

THE MAGIC OF MORALE at your FARMERS' MARKET

Strategy & Tools for Connection, Psychological Safety, and Engagement

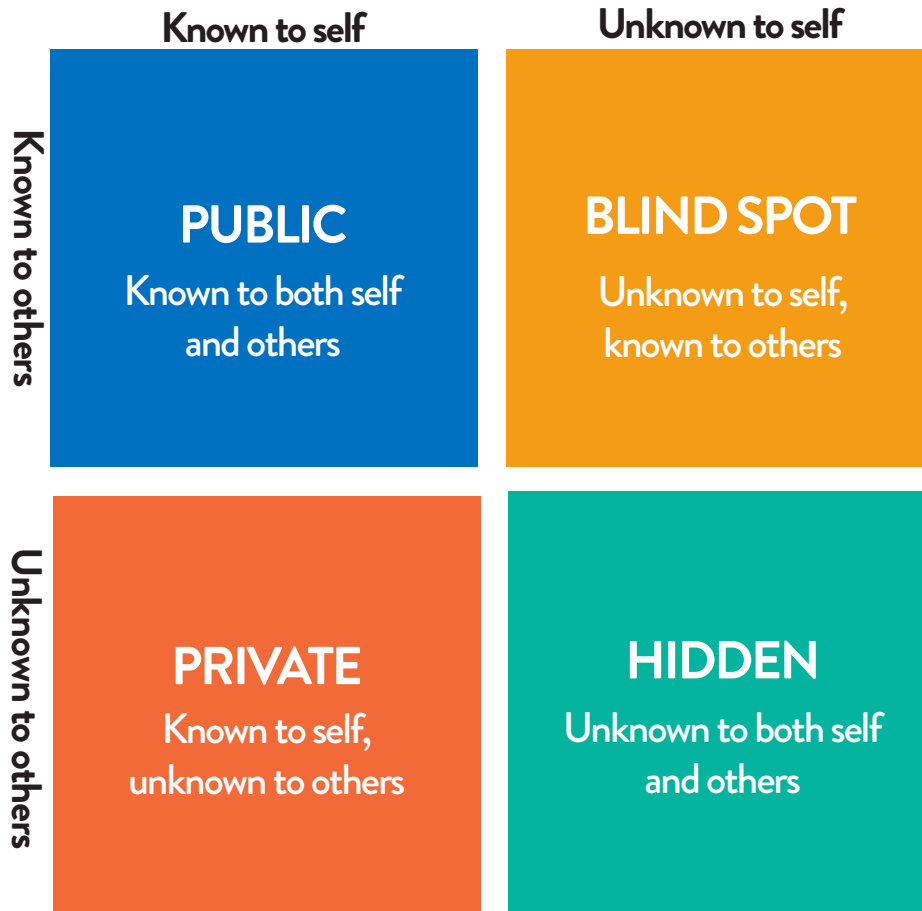


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THE MAGIC OF MORALE: Strategy & Tools for Connection, Psychological Safety, and Engagement

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JOHARI'S WINDOW



In a study of the stock performance of 486 publicly traded companies, Korn/Ferry International found that companies with strong financial performance tend to have employees with higher levels of self-awareness than poorly performing companies.

“If only we had the power to see ourselves in the same way that others see us.’ Of all the mantras one might adopt in life, this is surely one of the better ones, and for anyone in a leadership role it should be an essential part of the checks and balances that are built into a company’s standard operating procedures.”
~Richard Branson, business magnate, investor, author, and philanthropist

JOHARI'S WINDOW

Principles:

- o None of us are fully aware of our growth potential.
- o To be an effective leader/manager/board member, you need to be growing as a human being.

Discussion:

What is the growth mindset and how does it contribute to being an effective leader/board member, etc.?



Three Habits of the Growth Mindset:

1. Encourage _____: Embrace failure as opportunity vs. punishment.
2. Involve Others: _____ is the key to success.
3. Value the _____: Celebrate the small things - not just the final outcome.

Growth Mindset:



A way of thinking that allows you to grow and improve your skills and abilities, while a fixed mindset is a way of thinking that limits your potential.



People who believe they can and who seek to grow, change and improve have a growth mindset, and they tend to achieve more than those with a more 'fixed mindset.' This is because they worry less about looking competent and instead put energy into learning and growing. When entire companies embrace a growth mindset, their employees report feeling far more empowered and committed. In contrast, people at primarily fixed-mindset companies report more internal politics among employees, more negativity and tend to have lower morale."

