

CULTURE

IN THE MIX





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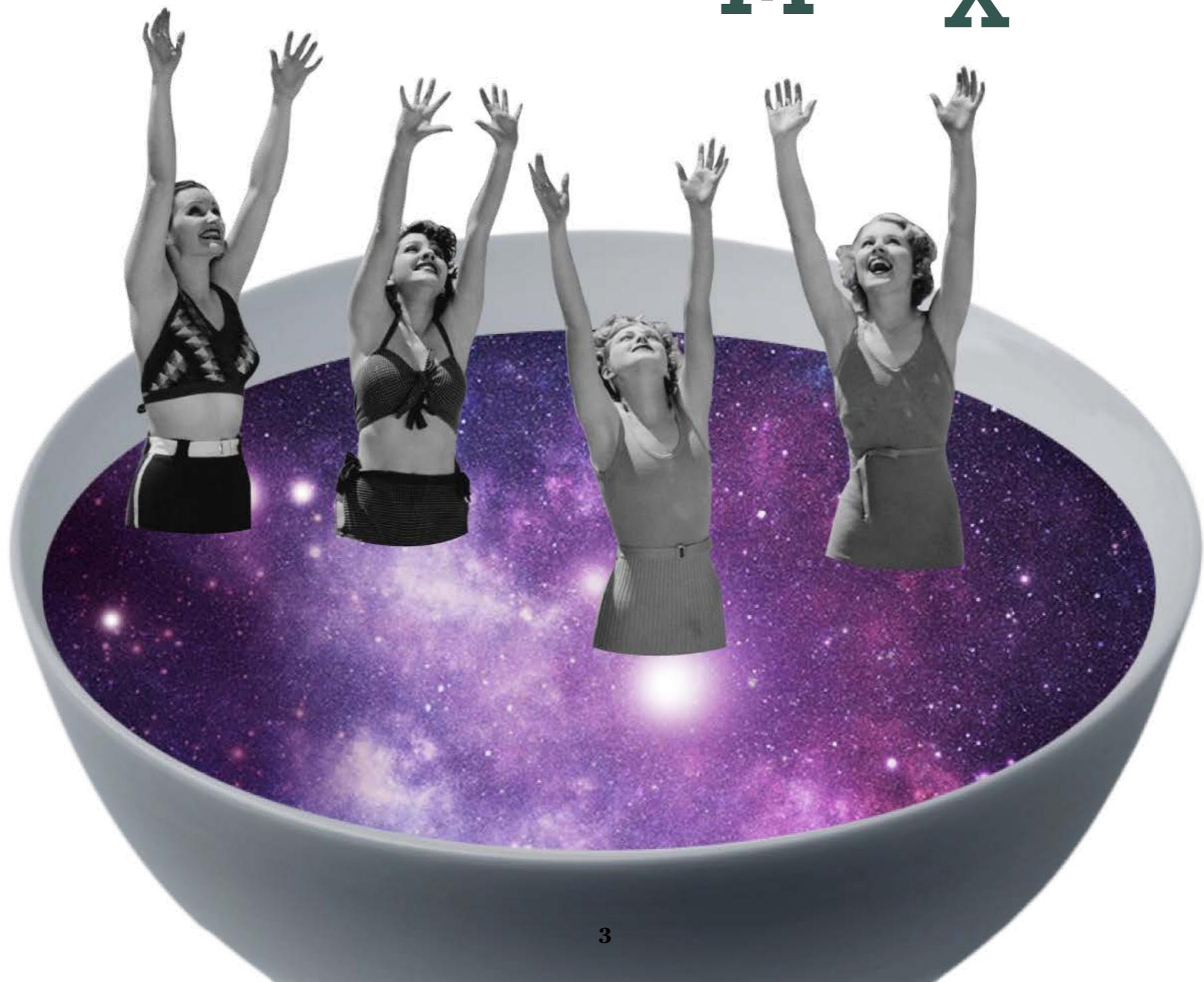
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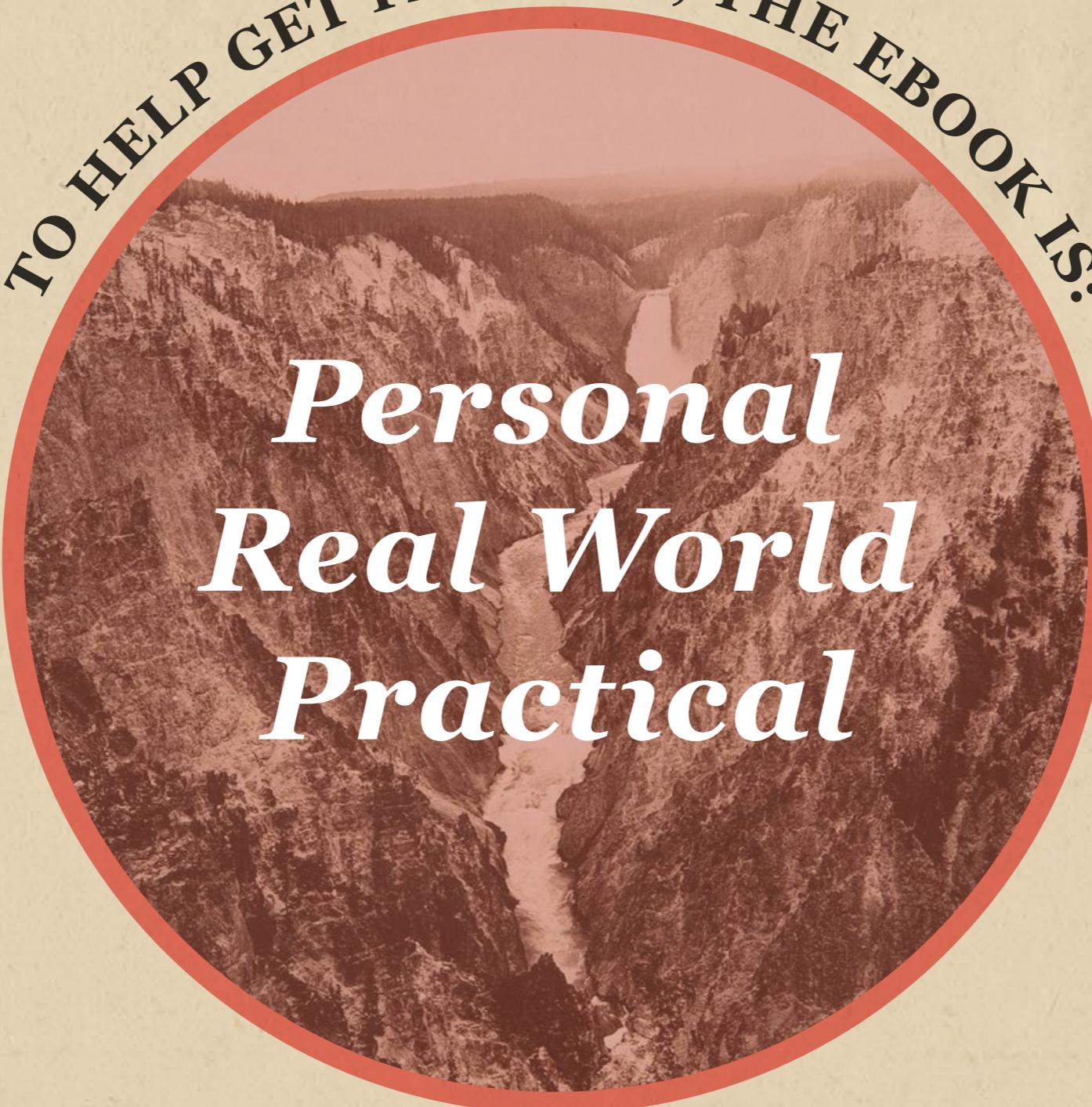
I N T H E M I X





It's all about getting 'in the mix' – making a workplace culture with a bit of intrigue, mystique or x factor about it – the recipe you'll only perfect after some serious testing in the kitchen. Along the way you'll break some eggs, make a mess and perhaps wonder why the cake's not rising at first, but you'll get there. Remember, the Learoy way to learn is all about adventure, asking questions and making mistakes. It's about experimentation not spoon-feeding. Get the mixture right yourself and you won't need someone else to bake the cake for you.

TO HELP GET IT RIGHT, THE EBOOK IS:



*Personal
Real World
Practical*

In here, you'll find what's trending, real world examples, cute scenarios, visuals galore, profiles of successful businesses, and links to articles or videos with some different perspectives. But it doesn't stop there. You have the whole Internet at your disposal – look at the other recipes out there if you want to – you have our full permission.

Remember, you're the one we want to make the expert. Learoy doesn't have a big ego like some teachers. Learoy wants to see you succeed and maybe, just maybe, take a little bit of credit for helping you get there...

Create a culture that gets the recipe right.



So, what's in the mix?

When we're talking about the mix, we're talking about culture – but what is it exactly? When we talk about it, we think we know what it means, right? Wrong. Culture is not so easily defined.

Try it – define what it is... You might think you get it but describing it to someone isn't that easy. So, let's think of ways to explain culture. If we think about a society and all the characteristics that make up that society – the laws, behaviours, values, beliefs, social norms, symbols, rituals and traditions – there we'll find its culture. And the people? They transmit the culture – they are 'culture carriers' and help to redefine it everyday when the status quo isn't working anymore. Culture is the heart and lifeblood of a society; it's what gives it meaning.

Similarly, in organisations, cultures inevitably form. In some ways they reflect the broader societal culture and maybe the effect of globalisation, but each organisation has its own unique cultural expression. Organisations have, for example, sets of procedures, behavioural norms, beliefs, values and traditions. Whether its Big Ass Fans' toy donkey throwing on Fridays, Google's 20% time or Southwest Airlines' 'Come to Jesus' mediations – unique expressions form and come to characterise the working experience at these organisations. But culture can also be negatively shaped by, for example, mismanagement, compromised values, poor communication, dysfunctional teams and a lack of care and respect for employees. Every interaction with colleagues creates culture – good, bad or downright ugly.

What is culture?

**“It is the
acquired pair
of glasses
through which
we see life”**

A. Mbarek

What is culture?

“It is a call for individuals to agree upon some common values that bind them in harmony.”

H. Moustafa

If we think about culture as the mix of ingredients to get a recipe right, it is pretty obvious that not all organisations nail it. Even with the help of recipe, it doesn't always mean we'll make something amazing. But there are a few ingredients that can help to kick-start a cultural revolution in the workplace: the right people, good communication, effective problem solving and solid teamwork. Getting these ingredients together and adding that special something too – that mysterious and intangible quality or that ‘x factor’ – will give your organisation an edge. A giant red slide to connect floors perhaps? No, culture is more than that – it's not just quirks and perks, it needs to be authentic.

I guess some questions we could ask are:

‘How would your organisation be remembered?’



‘How would you want it to be remembered?’

Let's kick-start the culture conversation from here.

You Tube Link:

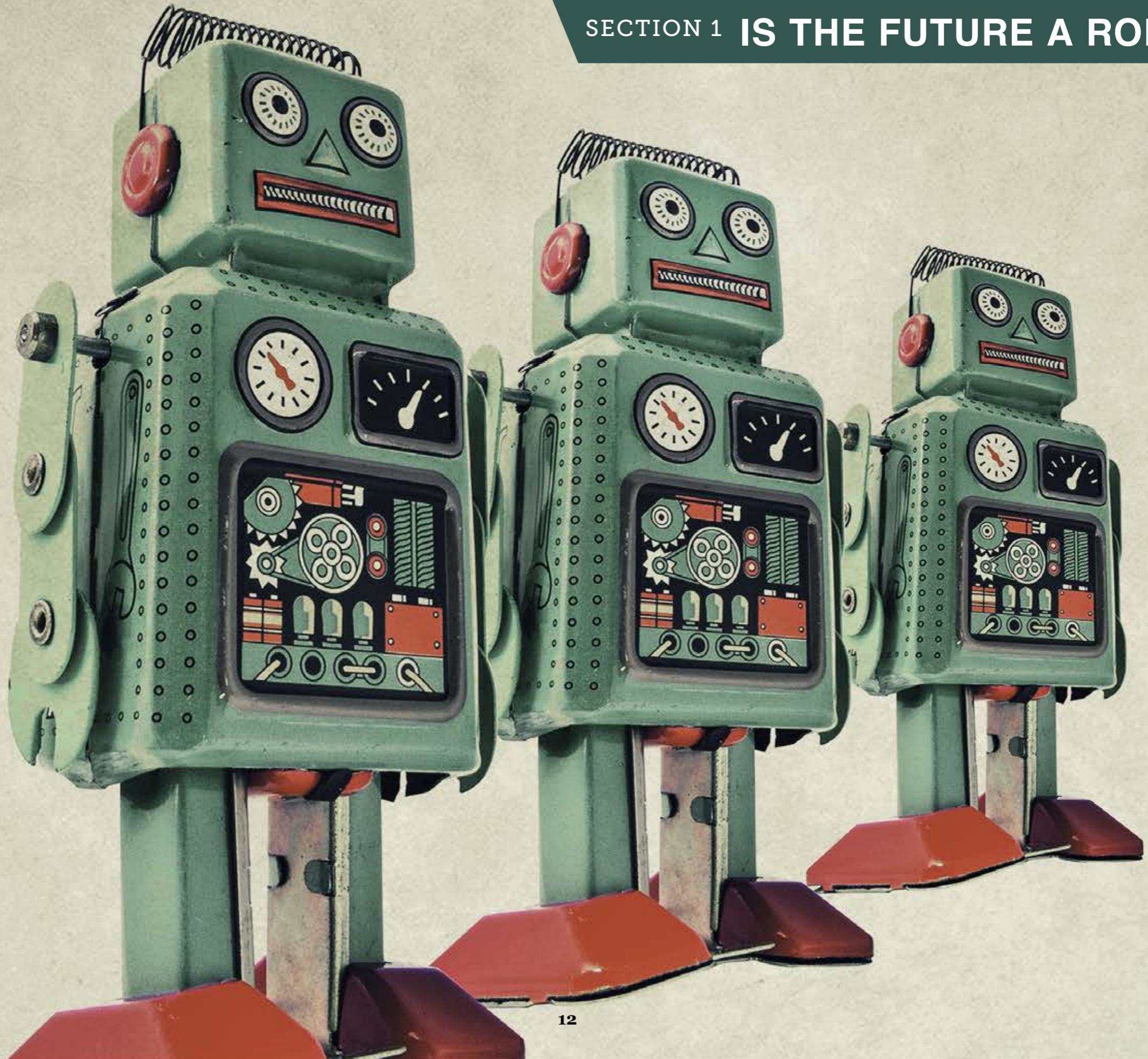
[Why is culture important?](#) By the AddedValueGroup, youtube.com, 31 August 2012

SECTION 1 **IS THE FUTURE A ROBOT?**

SECTION 2 **WHERE'S THE TALENT?**

IF YOU BUILD IT THEY WILL COME

SECTION 1 IS THE FUTURE A ROBOT?



FUTURE-PROOF YOUR WORKPLACE



Droids doing our work for us? Is this what future-proofing your workplace is all about? Well, maybe one day. But let's look into the future a little before this revolution. Millennials as managers, Results Only Work Environments, hyper-connecting via social media and a global mindset are not just current trends but the mere beginning of a transformational tsunami. We'll be uploading cover letters as videos, connecting via Google Glass and exploiting social media for top talent. This is already happening in some organisations. We can't fight it, so we best get on board – technology will only become more advanced, employees more agile and innovation speedier. Those who resist the change will be left behind. In Amazon's Jeff Bezos' words: 'This is day one for the Internet.'

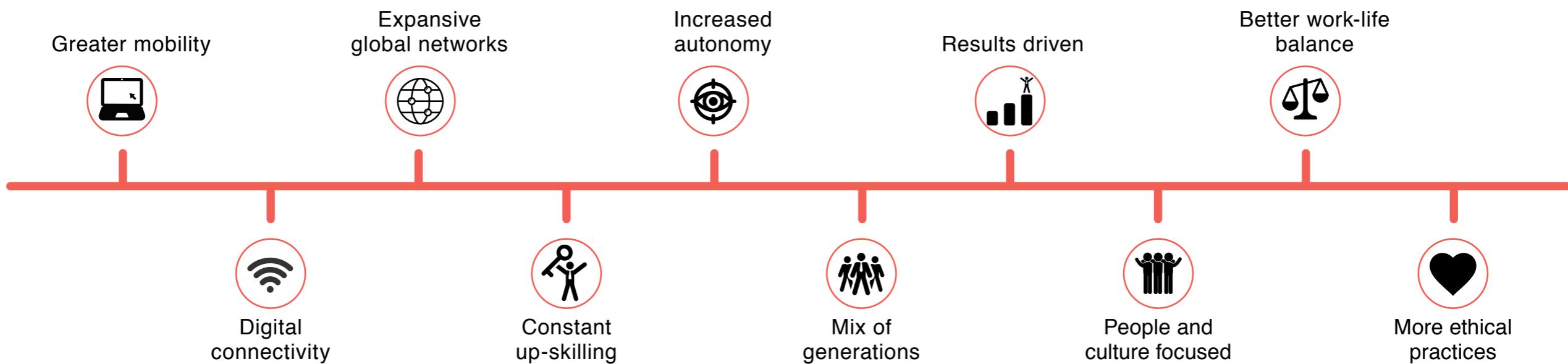
In their book, *The 2020 Workplace*, Jeanne Meister & Karie Willyerd explain the kind of mindset we'll need to navigate the new working landscape:

"Employees in the 2020 workplace will communicate, connect, and collaborate with one another around the globe using the latest forms of social media. As they work in virtual teams with colleagues and collaborate with their peers to solve problems and propose new ideas for businesses, they will need to develop a new mind-set to thrive. This 2020 mind-set will incorporate abilities in:

SOCIAL PARTICIPATION. A belief that your network is the first place you go to ask questions, seek out advice, and disseminate your expertise.

THINKING GLOBALLY. A capacity to think globally, have a deep understanding of how world events can impact your organization, and make decisions in ways that factor in cultural differences.

2000s: The future of work



UBIQUITOUS LEARNING. A commitment to learning new skills and, in the process, leveraging the latest technologies that are now a pervasive part of our lives, such as mobile devices; an openness to looking for new ideas in your area of expertise; and an ability to apply new knowledge to a fast-changing set of business conditions.

THINKING BIG, ACTING FAST, AND CONSTANTLY IMPROVING. A desire to see opportunities as once-in-a-lifetime moments that must be acted upon with speed and clarity while believing in the power of continually improving beta solutions.”

“Life can only
be understood
backwards;
but it must be
lived forwards.”

Søren Kierkegaard

By 2020, there will be five generations working side by side in the workplace. It will no longer be the norm for an elder to manage and mentor young fledglings – it might be a millennial shifting the mindset of a rigid baby boomer or Gen-Xer. Seniority will not be determined by age anymore. Innovation, unconventional thinking and collaboration will form the heady mix that drives careers onward and upward. But perhaps there won't be a need for seniority as organisations ditch hierarchies for flatter, more equitable management structures. Face to face communication won't be necessary as we move toward greater connectivity via digital networks. The idea of going to work might just mean heading to the home office or opening the laptop at the kitchen table with a cuppa close by.

What does all this mean? Greater opportunity, flexibility, productivity and, of course, profitability. But only if we get the best talent and fast. Good recruiting won't be about skimming the cream from the best universities. Organisations are now looking to Facebook, Twitter and LinkedIn to engage the best candidates, replacing the need to trawl through resumes piled up on a desk. Social recruiting is becoming essential in the game of recruitment. *The 2020 Workplace* defines social recruitment as:

A practice that leverages social and professional networks, both online and offline, from both a candidate's perspective and the hiring side, to connect to, communicate with, engage, inform, and attract future talent.

Getting connected, and staying connected, to digital networks is the gateway to future-proofing your workplace.

ARTICLE

‘How Technology Has Changed Workplace Communication’

by Natalie Burg, 12.10.2013, *forbes.com*

Business doesn't happen face to face as often as some would like. Instead, today's communication depends on conference calls and emails chains that make it challenging to get to know your partners. It's been a common lament among business people dissatisfied with the technology that has become the norm in their daily lives. But with so many workers worldwide now working in virtual teams, many business relationships do depend on technology. And that's not a bad thing – as long they're using the right technologies in the right ways.

“Collaboration technology sprang up 20 years ago, but we kept acting, behaviorally, like we did when we were meeting face to face,” said Keith Ferrazzi, best-selling author of the books “Never Eat Alone” and “Who’s Got Your Back.”

As it turns out, the answer to all of the complaints about the evolving workplace wasn’t to abandon technology for a more human way of working, but to evolve technology to make the new way of working more human.

“People have to have a delightful experience in their hand – a joyful experience – all behind a single plane of glass,” said Rick Puskar, SVP of Customer Experience & Services for Unify.

A new generation of communications technologies are upon us. They are addressing the new way to work that is permeating workplaces worldwide. It’s what Puskar calls a “dynamic, cultural shift in the marketplace.” They’re making the global workplace exactly what it’s looking for: a joyful, delightful experience.

Who wouldn’t want to engage with that?

ARTICLE**Mobile Work-from-Home**

We live in a global workplace without time zones or office hours. Just ask any spouse who has waited to serve the main course while awaiting a husband or wife to finish a work email at the table. Delayed dinners notwithstanding, the ability to shoot out that email at the dinner table actually allows that spouse to get out of work an hour earlier and be there in the first place. A fair tradeoff.

And it's also good for employers when employees have happy, balanced lives. "You might be on a conference call with Europe in the wee hours and have to get your kids to a soccer game in the afternoon," Ferrazzi said. "You can do it working virtually, and there's real value in accommodating that employee need."

The better that mobile technology becomes, and the more employers embrace the bring your own device (BYOD) to work philosophy, the more deeply connected workers become to their workplaces, which exist on the same devices as their social networks and family photos.

Embracing the mobile workplace is increasingly compulsory. In its Tech Trends 2013 Elements of Postdigital, Deloitte projects a "mobile only" future to the global workforce.

Closer Collaborations

Collaboration used to happen in board rooms with whiteboards and bagels. Today, it's on documents being edited by multiple people all over the world at the same time. It's sharing screen data and chatting over video.

"Seventy-nine percent of people work on virtual teams," said Puskar. "What's interesting is that in most organizations there is a preponderance of using yesterday's tools."

And that's where the disconnect between the promise of the virtual workplace seems to fall short for most. When using the first generation of collaboration tools, workplaces sometimes miss out on the increased productivity offered by the newer wave.

Puskar related how he tested this theory with his own team during one of his weekly, 6 a.m. leadership phone calls. Instead of a conference call, he decided to switch to video.

"By leveraging video in a collaborative work environment, I took what was normally a 90 minute call down to 60," he said. "I could see where everyone was. They paid attention like nobody's business."

ARTICLE

And it's more than just video that is bringing people together. It's also social media.

"Social media?" some companies may ask. "The thing we're not allowing access to?"

The surprising truth about social networks is that it fills the humanity gap many global workers feel in cold, impersonal email chains and conference calls.

Take the client of Ferrazzi's who witnessed the phenomenon herself. A home-based consultant of 20 years, she always felt something was missing in her relationship with her clients. Then, along came Facebook.

"She found that the ability to converse on a corporate social network with [her team] and to be able to text with them during conference calls and see them on video has enabled her to feel like people she's never met are some of her best friends," Ferrazzi said.

That's more than a warm and fuzzy outcome. Ferrazzi said one of the key predictors of employee engagement is whether they have a best friend at work. Even across the world, real relationships forming on social networks are making real impacts on productivity.

Unified Communications

So mobile communications are great, connecting via video is beneficial and social engagement boosts productivity — doesn't that sound like an awful lot of digital clutter to keep track of?

It is. In fact, a McKinsey Global Institute study found that high-skill knowledge workers spend 19 percent of their average workweek searching for and gathering information. That's an incredible amount of lost productivity time.

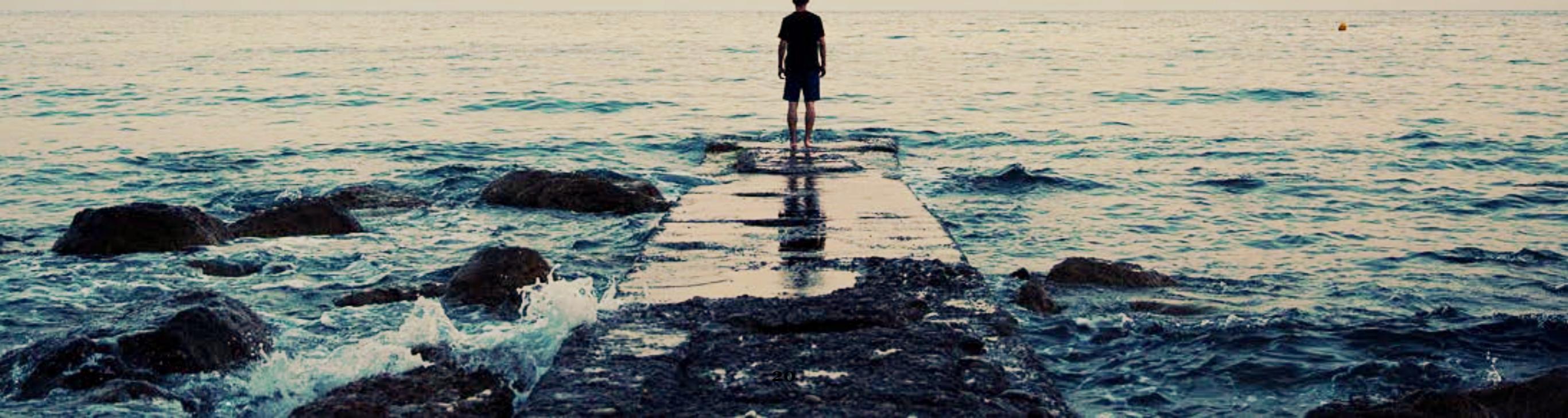
"What this new generation of platforms is doing is pulling it all together," said Ferrazzi. "You get the information you need for the business moment you're in."

Puskar calls it a thought trail. This digital collection of data includes notes from conference calls, recordings of video conferences and every text conversation into a single stream that can be recalled at the click of a mouse.

"At the beginning of a recurring meeting, you get a picture of exactly where things stand, action item status, all relevant documents and emails," said Ferrazzi. "It's like the recap at the beginning of a television show. You quickly make the context switch and pick up right where the last meeting left off."

That's some real, measurable productivity. And when in human history has an increase in workplace productivity come hand-in-hand with an increase in workplace delight? Joy? Social connectivity? This is what makes the new generation of workplace collaboration tools so exciting — they don't just make the new way to work more possible and productive. They also make the job itself more desirable.

SECTION 2 WHERE'S THE TALENT?



PEOPLE MAKE THE CULTURE: EMPLOYER BRANDING



When you're recruiting, you've got to think about who and why and how they're going to fit, right? A whole lot of different sorts of people make your workplace culture, bringing with them individual talents, skills, abilities, quirks and idiosyncrasies. Just like tossing together some ingredients to make a dish, you've got to get the mix right. If it's too salty or too bitter, it can mean the end of an otherwise delicious meal. But you might just be able to correct it with a little sweetness to balance it and bring it back. This is how you play the recruitment game. You think about what you've got cooking and add flavours to enhance or balance, not upset the mix. And it might just be the unconventional candidate that makes the dish.

