

KEEP YOUR HEAD UP!

HOW TO FACILITATE AND MAINTAIN
POSITIVE, MOTIVATED
EMPLOYMENT TEAMS DURING
CHALLENGING TIMES

RETAINING GOOD TEAM MEMBERS IS IMPORTANT BECAUSE...

- ❑ Employees who walk out the door cost their companies up to 200 % of their annual salaries to replace.
- ❑ Outcomes and productivity suffer.
- ❑ Remaining team is overworked.
- ❑ Team morale suffers.
- ❑ Lost knowledge.
- ❑ Your customers lose faith and confidence in your service.

HOW DO WE GET GOOD PEOPLE TO STAY ?

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- Customize positions for the job developers
- Publicly recognizing staff strengths and skills
- CREATIVE RESPONSIBILITY
- STAFF RETREATS -make it fun
- OPPORTUNITIES for advancement and networking
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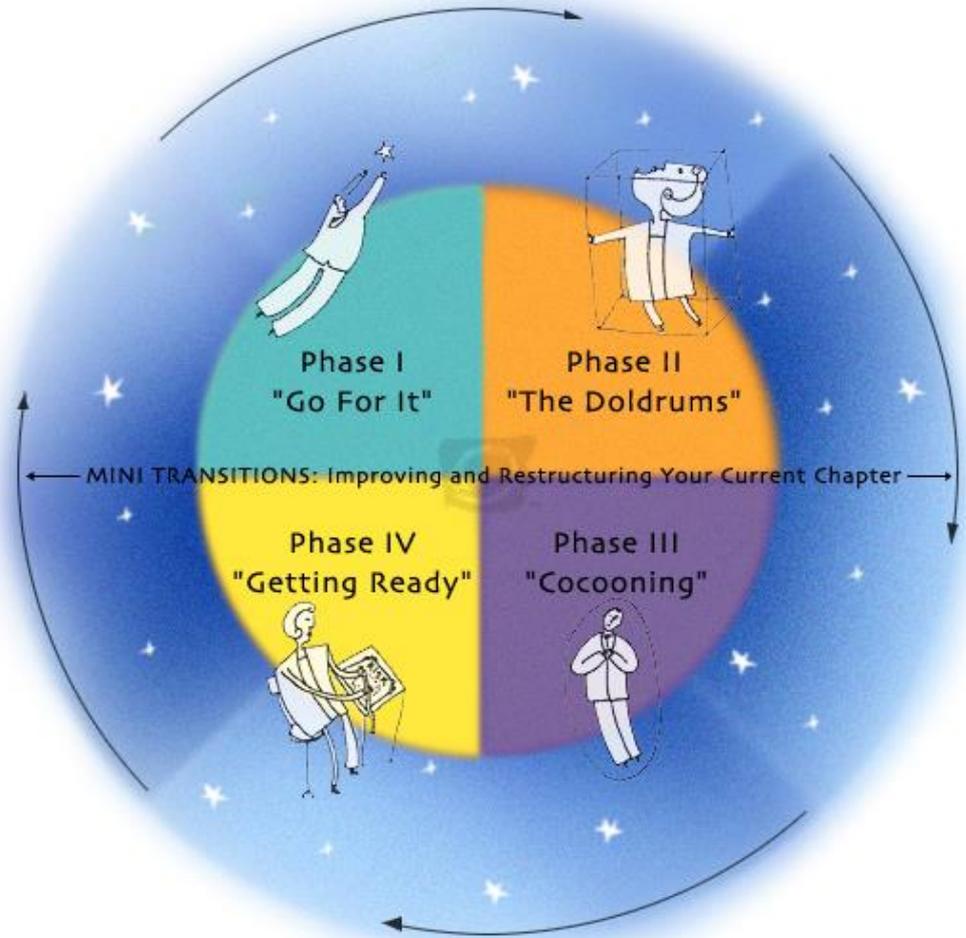
WHAT SUSTAINS AND MOTIVATES YOU?

