

## Inspire and motivate your team

All right. Hopefully you can hear me. I am Paula Friedland and so happy to be with you here today. What I say upfront quickly is to set your intention to take something specific away. Not 83 things. One or two things. Don't multitask. Let your presence be fully here today and look for one or two things to resonate. Some of it will resonate and some of it won't. Maybe there is a tidbit here or there that is new to set your intention and write things down as you go along. I am a licensed clinical social worker. I am a counselor as well as a certified life and executive coach. I have my own private practice and have been over 21 years. And I do sessions like this on all kinds of topics and for a couple of decades I've been doing that. It's possible I might bring examples in my private practice or may work with employee assistance programs or managers. If those occur to me in the moment, I will not have any identifying information about anyone speak about but I think those times examples can sometimes help. Let's jump in here. Basically what we are talking about today is how do we know we have a disengaged team. Looking at ways to motivate and both remote and non-remote definitely in a different day and age now. There were remote employees before but now it is so prevalent. How to know some specifics about the difference maybe and what to like about virtual and nonvirtual and what might be some specific you might want to employ for remote workers. And then, Of course, cultivate ways to help your team work better. That is your job as a leader and manager. So how do we know our employees are engaged or not engaged? As we go forward and have your own teams and thinking of specific people may be on the team for the team as a whole as you look at these bullet points. On the left how do we know someone is engaged? The passion about what they are doing. Generally they want to do everything they can to help their companies and they are connected to the company in some way. They work hard and they are always seeking new ways of working to ensure the company reaches its goal. They care about the company's goal, as well as their own. On the right we have some indications of a disengaged employee. They are not emotionally committed and checked out. Maybe they don't have pride in the organization are somewhat cynical. They don't bring energy or passion to their work. They are dissatisfied with their role or with the company. And so these are just a few of the signs and if you look at these, where do your people fit in here? Depending on the size of your team you may always have four or two people who seem disengaged and that is either a hiring issue or it might be the individual is in the wrong role or maybe they are a good fit for the company as a whole. That will happen here or there but if you start to find the majority of your folks are disengaged, not even a majority. If you have 50% of people disengaged that will take its toll, even a few key people that are disengaged can also pull the rest of the people down as well for keeping these things in mind as you look at your own team. So some other signs that employees are disengaged. Looking through this checklist, decreased productivity, declining quality of work. Especially if that work was productive and people were engaged before when you see changes in people that used to be quite engaged. You know you have some may be indication, withdrawing from the team, especially, again there are more than four or two people and if an individual is withdrawing from the team it may be the individual's struggle that person is having and that may be something to talk about but when we are looking in the context of the team, the employee is taking more breaks, more time off at Noah. Reason ignoring scheduled work times. Increased absenteeism, or what we would call present he is him. What I mean by that is that the employee is there, physically but they are not somehow there mentally. You can tell the checked out thing. They are not present mentally or emotionally so something to keep in mind there. The more - or complacent attitude, diminished desire to keep learning in their job and some of those things maybe burnout. We will talk about that a little bit here. We are trying to make a distinction here on why are they disengaged. First all are they? How do you know they are? And why. We are here