To figure out a ‘right fit’ for your organisation, talk to the person first not the professional – that comes later. Besides, skills can be learnt but characteristics are harder to change, especially if they’re ingrained habits. Surliness, short fuses and a glaring dislike for people or conversation are not going to win over your current employees, no matter how aptly someone can answer ‘what is the meaning of life?’ You can’t build a culture with rotten apples in the mix, even if they’re shiny on the outside.

“I'm not the
smartest fellow
in the world,
but I can sure
pick smart
colleagues.”

Franklin D. Roosevelt

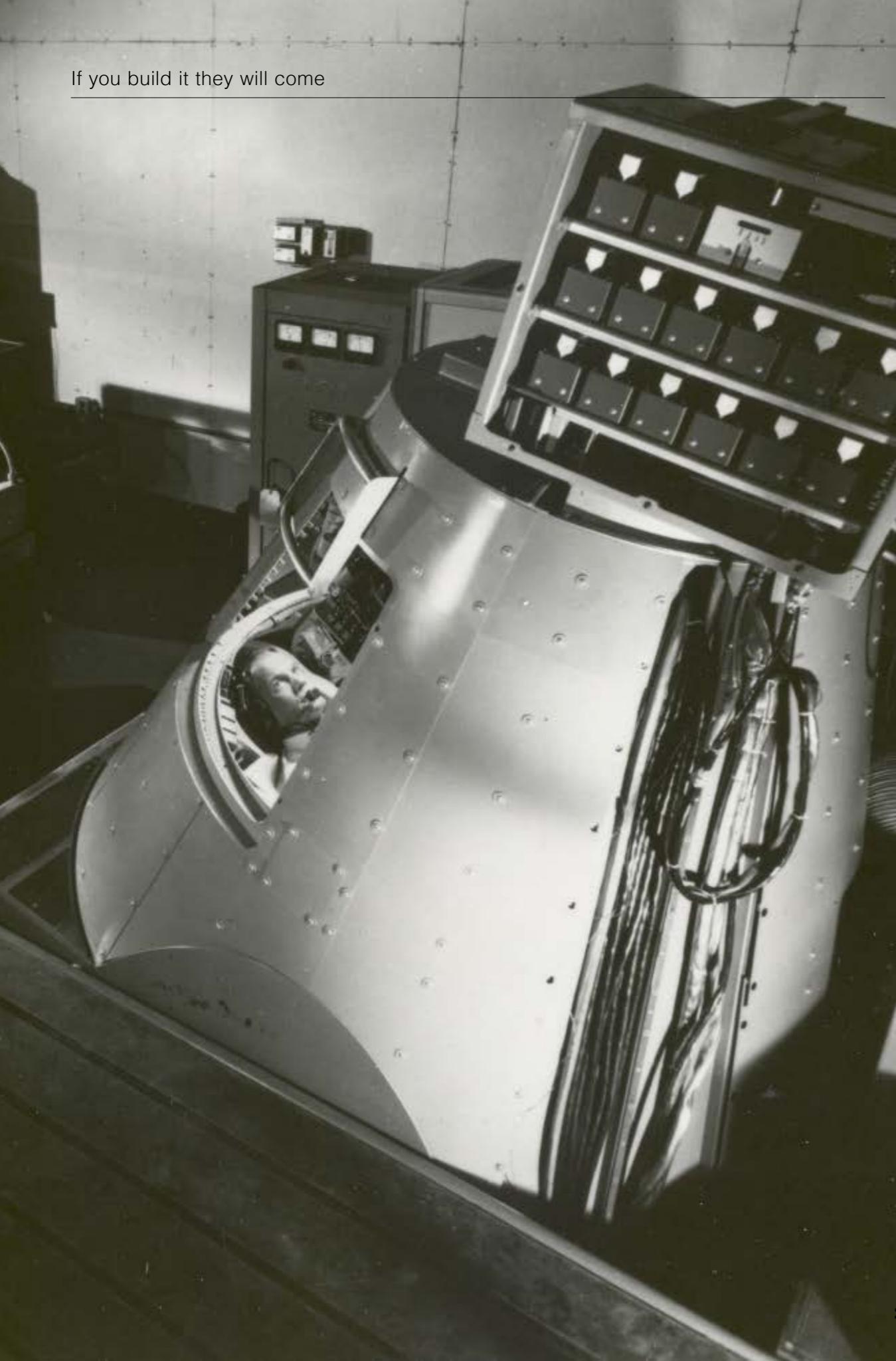
Try these questions to see the person,
not the professional:

‘Emotional Intelligence Interview Questions’

1. Why is this role of interest to you?
2. What results do you want to achieve?
3. How will this role help you to achieve what you want?
4. What do you consider to be a few of your strengths?
5. Who is responsible for your results?
6. What makes you laugh?
7. When is the last time you were embarrassed?
8. What happened? How did you handle the situation?
9. What activities energize and excite you?
10. How do you have fun?
11. What are two personal habits that have served you well?
12. How good are you at accepting help from others?
13. How good are you at asking for help?
14. What is one of the internal battles to have each day?
15. What makes you angry?
16. What aspect of your work you are passionate about?
17. How could you create more balance in your life?
18. Who inspires you? Why?
19. On an “average day” would you consider yourself a high or low energy person?
20. On an “average day” is your main focus on results and tasks or people and emotions?

by Phil Johnson

(Extracted from Phil Johnson’s article related to ‘20 Emotional Intelligence Interview Questions’, [linkedin.com](https://www.linkedin.com/pulse/20-emotional-intelligence-interview-questions-phil-johnson), 2014)



To help attract right fits to your organisation, you need to be the best employer you can be. But being the best employer isn't as easy as it sounds. There's a lot you need to get right when building a rock solid reputation that sells itself. So, how do you enhance that process and what more can you do to raise your profile? You have to consciously and deliberately articulate your employer brand. You don't create it – a good brand grows itself – but you learn how to communicate it. An employer brand (EB) is more important than ever when we're faced with job hopping, lack of engagement, and a fast paced work environment that communicates via social media. 'Crowdsourcing' means potential employees are going to know about you pretty quickly whether you like it or not. And if they don't like what they see, they'll look elsewhere.

CREATE CLASS: EMPLOYER BRANDS

CLASSY EMPLOYER BRANDS LOOK LIKE THIS...

'I can't wait 'til Monday!'

'I wanna work there! Pick me, pick me!'

- EB needs to be 'real': there must be cultural alignment
- Credibility
- The employer brand is aligned to the brand promise
- Is awarded titles, for example, 'Great places to work'
- Quality products and services
- Employees actively engaged in delivering EB
- Employees live the EB through a shared set of values
- Known for innovation, creativity and risk-taking
- Increased productivity
- Talent is easily attracted, and retained

NOT VERY CLASSY EMPLOYER BRANDS LOOK LIKE THIS...

'I can't wait 'til Friday.'

'No way I'd EVER, EVER, EVER work there.'

- Employer brand does not live up to brand promise
- Employee experience is divergent and does not support a positive employer brand
- Employees speak little, or negatively, of their work, and the products or services they represent
- Little motivation to problem solve both internally and externally, leading to inertia
- No, little or ineffective measures of employee engagement
- Engagement measures such as surveys conducted as a matter of course but problems not addressed

CLASSY EMPLOYER BRANDS LOOK LIKE THIS...

'I can't wait 'til Monday!'

'I wanna work there! Pick me, pick me!'

- Filters out poor fits
- Effective platform of communication for current and prospective employees
- Less absenteeism
- Feeling of ownership and belonging, even at junior levels
- Helps employees answer the questions: 'Where am I going?' and 'What am I a part of?'
- Camaraderie and fairness in dealings with employees
- Customer loyalty is obvious
- Profitability
- Transparency in all internal and external communications
- Inclusive
- Diverse
- Knows what it IS NOT as much as what it IS

NOT VERY CLASSY EMPLOYER BRANDS LOOK LIKE THIS...

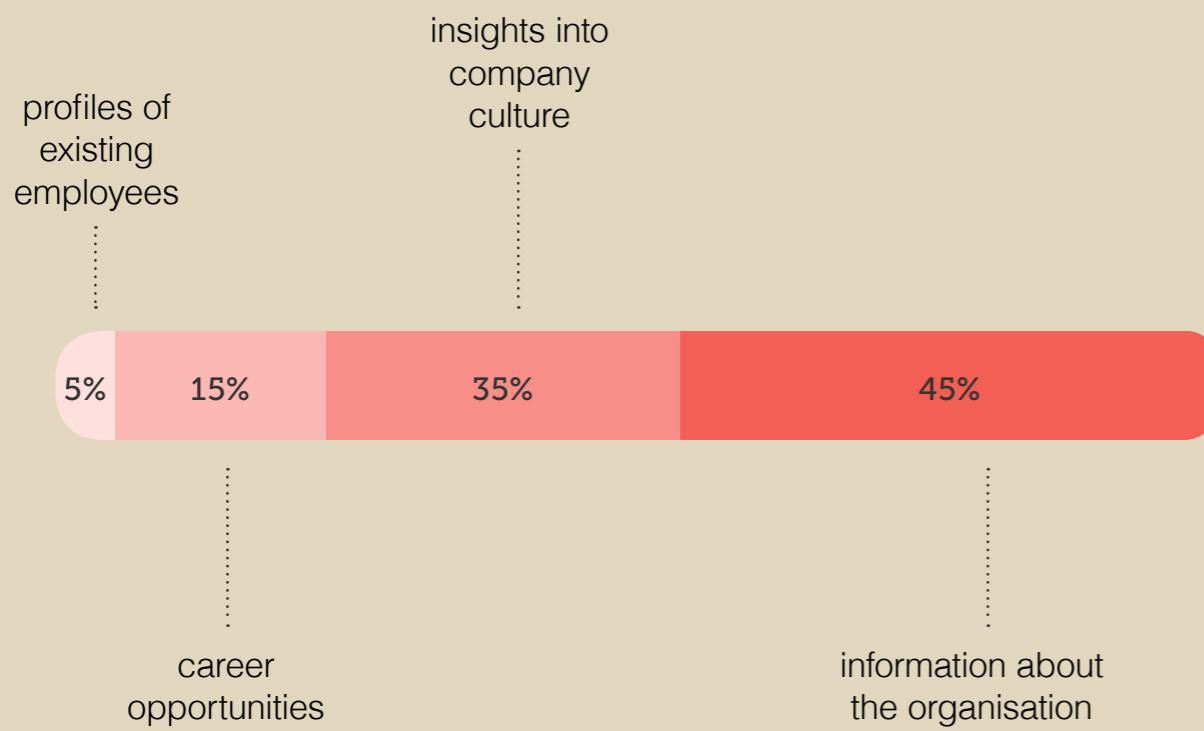
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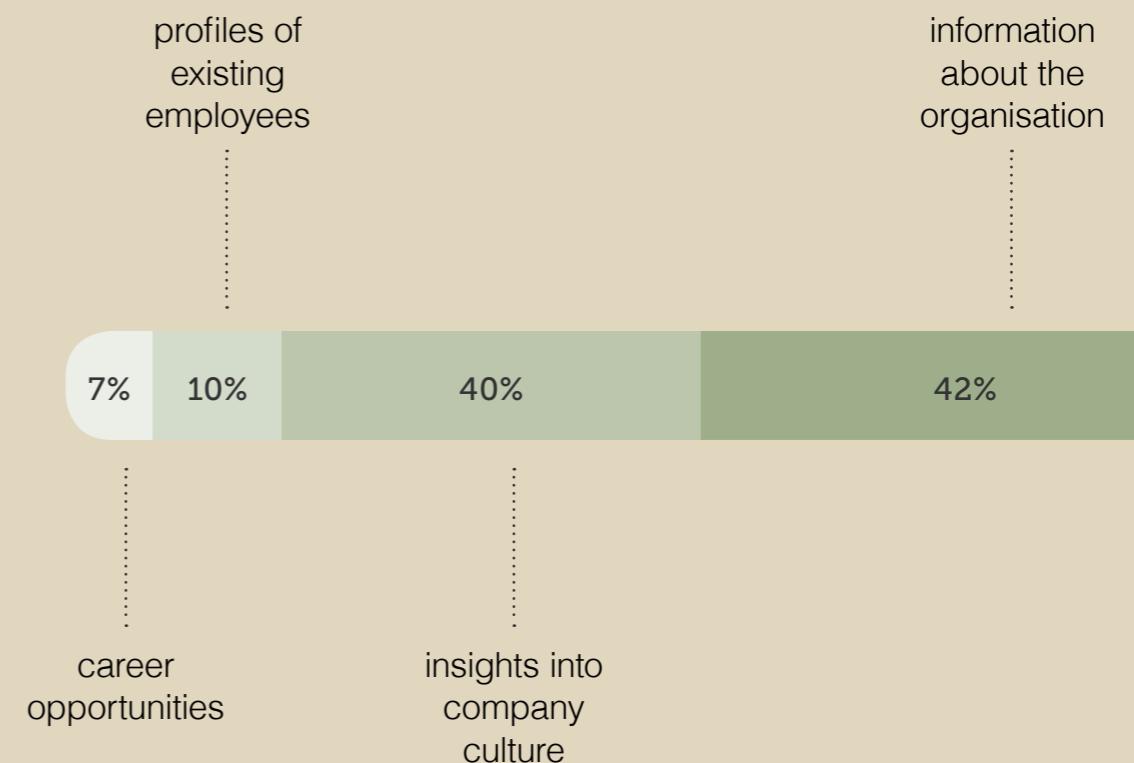
- High staff turnover
- Absenteeism rates higher: sick days and stress leave
- Resistance to change: fear of innovation and risk-taking
- Difficulty attracting talent, talent is not retained
- Lack of differentiation from other products and services on market
- EB does not understand or tailor for target segment
- Lack of customer satisfaction
- Poor reviews
- Secrecy
- Division

YOUR EMPLOYER BRAND ONLINE: SOME STATS

When researching a company using social media, professionals indicated they primarily look for:



Similarly, employers believe candidates look for:



Who do you want to work for?

EMPLOYER BRAND CHECKLIST

✓ 1. KNOW YOURSELF

IS YOUR VISION OF 'WHO YOU ARE' THE REALITY RIGHT NOW? IF NOT, HOW DO YOU GET THERE?

What do people admire about you?

What do you do better than others?

What do you want to be remembered for?

✓ 2. KNOW YOUR STAFF

DO YOU HAVE HAPPY, HEALTHY AND HARDWORKING EMPLOYEES? IF NOT, HOW DO YOU GET THEM?

Who are your staff? Do you actually know them? Really?

What do they do?

What really gets them going? Inspires them?

✓ 3. KNOW YOUR COMPETITION

GET REAL ABOUT YOUR COMPETITION. WHY ARE THEY SUCCESSFUL?

What do they do better than you?

Why do people like them?

How are they different? Is it a good thing?

In a study by Macquarie University on 'Australian Recruitment Practices', the authors note the following in relation to employer branding as a recruitment strategy:

"Employer branding refers to those activities designed to enhance an employer's image as a sought-after employer. Being recognised as an 'employer of choice', a 'great place to work' or otherwise a top employer not only gains increased attention, but improves the likelihood of being able to attract higher quality applicants, and having job offers accepted by higher quality candidates. Employer branding increases the quality and quantity of applicants. A good employer brand will differentiate the employer from competitor employers, and can also help to retain current employees.

Employer branding increasingly uses social media and crowdsourcing to engage jobseekers directly through career information sites. Glassdoor, for example, gathers applicant and employer evaluations of 250,000 companies, jobs, salaries and interviews (see Glassdoor.com.au).

Getting talent is obviously important but keeping your most treasured and talented employees is essential. You don't catch a fish just to throw it back into the sea. Therefore, an employer brand should be focused on 50% attraction: "I'd love to be a part of that company" and 50% retention and engagement: "I'm committed to my employer" (Universum Global, 2005). After all, your employees are your greatest ambassadors – if they're not happy, then chances are potential recruits will see this as big fat red light. Who wants to join a team full of grumpy and unsatisfied dudes who can't wait 'til Friday? To 'create a winning employee retention strategy', according to an article in *The Entrepreneur* (2015), you need to focus on four areas:

1 PERFORMANCE

Employees need to feel empowered – having organisational objectives, setting goals and measuring performance are only part of the equation. Employees want to feel as though their specific talents and abilities make a difference.

An effective and sensitive communications plan helps to ensure that employees know how they're having an impact. It's also about regularly checking in with an employee to understand their feelings about working at your organisation.

COMMUNICATION

If you build it they will come

Where's the talent?

LOYALTY

Develop loyalty in your employees by establishing trust, and showing respect and appreciation – not just in the beginning, but consistently. Demonstrate your commitment to them by continually recognising contributions.

Be clear about what you stand for and what sets your organisation apart from others. Articulate your identity – who you are and what you do – very clearly. Everyone wants to work for winners!

COMPETITIVE

ADVANTAGE

If you build it they will come

Where's the talent?

You need to be both **PRACTICAL** and **TACTICAL** about retaining the talent in your team. Don't leave it up to chance – consider the poachers out there, trawling social media networks, ready to steal away your best. A bit dramatic? Well maybe, but you get the point.





EVP is as easy as 123

Your Employee Value Proposition (EVP) is the promise you make to potential employees about why they should get on board and work for you. Your EVP needs to authentically represent your Employer Brand, otherwise it's like a pretty billboard selling a cheap, substandard product. Or like getting a beautifully wrapped Christmas present, only to open it and find another pair of ugly novelty socks and soap on a rope (but it's Nanna, so you can forgive her!). A new recruit wouldn't be so forgiving though – if they rocked up to work and, in the first week, found that the culture didn't match the packaging. Your EVP is only the pretty paper. You've got to make the present – your Employer Brand – count because, after all, that is the keepsake.

To put it another way, your EVP helps to create a sense of expectation about what employees can expect from your work environment, the culture they'll be a part of and what they'll do. It's about 'sharing your recipe'. And you wouldn't expect to read a recipe for chocolate cake and then take a bite only to find it tastes like tuna bake. The same goes for your EVP – the onboarding should be everything it promises in the 'recipe'.

So, how do you create a cracker EVP?

If you want to attract new talent, you've got to talk to the talent already in your organisation. Not just those in leadership positions but people from all levels in different departments, roles and places – and with various levels of experience (consider new-hires as well, as newbies are fresh out of the 'onboarding' phase). You need a diverse cross-section of your organisation to figure out why people work there – their range of perspectives, motivations and levels of engagement. The EVP is born from the inside out. It should already be present in the culture so that the actual task becomes a matter of eliciting this information and synthesising the findings.



Source: 'Internal Employer Branding Assessment', 2005, universumglobal.com

Check out these examples related to EVPs.

What's interesting about them?
Think about the language,
for example...

+ TOP TIP

*When building your EVP:
Don't swim in the
'sea of sameness'*



McDonald's global Employee Value Proposition (Launched 2009)

- FAMILY/FRIENDS: I work in an enjoyable, energizing atmosphere where everyone feels a part of a team.
- FLEXIBILITY: I have a challenging, varied job that has the flexibility to fit into my lifestyle.
- FUTURE: I have the opportunity to grow and progress by learning personal and work skills that will last me a lifetime, whatever I choose to do.

Deloitte.

**Deloitte Australia's Employee Value Proposition
('Our Ethos: Putting our principles into practice', 2012)**

- Our people are our brand.
- We have a continuous learning environment.
- Creativity is encouraged; innovation is expected.
- We both celebrate and harness diversity, and consider it a competitive advantage.
- We understand talented people can be restless – our employees are able to work across multiple geographies and disciplines without leaving the firm.
- Flexibility, opportunity and incredible experiences reward the hard work required to succeed at Deloitte.
- Our leaders know they are not the sole source of wisdom – they are teachers and students simultaneously.
- We believe teamwork beats individual brilliance every time.
- We lead the exploration and application of design thinking in professional services to improve our client solutions.
- Data is central to our service offerings, enabling us to deliver quality insights to our clients that others cannot.
- We advocate preparedness over prediction.
- We encourage our employees to help architect the future direction of our business.
- We are redefining the way professional services are experienced for our clients and our people.
- We have a playful culture with serious intent.

If you build it they will come

IN THE REAL WORLD...

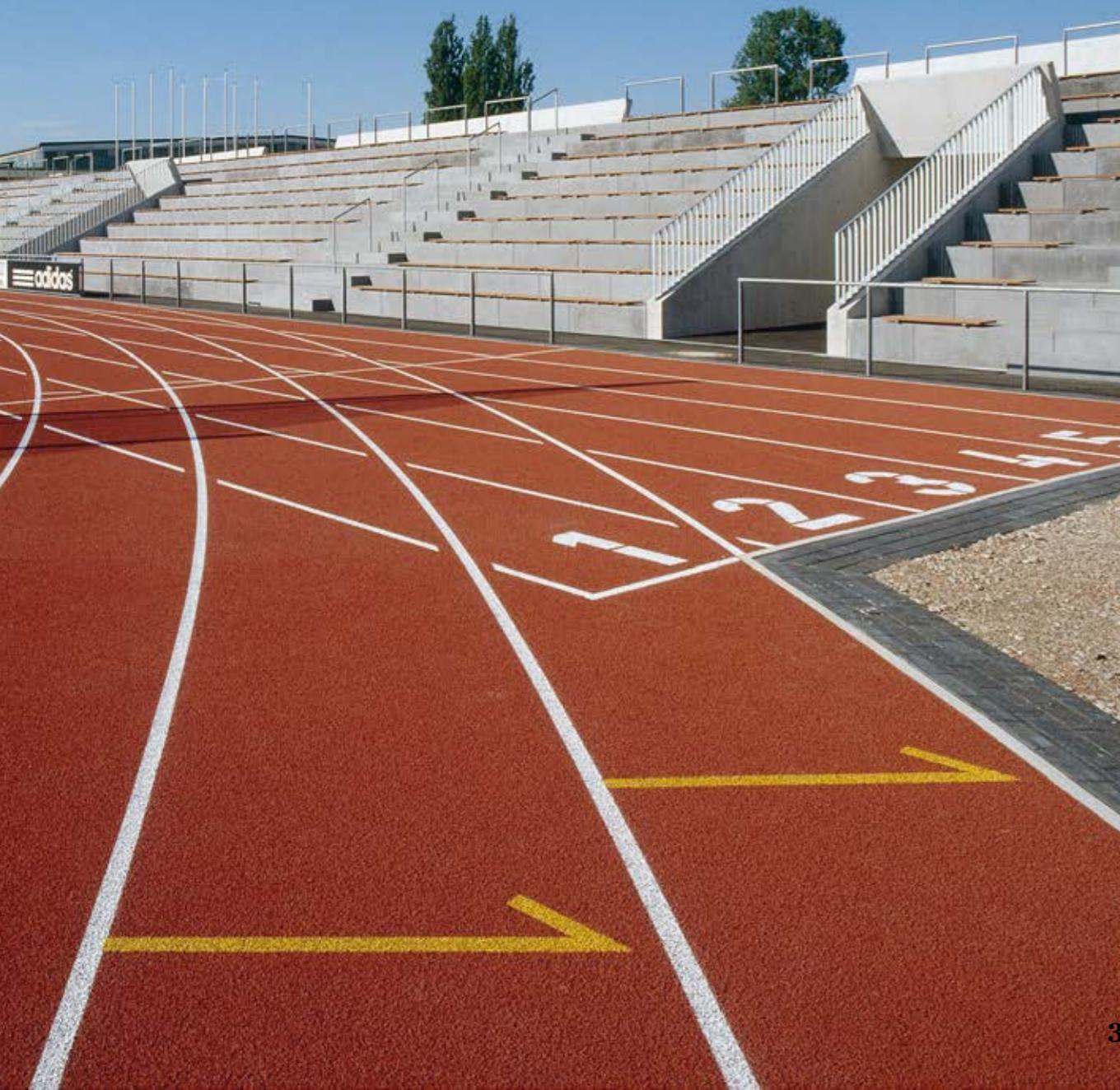
adidas *'Shape the future of sport'*

adidas doesn't believe in a nine to five job. It doesn't want employees knowing exactly what they'll be doing everyday. In fact, conformity and security are two words that seem to fly in the face of passion and performance at adidas. And passion and performance – 'pushing the limits so that other's can push theirs' – is what adidas believes it's all about. A world-wide sporting goods giant, it takes recruiting – and retaining its 46,000 employees – seriously. The call to action for potential recruits is, 'Ready to shape the future of sport? Join our group!'



Where's the talent?





Over the last five years, adidas has embarked on a strategic mission to improve their employer brand. In fact, its HR department's mission statement explicitly states that it will strive to become the top employer in every market. It looks to consistently promote a culture that values innovation, team spirit, engagement and achievement. To do this, adidas set about scrupulously analysing feedback from employees, with the view to strategically improve employee engagement and retention rates. Senior leaders are hands-on in efforts to increase engagement, introducing 'results-to-action' teams to tackle areas highlighted as needing attention.

Improved communications have been instrumental to lift engagement scores. adidas has a strong team focus and makes use of, for example, an intranet, wikis, blogs and an 'Ask the manager' page to boost internal communications and allow for informal learning and collaboration. These communications have since gone global with a Microsoft SharePoint platform – linking up the vast corners of the organisation worldwide. The commitment to engaged employees also comes through nourishing work/life balance, for example; flexi-time options, tickets to sporting events, wellness support, fitness facilities and educational opportunities.



In conjunction with efforts focused on engagement, and therefore culture, adidas has shaped an EVP that captures the heart of what it's about. Its EVP is based on five pillars:

1. Sports lifestyle
2. True craftsmanship
3. Originality
4. Tribal Membership
5. Globetrotter careers

adidas' EVP is linked to a slick collection of videos, featuring a diverse range of employees reflecting on their work. This reimagined, and highly effective, EVP backs up a robust employer brand. adidas has won a number of prestigious honours including: being recognised as Top Employer and Most Admired Company in publications such as Fortune and Businessweek, and during 2012, receiving some highly rated rankings as an employer of choice, including the Universum Student Rankings, World's Most Attractive Employers 2012 and Best Place to Work (Australia).





adidas is a people-centric organisation – it believes that quality employees are the ones who truly drive the brand, organisational strategy and business results.

“Employer of choice approach - we know that our people are crucial to our success. Becoming the global leader in the sporting goods industry depends on the potential, dedication, knowledge and performance of our employees and the excellence of our leaders.”

adidas

You Tube Link:

[Do you remember](#) by adidasGroupCareers, 2013 (3m20s)

Website Link:

[Working here: overview](#) for adidas group



Q&A

1.

Explain why adidas' employer brand and EVP is successful.

2.

Discuss the relationship between adidas' culture and becoming an 'employer of choice'.

3.

Evaluate the degree to which adidas has succeeded in becoming an 'employer of choice'.



Water the garden

Perhaps the easiest way to figure out how to retain talented employees is to look at reasons why they leave (and then don't do the things that make them leave!). Without that central hub of talent, your employer brand and EVP is more than just compromised – it doesn't exist. Not in the way you would like it to, anyway. If you want to be the best, and you want your organisation to be the best, hire the best and make sure you keep the best. You don't just plant the garden; you've got to water it as well. A whole lot of love needs to go into nurturing your best employees if they're to thrive and 'stay alive' in your organisation.

They actually wrote that?