- Being surrounded by really fun people and a great culture and community.
- Opportunity to network and maintain strong community relationships
- The greater mission of inclusion.
- Having a steady stream of new clients and new challenges to tackle.
- My supervisor and my team.
- The fun activities - retreats, team meetings, etc
- Creative and other professional opportunities.
- The freedom to make my daily schedule.
- Being told I am doing a good job
- The reward of when our clients get a job.
- Salary

RENEWAL

- An integral part of keeping good staff is to realize where people are currently in their Cycle of Renewal.
- WHY are you there?
- WHAT led you to this stage?
- HOW do you move forward?

**The Predictable
Cycle of
Renewal**



THE HUDSON INSTITUTE
SANTA BARBARA, CA



The Rules Are Changing

- Hard Work doesn't guarantee success anymore
- Our lives include surprises and increasing complexity
- Constant change is the only guarantee we have
- The future is not predictable

The Linear Rule

Be honest, work hard & all this is yours!



Success

Security

Happiness

Progress

Essential Life Skills

- Identify the “Dream”
- Create the “Plan”
- Sustain the “Plateau”
- Elicit Support

Phase I: Go For It ***A Period of Stability***

- purposive
- focused & directed
- high energy
- optimistic
- multiple priorities
- committed
- accomplishing
- succeeding



Phase II: The Doldrums
A Period of Detachment & Restlessness

- disenchanted
- trapped
- angry
- defeated



Essential Life Skills

- Develop an exit strategy and choose a route ahead
- Mini-transition or Cocooning

The Mini-Transition
Restructuring the Current Chapter



- What do I **Hold On To**?
- What do I **Let Go Of**?
- What do I **Take On**?
- What do I **Move On**?

Phase III: Cocooning
Coming To Terms With Yourself

Phase III
"Cocooning"



Essential Life Skills

- Develop and Nurture Myself
- Spend Time Alone

- healing
- inner work
- introspective
- meditative
- spiritual
- exploring
- reconstructing

Phase IV: Getting Ready
A Time For Experimenting

- testing
- experimenting
- taking risks
- not committing
- networking
- piloting new products
- creativity

Phase IV
"Getting Ready"

