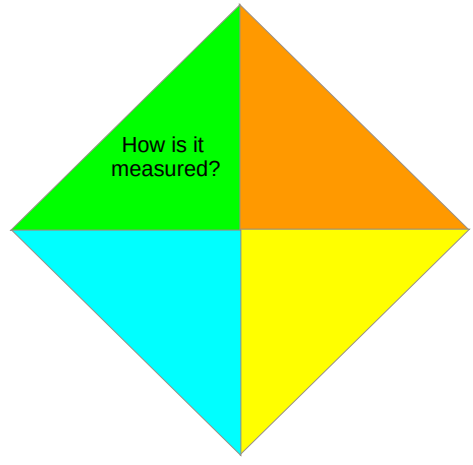
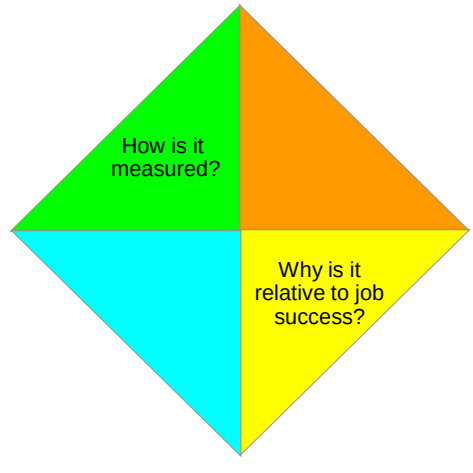
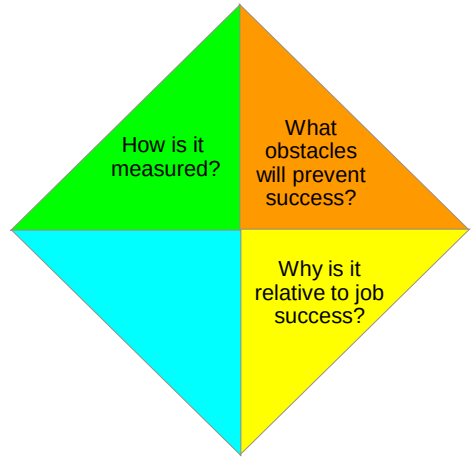
Four questions that validate your expectations



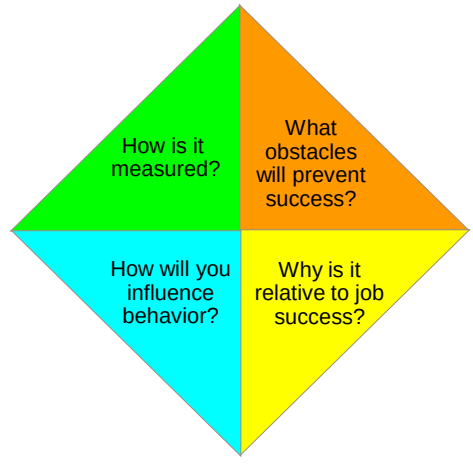
Four questions that validate your expectations



Four questions that validate your expectations

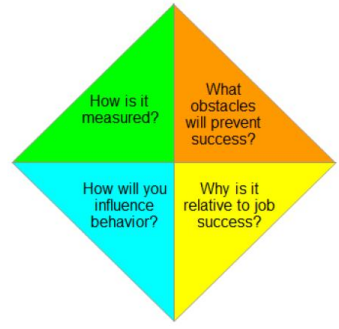


Four questions that validate your expectations



Exercise – Identify and validate 2 expectations

Expectation:



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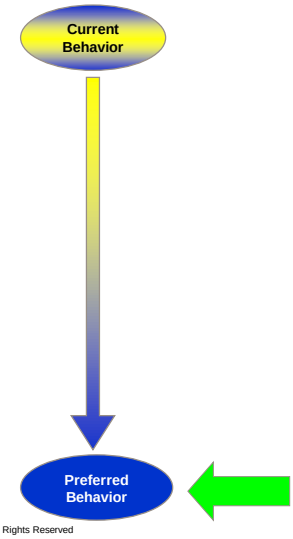
Performance Management