~Harvard Business Review

THE MORALE MANDATE

What are the results when there is LOW MORALE in the workplace?	What are the results when there is HIGH MORALE in the workplace?
 <p data-bbox="226 1530 764 1714">An actively disengaged employee costs their organization \$3,400 for every \$10,000 of salary, or 34 percent. (Gallup: 30 years of research with over 30 million employees)</p>	 <p data-bbox="865 1530 1419 1714">Among the six workplace factors they examined, compensation and benefits were consistently rated among the least important factors of workplace happiness. (Glassdoor)</p>

“You can pay me for my back, and you can pay me for my hands, but I volunteer my heart, and I volunteer my brain.”
~Stephen Covey, educator, author, businessman

THE MORALE MANDATE

So, let's define "workplace morale":



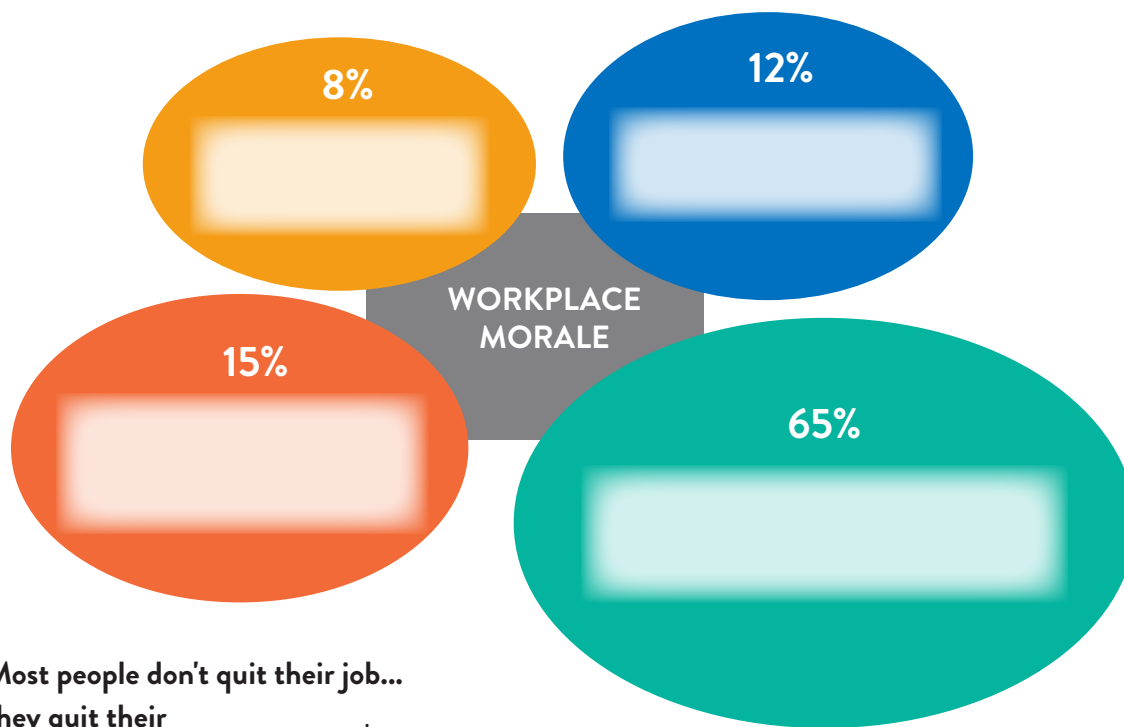
What factors contribute to high morale in the workplace?



When leaders throughout an organization take an active, genuine interest in the people they manage, when they invest real time to understand employees at a fundamental level, they create a climate for greater morale, loyalty, and, yes, growth."

~Patrick Lencioni, business & team management author

THE FOUR MAIN SOURCES OF WORKPLACE MORALE



Most people don't quit their job... they quit their _____.



People leave managers, not companies. 57% of employees have left a job because of their manager. Furthermore, 14% have left multiple jobs because of their managers. An additional 32% have seriously considered leaving because of their manager. (A study published in DDI's Frontline Leader Project)

THE WORK

Four Ways "The Work" Impacts Morale

1. I enjoy what I do (and it matches my _____).

2. The "Challenge/Competency" Continuum.



Questions for your employees:

- Where would you put yourself on the "challenge/competency" continuum?
- Where would you like to be?
-

3. My work feels important.

(I'm doing good in the world; what I do supports our "mission.")