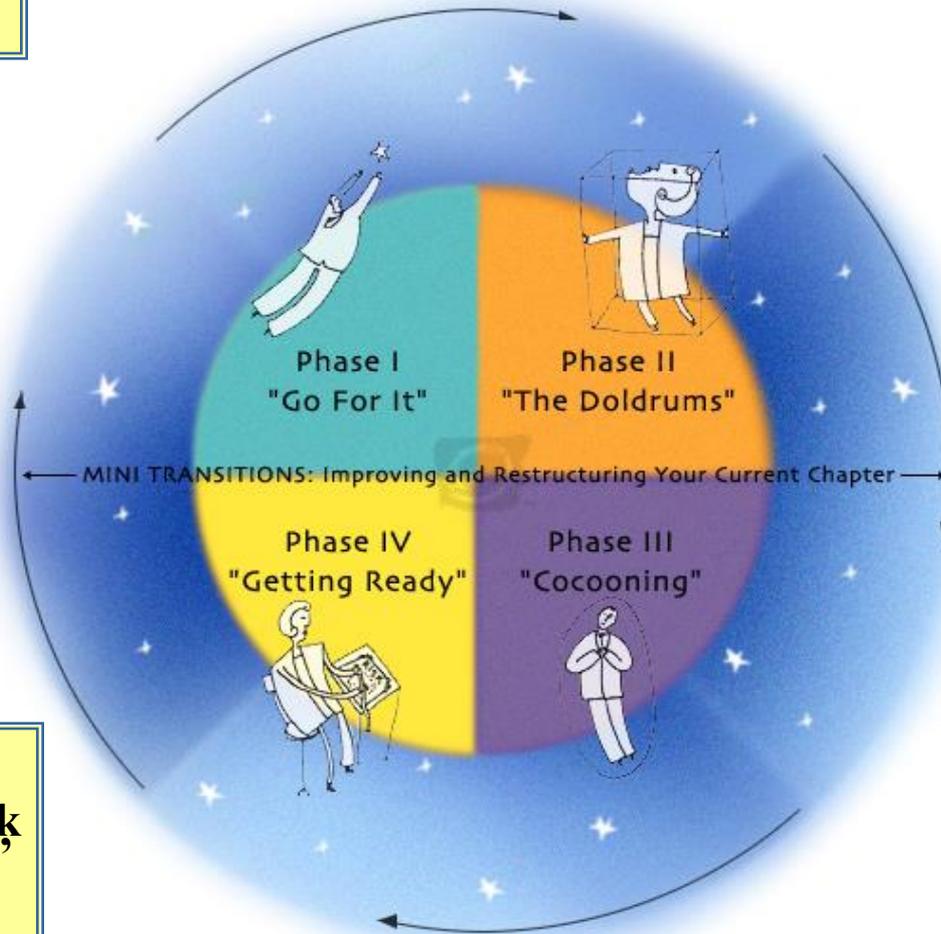


Essential Life Skills

- Explore
- Experiment
- Training
- Discover

What can I do or what do I need to sustain this?

What brought me here? What are some strategies to move forward?



What can I do to launch myself back into the "go for it" phase?

How do I reawaken myself?

THE 3 KEYS OF MOTIVATION

AUTONOMY

MASTERY

PURPOSE

AUTONOMY

- Are you **CREATING CONDITIONS** for people to do their ***BEST*** work?

- 4 ESSENTIALS OF AUTONOMY (the 4 T's)
 - TASK
 - TECHNIQUE
 - TIME
 - TEAM

THE 4 T's

□ TASKS

- ▣ What are you GOOD at? Are you HARNESING your strengths?
- ▣ What do you want to be BETTER at?

□ TECHNIQUE

- ▣ Are you learning and performing the best way YOU know how?
- ▣ Define this for yourself EARLY and REGULARLY
- ▣ Do your homework; be PREPARED

□ TIME

- ▣ Not everyone produces in the same time frame. Find your PACE.
- ▣ Set strong and consistent deadlines for the team.

□ TEAM

- ▣ What is YOUR leadership role in the team? Is the team helping you GROW as a leader?

AUTONOMY

- Productivity RISES, stress DECREASES
- Autonomy DOES NOT mean that you ignore – constantly support.

MASTERY

- **ATTITUDE** and **APTITUDE**
- **WHATEVER YOU ARE, BE A GOOD ONE.**
 - Find your passion, grow your ideas, hone your skill.
- Are you **CLEAR** on your duties and your role?
- **BUILD COMPETENCE**
 - Train
 - Giving small tasks right away to make them feel successful
 - Providing clear and constant feedback
- Look for **MENTORS**
- **Mastery DOESN'T** mean you don't make mistakes -
 - "Excellence does not require perfection."

- Henry James

PURPOSE



- The 3rd component – the most SATISFIED.
- Align people's PASSION, INTEREST, and SKILLS
- Be clear on the MISSION and GOALS
 - ▣ Continually enforce the “why?”
 - ▣ Tell our success stories
- Know your VALUES and RENEW your vision
- Create the environment and team to support the purpose.

TEAM DYNAMICS

- Has a **BIG** impact on:
 - Organizational success/profitability
 - Whether people enjoy their work
 - Staff Retention Rates
 - Team AND Individual performance and outcomes
 - Company Reputation
 - Overall CULTURE that you create

4 TYPES OF WORK CULTURE

□ **HIERARCHICAL**

- ▣ Bureaucratic, strong emphasis on chain of command, stifles a lot of individuality.

□ **COMPETITION**

- ▣ Individuals driven to succeed “at all costs” mentality, creates “turf” and “ownership” of success.

□ **COLLABORATIVE**

- ▣ Encourages common ground for the good of the company, “shared glory”

□ **CREATIVE**

- ▣ Thinking outside the box is encouraged, allows workers the freedom to find their own style.

