NASH CONSULTING

THE MAGIC OF MORALE
at your FARMERS' MARKET
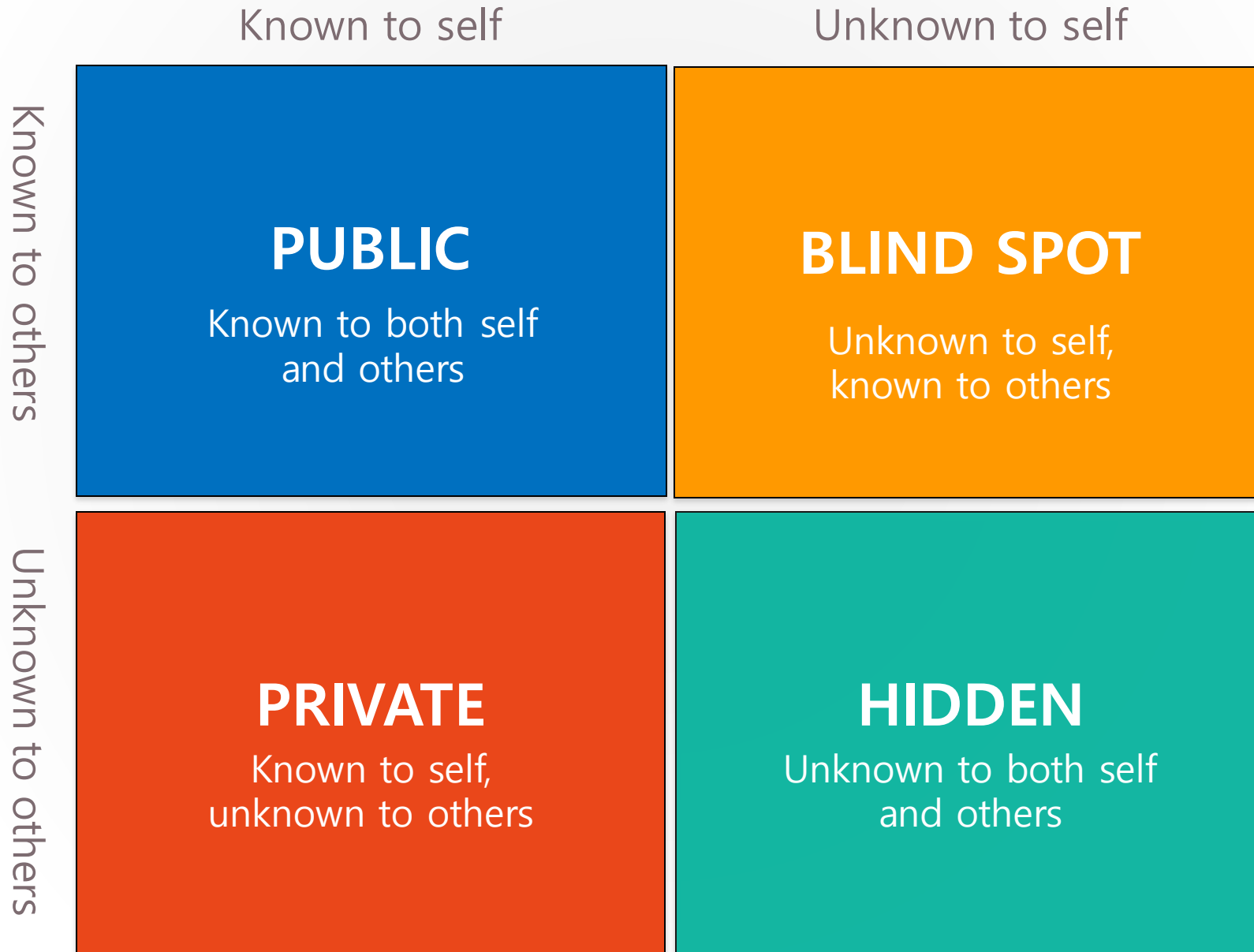
Strategy & Tools for
Connection, Psychological
Safety, and Engagement

BIG IDEA:

THE GROWTH MINDSET

JOHARI'S WINDOW

	Known to self	Unknown to self
Known to others	**PUBLIC** Known to both self and others	**BLIND SPOT** Unknown to self, known to others
Unknown to others	**PRIVATE** Known to self, unknown to others	**HIDDEN** Unknown to both self and others

JOHARI'S WINDOW

Known to self | Unknown to self

Known to others

PUBLIC
Known to both self and others

GROWTH
BLIND SPOT
OPPORTUNITIES
Unknown to self, known to others

Unknown to others

PRIVATE
Known to self, unknown to others

GROWTH
HIDDEN
OPPORTUNITIES
Unknown to both self and others

Principles:

o None of us are fully aware of our impact on others...or our growth potential in general.

o To be an effective manager/leader/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.?

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GROWTH MINDSET

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.

3 Habits of the Growth Mindset:

1. Encourage Experimentation: Embrace Failure as opportunity vs. punishment.

2. Involve Others: Collaboration is the key to success.

3. Value the Progress: Celebrate the small things - not just the final outcome.

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BIG IDEA:

THE MORALE
MANDATE

THE MORALE MANDATE

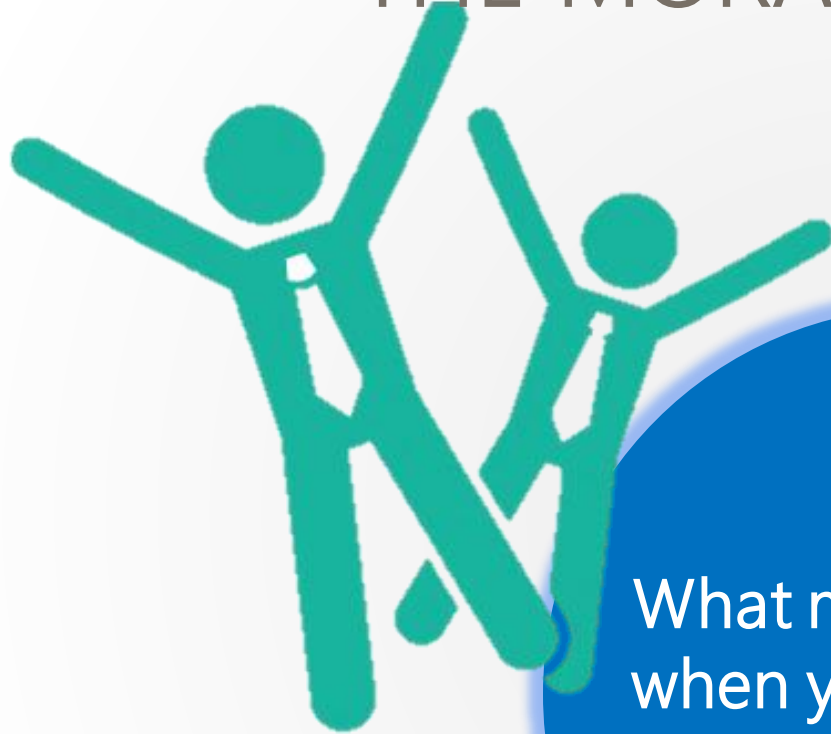What do you get when you have low morale in the workplace?

