



Motivating Leaders and Employees to Create Service Culture Excellence

Performance Conference
American Strategic Management Institute

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What Will We Address?

- Stimulate Employee Enthusiasm and Gain Commitment
- Evaluate Your Own Degree of Motivation-an Important Starting Point for Inspiring Others
- Set Your Employees up for Success
- Communicate Directly and Openly
- Support, Rather Than Police
- Provide Feedback That Motivates
- Create an Atmosphere that Allows People to Flourish




What's in It for Me? Motivating the New Workforce

- Compare Your Assumptions of What Employees Want with the Assumptions of Other Managers
- Describe What Motivates Two Types of Employees Entering the Workforce Today
- Identify at Least Three Incentives That Encourage Excellent Performance and Three That May Backfire




Where Does Motivation Start?

- From Within
- From What We Value
- From Who We Value
- From How We Communicate What We Value to Who We Value (Communicating to our team members that we want to *help* them)




What Motivates Me?

-




What Motivates Me?

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What Motivates Team Members?



What Motivates Team Members?



What challenges do you experience in trying to motivate others?



How do you address and try to overcome these challenges?

Challenges


- Difficult when not face-to-face

- Being physically removed means I don't know the daily demands they face

Approaches / Solutions


- Call
- Ask how they are doing (and really meaning it)
- Confirming "What's in it for them" and for the team

- Ask them!
- Listen attentively
- Respond as quickly and thoughtfully as possible
- Respect them
- HU-A! People want to be heard, understood and appreciated



How do you address and try to overcome these challenges?

<u>Challenges</u>	<u>Approaches / Solutions</u>
<ul style="list-style-type: none">Some people feel "pressured" to join team	<ul style="list-style-type: none">"Are there any issues I can understand and help you with?"Make yourself approachable
<ul style="list-style-type: none">Overcoming negative attitudes ("Oh, bother...Eeyore...AIAC - "Ain't it Awful Club")	<ul style="list-style-type: none">Engage themMentorClearly communicate expectationsListenCORE Team Member approachSeek to understand and overcome resistance



How do you address and try to overcome these challenges?

<u>Challenges</u>	<u>Approaches / Solutions</u>
<ul style="list-style-type: none">People unwilling to accept new ideas	<ul style="list-style-type: none">Show them the doorDeliver new ideas that build on used ideasAsk them"Help me understand..."Give people multiple ways to receive informationManage expectationsGive them more timeLet them "experience" success (show and tell)
<ul style="list-style-type: none">Conflicting workloads	<ul style="list-style-type: none">Show them connections between projects and goals



Where does motivation continue?

What are your organization's "Top 3" key incentives and rewards?

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-
-



WHERE DOES "MOTIVATION" START?

Be HONEST and OBJECTIVE with yourself. Are the incentives and rewards your organization offers HIGHLY VALUED by the people who work for and with you?

How high a "stake" do you believe others have in your enterprise?
Why do you say that?



COMMUNICATING VALUES

- Our Customers
- Our People
- Our Teamwork
- Our Drive to Continuously Improve
- Our Integrity
- Quality Service
- Our Performance

What is the 'thread' which links us?



COMMUNICATION!

Effective Communication Helps
Us Lead, Guide, Manage and
Coach Others Successfully



What can be an effective process for helping to motivate others?

1. Clarify and confirm what motivates you
2. Clarify and confirm what motivates them (Ask and survey)
3. Ask them, "How may I help you?" (Role of Helper – Empathy)
4. Respond quickly and as effectively as you can to their requests for help
5. Continually provide and develop highly-valued incentives and rewards
6. Know and communicate your organization's "values" in your actions, as well as your words




Action Steps: Motivating Team Members

- Survey team members
 - Why are you on the team?
 - What motivates you?
 - What other teams are you on?
- Individual calls
- Communicate my approachability
- Call more often, rather than just sending e-mails
- Plan in advance
- Ask them for their ideas



Action Steps: Motivating Team Members

- For meeting call, have a list of "delegatables" (an "Opportunities Menu")
- Recruit a Deputy Team Leader; making sure you also provide incentives they value
- Offer help / support
- Be careful about "attaching" quid pro quos
- Ask team members about projects and purpose
- Distribute Teammate Feedback Form



What types of communication do we engage in?

- Verbal (Spoken Word)
- Non-Verbal
- Written

What is the point of any communication?

- The link to ACTION (Action Plan)
- The link to organizational RESULTS



Communication Skills

- Effective Listening
- Constructive Feedback
- Effective Persuasion
- Coaching and Counseling



COMMUNICATING FOR RESULTS

- Who are we communicating with?
- Who else is a stakeholder?
- Why should we want to communicate more effectively?
- What are the "ground rules"?
- What skill sets do we need?
- What is our *Communication Action Plan*?

