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# Managers Who Motivate

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## Goals for Today

- Develop your personal management style.
- Set expectations and coach your team.
- Manage conflict and change.

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# What is Management?

- 1.Planning
- 2.Organizing
- 3.Controlling

*Your primary responsibilities include leveraging resources to produce predictability and creating order that leads to short-term results.*



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# There's a 4<sup>th</sup> Responsibility

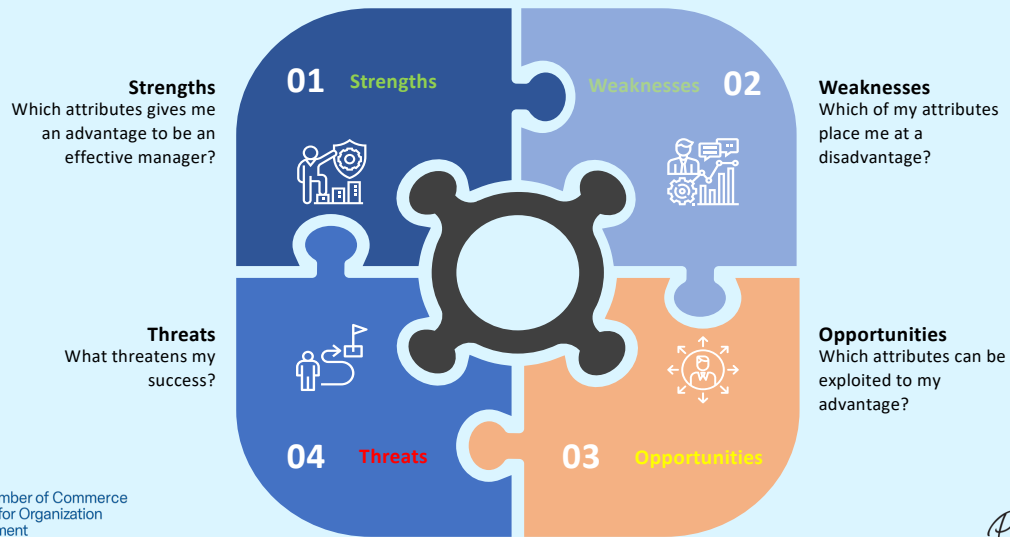
4. Motivate: This is where you inspire and energize people to create the necessary personal and professional shifts to achieve the goals.



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# Let's Peel Back The Layers



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# What's your current leadership style?

## Autocratic

- makes all the decisions

## Pacesetter

- drives fast results

## Democratic

- everyone has a voice

## Coaching

- empowers others

## Laissez-faire

- trusts others to do their jobs

## + Authoritative/Visionary

- + follow me

## + Servant

- + people first

## + Transformational

- + big picture, helps ppl see possibilities

## + Bureaucratic

- + procedural, rule followers

## + Transactional

- + day-to-day, hierarchical leaders

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## Select the top 3 most effective leadership styles required for your business?

### Autocratic

- makes all the decisions

### Pacesetter

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### Democratic

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### Coaching

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## We have a unique opportunity....

The Pandemic and social and civil unrest have given us the opportunity to make important shifts in our management and our culture....but will we?



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# Given that employees want....

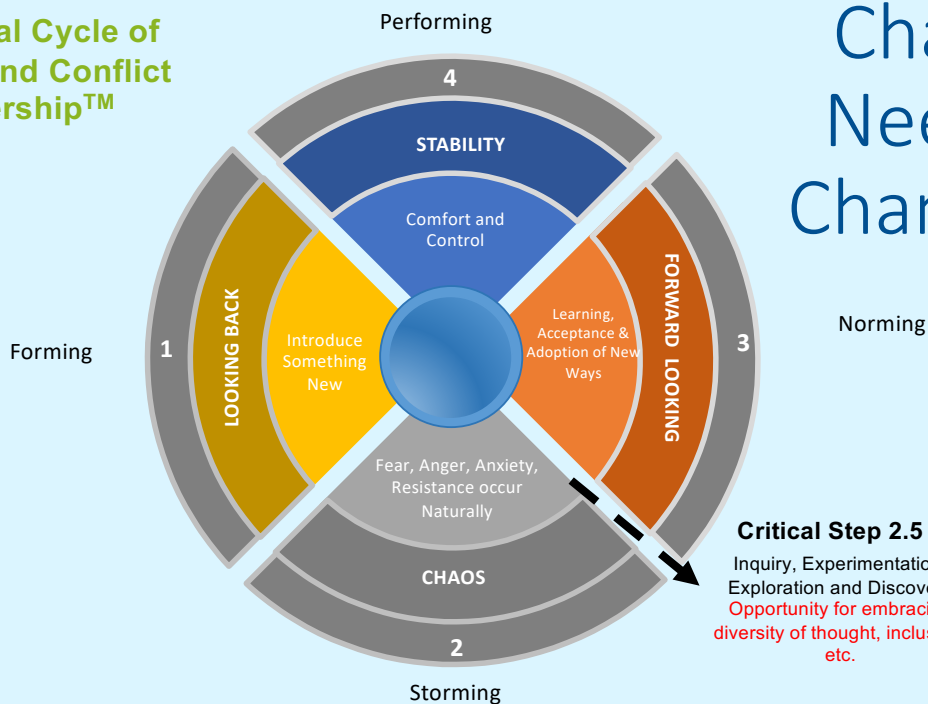
- Control over **where** they work.
- Control **who** they work with.
- Control over **when** and **how** the work gets done.

