

DAY  
**2**

# Understanding People @ Work

## COMMUNICATION & MOTIVATION

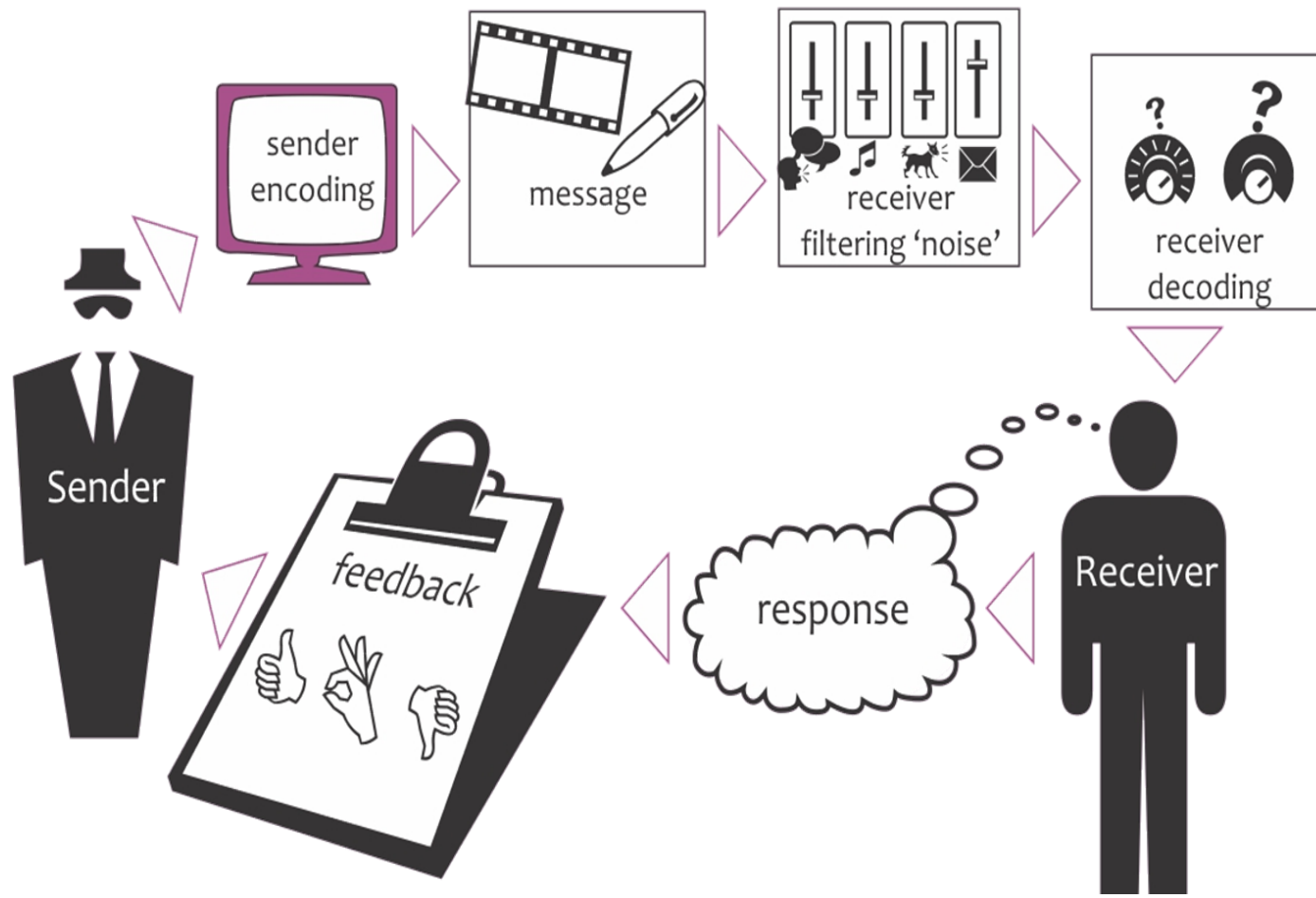
**WORKBOOK**



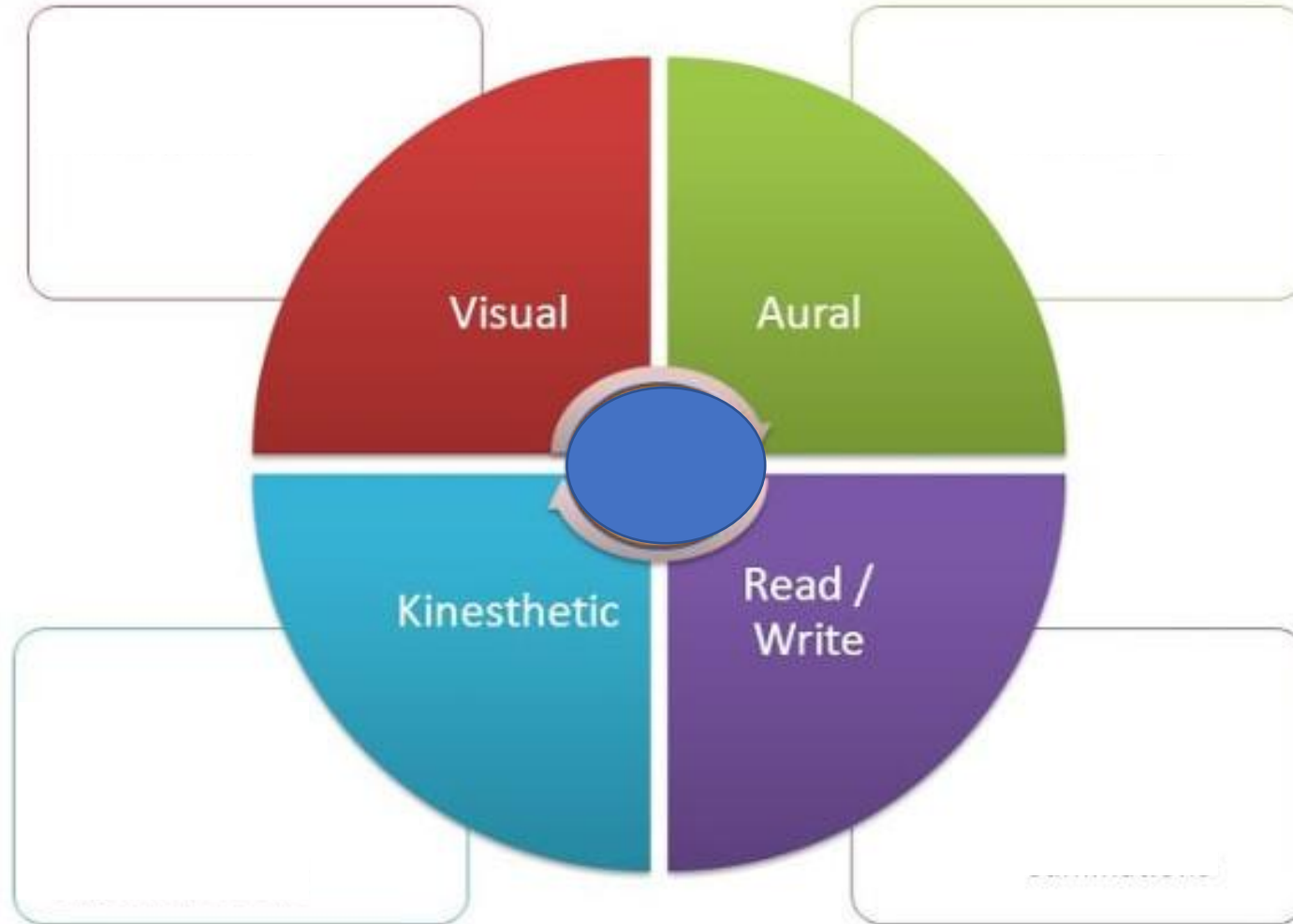
# COMMUNICATION & YOUR ORGANISATION



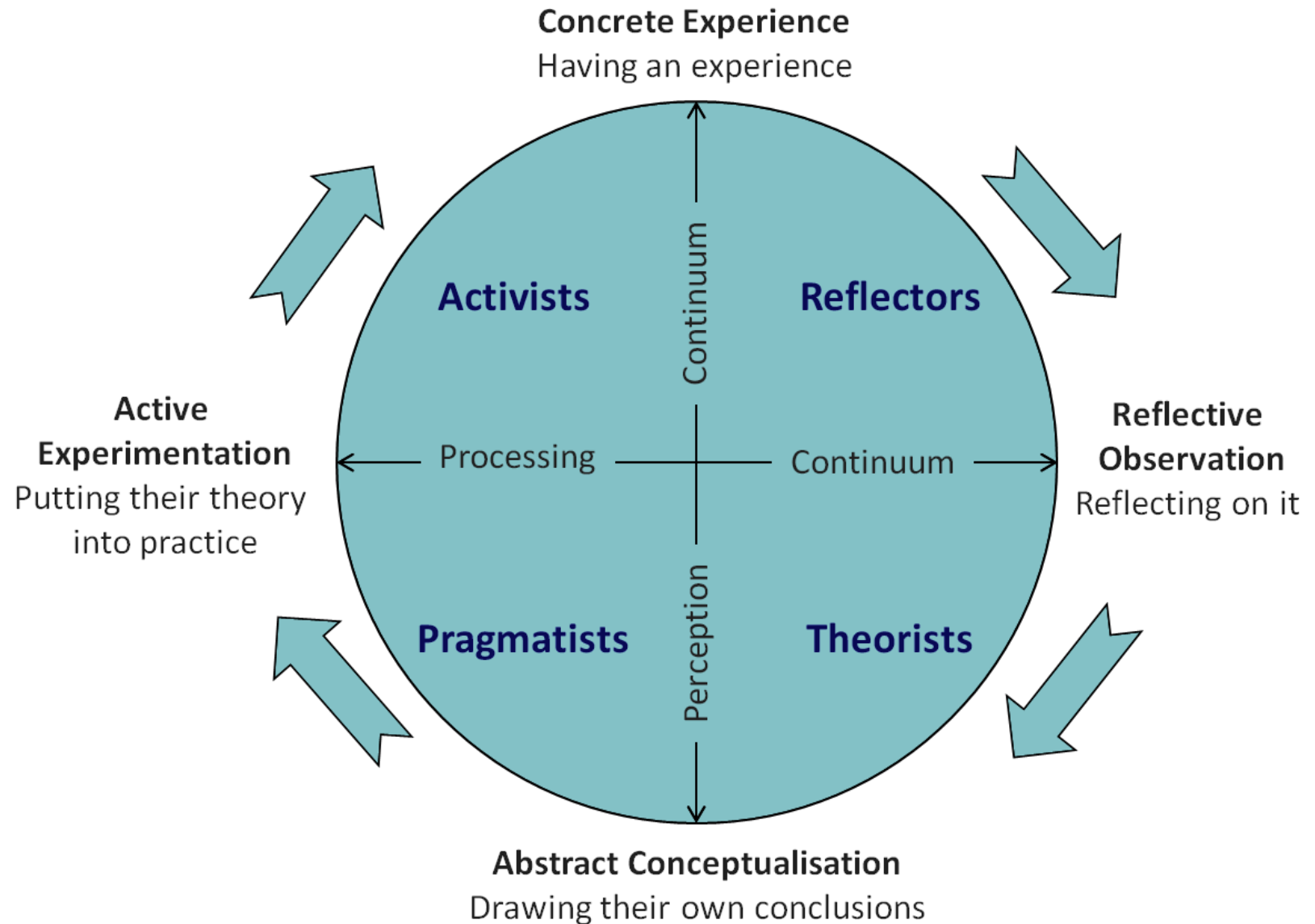
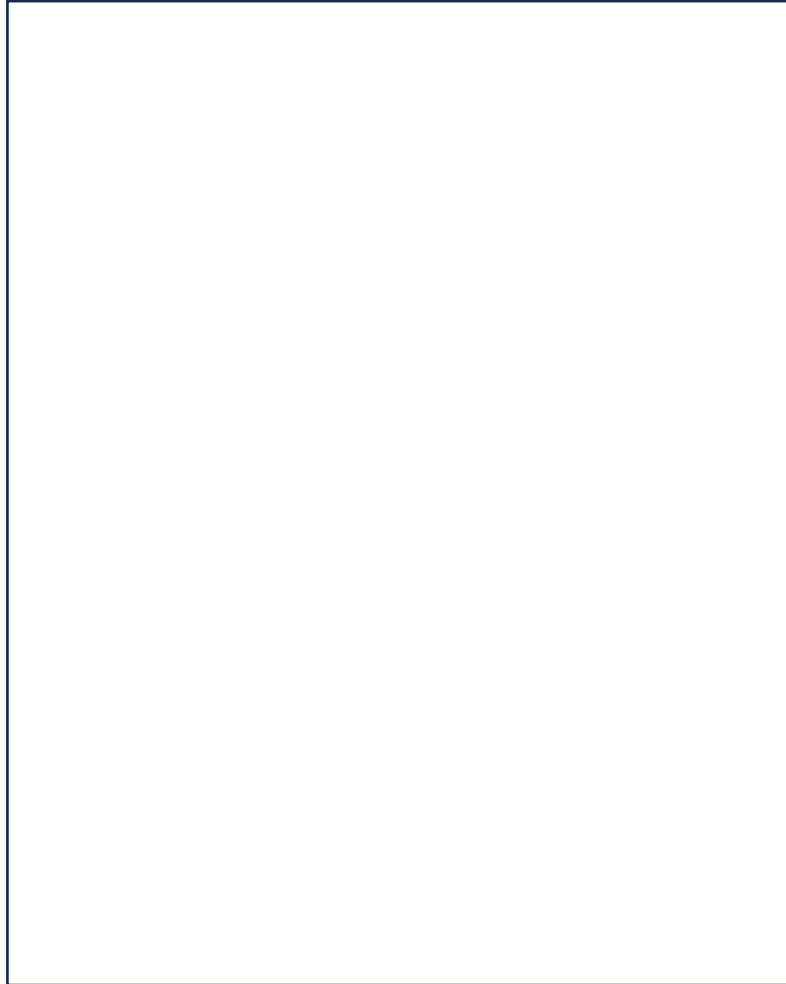
# YOUR EXAMPLES OF 'FILTERING NOISE' WORK – HOME - RELATIONSHIPS



# VAK : Guess what the focus would be



# HONEY AND MUMFORD (1986)



# WHAT DO OTHERS SAY ABOUT YOU?



## How Do Others See You?

Listed below are a number of descriptive words or phrases. Take a sample of your peers and team and ask them, individually, to mark a minimum of 10 words from the A list and a minimum of 5 words from the B list.

When the results have been collated you will gain an insight into how your colleagues see you. I wonder how their view compares with your own perceptions.

