HOW TO MOTIVATE AND MANAGE PEOPLE
By Mark Sanborn

TEAM BUILDING: **VOLUME 1, PART 1**
Class #1 45 min

MYTH OF COMPETITION:

No contest - Do not compete, cooperate with each other.

How do you compare to potential

Reward **employees** of the month

Productivity - absence of competition

TEAM:

Highly communicative group of people

With different backgrounds, skills, and abilities

Who share a sense of mission (purpose)

With clearly identified goals.

TEN CRITICAL DIFFERENCES BETWEEN A TEAM AND A GROUP:

1. Who do your team members compete against?
   - External versus Internal
   - Compete against a goal not each other
   - Have an absence of internal competition

2. Team Agenda versus Personal Agenda
   - Goal focus versus Task focus
   - How they contribute to the team
   - How they contribute to other team members
   - How team contributes to business
   - Effective versus Efficient
   - Doing the right thing or doing things right

3. Team Highly Inductive
   - Innovate or Evaporate

4. Participative Management
   - Democratic
   - Profit sharing

- Information sharing
- Employees override managements decisions
- Decision making, move process to implementation

5. Comprised of Self-Starters
   - External and internal rewards
   - Work groups are kick starters

6. Linkage between Team and Organizations Success
   - Set individual goals and team goals
   - Performance objectives
   - TIPO: Team/Individual Performance Objectives
   - What happens when team wins?

7. Interdependent
   - Ask for help when needed
   - Offer assistance when they can

8. Enjoy what they do and who they work with
   - Trust who you work for
     - Boss listens
     - Boss delegates
     - Employees know they are trusted
   - Proud of what they do
   - Enjoy who they work with and have fun

9. Sense of Urgency
   - Urgency creates performance

10. Team Thrives on Challenge Versus Avoiding Risks
    - Live with failure
    - Reward for new failure
    - Bottom line - Synergy - 1+1=3
    - A good test, teams produce more than groups

WHERE TO START BUILDING A TEAM:

- Work area - Who you work with or your manager
- Interdepartmental team building
- Customers
- Vendor

HOW TO BEGIN BUILDING A TEAM:

1. Study other successful teams
2. Involve all people effected
3. Solicit concerns from everyone
4. Create a time line

5. Inform and train
6. Start small and build
7. Evaluate and adjust
8. Team size 9-12 people

ESTABLISH EXPECTATIONS IN ADVANCE: **VOLUME 1, PART 2**
Class #2 45 min

- Use common sense, use your head
- Make yourself valuable

FOUR EXPECTATIONS or THE FOUR C's:

1. Commitment
   - Involved in the decision making process

2. Cooperation
   - Based on a shared sense of purpose and mutual gain
   - Measure cooperation levels between team members with special examples
     - People who help most
     - People who are somewhat supportive
     - People who are least supportive
     - People against supportive team work

3. Communication
   - Confront unpleasantness
   - Resolve conflicts through communication

4. Contribution
   - Never an option
   - Negative Impacts of non-contribution
     a. Demoralizes the performance of employees
     b. Pass on high overhead to the customer
     c. Cheats owners

TEAM LEADERSHIP:

- Ability to help individuals or organization surpass themselves
- More with less leadership (1+1=3)

SKILLS:

1. Highly Developed Interpersonal Skills
   - Balance these two
     Need for attention
     Need of belonging
   - Feedback to members
   - Support of teams (take the heat!)
2. Organization Effectiveness
   - Focus on task and people
   - Power with people not over them

- Help people meet their needs

3. Failed To Grow A Replacement
   - Radical leadership
   - Share leadership job with every team member

4. Willingness To Listen and Ability To Express
   - Three components of listening
     1. Caring enough to ask
     2. Interested enough to really listen
     3. Dedicated enough to implement

5. Pursuer of Progress and Developer of People
   - Team building increase productivity
   - Two full days each year used for coaching
   - One on one coaching
   - Challenge how business is done to do it better

6. Set Expectation Levels
   - Raise expectation levels
   - Live up to them

7. Willingness To Model Behavior
   - Behavior you expect from other people
   - Nobody works harder than founder

8. Ability To Deal With Problem Team Members
   - Create a non-team that is not evaluated on cooperation
   - Why are team members not cooperating
     1. Diagnose the cause
     2. Involve person in discussion
     3. Coach to resolve problem suggest recommendations
     4. Get agreement from person to change
     5. Reinforce
     6. Remove, dismiss, fire