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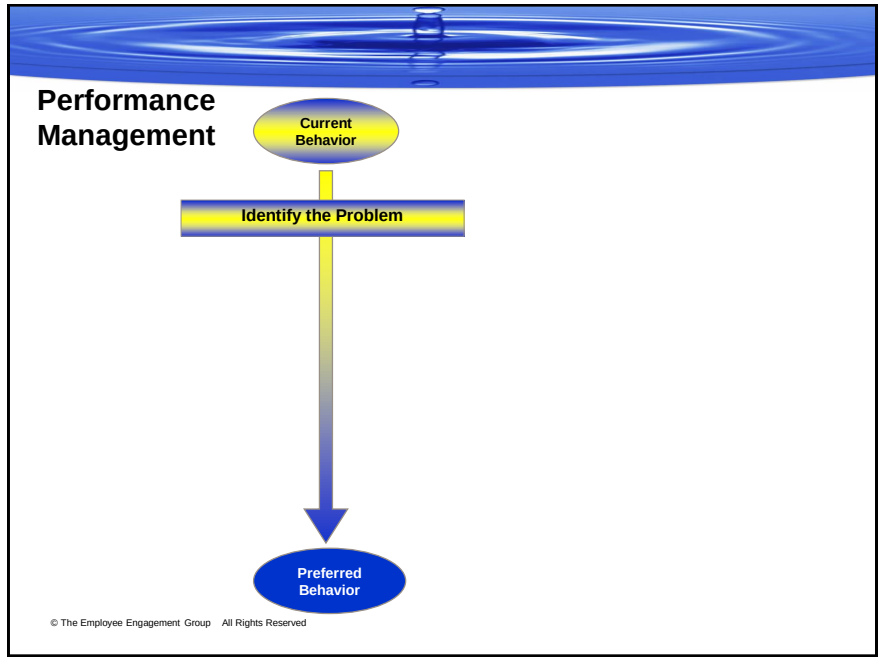
Performance Management
Current Behavior
Identify the Problem
Preferred Behavior
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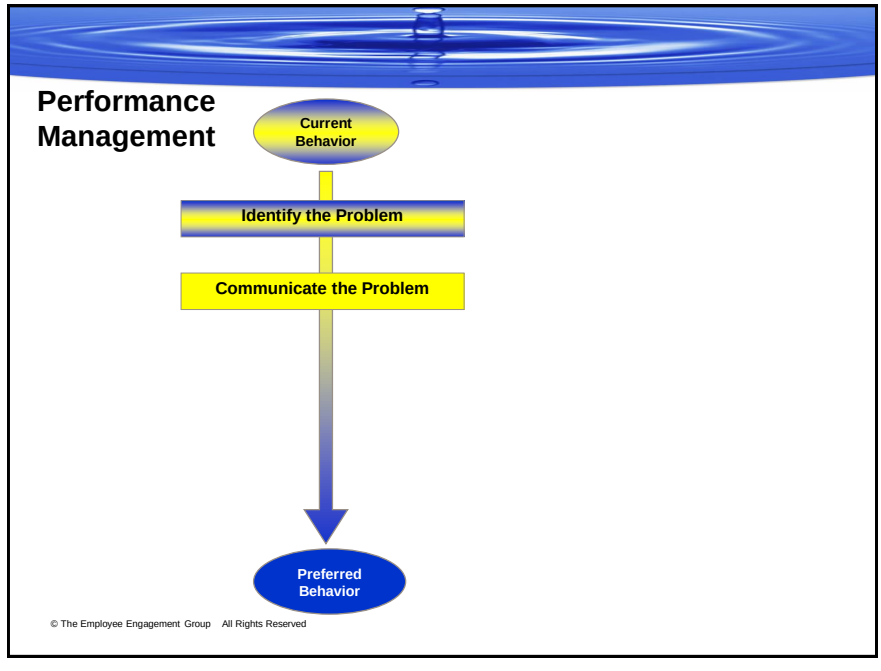
Performance Management
Current Behavior
Identify the Problem
Communicate the Problem
Preferred Behavior
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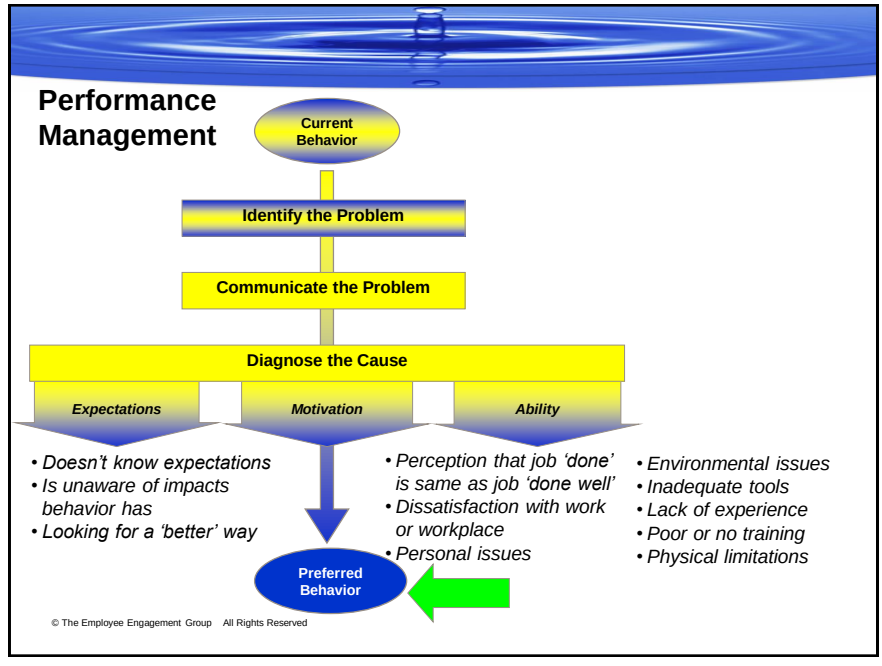
Performance Management
Current Behavior
Identify the Problem
Communicate the Problem
Diagnose the Cause
Expectations
Motivation
Ability
• Doesn't know expectations
• Is unaware of impacts behavior has
