

**2011 Access Group
Graduate and Professional
Financial Aid Conference**

**Establishing a
Motivational Environment
through Leadership**

Presented by
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Shifting Sands
Discovering the Foundation





Leading vs. Managing

The terms management and leadership are sometimes used interchangeably. There are however, important differences between the two. While managers are often in a leadership role, they may not necessarily go about their jobs as a leader.

There are also leaders who are not responsible for managing staff, but instead are charged with creating a shared vision and maintaining its achievement through many channels.

While the difference might be subtle, it is important to take some time to think about what it means to manage and what it means to lead...the insight can help anyone do a better job of both.



Managing vs. Leading

Manager	Leader
Administers	Innovates
Does things right	Does the right thing
Accepts reality	Investigates reality
Is a copy	Is an original
Maintains	Develops
Relies on control	Inspires trust
Asks how and when	Asks what and why
Accepts status quo	Challenges status quo
Focuses on systems and structure	Focuses on people

Adapted from *On Becoming a Leader* by Warren Bennis

Highlight the characteristics that best describe you...be honest!

Reflections. . .

More in the 'Manager' column than in the 'Leader' column?

- What impact might this be having on:
 - Those who report to you
 - Those you interact with
 - Your organization
 - You
- Which would you like to change? Why? When will you start?

Creating a Motivational Environment

Today, organizations are looking for ways to keep their employees focused and motivated during challenging economic and business conditions. With freezes (pay and hiring), layoffs, furloughs, and pension plans being impacted, there's plenty of unsettling news going on that can drag a person/team down that a manager/leader cannot control.

Much has been written about 'motivation' and the importance of a 'motivating environment'...so what does a 'motivating environment' look like?

It's late on a Friday afternoon, most people are headed out ready to start their weekend and a few members of your team are finishing up last minute touches on a project...not watching the clock...and having fun!

A 'motivating environment' is when people push themselves harder than any boss ever could. It's when people are giving it their all when no one is watching and no one may ever know. It's when people give 100% because they want to, not because they have to...that's motivation...that's engagement.

Engagement

The Engaged Employee

- Takes action and encourages others to work towards solutions.
- Brings positive energy and a “can do” attitude to the team.
- Develops mutual trust and respect with managers, team members and customers.
- Finds new and better ways to get work done.
- Highly productive and gets results

The NOT Engaged Employee

- Emotionally detached from the team and work.
- More neutral than positive or negative.
- Stays in a holding pattern rather than moving forward.
- Does the basics of the job - enough to get by – a survivor.
- Self-protective and less likely to connect with team members

The ACTIVELY Disengaged Employee

- Stimulates negativity by talking about what’s wrong.
- Gets hung up on problems - not open to other options.
- Unhappy and talks to other unhappy people.
- Mismatch - talent does not match the role.
- Victim - it’s never their fault

Motivational Principles

Leaders Manage the Environment NOT the People

Agree	Disagree	Principle
<input type="checkbox"/>	<input type="checkbox"/>	You cannot motivate other people
<input type="checkbox"/>	<input type="checkbox"/>	All people are motivated
<input type="checkbox"/>	<input type="checkbox"/>	Any strength overused can become a limitation
<input type="checkbox"/>	<input type="checkbox"/>	People do things for their reasons, not your reasons
<input type="checkbox"/>	<input type="checkbox"/>	If I know more about you than you know about me, I can control the communication
<input type="checkbox"/>	<input type="checkbox"/>	If I know more about you than you know about yourself, I can control you



12 Ways to Establish a Motivational Environment

1. Hire attitude not skills
2. Motivating work and goals
3. Establish open communication...good and bad
4. Discover your blind spot...avoid being a jerk
5. Get out of the way...avoid micromanaging
6. Promote your team's work
7. Lead by example
8. Cut the red tape...when ever possible
9. Get personal
10. Encourage camaraderie during work hours
11. Be supportive
12. Establish trust



Trust

Why do people make jokes about used car salesmen? What made you decide on your choice of a family physician? What distinguished your insurance agent from all others? Why do you (or don't you) enjoy working for your organization?

