

SeLD-817

**Motivating Employees
and Maintaining Healthy Relationships**

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Motivating Employees and Maintaining Healthy Relationships

Usually, in the process of motivating employees to fulfill organizational goals and objectives, relationship between supervisors and those whom they supervise fragment. This seminar highlights the need for the fulfilment of organizational goals, while considering the aspirations of those who fulfill the goals of the organization. Such blend of consideration improves productivity and enhances employees' satisfaction.

Most Workers Unhappy

- A news feature: 70% of US workers are unhappy.
- Study: 71 % of employees are looking for new jobs.

- *Survey of 17,000 U.S. workers in 19 industries*

(Marks, for Mental Health America and the Faas Foundation, 10/19/2019)

- State of the Global Workplace Report: 85% of employees are not engaged (67%) or are actively disengaged (18%) at work.

Jim Harter, Dismal Employee Engagement Is a Sign of Global Mismanagement, Gallup Blog, 2019

THE 85%

- Majority of the workforce
- Not your worst performers, but are indifferent to your organization
- Give their time, but not their best effort or best ideas

“They likely come to work wanting to make a difference, but nobody has ever asked them to use their strengths to make the organization better.”

Jim Harter, Workplace Management and Wellbeing, at Gallup. Gallup Blog, 2019

New Generation of Worker: Survive and Thrive

Survive Channel

- activated by threats
- leads to feelings of fear, anxiety and stress
- activates the sympathetic nervous system
- directs all attention to eliminating the threat
- leads to a freeze response – despair and demotivation

Thrive Channel

- activated by opportunities
- associated with feelings of excitement, passion and enthusiasm
- activates the parasympathetic nervous system
- Directs attention to pursuit of opportunities
- results in innovative, creative thinking

Gaurav Gupta, Leading The 'Most Anxious Generation,' May 30, 2019,
<https://www.forbes.com/sites/johnkotter/2019/05/30/>

New Generation of Worker: Survive and Thrive

- Leaders who can calm the Survive channel and activate the Thrive channel will be far more effective at inspiring active engagement and participation from the new generation of workers.
- This starts with an awareness of how the two channels operate and a recognition that different situations, messaging and actions can trigger very different responses in individuals.
- *Making a deliberate effort to address both channels in communication and behavior is now an essential skill.*

Gaurav Gupta, Leading The 'Most Anxious Generation,' May 30, 2019

THE NEW WORKFORCE

- Purpose
- Opportunities to develop
- Ongoing conversations
- A coach rather than a boss
- A manager who leverages their strengths rather than obsessing over their weaknesses

They view work and life as interconnected, want their job to be a part of their life/identity, but struggle with this combination.

Organizational Sabotage

- Employees shutdown—disengage—or leave their jobs for several reasons.
- Burnout and boredom are two of the most common reasons.
- Many identify a lack of effective management as the cause.

Rachel Montanez, 2019. Burnout Is Sabotaging Employee Retention: Three Things You Must Know to Help. www.forbes.com

Employee Burnout

Employee Burnout: A Sign of Undermanagement

The World Health Organization recognizes *burnout* officially as a *medical condition*.

- Many promising, hardworking employees succumb to burnout as the result of chronic undermanagement.
- Strong managers *prevent* burnout rather than cause it!

Bruce Tulgan, June 26, 2019. Blog: Employee Burnout? That Could Be a Sign of Undermanagement. Rainmaker.

Burnout

WHO, 2018



According to the health guidelines, burnout is categorized by certain symptoms:



Feelings of energy depletion or exhaustion



Increased mental distance from one's job, or feelings of negativism or cynicism related to one's job



Reduced professional efficacy

Burnout

WHO, 2018

According to WHO, burnout isn't just about being stressed out.

- It's "a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed."
- "Burnout refers specifically to phenomena in the occupational context, and should not be applied to describe experiences in other areas of life."