THE MORALE MANDATE

" You can pay people for their backs, and you can pay people for their hands, but they volunteer their hearts, and they volunteer their brains. ~Stephen Covey "

THE MORALE MANDATE

What might you get when you have high morale in the workplace?

THE MORALE MANDATE

Discussion:
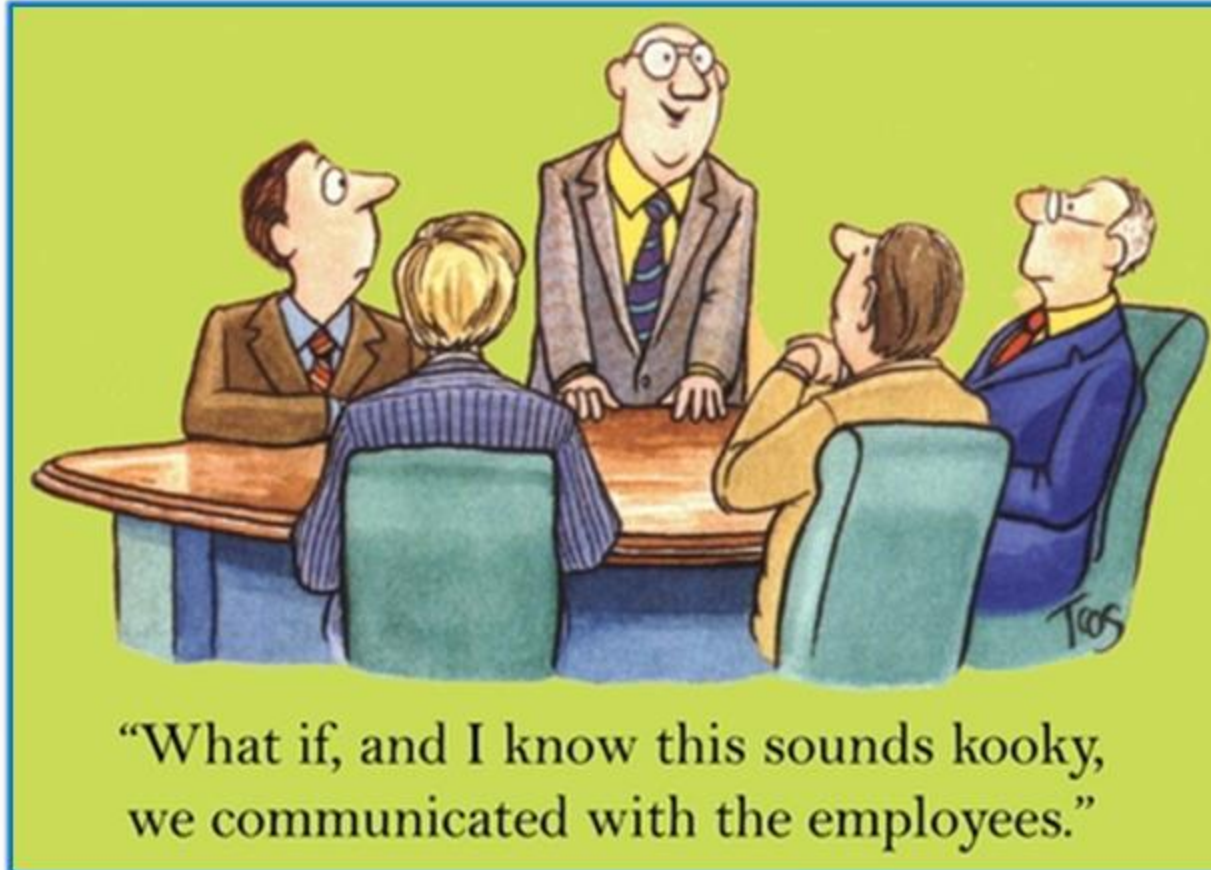Let's define "workplace morale."