Diverse questions, to be sure, with many answers. But one commonality always shows up, in however diverse forms, as people answer those questions. The commonality is trust, or lack of it.

It's expressed in different ways.

"He seemed genuinely interested in helping". "He was there when I needed him". "She's the kind of person you can count on". "Around here, they make you feel like part of a team". "If he says he'll do it, it's as good as done".

Or the opposite.

"He only seemed interested in his own agenda". "I got the impression he was thinking about something else when I was talking to him". "That's her promise this week. She'll have an excuse next week". "Around here, you're on your own. Nobody cares whether you succeed or fail".

Trust is the foundation of all relationships. People want to work for organizations and managers they can trust. People buy from the companies and from salespeople whom they trust. They may not say it that way, but that's what they do.

An organization has goals, objectives - tasks to perform. But an organization is people....people working together to accomplish organizational and personal goals. These goals are more likely to be met if there is a consistently high level of trust, both inside the organization, and with customers outside.

Trust

One of the greatest challenges facing organizations today is the hiring and retaining of good employees. The one factor that heads the list as to why a person stays with an organization demonstrating a positive attitude for their job is **TRUST**.

Trust is built over time, through knowledge and experience.

Bottom line, leaders who are most successful long-term are those who are able to establish themselves as **trust agents** for their customers, their employees, their peers. Experiences with you will teach them whether you *consistently keep your commitments and act in their best interest*.

Results and Consequences

Results where trust exists:

- People staying with the organization
- Long-term successful leaders
- Relationships that grow and last...customers and employees
- Productivity
- Profitability
- *Employee of Choice* reputation

Consequences where a lack or absence of trust exists:

- Flow of information restricted, diminished, inaccurate, incomplete, distorted
- Tasks, goals and objectives not met timely; questionable results
- Productivity lessened
- Individual contributors frustrated
- Conflict among people increases
- Superficial interactions - Members tend to keep up appearances, careful of what they say and perhaps, of actions they take.

Leadership Lessons from the Geese

Fact #1

By flying in a "V" formation, the whole flock adds a greater flying range than if individual birds flew alone.

Lesson

People who share a common direction and sense of community can get where they're going more easily because they're traveling on the strength of one another.

Fact #2

Whenever a goose falls out of formation, it feels drag and resistance...and quickly gets back into formation.

Lesson

It pays to stay in formation and be willing to accept help when we need it and give help when it is needed.

Fact #3

When the lead goose is tired, it rotates back into formation, and another goose gets in the point position.

Lesson

Share the task of leadership and don't resent the leader.

Fact #4

Geese honk from behind to encourage those up front.

Lesson

Make sure our "honking" is encouraging.

