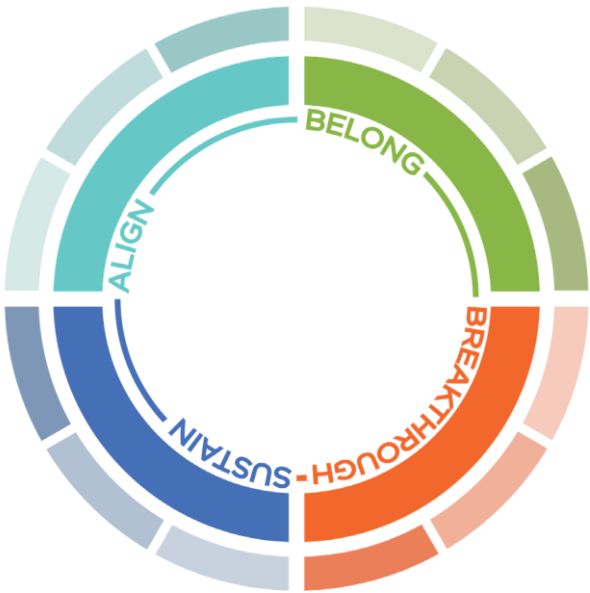


Creating Thriving Motivated Teams Through Heart Centred Leadership



The Consequences Of Not Having A Highly Motivated Thriving Team?

In these unprecedented times, most leaders will continue to face significant challenges as the economy struggles in the face of the Covid pandemic, and with people working more remotely, many leaders also recognise that maintaining a highly motivated thriving and engaged team environment has become even more difficult.

With so much uncertainty, you may start seeing signs of a toxic culture which is affecting the atmosphere and morale among team environments, especially as people feel more isolated having to work remotely.

What is certain is that the challenges we all face from less physical connection with each other will inhibit the creation of a highly motivated, thriving, and engaged team.

Highly motivated thriving teams will typically:

- Achieve stretch goals
- Retain top talent
- Experience high morale
- Deliver a superior customer experience
- Be generating innovative ideas and creativity
- Have team members that are empowered to make their own decisions
- Be a cohesive unit

Several research studies have been carried out with supporting data confirming that highly motivated, and emotionally engaged teams achieve superior business performance.

A major study carried out by Sprietzer & Porath found that organisations with teams of highly engaged, and motivated team members outperformed peer groups in a number of areas:

- 16% increased team performance
- 18% higher productivity
- 43% less staff turnover
- 100% less burnout
- 46% more job satisfaction.

Also, a research study by Gallup found that whilst 25% of an individual's productivity is mandatory, 75% is voluntary.

This report will show you how heart centred leaders get the best out of their people and capture that segment of productivity.

Motivated thriving teams positively affect the bottom line

What Does A Motivated Thriving Team Look Like?

Highly motivated thriving teams display different behaviours and attitudes, with certain characteristics in play that contribute to these teams consistently delivering superior business performance, and even with these teams having to work more remotely, these behaviours and attitudes are not undermined.

There are a number of factors that need to be in play that if fully activated deliver increased business performance, but **what is certain is that heart centred leaders create highly motivated teams who are committed to, and aligned with the vision, core values, and direction of the business.**