Under- management

- The less managers are engaged, the more susceptible their teams are to burnout.
- The belief is that managers who are highly-engaged are the ones pushing their teams to burnout. But the reality is a bit more complicated.
- Managers who are hands-off—those who are “managing on autopilot”—are more the problem.
 - These managers more or less leave their employees to take care of things on their own, assuming that everything is on track and going fine... until it isn't.
 - Small problems have room to fester and grow into huge problems that become crises.

Motivation

List of The Best Employee Motivation Ideas and
Techniques That Successful Organizations Use Every
Day to Get the Most Out of Their Talent

Blog, Employee Engagement, June 26, 2018

Help to Transform Your Workforce From Humdrum to a
Busy Beehive

Motivation

- Understanding and tapping in to the sources of your employees' motivation, will lead to a more engaged workforce that has the drive and capacity to reach—and even surpass—their goals.
- Employees respond to
 - productive working relationships with their managers
 - a positive work environment
 - a few extra incentives to encourage them on their way

Incentives

Differential rewards really work if you adopt the philosophy of **Control, Timing, and Customization**:

- **Control.** Put people in control of their own rewards by spelling out exactly what they must do in order to earn them.
- **Timing.** The closer in proximity the reward is to the performance in question, the more powerful the reward will be.
- **Customization.** The more you are able to identify **non-financial rewards** that matter to each individual employee, the greater a value proposition you can make to them in exchange for their best performance.

Bruce Tulgan. 2019. Management Fundamentals: Eight Steps Any Manager Can Take To Become A Highly-Engaged Leader. Rainmaker Thinking

11 Employee Motivation Ideas Successful Organizations Use

Blog: Employee Engagement,
PageUp June 26, 2018



Employee Motivation Idea #1: Set SMART goals.

Planning and setting goals is a great way to motivate employees, but if the task is too great your employees can feel overwhelmed.

- SMART Goals: bite-sized goals that appear easier to achieve, than the overarching organization goals.
- Each one is a step closer to achieving the big goals.
 - Specific
 - Measurable
 - Agreed Upon
 - Realistic
 - Time-based or Trackable

**SMART[S] - Includes "Share"*

Employee motivation Idea #2: Reward and incentivize.

Not all work offers an immediate reward for employees, but providing incentives helps them define goals.

- Keep the goals clear.
- Goals must be achievable and the rewards must be something your employees actually want.
- Ask your employees about their preferred perks (bonuses, gift cards, benefits like better parking spaces, etc.).
- Incentives can encourage more collaboration and/or promote more employee loyalty and help you retain top-performing talent.

Employee Motivation Idea #3: Remember that trust breeds loyalty.

- Your organization's success relies on the quality of your employees' work.
 - Let them know that you and the Church depend on their work and that you trust them to put their all into their work.
- Demonstrating your trust and confidence in their abilities can help them feel part of the team and encourage greater loyalty to your organization and the Church.
- Once they are committed, it's natural for them to be more motivated!

Employee Motivation Idea #4: Cultivate enthusiasm.

- Positive and negative attitudes are contagious,
 - Promote a positive and enthusiastic office culture. It's a good sign if they're not dragging their feet to work each morning!
- Positive workplaces share some common characteristics:
 - Open and transparent communication channels
 - A focus on training and development
 - Recognition for hard work
 - Promotion of a sense of unity, tolerance and acceptance
 - An upbeat office climate

Eliminate negativity and your employees will enjoy their working environment. If work isn't a slog, they'll put more effort in.

Employee Motivation Idea #5: Promote transparency.

- Being honest with your employees is the best way to promote loyalty.
- Let them know about organizational plans.
- Keep them informed about the direction the Church is headed.
- Allow them to feel included in the big decisions.

If they know about the big picture, they'll honor your honesty with loyalty and increased motivation.

Employee Motivation Idea #6: Schedule regular one- on-ones.

- One-on-one meetings between managers and their staff will ensure you can address issues before they become major problems.
- Individual sessions show that you care about your employees as individuals.
- These sessions can help you:
 - assign incentives that suit them
 - set individual smart goals
 - motivate them to work toward the common organization and Church goals

Employee Motivation Idea #7: Recognize and celebrate achievements.