workplace morale
noun
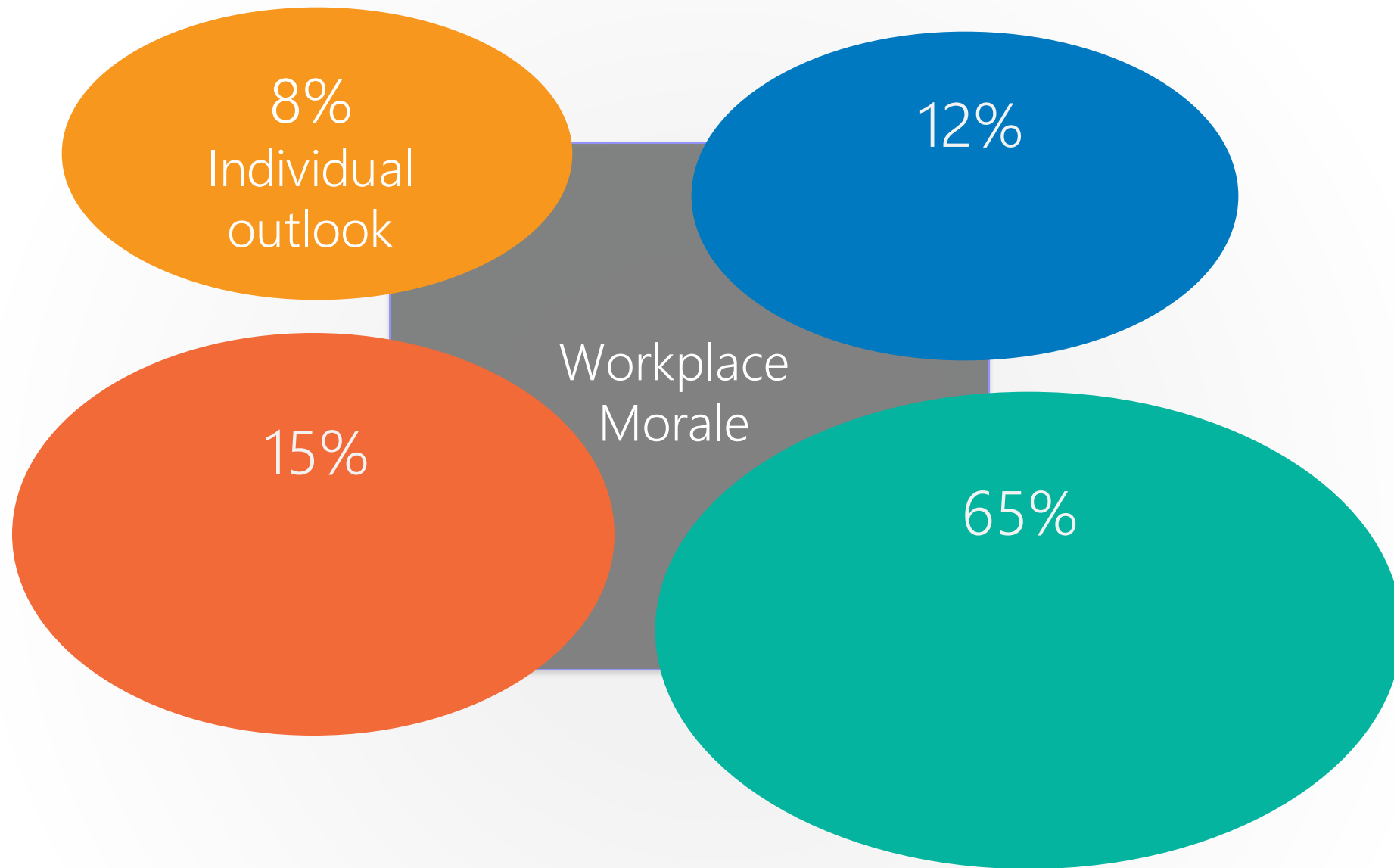**1**. how it feels, in general, to work here.

Discussion:
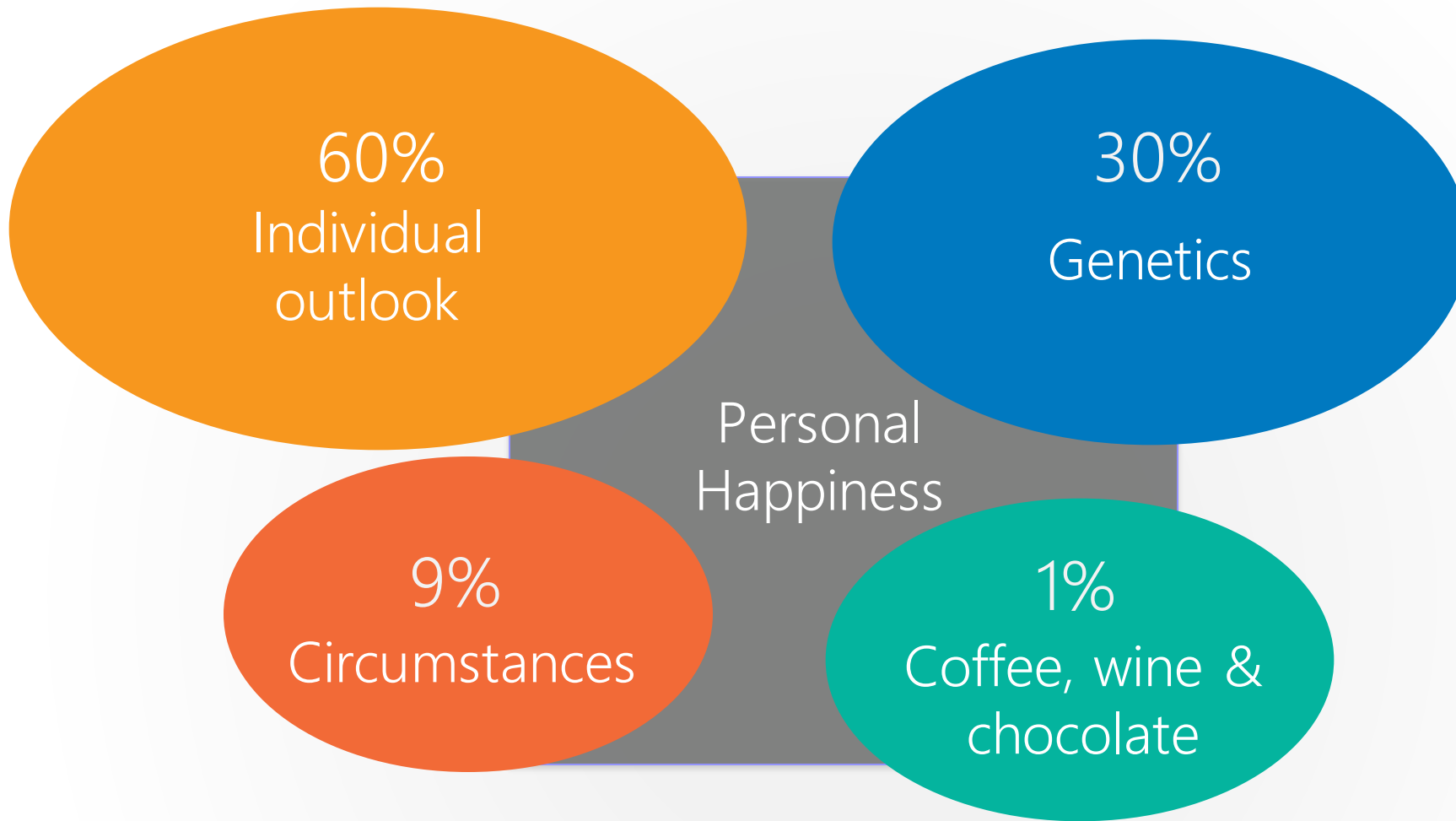What factors contribute to high morale in the workplace?