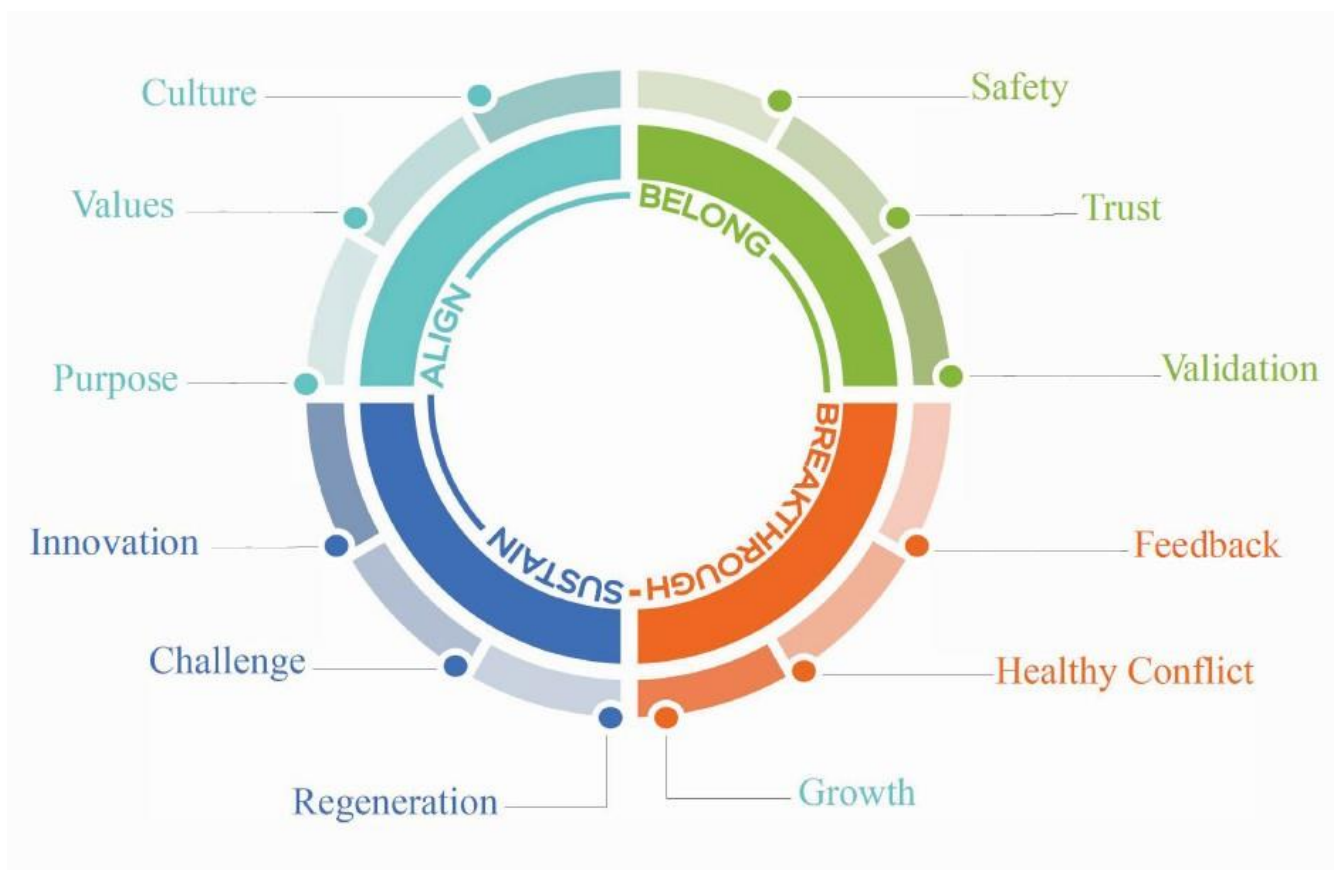
Heart driven leaders ensure that their people will have a stronger sense of purpose, camaraderie, fellowship, and belonging, and will trust each other to get the job done, will be comfortable giving and receiving constructive feedback, and will fully accept positive conflict has a part to play in addressing and resolving issues.

These teams will also have systems and processes in place to support team members better face set-backs and significant business change.

Motivated thriving teams retain top talent, and have higher staff morale, but will also have less absenteeism, and staff churn.

The Four Pillars

With 25 years of experience working with CEOs, business owners, and leaders, we discovered that heart centred leaders have created highly motivated thriving teams that demonstrate specific behaviours and attitudes that can be found within supporting structures we call pillars.





Align

Heart centred leaders create aligned teams with members experiencing a strong sense of meaning and purpose around their agreed goals, and team members personal values will be aligned with the company's core values.

Aligned team members want to know how they can help each other achieve their objectives, and are interested in achieving cross-functional targets, as they know that will contribute to the success of common business objectives.

Behavioural norms, goals and priorities will have been agreed, and team members will want to disseminate these objectives across their own departments.

Furthermore, heart centred leaders ensure team members can agree to a set of core values by having processes in place to allow their people to examine personal values to determine how they can best integrate these with the company core values.