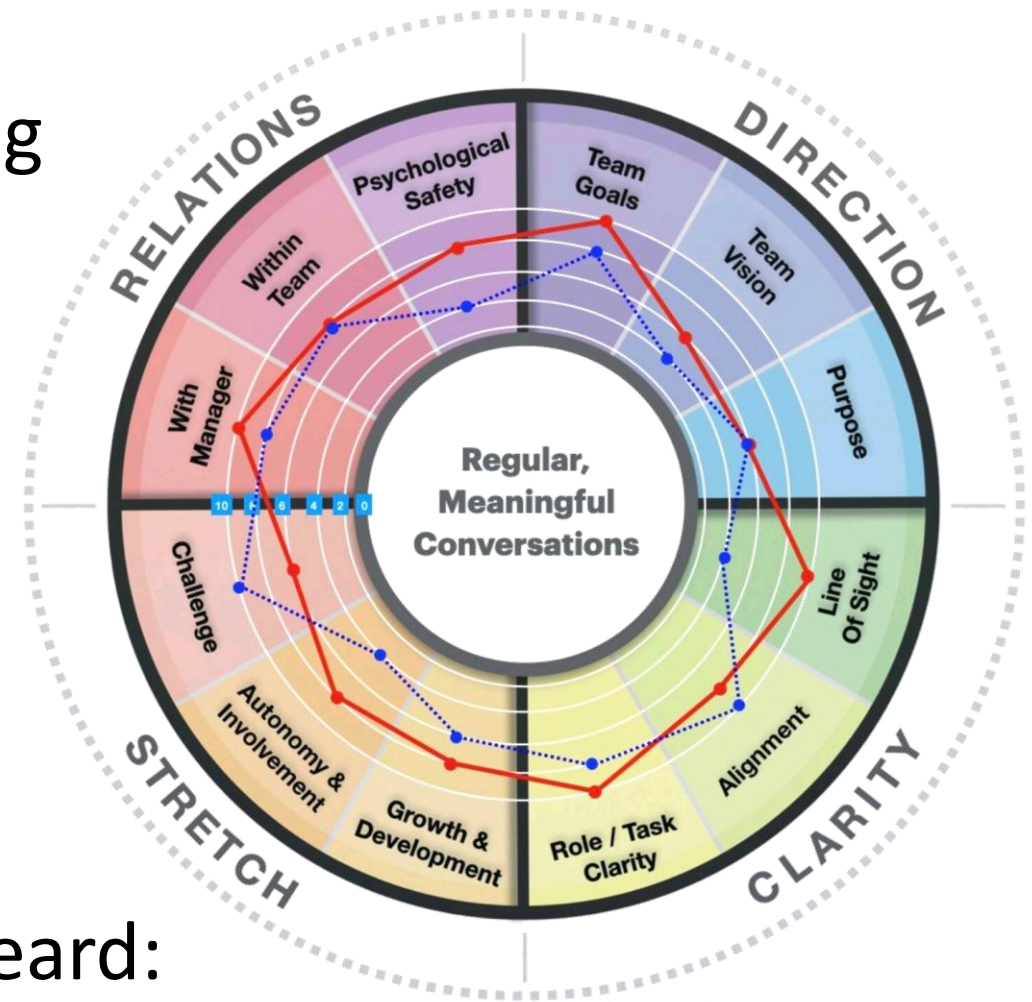
List A			List B	
Accurate	Disciplined	Original	Aggressive	Insular
Adaptable	Efficient	Outgoing	Critical	Laid back
Analytical	Encouraging of others	Outspoken	Easily bored	Manipulative
Broad in outlook	Enterprising	Perfectionist	Empire-building	Not interested in others
Calm and confident	Good at follow through	Persistent	Erratic	Over-sensitive
Caring	Hard driving	Persuasive	Fearful of conflict	Provocative
Challenging	Imaginative	Practical	Forgetful	Reluctant to delegate
Clever	Impartial	Professionally dedicated	Frightened of failure	Resistant to change
Competitive	Innovative	Realistic	Fussy	Sceptical
Conscientious	Inquisitive	Self-reliant	Impatient	Slow-moving
Conscious of priorities	Knowledgeable	Shrewd	Impulsive	Territorial
Consultative	Logical	Single-minded	Indecisive	Unorthodox
Co-operative	Loyal	Technically skilful		Up-in-the-clouds
Creative	Observant	Tough		
Diplomatic	Opportunistic	Well organised		

Any further comments:-



# LISTENING

- Use the framework on right
- Listener can only listen and ask probing questions (Coaching style)
- Listener to
  - Watch for encoding/decoding
  - Watch for VAK & H & M elements
  - Hear what is said (7%) but also the 38%-55%
  - Use the 'GROW' framework
- Listener to summarise 4 things they heard: spoken & other (themes/tone/disconnects)