What shifts do you need to make to motivate them?



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## Emotional Cycle of Change and Conflict Leadership™



## Change Needs a Champion

**Critical Step 2.5**  
 Inquiry, Experimentation,  
 Exploration and Discovery  
 Opportunity for embracing  
 diversity of thought, inclusion,  
 etc.



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# Common Management Pitfalls to Avoid

- Falling into complacency.
- Unwilling to change leadership approach.
- Focus on “me” rather than “we” – the attention is on your own performance.
- Playing favorites.
- Short on accountability for yourself and others.
- Missing the need to be diverse and inclusive.
- Not managing conflict.
- Moving talent development to the backseat.
- Doing more advising and directing than coaching and empowering.



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## Case Study

You're leading the return effort. You've decided that a hybrid workforce is best for the organization at this time. This means, that everyone will be able to have up to 3 remote workdays per week and that Wednesdays are “hotel” days in which everyone works in the office. You've established a minimum number of people must be in the office each day. You have given the staff the freedom to decide how this will work.

Your assignment:

1. How will you reestablish and communicate expectations?
2. How will you manage conflict?
3. How will you guide the change effort knowing that you cannot please everyone?
4. What engagement and motivation strategies will you employ?
5. How will you measure and manage (rewards and reprimands) productivity?

Hint: What do you believe employees really want/need?



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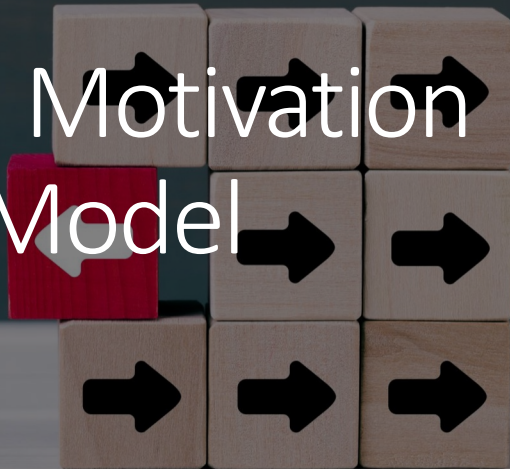


# Report Out



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# 5 Step Motivation Model



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# Step 1: Ground

Prepare employees for change by laying a solid foundation.

- a. Who are we and what value do we bring our customers? (Your competitive advantage.)
- b. Where are we going?
- c. How we're going to get there.
- d. How you can help. (WHY you are a valuable asset to our organization.)\*

*This part helps employees align (re-align) their values with yours.*



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# Step 2: Guide

Empower employees with the knowledge, tools, insights, and resources to show them your direction.

- Goals
- Objectives
- Measures of Success
- Budget



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## Step 3: Guard

Protect your vision, goals, and plans and gain buy-in by gathering their input into potential threats and obstacles.

1. Rewards for the achievement of goals.
2. Policies, Procedures.
3. Which of our practices are acceptable, and which ones are not?
4. How can you/we address conflict when it occurs?
5. Find your positive deviant.



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## Step 4: Galvanize

Your team charter (contract) will motivate them to take accountability and responsibility for individual and team success. The Charter is an agreement for how the team will perform and hold each other accountable. Studies have shown that teams that operate with a charter respond more effectively to business disruptions, resulting in higher performance.