Motivated thriving team members act out of a common set of values to drive a more positive culture across the organisation, and heart centred leaders realise without this, the company will likely have disengaged, and less loyal employees.



Belong

Heart centred leaders ensure that team members in motivated teams experience a strong sense of belonging because they recognise the importance of a safe and trusting environment to work in.

They will create a space where team members can fully express themselves without being undermined or alienated.

Heart centred leaders recognise that a psychologically safe environment is the foundation for developing trust, and for encouraging open, and authentic communications.

Without the experience of working within a psychologically safe environment it is difficult to turn a group of individuals working together into a dynamic team that is not afraid to express itself, and to demand the best from each other.

As a result, team members will feel more valued, respected, and heard.



Breakthrough

There will be times when team members face personal challenges, perceived limitations, and will display negative thoughts, and behaviours.

Heart centred leaders accept that everyone will hit barriers, but they are prepared to address issues quickly as the culture encourages constructive feedback and healthy conflict, which they will see as a positive force for change.

Team members will be more attuned to what colleagues are experiencing, and recognise constructive feedback can lead to new insights, personal growth and breakthrough which, in turn, will lead to a more deeply connected, supportive and bonded team.



Sustain

In today's very challenging business environment, management teams with largely remote workforces will all face challenges and set-backs that require them to adapt quickly to change.

External factors, like the pandemic, or a new competitor entering with the potential to disrupt the market, or a merger or acquisition resulting in new people having to be integrated and assimilated quickly and remotely into the organisation, can result in disruption to team dynamics.

Whatever the challenge, heart centred leaders will have prepared for this by implementing mechanisms and protocols like health checks, and monitoring systems, to support the team to re-visit, update, and re-generate to help better handle change.

Sustaining optimum performance in the face of adversity and being able to quickly adapt to change depends on many factors, but one key element for success will be in the way leaders can get team members to positively respond individually and collectively to these challenges.



Align

What to look out for in a mis-aligned team:

- Individuals within a mis-aligned team can struggle to articulate or agree the team's overall purpose, and core values, or may not think they are relevant in day-to-day operations.

This might result in the team pulling in different directions with some individuals more focused on their own personal agendas, rather than on common business objectives.

- The team might be consistently under-performing, or be experiencing significant change as a result of an expansion or M&A, which has disrupted team dynamics.
- Some team members might not be fully engaged, show up late to meetings, take things too personally, or have hidden agendas not being voiced; all subtle signs suggesting some people are not fully aligned to common objectives, and probably harder to see when most team members are working remotely

This might manifest itself in higher absenteeism, more sick days, or top talent wanting to leave.

- Cross-functional collaboration may not be happening as effectively as you would like, as personal rivalries override working towards common goals.
- Hidden agendas, cynicism, rivalries and unhealthy internal competition may exist between members of the team
- Some colleagues may demonstrate low risk-taking, or may lack creative thinking, which might inhibit innovation.
- Leaders may not be good at delegating, which is causing bottlenecks in decision-making.
- There may be a lack of clarity in the roles and goals of some individuals
- A lack of direction, meaning and purpose will often result in lower productivity, less innovation, and poorer business performance

Align

Top tips to generate quick wins:

Heart centred leaders will set a context to allow individuals to express their concerns, and any ideas they have that could help resolve them, and allow these to be debated

These leaders also create regular forums to let team members speak their mind..

Members need to agree the group's priorities, and make sure these are followed up and actioned.

The objective being to reinvigorate and disseminate new agreements and objectives to all departments to create alignment

- Enrolling everyone into the organisation's core values is very important, but remember, everyone has their own set of values, and will operate out of a value in different ways

For instance, integrity and honesty could be two core company values, but might be interpreted in different ways

One member might believe it is more honest to address an issue directly with someone instead of talking behind that person's back, whilst another individual might believe it is about living a life of integrity, but not necessarily addressing issues head on.

- Translate clearly what "walking the talk" looks like day to day. For instance, integrity means we keep our agreements with each other and with our customers.
- Remember, a company's culture is a reflection of the values every team member is willing to back and embody.