• Looking for a 'better' way
• Perception that job 'done' is same as job 'done well'
• Dissatisfaction with work or workplace
• Personal issues
• Environmental issues
• Inadequate tools
• Lack of experience
• Poor or no training
• Physical limitations
Preferred Behavior
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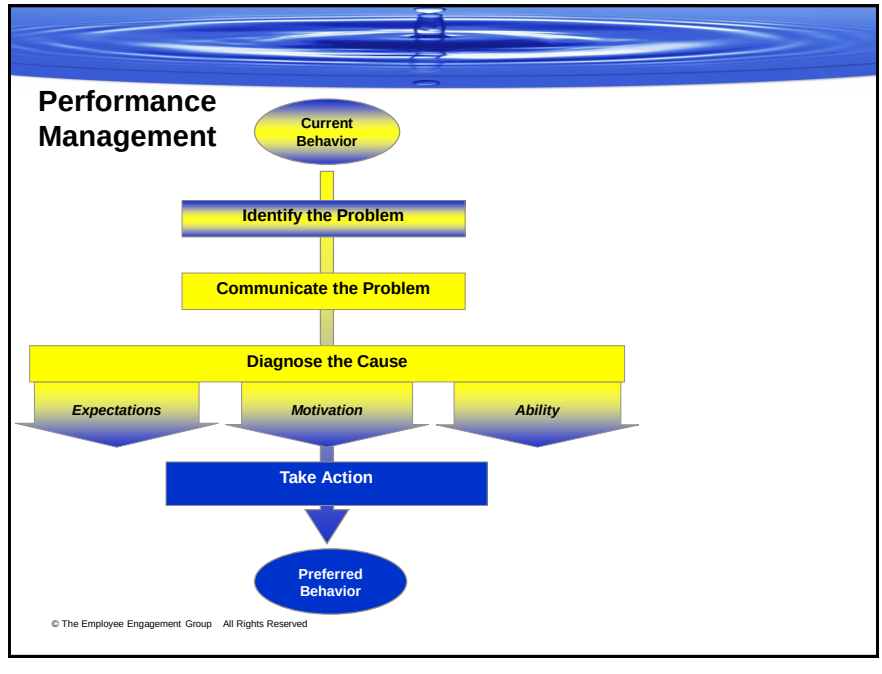
Performance Management
Current Behavior
Identify the Problem
Communicate the Problem
Diagnose the Cause
Expectations
Motivation
Ability
Take Action
Preferred Behavior
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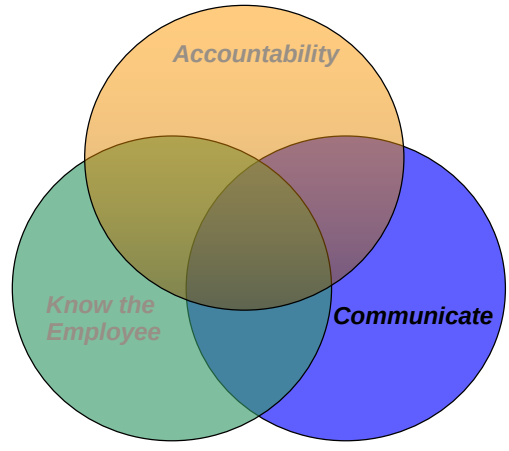
Environment of Motivation