"What if, and I know this sounds kooky, we communicated with the employees."

8%
Individual outlook

12%

Workplace Morale

15%

65%

What are the four main sources of workplace morale?

30%

Circumstances 9%
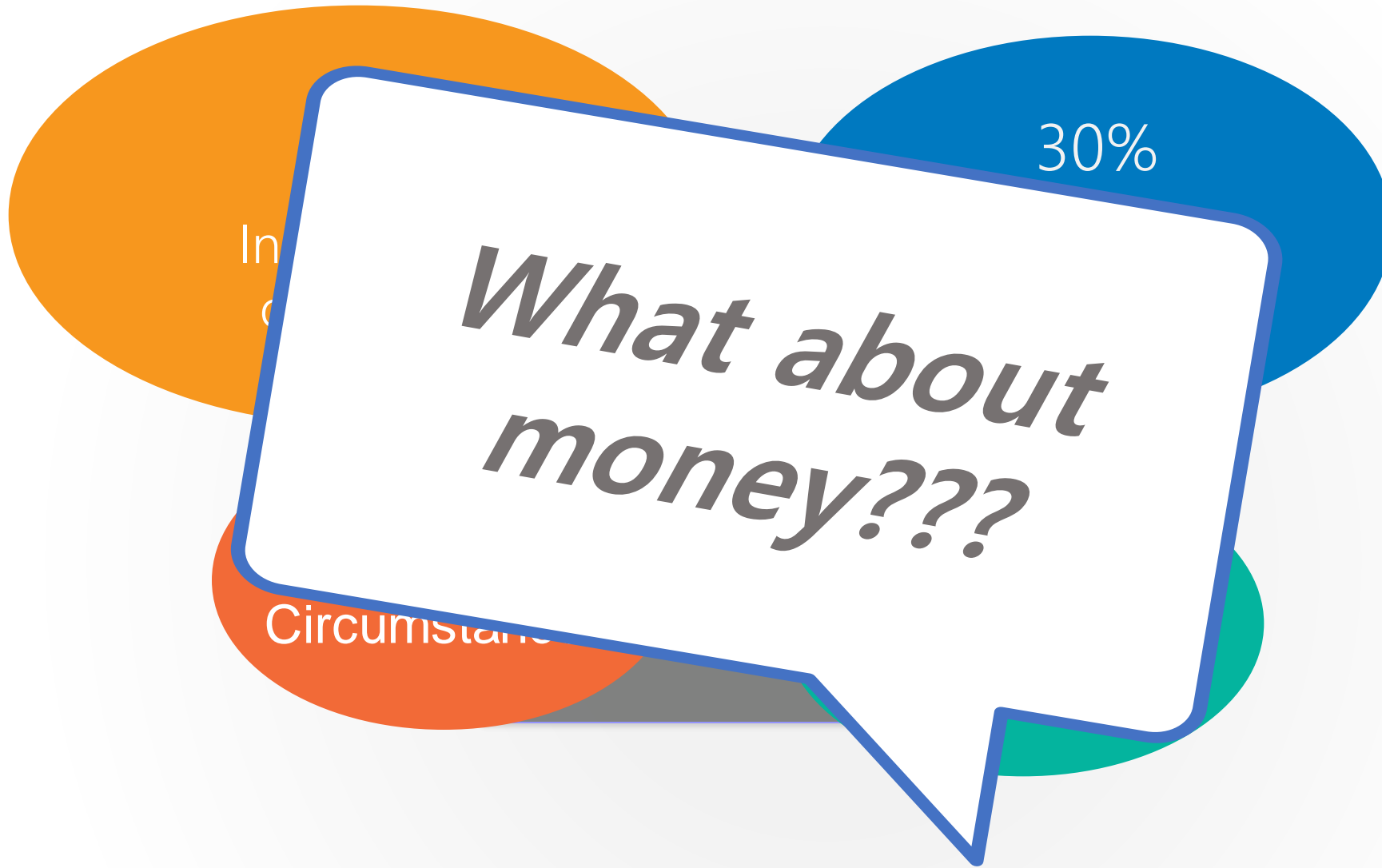
Coffee

What about money???

Glassdoor (a site where employees anonymously review their employers) found that **compensation and benefits** were consistently rated among the least important factors of workplace happiness.

65% of employees say they'd take a new manager over a pay raise! (*Inc. Magazine*)