- Recognize your employees' achievements.
- Whether this is in a Monday morning meeting, or during Friday tea, celebrating and praising your employees will encourage them to continue their good work.

Employee Motivation Idea #8: Get to know your employees.

- If you're having motivation problems, identify the cause.
- Find out what work employees look forward to doing, and what jobs they avoid or postpone.
 - Chances are if your employee enjoys a certain kind of work, it's because they are good at it.
- *Learning more about your employees' skills and interests, proficiencies and passions, may lead to new, unexpected opportunities. What is their calling? What are their gifts and talents?*
- *Resource: Strengths Finder, 2.0, Tom Rath, Gallup*

Employee Motivation Idea #9: Value work-life balance.

- Work isn't everything, and sometimes stressed and unmotivated employees just need to take a break from the daily work routines.
 - Encourage your employees to take their holiday leaves and vacations, and they'll come back refreshed and more ready to work.
- It's important for everyone to separate their work and home life. (Remember the new generations.)
 - Finding the perfect work-life balance will allow your employees to rest and relax in their personal time and return to work ready to take on the big challenges.

Employee Motivation Idea #10: Listen to employees' ideas.

- If you are looking for fresh ideas and new opportunities, look within the organization for inspiration.
 - Who knows your organization better than your employees?
- Fielding ideas and recommendations from within won't can build your relationships with employees.
- It will also encourage them to invest themselves in how the organization operates.

Employee Motivation Idea #11: Use leadership opportunities as motivation.

- Giving your employees more responsibility can motivate them.
 - This won't work for every employee, but those with a lot of potential will benefit from the added responsibility and greater trust in their abilities.
- Showing employees that you appreciate their work and that you trust them to take on a leadership role could change their entire attitude towards the organization, while also providing for succession planning.

Take-away Lessons for Motivating Employees

- Takeaway: don't let your workplace descend into the doldrums—inactivity, stagnation, or depression.
- Instead, create an environment of positivity, community, and transparency.
- With a little bit of positive encouragement from top management, along with incentives and opportunities for growth, your employees can become much more engaged in their work.
- Having satisfied, motivated employees means you can also reap the rewards of an “employer brand” that attracts – and keeps – top talent. This is needed even in the Church.

*GOALS,
ASPIRATIONS,
ORGANIZATION*

*Fulfilment of Organizational Goals, While
Considering the Aspirations of Those Who Fulfill
the Goals of the Organization*

A Brief Summary of Approaches

Five Approaches to Conflict or Routine Management

Sam Lloyd, Leading Teams: The Skills for Success, Five
Approaches/Responses to Conflict p.102

1996

Withdrawal-Avoidance

Advantages	Disadvantages
Little energy is required	Others may resent it; lose respect
Not accountable for quality of results	Team does not get input, experience, etc.
Avoid bad feelings, mistakes, etc.	Quality of decision may suffer

Dominance- Control

Advantages	Disadvantages
Get your needs met; get control	Others resent; may retaliate now/later
Can save time; quick decisions	Erodes trust/respect; can lead to impasse
Boost your ego when you win	Future dealings more difficult; can lose

Accommodation

Advantages	Disadvantages
Avoid bad feelings, harsh words, etc.	Quality of decision may be reduced
Can save time by reducing conflict	May lose respect; seen as "wimp," weak
Others may appreciate cooperation	Team does not get input; or honest opinions

Compromise

Advantages	Disadvantages
Can break an impasse, get agreement	Quality of decision may be reduced
Everyone gets some needs met	People get less than they wanted
Can save time and energy	Lower expectations; less commitment

Collaboration

Advantages	Disadvantages
Everybody wins; all needs met	Takes more time, energy, skills, etc.
Maximum commitment/satisfaction	Low morale if win-win cannot be achieved
Builds trust, respect, affection, etc.	You gain no advantage over others [For us this is a positive; we seek no advantage.]

Perspective

- Authenticity is the alignment of head, mouth, heart and feet – thinking, saying, feeling, and doing the same things – consistently. This builds trust, and followers love leaders they can trust.