today to talk about how to engage them more. I mentioned cynicism before or exhaustion, a race level of disrespect or rudeness toward others. Again you can look at this as a checklist to assess where are your employees in this realm we are speaking about today. Do you see any of your employees here? If your employees are looking like this on a regular basis you may have a little bit to worry about there. There may be other reasons but you can tell by physical signs nets were virtually it may be harder to figure out. But if I think about virtual employees and you know you all have different organizations so maybe you require people be on video or there are times where there need to be on video there are times and they need to have times when they are not constantly being seen on the screen. The people attending to opt out constantly from video, there may be something else going on. So, you know, there are a lot of studies on the subject and what we start to look at here are possible causes of disengagement. And these are in no particular order. The first one we have is unsatisfactory pay. But most of the key studies on the subject of what motivates people, money is not the top one. Of course, money and pay is important for these people are not volunteering. They have bills to pay and all of that but I think it is very interesting that the studies continue to show that money is not the number one motivator. But these are some of the most common. This thing about career development opportunities. Each of your organizations is different and when there is an opportunity for people to go and learn it can make a big difference and I will talk about that more specifically later, more management, it's a general term. You could line up people and say what is good management and what is poor management. Generally when employees don't feel like there is a leader or leaders that, we talk a lot about trust but that's a big piece here and as many of you maybe have known or have heard that most people don't leave jobs. They leave managers. That is a general statement. That can be prevalent in the workplace. And people may stay for the same reason. If you think about your own career path, who were your best leaders or managers? And what were they doing that made you feel whatever, engaged, great? What do you look for in a leader or manager? And I'm sure all of you have had at some point in your career what you consider a poor manager. What does that look like for you? You can use your own experience to determine some of this. But I remember I was with a coaching organization for many years and pretty high level household name coaching company. And, we worked really hard for not great pay. But my managers were fantastic. I felt seen by them. If I had issues or challenges they really had an open door policy. I think when a manager says they have an open door policy but they are never there, that starts to deteriorate the trust and employee might have and it doesn't mean that you have to have your door open 24/7 but at least if you have periods of time when you really can welcome employees I think it is really important and that was true for these managers that I had. They were Harold problem-solving. I always felt they were there for me and the rest of us versus a self-important kind of manager, that will deteriorate trust very instantaneously. Other things that might be operating here, stressful work environment. You may or may not have a lot of control over that. Just jumping into some things that you've already considered doing and I do a lot of teaching of stress management. When we hear that phrase all the time I think we can feel like Oh, it is just stress and it is airy fairy, this concept of stress management but I'm here to get on a soapbox for managing stress especially if you do have a stressful environment for whatever reason. Maybe you are shorthanded or the work yourself is strenuous and there's too much on everybody's plate. I don't know what the elements are, if you have that environment and you don't have control over many of those pieces what you can do is work with your staff to help them manage their stress. I really suggest you survey your employees, I will talk a little later about some great survey questions. To begin with, asking your people how do they manage stress? I bet you get the deer in the headlights look. They are used to anybody, each of your people needs to have a toolbox, so to speak, several things in their arsenal that will help them manage their own stress even looking at how do they know they are stressed because sometimes we end up in full blown stress mode without realizing how we

get there. I wanted to elaborate on that a little bit more. Burnout, when stress goes on a long time over time and is not alleviated can lead to burnout. Once you have employees that are burned out it's much harder to lift them up because they are already pretty low to the ground, so to speak. You want to mitigate before they get to full burnout stage. Right? I mentioned this a little bit already. Maybe there is a poor fit with the company or the division of the role. Lack of acknowledgment and recognition. This is really key and sometimes a manager is dismissive. Leaders and managers are different. I remember working with an organization at one time with leadership training and one of the top leaders talked about how he was raised both in his family and in his career that it was all pull yourself up by your bootstraps. Having acknowledgment or recognition was weak, if you needed that. And he started to realize how wrong he was when his employees continued to become more and more disengaged. He could feel their lack in trust in him. A lot of different elements going on. There was a pick where he gave a few pieces of recognition and he saw how far it went. I want to give you an exercise that comes into my mind now. I love this tool. If you are not so great at giving recognition or acknowledgment, it's like anything else, you have to build muscle in it. Your employees need this. This particular manager, what he did was he first of all recognize the importance of giving recognition and he gave himself an exercise and he took five employees and he wanted to give a piece of recognition he would take a coin out and put it in the left pocket and his goal was to have all five points in the other pocket. It was a way to train himself to do that. Let me do a caveat here. Recognition has to be authentic and it has to be specific. If you say to your employee, Joe, hey, great job. Takeovers while the first couple times but after that he tunes about. It is not specific enough. This is something you might want to work on if you are not something so great at this. All of the studies show this is a really important piece for employees. Mismanagement of change within an organization could be a training in and of itself. We want to look at some of the possible causes. You can go through this list or have some of your own and look at what might be operating. Improper handling by interpersonal contact by leadership. That is huge. I don't know how many of you here like conflict. I am guessing that many of you. I've been doing this for 21 years or so. I have not met very many people who love conflict. It is a necessity, both for us as human beings, it affects our relationships and how we handle conflict. As a manager you must build the muscle and I keep using that analogy or metaphor. Build a muscle of getting better at dealing with conflict. If you are not good at it you will be able to help your folks deal with conflict either and you will end up with worse problems. All right? I wonder if there are any others that you have as well. I'm sure you can add to this list. Let's see. A couple things that came in here. And there were so many great questions which I cannot handle all of them. We have a lot of stuff to go here. We will see if we have time at the end to answer some questions. What motivates people? Actually, I give you a sneak preview. Now I will erase that for a moment. What things motivate people? Right? We talked about disengagement here. When you think about it, what do you know? What motivates you? What motivated you through the years? Colleagues or friends in any workplace. What do you think motivates you. It's important to answer this question and look at yourself. So here are some of the things I think are important and I want to break down several of these here. This trust thing, Of course, is huge. Again, this is one of the number one things people need in a leader. You just don't overnight have people trust you and I worked with the manager one Ty Nsekhe was having trouble with his team and when I worked with him one of the reasons I pinpointed was he was new to their division and had a lot of experience but he was new with them and he was saying to them you just have to trust me which Of course, makes people want to trust you less. You can't just trust somebody and it happens over time and how you build trust. One way you build trust is consistency over time, caring about your people, showing that you care about them. Having that open door policy consistently, even if it is just a few hours a week keeping it consisted and there are a lot of things that build trust. Without trust you don't have a foundation to motivate people from. I