People are willing to accept a lower salary for jobs that provide autonomy and meaning. (Hu and Hirsch, 2017)
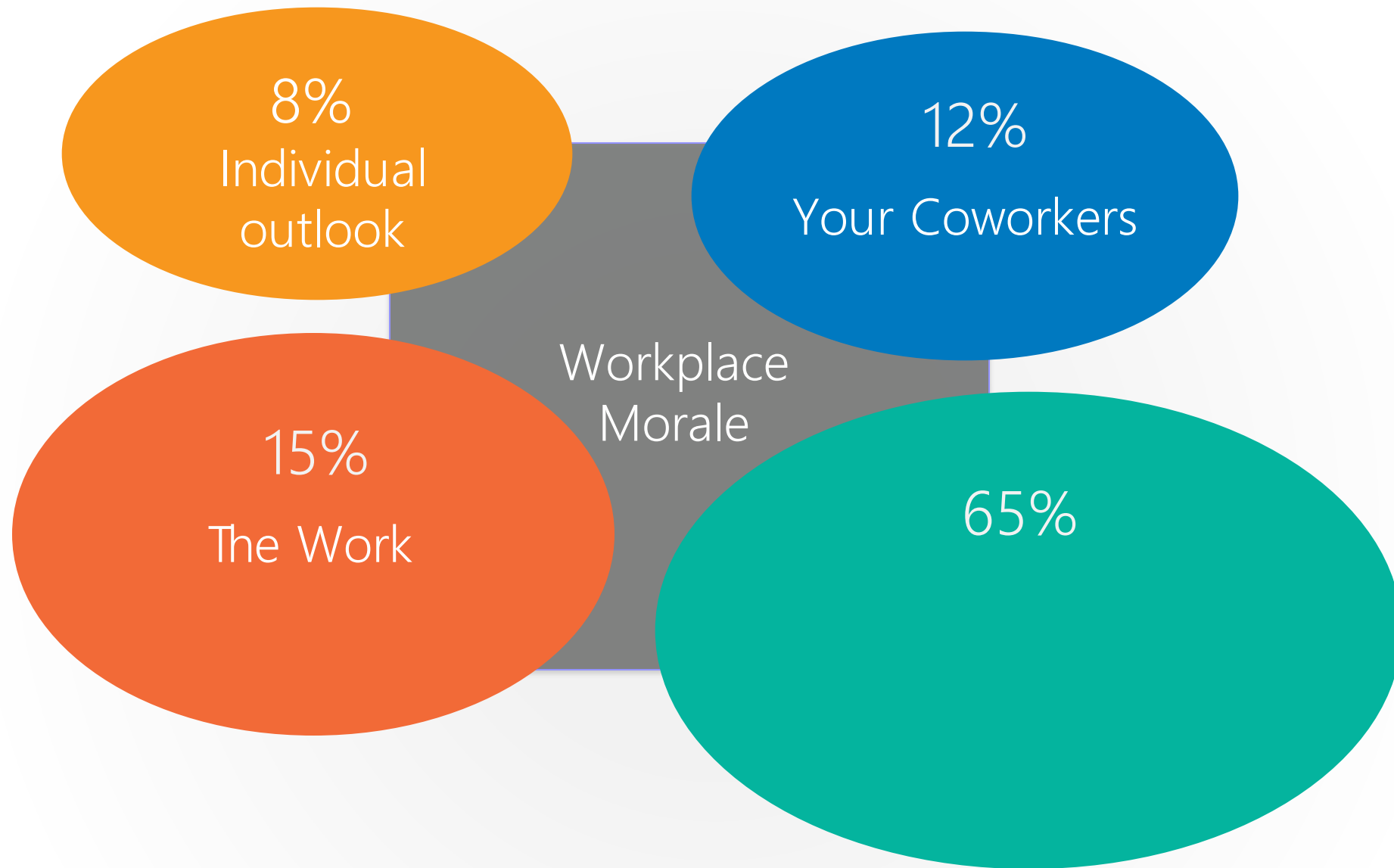
THE WORK
Four Ways "The Work" Impacts Morale

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

2. The "challenge/competency" continuum:

I feel
challenged ⟵————————————⟶ I feel
competent
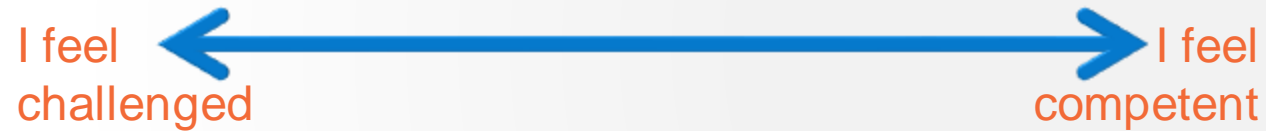
Questions for your employees/volunteers:

- ✓ Where would you put yourself on the "challenge/competency" continuum?
- ✓ Where would you like to be?
- ✓ How can I help you get there?

THE WORK
Four Ways "The Work" Impacts Morale

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

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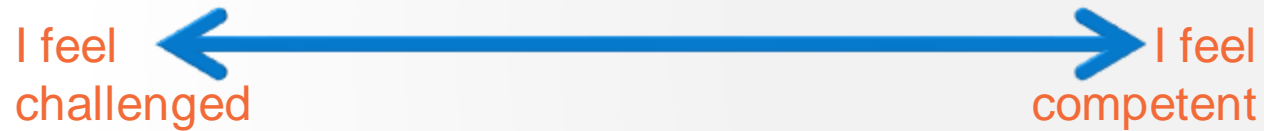
3. My work feels important.
(I'm doing good in the world; what I do supports our "mission.")

4. The organization is successful.

8%
Individual outlook

12%
Your Coworkers

Workplace Morale

15%
The Work

65%
Leadership

Most exiting employees are quitting their manager
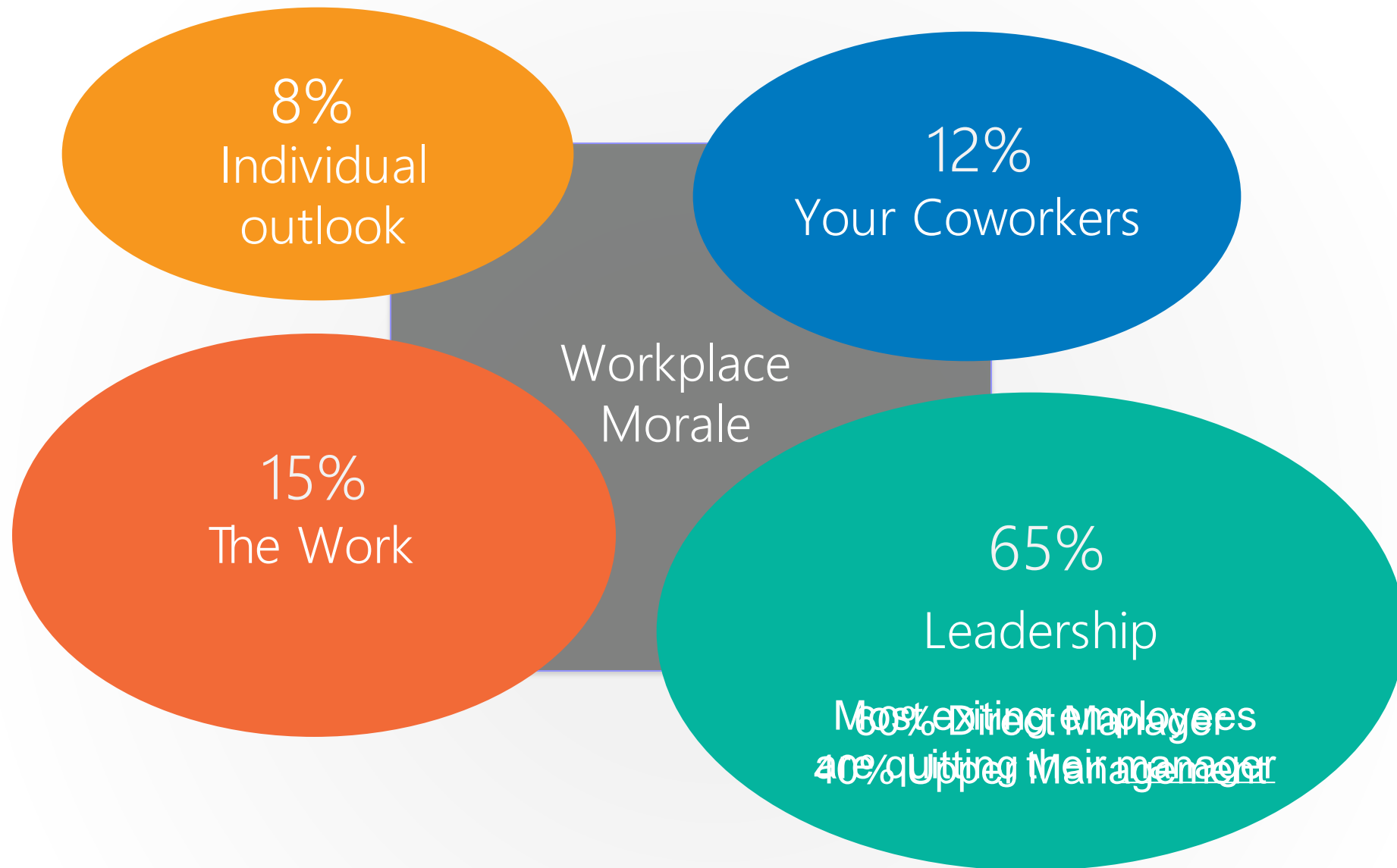
What are the four main sources of workplace morale?