Statements from some questionable job applications...

- 'Reason for leaving last job: They insisted that all employees get to work by 8:45 am every morning. I couldn't work under those conditions.'
- 'I procrastinate, especially when the task is unpleasant.'
- 'Note: Please don't misconstrue my 14 jobs as ' job-hopping'. I have never quit a job.'
- Resimay (need we say more?)
- 'It's best for employers that I not work with people.'
- 'I am honorable: I am the son of a librarian and a Capricorn.'
- 'MOST NOTABLE ACHIEVEMENT: My incredible collection of stolen pens and post-it notes.'



ARTICLE

‘10 Reasons Your Top Talent Will Leave You’

ARTICLE



You Failed To Unleash Their Passions:

Smart companies align employee passions with corporate pursuits. Human nature makes it very difficult to walk away from areas of passion. Fail to understand this and you'll unknowingly be encouraging employees to seek their passions elsewhere.

You Failed To Challenge Their Intellect:

Smart people don't like to live in a dimly lit world of boredom. If you don't challenge people's minds, they'll leave you for someone/someplace that will.



ARTICLE



You Failed To Engage Their Creativity:

Great talent is wired to improve, enhance, and add value. They are built to change and innovate. They NEED to contribute by putting their fingerprints on design. Smart leaders don't place people in boxes – they free them from boxes. What's the use in having a racehorse if you don't let them run?

You Failed To Develop Their Skills:

Leadership isn't a destination – it's a continuum. No matter how smart or talented a person is, there's always room for growth, development, and continued maturation. If you place restrictions on a person's ability to grow, they'll leave you for someone who won't.



ARTICLE

You Failed To Give Them A Voice: Talented people have good thoughts, ideas, insights, and observations. If you don't listen to them, I can guarantee you someone else will.



You Failed To Care: Sure, people come to work for a paycheck, but that's not the only reason. In fact, many studies show it's not even the most important reason. If you fail to care about people at a human level, at an emotional level, they'll eventually leave you regardless of how much you pay them.

ARTICLE



You Failed to Lead: Businesses don't fail, products don't fail, projects don't fail, and teams don't fail – leaders fail. The best testament to the value of leadership is what happens in its absence – very little. If you fail to lead, your talent will seek leadership elsewhere.

You Failed To Recognize Their

Contributions: The best leaders don't take credit – they give it. Failing to recognize the contributions of others is not only arrogant and disingenuous, but it's as also just as good as asking them to leave.



ARTICLE

You Failed To Increase Their Responsibility:

You cannot confine talent – try to do so and you'll either devolve into mediocrity, or force your talent seek more fertile ground. People will gladly accept a huge workload as long as an increase in responsibility comes along with the performance and execution of said workload.

**You Failed To Keep Your Commitments:**

Promises made are worthless, but promises kept are invaluable. If you break trust with those you lead you will pay a very steep price. Leaders not accountable *to* their people, will eventually be held accountable *by* their people.

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ALL TOGETHER NOW

SECTION 1 **YOU SAY TO-MA-TOE, I SAY TO-MAY-TOE**

SECTION 2 **DYNAMIC OR DYNAMITE**

SECTION 1 **YOU SAY TO-MA-TOE, I SAY TO-MAY-TOE**



Are you still having nightmares about group work at school? That moment when your teacher says, ‘Let’s get into groups. I’ll give each of you a number...’ Always, inevitably, you would wind up working with a bunch of people you either didn’t know or had nothing in common with, or perhaps you were constantly subjected to that annoying, self-serving extrovert who took over the show (or perhaps that annoying extrovert was you!). Defeated, you would sink into your seat, yawn, and pray for class to be over so that you could join the only group you cared about – your friends (and the contents of your lunchbox). Or worse still, you got the lazy sods in your group and ended up doing all the work. You’re pumping out the last of your project at 1am, the night before it’s due, and they’re all tucked up in bed fast asleep.

All together now

You say to-ma-toe, I say to-may-toe



It's stating the obvious I know, but group work, team work, collaboration – whatever you want to call it – doesn't always work. But when it does, it can be totally transformative. It can change relationships and, of course, workplaces. A good idea can become a great idea; a small thought, a big thought; a problem, a solution. The trick is to get the right people on the right team, give them a goal, and ask for complete commitment. As a leader, being willing to act as the primary motivator along the way and step in when things get too much or when the train goes off track, is essential. Without strong leadership, teams can derail themselves, and undermine the foundation of a good workplace culture.



TALKING TEAMS CHECKLIST

As a leader, you will need to:

- ✓ 1. Clearly define team members' roles and responsibilities.
How do the parts make the whole?
- ✓ 2. **Play to people's strengths.** Ensure the work is challenging enough and suitably matched to each individual's talents, skills and abilities.
- ✓ 3. Value diversity. **Don't put all your eggs in one basket.**
- ✓ 4. Make sure ground rules are established, and are applied equitably. **No favourites!**
- ✓ 5. Inspire conversation, promote interaction and make sure communications are transparent. **Reveal all secrets.**

- ✓ 6. Get organised. Set a clear direction for the team and map out how you're going to achieve your goal. **Get a strategy.**
Be pragmatic.
- ✓ 7. **Insist on a strong work ethic.** When an individual is not performing, take action immediately but do so discreetly.
- ✓ 8. Advocate the need to resolve conflicts quickly and quietly. First, **empower team members to find their own solutions.** But if dramas persist, mediate for those affected or take action to preserve team morale.
- ✓ 9. Create a climate of appreciation. Publicly acknowledge individual and whole team achievements along the way.
Get an attitude of gratitude.
- ✓ 10. **Celebrate success.** When the goal is reached, make a big deal about it. Set the tone for future teamwork.

BOOK EXTRACT

'The Value of Teamwork'

by C. Gene Wilkes, cited in *The 17 Indisputable Laws of Teamwork* by John Maxwell, 2001

- Teams involve more people, thus affording more resources, ideas, and energy than would an individual.
- Teams maximize a leader's potential and minimize her weaknesses. Strengths and weaknesses are more exposed in individuals.
- Teams provide multiple perspectives on how to meet a need or reach a goal, thus devising several alternatives for each situation. Individual insight is seldom as broad and deep as a group's when it takes on a problem.
- Teams share the credit for victories and the blame for losses. This fosters genuine humility and authentic community. Individuals take credit and blame alone. This fosters pride and sometimes a sense of failure.
- Teams keep leaders accountable for the goal. Individuals connected to no one can change the goal without accountability.
- Teams can simply do more than an individual.

‘Six Common Misperceptions about Teamwork’

Teamwork and collaboration are critical to mission achievement in any organization that has to respond quickly to changing circumstances. My research in the U.S. intelligence community has not only affirmed that idea but also surfaced a number of mistaken beliefs about teamwork that can sidetrack productive collaboration. Here are six of them.

ARTICLE



Misperception #1: Harmony helps. Smooth interaction among collaborators avoids time-wasting debates about how best to proceed.

Actually: Quite the opposite, research shows. Conflict, when well managed and focused on a team's objectives, can generate more creative solutions than one sees in conflict-free groups. So long as it is about the work itself, disagreements can be good for a team. Indeed, we found in our earlier research on symphony orchestras that slightly grumpy orchestras played a little better as ensembles than those whose members worked together especially harmoniously.

Misperception #2: It's good to mix it up. New members bring energy and fresh ideas to a team. Without them, members risk becoming complacent, inattentive to changes in the environment, and too forgiving of fellow members' misbehavior.

Actually: The longer members stay together as an intact group, the better they do. As unreasonable as this may seem, the research evidence is unambiguous. Whether it is a basketball team or a string quartet, teams that stay together longer play together better.



ARTICLE

Misperception #3: Bigger is better. Larger groups have more resources to apply to the work. Moreover, including representatives of all relevant constituencies increases the chances that whatever is produced will be accepted and used.

Actually: Excessive size is one of the most common—and also one of the worst—impediments to effective collaboration. The larger the group, the higher the likelihood of social loafing (sometimes called free riding), and the more effort it takes to keep members' activities coordinated. Small teams are more efficient—and far less frustrating.



Misperception #4: Face-to-face interaction is passé. Now that we have powerful electronic technologies for communication and coordination, teams can do their work much more efficiently at a distance.

Actually: Teams working remotely are at a considerable disadvantage. There really are benefits to sizing up your teammates face-to-face. A number of organizations that rely heavily on distributed teams have found that it is well worth the time and expense to get members together when the team is launched, again around the midpoint of the team's work, and yet again when the work has been completed.

ARTICLE

Misperception #5: It all depends on the leader. Think of a team you have led, or on which you have served, that performed superbly. Now think of another one that did quite poorly. What accounts for the difference between them? If you are like most people, your explanation will have something to do with the personality, behavior, or style of the leaders of those two teams.

Actually: The hands-on activities of group leaders do make a difference. But the most powerful thing a leader can do to foster effective collaboration is to create conditions that help members competently manage *themselves*. The second most powerful thing is to launch the team well. And then, third, is the hands-on teaching and coaching that leaders do after the work is underway. Our research suggests that condition-creating accounts for about 60% of the variation in how well a team eventually performs; that the quality of the team launch accounts for another 30%; and that real-time coaching accounts for only about 10%. Leaders are indeed important in collaborative work, but not in the ways we usually think.



Misperception #6: Teamwork is magical. To harvest its many benefits, all one has to do is gather up some really talented people and tell them in general terms what is needed—the team will work out the details.

Actually: It takes careful thought and no small amount of preparation to stack the deck for success. The best leaders provide a clear statement of just what the team is to accomplish, and they make sure that the team has all the resources and supports it will need to succeed. Although you may have to do a bit of political maneuvering to get what is needed for effective collaboration from the broader organization, it is well worth the trouble.

Talking Teamwork: some inspiration

"Teamwork - A few
harmless flakes working
together can unleash an
avalanche of destruction."

Larry Kersten

"Give a good idea to a mediocre
team, and they will screw it up.
Give a mediocre idea to a great
team, and they will either fix it or
come up with something better. If
you get the team right, chances are
that they'll get the ideas right."

*Ed Catmull, co-founder of Pixar,
Creativity, Inc.*

"Talent wins games, but
teamwork and intelligence
wins championships."

Michael Jordan

"It is much more rewarding to get to
the top of the mountain and share
your experience with others than to
show up by yourself, exhausted."

Shanel Slaten

IN THE REAL WORLD...

Southwest Airlines ‘Be a passionate teamplayer’



You're not just an employee at Southwest Airlines – you're a person. Southwest strongly believes in the importance of having the right people and treating them right. They know it's the people who make this US budget airline carrier so successful. While it's 'no frills', and focused on keeping costs down, it does not compromise on 'people' or customer satisfaction. It sees its employees as its first customers and passengers as its second – this is what sets it apart from its competitors, and has meant profits every year besides its first year of operation. The focus on people as a valuable asset really began in the 1980s. It is rooted in the Southwest philosophy: 'mutual respect', 'shared goals' and 'shared knowledge'.

IN THE REAL WORLD...

“We try to allow our people to be themselves and not have to surrender their personality when they arrive at Southwest.”

Herb Kelleher

Southwest doesn't just parade this philosophy. It is truly present in its leadership, culture and emphasis on teamwork. It has the lowest employee turnover rate in the airline industry and is known for its colourful and quirky personality. It has over 40,000 employees, who are encouraged to be themselves and bring something unique and fun to their work. Some examples of in-flight entertainment include; a contest where passengers were asked to produce holey socks – the first to reveal some won a free round trip on Southwest, some impromptu comedy from flight attendants while communicating safety guidelines, and some singing or rapping on board flights. Creativity, to foster morale, is widely encouraged.

IN THE REAL WORLD... 

Morale is also present in workplace relationships. Some of Southwest's employees noted that those on the graveyard shift couldn't attend company picnics. So, Herb Kelleher (co-founder and past CEO) and some pilots held a 2am barbecue to acknowledge their night shift workers and foster camaraderie in those who would normally be excluded from social events. This sense of being part of a family is considered important. In fact, Southwest's recruitment process is built on the idea that hiring 'right attitudes' is equally, if not more, important than skills or training. It looks to hire people who are good at working in teams, favours those who will integrate rather than hiring the 'elite', and looks to enhance team building skills when training new hires. This is a deliberate decision and one that ensures people are on board for the right reasons – and it extends beyond just customer service staff to mechanics and pilots (jobs that would normally be decided based on technical expertise).

“The people of Southwest have always been my pride, my joy and my love.
Their indomitable dedication and esprit de corps have taken Southwest from a three-airplane dream to a 500-airplane reality.”

Herb Kelleher

IN THE REAL WORLD...

Interestingly, Southwest measures certain outcomes differently to other organisations. The belief is that everyone's job is to help colleagues with their work, wherever necessary, and for that reason, job roles are flexible. While most organisations use functional metrics which lead to finger pointing, Southwest uses 'team metrics'. For example, 'Percentages related to on-time departures' would be a team statistic and the responsibility to improve this statistic, if required, would be the job of that team. This shared responsibility leads to increased productivity and gives the airline a competitive advantage.



At Southwest, you're expected to be a passionate team player and bring your personality to work. The culture is built on this expectation, and this successful airline values and rewards its people for it. In the words of Herb Kelleher:

"Your employees come first. And if you treat your employees right, guess what? Your customers come back, and that makes your shareholders happy. Start with employees and the rest follows from that."

You Tube Link:
[NutsAboutSouthwest](#)

Website Link:
[Southwest – Culture](#)



Q&A

1.

Identify at least five reasons why Southwest Airlines employ team players, not 'talent' alone.

2.

Discuss an example of teamwork at Southwest Airlines.

3.

How central is teamwork to Southwest Airlines' culture?



SECTION 2 **DYNAMIC OR DYNAMITE**

May the odds be ever in your favour! A nice way to be sent off to your potential demise in 'The Hunger Games', don't you think? For those not acquainted with the saga, *The Hunger Games* is a trilogy about a young heroine who survives a bloodthirsty reality show to initiate a rebellion against the greedy President Snow. Snow has continually manipulated the districts of 'Panem' with his yearly hunger games, and exploits each district for resources so that he, and his chosen few, can prosper. Is this your team? Misguided authority, exploitation, sheer seething hatred, and rebellion? That's not ideal. Or maybe your team is more like the Von Trapp family in *The Sound of Music*? Or is this swinging too far the other way? Hopefully, your team is somewhere in the middle – remember, some disagreement and debate can actually lead to solutions and innovation.





Whatever the case, team dynamics don't always work and, as a consequence, dysfunction is inevitable. Team dynamics are not always easy to decipher: it's like an unwritten code that affects surface interactions but it cannot always be easily detected. It takes a keen eye and some smart investigation to figure out the 'code'. It's about understanding behaviours and, by extension, relationships. One person's compromising behaviour, or a compromised relationship, can be responsible for team dysfunction. So, what clues can we look for exactly? It could be anything from resentment, egomania, an unwillingness to 'rock the boat', stealing credit, foregoing responsibility, being too blasé when its time to step up...

The point is to be proactive when dealing with derailing kinds of behaviours in your team.

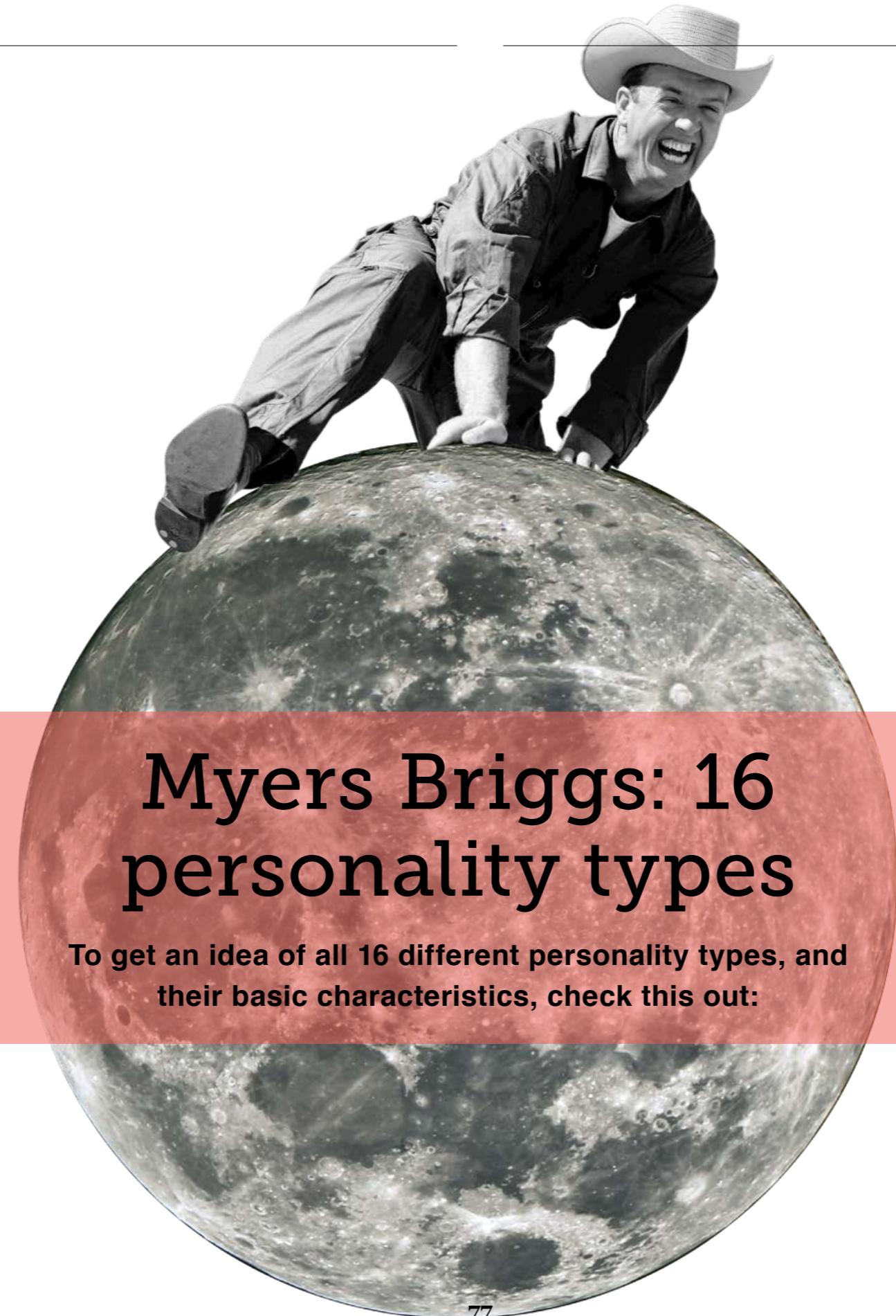
INDIVIDUAL ROLES IN TEAMS

Thinker? Feeler? Doer? Innovator? Risk-taker? How would you describe yourself? Psychoanalyst, Carl G. Jung, introduced the theory of psychological types in the 1920s. In the 1940s, Katharine Cook Briggs and Isabel Briggs Myers built on this research and, out of this, formulated the Myers Briggs Type Indicator (MBTI) assessment tool. This tool measures psychological preferences in reference to, for example, how people perceive information, interact and make decisions. Considering who is in your team, their role and what they offer (or don't offer) might just help to figure out team dynamics, avoid pitfalls or solve problems. It can also help when initiating teams – to get a diverse mix of people on board, matched with responsibilities that play to their individual strengths. A good balance is the key. Investing time into assessing how the dynamics will work could mean a smoother experience for everyone and less chance of clashes and conflict (healthy debates about football and the merits of Paleo diets excluded of course).



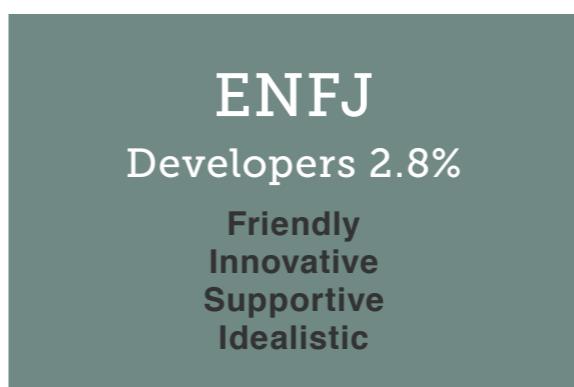
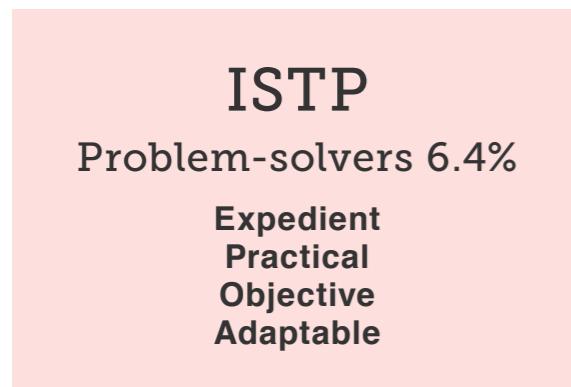
Get to know your Myers Briggs personality type:

- - Go to this [free personality test](#) and complete the questions.
 - Once completed, select 'No thanks, just show my results'.
 - Read information and then in 'Section II: Your Personality Type', click on the '....Overview' link.
 - Read the information and watch the clip.
 - Also, explore the '...Careers' and '.... Relationships' links.
 - If possible, have other team members take the test and compare and contrast your results.



Myers Briggs: 16 personality types

To get an idea of all 16 different personality types, and their basic characteristics, check this out:



(Key: E = Extraversion, I = Introversion; S = Sensing, N = Intuition; T = Thinking, F = Feeling; J = Judgement, P = Perception)

So, now we know the good bits about the 16 personality types. What about the not so good? While each personality type has its strengths, each have weaknesses as well. Here are some daily affirmations each could say to overcome that weakness (and further enrich the morning ritual of meditation, yoga, boot camp, weetbix, coffee, whatever) before work:

Daily affirmations for Myers Briggs Personality Types:**ISTJ**

'I will relax about insignificant details beginning tomorrow at 11:41am (EST).'

ISFJ

'I will be more laid back but will still do things EXACTLY right, of course.'

INFJ

'I will not be a perfectionist. (Did I spell that correctly?)'

INTJ

'I will be open to others' ideas, however WRONG they may be.'

ISTP

'I will consider people's feelings, even if most of them ARE hypersensitive and totally irrational.'

ISFP

'I will stand up for my rights (if people don't mind me saying so).'

INFP

'I will finish everything I sta...'

INTP

'I will be less independent, but let me do it my way.'

ESTP

'I will take responsibility for my own actions, even though it's NEVER my fault.'

ESFP

'I will take things more seriously, especially parties, dancing and Candy Crush.'

ENFP

'I will keep my mind on one th... – 'Look a bird'– ...ing at a time.'

ENTP

'I will follow established procedures today. Well, maybe for an hour, half an hour, ok a few minutes... I will follow procedures for a few minutes.'

ESTJ

'I will try not to RUN everything. But, if people need help, they just need to ask.'

ESFJ

'I will have more patience, starting right NOW.'

ENFJ

'I will do only what I can and trust in others for the rest. Can I put this in writing?'

ENTJ

'I will slow down and not rush through what I do.'

REFLECT <

Think about this information and consider the work environment. How often do we assign tasks to people based on their roles or job descriptions, not their actual strengths or talents? In your opinion, what task or tasks would be best suited to each personality type? For example, who would be best at providing solutions to problems (maybe an ISTP?) and who would drive innovation (an ENTP perhaps)? Who would handle the finer details and who is looking forward, future-proofing and visualising the big picture? Who would provide the human touch, some fun or a different perspective and who would keep projects on track with meticulous planning and organisation? Conversely, which tasks would you avoid giving to certain types? For example, project planning might not be an ESFP's forte but beer, twister, pretzels and staff awards on a Friday afternoon certainly could be!



Use notes to record your answers

IN THE REAL WORLD...

Southwest Airlines A ‘Come to Jesus’ meeting?

Because Southwest airlines values its people and culture, it takes a proactive approach to resolving disputes. It knows that because of the time pressures staff face in day-to-day operations, it only seems logical that some of this pressure might create friction from time to time. Consequently, it has implemented a three-fold system to deal with conflict.

1. Employees are strongly encouraged to attempt to resolve the dispute themselves without intervention from managers.
2. If the conflict cannot be resolved, management steps in and arranges a mediation whereby employees are able to communicate their individual perspectives. A solution is often found because communication is more open and transparent.
3. If that fails to work, leaders hold what has become colloquially known as a ‘Come to Jesus’ meeting. An entire day is dedicated to face-to-face dialogue, between both managers and employees, to find a solution and way forward.

IN THE REAL WORLD... **In the words of Colleen Barrett, former long-standing Corporate Secretary and President Emerita at Southwest Airlines:**

“We have worked for years to get to this point. We have a very heated, potentially dangerous operation on the ramp. There is a lot of stress when the plane is on the ground. Inevitably some conflict will arise. If something happens out of the ordinary, if you feel someone didn’t handle something correctly, you fill out a report. We got so many reports after a while we added a line. ‘If it involved a Southwest employee, have you discussed it with him or her?’ If we got a form where the answer was no, we would call and say, why don’t you all have a chat? The local managers will help get the people together. When the senior managers get the final report, we decide if a ‘Come to Jesus’ meeting is needed. We tell them this is not a disciplinary meeting. We are just moderators, the focus is on the employees.”

(cited in Gittell, J, 2003, ‘The Southwest Airlines Way: Using the Power of Relationships to Achieve High Performance’)



Q&A

1.

Does Southwest Airlines effectively manage conflict? Explain.

2.

Create your own three step 'conflict management plan'. Here's some ideas as a starting point:

1. *Empower individuals to...*
2. *Informal, non-aggressive chat including...*
3. *Formalised and documented mediation with...*

3.

Assess the importance of conflict resolution in maintaining a strong workplace culture.

ARTICLE

‘5 Ways To Fix Your Dysfunctional Team’

by Kevin Kruse, 2013, forbes.com

What are the secrets to fixing dysfunctional teams? How can you *personally* fix the broken teams you are on?

Teamwork continues to be among the hottest topics in business, with organizations spending many millions of dollars and countless hours on training workshops and experiential programs each year. The goal of course is to unlock the promises of team dynamics: better decisions, increased productivity, more innovation and higher levels of engagement.

Yet, so few teams ever actually work. Instead of healthy innovation, there are fights for one's own ideas, instead of camaraderie there is resentment. Most common of all is a professional passive-aggressiveness, where team members remain silent when together, but then dissent later in private. Despite the tired, oft-repeated process of Forming, Storming, Norming and Performing, most teams seem to be stuck in Storming. Or worse, *boring*.

ARTICLE

Liane Davey, an organizational psychologist and consultant, makes a bold claim that not only can a toxic team be fixed, but that anybody on the team can fix it, even without the initial support of the team leader or peers. In her new book, *You First: Inspire Your Team to Grow Up, Get Along, and Get Stuff Done*, Davey explains that there are five kinds of toxic teams:

The Crisis Junkie Team – stalled by unclear priorities and lack of role clarity, this team lurches along until a crisis forces it to unite around a common goal.

The Bobble Head Team – homogenized by shared values and perspectives, this team maintains harmony at the cost of little innovation.

The Spectator Team – fragmented by team members who have “checked out”, this team sinks into apathy.