will talk about the second one with peer motivation little bit later. I talked about opportunities for learning and development. Does your company have opportunities for people to develop, whether it is personal or professional. I remember I worked in an organization counseling center many, many years ago and I was interested in the professional development. I went to my manager and he did not know what was available. I asked my peers and they did not know what was available. You could offer these opportunities but if you don't advertise them or let people know this is an incentive for a benefit, it may be hard for them to access. They are not entertaining the thought that it is possible. Offering opportunities and making them known to your employees is really important especially if you cannot offer them a lot of other benefits, professional development is a benefit. So keep that in mind. I talked about recognition and encouraging your employees. Again be specific with that recognition. Having a real impact. How do you do this? How do you help create an impact for people so they feel like they are part of something bigger. That has been the number one thing that people have spoken about that motivates them in many, many studies feeling like they are part of something bigger and taking in impact. One thing you can do here is ask them. It is an underutilized tool to talk to your employees about these things so asking them how do you think you can make an impact in the organization. Powerful questions you ask your employees and a way of coaching them by putting it in their court rather than doing it all for them or making assumptions or just going through the motions, get their input and it will help them report to you some things. So they are in charge of their own careers in a certain way. This next one is important too. Opportunities to get and receive feedback. Not just waiting for the annual review. If you do that you lose so many opportunities to help your people improve, to help them develop and also to build trust. This isn't just about giving - feedback. It's finding those opportunities as one of the best managers I ever had, catch them doing something right. So if you are giving feedback or regularly then you can reference that and help someone get better at their job, or whatever it might be good because then you can reference back to that during the year. I hear it happened so much at the time. I'm sure you've had it happen too. You feel something when you have heard something in the review you never heard before. Something to keep in mind. And then, company values that resonate. Do you know what your company values are? Do your employees know? Does your organization stay to to the values or is it a dusty document created 15 years ago and put up on a shelf? Values have to be dynamic. It has to be alive. You may not have complete control of your values of your organization. Which ones can you really get behind and help your employees do the same thing. I wonder if any of you have heard this term. I do not know who coined this to begin with. I think it is a great gauge for how engaged your employees might be. The discretionary effort reviews a level of effort employees are capable of giving and one that exceeds the bare minimum required of them. In other words, if the work day ends at 5:00, let's say in by 5:00 you can hear crickets and everybody is gone, or those times in your organization you need people to give a little extra and work extra hard. If people refuse to do that or are disgruntled, or whatever it might be, you are not building opportunities to have this discretionary effort. So that can be assigned that people are disengaged. This is about paying attention and really important. Paying attention to your employees. So a little bit about remote and non-remote people. So, you know, there is two things you focus on here, right? You know this. There is the team which is an entity, in and of itself. There is each individual who makes up the team. And you have to know each of those people well enough to know, I don't know, what does motivate them? I was thinking about this the other day. You are making stew or ASOS, you have all of these ingredients you put into it. You have to know what each of them taste like. You need to know how much to put in and out little to put in and you get the idea, right? Your people are in ingredient in the Sioux. One of the ingredients is not connected you will be absent the flavor that makes the whole stew rise to the next level. And so what people need to feel valued and need to be seen and heard, you can do this by remembering personal things about people, right? And I want