THE MORALE EQUATION:

Skilled Managers =

High Morale =

All the cool stuff you can't pay or punish for

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BIG IDEA:

CREATING PSYCHOLOGICAL SAFETY

PSYCHOLOGICAL SAFETY

Discussion:

How would you define "psychological safety?"

(What does it mean to feel a sense of "psychological safety" within a group?)

PSYCHOLOGICAL SAFETY
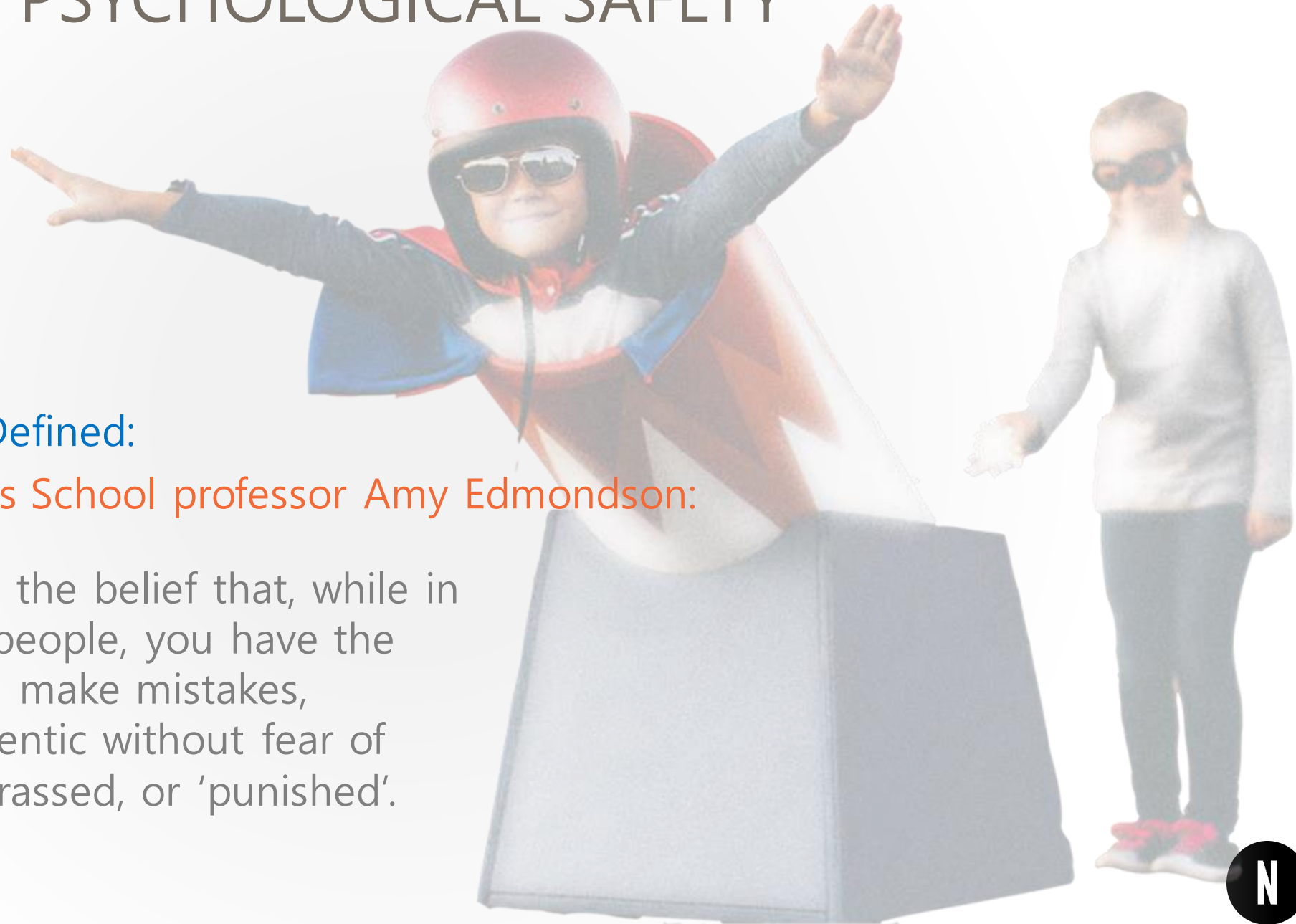
Psychological Safety Defined:

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'.