The Bleeding Back Team – plagued by underground conflict and personal histories, this team keeps the peace in public but fights in private.

The Royal Rumble Team – scarred by attacks and emotional outbursts, this team swings back and forth without ever moving forward.



ARTICLE

Davey asserts that in her 17 years of working with teams to improve their dynamics, every successful turnaround effort was initially led by one “brave soul who looked in the mirror and didn’t like what he or she saw.”

This potent advice is initially of course hard for us to swallow. It’s easy to wait for the team leader to fix the team, it’s easy to blame other team members for the dysfunction, it’s easy to just give up hope that it will ever be better. It is far harder to identify our own culpability in the situation, and to take ownership for making things better.

This simple idea is perhaps the most profound: *if you change yourself, you will change your team.*



ARTICLE

Specifically, Davey teaches that you need have five responsibilities every day. Easy to explain and much harder to live:

Start with a Positive Assumption: Short-circuit your biases, unpack your baggage, and truly appreciate the value that your teammates are bringing.

Add Your Full Value: Show up, get off cruise control and bring the benefit of your experiences, your relationships, and your personality instead of just doing what is in your job description.

Amplify Other Voices: Loan your credibility and your airtime to teammates whose minority perspectives are usually shut out of the discussion.

Know When to Say “No”: Retrain yourself when and how to say no to the things that would dilute your focus, stretch your resources, and slow you down.

Embrace Productive Conflict: Tap into the value of different points of view by disagreeing about the issues in a way that promotes understanding and reduces defensiveness.

A healthy thriving team is worth fighting for, not just for the business benefits, but for the improvements it will make to your own state of mind. By practicing the daily responsibilities you will teach through example your fellow team members. Some will see the difference and quickly join you, while others will wait to see if things really are improving. With persistence and patience, you can change a toxic team for the better.



What's your game plan?

Ready to channel your inner Katniss Everdeen? Find a way out of these traps to win your very own 'hunger games'. You need to do two things:

a) Identify the particular dysfunction present in these scenarios.

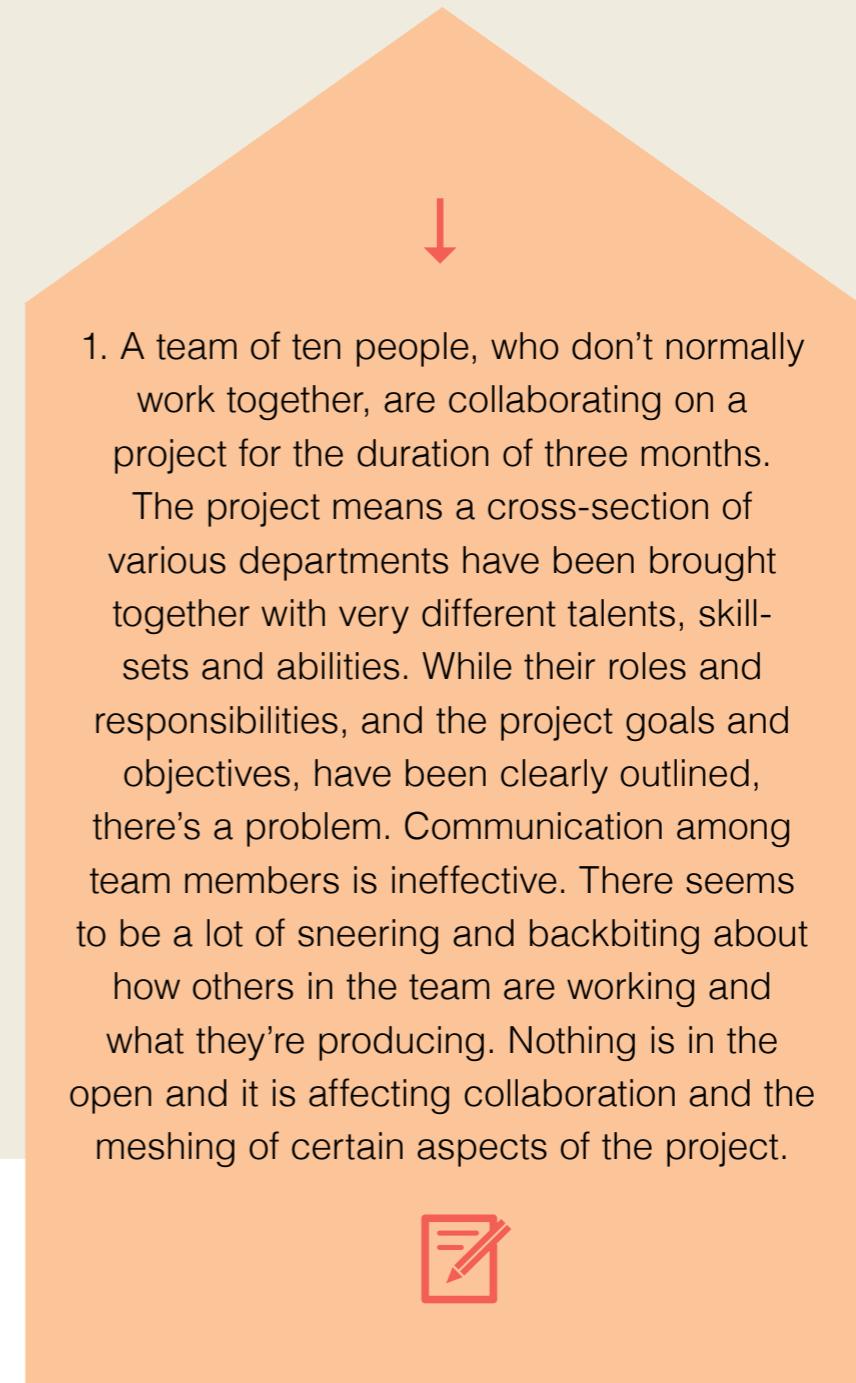
The five dysfunctions are based on Patrick Lencioni's book,

'The Five Dysfunctions of a Team':

1. **Absence of trust**
2. **Fear of conflict**
3. **Lack of commitment**
4. **Avoidance of accountability**
5. **Inattention to results**

(See page 91 for answers to part a)

b) Once you've identified each dysfunction from *part a*, apply a strategy to manage each scenario.





2. A creative team of five is working on a new design project for a very beige and unremarkable product. They don't personally like the product and feel pretty uninspired – knowing where to start is proving to be tough. The design lead has set a deadline but hasn't clearly articulated who is responsible for which aspects of the project.



3. A team of ten people have been working together for years. Recently, there has been a restructuring in their organisation and the team has been split up – either they've taken redundancies or joined new teams as part of the restructure. Three members of the old team have joined a new department and are now part of a team of twenty people. Some of the people in the new team were already working in that department and are suspicious of the newest team members. Equally, the three newbies are suspicious of the new department: they loved their old workmates.



- 4. Deadlines have been pushed out, and the work produced has been below par, by a team of eight. They were working really well for some time but over the last few months, you've noticed that at least two people have often been late, taken more sick days and are only producing the bare minimum – and the team has been covering for them. This is causing frustration and angst, and results are lower than expected.



5. Last year, a team leader of five was given a nice fat pay rise and a pat on the back for excellent management. This year, people agree that she has lost the plot. Her ego seems to be getting in the way – she has become more fixated on climbing the corporate ladder instead of team performance and outcomes. The team has very little faith in her anymore, and they fear their work isn't meeting the organisational goals.



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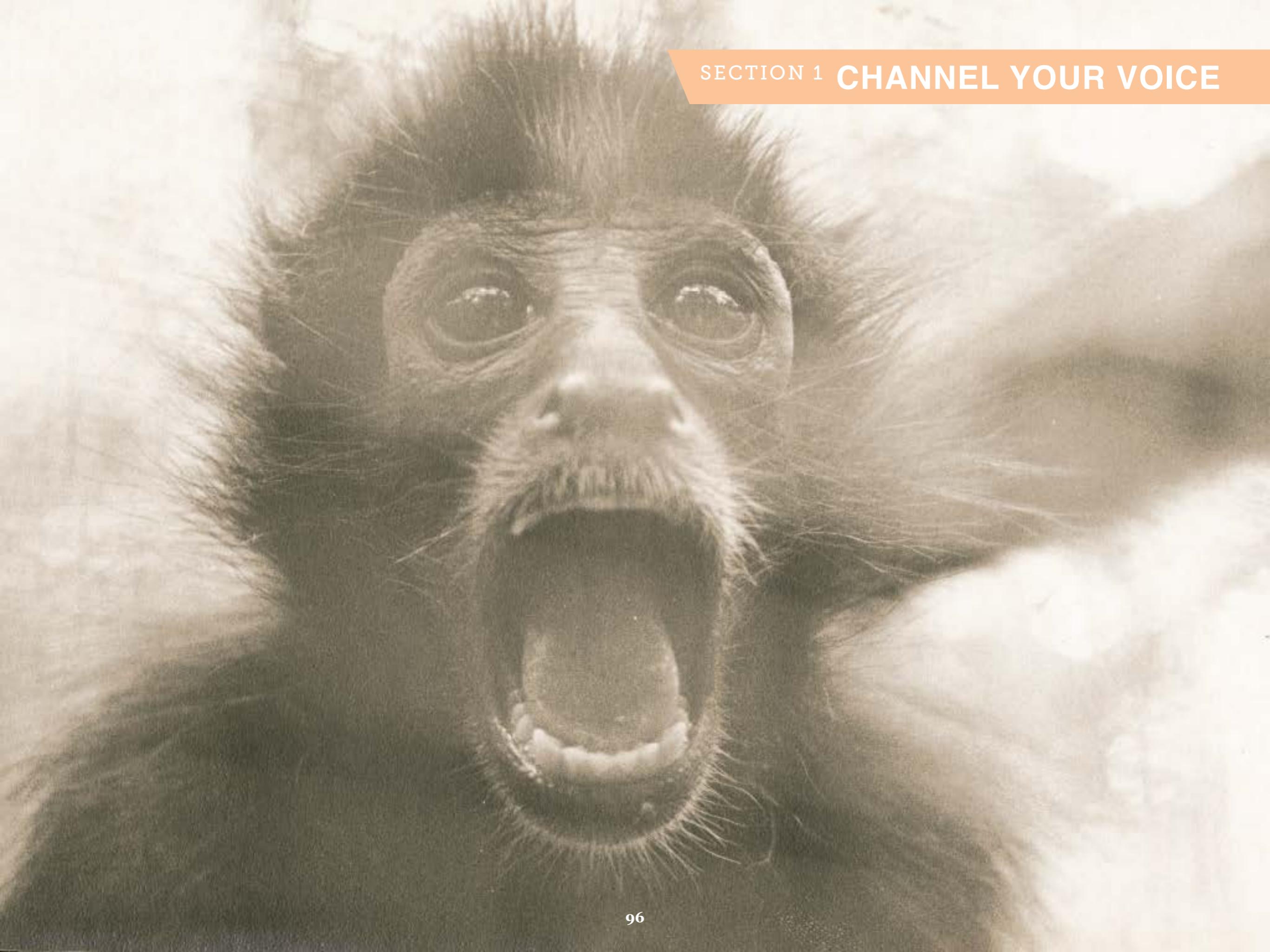
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COMMUNICATION IS LIKE AN ELEPHANT

SECTION 1 CHANNEL YOUR VOICE

SECTION 2 COMMUNICATION STYLES



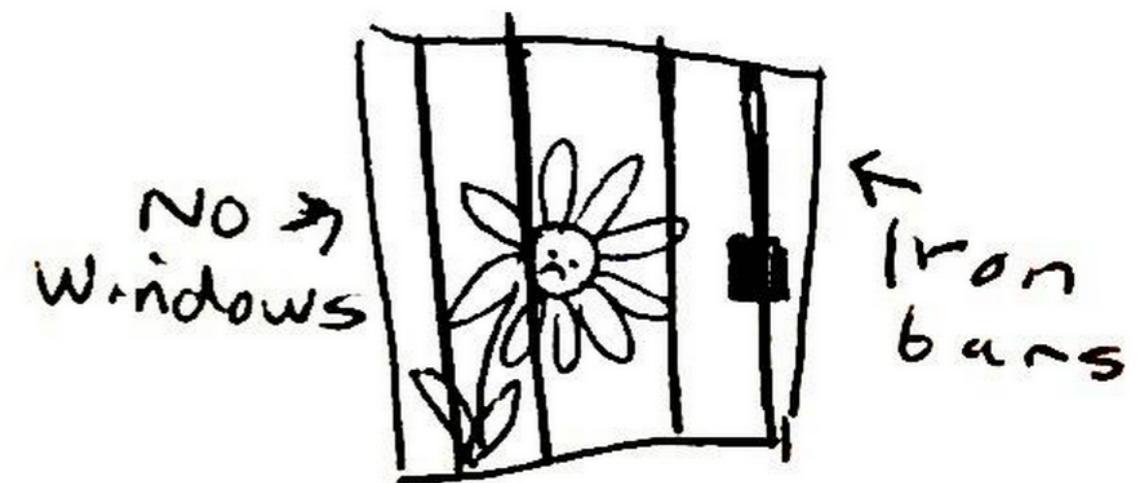
SECTION 1 **CHANNEL YOUR VOICE**

“Two monologues do not make a dialogue.”

Jeff Daly

Check out this test answer from a student:

Draw a plant cell and identify its most important parts.



One might think what the question is asking is pretty obvious – any ex Science student can remember studying plant cells in school. But it goes to show that how we intend our message to be received, is not always the way it's actually received. Unless, of course, the student is just having a laugh (high probability). Sometimes, when we think we're being entirely clear, the message can still get lost in translation. And that's before we even consider the physical, emotional, cultural, language and interpersonal barriers that can create interference and lead to even greater misunderstandings. If we consider the Johari window model of communication, it's more than just what is visible in 'the open arena'. Like it or not, the hidden, blind and unknown aspects of ourselves influence the way we communicate too.

“Don't knock the weather; nine-tenths of the people couldn't start a conversation if it didn't change once in a while.”

Kin Hubbard

“Half the world
is composed of
people who have
something to say
and can't, and the
other half who
have nothing to
say and keep on
saying it.”

Robert Frost

David Brooks, in his book, *The Social Animal*, captures the relationship between humanity and communication this way:

“We have inherited an image of ourselves as Homo sapiens, as thinking individuals separated from the other animals because of our superior power of reason. This is mankind as Rodin's thinker—chin on fist, cogitating alone and deeply. In fact, we are separated from the other animals because we have phenomenal social skills that enable us to teach, learn, sympathize, emote, and build cultures, institutions, and the complex mental scaffolding of civilizations. Who are we? We are like spiritual Grand Central stations. We are junctions where millions of sensations, emotions, and signals interpenetrate every second. We are communications centers, and through some process we are not close to understanding, we have the ability to partially govern this traffic – to shift attention from one thing to another, to choose and commit. We become fully ourselves only through the ever-richening interplay of our networks. We seek, more than anything else, to establish deeper and more complete connections.”

So, it makes sense that communication is one of the hardest things to get right – it's so complex. Even outside the workplace, we're trying to figure out how best to get along with people all the time. And we're not talking about trivial remarks on the weather, that's easy enough. Effective communication takes work. It is developing both self-awareness, and an awareness of your environment and the people in it – their characteristics and differences might change the way you deliver your message. Communication is fluid and not fixed. We need to remember that what works with a colleague on one day might not necessarily be the way to go at another time. The 'hidden, blind and unknown' are all going on in the background, remember? Moods, personal concerns, health, all sorts of things, mean our perceptions are always changing.

So, despite our modern world and its ever-increasing forms of communication, is good etiquette dead? No. There is still a place for etiquette when we consider communication in the workplace. There has to be – boundaries protect us from unnecessarily offending others.

**It is greed
to do all the
talking but
not to want to
listen at all.**

Democritus

**“Effective communication is 20%
what you know and 80% how
you feel about what you know.”**

Jim Rohn

WORKPLACE ETIQUETTE

DO

- Truthfulness
- Timely communications – don't leave me hangin'
- Preparation and planning for meetings and presentations
- 'Praise in public, criticise in private.'
- Eye contact (but not too much – that would be weird)
- "I" statements (I felt...when) rather than "You" statements (You did or didn't do...)
- "We" statements when working in teams – collective responsibility is important
- Ask questions: get involved
- Listen (don't just wait until it's your turn to speak again)
- Cool off before confronting a problem – diffuse the emotion first
- Say 'Good morning,' or 'Hi,' or ask 'How was your weekend?'
- Be kind

IS ALIVE AND WELL

DON'T

- Gossip
- Bad-mouth others (you're human, yes, but don't be a schmuck)
- Air stuff online (really, are you twelve?)
- Speak in a mumbled tone or monotone
- Speak too quickly, interrupt or use elaborate pauses for effect (3 second rule applies here too, not just when you drop your twisties on the floor)
- Aggressive tone: loud voice, raising voice
- Negative body language: clenched fists, folded arms, shrugs and shuffling
- Negative facial expressions: avoiding eye contact, glaring, sneering, pouting, rolling eyes
- Talking really loudly on the phone (unless you're in a call centre, tone it down or go somewhere else)

DO

-
- Talk to everyone: value judgments create division
 - Learn names (it's not that hard – think of a High School Teacher who learns over a hundred new names every year)
 - Respect personal space
 - Golden rule: electronic communication only contains info you would be prepared to say face-to-face
 - One word: spellcheck
 - Respect people's time: it's precious.
 - Sense of humour: but choose your audience wisely and consider such things as generational or cultural differences
 - Be clear and concise
 - Create a 'headline': make your most important point first
 - Ask questions rather than openly criticising another, eg. 'Have you got an example of how that might work?'

DON'T

-
- Confrontations with colleagues while others are around – making people want to crawl under their desks (take it somewhere private, or better still, calm down first and reassess)
 - No over-sharing – work is not Facebook
 - Don't whack people on speakerphone without informing them first
 - Christmas parties are good fun but there's smartphones everywhere these days...
 - Don't leave your dirty dishes in the sink and a festering coffee cup on your desk: what message is that sending?
 - Don't ignore remote colleagues – get them involved as much as possible
 - Google says it best: don't be evil
 - Don't waffle: be direct, especially if its bad news (and always deliver bad news in person)

“The single biggest problem in communication is the illusion that it has taken place.”

George Bernard Shaw

WHEN TEAMS TALK

John C. Maxwell, in his book, *The 17 Undisputable Laws of Teamwork*, discusses the relationship between communication and working in teams:

“Only with good communication can a team succeed – it doesn’t matter whether that team is a family, a company, a ministry, or a ball club. Effective teams have teammates who are constantly talking to one another. Communication increases commitment and connection; they in turn fuel action. If you want your team to perform at the highest level, the people on it need to be able to talk to and listen to one another.”

Maxwell also makes a valid point about team members needing to act maturely and be responsible for removing barriers that affect communications. Self-awareness is imperative when collaborating – to understand your impact on others and their impact on you.

“If you are building a culture where honest expectations are communicated and peer accountability is the norm, then the group will address poor performance and attitudes.”

Henry Cloud



BECOMING A BETTER TEAM MEMBER

"How committed are you to communicating with the other members of your team? Are you supportive of everyone, even the people who aren't your friends? Are you open and vulnerable, even if it's not pleasant? Are you holding a grudge against anyone on the team? If you are, you need to clear the air. If there are any barriers to good communication standing between you and another team member, you need to remove them. That is your responsibility."

He also notes that, as a leader, listening and asking for feedback to consistently improve communication skills is important.

BECOMING A BETTER TEAM LEADER

"As the leader of an organization, you set the tone for communication...A leader's communication must be consistent, clear, and courteous. But leaders must also be good listeners.

When leaders don't listen . . .

- They stop gaining wisdom.
- They stop "hearing" what isn't being said.
- Team members stop communicating.
- Their indifference spreads to other areas.

Ultimately, poor listening leads to hostility, miscommunication, and a breakdown of team cohesion.

Give yourself a 360-degree review. Ask for feedback concerning your listening skills from your boss or mentor, your colleagues, and your subordinates. If you don't get high marks from all of them, then quiet down, listen up, and work to become a better communicator."

Video Link:

['5 Ways to Listen'](#) by Julian Treasure, *TED.com*, July 2011

“When you talk,
you are only
repeating what you
know; but when
you listen, you learn
something new.”

Dalai Lama

IN THE REAL WORLD...



LANGUAGE
WARNING!

Airbnb *'Don't fuck up the culture'*

**Check out this letter
written by Brian Chesky,
co-founder of Airbnb, to
employees:**

On Monday, October 21, 2013, I sent this letter to our entire team at Airbnb. I have decided to publish this in the event it is helpful to entrepreneurs building their cultures.

Hey team,

Our next team meeting is dedicated to Core Values, which are essential to building our culture. It occurred to me that before this meeting, I should write you a short letter on why culture is so important to Joe, Nate, and me.

After we closed our Series C with Peter Thiel in 2012, we invited him to our office. This was late last year, and we were in the Berlin room showing him various metrics. Midway through the conversation, I asked him what was the single most important piece of advice he had for us.

He replied, "Don't fuck up the culture."

This wasn't what we were expecting from someone who just gave us \$150M. I asked him to elaborate on this. He said one of the reasons he invested in us was our culture. But he had a somewhat cynical view that it was practically inevitable once a company gets to a certain size to "fuck it up." Hmm.. How depressing I thought.

Were we destined to eventually "fuck up our culture?" We talked about it a bit more, and it became clear that it was possible to defend, and actually build the culture. But it had to be one of the things we were most focused on. I thought to myself, how many company CEOs are focused on culture above all else? Is it the metric they measure closest? Is it what they spend most of their hours on each week?

IN THE REAL WORLD...

Culture is simply a shared way of doing something with passion.

Our culture is the foundation for our company. We may not be remembered for much after we are gone, and if Airbnb is around 100 years from now, surely we won't be a booking website for homes. We will be far past this in our evolution (not to mention that kids 100 years from now will be asking their grandparents what websites were).

The thing that will endure for 100 years, the way it has for most 100 year companies, is the culture. The culture is what creates the foundation for all future innovation. If you break the culture, you break the machine that creates your products.

So how do we build culture?

By upholding our core values in everything we do. Culture is a thousand things, a thousand times. It's living the core values when you hire; when you write an email; when you are working on a project; when you are walking in the hall. We have the power, by living the values, to build the culture. We also have the power, by breaking the values, to fuck up the culture. Each one of us has this opportunity, this burden.

Why is culture so important to a business? Here is a simple way to frame it. The stronger the culture, the less corporate process a company needs. When the culture is strong, you can trust everyone to do the right thing. People can be independent and autonomous. They can be entrepreneurial. And if we have a company that is entrepreneurial in spirit, we will be able to take our next "(wo) man on the moon" leap. Ever notice how families or tribes don't require much process? That is because there is such a strong trust and culture that it supersedes any process. In organizations (or even in a society) where culture is weak, you need an abundance of heavy, precise rules and processes.

There are days when it's easy to feel the pressure of our own growth expectations. Other days when we need to ship product. Others still where we are dealing with the latest government relations issue. It's easy to get consumed by these. And they are all very important. But compared to culture, they are relatively short-term. These problems will come and go. But culture is forever.

Brian

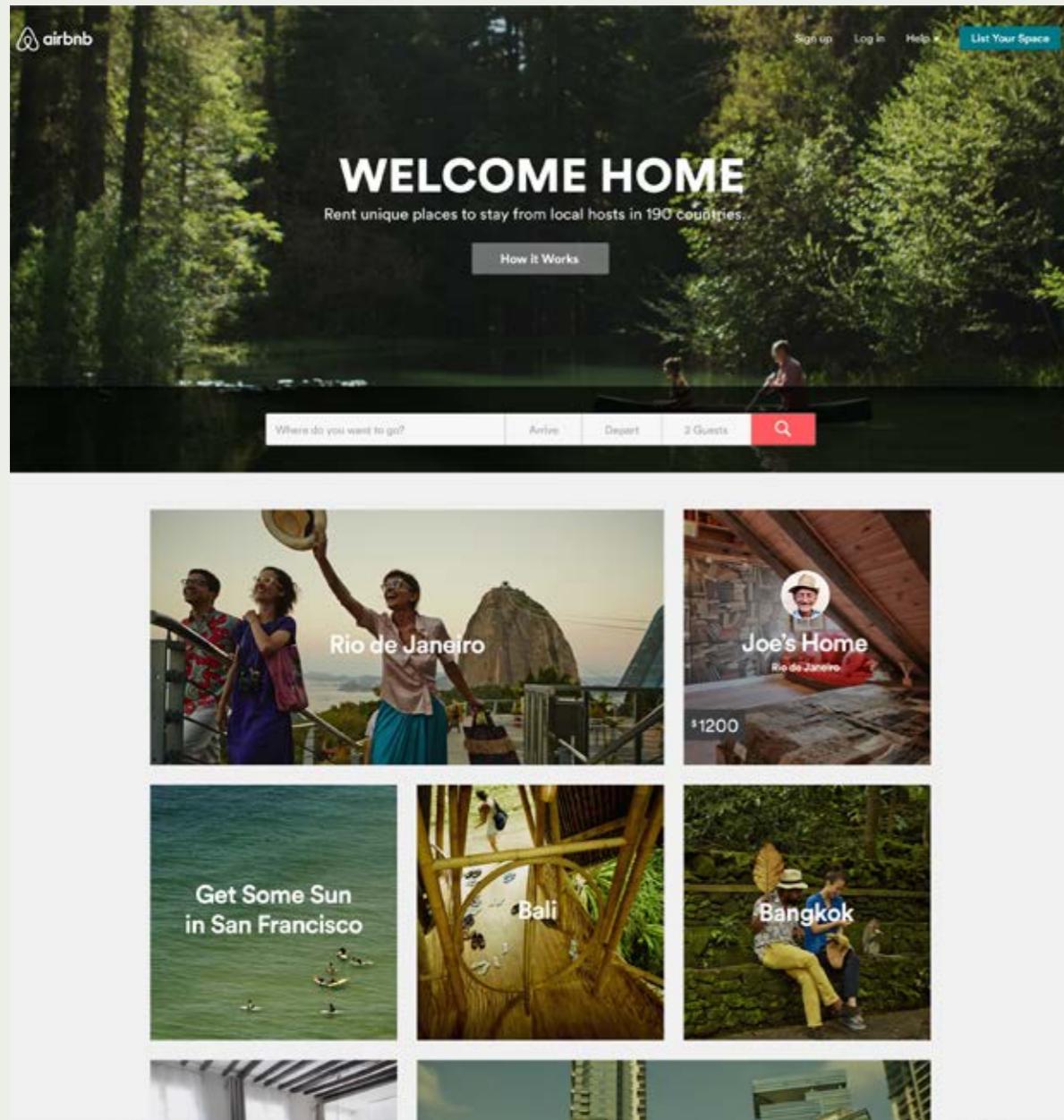
***Culture
is simply
a shared
way of
doing
something
with
passion.***



Airbnb, like many good start-ups, began very humbly. In October 2007, Brian Chesky and Jo Gebbia were struggling to make rent and decided to offer up their lounge-room (and some airbeds) as accommodation.

Amol, who was coming to San Francisco for a design conference (and with all the hotels full), booked in. This sparked an idea, and along with Nathan Blecharczyk, Airbnb was founded. It started slowly and, at first, was making a mere \$200 a week. But it grew and grew with the help of some major investors, and is now estimated to be worth US\$10 billion (2015). But what has remained steady, despite this dynamic growth, is its strong commitment to culture.