# WHAT IS DEMOTIVATING US RIGHT NOW?



**GLOBALLY**



**NATIONALLY**



**LOCALLY**

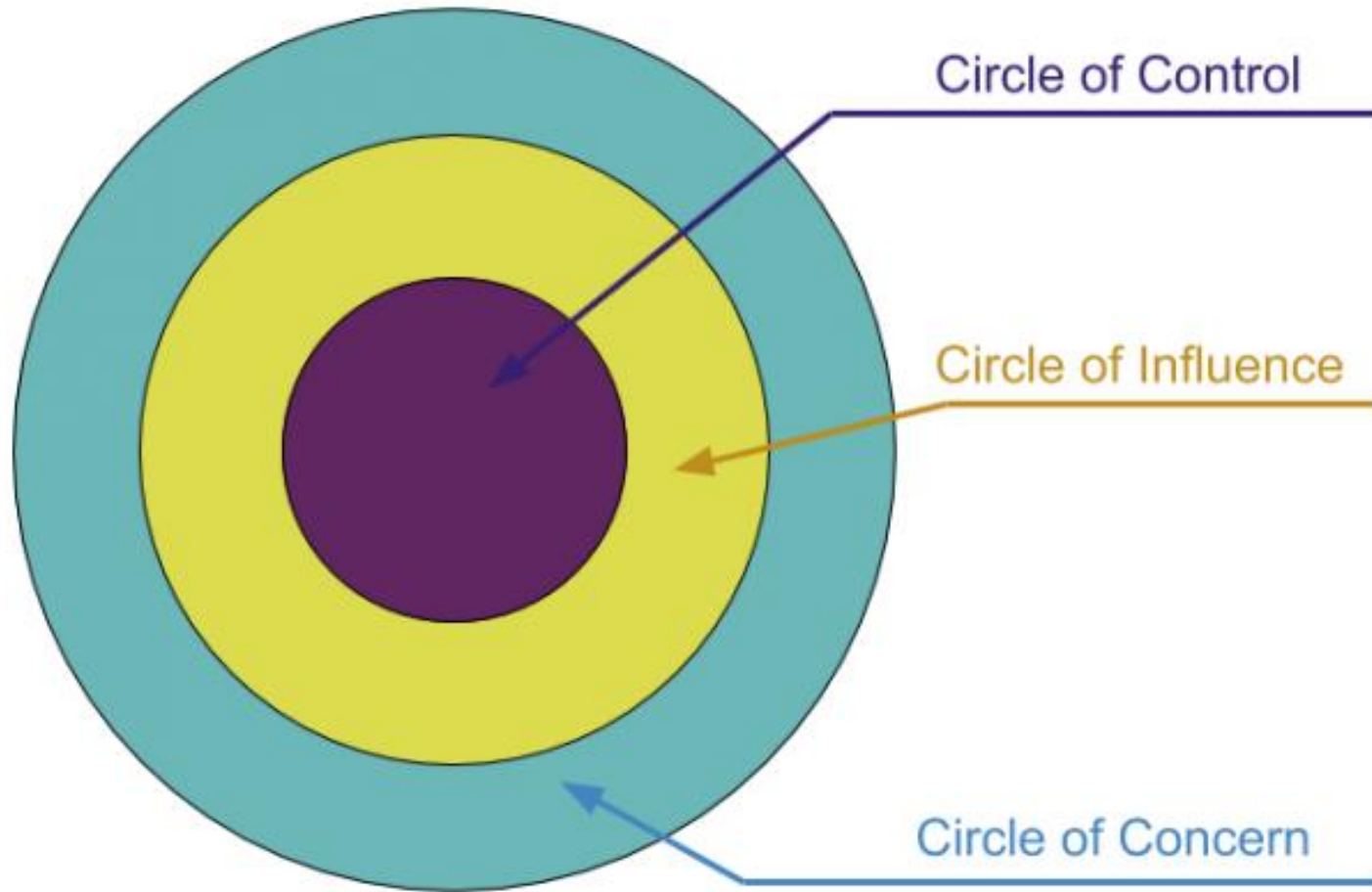


**WORK/TEAM**



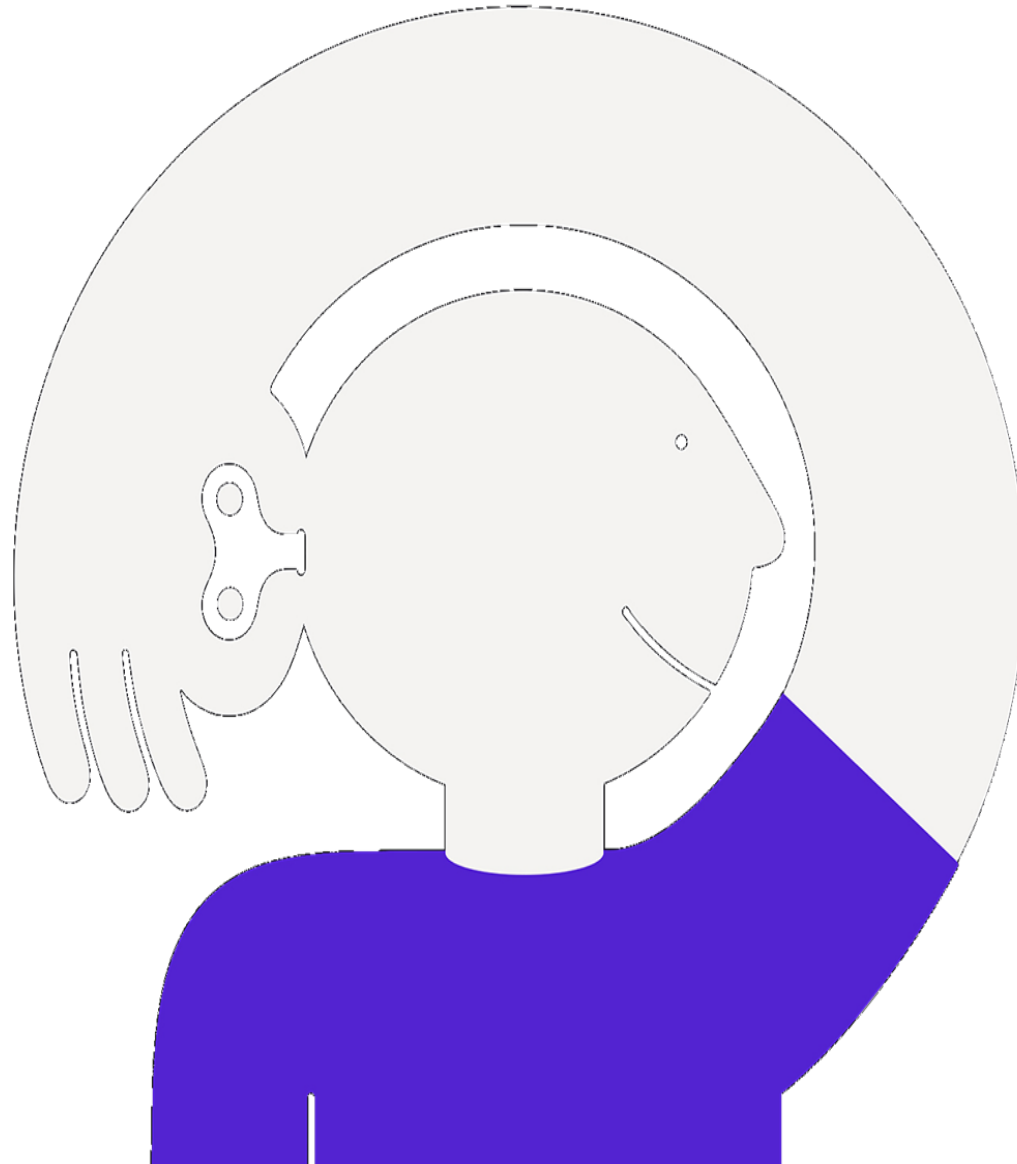