ACTIVE LISTENING

*“Seek first to understand;
then to be understood.”*



*“Listen to more than words;
listen with the eyes and heart.”*

Steven Covey

“The 7 Habits of Highly Effective People”


ACTIVE LISTENING

*“I know that you believe you
understand what you think
I said, but I am not at all sure
you realize that what you
heard is not what I meant.”*



Thomas Banville

WHY LISTEN?

- 
- Deeper awareness or appreciation of opposing views
 - Develop or maintain a relationship
 - New opportunities or possibilities
 - Fewer misunderstandings
 - Prepare people for problem-solving and action



Why DON'T People Listen?

- Inability to identify with you
- They don't value a relationship with you
- Don't want to hear (maybe distracted)
- Don't know how
- Impatience
- Not ready to listen; "not the right time"




WHAT ACTIVE LISTENING IS ABOUT

- Demonstrates acceptance of another person no matter what they think, feel, say or do
- Leads to mutual understanding and mutual respect (empathy)
- Is independent of whether or not you agree with the other person's perspective or point of view




HOW TO ACTIVELY LISTEN

- BEFORE Listening
- WHEN Listening



BEFORE	WHEN
<ul style="list-style-type: none">■ Ensure appropriate time and place■ Minimize environmental distractions	<ul style="list-style-type: none">■ Open the conversation positively (THE TWO-FOR-ONE RULE)■ Focus on the "other" person (SPEAKER)



WHEN Listening

<ul style="list-style-type: none">■ <u>Open the conversation positively</u>■ Acknowledge others, set them at ease■ Ask for specifics ("What's going on?")■ Ask for what specific help they want from you	<ul style="list-style-type: none">■ <u>Focus on the other person</u>■ Mirror, paraphrase, show empathy and positive regard■ Accept their perceptions and feelings as real for them without negating them■ Pay attention to their non-verbals, and attend to yours■ Do not generalize
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WHEN LISTENING

Explore their need

Ask open-ended questions about the situation

- Confirm similarities, then explore differences (2-for-1)
- Avoid jumping to solution-finding or giving unsolicited advice
- Ask again what specific help/advice/actions they want from you
- Probe for interests behind positions, issues behind issues

Summarize your

understanding of "them"

- Reflect back your understanding of the whole situation and what the other person wants / needs
- Don't move to "next steps" until there is mutual consent

SO AGAIN,

"WHY SHOULD WE LISTEN?"


The Challenge:

- Listening takes:
- Time
 - Energy
 - Patience
 - Sincere and Genuine Interest

The Payoff:

- Investing in another person can yield:
- Saved time and energy in the long run
 - Better understanding of problems / situations
 - Improved trust and mutual respect
 - Heightened motivation to act


CONSTRUCTIVE FEEDBACK



*“Feedback is the
‘breakfast of champions’.”*

Ken Blanchard

WHY GIVE FEEDBACK?

- 
- To provide input that is heard, understood and appreciated by the receiver
 - To provide input to others in ways which keep them on a productive behavior track
 - To clarify misperceptions
 - To curb undesirable, ineffective or disruptive behavior
 - To improve problem-solving and decision-making



GOAL OF GIVING FEEDBACK

- Generate **positive, useful behavior change** in others
- *Initiate, maintain and foster* the **relationship**



WHY WE DON'T GIVE CONSTRUCTIVE FEEDBACK

Fearing / risking:

- Making the situation or relationship worse
- Pushing someone over the edge
- Generating retaliation, a "counter-punch" or resentment
- Being wrong about one's own position or behavior
- Wasting one's time or energy
- Breaking a cultural norm
- Can you say, "Lawsuit!"



WHY WE SHOULD GIVE CONSTRUCTIVE FEEDBACK

We avoid MANY PROBLEMS, such as:

- Deteriorating/worsening situation or relationship
- Harboring resentment
- Spreading a problem to others
- Gossip, talking behind one's back




BEFORE GIVING FEEDBACK


Be prepared:

- Be timely
- Arrange the right time and place to meet and talk

WHILE GIVING FEEDBACK

- 
- State your case (Describe)
 - Exchange information and understanding perceptions (Express)
 - ALWAYS be focused on SEEKING SOLUTIONS / AGREEMENTS (Specify)
 - Gain THEIR Perspective (Ask)
 - Seek SOLUTIONS / AGREEMENTS (Yes, AGAIN ... Negotiate)
 - Close the conversation positively

AFTER GIVING FEEDBACK

- 
- When it's over, *it's over* (Move On)
 - Bring the "issue" up again ONLY if you see the behavior recurring

PERSUASION (Dealing with Resistance)



*“I can’t understand why people
are frightened of new ideas.
I’m afraid of the old ones.”*

John Cage

WHAT IS THE “NATURE” OF RESISTANCE?