CREATING YOUR TEAM

- Team **size**, team **composition**, and team **formation** can affect team outcomes.
- A study in 1990 by Dr. Raymond Belbin indicates that the number of **5-12 is optimal**, with specialists/consultants as needed.
- Fewer than 5 **decreased perspectives and diminished creativity**.
- More than 12 resulted in **increased conflict, potential of sub-groups forming, and a decrease in effective management**.
- Team effectiveness should not be viewed only in terms of performance. While performance is an important outcome, a **truly effective team** will contribute to the

INTERDEPENDENT vs. INDEPENDENT TEAMS

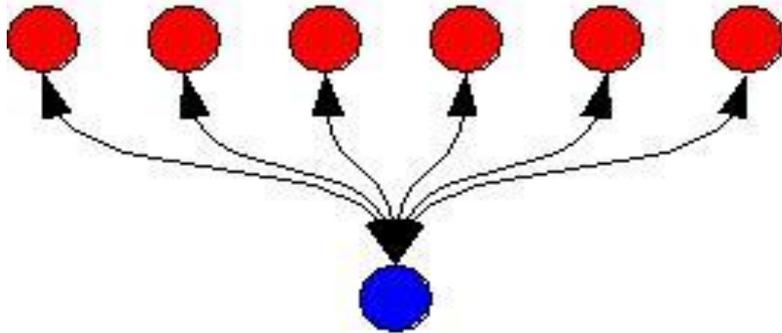
INTERDEPENDENT

- ❑ No significant task can be accomplished without the help and cooperation of any of the members.
- ❑ Within that team, members may specialize or excel in different tasks.
- ❑ The success of every individual is inextricably bound to the success of the whole team.

INDEPENDENT

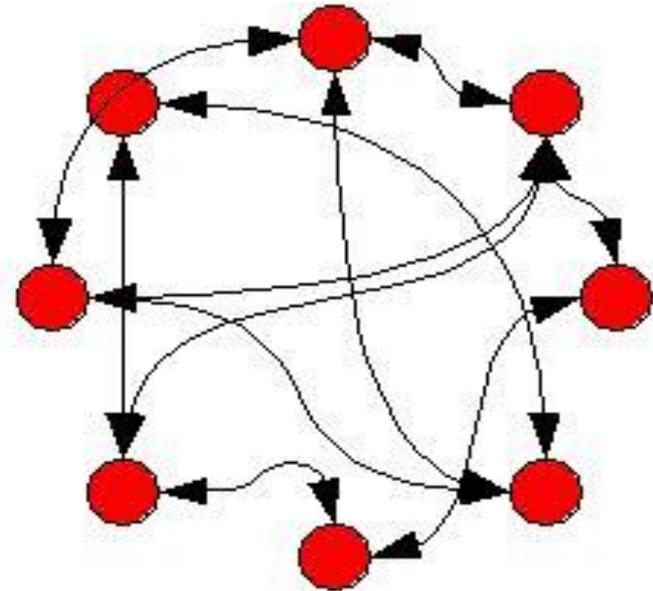
- ❑ Outcomes and successes are created by individuals or partners.
- ❑ Every person performs basically the same actions.
- ❑ How one member performs has no direct effect on the performance of the next person.

NOT ALL GROUPS ARE TEAMS



GROUP

people working towards a goal whose work is coordinated by someone else (e.g. a manager) for them.



TEAM

people working towards a common goal who coordinate their work amongst themselves