**PERSONALLY**

# WHAT SITS WHERE & WHERE IS YOUR FOCUS?

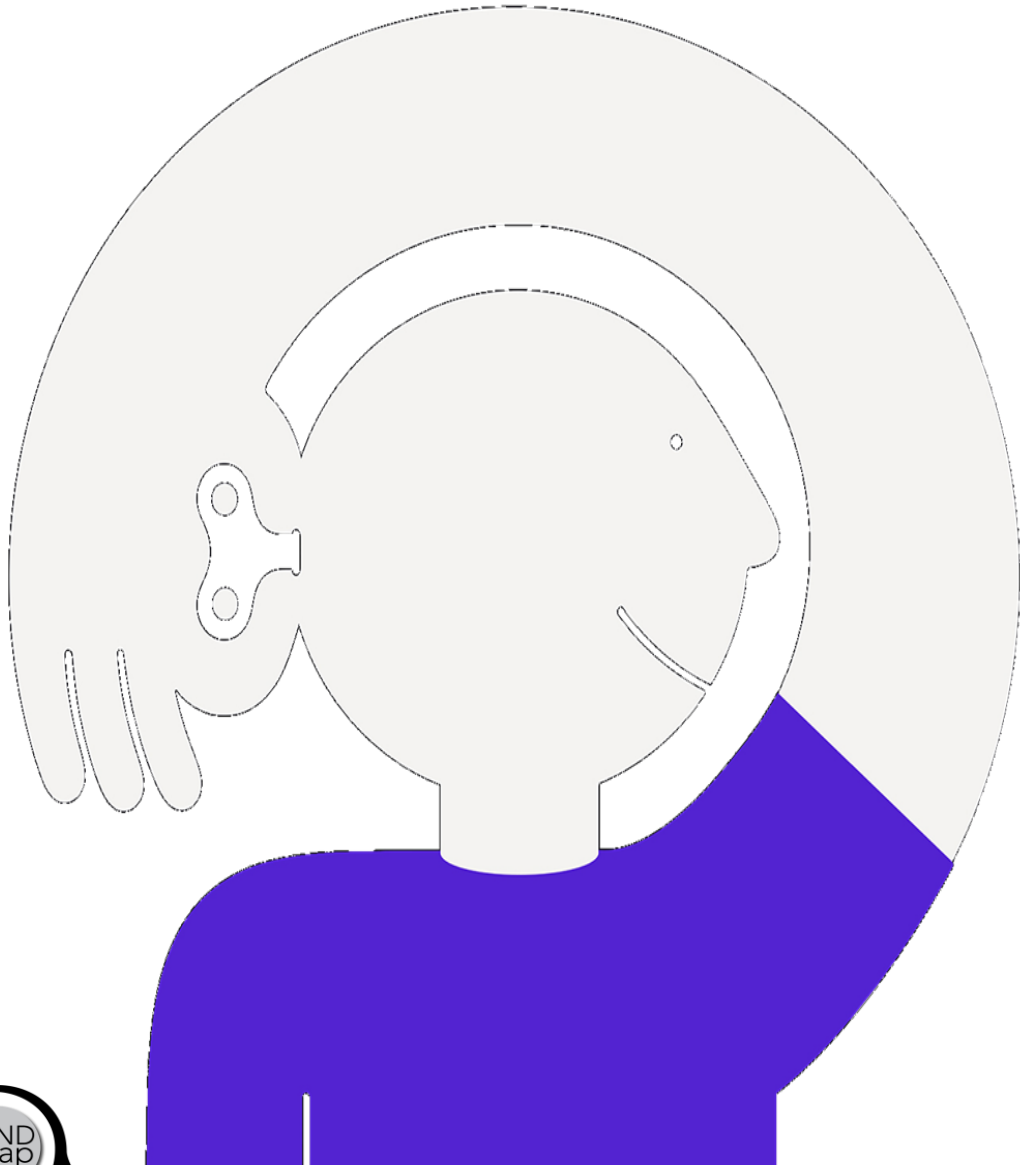


Source: Covey's Circle of Influence/Concern

# WHAT MOTIVATES PEOPLE?



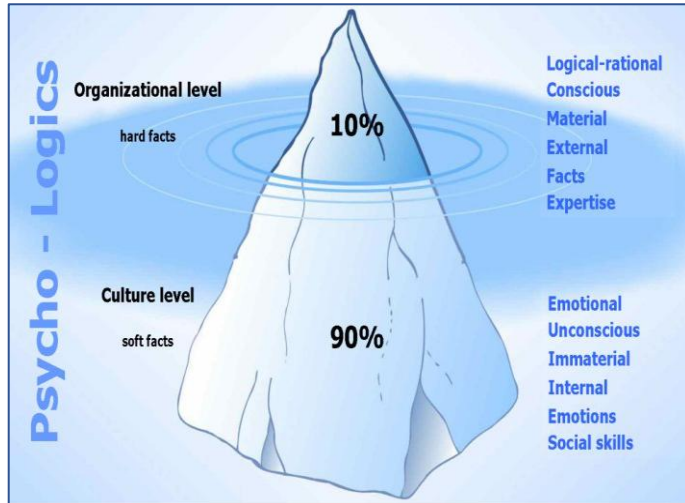
# WHAT MOTIVATES YOU?