Belong

What to look out for when the team does not have a strong sense of belonging:

- In a working environment where team members do not feel psychologically safe, they are likely to stay "hidden" and will not want to "rock the boat"
- Certain team members can be highly efficient, and productive, but might not feel part of the team. In these situations, don't be surprised if they decide they want to leave the company
- If team members feel they are not being listened to, they are unlikely to listen to one another either, and be more interested in getting their own point across, or they may want to withdraw from the process
- Individuals may be disengaged, and in "survival and self-preservation mode."
- Team members will be more inclined to want to "watch their own backs," and protect themselves from any political crossfire.
- There is typically no deep democracy if the team has an autocratic dominant leader - it will often be an "instructions led," rather than a collaborative working environment
- Some team members may see themselves as victims of circumstance, more often blaming others for what is not working
- The team could be fragmented with alternative sub-groups having formed.
- When there is little trust amongst one another, team members are typically driven by fear - fear of losing their job, fear of asking for help in case they are ridiculed, fear of being found out. These are recipes for talent churn as individuals look for ways to leave.
- In these working environments, individuals rarely feel valued, acknowledged or celebrated.

All of these above factors will be amplified in remote working environments

Belong

Top tips to generate quick wins:

- Almost everyone wants to know, "Do people like me? Am I valued? Will my contribution be recognised?" and it does not matter if they are introverted or extroverted personalities.
- There are a number of practical tools you can use to increase team connection, build team bonds, and become a more effective heart centred leader

Set up a team building session and start off by asking each member to share something outside the context of work, like a personal story about themselves from early life

It could be a personal challenge they faced, or an achievement that has shaped them today - good ways to get to know each other in different ways.

You can catch glimpses through these iconic moments to gain insights on who that person really is.

Team leaders can choose to use an external facilitator or business team coach to set up team building sessions if they do not think they have the right skills to achieve the necessary results.

- To create more safety, leaders can set up confidentiality agreements to encourage members to take more risks with their communication and feel more confident their input will not backfire on them at a later date.
- When you allow people to admit mistakes without adverse repercussions, you will start creating trust.
- Research has demonstrated that feeling safe in a team helps improve results and accelerates innovation and productivity. There should be no consequences for admitting mistakes, as long as the same mistake is not repeated!
- Trust has to be earned - setting up the conditions to encourage vulnerable disclosures without throwback is a practical way to start building trust.
- Being valued is rated as the top requirement of most business professionals, so set up events to ensure individuals are acknowledged for what's working and celebrate each other's successes when it is truly deserved.



Breakthrough

What to look out for when team members do not experience breakthrough:

- We all hit personal barriers at some point, and we all have negative thoughts and behaviours. Heart centred leaders recognise these in themselves and in others, and once again, remote working will tend to amplify these issues
- It's important for team members to observe these behaviours in each other, and to let each other know they may have hit a barrier. This can help individuals diffuse the negative aspects of their emotions and channel them into something more positive.

Some indications of how this might manifest include when there is a lack of collective accountability within the team, and an unwillingness to support each other move through barriers and achieve more challenging business objectives.

- It might be a team where individuals are more interested in their own agendas and are unwilling to admit mistakes. For these individuals, the team comes second to their own survival.
- There may be a blame culture in which team members blame others for what's not working. In these teams, individuals are more likely to sabotage one another and cover up misdemeanors.
- Constructive feedback and healthy conflict is unlikely to be part of the culture, so individuals never experience new personal insights or breakthroughs to enable them to grow professionally or personally.
- Team members may be disengaged and withdrawn. They may embody negative emotions, both psychologically and physiologically, e.g. apathy, grief, fear, anger, or pride.
- Gossiping, and back-biting might be common with individuals not prepared to take issues directly to the source of the problem.

Breakthrough

Top tips to generate quick wins:

- Most individuals thrive on constructive feedback, so heart centred leaders will set up the conditions and give permission to allow team members to receive and give constructive feedback. This is one of the best ways to gain personal insights to learn and grow.
- The best ideas are generated through vigorous debating, and from the freedom to express oneself and challenge each other. Understanding that healthy conflict is a good thing can drive great creative thinking and innovation.
- Without the opportunity of having these types of discussions with healthy conflict, leaders are in danger of creating a team of "yes people."
- When team members understand the benefits of healthy conflict and constructive feedback, leaders can address and resolve issues much more quickly and build more team connection, insight, and learning.