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What does your organization do to meet each of these communication needs?

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Use your communication protocol to help meet this need

Scope	Message/Topic	Leader	Venue	Audience
		General Info		
Corporate	Company Update: -Review of Company Metrics (e.g., health & safety performance to plan, net sales growth, etc.) -Recent Awards/Opportunities -Organizational Development Update -International News -Recognition	CEO	Email	All Employees
Regional	Quarterly Review Meeting to include: -Review of Company Metrics -BD Review (inc recent awards) -Recognition -Organizational Development Update	Regional VP	On-site, conference call, or Webex meetings	All employees o the region
Office	Office Update: -Review of Key Metrics (e.g. performance to plan, net sales growth, etc.) -Recent Awards/Opportunities -Workload leveling -Organizational Development Update -Recognition	Office Manager	On-site, conference call, or Webex meetings	All employees o Office
Department	Workload leveling: -Recent Wins Proposal Activity -Professional Developmental Opportunities -Health & Safety -Recognition	Dept. Mgr.	On-site meetings	All employees o department
Scope	Message/Topic	Leader	Venue	Audience
		General Info		
Corporate	Company Update	CEO	Conference Call	Sr. Mgt. Team
Corporate	Strategy Update	CEO	On-site meetings	Sr. Mgt. Team
Regional	Operations Review: -Performance vs. Plan -Key Account Update -Strategic Initiatives -Staff Development Update	CEO	On-site meeting or conference call	EVP, CFO, Sr. VP Sales, VPs, Office Managers

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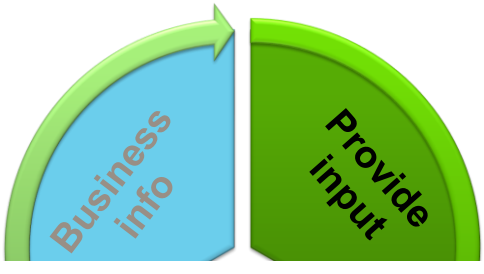

What techniques have we covered in this workshop that would allow employees to provide input to the organization?

What opportunities do employees have to talk to their supervisor or other leader?

Do you have an 'open door' policy? What does that really mean?

What are barriers you can think of?

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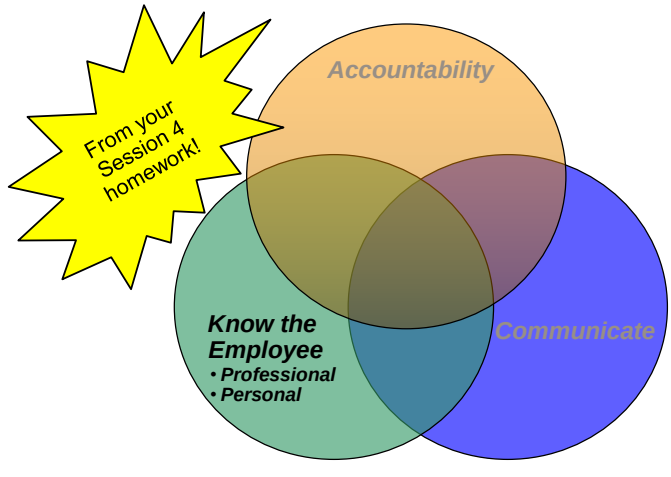
Environment of Motivation



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Exercise – Just 'Plane' Motivated

- In your teams, everyone create a paper airplane
  - Do not test any airplanes
- As a team, decide which airplane looks like it will fly farthest
- Select a pilot

- Each team will have one throw to find out which plane goes the farthest

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Seven Motivators

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Achievement
- Satisfaction of successful project
- Want to exercise talents
- Self-motivated if job is challenging

Affiliation
- Interaction with others
- Social aspect of workplace

Autonomy
- Want freedom/ independence
- Like to work alone
- Take responsibility for own tasks/projects

Esteem
- Specific recognition and praise
- Public or private

Safety/Security
- Crave job security
- Steady income/benefits
- Hazard-free work

Authority
- Influencing people
- Sometimes controlling
- Lead and persuade

Equity
- Want to be treated fairly
- Compare selves to others

Adapted from *The Manager's Desk Reference* - Cynthia Berryman-Fink and Charles B. Fink

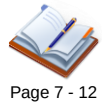
Exercise – Determining Your Motivators

The Seven Motivators Self-Assessment

A key to motivating anyone is understanding what he or she wants (which, in turn, leads to the motivating factors). This includes yourself. In the boxes beside each motivation, place the numbers 1 – 7 using each number only once. The number 1 is your primary motivator and the number 7 is what motivates you the least. Be sure to use all seven numbers.

After you've ranked yourself, write some ideas that would motivate each of the seven motivators.