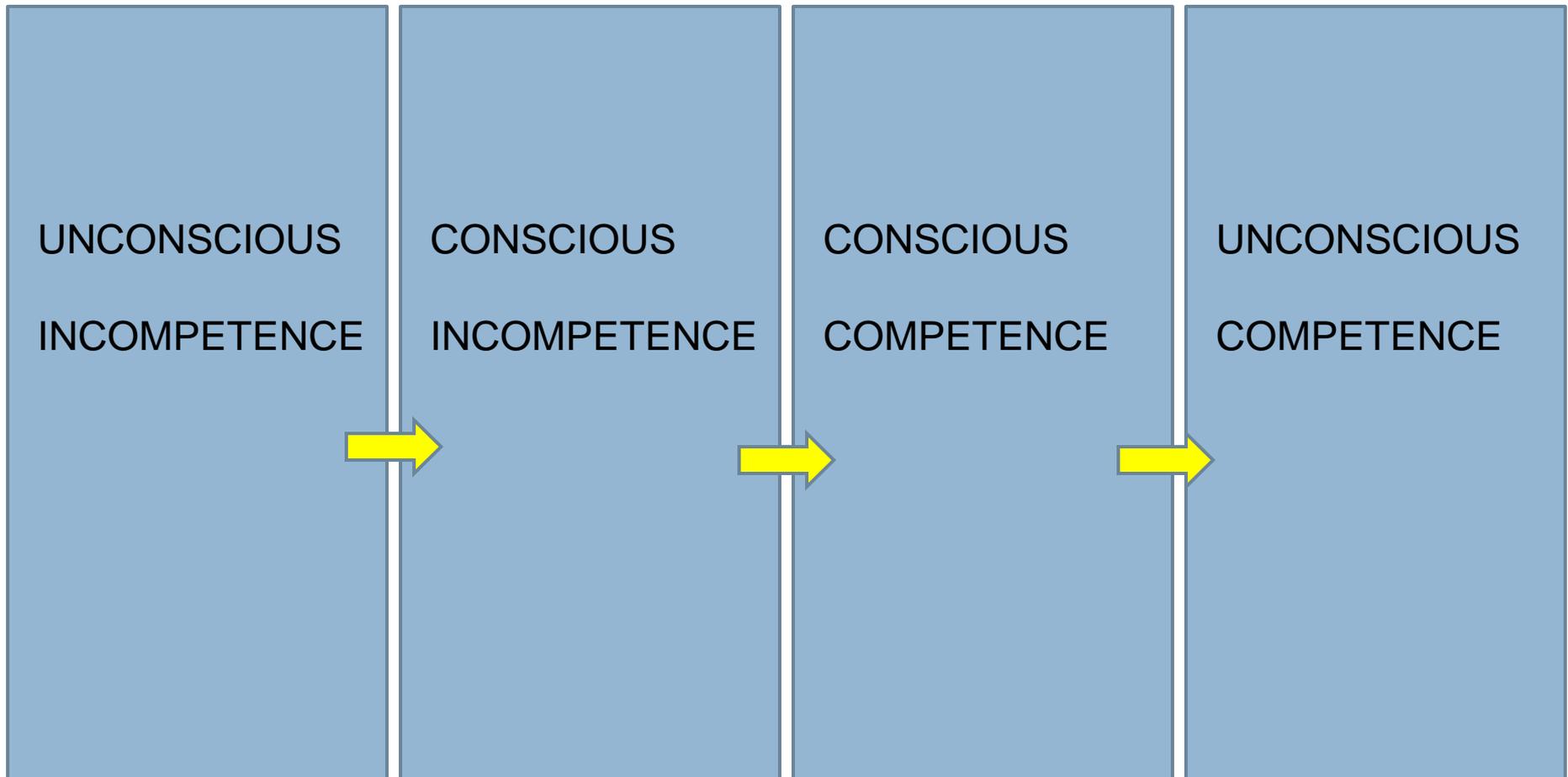
You can be a high performing group/agency, but are you a high performing team?