FIVE IDEAS ON TRAINING (growing people):

1. Team Training

2. Job Trading
   - Seed bed for innovation
   - Put in other jobs
   - Creates empathy

3. Strategical Anticipation

- Train before new job

4. Form a Corporation Resource Center
   - Tapes
   - Magazines
   - Books
   - Videos

5. Professional Development
   - As part of every team meeting generate two new ideas

CREATING COOPERATION:

1. Sense of Mission (mission statement)
   - Reflect core purpose of why your doing it, why does the team exist
   - Challenging yet attainable
   - Congruent with organizations mission statement
   - Who is the customer that we serve
   - Be able to fit on the back of a business card
   - Ask team members what is mission statement on a regular basis

2. Operate From a Set of Values
   - Don't violate values
   - Have values before adding values
     - Customer service
     - Quality
     - Innovate participate
     - Have values before adding values

3. Setting Measurable Goals
   - Set own goals
   - You are a valued as an individual
   - As you achieve team goals, you achieve yours
     - create ownership
   - Team calendar year (quarter by quarter)
     - 10 most important goals

4. Develop Action Plan
   - Work step by step to achieve goals
   - Single person accountable for success of project
   - Five column worksheet
     1. Task
     2. Person Responsible
     3. Results expected
     4. Due date
     5. Completed date

5. Decision Making
    - Quality of decision
        - Using more than 1 person quality improves
    - Speed
        - Time to make the decision
        - Time to implement
        - Implement faster
        - Time up front pays off in implementation
    - Commitment
    - Ways to make decision (use a mix)
        - Unilateral - lack of time with expertise
        - Consultative - lack of expertise
            - time crunch
            - want opinions
        - Consensus - commitment
            - Time Available
            - Expertise will contribute

COMMUNICATION: **VOLUME 2, PART 1**
Class #3 55 min

INFORMATION INTO STRUCTURED KNOWLEDGE:

1. Accuracy
2. Move quickly - Break down barriers
3. Must be useful now and in the future

TWO TYPES OF INFORMATION:

1. Logistical - There is a use for it now
2. Nutrient - No immediate use for it

CONVERT INFORMATION TO STRUCTURED KNOWLEDGE:

<u>INFO</u>
I = Ideas
N = News
F = Feedback
O = Outcome

IDEAS:

1. Implement A Mistake Of The Month Award
   - For the attempt and willingness to fail

2. Idea Quotas
   - One new idea each week

3. Weekly Challenge
   - Assign a problem
   - 3 creative solutions by Friday for the problem

4. Brainstorming Breaks
   - Call anyone available to brainstorm for 5 - 10 mins.

5. Once A Month Organization Wide Creativity Meetings
   - 1 representative from other departments

6. Encourage Informal Meetings Of Team
   - Once a week breakfast

NEWS:

- News Versus Gossip
- Honesty Versus Brutally Frank
- Information Builds Relationships
- Reasons For Good Team Meetings
    - Disseminate news
    - Quick
    - Exciting
    - Good investment of time
    - Informal

6 COMPONENTS OF TEAM MEETINGS:

1. Accomplishments and Blunders (Roses and Onions)
    - Focus on what team is doing good and bad
    - What has happened to be proud of
    - What had happened you regret

2. Follow up From Last Meeting
    - Responsible for tasks and deadlines
    - Action plan from last meeting
    - Progress or regress

3. New Action Plan
    - What needs to done
    - Who will do it
    - What resources will it take

   Takes away from the groan and moan

4. R & R (rewards and recognition's)
    - Over time reward <u>every</u> team member
    - Team members receive awards every 2 to 3 months
    - Performance of <u>group</u> - everyone feels valuable

5. Professional Development
    - Show videos - 10 minute snippet
    - Audio tapes
    - Guest speaker
        - internal and external
        - Customers good and bad
        - Upper management - state of company

6. General Announcements Preprinted
    - Action plan received within 24 hours
    - Everyone moderate, plan and execute
    - Everyone develop professional development
    - Delegate participation
    - 45 min to 1.5 hr. Lively and exciting

FEEDBACK:

- Information To Improve Performance

1. Feedback, Focus On What Not Who
    - What would you do different
        - Describe what was done
        - Result of the behavior that was done
        - Do differently, involved in decision
    - Any information to improve performance
    - Improvement feedback to do better
    - Have you considered this?