to emphasize. This isn't about you being there therapist. Don't do that. It is not a good thing. You don't want to be there counselor or the depths of their lives, it is a balance you have to strike. Knowing some personal things. What are their hobbies. What do they do after work. What are the best qualities? In fact, I will give you a few now. It is such an important exercise to give your employees to help their self-esteem and give you more information and have them identified what are the top five qualities? Some of these might be things that they do or they are efficient. They are punctual. They have a strong work ethic. It is also who they are. Are they funny or smart? Are they creative? Are they friendly? Ask them to identify their top qualities. If they cannot come up with five they need to build your self-esteem and you need to help them recognize that. You have to find these backdoor ways of getting to know them as well. And then, you know, knowing where there may be discrepancies between remote and non-remote Oaks. That you may be missing. I worked with a law firm, I worked with the CEO. I coached a few people in the organization. Most people work in the central time zone. Two employees in the Eastern time zone. The head of the law firm, he did not recognize that they had different hours. If he called the meeting at 8:00 a.m., actually, that example was when they were traveling and his folks had to travel back to the East Coast. They got in at 1:00 a.m. and he called meeting at 8:00 a.m. and is employees in Florida, they always felt like they were the black sheep of the family. So thinking about those things you might miss. Communicating more, especially when you have remote employees. More fun exercises. Things to keep you connected with them and have them connected to each other. In just a couple other things with remote employees we tend to think I just need to manage them more. Find out are they doing their work? That will make them trust you last feel like you trust them less. Here are some other things to keep in mind when you have remote employees, even more so maybe the people that are not remote. So this is a survey that was done by Gallup, created by Gallup and if you go to Gallup.com you can find this survey, the employment engagement survey. These are fantastic questions to ask of your employees periodically to find out are they engage. This will give you a lot of information. Some of this might be tough to take. But you will get a real gauge of the things that are most prevalent with more of your employees. If you have four or two employees that score well but the rest of the team and the other 25 people for them high, again, it will give you an idea of what is operating on a whole systemic level. The whole group and what is an individual problem with engagement. And just one quick thing and I'm looking at my time here. Something I think is important. It kind of goes back to the conflict piece. When there are problems going on or interpersonal problems with people on the team, and they are pervasive and they don't go away. When you ignore problems you notice but it is hard sometimes to figure out how to problem solve and get employees engaged with each other, whatever it might be. But ignoring it won't make a difference. [ laughter ] If you ignore it, it makes it worse. I had a manager and it's time that she did not have any experience with people she was brilliant and operations but over her head with the people and we all in this call center, there were problems within the call center within each other but she got to the point that she said if you have interpersonal problems you have to deal with them yourself. The thing that we agreed upon, that was not a good strategy. You need to help your people. You need to not ignore problems. So this is a great survey to keep in mind. You can find this on your own or create your own survey that is specific to your organization or workplace or whatever it might be. Okay? So, just a little bit about helping your team work better together. You know, you can't make people look all happy on the right. Who knows when the camera is off what it looks like. You cannot make people get a long. You can at least cultivate things that help them respect, empathy, patience, open-mindedness. And I wonder and I am sure many of you have heard this term but I think it is a powerful and important term to remember you have to instill in your organizations. What is psychological safety? Shared belief held by other members of the team that they will not embarrass, reject or punish them for speaking up psychological safety at work does not