Heart centred leaders enable team members to support each other to move from negative to positive thoughts, so that breakthroughs can occur.

Team members take responsibility, and the team experiences collective accountability when individuals move from "I can't", "I won't" or "It's not my fault," to a more positive state of mind such as, "I can, "I will".



Sustain

What to look out for in a team that cannot sustain its motivation

- In times of uncertainty like we are all experiencing today, toxic cultures can gain ground quickly as team members start looking out for themselves more or blame others for problems.
- In these climates, you might also find people being less civil with each other.
- Other leading indicators to watch out for in team members can include:
 - burnout
 - stagnation - no longer a learning environment
 - not feeling valued or appreciated for the contribution made
 - a loss of a sense of purpose and meaning
 - not proud of being part of the team anymore
 - lack of enjoyment, inspiration, and energy.
- Heart centred leaders recognise these indicators, and will have health checks in place along with super charge mechanisms, protocols, and agreed norms to help them address potential dangers, as it is at these times, you need an effective team around you.

Some indications of how this might manifest include when there is a lack of collective accountability within the team, and an unwillingness to support each other move through barriers to achieve more challenging business objectives.

Sustain

Top tips to generate quick wins:

- An example of a protocol might be an agreement among team members to allow people to speak their mind in team meetings
- Every team will hit road blocks and may plateau, so anticipating and being prepared for when it happens may mean re-visiting your vision, core values, purpose, and even being prepared to change direction to reinvigorate and regenerate the team.
- Re-energising could involve changing the roles of some team members to create fresh change, new routines, and new structures.
- Review and audit the health of the team regularly. Circumstances change, as we all face different personal and business challenges, so as a leader, having mechanisms in place for encouraging open communication sessions will help keep the team motivated.
- What does a mechanism for a health audit look like? You could for instance, within the context of confidentiality, send out a questionnaire to team members to gather insights on the current situation. For example:

Do they feel they are truly being listened to?

Is everyone pulling their weight? ?

How guarded do they think other team members are being?

What's not working?

- The purpose of such questionnaires is to gather insights on team dynamics, and where the individuals in the team are at a given point in time, and to also identify any behaviours or patterns that can be discussed at a specially convened working session.
- To help drive change, and have it embedded, leaders might find it more beneficial to use a skilled team facilitator to support them to begin this process of regeneration.

How to improve

- Your team may have a strong sense of purpose and direction, and most individuals are aligned to achieving agreed common business objectives, but day to day collaboration between some team members or business functions is weak for whatever reason and is inhibiting business growth.
- Perhaps you are going through significant change such as expansion, opening up of new offices, setting up the right infrastructure to optimise remote workplace environments, or you may be involved in a merger or acquisition, and need to integrate new people into the team; whatever the scenario, you need to do it seamlessly and quickly to minimise disruption.
- You will have noticed that with team members working remotely and located in different regions, it is difficult to create sustainable team bonding, camaraderie, and effective collaboration.
- Perhaps you believe that whilst many of your key people work in groups, they don't really feel part of a great team, but you are thinking, what more could be achieved if we had stronger, more motivated and connected teams across the organisation?
- You may fear some of your top talent are not happy and looking to move on because they do not feel valued or they cannot fully express themselves for fear of repercussions.

If there are a number of areas needing attention, focus on one priority to get a quick win. We have seen some teams make dramatic improvements in short spaces of time. As a leader, and depending on the issue, you may decide you personally have the right team coaching skills to facilitate your team.

Alternatively, you might want to use a third party expert, as you may believe you could create a much bigger impact using an external skilled team coach or facilitator.



What Next?

If you are would like to benchmark your team against the 4Pillars, sign up here to use our free team diagnostics tool to quickly pin point where you need to prioritise.

Finally, if you would like to have a free no obligation workshop to discuss some real issues you are facing, you can call us directly on 00 44 7802 170 448, to arrange a working session with one of our consultants.

Please visit www.androdonovan.com to get more information