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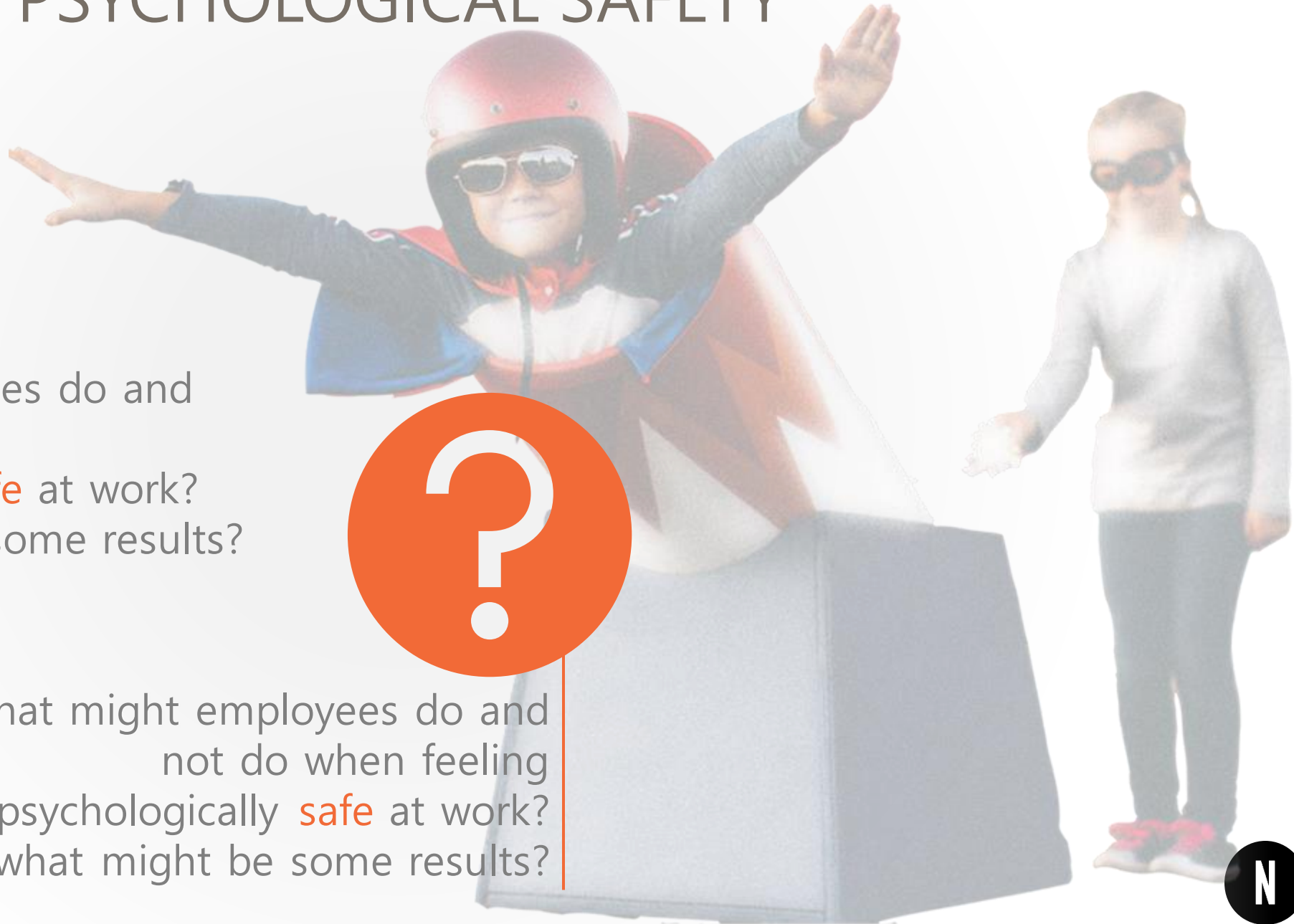
What might employees do and
not do when feeling
psychologically unsafe at work?
And what might be some results?

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not do when feeling
psychologically safe at work?
And what might be some results?

THE NEUROSCIENCE OF 'SAFETY'

Meet your amygdala!

The amygdala's primary role:

Fear…and the triggering of your "Fight, Flight, Freeze, or Fawn" instinct:

TO MOVE TOWARDS REWARD AND AWAY FROM THREAT

Amygdala
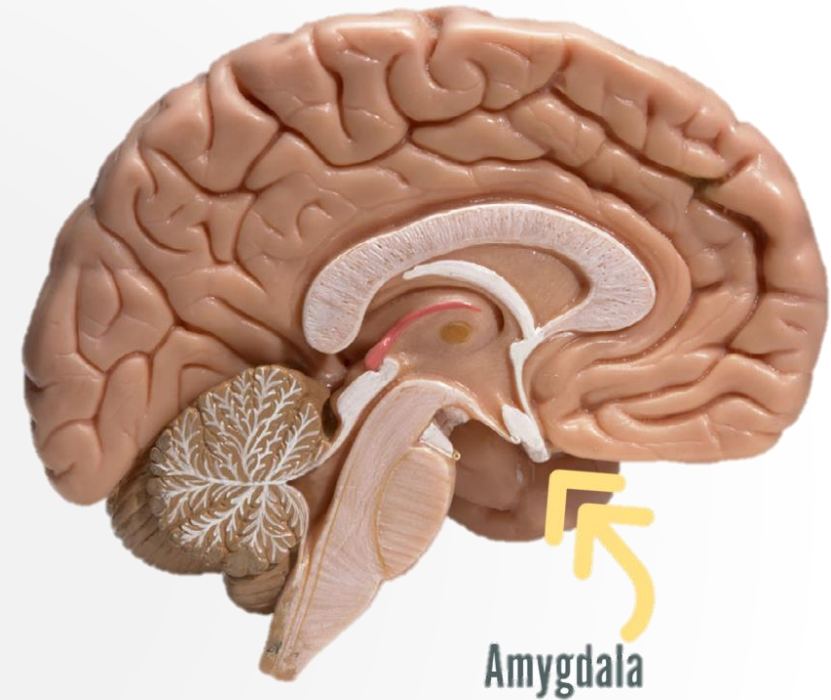
Other iterations of FEAR:

Anxiety

Worry

Defensiveness

Disconnection

CREATING PSYCHOLOGICAL SAFETY

Discussion:

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

In what can leadership engage to create psychological safety?

EXCELLENT ONE-ON-ONE MEETINGS WITH EMPLOYEES

A study published on PubMed indicated that psychological safety and feeling heard, feeling connected and having opportunities for feedback were significantly associated with lower burnout.