Airbnb promotes ideas about 'home and belonging' – aiming to connect individuals from around the world to make their travel experiences more authentic. It is more than a 'room for rent' – locals can pass on information about cafés, clubs, shopping, galleries, and the like, so that guests have access to a unique experience wherever they go. This sense of community – and belonging anywhere and everywhere – is represented by their logo and in all external communications. Their branding, website and apps all promote Airbnb's cultural focus, and can be characterised by Airbnb's efforts to make them user friendly, simple and clear. Customers can easily access information, maps, reviews and information about the bnb's local area plus some gorgeous *Vogue Living*-style photographs of potential stays.



The same kind of thinking around home and friendship applies in the organisational culture. The core values demonstrate this, for example, employees are expected to serve others so they feel like they belong. They're not just employees but advocates of the bigger mission: making belonging a global experience. On a more practical level, they should also work to simplify by eliminating distractions and aiming to 'get shit done'. And they need to think 'scary big' – be open minded and creative. It is expected that with a strong set of values, employees can be independent, autonomous and entrepreneurial – this helps to avoid introducing protocols and processes that would only serve to deaden the culture.

Put simply, Airbnb's core values are:

- 1 Host
- 2 Champion the Mission
- 3 Every Frame Matters
- 4 Be a cereal entrepreneur^[1]
- 5 Simplify
- 6 Embrace the adventure

^[1] Airbnb bootstrapped themselves by selling Obama and McCain branded cereal at the 2008 Democratic National Convention.

Because of Airbnb's extensive growth, internal communications have had to change. To enhance team collaboration, it uses a platform called 'Slack', which helps to centralise various forms of technological communication. It can be used in conjunction with, for example, email, Twitter, Dropbox and Google Drive. It allows information to be shared between specific people and about specific projects. As one employee says: 'It lets us do all our communication in one place. It's like combining multiple forms of messaging and file sharing into one App.' (cited in Aris 2015) The work environment is friendly, comfortable and not strictly corporate – the sharing of funny photos on Slack is widely encouraged, and theme days, like the tribute to *Mad Men*, help to keep the energy up. There's a sense of humour present in day-to-day operations, and there's a distinctive 'living room feel' in office environments. It's clear that Airbnb's communications support the core values and, therefore, its unique culture.

*In the words of
one employee:
'It feels more
like home than
it does work.'*

Web link:

Read and view more about Airbnb's culture [here](#).



Q&A

1.

Identify three types of communication that support Airbnb's culture.

2.

Explain what is meant by 'Don't fuck up the culture'.

3.

Compare and contrast the Airbnb culture with your own. What are the similarities and differences?

4.

Design your own 'culture' letter for your team. Think about the kind of culture you want or, if it's already working, what you want to maintain. Consider publishing it.

SECTION 2 COMMUNICATION STYLES



Workplace communication in the form of meetings obviously has merit. If we consider the work of Dr Albert Mehrabian and his research on the importance of non-verbal communication, words can be more powerful, in terms of affecting emotions and attitudes, when combined with tone of voice, facial expressions and non-verbal signals. While the studies leading to Dr Mehrabian's conclusion have been criticised, the point is still valid. How we say something and the way we say something can change the effect of our message on others.

David Brooks, in *The Social Animal*, suggests that:

"Ninety percent of emotional communication is nonverbal. Gestures are an unconscious language that we use to express not only our feelings but to constitute them. By making a gesture, people help produce an internal state."

“If there is more truth in the hallways than in meetings, you have a problem.”

Ed Catmull, co-founder of Pixar, Creativity, Inc.

This is interesting when you consider the different types of correspondence used in the workplace:

- Text messages, instant messaging, blog posts and emails (words obvious, and tone obvious to some extent)
- Conference calls and phone calls (words and tone obvious)
- Video Conferencing, Facetime, Skype (words and tone obvious, facial expressions more or less obvious)
- Meetings and face-to-face 1:1s (words, tone, facial expressions and non-verbal signals plainly obvious)

Despite our many options for communication in the modern workplace, there is still a place for meetings. If most of our communication is what we pick up ‘unconsciously’, then we need face-to-face contact. If we’re looking to connect emotionally, then we need to meet with colleagues to foster morale, generate ideas and energy, and get real about things. These days, it’s more a case of only calling meetings when they’re absolutely necessary – with so many other forms of communication available, some of what was usually done in formal meetings is now obsolete.

“Has anyone ever said, 'I wish I could go to more meetings today?'”

Matt Mullenweg

ARTICLE EXTRACT

'Meetings: Your Scariest Resource'

by Michael C. Mankins, Chris Brahm, and Gregory Caimi,
hbr.org, May 2014

Most companies have elaborate procedures for managing capital. They require a compelling business case for any new investment. They set hurdle rates. They delegate authority carefully, prescribing spending limits for each level.

An organization's *time*, in contrast, goes largely unmanaged. Although phone calls, e-mails, instant messages, meetings, and teleconferences eat up hours in every executive's day, companies have few rules to govern those interactions. In fact, most companies have no clear understanding of how their leaders and employees are spending their collective time. Not surprisingly, that time is often squandered—on long e-mail chains, needless conference calls, and countless unproductive meetings. This takes a heavy toll. Time devoted to internal meetings detracts from time spent with customers. Organizations become bloated, bureaucratic, and slow, and their financial performance suffers. Employees spend an ever-increasing number of hours away from their families and friends, with little to show for it.

ARTICLE EXTRACT

Most advice about managing time focuses on individual actions. Coaches tell us to reassert control over our e-mail, be far more selective about which meetings we attend, and so on. Such recommendations are worthwhile, but executives often discover that their best intentions are overwhelmed by the demands and practices of their organizations. The e-mails and IMs keep coming. So do the meeting invitations. Ignore too many and you risk alienating your coworkers or your boss. And if this steady flood of interactions is how your company gets its work done, you have little choice in the matter: You have to plunge in and swim your way to the other side as best you can.

Some forward-thinking companies have taken a different approach entirely. They expect their leaders to treat time as a scarce resource and to invest it prudently. They bring as much discipline to their time budgets as to their capital budgets. These organizations have not only lowered their overhead expenses; they have liberated countless hours of previously unproductive time for executives and employees, fueling innovation and accelerating profitable growth...

Article

If you like, you can read the full article [here](#).

Video Link:

['How to save the world \(or at least yourself\) from bad meetings'](#)
by David Grady, *TED.com*, October 2013

So, the question is: do you really need a meeting? Could it possibly be an informal chat, coffee catch-up, 1:1, telephone conference, phone call, online post or email instead? If formalised face-to-face communication is essential, then set your meeting. Just don't be blasé about it. Ensure there's a clear start and finish time, agenda set, people informed (and prepared if required), minutes taken throughout, and it's followed up. Afterwards, there should be a summary of minutes sent out and an action plan attached to this, if required. People need to be reminded about, for example, specific tasks, projects, revised deadlines or new parameters and who those decisions affect. This must be timely, and, if required, reinforced by the leader in additional correspondence that addresses specifics.

MAKE MEETINGS MATTER

WHEN THEY'RE GOOD, THEY'RE GOOD...

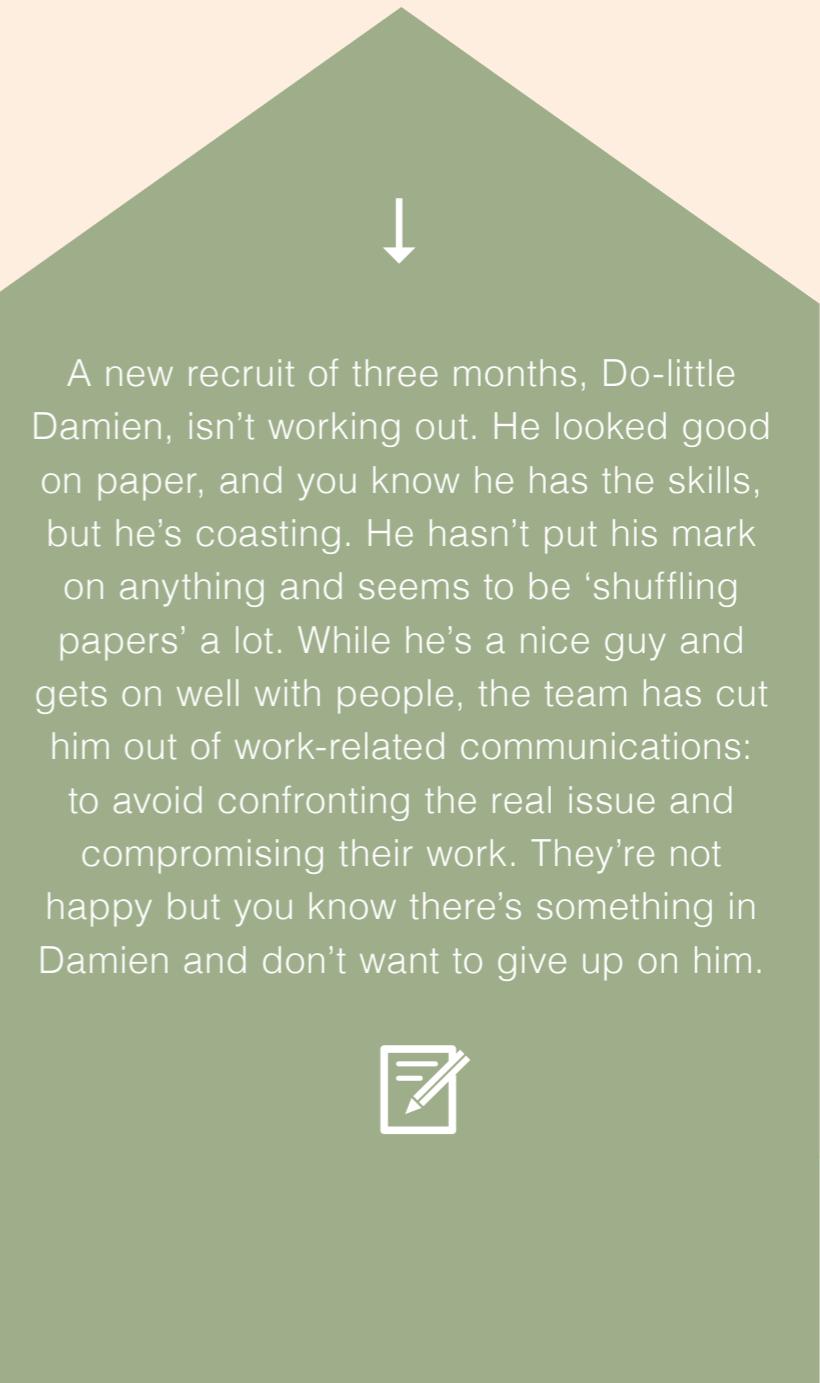
- Effective forum for specific groups of people to discuss openly, free from distractions
- Empowerment through collaboration
- Morale boosting
- Fosters creativity through brainstorming and the sharing of ideas
- Decision-making and problem solving
- Can help to diffuse conflict by clarifying roles and objectives, for example
- Can read people's facial expressions and non-verbal signals to better interpret the meaning of their contributions
- If timing, agenda, effective running of meeting and follow-up adhered to, can spur people to action and reinvigorate people toward goals
- Can enhance motivation by celebrating good work and successes

WHEN THEY'RE BAD, THEY'RE TERRIBLE (AND JUST A WASTE OF EVERYONE'S TIME)...

- Too many meetings diminish their value
- Waste of time if the agenda is not set, or chaired by someone with focus and a clear direction
- Lack of preparation leads to frustration
- Technology must be tested and issues resolved beforehand
- No real thoughts about participants, or why they're attending, can lead to very little collaboration and resentment
- Can be derailed by people who take all the 'air time', or who lead group off on irrelevant tangents, or by those distracted by smartphones etc (turn it off already!)
- Death by PowerPoint (Use slides only if necessary: chunk info and use visuals)
- If there's no follow up, information may be lost and not transferred into measurable actions
- Goes to a time rather than the required decision or outcome

What's your game plan?

As a leader, being open, direct and specific about what you want is important. Don't just ask for a task to be finished, give a firm deadline and outline the process. Clarity is essential. You might also have to correct situations when communication goes awry. What would you do in each of these scenarios?



A new recruit of three months, Do-little Damien, isn't working out. He looked good on paper, and you know he has the skills, but he's coasting. He hasn't put his mark on anything and seems to be 'shuffling papers' a lot. While he's a nice guy and gets on well with people, the team has cut him out of work-related communications: to avoid confronting the real issue and compromising their work. They're not happy but you know there's something in Damien and don't want to give up on him.





One of your team members, Friendly Frieda, comes to work happy, bubbly and bright every morning. She really helps to make everyone's morning and often bakes and brings in wine for Friday afternoon drinks. The problem is, Frieda is an over-sharer. Too much of her personal life enters the work arena and not in a good way. It has become an in-house joke that everyone is Frieda's psychologist, not her colleague.



You have been busy getting a small project off the ground with a group of three. Everything was running smoothly until you had to take a step back. Left to their own devices, you notice that Brayden and Belinda are working well together but in the process, they've shunned Outsider Oliver. Oliver is not one to complain but you notice that everything he says is passed over and there's definite exclusion happening. He is at a loss – it's supposed to be a team project. Oliver's talented and you don't want to lose him.



- One of your team members, Peace-and-Rainbows Penny, has told you that others in the team are remarking on your leadership (or lack thereof) behind your back. Penny doesn't like back-stabbing and thinks you should know the truth. The problem is you don't know how much of what she says is the real deal. Penny means well but is not renowned for getting her facts straight.



A colleague, Chatterbox Charlie, refuses to embrace technology and calls meetings for discussions that could be had on the phone, via Skype or as 1:1s (because they often don't involve everyone). People have started declining her meeting invitations and she is angry and claims she feels 'unsupported'.



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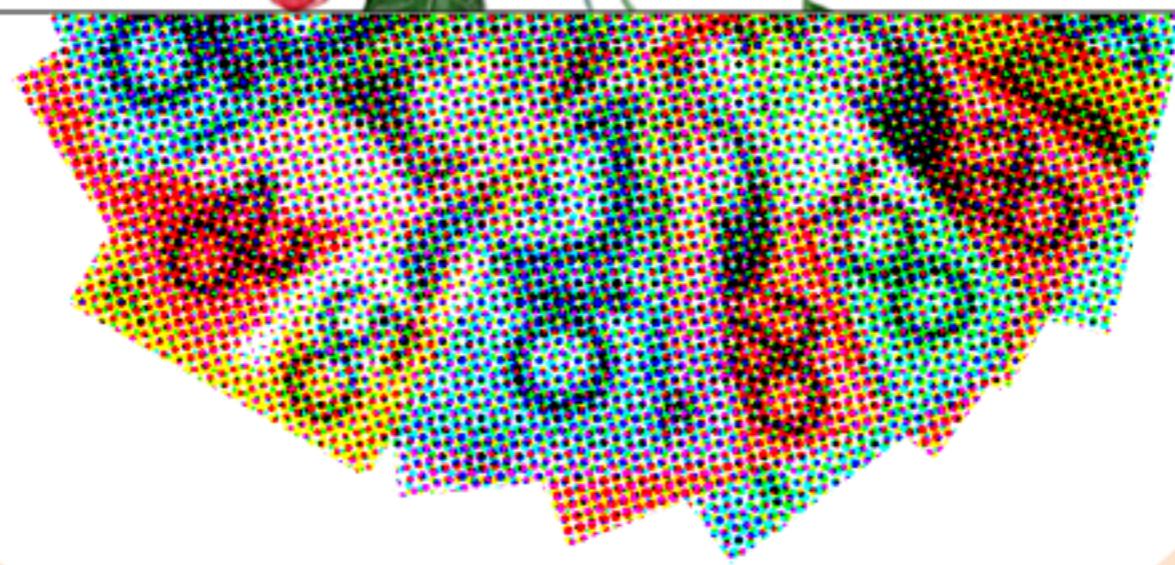
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AMP THEM UP

SECTION 1 **FOR THE LOVE OR THE MONEY**

SECTION 2 **STOP, COLLABORATE AND LISTEN**

SECTION 1 FOR THE LOVE OR THE MONEY



Sparking up the team, and really getting them going, is not as easy as it sounds. What motivates one person is not the same for another. And the spark itself may need to be different for different situations – you might look to ‘ignite the fire within’ on some occasions, while on others, a bonus or incentive might be the best way. It seems that companies who regularly feature as a ‘Great Place to Work’ really understand what motivates their employees and know how to make the most of it to foster creativity and culture. Whether it’s a ‘Shipt’ day at Atlassian, a giant red slide connecting floors at Mind Candy, a music studio at Dropbox, or bringing pets to work and free food at Google – we can dream up as many creative ideas as we like to keep team members on their ‘game’ – tapping into both intrinsic and extrinsic forms of motivation. These creative ideas – or the unique aspects of your workplace culture – help to motivate employees and inspire innovation. You’ve gotta not only start but keep that spark alive!



*Top ten ways
to motivate:*

1

Know your people

2

*Build team spirit and
collaboration*

3

*Set high, but
achievable,
expectations*

4

*Offer flexible
working options*

5

*Reward, recognise and
offer feedback*

6
*Value autonomy
and mastery*

9
*Encourage
creativity*

7
*Create career paths
and opportunities*

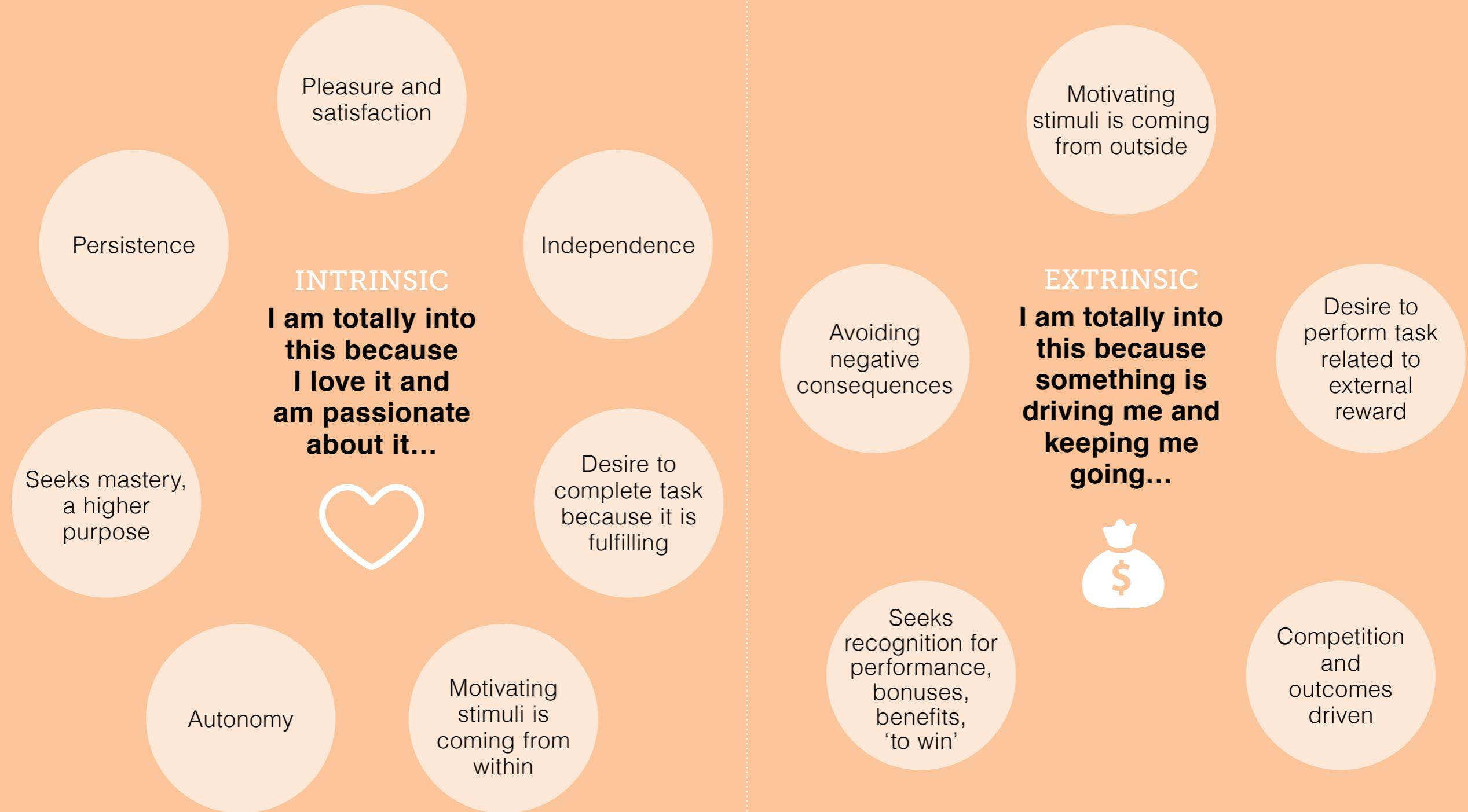
8
*Foster a sense
of purpose*

10
*Introduce some
unique quirks
and perks*

FOR THE LOVE OR THE MONEY

There are two different types of motivation: intrinsic and extrinsic. When we're intrinsically motivated, we're tapping into our passions and deepest desires. When we're extrinsically motivated, we're relying on outside factors to keep us moving and going forward.





EXTRINSIC AIN'T ALL BAD

While we must nourish and nurture opportunities to foster intrinsic motivation, the reality is that life and work don't always come from some deep source of inspiration. Sometimes, we must rely on extrinsic motivation to do the 'hard yards' (typically habitual and repetitive tasks) – to propel us forward so that we can return to that place of passion and deep satisfaction.

Check out these examples related to cleaning – not a task many people enjoy, but necessary:

CASE ONE: It's Sunday. It's cold and wet outside but you're cosy, wrapped up in your doona. You've promised yourself that you'll clean your house today – you put it off until the weekend because work's been so busy. Now, it's time to get up and face the music. You roll over and go back to sleep. Why bother? It can wait 'til tomorrow.

CASE TWO: It's Sunday. It's cold and wet outside but the house is warm. There's upbeat music on and the smell of bacon and eggs wafts down the hallway. You have to clean the house today but you know, after the job's done, the rest of the day is free to do whatever you want; you can do a workout, read a book or watch a good movie. Life's good.

What's different about these two situations? It's cold and wet in both, isn't it? But there's a few things that have changed. In the second case, there's a more enthusiastic attitude, some incentives to get up, and inspiration about what is to come afterwards – the potential rewards. Doing the hard yards is ok because what's waiting is pretty damn good.



TASK:

Complete the following, thinking about your motivators for different tasks at work.

RECORD 6 TASKS AT WORK (MAKE THEM DIFFERENT FROM ONE ANOTHER):

Is each task motivated by INTRINSIC factors: passion, a deep satisfaction, purpose or desire for mastery, for example? Why?

OR

Is each task motivated by EXTRINSIC factors: external rewards, bonuses, incentives or opportunities to advance, for example?

Why?

OR

Is each task a combination of both INTRINSIC and EXTRINSIC motivation? Why?

- What is the ratio of intrinsic versus extrinsic motivators?
- Is there a balance or typically more of one or the other?
- Why do you think this is?
- What would a desirable set of motivators look like? More intrinsic or extrinsic? Why?
- If you're not keen on the pattern forming, how could you change it?
- What would be the ideal? Think big.
- If you're not motivated, can you do something about it? Why/why not?

BOOK EXTRACT

Daniel Pink on motivation

Daniel Pink's *Drive* (2010) dispels some of the myths and 'old school' thought about motivation. Put simply, in the modern workplace, cash based incentives, and other perks, do not necessarily drive better performance. It is something more – perhaps less tangible – that empowers people to do, and to be, their best. 'Carrots and sticks' (a reward and punishment system) cannot be relied upon in the modern era to elicit genius. It only serves to disempower and crush morale.

Pink identifies what he calls 'The Seven Deadly Flaws' of a carrots and sticks system:

1. They can extinguish intrinsic motivation.
2. They can diminish performance.
3. They can crush creativity.
4. They can crowd out good behaviour.
5. They can encourage cheating, shortcuts, and unethical behaviour.
6. They can become addictive.
7. They can foster short-term thinking.

BOOK EXTRACT

Pink talks about incentives working for simple, straightforward tasks but they fail to motivate when even the most rudimentary cognitive skills are required. In fact, cash and bonuses only serve to '**dull thinking and block creativity**'. They do more harm than good and quite simply, don't work.

Pink says: "Of course, the starting point for any discussion of motivation in the workplace is a simple fact of life: **People have to earn a living**. Salary, contract payments, some benefits, a few perks are what I call "baseline rewards". If someone's baseline rewards aren't adequate or equitable, her focus will be on the unfairness of her situation and the anxiety of her circumstance. You'll get neither the predictability of extrinsic motivation nor the weirdness of intrinsic motivation. You'll get very little motivation at all."

But once we're past that threshold, carrots and sticks can achieve precisely the opposite of their intended aims. **Mechanisms designed to increase motivation can dampen it**. Tactics aimed at boosting creativity can reduce it. Programs to promote good deeds can make them disappear. Meanwhile, instead of restraining negative behaviour, rewards and punishments can often set it loose – and give rise to cheating, addiction, and dangerously myopic thinking."



BOOK EXTRACT

“There's a mismatch between what science knows and what business does.”

*Daniel H. Pink
‘The Puzzle of Motivation’*

To move away from a ‘management = compliance’ based workplace, we need three things: autonomy, mastery and purpose. Self-direction is expected and encouraged, the work is suited to the talents of the individual, is engaging and satisfying, and finally, the work draws on a deeper yearning to serve – to draw on a need greater than our own.

Pink says: “As organisations flatten, companies need people who are self-motivated. That forces many organisations to become more like, er, Wikipedia. Nobody “manages” the Wikipedians. Nobody sits around trying to figure out how to “motivate” them. That’s why Wikipedia works. Routine, not-so-interesting jobs require direction; non-routine, more interesting work depends on self-direction. One business leader, who didn’t want to be identified, said it plainly. When he conducts job interviews, he tells prospective employees: “If you need me to motivate you, I probably don’t want to hire you.”

You Tube Link

[The Puzzle of Motivation](#)

You Tube Link:

[Drive: The surprising truth about what motivates us](#)

The contemporary workplace is about finding your ‘people’ – not just those who work for the big bucks and bonuses, but who are motivated intrinsically – by a passion, a deep satisfaction or contributing to something greater than themselves. You want these people on board – bringing their spark to the team, helping to ignite a greater fire that makes for motivated, dynamic teamwork. But that doesn’t mean you exploit their zeal and commitment either. It is the responsibility of leaders, and team members, to help motivate one another. It might be a cute award or mention during ‘Happy Hour’ on a Friday afternoon. It might be a bonus at Christmas. It might just be a pat on the back and some acknowledgment. It might be coaching, well-being incentives or insisting that someone take their accrued time in-lieu. In the workplace, extrinsic and intrinsic motivators should complement one another and work together to build a rich and deeply fulfilling employee experience.

“If you’re seeing a lack in motivation or productivity, it’s probably because [your team has] lost the connection between what they are doing and their “why.” Actively search for their “why” during conversations, so that when there is a lull in motivation, you can be there to remind them of the big picture. Help them see how their puzzle piece fits in to build a larger picture.”