SUSTAINING OURSELVES

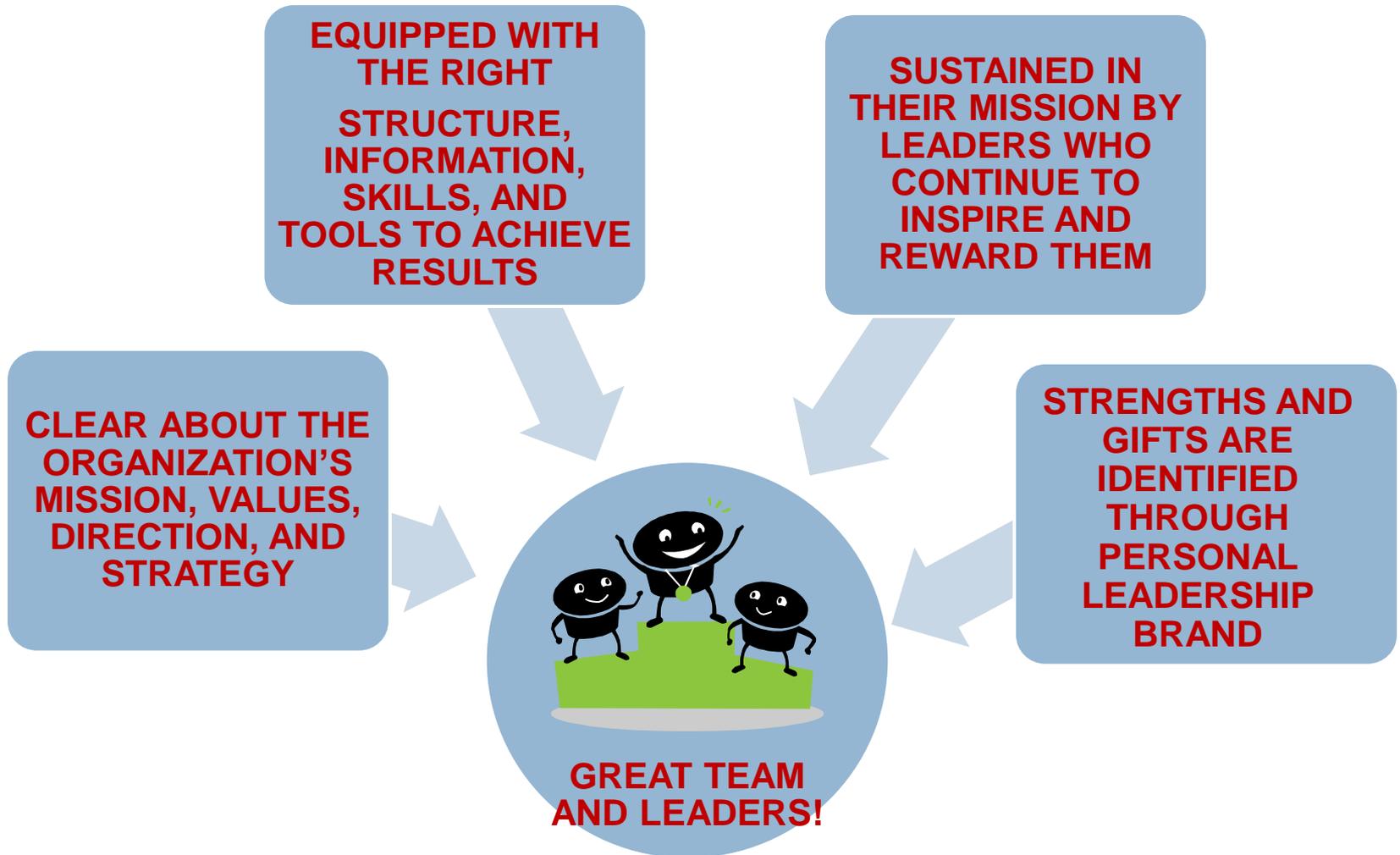
- 3 STAFF ADVANCES A YEAR- different teams plan
- OTC – opportunity to chill, chat, and connect
- SE OLYMPICS – friendly competition between vendors
- HOLIDAY SHOWDOWN – annual pic with Santa, team competitions
- CONFERENCES – scholarship style application



HOW LEADERSHIP GROWS



DEVELOPING GROWTH LEADERS



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- CELEBRATE the victories - **MASTERY**
- Customize positions for the job developers- **AUTONOMY**
- Publicly recognizing staff strengths and skills - **PURPOSE**
- CREATIVE RESPONSIBILITY - **AUTONOMY**
- STAFF RETREATS -make it fun - **PURPOSE**
- OPPORTUNITIES for advancement and networking - **MASTERY AND PURPOSE**
- VERY clear expectations and goals - **MASTERY**
- Lead and support people to want to stay, rather than rewarding people or asking people what they want in order to stay - **ALL**

FINAL THOUGHTS

- Check into your Cycle of Renewal on a regular basis.
- People can grow in OTHER WAYS THAN UP.
- Success doesn't fuel happiness - Happiness FUELS SUCCESS.
- Things become extinct because they're supposed to.

CONTACT INFORMATION

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