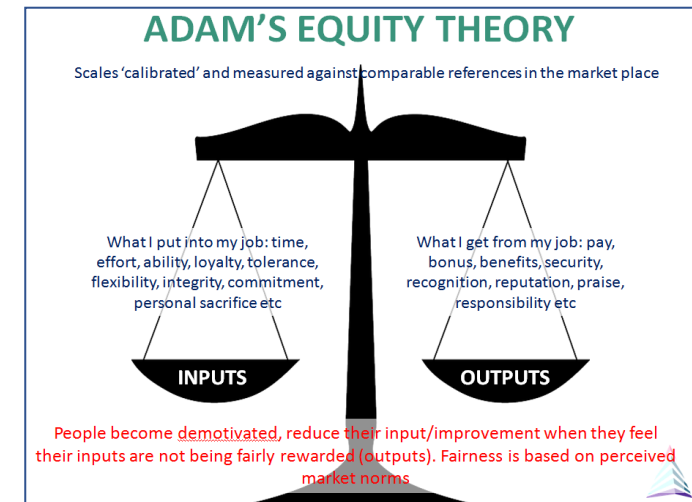
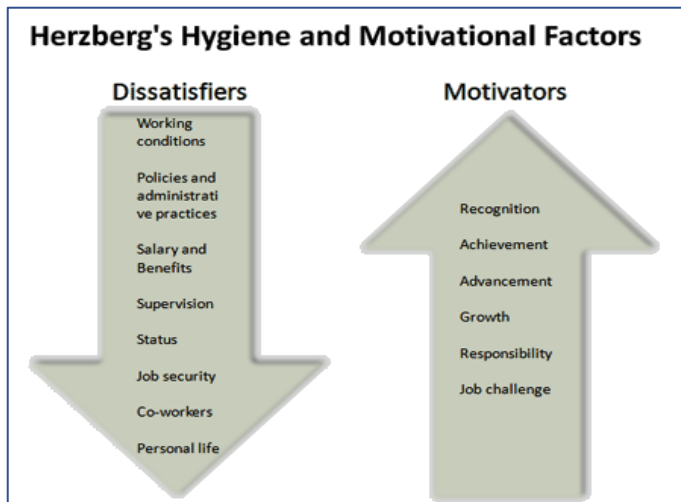
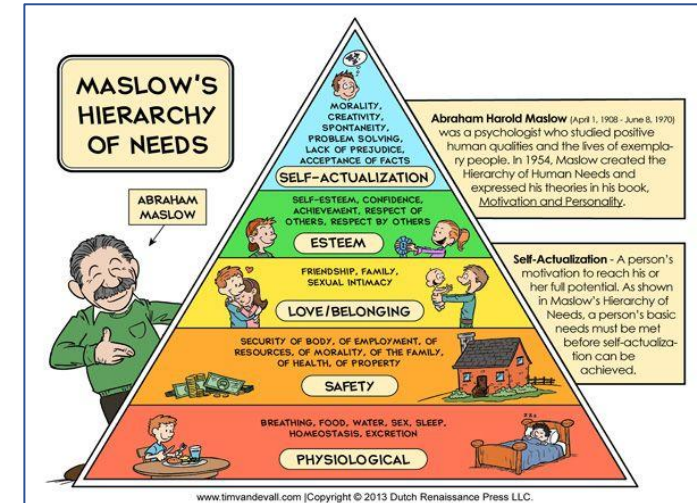
Motivators	Achievements									TOTAL
Money										
Recognition										
Pleasure										
Challenge										
Feeling of Accomplishment										
Obligation										
Pressure										
Winning										
Acceptance										
Friendship										
To Help Others										
Connections										
Security										
Freedom										



# 4 THEORIES ON MOTIVATION



Iceberg theory  
Maslow's hierarchy  
Herzberg's hygiene  
factors  
Adams' Equity theory



# ADAMS' EQUITY THEORY

## Adam's Scales Motivational Theory



Please guess what you put into work vs what you get out of work (out of 100):

Rate (out of 10) the below factors in relation to how what you feel you put in to your job (inputs), and how much you feel you get out (outputs):

