

Team Working

Today

- Motivation in teams
- Dealing with difficult team colleagues



Ways of working

- Engage and participate
- Share experiences and maintain confidentiality
- Listen to and question each other to understand
- Be open to and build on others ideas
- Devices off, thank you!



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Motivating self and others

- What motivates you personally to 'go the extra mile' at work?
- What different things have you noticed that motivate other people?
- What aspects of the work environment demotivate you or other people?



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'Going the extra mile' – discretionary effort

Purpose – making our bit of the world a better place, improving something, rarely just 'making money' which is the outcome

Autonomy – personal control over what we do and why and particularly how we go about achieving objectives

Mastery – doing something(s) really well particularly on a daily basis. A skill or skill set

Connection – knowing someone is looking out for us/looking out for someone, establishing common needs, goals, aspirations, interacting with people

Dan Pink – Drive: The Surprising Truth About What Motivates Us (2013)
Simon Sinek - Start with Why – How Great Leaders Inspire Action TEDx (2009)
Matthew Lieberman – Social: Why our brains are wired to connect (2013)



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The Exercise

Observers note down:

- What did you see/hear that demonstrated all team members were clear about the purpose of the exercise?
- What examples of people taking personal control over how the task was completed did you see and hear?
- What examples did you witness of people mastering particular aspects of the task(s)?
- What examples of people making connections did you see/hear?



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The Exercise

Debrief suggested process:

1. Observer asks each member of the team:
 'What was motivating and demotivating you during that exercise?'
2. Observer shares observations



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'Going the extra mile' – discretionary effort

Purpose - What is your team's purpose? How is the team making things better?

Autonomy - How could you increase autonomy, responsibility and initiative amongst team members?

Mastery - What opportunities could you create for people in your team to master significant tasks, projects or skills?

Connection - What opportunities could you create for people in your team to make, improve or maintain even better working relationships?



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Dealing with difficult team colleagues

There are no difficult team colleagues

No difficult personalities

The only difficulty is dealing with the negative emotions we feel when other people do or say particular things

The advantage of taking this perspective?

We can control our response to others and our own behaviours

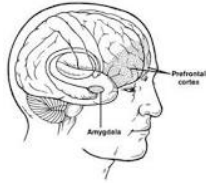
We can demonstrate the positive behaviours we want and influence others to do the same



Dealing with difficult team colleagues

When others have an emotional hijacking use **HEAT**

- H**ear them out
- E**mpathise
- A**sk questions
- T**ake the conversation forward by asking other person what they want to achieve and best way to do it



Dealing with difficult team colleagues

When you have an emotional hijacking use **CALM**

Consider what emotion you are feeling and what triggered it

Accept you are feeling the emotion without judgement on yourself or others

Learn more about the other person and their perspective

Move the conversation forward by considering what you want to achieve and the best way to achieve it