2. Provides Instruction Not Inflammation (anger)
    - Instruction
    - Rule of OMB
        - Observable or Measurable Behavior
    - Specific information
        - What is being done wrong
        - How do you improve

3. Wait For The Teachable Moment
    - JIT (just in time)
        - Corrective feedback, just before it happens again
    - ASAP (as soon as possible)
        - Positive feedback, reinforce behavior

CONFLICT (treat like turbulence):

1. Do Not Let Distraction Detract You From Progress Toward Goals

2. Three Step Approach
    - Talk to other person
    - Mediation - Objective third person
        - Not bending
    - Arbitration - Binding solution
        - Any other team member
        - Must agree to solution

DIPLOMATIC CONFRONTATION:

- Do Not Confront People
- Key To Solution <u>Attack</u> <u>Problem</u>
- Create Allies

OUTCOMES:

- Desired Or Intended Outcome

- 4 Reasons That Block From Getting Desired Outcome
    1. How we communicate
        - Emotions
        - Defensive - No longer receptive

    2. Assumption
        - Think you have the information before you <u>really</u> have it
        - Finish sentences

    3. COIK
        - <u>C</u>lear <u>O</u>nly <u>I</u>f <u>K</u>nown
        - Assume we know more

    4. Don't ask
        - Clarify or ask what is needed
        - Known to us but not to other people
        - Myth of clairvoyance

Class #4 45 min

5 Reasons Why We Don't Get The Results We Want

1. Don't know what to do
   - Communication

2. Don't know how to do it
   - Training

3. Can't do it
   - Wrong person in wrong place
   - Selection

4. Refuse to do it

5. Reason why
   - Motive for action
   - Why should it be done

Fundamental For Motivation (ethical motivation)

- You get the behavior you reward
  - Identify the right behavior
  - Give rewards people want
- Create motivational environment
  - manipulate environment
  - Quality of work place
  - Suggest to improve environment
- Can't expect much if your not willing to give much

8-10 Behaviors that need to be rewarded

1. Reward progress not activity

2. Working together
   - Praise a peer
   - Everyone send 100 note cards to other employees

3. Recognition for failing less

4. Recognition for exceeding expectations
   - Solicit input (ask)
   - % of increase

5. Solving problems
   - External brain syndrome
   - Solutions and implementation

6. Trying new things and turning failures into successes

7. Reward employees for saving money

8. Customer service

Ways to reward employees

1. Pay for what you do/performance
   - Link individual performance and organizations success (profit sharing)

2. Team gain sharing
   - Payoff based on teams success

3. Reward individual for their contribution above base-line

<u>What motivates you?</u>

7 Questions on what motivates a person

1. What do they like most about their jobs?

2. What do they like least about their jobs?

3. What do they plan to do with their future?

4. What would they most like to learn?

5. What time do they feel they do their best work?
   - Mornings, afternoons, or evenings

6. Who do they like to work with most?

7. What is the most important thing in their job?

Non Monitory Rewards

- Articles in newspapers
  - Individual
  - Team
- Note from the CEO
- Different work
- More or less responsibility
  - Workafile (likes what they do)
- Flextime
- Time off
- Title change
  - Create their own title
  - Add extraordinaire after original title
- Public spotlight
  - Memos to magazines or newspapers
- Training

CELEBRATE:

- Communicates That Everyone Is Appreciated

- Recognizes And Reinforces Behavior

- Camaraderie

- Business Can Be Fun If Done Right

    1. Celebrate regularly

    2. Be creative
        - Dollars to donuts

    3. Celebrate your own teams success

ACTION PLAN FOR STARTING TEAM BUILDING:

10-20 Quick Team Wins
- What do you suggest we do?

5-10 Top Team Goals (long term)
- Listen
- Ask
- Implement

3 Things To Implement Immediately
- Personal Agenda
- Always use rule of 3 (3 is enough to implement)

SUMMARY

- Always Keep This In Mind
  If I were president of this division I would _____.
  If I were leader of the team I would _____.

- You Accomplish More By Cooperation Than By Competition.