Motivation		Need	Ideas for Success
Achievement		Employees with this need want the satisfaction of accomplishing projects successfully. They want to exercise their talents to attain success. They are self-motivated if the job is challenging enough, so provide them with the right work assignments and they will consistently produce	
Authority		These employees get satisfaction from influencing and sometimes even controlling others. They like to lead and persuade, and are motivated by positions of power and leadership. Give them the opportunity to make decisions and direct projects	
Affiliation		This need is satisfied through affiliation with others. These employees enjoy people and find the social aspect of the workplace rewarding. Motivate them by giving them opportunities to interact with others: teamwork projects, group meetings, and so on.	
Autonomy		These employees want freedom and independence. Allow them to make their own choices, set their own schedules, and work independently of others.	
Esteem		These employees need recognition and praise. This does not necessarily mean public praise. Give them ample feedback and recognition whenever possible.	
Security		Employees with this motivation crave job security, a steady income, health insurance, and a hassle-free work environment. These folks need predictable work with little risk or uncertainty. Salary and fringe benefits are also important to them.	
Equity		These employees what to be treated fairly. They probably compare work hours, job duties, salary, and privileges to those of other employees. They will become discouraged if they perceive inequities.	



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Using the forced ranking form in your workbook, determine your motivators by ranking each:
#1 – Your primary motivator
#7 – Motivates you least

And all the numbers in between.

Once you rank yourself, stand under the label on the wall that matches your PRIMARY motivator.

Next, go to the label that is your #2 motivator

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Exercise - Your Team Members' Motivators

Now that you've thought about yourself and what motivates you, think about one person you work with or that is on your team.

What do you think is his/her PRIMARY motivator? Go stand under that label

- Why do you think this?
- How can you use this information to engage him/her?

What is that person's #2 motivator?

In your groups, make a list of 3 – 5 specific things you can do to better engage someone with that motivation style

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Exercise - Your Team Members' Motivators

Exercise - Seven Key Motivators
List the members of your staff team and identify what you think are the primary and secondary motivators for each person.

Motivation	Description
Achievement	Employees with this need want the satisfaction of accomplishing projects successfully. They want to exercise their talents to attain success. They are self-motivated if the job is challenging enough.
Authority	These employees get satisfaction from influencing and sometimes even controlling others. They like to lead and persuade, and are motivated by positions of power and leadership.
Affiliation	This need is satisfied through affiliation with others. These employees enjoy people and find the social aspect of the workplace rewarding.
Autonomy	These employees want freedom and independence. They like to work and take responsibility for their own tasks/projects.
Esteem	These employees need sincere recognition and praise. They dislike generalities – praise specific accomplishments. This does not necessarily mean public praise.
Safety and Security	Employees with this motivation crave job security, a steady income, health insurance, other fringe benefits, and a hazard-free work environment.
Equity	These employees what to be treated fairly. They probably compare work hours, job duties, salary, and privileges to those of other employees. They will become discouraged if they perceive inequities.

Adapted from The Manager's Desk Reference by Cynthia Berryman-Fink and Charles B. Fink

Name	Primary and one secondary motivator	Ideas to better engage this employee

Have a seat.

On the form in your workbook, use the first row for your information and the second row for your team member.

Complete column 2 then write some ideas from the report-backs that you can use that will create more motivation for that employee

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Keys to Self Motivation

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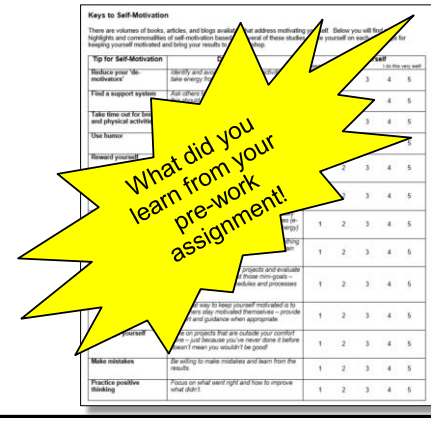
- Reduce your de-motivators
- Find a support system
- Take time out for breaks and physical activities
- Use humor
- Reward yourself
- Exercise, relax, eat right
- Organize your workspace
- Keep learning
- Track progress
- Help others
- Challenge yourself
- Make mistakes
- Practice positive thinking