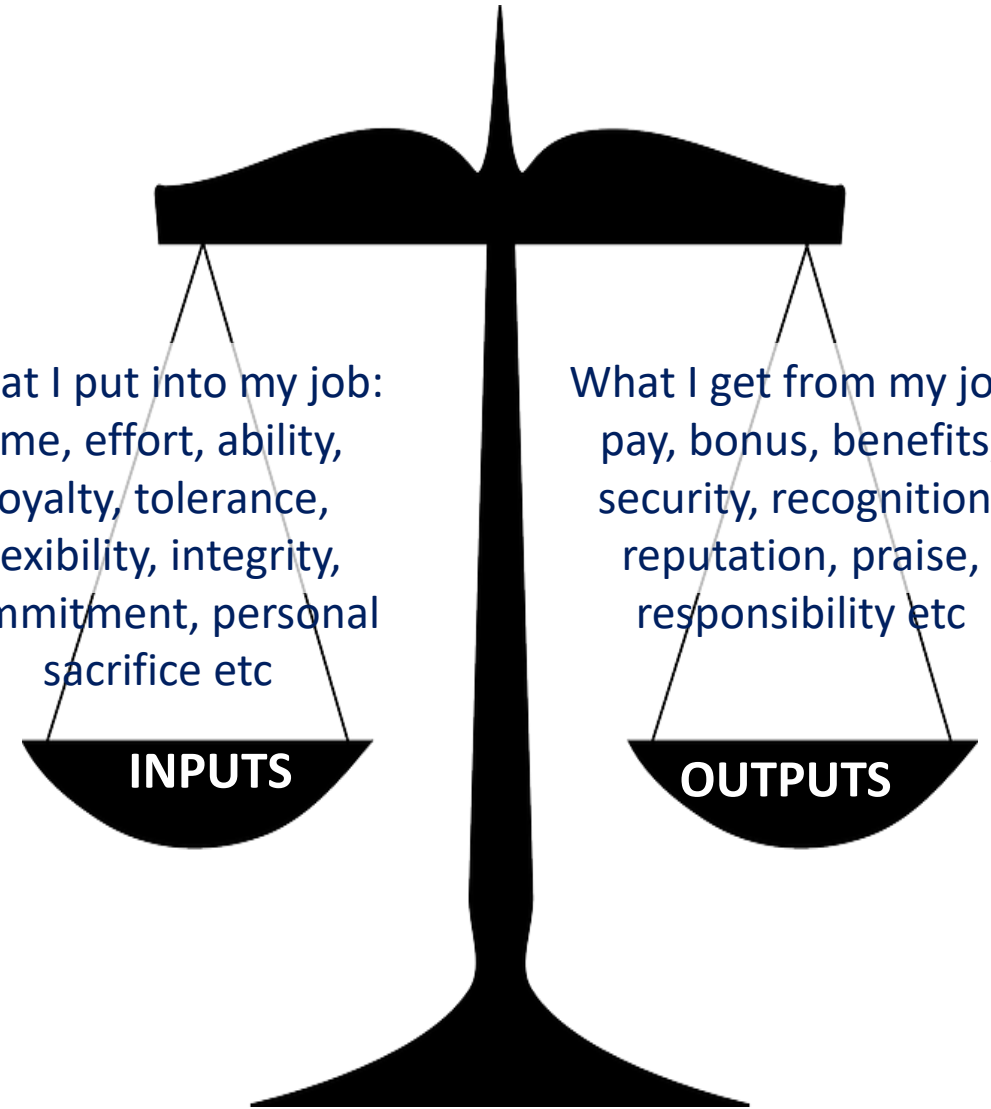
Inputs	Rating out of 10	Outputs	Rating out of 10
Time		Pay	
Effort		Bonus	
Ability		Perks	
Flexibility		Security	
Commitment		Recognition	
Reliability		Promotion	
Personal Sacrifice		Reputation	
Support of colleagues and subordinates		Praise and Thanks	
Trust in our boss and superiors		Responsibility	
'Heart and soul'		Sense of achievement and advancement	
<b>Total</b>		<b>Total</b>	

What I put into my job:  
time, effort, ability,  
loyalty, tolerance,  
flexibility, integrity,  
commitment, personal  
sacrifice etc

**INPUTS**

What I get from my job:  
pay, bonus, benefits,  
security, recognition,  
reputation, praise,  
responsibility etc

**OUTPUTS**



# THREE OTHER MOTIVATIONAL THEORIES TO RESEARCH



Alderfer ERG (1989)



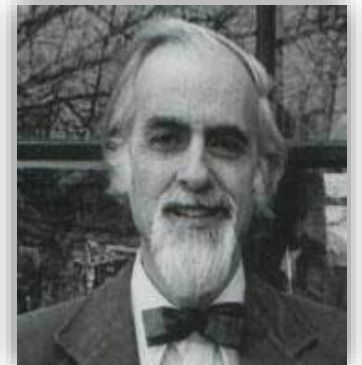
- Existence
- Relatedness
- Growth



Weiner (1986)



- Internal/External
- Stable/Unstable causes



McClelland (1960's)



- Achievement
- Affiliation
- Power

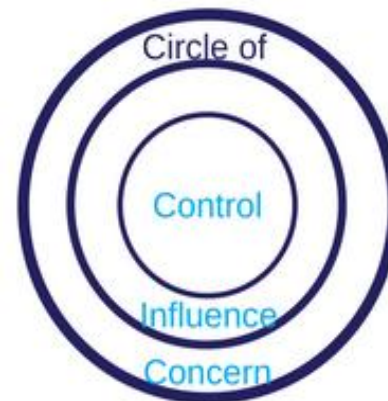
# 8 IDEAS TO ENSURE WE KEEP MOTIVATED



**Know yourself!**



**Get a bell ringer if not**



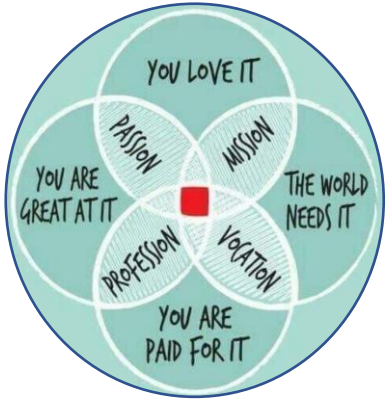
**Change the tapes!**



**Choose who you mix with**



**Balance/wellbeing**



**Alignment/purpose**



**Know your taps**



**Know your plug holes!**