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 MEETINGS

Principles:

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

EXCELLENT ONE-ON-ONE MEETINGS

Principles:

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

What they aren't:

Task-based 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 and respect, true connection, and meeting employee needs.

What kinds of conversations might you have in a one-on-one that you most likely would not have if you were only doing check-ins?

EXCELLENT ONE-ON-ONE MEETINGS

Principles:

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

2. Ask great questions.

- Avoid closed-ended questions.
- Include "permission for critique" in some of your questions.
- Consider pre-loading the questions.
- A cool option: Coordinate questions with other leaders throughout the department/organization.

EXCELLENT ONE-ON-ONE MEETINGS

Principles:

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

2. Ask great questions.

3. Use your great listening skills.

- Focus on understanding. Remember: People want to feel "seen."
("Tell me more..." "Say more about that..." "What else?...")

EXCELLENT ONE-ON-ONE MEETINGS

Principles:

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

2. Ask great questions.

3. Use your great listening skills.

4. Share the airtime.

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

EXCELLENT ONE-ON-ONE MEETINGS

Principles:

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

2. Ask great questions.

3. Use your great listening skills.

4. Share the airtime.

5. Take a few minutes to prepare.

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

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

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

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EXCELLENT ONE-ON-ONE MEETINGS

And avoid some common errors:

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

Don't cancel – reschedule instead.

Bring paper, not forms.

Save general information distribution for group meetings.

EXCELLENT ONE-ON-ONE MEETINGS

Logistics:

None of these are hard and fast "rules." Factors such as number of employees, the type of work people are engaged in, and more will inform your logistical decisions.

Frequency

Default: Once a month (depending on how many people you support).
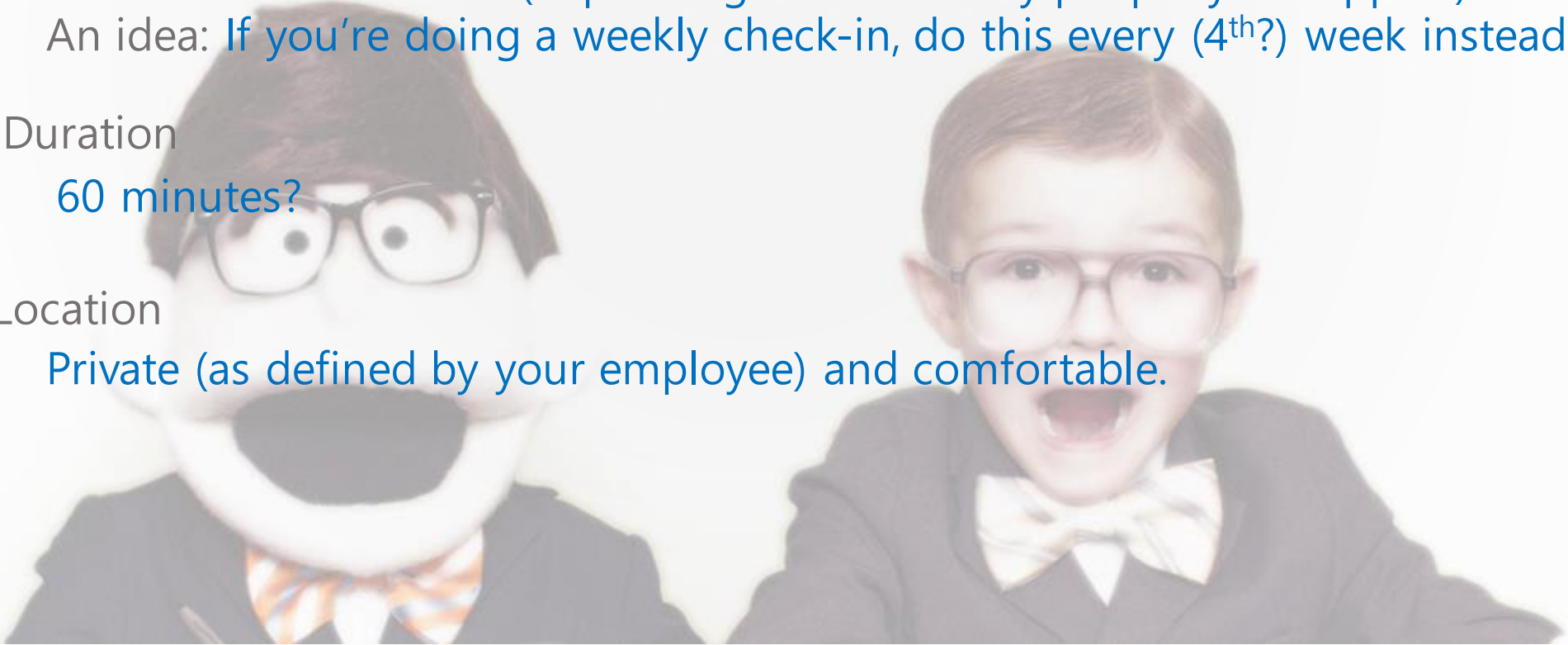An idea: If you're doing a weekly check-in, do this every (4th?) week instead.

Duration

60 minutes?

Location

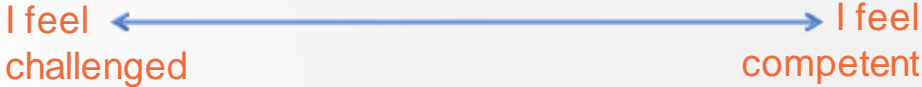Private (as defined by your employee) and comfortable.

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EXCELLENT ONE-ON-ONE MEETINGS

Discussion: Write down as many possible one-on-one questions (and topics) as you can.

Sample 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?"

I feel challenged ←————————————————→ I feel competent

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 /board meetings?"

4. "What gaps are you seeing in our organization, and what ideas do you have for solutions?"

Sample topics:

1. Give the employee recognition for a job well done.

2. Give the employee feedback about a missed project deadline.

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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 into your browser) found on the last page of your handouts and give us some feedback.

It's a great way to us learn what we're doing right and where we can improve.

Thank you!

Nash Consulting Workshop Evaluation

NASH CONSULTING

MANAGING
WITH MIND & HEART

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