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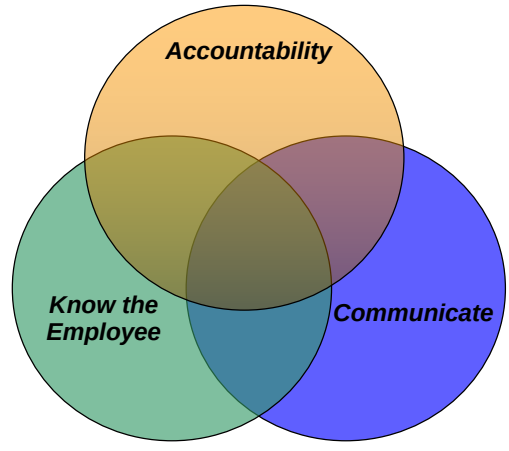
Environment of Motivation



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Moving Your Teams to High Performance

from potential to performance

Stages of Team Development

Performing

- Feeling excited about participating in team activities
- Feeling team strength
- Showing high confidence in accomplishing tasks
- Sharing leadership
- Performing at high levels

Norming

- Resolving discrepancies
- Developing trust, support and respect
- Developing self-esteem and confidence
- Being more open and giving more feedback
- Sharing responsibility and control
- Using team language

Forming

- Feeling moderately eager
- Anxiety
- Where do I fit? What is expected of me?
- Testing the situation and people

Storming

- Discrepancy between hopes and reality
- Feeling frustrated incompetent and confused : anger around goals, tasks and action plans
- Reacting negatively toward leaders and other members
- Competing for power and/or attention

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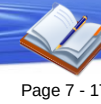
Team Development Model – Bruce Tuckman