4. The organization is successful.



THE MORALE EQUATION

= all the cool stuff you can't pay or punish for



- Companies with highly engaged workforces outperform their peers by 147% in earnings per share. (Gallup: 30 years of research with over 30 million employees)
- In a 142-country study, they found that only 13% of employees are engaged at work. (Gallup, 2013)
- An actively disengaged employee costs their organization \$3,400 for every \$10,000 of salary, or 34%. That means an actively disengaged employee who makes \$60,000 a year costs their company \$20,400 a year! (Gallup)



In a McKinsey study, 75% of respondents reported that the most stressful part of their job is their manager.

CREATING PSYCHOLOGICAL SAFETY

Discussion: How would you define “psychological safety”? (What does it mean to feel a sense of “psychological safety” at work?)

What might employees do and not do when feeling psychologically **unsafe** at work?
And what might be some results?

What might employees do and not do when feeling psychologically **safe** at work?
And what might be some results?



CREATING PSYCHOLOGICAL SAFETY

Psychological Safety Defined:

From Harvard Business School professor Amy Edmondson:

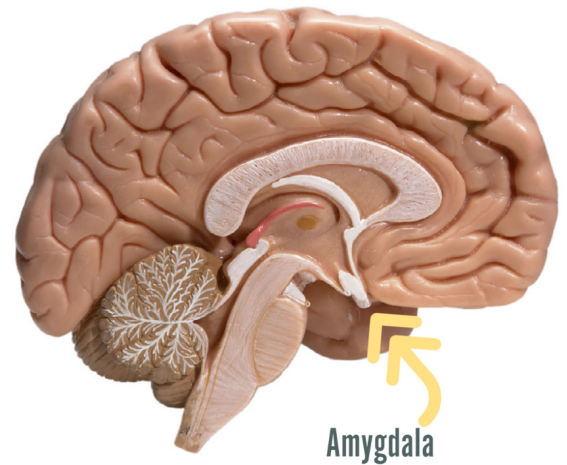
"Psychological safety is the belief that, while in a particular group of people, you have the freedom to speak out, make mistakes, disagree, and be authentic without fear of being rejected, embarrassed, or 'punished'"

The Neuroscience of 'Safety'

Meet your amygdala!

The amygdala's primary role: _____, and the triggering of your "Fight, Flight, Freeze, or Fawn" instinct...to move towards REWARD and away from THREAT.

Other iterations of fear:



Discussion:

What is the connection between psychological safety and employee engagement/high morale?

In what behaviors can leadership engage to create psychological safety?

INTENTIONAL, REGULARLY SCHEDULED, ONE-ON-ONE CONVERSATIONS

Question: What are the benefits of intentional, regular, one-on-one conversations versus the “come see me whenever you need me” of the open-door policy?



EXCELLENT ONE-ON-ONE MEETING SKILLS

Principles:



1. Most important: It's about the _____, not the tasks.

What they aren't:

Task-focused check-ins or "Is-there-anything-you-need-from-me" drive-bys.

(Note: Don't stop doing these!)

What they are:

Intentional conversations for building trust, connection, and meeting employee needs.



2. Ask great questions:

- o Avoid close-ended questions.
- o Include "permission for critique" in some of your questions.
- o Consider pre-loading the questions.
- o A cool option:



3. Use your great _____.

- o Focus on understanding. **Remember:** People want to feel "seen."



4. Share the airtime.

- o Don't over-control the agenda or the conversation.
- o But don't make the employee solely responsible for bringing the topics either.



5. Take a few minutes to prepare.



6. Follow up on previous one-on-one conversations.



7. Finish with a macro-paraphrase and review of the action items, if any.



8. Collaborate with each employee to create one-on-ones that are helpful and meaningful.

And avoid some common errors:



Giving feedback is fine, but don't over-focus on _____.



Don't _____.



Bring paper, not _____.



Save general _____ for group meetings.

EXCELLENT ONE-ON-ONE MEETING SKILLS

Questions and Topics

Questions:

1. Where would you put yourself on the [Challenge/Competency Continuum](#), and how can I help you to get to where you want to be?
2. What would you like to see less of or more of from me as your manager?
3. What would you do differently if you were running staff meetings?
4. What "upper waterline" gaps are you seeing in our organization, and what ideas do you have for solutions?