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# Key Elements of a Team Charter

1. **Purpose and Key Responsibilities:** the reason for the team's existence and what members hold themselves accountable for as a team.
2. **Vision:** a results-oriented picture of the team that describes what members commit to achieve together sometime in the future.
3. **Values:** beliefs or principles that define what is important to team members and serve to guide the team's actions and decisions. They are not compromised for short term gain or expediency. These are most useful when they are defined in terms of specific behaviors.
4. **Goals:** specific, measurable results that are aligned with the team's purpose and vision.
5. **Roles and Responsibilities:** description of who is on the team and their functional responsibilities and value to the team.
6. **Mutual Expectations:** ground rules that clarify how team members will interact, collaborate, support each other, give each other feedback, **and work through conflict.**
7. **Operating Procedures:** descriptions of meeting structure, communication norms, decision-making methods, conflict resolution, and reflection strategies.



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## Step 5: Govern

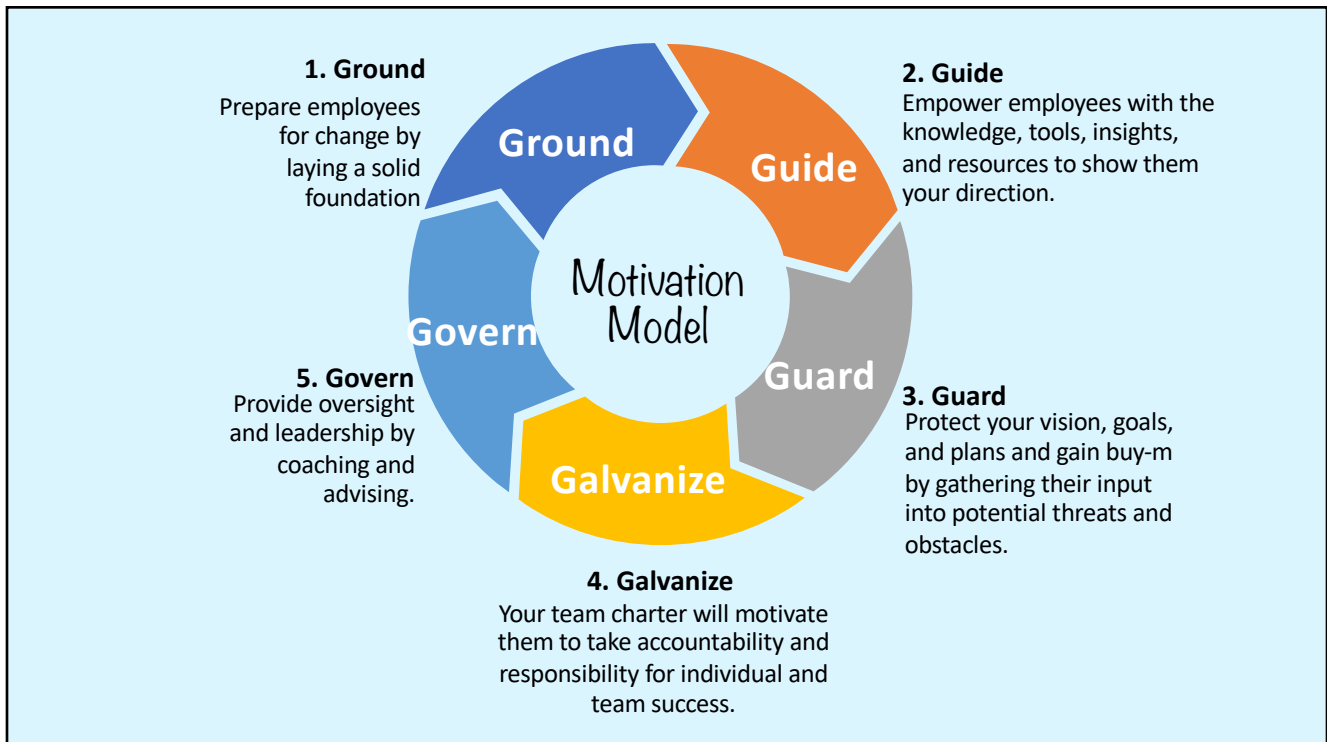
Provide oversight and leadership by coaching and advising.

1. Communicate more not less.
2. Generate and celebrate short-term wins.
3. Offer ongoing feedback.
4. Keep revisiting the vision, mission, and strategy.
5. Empower employees through delegation.



