Motivating Teams and Creating a Collaborative Environment

Charlotte Jensen | December 2024

Today's Goal

What will I *start* doing to engage and motivate my team?

What will I *stop* doing that is NOT engaging and motivating my team?

Engagement by the Numbers

- 67% of employees are *not* engaged*
  - 17% are actively disengaged ("loud quitting") and acting out their unhappiness
  - 50% are in "quiet quitting" mode

- Highly engaged employees*:
  - increase organizational profitability 21%
  - have a 41% reduction in absenteeism
  - have a 17% increase in productivity
  - reduce turnover by 59% in low-turnover organizations and 24% in high-turnover organizations
  - 43% receive feedback at least once per week***

- 57% of employees who voluntarily left their job did so to quit their boss**

*Gallup

**Development Dimensions International (DDI)

***Globoforce

Satisfaction vs. Engagement

SATISFACTION is about…

Doing my job

Making me successful

Personal commitment

ENGAGEMENT is about…

Doing my job above and beyond

Making me AND the company successful

Mutual commitment

Characteristics of a Team

What was the best team you were ever on?

Why was it so good?

What was the worst team you were ever on?

Why was it so bad?

Five Dysfunctions of a Team

High Performance Team   **Dysfunctional Team**

- Outstanding and recurring team results
- Highly motivated and engaged team

Inattention to Results

- Poor performance and results
- High team turnover

- Poor performers are managed and held accountable
- Same standards apply to everyone

Avoidance of Accountability

- Missed deadlines and key deliverables
- Poor performance is tolerated and creates environment of resentment

- Buy in and alignment on common objectives
- Clear direction and priorities
- Highly engaged team members

Lack of Commitment

- Ambiguous direction and priorities
- Revisit discussion again and again
- Absenteeism

- Confront problems and issues quickly
- Develop practical solutions
- Get input from team members, minimal politics

Fear of Conflict

- Go around problems
- Do not confront tough issues or behaviours
- Lack of transparency drives confusion

- Safe environment to speak up
- Team members help each other
- Leverage strengths for the team

Lack of Trust

- Hesitate to ask for help
- Conceal weakness
- Dread meetings and avoid team members

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Capacity for Trust

Competence Trust

- Acknowledge people's skills and abilities
- Allow people to make decisions
- Involve others and seek input
- Help people learn needed skills

Contractual Trust

- Manage expectations
- Establish boundaries
- Delegate appropriately
- Encourage mutually serving intentions
- Keep agreements
- Be consistent

Communication Trust

- Share information
- Tell the truth
- Admit mistakes
- Give and receive constructive feedback
- Maintain confidentiality
- Speak with good purpose

Building Trust

What are the trust MAKING behaviors on your team and how will you encourage those?

What are the trust BREAKING behaviors on your team and how will you address those?

Characteristics of High Performing Teams

| **The Team**	**Team Members**

The Team

- Clearly defined vision and purpose

- Defined and understood roles and responsibilities

- Effective communication and conflict resolution

- Interdependence

- Accountability

Team Members

- Team before self

- Trust and support

- Honest and genuine discussion, not gripe sessions

- Attack problems and issues, not each other

- Unified voice after decisions are made
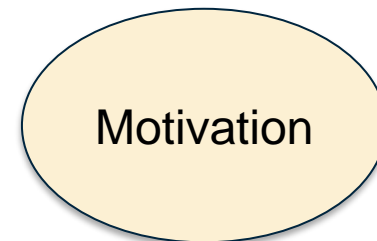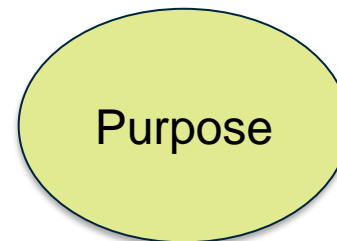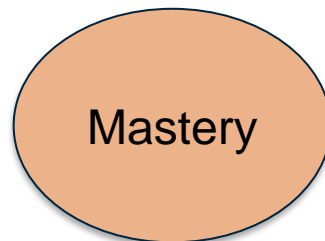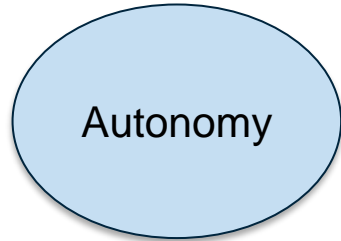
Motivation Drives Engagement

How can motivation be developed?
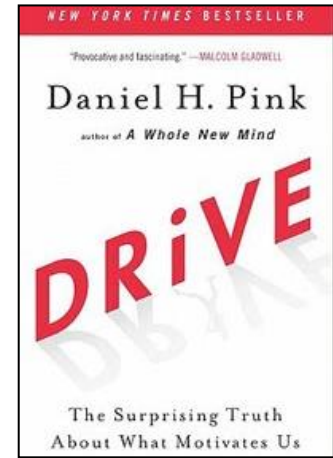
| Feeling of being in control and working in a way that feels natural | Feeling of competence and improvement via continuous feedback | Knowledge that the work actually matters |

Autonomy + **Mastery** + **Purpose** = **Motivation**

- Delegation
- No micro-management
- Manage my own time

- The right competencies, experience, tasks, and support
- Enough time (bandwidth)

- For me
- For the task
- For the department
- For the organization

- Challenging
- Developing
- Interesting
- Enjoyable

Motivating Teams

Know you and your team!

- Managerial styles

- Learning styles

- Communication styles

- How we're motivated

- What demotivates us

- How we like to receive recognition…if at all

Key Aspects of Team Dynamics

Enhanced Decision-Making

Enhanced Collaboration

Conflict Resolution

Increased Innovation

Improved Employee Satisfaction

Higher Productivity

Motivating Teams

- Set clear goals and expectations

- Provide regular feedback

- Foster a positive environment

- Offer professional development opportunities

- Empower team members

- Recognize and reward achievements

- Promote work/life balance

- Lead by example

- Encourage team building activities

- Provide the necessary resources

Undermining our Efforts

"The culture of any organization is shaped by the worst behavior the leader is willing to tolerate."

Gruenert & Whitaker School Culture Rewired, 2015

Undermining Our Efforts

Research shows that our messages are received and interpreted:

55% through our body language

38% through our voice tone

7% through our words

Undermining Our Efforts

- Avoid emotional or angry outbursts

- Don't yell across the room

- Avoid inappropriate jokes, comments, stereotyping

- Don't monopolize the conversation

- Don't react or get upset – PAUSE!

- Don't interrupt

- Use the right communication method

- Know your audience

Undermining Our Efforts

Federal Protected Classes

- Race
- Color
- Religion
- National Origin
- Sex*
- Citizenship Status

- Age (40+)
- Physical or Mental Disability
- Veteran or Military Status
- Genetic Information
- Virginia: Marital Status

*extends to sexual orientation, gender identity, transgender status, etc.

Undermining Our Efforts

What Else Can We Do?

- Keep our brain-to-mouth filter fully operational

- Practice self-awareness when something we do or say does not appear to be appreciated or received well

- Don't invade others' personal space

- Do not touch others without permission

- Respect professional boundaries

- Be aware of our unconscious biases

- Practice empathy in conflict and take responsibility for our role in any conflict

- Assume good intent

- Acknowledge differences

Final Thought

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What will I *stop* doing that is NOT engaging and motivating my team?

Thank you!

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