One-on-one meeting topics:

1. Give the employee recognition for a job well done.
2. Give the employee feedback about a missed project deadline.

According to a 2019 Work Human report, workers who spend one-on-one time with their managers frequently as opposed to never are:

- More than 2x as likely to trust their manager.
- Nearly 2x as likely to respect their manager.
- 5x less likely to be disengaged.
- Nearly 2x as likely to believe they can grow in the organization.

EXCELLENT ONE-ON-ONE MEETING SKILLS

Regularly scheduled one-on-one meetings are a way to:

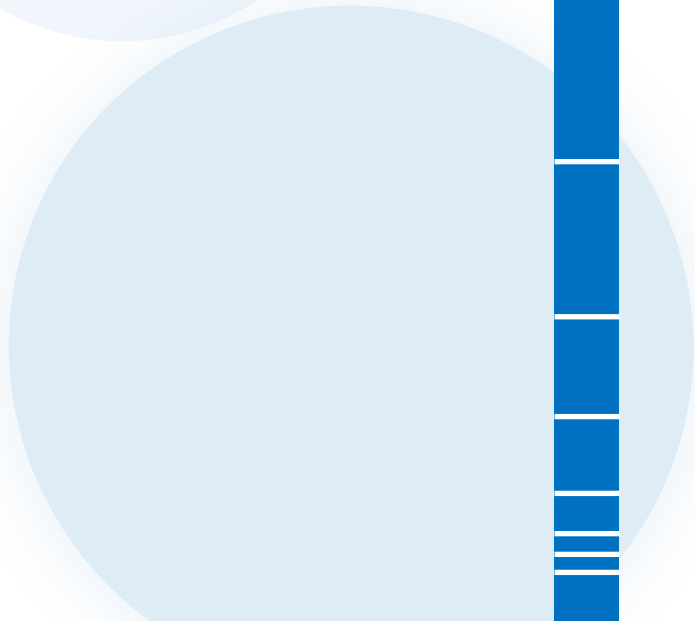
- o **Offer caring and support.** Though you should not pry into employees' personal lives, a one-on-one meeting gives them an opportunity to tell you anything that might shed light on their workplace performance.
- o **Provide accountability.** This is a good way to follow up on action plans, set goals, and monitor performance.
- o **Give employees a voice.** Employees can ask questions, offer suggestions and give feedback and concerns. These meetings will “open the door” for more introverted individuals who don't take advantage of your “open door policy.” Some people will wait until things are at a crisis point before they knock on your door, and some won't knock at all. An “open door policy” is not proactive. Regular meetings are.
- o **Train, mentor, and orient.** These meetings can provide a consistent time for new and longer-term employees to continue their training and orientation.
- o **Thanks, recognition, and praise.** These meetings can help you avoid the “Honey, I told you I loved you when I married you – I'll let you know if I change my mind” syndrome.
- o **Establish your working relationship.** These regular conversations will cement supervisory relationships and support clear lines of reporting/accountability.
- o **Give you important information.** This is a wonderful way for managers to gain insights into the health and functioning of the organization—an alternative to water-cooler talk that might not be productive or result in positive action.
- o **Allow you to give advice.** You can provide coaching opportunities for employees who have complaints about other employees.

Logistics:

- o If you have fewer than around 8 employees, it's best to shoot for monthly meetings lasting between 30 and 60 minutes. If you have too many employees to make monthly meetings feasible, try for every other month.
- o Meetings should take place in a quiet, confidential place (as defined by your employee). If there isn't a spot on-site, consider scouting out a nearby coffee shop.
- o Meetings should only be canceled because of unavoidable circumstances. Strive to have the meeting even if the employee asks to cancel it because they have nothing to talk about. Once the two of you are seated, it's often surprising what comes up.
- o Document (in the employee's informal file) anything of note that is discussed so you can refer to it in a subsequent meeting—action plans, changes of schedule, employee requests or needs, results of brainstorming, etc.
- o If any “to-do's” come up for you as the supervisor, be sure to make note of these and follow up with your employee in a timely manner. If, at the next meeting, you have not accomplished your action items, it's helpful to acknowledge this and set a new “by-when.”



NOTES



Thank you for attending!



Would you do us a favor? Please take a few minutes right now to scan the QR code or type the link below into your browser and give us some feedback.

<https://www.nashconsulting.com/workshop-evaluation>

It's a great way to process what you've learned today, AND you get to help us learn what we're doing right and where we can improve. Thank you!



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