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Forming

Performing

Storming

Norming

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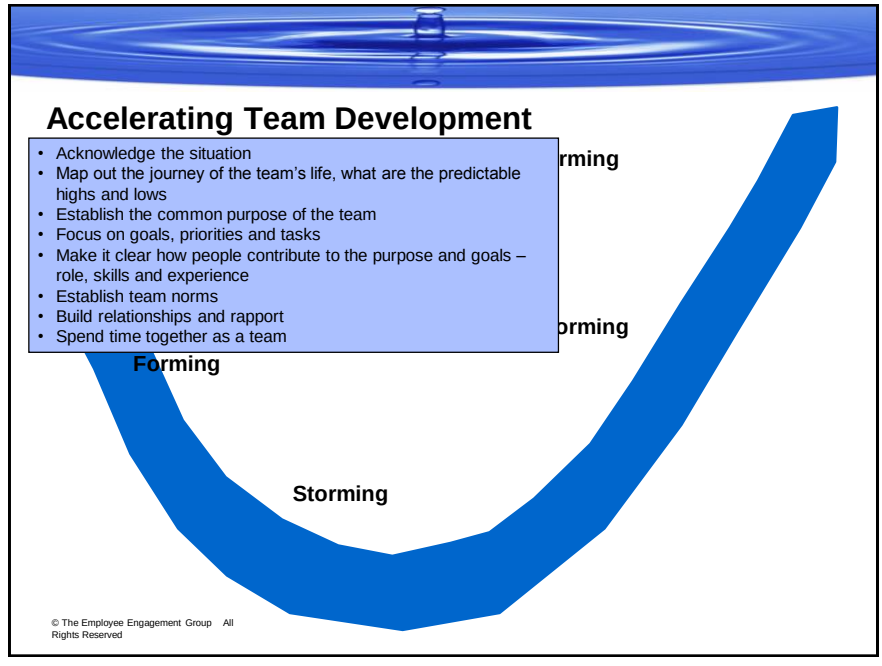
Accelerating Team Development
• Acknowledge the situation
• Map out the journey of the team's life, what are the predictable highs and lows
• Establish the common purpose of the team
• Focus on goals, priorities and tasks
• Make it clear how people contribute to the purpose and goals – role, skills and experience
• Establish team norms
• Build relationships and rapport
• Spend time together as a team
rming
orming
Forming
Storming
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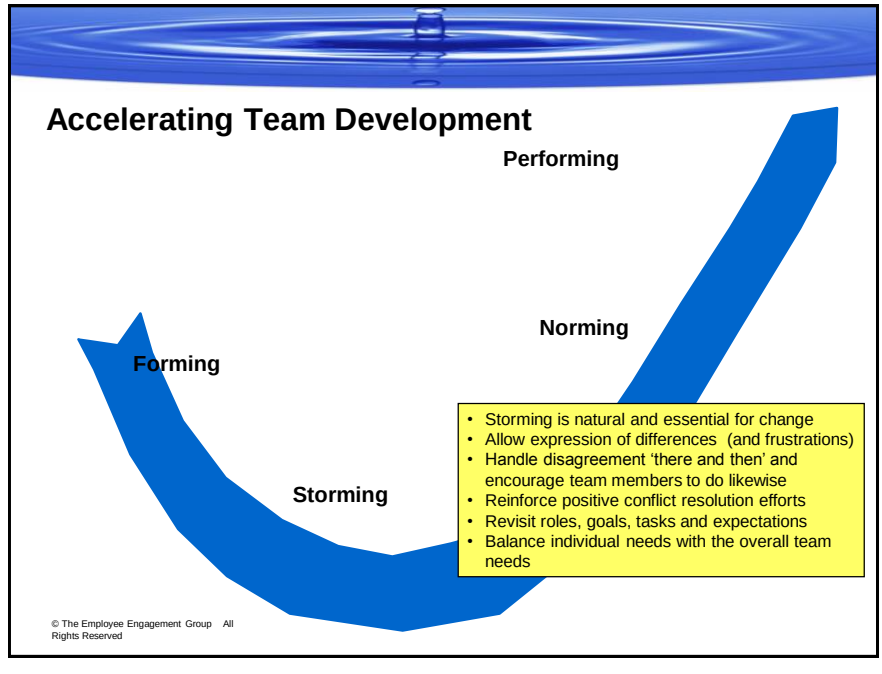
Accelerating Team Development
Performing
Norming
Forming
Storming
• Storming is natural and essential for change
• Allow expression of differences (and frustrations)
• Handle disagreement 'there and then' and encourage team members to do likewise
• Reinforce positive conflict resolution efforts
• Revisit roles, goals, tasks and expectations
• Balance individual needs with the overall team needs
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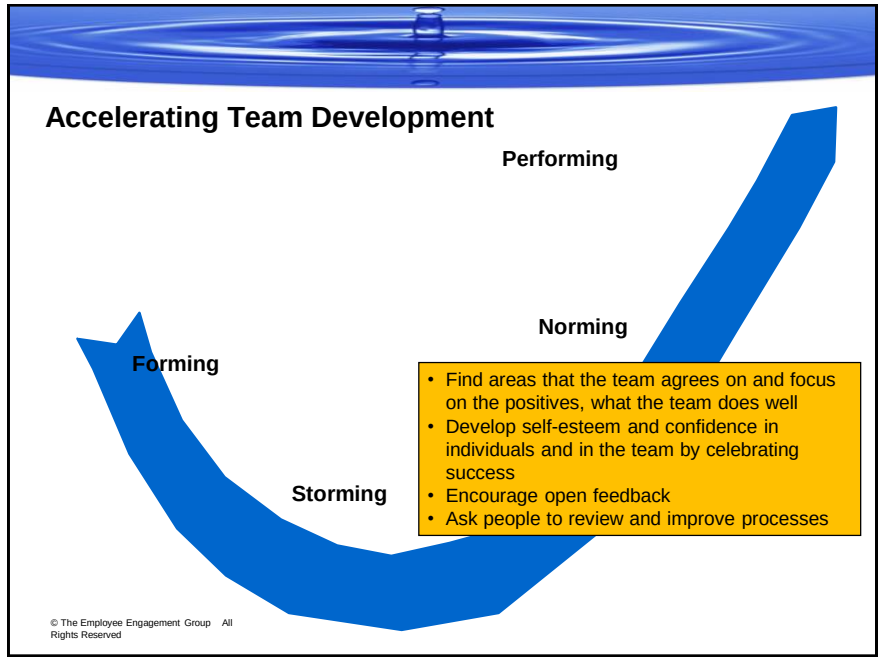
Accelerating Team Development
Performing
Norming
Forming
Storming
• Find areas that the team agrees on and focus on the positives, what the team does well
• Develop self-esteem and confidence in individuals and in the team by celebrating success
• Encourage open feedback
• Ask people to review and improve processes
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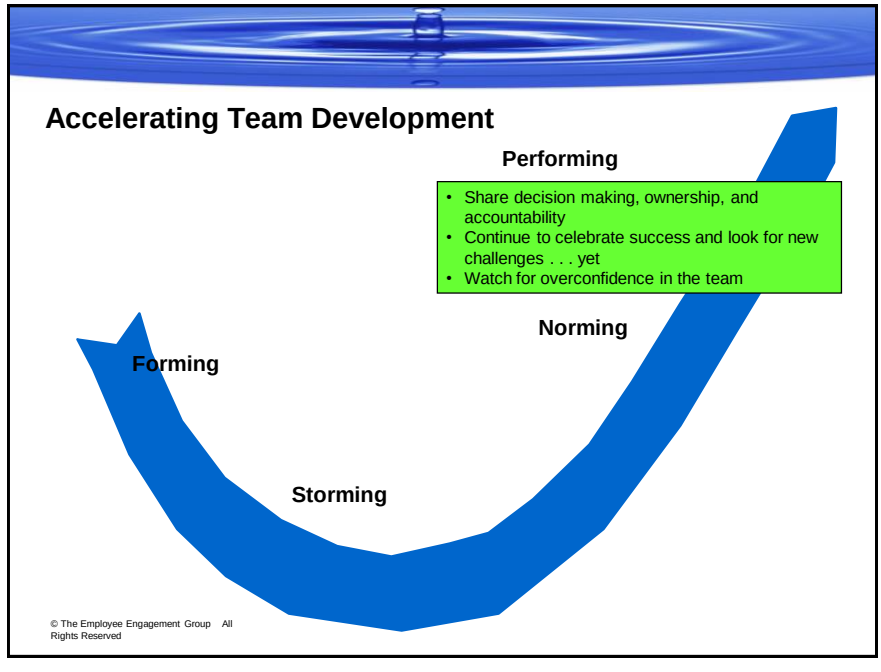
Accelerating Team Development
Performing
• Share decision making, ownership, and accountability
• Continue to celebrate success and look for new challenges . . . yet
• Watch for overconfidence in the team
Norming
Forming
Storming
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Forming