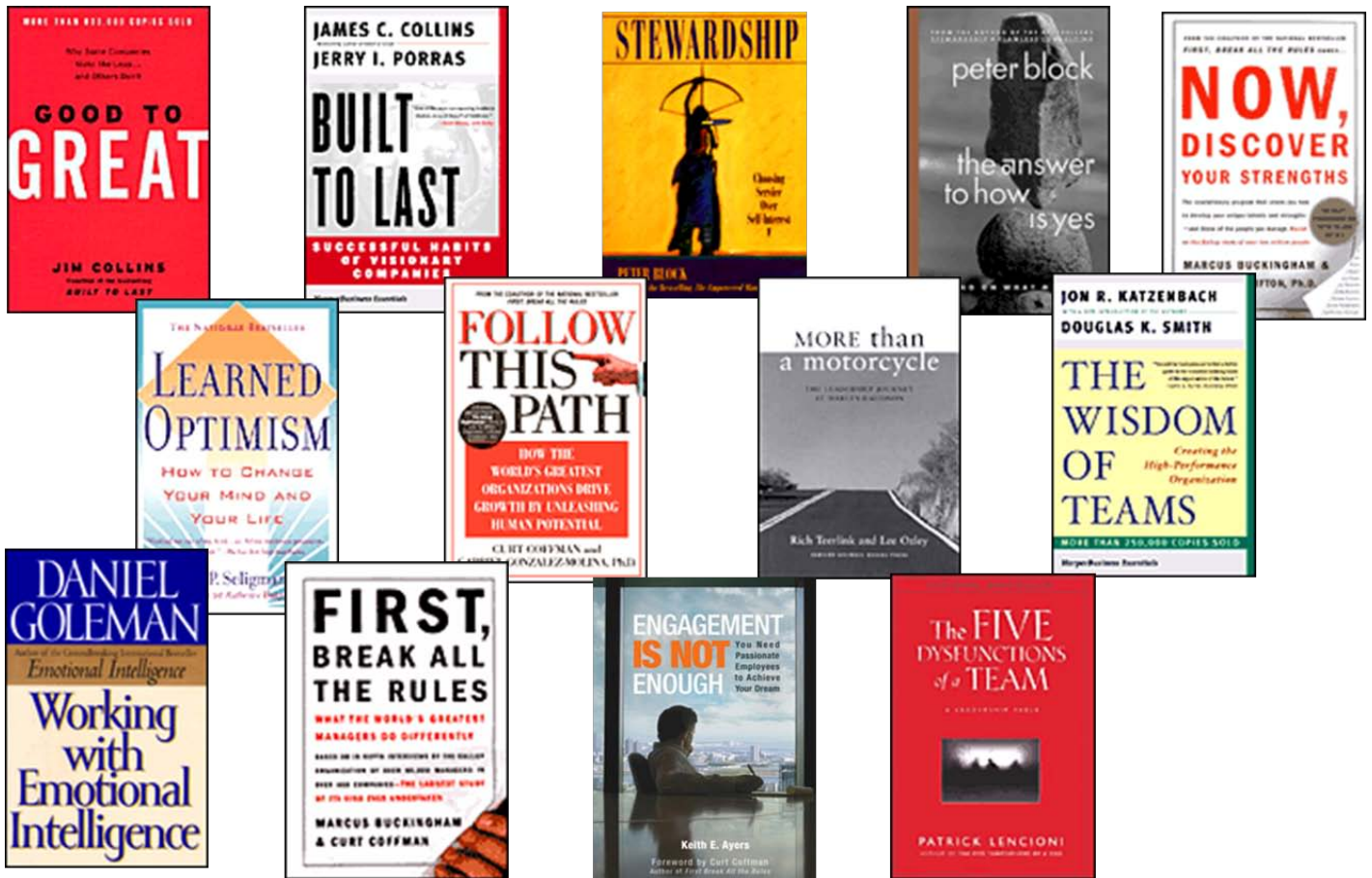
Fact #5

When a goose is injured, two geese drop out of formation and follow it down to earth to help and protect it.

Lesson

Stand by one another in difficult times and help those in need to regain their full functioning role on the team.

Reading Resources



About the Presenter

In 1986, having gained her corporate business experience with Fortune 500 companies, Rosanne founded the RCTaylor Group and until the business was sold in 2008, she was the primary program developer and one of several lead trainers for many of the 100+ workshops. She specialized in Customer Service, Leadership, Communication and Sales.

Being a strong believer in the 'power of people', Rosanne's philosophy is to help organizations achieve their goals through their most important resource, their people. This is, in a large part, achieved by helping people tap into their hidden potential and accept responsibility and accountability for their jobs.

Rosanne completed her undergraduate studies at Immaculata and Villanova Universities and pursued additional studies at Wilmington Graduate College. She is an inductee in the Who's Who of American Business Women and Immerring Business Leaders of America.

Currently she divides her time working as an adjunct instructor with Neumann University, consulting to the RCTaylor Group, guest speaking, and delivering her message of the importance of people and attitude via classroom and online interaction. On the personal side, Rosanne enjoys family, friends, golfing and cooking her way through every Italian cookbook she can find, including *Relatively Cooking*, the one she wrote for her family.

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