Lance Secreton in Dean Banks, Leadership Insights - Adventist Leadership & Professional Development Monthly Update, SPD, July 2019

- The authority by which Christian leaders lead is not power but love, not force but example, not coercion but reasoned persuasion. Leaders have power, but power is safe only in the hands of those who humble themselves to serve.

John Stott in Dean Banks, Leadership Insights - Adventist Leadership & Professional Development Monthly Update, SPD, July 2019

Managing Is Like Staying in Shape

Most managers often don't, manage, unless there is a special situation.

- Something goes wrong
- More work has to be heaped onto an employee
- Changes of course or new strategies have to be communicated
- Someone is doing a great job and their efforts have to be recognized

"But good management is just like staying in shape – it requires developing the habit of managing every day."

Bruce Tulgan. 2019. Management Fundamentals: Eight Steps Any Manager Can Take To Become A Highly-Engaged Leader. Rainmaker Thinking

Burnout and A Gridlocked System

- An unending treadmill of trying harder
- Looking for answers rather than reframing questions
- Either/or thinking that creates false dichotomies

Edwin Friedman, *A Failure of Nerve: Leadership in the Age of the Quick Fix*. 2007, p. 34

Orientation for Motivation

We must shift “our orientation to the way we think about relationships, from one that focuses on techniques that motivate others to one that focuses on the leader’s own presence and being.”

Edwin Friedman, 2007, *A Failure of Nerve: Leadership in the Age of the Quick Fix*, p. 4

These things I
command you,
that you love
one another.

John 15:17

Many who profess His name have lost sight of the fact that Christians are to represent Christ. Unless there is practical self-sacrifice for the good of others, in the family circle, in the neighborhood, in the church, and wherever we may be, (worksite) then whatever our profession, we are not Christians. DA 504

The Relationship of Believers to Each Other

John 15:12–16

¹² This is My commandment, that you love one another as I have loved you. ¹³ Greater love has no one than this, than to lay down one's life for his friends. ¹⁴ You are My friends if you do whatever I command you.

¹⁵ No longer do I call you servants, for a servant does not know what his master is doing; but I have called you friends, for all things that I heard from My Father I have made known to you. ¹⁶ You did not choose Me, but I chose you and appointed you that you should go and bear fruit, and that your fruit should remain, . . . NKJV

Three Steps Organizations Can Take Immediately To Boost Engagement

1. **Audit your current performance management system.** Identify which parts support setting clear expectations, make ongoing coaching easy, and foster fair and accurate accountability.
2. **Enhance your ability to have effective performance development conversations.** There are five conversations your managers need to become experts on, from onboarding to check-ins to semi-annual progress reviews: a) situational diagnosis; b) clarify expectations; c) style; d) resources; and e) personal development.
3. **Build a system to make the right decisions about who becomes a manager.**
 - **Performance reviews are still important.** They are most useful if reviews follow ongoing conversations where expectations can be reprioritized in real time with development throughout the year.
 - **When we get performance management right, engagement will naturally rise.**

The health of the organizations depends on getting employee engagement and performance management systems right.

Jim Harter, Dismal Employee Engagement Is a Sign of Global Mismanagement, Gallup Blog, 2019

THRIVE

"Don't be satisfied with the status quo. Don't just do enough to get by. Give it your best and you will thrive."

"God is ready to empower you to be a thriving, kingdom-advancing, impact-making champion."

If you are tired of just surviving in ministry and want to thrive:

- Be **T**eachable
- **H**elp others
- Stay **R**elevant
- Say—I am going to thrive so the ministry can thrive
- Pursue the **V**ision God has placed in your heart
- Be committed to **E**xcellence

Dale Hudson, [How to Go From Surviving to Thriving in Your Ministry](https://ministrytodaymag.com/leadership/vision/24645-how-to-go-from-surviving-to-thriving-in-your-ministry),
<https://ministrytodaymag.com/leadership/vision/24645-how-to-go-from-surviving-to-thriving-in-your-ministry>

THRIVE

The righteous will thrive like a green leaf.

Proverbs 11:28

NIV