mean everyone is safe all the time it means to embrace the conflict and you speak up and know your team has your back and you have theirs. So some categories of psychological safety you can look at here. Inclusion safety means people feel they are included. This might be or include diversity. This might include making sure everyone has a voice and they feel included. Sometimes the extroverts and the ones that are louder get the attention and introverts of the quieter people and they don't ever get the opportunity to have a voice. They are not as assertive. Inclusion safety. Learner safety. Being in a learning position is vulnerable. So helping people feel safe to be in the learner mode and make mistakes or whatever it might be in Contributions. The main idea instead of someone going that's a stupid idea and you let that go. That is a very damaging thing to do and to model for your team. So keeping in mind that you want it to be a safe environment for people to share. And it is also safe for people to challenge other people on things. You have to instill respect. But people have to feel safe doing that as well. And so, you can see here, Timothy Clark, who wrote the four stages of psychological safety. It is a great book. There are other books on the subject as well. You could do a Google search. Marcus Buckingham's work love and work is a great work book as well. I want to give you a couple of resources there. And we know you can look at these and ask yourself, do people feel this? You could give an anonymous survey to your folks to see if they are feeling psychological safety. It might not be safe for them to say they do not feel safe. You have to make it a safe enough environment for people who will even let you know what happens. When people feel shut down or not safe to share or be vulnerable they will disengage. I know we just have a few minutes left. These are more of a review of what we talked about today. Get to know them. Again, those personal things about them, so you can again, reference back to them. How did senior sister go or whatever it might be. Just knowing some personal things that you can check in with them about. We talked about rewards and feedback. Professional development. Opportunities for fun. One is not a frivolous thing on will connect people and you have two employees who don't get a long and if they can bond around something fun it can soften that relationship or that conflict a little bit, provide flexibility whenever possible and having a true open-door policy we talk about, not that it is 24/7 but it is consistent the times you are available and if you can't be the time you said you would, then give them another time and say I'm sorry there was an important meeting and this is important too and I change my work hours this week. In my doors open these hours. Right so I a lot at you. Again, hopefully you can take something away from this. Here are some great quotes. This is important. The company is as good as the key people it keeps. And we have to look at our ego getting in the way or am I serving our employees. There's no magic formula and how do you want to be treated in this old quote Zig Ziglar. People say motivation to last and neither does bathing. It not one and done if you have new employees that come in you have to incorporate them with what has to happen. Staying active and connected, open, curious and caring. We have just a few minutes left. And so I will see if we have time for a question or two. This is my contact information. I have my private practice, as I said. I want to end this here and you can put up the Takeaway poll and I will hand it back to you.

Sure. I do want to remind all of you, I will not pull the slide up now. I want to give you a chance of what you are taking away and going forward. We will be those to you in just a moment. You do have benefits available to you and if you do not know your programs toll-free number or website please reach out to your human resources department to get that information. I want to remind you there are special services available, including workplace support services. They are great benefits that help you to be a better leader. Paula we have a lot of responses here.

Yes. They are fantastic. If you have not written anything down that you are taking away, be sure you do. These are all great. The psychological safety and I'm glad you can take some of these away. Do we have time for question?

Why don't we go ahead and do a question. Let people make their commitment. Let's do a question here.

This one question came in. Can you give an example of poor conflict or change management. Everyone has been talking about this. That would be playing favorites, letting bad behavior happen or people turning up the volume and hearing or seeing people are shutting down and people are disrespecting up here of theirs, maybe not intentionally but that's a quick example I can think of and then there was one quick one. The younger generation has many anxiety issues that keep them unable to do their jobs. How do you handle this?

Anxiety is tricky. You can refer them to the EAP to help them manage their anxiety and certain behaviors that they are showing that the anxiety might be like they are not getting their work done or they are freezing up, this could be considered a performance issue. With the soft touch you can help them identify some of the behaviors that they might feel is anxiety but they have a job to do as well. So that is a nutshell answer. I could do training on that.

Looks like we have run out of time. This is a large audience. Some of the questions are pretty personal in nature as well. Please use your benefits to call in. Whether it be how to handle a conversation with your employee or handle a performance concern. Reach out to us and I want to let you know we have our satisfaction pull up and to please rate your experiences. We are not broadcasting results. We can see it. Let us know any comments you would like to share and we would love to hear them. And, lastly hover over the download icon and say. That God and it will save on your computer. Thank you for joining and thank you for sharing your expertise and we have enjoyed having you as a speaker. This is the end of our session.