Shari Alexander

ARTICLE

‘How to Motivate Employees in Less Than 5 Minutes’

Have you ever bought a new gadget or toy for your kids or yourself and seen that mildly annoying “batteries not included” sticker?

Getting the right batteries for your new gizmo is similar to finding the right motivation for your employees. The end goal is the same: energy for action, but you need the right connection to trigger that flow of energy.

Motivating your team can be more art than science, but here are four techniques that will increase your chances of finding the right fuel:

by Shari Alexander, *The Entrepreneur*, 6 November 2013





Focus on the bigger picture.

One of the most universal motivational triggers is connecting a current action with a bigger vision. For example, when you started your business, it's very likely that you had some motivation beyond having a business for business's sake. You might have wanted freedom to build a better life for you and your loved ones, to help people or to make the world a better place in some way. What drives you is the bigger picture, not the daily to-dos.

Your team is no different. If you're seeing a lack in motivation or productivity, it's probably because they've lost the connection between what they are doing and their "why." Actively search for their "why" during conversations, so that when there is a lull in motivation, you can be there to remind them of the big picture. Help them see how their puzzle piece fits in to build a larger picture.



Emphasize the importance of process.

Sometimes teams procrastinate because they don't think there's any harm in putting off certain tasks. Little do they know that what seems inconsequential to them is actually a cornerstone for your next steps. You might need to explain the chain of events that are necessary to accomplish the big goals. No step is unimportant. Like they say in theatre, there are no small roles, only small actors. In your business, there are no small steps, only small thinking. Of course, this only applies if you don't have unnecessary redundancies. If you do, it's a good idea to do an audit and clean out the cobwebs of your procedures.



Pay attention to what excites them.

The best kind of motivation doesn't come from you; it comes from people themselves. When you're having a conversation with someone, pay close attention to what they say and how they say it. Chances are, they are giving you clues on how to best motivate them in that moment.

I like to call these clues "keywords." They are words or phrases that stand out from the rest. Keywords are more charged when spoken. The person will lean in or sit up straighter. Their voice might get louder or more pointed. Their eyes might widen when they say their keywords.

For example, I was running a communication training session for a small group of company leaders. I could tell that one person was not receptive to the training. During our first break, I approached him and asked for his thoughts.

"Don't get me wrong, the training session is great and all, but you've got to understand that there's been a lot going on with the company and I just don't see how this helps us move forward."

When he said the words "move forward" his gestures and voice accentuated his point. After a little more discussion and keyword investigation on my part, I concluded that forward motion, progress and the future were big motivational triggers for him. He also hated anything that had to do with feeling stuck, reviewing past events or repeating himself.

Bingo!

I spent the remaining five minutes of the break making a case for how the training helped his company move forward, achieve their goals and even help his employees progress further within the company. After our brief conversation, he was extremely attentive and participatory the rest of the day. When you detect more energy behind certain words, latch on to them and use those keywords to help your motivational efforts.



Use positive reinforcement.

One of the best ways to lay the groundwork for future motivation is to acknowledge and reward successes. If you motivate someone to take action, but don't acknowledge the accomplishment, they will be jaded when you approach them again in the future for something else. Recognition of past successes is a motivator for future progress. Failing to do so can lead to bitter and defensive employees.

Leaders need to be a constant source of motivation. Your team should come to you to recharge their batteries, not leave feeling more drained. Pay attention to their needs.

IN THE REAL WORLD...

Atlassian's 'ShipIt Days'

Daniel Pink's *Drive* makes mention of 'Atlassian', an Australian enterprise software company, and how they innovate to inspire motivation. In 2002, Scott Farquhar and Mike Cannon-Brookes, two University of New South Wales graduates, launched Atlassian by racking up ten grand on credit cards. It now has over 1000 employees and offices worldwide. With a recent external investment, Atlassian became valued at US\$3.3 billion (2014). In 2014, 'Great Place to Work Australia' conducted a national survey of 28,000 employees, and named Atlassian 'Australia's best place to work' (BRW). Atlassian has also received accolades as a great place to work in other countries, and for philanthropy, interior architecture and innovation.



IN THE REAL WORLD...

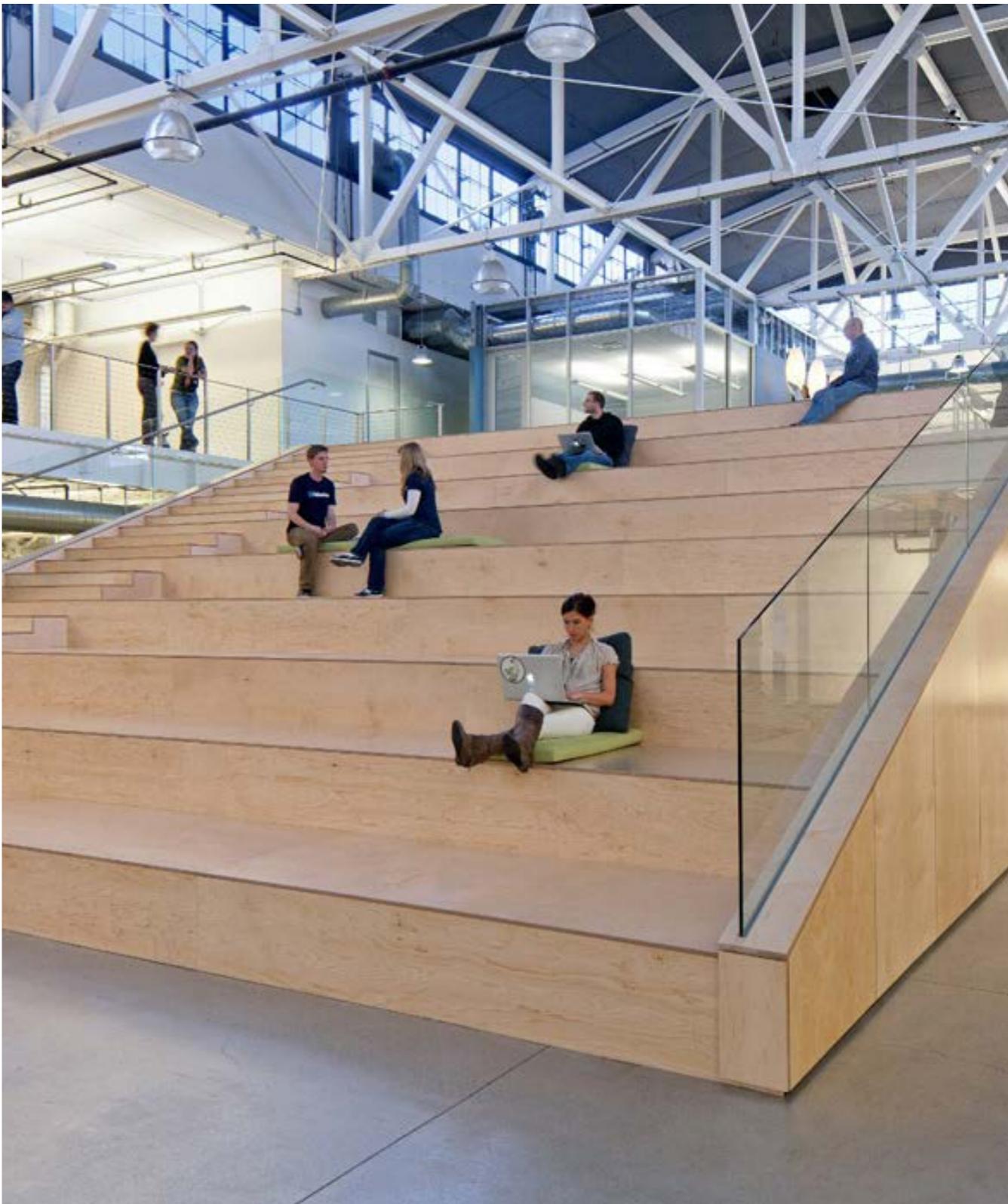


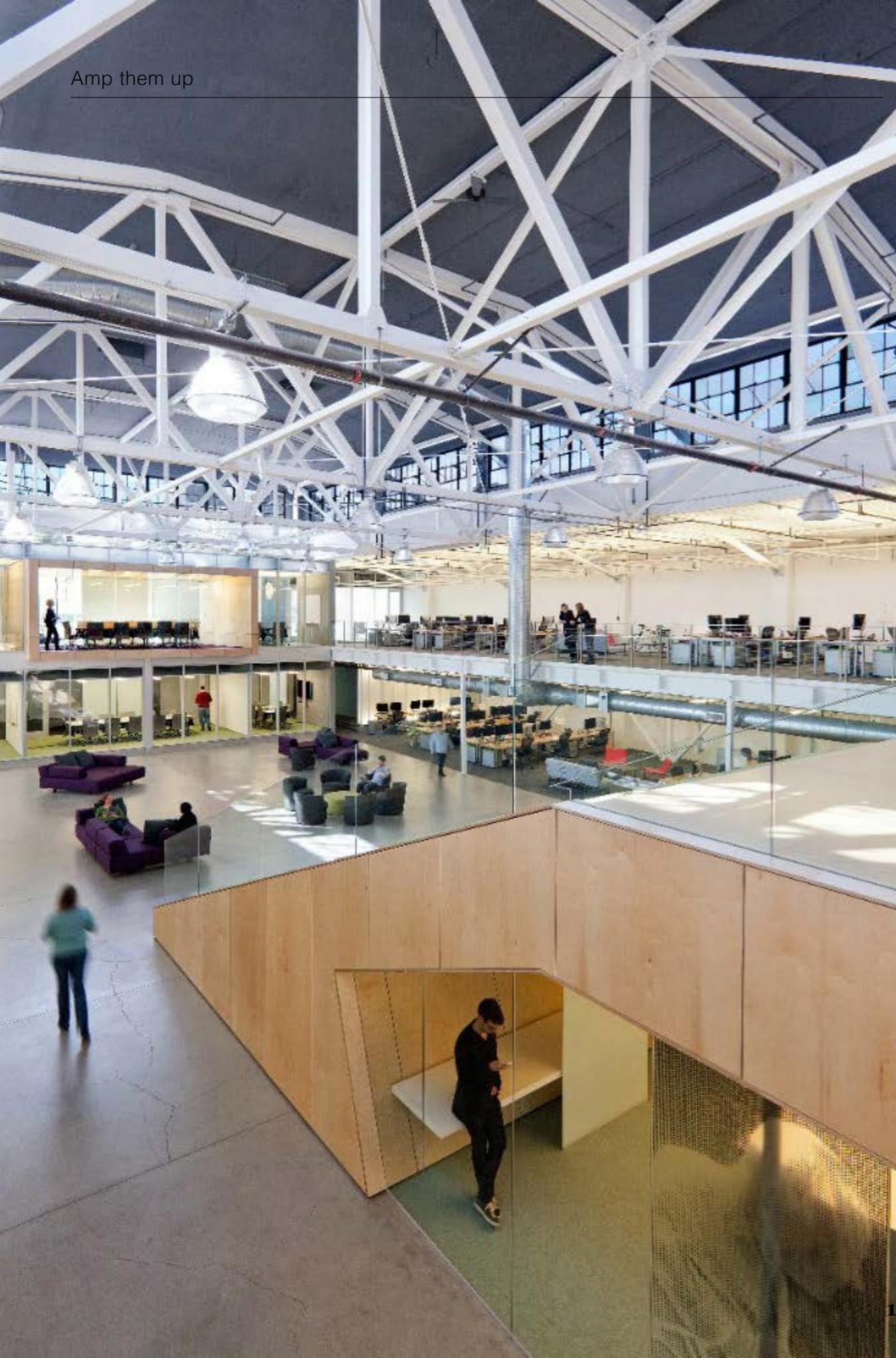
In their simplest form,
Atlassian's core values are:

- Open Company, No Bullshit
- Build with Heart and Balance
- Don't #@!% the Customer
 - Play, as a Team
 - Be the Change You Seek

These core values drive Atlassian's culture, and the way it thinks about people, behaviour and in particular, intrinsic motivation. It asks, for example, that its software developers 'build with heart and balance' and 'play, as a team'. Atlassian's 'Shipt Days' is one example of how intrinsic motivation is tapped, and from this process, ideas for new products or side projects are generated. Shipt Days occur every quarter: developers are given creative licence to work on anything they want. The catch is that delivery is the following day. It's described as a '24 hour hackathon'. Developers can, for example, work on plugins, redesign an interface, or rethink a feature. The stopwatch is set and then it's 'GO!'

Atlassian claims that this intense 'hackathon' fosters creativity, scratches itches, gives developers a chance to 'get radical' and have fun. The process goes from Thursday to Friday 4pm, starts with brainstorming and building, and finishes with the pitching of ideas to other developers. Everyone gets a chance to cast their vote, a winner is decided, and then its party time – celebrations with beer and chocolate cake. Some of the Shipt ideas have become products, like 'Fishey's side-by-side diffs', and for a bit of fun 'Atlassian Invaders' was on-boarded.





Continually insisting on innovation, and therefore motivation to inspire that process, is essential to Atlassian's success. Its founders recognised early that 'when a company grows, innovation slows' which meant the launch of incentives to stimulate growth. This also meant looking after its people, and recognising that each individual contributes something uniquely different.

Jeff Diana, Chief People Officer at Atlassian, makes some important points. He understands that culture is an evolving concept and that recruits always bring something new.

He says: "When I talk to new hires, I tell them we hired them to add to the culture. We want their experiences, their viewpoints, their perspectives, their talents. So, when I hear companies say they want to preserve their culture, I get worried because those things will always evolve with the great people you add."

Web link:

Read and view more about Atlassian's culture and values [here](#).



Q&A

1.

Why, in your opinion, would a 'Shiplt' day motivate Atlassian software developers?

2.

Is a 'Shiplt' day drawing on intrinsic or extrinsic motivation or a combination of both? Explain.

3.

Identify three qualities of a 'Shiplt' day that reflect Atlassian's broader culture.

4.

Note down five motivators at work from the previous activity (page 136). This time rank them 1 to 5 (1=most to 5=least motivating). Then, ask three colleagues to rank the list, according to their preferences. Compare and contrast the rankings, considering why motivators might be different for each person.



SECTION 2 STOP, COLLABORATE AND LISTEN

Good communication engenders trust and trust builds more solid and cohesive relationships. This can ultimately transform a workplace from one of unhealthy competition, suspicion and slandering to one that is supportive and collaborative. Corporate warzones are not exactly what drives success anymore – there are more socially responsible ways to run an organisation. You only have to look at Zappos or Deloitte to know that strong, robust channels of communication actually lead to greater cultural cohesion and innovation. And you can't have real team communication without trust.

WHAT DOES TRUST

A WORKPLACE WITH TRUST...

'I am safe'

- Honest communication – straight talking
- Teamwork and collaboration
- Innovation and risk taking
- Team spirit
- Consistent behaviour – dependability
- Respect
- Accountability
- Loyalty
- Willingness to confront reality
- Clear expectations and goals that really matter
- Belonging
- Security
- Purpose

LOOK LIKE AT WORK?

A WORKPLACE WITHOUT TRUST...

'They're out to get me'

- Secret, unclear or undermining communications
- Unhealthy competition
- Can't rely on colleagues or leader
- Blaming and shaming
- Covering up mistakes
- Disloyalty – backbiting or taking undue credit
- Poor or no decision making
- Insecurity and fear
- Expectations set too high or too low and goals are unrealistic or don't matter
- Lack of purpose

“Trust doesn’t mean that you trust that someone won’t screw up – it means you trust them even when they do screw up.”

*Ed Catmull, co-founder of Pixar,
Creativity, Inc.*

TRUST IN ORGANISATIONS

David Brooks, in *The Social Animal*, reflects on the importance, and the benefits, of a culture that fosters trust in the workplace:

“Most relationships are bound by trust.

Trust is habitual reciprocity that becomes coated by emotion. It grows when two people begin volleys of communication and cooperation and slowly learn they can rely upon each other. Soon members of a trusting relationship become willing to not only cooperate with each other but sacrifice for each other.

Trust reduces friction and lowers transaction costs. People in companies filled with trust move flexibly and cohesively. People who live in trusting cultures form more community organizations. People in more trusting cultures have wider stock market-participation rates. People in trusting cultures find it easier to organize and operate large corporations. Trust creates wealth.”

“Speed happens when people really trust each other.”

Edward Marshall

Simon Sinek's *Leaders Eat Last* also celebrates trust as an essential component of successful organisations.

He says: "Truly human leadership protects an organization from the internal rivalries that can shatter a culture. When we have to protect ourselves from each other, the whole organization suffers. But when trust and cooperation thrive internally, we pull together and the organization grows stronger as a result..."

... If we sense danger our defenses go up. If we feel safe among our own people, in our own tribes or organizations, we relax and are more open to trust and cooperation.

A close study of high-performing organizations, the ones in which the people feel safe when they come to work, reveals something astounding. Their cultures have an eerie resemblance to the conditions under which the human animal was designed to operate. Operating in a hostile, competitive world in which each group was in pursuit of finite resources, the systems that helped us survive and thrive as a species also work to help organizations achieve the same. There are no fancy management theories and it is not about hiring dream teams. It is just a matter of biology and anthropology. If certain conditions are met and the people inside an organization feel safe among each other, they will work together to achieve things none of them could have ever achieved alone. The result is that their organization towers over their competitors."

ARTICLE

'Restore Trust at Work with These 3 Words'

by Reid Hoffman, Ben Casnocha, Chris Yeh, *hbr.org*, 10 July 2014

We are allies. Three simple words. Yet when spoken by a manager to an employee, these may be three of the most powerful words possible.

Most of us spend the majority of our waking hours at work, on our way to and from work, or thinking about work. When we meet someone new, the first question Americans ask and are asked is typically, "So, what do you do?" When we describe someone else, we usually lead with their profession: "She's a doctor."

Given how important work seems in our lives, it is tragic that most employment relationships are built on a lie.

Managers pretend that employees have a job for life. Employees pretend that they intend to work for their company for the rest of their careers. But deep down, both parties don't believe their own words.

You can't build a trusting relationship on a foundation of dishonesty and self-deception.

Yet the "honest" approach of considering every job temporary, and every employee a "free agent" leads to a bleak, cynical world without trust or loyalty.

The answer is for managers and employees to treat each other as allies: Independent and autonomous players who voluntarily come together to work towards mutually agreed upon goals.

Treating employees like allies allows managers and companies to build loyalty without lying. Successful alliances can be renewed and updated, allowing employees to construct a successful career filled with professional growth without ever changing employers. And employees who choose to leave can do so on amicable terms and with fond memories of what the members of the alliance achieved together.

“The answer is for managers and employees to treat each other as allies: Independent and autonomous players who voluntarily come together to work towards mutually agreed upon goals.”

This open, accepting approach allows managers and employees to be honest with each other, providing a solid foundation for mutual trust, mutual investment, and mutual benefit. It creates a bigger pie for everyone rather than treating our work relationships as a zero-sum game.

We've thought a great deal about this approach and how to put it into effect, including concepts like Tours of Duty, Network Intelligence, and Corporate Alumni Networks. We've tried to build a rich framework that lets managers change their employee relationships, whether you're a Fortune 500 CEO or a newly minted team leader.

But, really, your journey as a manager will begin the next time you meet one-on-one with an employee and speak the three simple words that show that you're committed to an open, honest approach: We are allies.

What's your game plan?

Ok coach, what's your pep talk for this team? Here's the 'Top Ten ways to motivate' again, to help you figure out THREE areas you will focus on to get this team back on track:

1. **Know your people**
2. **Build team spirit and collaboration**
3. **Set high, but achievable, expectations**
4. **Offer flexible working options**
5. **Reward, recognise and offer feedback**
6. **Value autonomy and mastery**
7. **Create career paths and opportunities**
8. **Foster a sense of purpose**
9. **Encourage creativity**
10. **Introduce some unique quirks and perks**

→ In the beginning, being creative, brainstorming and dreaming up new ideas were central and essential characteristics of your team's culture. Over time, your team of five (including you as Team Leader) has grown stale. Maybe it's the dust-choked fake plants, the papers stacked up or the dog-eared posters on the walls. Or maybe you're not bang on trend anymore.

Your team used to be fantastic – they were supportive of each other and didn't whine. But you notice that lately they're spending more and more time working remotely. You like the idea of flexible working options, but it feels as though there's a bit of divide starting and less 'group hugs'.

Jess is one of the team's most solid and dependable members. She produces high-quality work, but you can see she's not as excited about what she's doing anymore and is just 'going through the motions'. You know she has more in the tank, and if you don't push her, she'll lose traction. You don't want to lose her and know her talents will be hard to replace. Of all the members, she often has the best ideas.

Darius has had quite a few days off in the last three months. He does what he has to and there are no complaints from his team. He's a nice guy. Something's up though and you've heard that he's 'just got a lot on his plate'. He is strong on the technology side of things.

Phillipa and Marco seem fine. They're still churning out the same stuff but it works. You need these guys to keep the wheels turning. But it seems that they just want to know what they have to do, and do it. They don't seem interested in pushing themselves, getting inspired or learning new skills.



You've got some great people but they're in a bit of a 'slump'. What three plays are you going to pull from the playbook to get them out of it?



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NOURISH GROWTH



SECTION 1 **AHA! A PLAN!**

SECTION 2 **IT'S NOT ME, IT'S YOU**

SECTION 1 AHA! A PLAN!



So you've got 'em motivated, and now the question is, how do you keep 'em motivated? Along the way, you might need the help of a plan – a plan that strategically helps team members hone in on and/or improve areas of their performance.



A Performance Plan focuses on specific goals, their associated actions, specifies a timeframe and how these goals can be measured (Key Performance Indicators or KPIs). Or if a team member needs further support, you might turn your attention to areas of improvement in a Performance Improvement Plan (PIP).

Throughout the process, it's important to think about preserving or drawing on each team member's intrinsic motivations for being a part of your organisation – you want to foster 'autonomy, mastery and purpose' as much as possible, and this should always be at the heart of goal setting. But if a team member can't seem to find their 'thing' and their performance is underwhelming, they might need a bit of help.

The trick is to keep performance planning positive, with a focus on goal setting and empowering individuals to be best they can be. This ensures that you don't unnecessarily condescend, over-correct or demoralise people. But as a leader, you have a responsibility to preserve team dynamics and if people are lettin' the side down you've got to call them on it. After all, dysfunctional teams lead to dysfunctional cultures.



Performance Development

Successful Performance Development systems align employees' performance plans with strategic goals. It is often quoted that any organisation's performance is the sum of the performance of all its employees, but this is only true if all employees are working towards achievement of strategic goals. To do this they need to know what those goals are and what they can do to contribute to their achievement. Most managers are familiar with business planning processes which delegate responsibility for achieving strategic goals by defining what each of the organisation's divisions and branches need to achieve to make the commitment required of them. Performance planning and development processes simply take this down to the level of the individual employee. The manager uses the business plan of the employee's unit or branch to define the contribution required of each employee and then reaches agreement with the employee on performance goals that will deliver this contribution.

(Feldman, K 2009, cited in 'Developing Performance: An implementation guide for public servants')

KPIs: lead and lag indicators

To measure performance, we can use what are called ‘lead and lag indicators’. Put simply, a lag indicator measures output or results and a lead indicator measures input or processes. To achieve optimal performance, we need to influence lead indicators (input) so that we actively affect the lag indicator (output). We cannot change a lag indicator because its measurement is summative. Yet, we can learn from it to alter the lead indicators next time around. You can also influence lead indicators, throughout the process, if something is not working.

A simple way of understanding how lead and lag indicators work, is to look at this example:

- You want to lose weight.
- You set yourself a goal to lose five kilograms in one month.
- To achieve this, you identify that the lead indicator is: ‘calories consumed’. So, you read some helpful material and make changes to your diet.
- At the end of the month, you weigh yourself. You have lost three kilograms (this is the lag indicator).
- You consider why you did not reach your goal.
- You set a new goal – to lose another two kilograms in three weeks. You change the lead indicator to include a focus on ‘calories consumed and calories burned’ and include more exercise, so that you can achieve the desired result this time (lag indicator).
- You weigh yourself in three weeks: total of five kilograms lost – results, and goal, achieved!

Consider lead and lag indicators as your basis for measuring success when writing performance plans or performance improvement plans. Help individuals answer this question: ‘what is the desired result and what do I have to do to get there?’ In other words, show them what success looks like and how to achieve it. This kind of clarity helps to remove any uncertainty or misunderstanding so that the individual, or team, feels more secure. This kind of security is important if you want a culture built on trust and people knowing where they stand.

Professional Improvement Plans: The Debate

When seen
as a **positive**
within the
culture

Why do we get such a bad rap?
We're just trying to help...

When seen
as a **negative**
within the
culture

- Protects the standards of an organisation
- If well structured, clearly outlines a process for measurable improvement
- Is a practical, unemotional approach to improvement
- If applied fairly, and without discrimination, lifts the whole performance of a team or department (by eliminating the 'stone in the shoe')
- When early intervention is initiated, can stop bad habits forming
- Because there's a time frame and the action is measurable, it can be approached strategically
- Should be offered with opportunities for education or training to develop skill/s
- If the process is handled well, should be more of a dialogue rather than a 'disciplinary hearing'
- Can be empowering if performance lifts and is duly recognised

- The process is remedial and not always permanent (unsustainable long-term)
- Is sometimes used to justify a decision to terminate employment (just a 'paper trail')
- Often, unrealistic deadlines are set for the targeted improvement
- If PIPs are not linked to effective collaboration, they can seem to be disciplinary in nature rather than supportive
- If its structure is long-winded and/or convoluted, it can lose its value
- A heavily bureaucratised and formal process impacts on its aim – ultimately, it's about helping a team member improve
- Team members can lose trust and feel disempowered if the process is not handled gently and/or constructively
- What happens if the team member doesn't improve?

Performance is a shared responsibility

While Performance Plans and Performance Improvement Plans target individuals to inspire goal setting or improvements, we cannot forget that we're moving toward a more collective way of doing business. As such, performance is a shared responsibility – the individual's responsibility, the team's responsibility and the organisation's responsibility. This interdependent relationship is important, and to function well, all parts needs to synchronise. When planning for performance, you need to keep the bigger picture in mind. Both individual and team KPIs need to align, and align again with the overarching mission, vision and values of the business. Think about Southwest Airlines again – remember their team metrics? The commitment to measure outcomes this way shows how much Southwest values collective responsibility, and it's this that underpins its culture and success.

ARTICLE

‘From ‘I’ to ‘we’: how to give up control and shift to shared leadership’

by Roma Gaster, 9 May 2014, brw.com.au

Business leaders today face multiple demands on their time as well as their emotional and physical resilience. The imperative to deliver results, drive profits, manage multiple stakeholder interests and do more with less leaves many executives and senior managers burdened. Many feel that the success of a business relies on their efforts alone.

In today's fast paced and increasingly complex world, doing business has become an intensely personal experience. When asked, most leaders would say they believe in a culture where leadership is shared, but in practice many default to holding on to control. Their internal operating system drives their outer behaviour. Competing commitments of wanting to let go in order to share leadership at the same time as fearing failure, and/or reputational loss, mean that many leaders say one thing but do another.