- Resistance is a natural part of change
- Resistance is protection and energy



APPROACHING RESISTANCE

- Take Resistance Seriously, and Respect Its' Power and Energy
- Keep Communication Lines Open
- Don't Rush the Process
- Beware of the Resistance (the Reactions) within Yourself
- Ask What You Can Learn from It
- Seek Mutual Gain



TYPICAL RESPONSES TO RESISTANCE


- Overuse Power
 - Manipulate the Person / Situation
 - Use Force of Reason
 - Ignore Resistance
 - Play off Relationships
 - Make Deals
 - Push Aside the Resistor
 - Give In Too Soon

PERSUASION

(TYPES OF RESISTANCE)

- 
- Confusion
 - Immediate Criticism
 - Denial or Disinterest
 - Malicious Compliance
 - Sabotage
 - Easy Agreement / Compliance
 - Deflection
 - Silence
 - In-Your-Face Criticism / Attack
 - Need for More Detail
 - Overwhelming with Detail
 - No Time
 - Impracticality in "The Real World" (N.I.H.)
 - Intellectualizing
 - Moralizing
 - Pressing for Action / Solutions

DEALING WITH RESISTANCE

- 
- Look for Behavioral Clues
 - Trust Your Instincts/Visceral Responses
 - Maintain Your Focus / Objectives
 - Stay Calm/Treat Resisters with Respect
 - Embrace/"Give Voice" to the Resistance
 - Let Others Respond
 - Seek Themes, Metaphors and New Possibilities in the Resistance



PERSUASION SUMMARY

- Recognize that Resistance Always Exists
- Catch Resistance Early (and Deal with It)
- Be Persistent and Patient with Resistance
- Pay Attention to Your Instincts / Visceral Responses

Seek Mutual Gains (Win / Win)



CHAMPIONSHIP COACHING AND COUNSELING

(Providing Guidance and Counsel
to Gain Constructive Change /
Continuous Improvement)



GOALS OF COACHING

- To help people resolve their problems / challenges and achieve their full professional potential (collegial)
- To build a relationship with people which generates trust and mutuality
- Increase your value and provide additional leverage in the organization for constructive change



HOW TO COACH CONSTRUCTIVELY

- BEFORE Coaching
- DURING Coaching
- AFTER Coaching

COACHING: WHAT, WHEN?

BEFORE Coaching:

Find an appropriate time and place

- Get yourself relaxed, grounded and prepared to focus on the other person

WHEN Coaching:

- Acknowledge person and actively listen for understanding
- Seek, explore, exchange perceptions and points of view
- Offer constructive feedback, focus on next steps
- Summarize and close the conversation positively

AFTER Coaching:

- Consider summarizing the conversation in a friendly, professional memo
- Maintain confidences with respect to sensitive information
- Follow-up at an appropriate time later to gauge the "other's" thoughts and feelings on the issue(s)
- Offer continued direction and support as the other requires

COACHING SUMMARY

Coaching:

is essential for anyone's development and success

- yields personal beliefs to individual as well as to client organization

Coaching requires:

- an investment in time and energy
- a positive attitude towards, or belief in, people
- a knowledge of "how the world works"
- effective interpersonal skills
- continual self-development and practice as a coach

MY COMMUNICATION SKILLS ACTION PLAN

As a result of my and my organization's investment in me, I
pledge to:

- Confirm my understanding of organization mission and values
- Commit to continuous improvement in the following skill areas:
 - Listening
 - Offering CONSTRUCTIVE Feedback
 - Communicating Directly With the Person with Whom I Have an Issue With
 - Deal with Resistance (Persuasion)
 - Coaching and Counseling (Helping Others)

Signed: _____ Date: _____

Poor Communication Causes Problems

- Peter Drucker: Sixty percent of all management problems result from faulty communications.
- "I'll pay more for a person's ability to express themselves than for any other quality they might express." - Charles Schwab



How Important is Communication?

- "You can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere." - Lee Iacocca
- At Ford Motor organization, a high priority is placed on communication with employees. Communication lets them know good news and bad.



To Get Your Message Across, Make it a Positive One

- "It takes an average person almost twice as long to understand a sentence that uses a negative approach than it does to understand a positive sentence." - John Reitmann
- Don't Personalize Criticism
- Two Goods for the Price of One Bad



Communication is Important

“People are apt to be influenced much more by words than by the actual facts of the surrounding reality.” - Pavlov

- Don't Lose Control of Emotions
- Recall that Everyone Really Does Share a Common Ground ...

CLIENT SATISFACTION



How Important is Good Communication to Business Success?

An engineer can earn substantially more in a lifetime if one is an effective writer.

John Brogan, *Clear Technical Writing*

Half of the divorces in this country can be traced to poor communication.

How many business problems result from the same misbehavior?

It's Important to
Communicate
EXACTLY What
You Want!!!

The more geographically
widespread a corporation
becomes, the more significant
clear communication is in the
workplace.

Cost of Poor Communication:

A young FBI man was put in charge of the FBI's supply department. In an effort to cut cost, he reduced the size of memo paper. One of the new memo sheets landed on the desk of J. Edgar Hoover, who disliked the narrow margin and wrote back, "Watch the borders."

For the next six weeks, it was extremely difficult to enter the United States by road from either Mexico or Canada.