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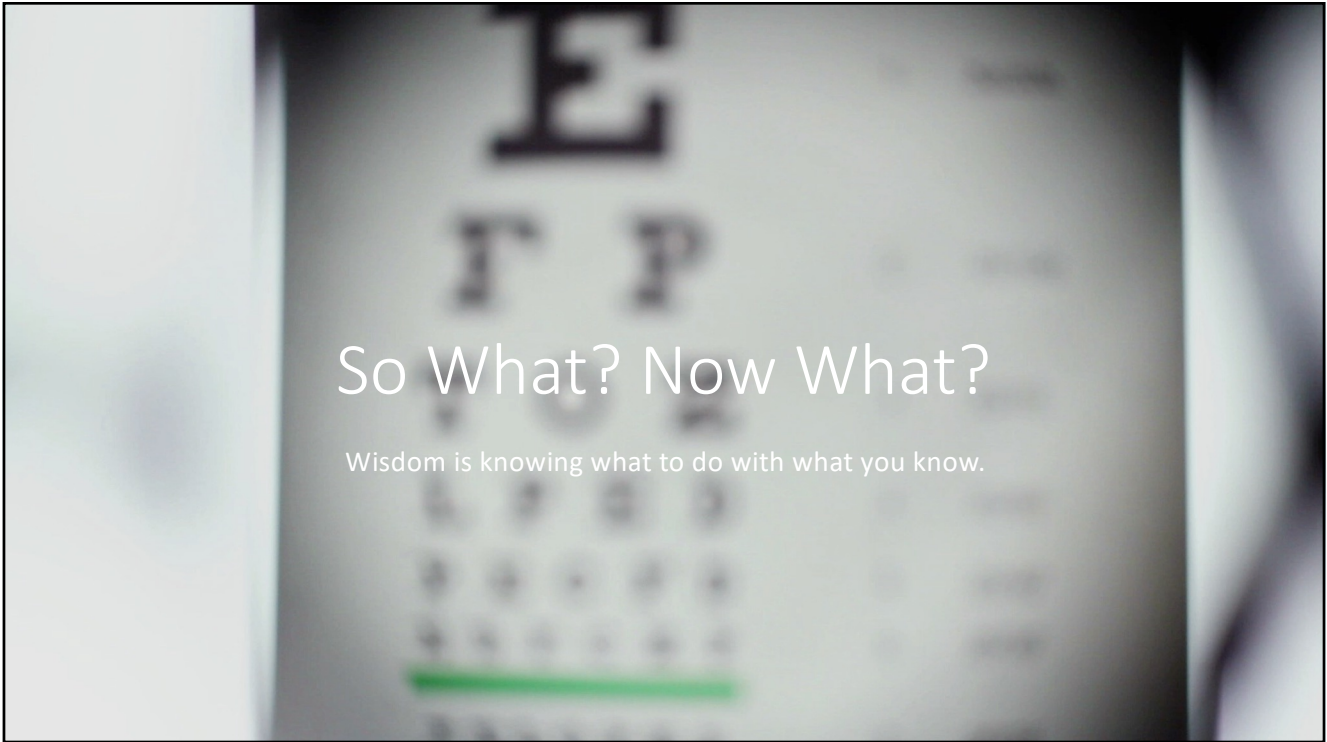


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**Your Behavior Will Influence Theirs**

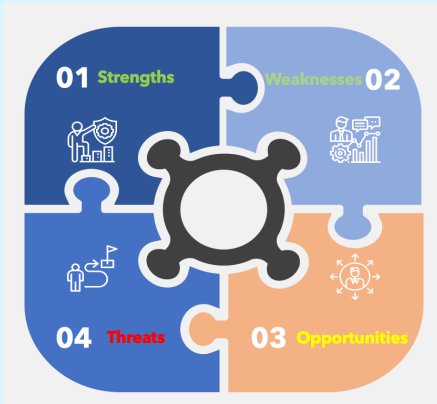
- Are you willing to sacrifice your time, money, and ego?
- Stop pushing outdated norms: make the undiscussable discussable, and create new norms.
- Tell influential stories to motivate behavior.

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## Develop Your Personal Action Plan....



### Part 2 - TOWS Threat Assessment and Action Plan

- + Failing to evaluate the threats you've assessed in your SWOT is where most leaders fall short. Move to the head of the class by conducting a TOWS or similar assessment to gain the full value of your SWOT.
- + Address each question in the box below:

Strengths: Opportunities	Weaknesses: Opportunities
Match one strength to one opportunity and write how you will use that strength to realize that opportunity.	Match one opportunity to one weakness and write how you will use the opportunity to overcome or improve upon that weakness.
Strengths: Threats	Weaknesses: Threats
Match one threat to one strength and write how you will use that strength to reduce, avoid, or eliminate the threat.	What strategies can you employ to eliminate or avoid threats and minimize or overcome weaknesses?

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## Don't Kill Your Employees' Dreams

- 1 Honor their aspirations
- 2 Look for the "yes"
- 3 Have them craft a plan



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## What questions do you have?


Let's connect in LinkedIn:

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## Thank you!



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