Unleashing the collective creative capacity of an organisation comes about through a change in thinking along with a change in language. This fundamental shift from the language of “I” to “we” lies at the heart of collective leadership.

An excessive emphasis on the “I” when it comes to leadership can become self-limiting – especially when self-focus and self-importance is at the expense of others.

A wider perspective of “we” requires a shift in mindset, one that embraces the belief that the primary purpose of leadership is not just to run the business but to create more leaders. This shift doesn’t happen by accident; it requires a conscious choice. It also requires courage, patience and time.

In teams and organisations where leadership is truly shared, previously untapped passion, energy and commitment start to emerge. Paradoxically, individual responsibility and accountability are no less important in a system that values collective leadership – in fact the bar is often higher.

So, how do leaders shift their perspective from the “I” to the “we” – and still maintain high levels of accountability and responsibility?

Here are eight suggested ways to begin with:



DO THE MATHS

How much is one individual leader capable of doing it all? In reality none of us is as capable as all of us – most especially true when we are all aligned by purpose and values, and all moving in the same direction. Individual contribution is still vital but it is the effectiveness of collective leadership that opens the door for competitive advantage in today's fast paced, ever-evolving landscape. Today we have ways of measuring the ratio of effective to ineffective leadership in our organisations. The evidence is compelling – effective leaders outperform ineffective leaders every time – even more so when a collective of leaders is consciously effective.

START WITH THE MOST SENIOR LEADERS

Developing leadership is their job. A key role of senior leaders is to role model and to light the way. Agreement and alignment to shared purpose, vision and values lays the foundation for developing others. When developing leadership in others becomes the agenda instead of self-preservation and self-interest, what begins to thrive is passion, cross-functional collaboration and a culture where people want to give their best, to learn and grow and adapt to change – together. Collective discretionary effort and collaboration tends to far outweigh silo driven competition.





FOSTER WEBS OF INTERDEPENDENCE AND LEARNING

As Peter Senge, senior lecturer at MIT and founding chair at the Society for Organisational Learning, states – the way to unleash “non-obvious areas of leverage in an organisation is through deep and persistent commitment to learning”.

Deep development challenges our most cherished beliefs and assumptions. The most effective leaders challenge the old ways of doing things, including their own habits and default patterns. They are prepared to be wrong and prepared to learn from the wisdom of others – and this includes openly seeking diverse views across all levels in the organisational structure.

REVIEW SYSTEMS THAT KEEP PEOPLE FOCUSED ON THE “I” AT THE EXPENSE OF THE “WE”

Unknowingly many systems and processes in organisations keep people focused on the “I” – reward and recognition systems are a classic example. When an organisation is able to make the shift to include reward and recognition for both individual and collective contribution, it is as if magically the spirit for the great good is unlocked.

Larry Wilson refers to this as “playing to win – together”.



SHARE RESPONSIBILITY AND AUTHORITY MORE WIDELY

Encouraging people to broaden their perspective and contribute their ideas not only makes them feel valued but it unearths a rich source of new insights. Employees tend to contribute more enthusiastically when they realise they are being listened to and trusted. This creates a positive feedback loop that fosters ongoing creativity.



ENCOURAGE COLLECTIVE LEARNING AND DEVELOPMENT

A learning culture prepares employees for greater leadership responsibilities. However, learning and development is not just confined to training programs or up-skilling.

Deeper and longer lasting development addresses the personal motivations and behaviours that positively impact performance and influence organisational culture. Cultivating this kind of learning is fundamental to the success of cultural transformation as it allows individuals to become more effective from the inside out.



ADOPT THE LANGUAGE OF COLLECTIVE LEADERSHIP

When collective leadership becomes part of the everyday language and storytelling in the organisation, people begin to believe that it is okay to focus beyond themselves to what really matters for the sake of the greater good. Embedding the vocabulary of shared authority, creative and initiative – in team and individual KPIs, and in team meetings signals a change in the organisation's identity. Mediocrity and entitlement make way for everyday conversations that make a difference in both relationship and results.

“Each person holds so much power within themselves that needs to be let out. Sometimes they just need a little nudge, a little direction, a little support, a little coaching, and the greatest things can happen.”

Pete Carroll

“People will exceed targets they set themselves.”

Gordon Dryden



BECOME A SERVANT, NOT A MASTER

Leaders who are willing to move beyond the “I” mentality find it within themselves to focus on the impact they have on others. This shift in perspective can take the form of becoming the “servant leader”, which requires them to dedicate themselves to serving the collective good, including guiding and teaching others and humbly passing on what they have learned in their own careers. Servant leaders draw their satisfaction from helping others move forward by supporting them to develop their own leadership qualities. This is the realm of positive legacy and when done consciously and collectively their impact can be felt for year and years.

Imagine the impact that effective collective leadership can have on employee engagement. Engaged employees deliver better performance, which is vital for business success in the short, medium and long terms. Research shows that work units with high employee engagement outperformed those with low employee engagement by 10 per cent on customer ratings, 22 per cent in profitability, and 21 per cent in productivity. Disengagement comes at a huge financial cost.

The essence of collective leadership is that leadership can emerge at all levels of an organisation. By shifting from “I” to “we”, leaders open up the possibility of enhancing future creativity, sustainability and relevance of their organisations.



SECTION 2 IT'S NOT ME, IT'S YOU

“A good coach will make his players see what they can be rather than what they are.”

Ara Parasheghian

Effective coaching is not about blaming and shaming, instead, it helps individuals determine what they want to change and how they'll go about it. It inspires. It dreams big. It thinks forward and lets the reins of the past go. But, at the same time, it's also an honest and no bull conversation. Think Herman Boone in *Remember the Titans* (if you haven't seen this, I highly recommend it). Effective coaching helps to build a culture of more self-aware individuals who actively take responsibility for their own professional and personal development. This empowers coachees and offers them complete autonomy – making it an effective form of performance management. Empowerment and autonomy are primary motivators for a more highly engaged workplace; fostering greater creative thinking, innovation, problem solving and risk taking. Do you remember when a parent or teacher told you that you had to do something? What was your reaction? What if they asked you what you wanted to do? What if they saw you as an equal? Or believed in your ability to make your own decisions? As a coach, think about making your dialogue more like the latter example: open and flexible.



“Coaching is a conversation, a dialogue, whereby the coach and the individual interact in a dynamic exchange to achieve goals, enhance performance and move the individual forward to greater success.”

Zeus and Skiffington

Celebrate the wins with 'AI'

Appreciative Inquiry (AI) coaching is based on a problem solving method pioneered by David Cooperrider and Suresh Srivastva in the mid 1980s. While conventional problem solving methods aim to manage or eliminate weaknesses, the AI approach aims to build on strengths. Coaching using AI methods leads to the ultimate empowerment of team members, encouraging them to act. It focuses on increasing self-awareness, and prompts coachees to own and act on solutions. When using AI coaching methods, the focus isn't on changing people. It's not about what's been done incorrectly or redirecting. It moves people to a positive, energised state and helps them to see the need for change themselves, and to explore new possibilities. People are more likely to act or implement solutions, if they feel empowered.

“Nobody who ever gave his best regretted it.”

*George Halas,
Football Coach*

There are five core principles to AI coaching:

1.

Constructionist – words create worlds – we see the world we describe. To a degree, we are in charge of our reality. If we don't like it, we have the power to change it.

2.

Simultaneity – all questions are leading questions. Change begins the moment the coach asks the first question. It creates the foundation for what the person discovers. Questioning and change can happen in the same moment.

3.

Anticipatory – images inspire action. Positive images create positive futures. What we see and believe we can do, we will work toward doing. If we can't see it (and believe it), we can't do it.

4.

Poetic – whatever we focus on, grows. A focus on success creates more success. A focus on problems creates more problems. We can reframe or refocus for a positive future. We can rewrite stories from our past in light of new experience.

5.

Positive – the positive core = strengths, achievements, unexplored potentials, and assets. Building strengths is more effective than correcting weaknesses. The more positive the question, the greater and longer-lasting the change. This principle acknowledges that encouragement and support help us to change and grow.

Coaching your team members using AI methods means altering the way you ask questions and interact with team members.
For example:

Language matters. Resist using ‘problem solving’ phrases common in business such as ‘skill gaps’ and ‘action plans’, and instead introduce words such as visions, dreams and potential.

Know the strengths of your team members and encourage them to see their potential.

Don’t focus on what to fix, focus on what to grow.

Think in terms of good, better and possible, rather than problems, causes and solutions.

“ I never cease to be amazed at the power of the coaching process to draw out the skills or talent that was previously hidden within an individual, and which invariably finds a way to solve a problem previously thought unsolvable. *John Russell* ”

The language for AI

Notice the language used in these questions, intended for a discussion about one's dreams. Consider a dream you have. Then, answer these questions and record your feelings as you go. How does talking about these things make you feel exactly?

- Thinking about your dream, what would make it come alive for you?
- What in your dream really calls to you, makes you yearn for its fulfillment?
- When you think about your dream, what brings you joy or excitement? What makes you laugh?
- What three big accomplishments would make you feel as though you have come close to your dream?
- What have you done before that you could do again to move toward your future?
- Who are your fellow travelers? Who are people you trust and value who have supported you in the past and will again?
- What do you need to pay attention to so that you feel supported and so that you are taking care of yourself as you embark on this journey?
- What have you already started putting in place? Where is your attention going now as you think about the things you want to do?
- What are small actions that you would like turned into new habits?
- What smaller aspects of your dream could you experiment with now?
- If you were to experiment with one aspect of your dream, what kinds of things can you see yourself trying? How serious is this experiment? How could you make it less serious? More playful?
- If you were to act as if your dream were reality now, what fun would you be having? How could that truly be happening now or in the near future?
- What makes you feel proud and capable today?

(Extracted from *Appreciative Coaching: A Positive Process for Change* by S. Orem, J. Binker and A. Clancy, 2007)

Now consider why AI might work – what is it drawing on or engaging with exactly?

What's your game plan?

Get your coach on! Write a list of ten questions, based on the Appreciative Inquiry model, to help direct conversation with this client. This is the background you have already:

→ Yumi works at 'Stars-in-the-making', a small company of thirty employees. 'Stars', as everyone calls it, manages talented young people; they might tap dance or sing Opera at events, appear in cute commercials, or play small parts in film and TV.

Yumi is Office Manager and, even though it's not her job, she sometimes has to deal with overbearing parents who whine down the phone while drinking almond milk lattes and obnoxious children who wear more expensive shoes than she does. But her actual responsibilities include overseeing a team of ten administration staff, coordinating day-to-day operations and implementing policies and procedures. It is more interesting, and intense, than it sounds.

There is generally a good vibe at Stars, and upper management do care. They've introduced coaching for the staff, to help boost morale. This is where you come in – you might not be an expert in this area, but it doesn't matter. It means you're less likely to get too emotionally tangled up and involved, and can be more objective. Already, you're kicking goals.

In a few days, it's the first time you're going to meet Yumi. You need to figure out what makes her tick, what her aspirations are, and if they align with her career choices. She has already suggested that the goal she wants to work on is to improve workplace health and well-being to encourage greater positivity. You need to frame a dialogue around this goal and it's important that you set the tone positively. After this, Yumi has a further five sessions with you, once a fortnight for 45 minutes each.

Get your questions ready and your game plan sorted!



ARTICLE

‘Stop Giving Feedback, Instead Give Feedforward’

by Kevin Kruse, 19 July 2012, *forbes.com*

Previously I wrote an article on the evils of traditional, annual performance appraisals. It's an old ritual that is flawed because of the annual schedule, one-size-fits-all evaluation standards, simplistic 5-point scale, and the fact that criticism is tied to compensation. While performance *appraisals* must be eradicated, rigorous performance *systems*—ones based on **Feedforward Coaching**, not annual feedback—are the secret to creating engaged, **Superhuman Capital**.

The entire idea of Feedforward Coaching is that it is a continuous process focused on future performance and career pathing—it's not grading a year's worth of past events; the manager serves as Coach, not Executioner.

ARTICLE 

One of the primary drivers of employee engagement is a sense of growth and development, and another is having a manager that cares about you. Feedforward Coaching pushes both of these hot-buttons. Indeed, a Bersin study (November 2011) showed that:

Organizations, whose managers are highly effective at coaching, **outperform their peers by a two-to-one ratio** in productivity, retention and financial performance.

There are four keys to the Feedforward Coaching Model.

1. Feedforward Coaching focuses on goals, not standards.

The manager and direct-report work together to identify goals that are specific to the individual's role, and aligned to corporate objectives. This is critical as it guarantees that workers will know "what is expected of me", which is another key driver of engagement and performance. It also frames the conversation in a meaningful way. Are the goals on track or not? Why? What can the individual do to improve? What can others do to support?

ARTICLE**2. Feedforward Coaching includes career guidance.**

The manager helps the direct report identify career goals, and assists with career pathing. What are the skills, experiences, and contacts the individual needs to acquire to fulfill career goals? The manager helps the direct report close “the gap” by identifying mentors, assigning developmental opportunities, allowing for short-term job-rotations and allowing time and money for training.

3. Feedforward Coaching includes various data points, not just one manager's opinion. In addition to the manager's and individual's perspective, feedback from peers can be gathered from formal 360-surveys, informal input from team members, or data gathered in peer-reward systems (e.g., Achievers.com or Salesforce Rypple). This changes the process from he-said she-said, to, “Let's look at everyone's input...”

4. Feedforward Coaching takes place throughout the year, not arbitrarily annually. Feedforward is best given in the context of projects (i.e., goals) which of course have varying durations. Goals that would last a year or more should be broken down into smaller objectives so the feedback loop is more frequent. Career path discussions should happen as needed, but at least every six months.

The time has come to stop giving *feedback* and start giving *feedforward*. We must become leaders of people not just managers of tasks. Feedforward Coaching has the power to turn everyday workers into engaged workplace super heroes, whose discretionary effort will drive extraordinary business results.

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KEEP IT COHESIVE

SECTION 1 **MANAGE THE CLASH**

SECTION 2 **IT'S A GROUP THING**



SECTION 1 **MANAGE THE CLASH**

There's this guy. Let's call him Joe. There's this girl. Let's call her Jill. And there's this team. Joe and Jill are both on it. The problem is: Joe and Jill do not get on. Their relationship is like a Mentos in Diet Coke – kaboom! A personality clash? That's an understatement. So what do we do about Joe and Jill? How does the team function with these loose canons on board? It's so intense that the feud is threatening to derail a project, and the normally quiet Tân has thrown around some expletives and walked off the team. So, do we just tell them all to suck it up and get on with it? No. Should we figure out why there's a clash? Yes. Does that mean Joe and Jill (and the rest of the team) will suddenly like each other and go for group hugs? Probably not. That's ok – we just need to manage the clash and get our team working again, we're not looking for world peace. But how do we get things back on track? It may be time to have a conversation...

“When you have a conflict, that means that there are truths that have to be addressed on each side of the conflict. And when you have a conflict, then it’s an educational process to try to resolve the conflict. And to resolve that, you have to get people on both sides of the conflict involved so that they can dialogue.”

Dolores Huerta

Face up to it with a crucial conversation

Crucial Conversations rely on high levels of emotional intelligence – they are typically deeper, more honest conversations that create a new level of bonding and are able to transform people, situations and relationships. Many ‘defining’ moments in life come from having crucial conversations, as they create significant shifts in attitude and behaviour.

There are three factors that tend to define a crucial conversation:

1. Opinions differ
2. The stakes are high
3. Emotions are intense

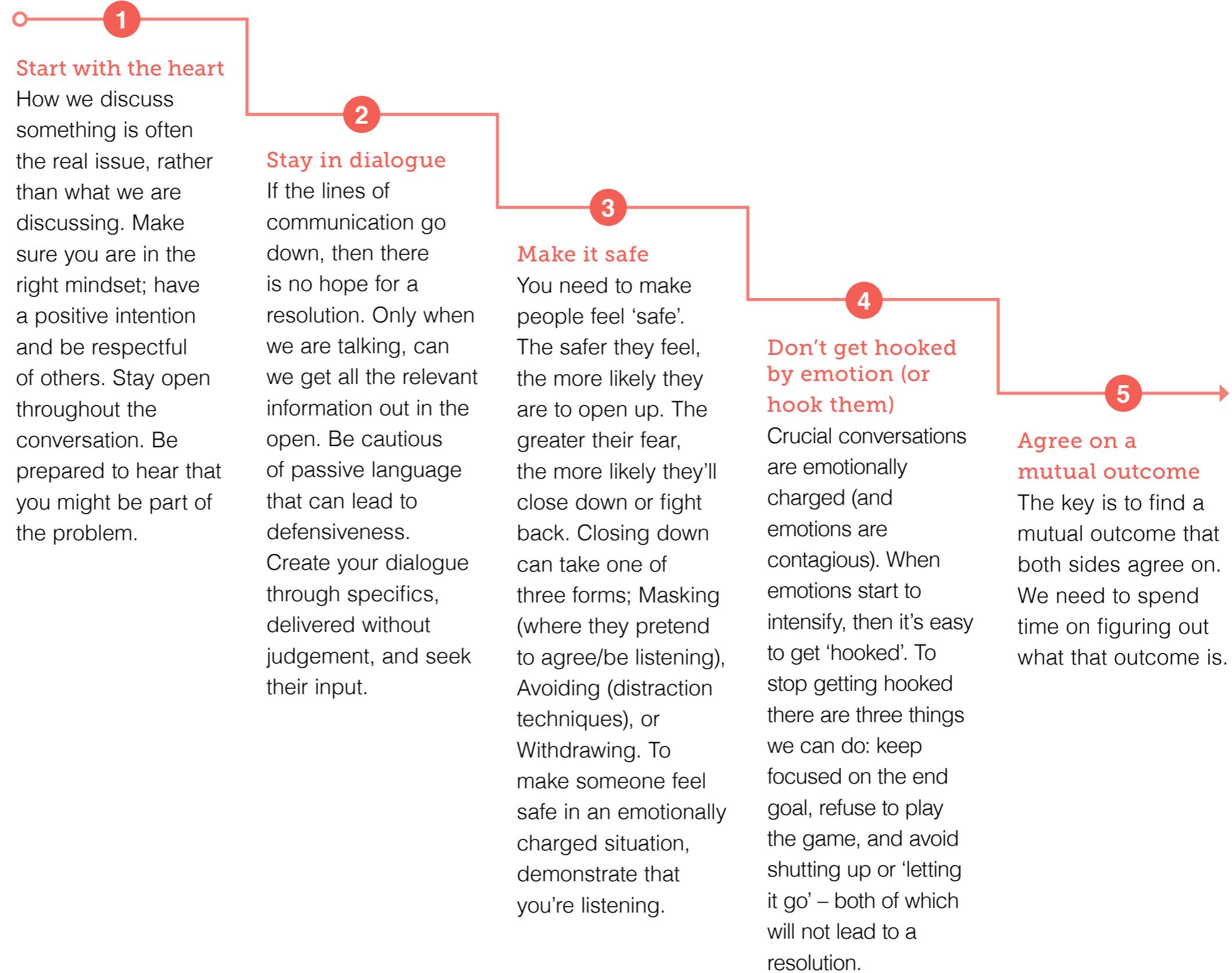
If crucial conversations are handled properly, they create breakthroughs. If handled badly, they can lead to breakdowns. Whole relationships can balance precariously on the outcome of these conversations. And the reality is that many leaders do not deal with them well – or at all. They live in the hope that situations will resolve themselves; letting the conflict simmer dangerously and, therefore, build momentum. In a culture that values teamwork and respect, this can have a significant impact. Not only that, but an even bigger culture killer can result: the team can lose respect for their leader, the longer the situation is left to go on.

“I'm sorry,
if you were
right, I'd agree
with you.”

Robin Williams

Before you start your conversation, check your intention and decide whether to raise the issue. If your intention is to convince the other person that you are right about something, then it's a conversation not worth having.

Once you decide that you do need to talk, these seven steps can help you to manage the conversation:



6

Separate facts from the story

It's critical to separate fact from opinion, as they are very different. You state only what is irrefutable evidence, for example, what was seen or heard (and not the meaning created from it).

Having stated the facts (which you ask for agreement on) you can then spell out the 'story' created. We then need to pause and allow the other side or sides to put forward their story or interpretation of the facts.

There are three stories we need to listen out for that help us deconstruct a person's perspective. These stories are disempowering and look to shift responsibility: victim stories (It's not my fault), villain stories (It's all your fault) or helpless stories (There's nothing else I can do). Explore their story, and yours, to find the 'third story'. This is the one that is closest to the real truth.

7

Agree on a clear action plan

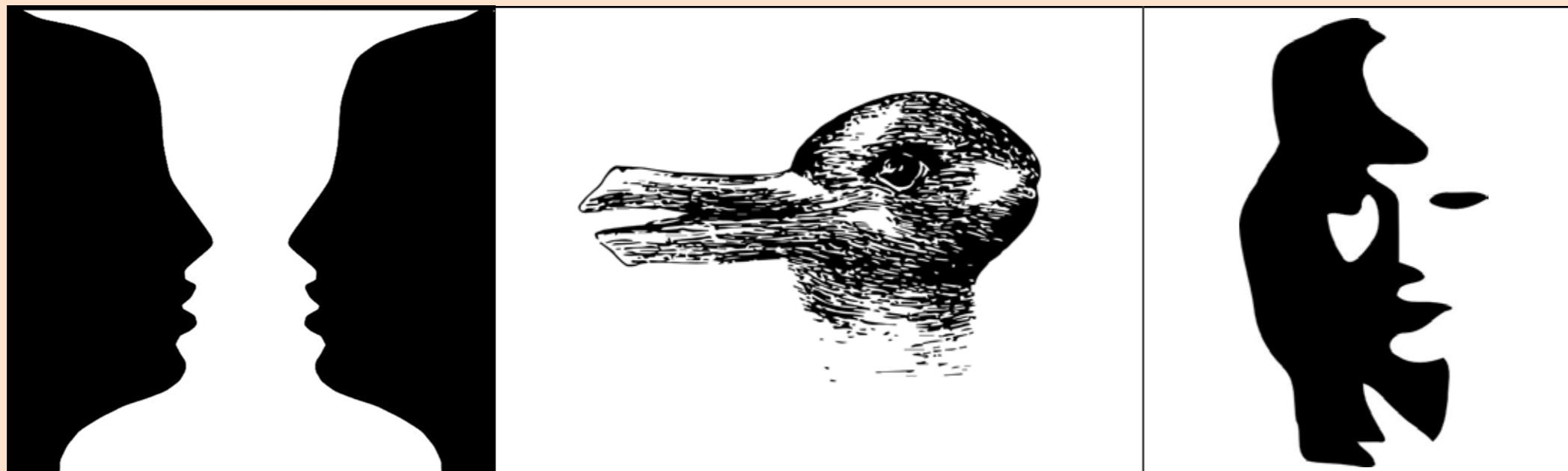
Hopefully, this consensus leads to options for improving the situation, including an action plan and follow-up date to review progress.

“Peace is not absence of conflict, it is the ability to handle conflict by peaceful means.”

Ronald Reagan

Keeping the balance: Advocacy and Inquiry

Before reading, consider these pictures:



Perception is a funny thing. What did you see first when you looked at the pictures above? The vase or the faces? The duck or the rabbit? The saxophone player or the woman? Consider that when you communicate another person might see something a different way, and try as you might you just can't see it that way. It may take a little while until you finally exclaim, 'Oh yeah, now I get it!'...

To avoid perceptions becoming distorted in conversations, the trick is to always explain where you're 'coming from' (**advocacy**) and ask the same of the other person (**inquiry**). Neither advocacy or inquiry are effective on their own – you need a good balance to enable understanding. But that word 'balance' is relative. High advocacy would be needed in situations where you're presenting or dictating, for example, processes and protocols. High inquiry would be necessary in situations where you need to be actively listening in, for example, a lecture or when instructions are being given. Situations that use a more active combination of both styles include brainstorming and collaboration.



advocacy

'advəkəsi

noun

public support for or recommendation of a particular cause or policy.

"his outspoken advocacy of the agreement has won no friends"

synonyms: support for, argument for, arguing for, calling for, pushing for, pressing for

inquiry

in'kwairi

an act of asking for information.

"the police were making inquiries in all the neighbouring pubs"

synonyms: question, query





Advocacy
‘What I mean is...’

- Advocacy is how people express opinions.
- When you’re advocating, you’re seeking to be understood.
- How ideas are presented or explained.
- It isn’t about pushing your views and taking all the ‘air time’ – there’s room for discussion and healthy debate.
- Advocacy statements look like these:
 - “Here’s what I think and how I got there.”
 - “I came to this conclusion because....”
 - “To get a clearer picture of what I am talking about, imagine you’re...”
 - “What do you think about what I’ve just said?...”



Inquiry
‘So what you’re saying is...?’

- Inquiry is how people express curiosity.
- When you’re inquiring, you’re seeking to understand others.
- How questions are raised and answered.
- Questions are meaningful – they don’t provoke people or seek to intimidate or make them defensive.
- Inquiry questions look like these:
 - “How did you arrive at this view?”
 - “Can you help me understand your thinking here?”
 - “So, when you say...do you mean...?”
 - “I’m not sure I get it. Can you give me a couple of examples please?”

To understand yourself better, and how you might perceive or be perceived at work, there are some free tests to assess your agreeability [here](#).

TOP TEN

Avoiding workplace tug-of-war...

1

Be friendly. Show the way.

6

Take responsibility for your part.

2

Pay attention. Diffuse 'bombs' before they go off.

7

Focus on the bigger picture or process, not the person.

3

Listen. Don't just pretend to either. Actually do it.

8

Use 'How can we...' rather than 'You always...' to eliminate blame.

4

Avoid 'fight or flight'. Deal with conflicts.

9

Look for the win-win.

5

Cool down before reacting.

10

Commit to an outcome or resolution. Be creative...



SECTION 2 **IT'S A GROUP THING**

There's this humorous greeting card featuring a woman driving and her partner sitting beside her in the passenger seat. The woman asks, 'Where do you want to eat?' The man replies, 'I'm fine wherever.' 'Okay, how about that burger place?' she suggests. 'No, not there,' he says. 'What about the pizza place?' she asks. 'No, someplace else,' he replies...

Does this sound familiar?

What's interesting about this little scenario is that the man can't make a decision about what he wants but easily decides on what he doesn't want (NB. this is not gender stereotyping – the roles could easily be reversed!)

The point is that decision-making is a pretty weird, wonderful and complex process. It is fraught with danger. Different perspectives, inferences, assumptions, judgements, beliefs, values and cultural understandings are just a few influences that shape (and sometimes sabotage) the way we make decisions. And not only are we affected by our internal workings but, in the workplace for example, we have external pressures from our peers, team members, leaders, and from such things as resources, costs and deadlines. With all this 'stuff' getting in the way, no wonder things go a bit awry. To make an effective decision, we need to clear away some of this 'stuff'. We need to see clearly. The question is how do we do it? Here's some ideas...

“99 percent of what you see is not what comes in through the eyes. It is what you infer about that room.”

Henry Markram

ARTICLE EXTRACT

'6 Tips for Making Better Decisions'

by Mike Myatt, 28 March 2012, *forbes.com*



1 GUT INSTINCTS

This is an experiential and/or emotional filter that may often times have no current underpinning of hard analytical support. That said, in absence of other decisioning filters it can sometimes be all a person has to go on when making a decision. Even when more refined analytics are available, your instincts can often provide a very valuable gut check against the reasonability or bias of other inputs. The big take away here is that intuitive decisioning can be refined and improved. My advice is to actually work at becoming very discerning.