Performing

Storming

Norming

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Team Development Matrix

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Team Development

Member behavior	Forming *Characterized by...* • Anxiety • Search for structure • Silence • Reactive to leader • Superficial • Overly polite	Storming *Characterized by...* • Increased testing of norms • Fight or flight behavior • Attacks on the leader • Polarization of the team • Power struggles • Hostility/silence • Fails to commit to action plans	Norming *Characterized by...* • Effort to get along • Constructive conflict • Realistic norms and guidelines • Functional relationships • Acceptance of each other and leader • Caring, trusting, and enjoyment	Performing *Characterized by...* • Cohesiveness • Conflict management • Active listening • Shared leadership • Creative problem solving • Here and now focus
Reaction to Leadership	• Accepted / tested by members • Tentative	• Power struggles • Jockeying for position/control	• General support • Differences acknowledged	• Leadership distributed among members by expertise
Decision making	• Dominated by active members	• Fragmented • Deadlocks • To team leader by default, or • Most powerful or loudest	• Based on individual expertise • Often by leader in consultation with team member	• By consensus • Whatever it takes collectively or individually
Climate	• Cautious • Feeling suppressed • Low conflict • Few outbursts	• Subgrouping • Overt/covert criticism • Disagreements between subgroups	• Dealing with differences • Opening up true feelings • Straight confrontation	• Shared responsibility • Open expression • Disagreements resolved promptly
Task functions & major issues	***Get the team started, establish identity...*** • Develop common purpose • Orientation • Provide structure • Build trust • Manage transitions	***Question identity, manage increased conflict...*** • Openly confront issues • Increased participation • Testing of group norms • Increasing independence from leader	***Establish realistic guidelines and standards...*** • Team responsibility • Cooperation and participation • Decision making • Confronting problems • Shared leadership • Quality and excellence • Team assessments	***Progress toward goal, true collaboration*** • Monitor accomplishments • Critique process, assess interactions • Avoid 'groupthink' • Satisfy members' personal needs

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Assignment

from potential to performance

Assignment

- Complete the motivation team assessment on at least 5 people – mark what you think each primary and secondary motivator is
- Ask those 5 people to complete the motivation self assessment
- Compare your answers to their answers – how close were you?
- Using your team (either a team you are on or a team you lead), determine what team development stage the team is in
  - Commit to at least 2 techniques or actions in order to accelerate your team from this stage to the next

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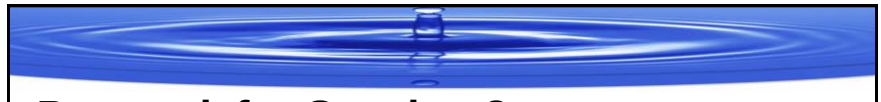
Pre-work for Session 8

Developing Feedback Mechanisms

Creating a Balance Scorecard

from potential to performance



Pre-work for Session 8

- List and evaluate feedback mechanisms you use at your organization to solicit feedback from your employees
  - 360 Reviews
  - Surveys
  - Suggestion boxes
  - Annual evaluations
- Identify at least 5 key metrics you measure in your organization now and list at least 5 metrics you should use to measure engagement in the future
- Review the resource links on the web site

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Thank you

See you on February 21

from potential to performance