Raw data is comprised of disparate facts, statistics, or random inputs that in-and-of-themselves hold little value. Making conclusions based on data in its raw form will lead to flawed decisions based on incomplete data sets.

DATA

Keep it cohesive

It's a group thing

INFORMATION

Information is simply an evolved, or more complete data set. Information is therefore derived from a collection of processed data where context and meaning have been added to disparate facts which allow for a more thorough analysis.

Knowledge is information that has been refined by analysis such that it has been assimilated, tested and/or validated. Most importantly, knowledge is actionable with a high degree of accuracy because proof of concept exists.

KNOWLEDGE

CREDIBILITY

What is the track record of your source? Is the source reliable and credible? Are they delivering data, information or knowledge? Will the source tell you what you want to hear, what they want you to hear, or will they provide the unedited version of cold hard truth?

Read the full article [here](#).

Are there any hidden and/or competing agendas that are coloring the input being received? Is the input being provided for the benefit of the source or the benefit of the enterprise?

BIAS

IN THE REAL WORLD...



Dear neighbour...

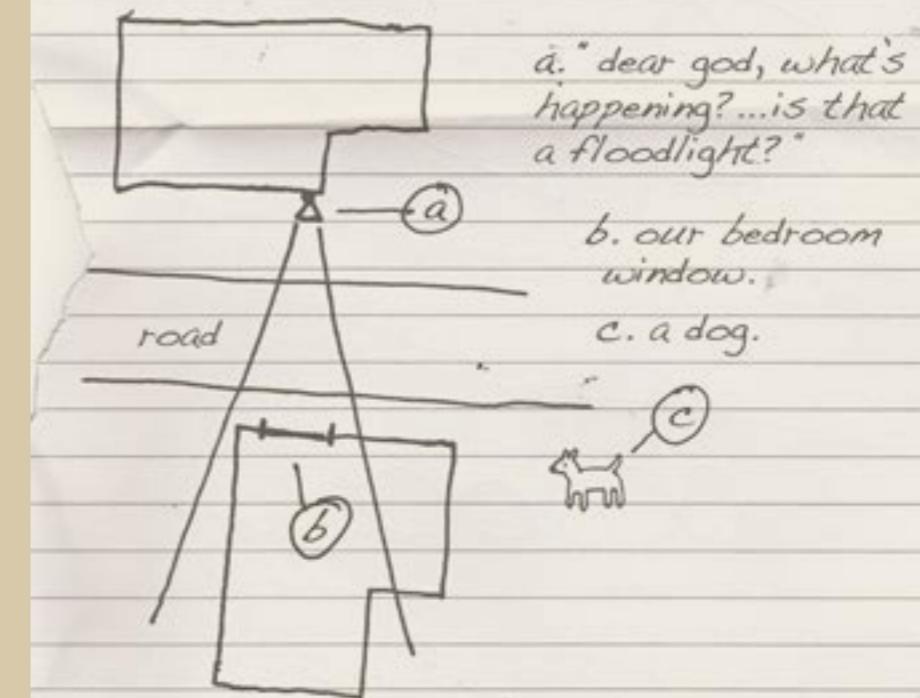
Check out this dispute between David Thorne and his neighbour in 2012, and consider it in relation to the questions that follow.

Dear neighbour,

Due to your new terawatt floodlight shining through our bedroom window like a small but intense sun, I have removed the lamp and placed it in your letterbox.

Regards, David.

david@276slash6.com



IN THE REAL WORLD...

From: Justin Flecker

Date: Sunday 6 May 2012 6.52pm

To: David Thorne

Subject: Lamp

I received your note but you can't go onto other peoples property and take things, that's trespassing. Massanutten is a wooded area and I installed that light for security. It's a safety issue. I can't help it if some of the light goes across the road, close your curtains if it bothers you.

From: David Thorne

Date: Sunday 6 May 2012 7.41pm

To: Justin Flecker

Subject: Re: Lamp

Hello Justin,

Thank you for your email. While I accept that curtains are usually the key to community accord, in this instance they would need to be constructed of eight-inch-thick lead sheeting. Last night, with my curtains closed and bedside light off, I read a book. Wearing sunglasses. Under a blanket.

Though unconvinced that blinding local fauna is the best solution, I do understand the heightened need for security living in a wooded area such as the gated community of Massanutten demands.

Having formerly lived my entire life in Australia, I am unfamiliar with much of the local wildlife but I did see my first raccoon last week. I stepped outside to have a cigarette and the raccoon, sitting less than five feet away beside an up-ended bin eating the remains of a Domino's Artisan Tuscan Salami pizza, hissed at me. Surprised, I threw myself backwards, rolled several times toward the door, and sprang to my feet holding the welcome-mat above my head to appear taller. Sometime during the roll-spring-mat maneuver, probably during the roll part as it was over gravel and I was wearing shorts and a thin t-shirt so I had to take it slow, the raccoon left. Which probably isn't as exciting a story as it should be but this isn't Borneo and I'm not Jack London.

I did see a snake the other day though. I picked up a stick to poke it with which also turned out to be a snake. Jumping back in panic, I threw it away from me, but our dog thought I was playing fetch and I had to run and jump over a creek to get away.

As such, this weekend I intend to set up a canister of poisonous gas in my yard with an industrial fan behind it. I can't help it if some of the gas goes across the road.

Regards, David.

IN THE REAL WORLD...

From: Justin Flecker

Date: Monday 7 May 2012 2.14pm

To: David Thorne

Subject: Re: Re: Lamp

Is that meant to be a threat? Put something up in your window if you don't like the light, we lived here 5 years before you even moved into the neighborhood and got along perfectly with Ryan who lived at your property before you. We went to his BBQ's and I loaned him our mower. We get along with all our neighbors. I dont know what you people do in your own country but in this country we dont go onto other peoples property and touch their stuff.

From: David Thorne

Date: Monday 7 May 2012 3.37pm

To: Justin Flecker

Subject: Re: Re: Re: Lamp

Dear Justin,

In my country, terawatt globes are reserved for police helicopter chases and warning sailors of hazardous shoals. This is despite

the fact that practically every living creature there can kill you in under three minutes. Our primary spoken language is screaming... And no, it was not a threat. It was an exaggerated response to an uncompromising stance. I was taught never to make a threat unless you are prepared to carry it out and I am not a fan of carrying anything. Even watching other people carrying things makes me uncomfortable. Mainly because of the possibility they may ask me to help.

I did consider installing a floodlight as bright as yours, but this would require some form of carrying things, electrical wiring knowledge, and access to a power supply capable of producing that amount of wattage. Probably fusion. As I am told off by my partner for wasting money when I leave the light on in the bathroom overnight, I can only speculate to what her reaction would be to an electricity bill eight times our annual income for retaliatory garden lighting. She would probably have to get a third job.

It would be much cheaper to stand in my driveway and throw rocks. I can't help it if some of the rocks go across the road. You should probably put something up in your window.

Regards, David.

IN THE REAL WORLD...

From: Justin Flecker
Date: Tuesday 8 May 2012 10.01am
To: David Thorne
Subject: Re: Re: Re: Re: Lamp

Did you take our lamp again asshole? What part about not being allowed to go on our property don't you get?

From: David Thorne
Date: Tuesday 8 May 2012 10.32am
To: Justin Flecker
Subject: Re: Re: Re: Re: Re: Lamp

Dear Justin,
No, I did not take the light again. I relocated it again. Its current location may be discovered by deciphering the following set of clues to its whereabouts. Perhaps you could invite your friend Ryan over and treat it as a kind of treasure hunt:

1. It's in the letterbox again.
2. Look in the letterbox.

As I realise this probably won't narrow it down much for you, I will give you a third clue in the form of a riddle:
What burns with the light of a thousand suns and is in the

letterbox?
Regards, David.

From: Justin Flecker
Date: Tuesday 8 May 2012 11.15am
To: David Thorne
Subject: Re: Re: Re: Re: Re: Re: Lamp

I put a smaller lamp in so you can shut the fuck up now. Don't email me again and if you ever trespass on our property again I will press charges.

From: David Thorne
Date: Tuesday 8 2012 12.02pm
To: Justin Flecker
Subject: Re: Re: Re: Re: Re: Re: Re: Lamp

Dear Justin,
What if I have a barbecue and need to send you an invitation? Is it ok to email you then?
Regards, David.

IN THE REAL WORLD...

From: Justin Flecker
Date: Tuesday 8 May 2012 12.18pm
To: David Thorne
Subject: Re: Re: Re: Re: Re: Re: Re: Lamp

No it's not ok.

From: David Thorne
Date: Tuesday 8 May 2012 12.27pm
To: Justin Flecker
Subject: Re: Re: Re: Re: Re: Re: Re: Lamp

Dear Justin,

What if I need to borrow your lawn-mower? I can't invite people over for a barbecue and expect them to stand in long grass.

Someone might be bitten by a snake. It's a safety issue.

Regards, David.

From: Justin Flecker
Date: Tuesday 8 May 2012 3.26pm
To: David Thorne
Subject: Re: Re: Re: Re: Re: Re: Re: Re: Re: Lamp

Fuck off back to Austria.



Q&A

1.

What initiates
the conflict?

2.

Identify the different
emotions and perceptions
held by each neighbour.

3.

How do these
perceptions lead to the
conflict escalating?

4.

Evaluate the extent to
which emotions affect
our perceptions and
decision making.

5.

Have you experienced
or witnessed a conflict
at work? If so, can you
objectively assess both
sides. What emotions and
perceptions were held by
both parties?

Don't sink with 'Groupthink'

So, you have a great team and everyone gets along. Amazing. You could bottle up your culture and sell it to anyone – it's that good. Your mix might be totally sweet bro, but every now and then it's important to check in and make sure everyone is wearing their hair nets so that you don't find any stray hairs in your mouth (totally gross I know).

A good culture is more than just everyone getting along. Sometimes, challenge and conflict can be a good thing. When it's channeled correctly, it means people care and are passionate and interested. It shows they are invested. We can get along, and have different opinions.

One of the 'strays' that can affect your team culture is Groupthink. This term was coined in 1972 by social psychologist, Irving Janis. It occurs when a hunger for consensus overrides an individual's desire to present alternatives, critique information or express an unpopular opinion. Consequently, some decisions go unchallenged and can impact on success.





**Groupthink can
happen when
there is:**

- ▶ A strong persuasive leader
- ▶ A high level of group cohesion
- ▶ Intense pressure from the outside to make a good decision

As a leader it is important to look out for behaviours such as:

- **Rationalisation** – when team members convince themselves that, despite evidence to the contrary, the decision presented is the best one.
- **Peer pressure** – when a team member expresses an opposing opinion and other team members apply pressure to force them into compliance.
- **Moral high ground** – when morality underpins decision-making, the pressure to conform is greater because no-one wants to be perceived as immoral. “Well, we all know what is right and wrong, and this is definitely right.”
- **Censorship** – team members censor their opinions in order to conform: “Even though my opinion is different, it must be wrong, because everyone else agrees.”
- **Illusion of ‘we’re all together on this’** – because no-one speaks out, everyone in the group feels the group’s decision is unanimous. This is what feeds Groupthink and causes it to spiral out of control.

To avoid Groupthink, it's important to have a process in place for checking fundamental assumptions affecting significant decisions (for example, the Ladder of Inference model). Groupthink can stifle teamwork, and leave all but the most vocal team members disillusioned and dissatisfied.

Video Link:

Nat Geo Wild '[Group Think](#)' (and the desire for conformity).

ARTICLE

‘Yes, You Can Brainstorm Without Groupthink’

by Vijay Govindarajan, *hbr.org*, 25 July 2012

Use three simple techniques
for avoiding “Groupthink”
during brainstorming...

Assemble a Diverse Team

Build your team with people from different disciplines, cultures and age groups. Be sure that some members have necessary and relevant expertise, but that some are naïve about the issue (we call them “WildCards”). We once ran a session for a client team composed of a range of scientists and technologists from Bell Labs where 25 new patent applications were filed — 20 of which came from the participation of a 70 year-old grandmother!

And when you are considering candidates, include different styles of participation and thinking: Explorers (extroverted, inquisitive, comfortable with ambiguity, free-thinking), Developers (creative problem-solvers, sometimes introverted, quieter, but love being given a problem or challenge to solve), and Commercializers (realists, business-minded, practical problem-solvers).

Encourage each type of thinker to play, bring introverts out of their shells and tone down the influence of the extroverts, and leverage their diversity to not only identify a range of possibilities, but to also find ways to make the newer ideas feasible.



Focus on Roles: The Client, the Facilitator, and Resources

Somebody has to own the effort. This is the client role. That individual may have a lieutenant, but clientship cannot rest with the full team or even a large subset. That is a sure way to generate “Groupthink.” Instead, one person must make the decisions. The team should advise that person and advocate for their positions with passion, but ultimately, the client has to exercise leadership and decision-making — they must pick the final concepts to recommend or implement. This role cannot be delegated.

The client should not be in charge of running the meeting/dialogue. They must keep their heads in the content and not worry about or unduly influence the process. Rather someone else should be in the facilitator role and in charge of the process — facilitating the interaction, drawing out the range of perspectives, managing the brainstorming process non-judgmentally.

Everyone else is in the resource role. They focus on listening, learning, ideating, building on other offers, etc. Resources advocate, but do not decide! If everyone in the room has to agree, then the outcome will be the worst possible aspect of “Groupthink” — a decision in favor of the lowest common denominator, devoid of originality, risk or newness, and only what everyone can envision and agree to.



Encourage Passionate Champions

Many people understand and follow the first two rules of brainstorming well. But if they miss this next technique, they miss the real power of collaborative thinking: The power of one. Seems like an oxymoron, doesn't it? It's not. Collaboration helps individuals improve their own thinking and gives them ideas they may not have thought of by themselves. When this happens, brainstorming results in the best of both worlds.

This is where the Passionate Champion plays a key role. In our work, after the brainstorming process, we often open the session up to "Individual Champions." Anyone, alone or with other people if they need or want help, can pick any idea and develop it further. Even if the idea has already been developed in one direction, a Passionate Champion may see it very differently and develop it in a totally different manner. Or, they can pick an idea that was not advocated by the group or selected by the client, and develop it as they see fit.

In our work, we find that Passionate Champion ideas often account for 50% of those that make it through internal and external vetting, and 20-30% of the ideas that make it into final concepts. What's more, they are often the most breakthrough in terms of truly new, game-changing concepts.

IN THE REAL WORLD...

***“Work with humans,
not robots”***

**BIG
SPACESHIP®**

Founded in 2000 by Michael Lebowitz, Big Spaceship is a digital creative agency operating out of Brooklyn, NYC, designing for major brands like Adobe, Google, Samsung and YouTube. Big Spaceship has been largely recognised as a 'great place to work' for its focus on people and culture. In 2012, 2011 and 2010, it was listed as one of the Best Places to Work in Marketing & Media by the 'Advertising Age'. In 2012, 'Crain's NY' recognized Big Spaceship as one of the Top 50 Best Places to Work in NYC. The organisation's rich cultural mix of talent and originality reflects the core values of the business. Put simply, Big Spaceship expects people to:

- Take care of each other
- Collaborate
- Produce amazing work
- Speak up

IN THE REAL WORLD...

Big Spaceship wants employees to share the ownership of various projects and avoids hiring ‘rock stars’ – it wants people to play as a team. People are expected to collaborate to create ‘outstanding, effective work’ and ‘punch above their weight’ – with minimal hierarchy, autonomy is not just encouraged, but expected. They’re not gonna hold your hand here. What is interesting, especially when thinking about avoiding groupthink and the censoring of ideas, is that – as part of their values – they want people to speak up. They encourage it. They aren’t striving for perfect meetings with a perfect consensus on the way forward. Everyone gets an opportunity to contribute. Big Spaceship makes this statement to employees: ‘you can feel confident...suggesting the outlandish – we’ve got your back.’ You don’t have to censor anything, and you’re not supposed to: individuality and originality is expected.

Big Spaceship’s ‘Brooklyn digs’ offers something unique to employees. The office space is not sliced up into departments and, instead, people sit with others working on the same project. This inspires ease of collaboration and greater camaraderie with fellow project team members – there is daily contact with strategists, designers and technologists. You don’t have to book the boardroom to collaborate with anyone at Big Spaceship. And if an employee needs quiet, they simply don some headphones and switch off. Or they can engage in hack days (making something to make the world better), a run club, a whiskey club, free Friday breakfasts, show & tell and foosball (they’re pretty serious about their foosball). The workplace is informal, flexible and attempts to capture the spirit of creativity in the way it’s designed and the way people work. And don’t forget the dogs – there’s quite a few getting around the office (check out the ‘people’ page on their website!)

Visit their website [here](#).

Website Link:

Get to know more by reading Big Spaceship’s employee manual [here](#).

You Tube Link:

Watch a video on ‘Workspace, Big Spaceship, Digital Creative’ [here](#).

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So, what's the answer?

At the beginning of this book, you were asked a question: to think about what you wanted your organisation to be remembered for. Think about that again. But now consider it based on all the different ingredients you've thrown into the mix while reading this book. Dream up as many ingredients as you like, and perhaps toss in some of your own, to identify what makes the ideal cultural mix for your organisation.

Write your list of ingredients here:

(for example, people, teamwork, diversity)

Once you have your recipe, you can go [here](#) to make a ‘word cloud’ (cut & paste in your ingredients). Voila! You’ll have a pretty copy to stick up or frame and INSPIRE!

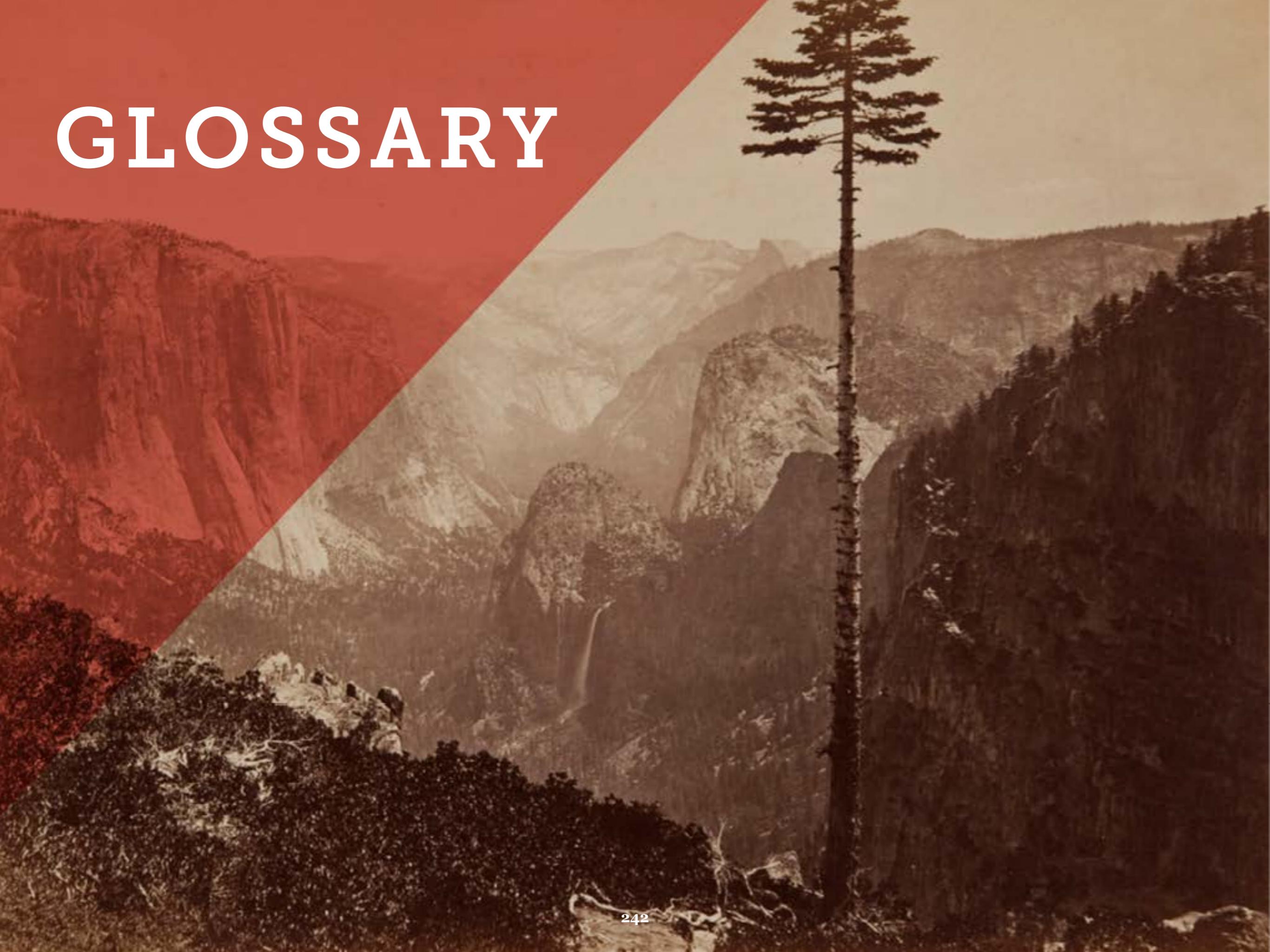


The challenge will be using the recipe – taking all of this into the workplace. But, hey, you're a Learoy student – if you need to add a pinch of salt or a little lemon juice, go for it! Make it your own, and it might even evolve as you go. Recipes can change. Culture can too. You might need to rework your recipe if you notice a few stains, tears and dog-eared corners happening. Or you might discover another ingredient to throw in, to bring back the love or wow factor!

Make your recipe the best it can be and create a culture worthy of remembering...



GLOSSARY



A

Advocacy and Inquiry

Advocacy is the process of seeking to be understood, for example, expressing opinions and making statements. Inquiry is the process of seeking to understand, for example, by listening to others speak and asking for confirmation of what has been said.

Appreciative Inquiry

A coaching model that focuses less on problem solving and more on empowering an individual to appreciate what is, envision what could be, move forward and innovate.

B

Baby Boomer

Generation born between 1946-1964. Typically, they are hardworking, value job security, like structure and authoritative leadership styles.

C

Coaching

Training or development whereby a 'coach' supports a learner in achieving a specific personal or professional goal.

Conflict management

Dealing with disputes in a rational, balanced and effective way. Involves effective communication, problem solving abilities and negotiating skills to restore harmony.

Crowdsourcing

Obtaining needed services, ideas, or content by soliciting contributions from a large group of people, especially from an online community.

Crucial conversations

Conversations that are typically deeper and more honest, and lead to transformation of people, situations and/or relationships. Create shifts in attitude and behaviour.

Culture

The ideas, attitudes, customs and behaviours of a particular people or society.

D

Diversity

The degree to which social differences, such as age, ethnicity, class, gender and sexuality, are equally represented in a social group or society.

E

Emotional Intelligence

Pioneered by Daniel Goleman, refers to the ability to discriminate between different emotions and label them appropriately, and to use this information to guide thinking and behaviour.

Employer Brand

Is the organisation's reputation as an employer.

Employee Value Proposition

Relates to the experience, benefits and/or rewards employees can expect in return for their performance in the workplace.

Extraversion (or extroversion)

Characterised by sociability, talkativeness, assertiveness and excitability. People who are high in extraversion tend to seek out social stimulation and opportunities to engage with others.

Extrinsic motivation

Refers to behaviour driven by external rewards such as money, fame and praise.

F

Feedforward coaching

This type of coaching focuses on future possibilities, not past mistakes. A continuous process focused on future performance and career pathing.

Future-proofing

The process of anticipating the future and developing methods to withstand any shocks or stresses that might impact products or services.

G

Generation X

Generation born between 1965-1980. Typically they are ambitious, more willing to take risks and will leave if unsatisfied. Like work/life balance.

Generation Y

Generation born between 1981-2000. Typically they are interested in engaging and meaningful work. Like flexibility and will be only be loyal if satisfied. Also called Millennials.

Groupthink

A term coined by Irving Janis in 1972, referring to individuals who refrain from presenting criticisms, opinions and/or alternatives to have group consensus instead.

GROW coaching model

Refers to a method of coaching that is goal-orientated. It helps the coachee focus to achieve a goal; considering the realities, options, obstacles and his/her level of commitment before proceeding.

Hyper-connectivity

The term refers to the use of multiple means of communication, such as email, instant messaging, telephone, face-to-face contact and Web 2.0 information services.

I

Intrinsic motivation

Refers to behaviour that is driven by internal rewards, such as feelings of passion or deep satisfaction, a sense of purpose, and/or desire for mastery.

Introversion

People who are introverted tend to be inward turning, or focused more on internal thoughts, feelings and moods rather than seeking out external stimulation. They are typically quiet and reserved and have to expend energy in social situations.

H

J

K

Key Performance Indicators (KPIs)

A type of performance measurement. KPIs evaluate the success of an organisation by measuring, for example, the tasks, projects or activities its employees undertake.

L

Lead and Lag Indicators

A lead indicator relates to the measurement of input or process, while a lag indicator relates to the measurement of the output or result.

M

Millennials

Generation born between 1981-2000. Typically they are interested in engaging and meaningful work. They like flexibility and will only be loyal if satisfied. Also called Generation Y.

N

Non-verbal communication

Describes the process of conveying meaning in the form of non-word messages. For example facial expressions and body language.

O

P

Performance Planning

Provides a structured approach to the attainment of the desired level of performance for both individuals and teams.

Personal Improvement Plan

A formal and structured plan that outlines the process for improvement of an employee's performance and/or behaviour.

Personal Network

An individual's set of human contacts who offer support, and with whom he/she maintain and a relationship with and interacts regularly.

Personal Performance Plan

An action plan based on what an individual wants to personally achieve in the future, and outlines a plan for developing their skills so that they are better able to achieve their aims.

Positive reinforcement

Positive reinforcement – rewarding behaviours or achievements – is used to encourage the repetition of the desired behaviour or associated task.

Productivity

Measure of the ability to efficiently generate, create, enhance, or bring forth goods and services.

Professional Network

Type of social network that is focused on interactions and relationships of a business or work-related nature.



R

Recruitment

The process of finding and hiring the best-qualified candidate (from within or outside of an organisation) for a job opening, in a timely and cost effective manner.

ROWE (Results Only Work Environment)

Results Only Work Environment is a human resource management strategy co-created by Jody Thompson and Cali Ressler wherein employees are paid for results (output) rather than the number of hours worked.



Social Media

Allows people to create, share or exchange information, ideas, and pictures/videos in virtual communities and networks via computer-mediated communications.

T

Team dynamics

Team dynamics are the unconscious, psychological forces that influence the direction of a team's behaviour and performance.

Team metrics

Measures results and outcomes for whole teams, rather than individuals, and focuses on collective effort and shared responsibility for progress.

The Johari Window (model of communication)

A communication model that is used to improve understanding between individuals, developed by Joseph Luft and Harry Ingham in 1955. Identifies that we have open, hidden, blind and unknown aspects that influence understanding and communication.

U

V

Virtual Teams

A group of individuals who work across time, space and organisational boundaries with links strengthened by webs of communication technology.

W

X

Y

Z
