

LEARNING TO WORK THROUGH OTHERS



INTRINSIC MOTIVATION



Advantages:

- Focused on long-term results
- Self-sustaining
- Places focus on the task, not the reward/punishment
- Often lead to greater effort on the task and improvement

Disadvantages:

- Slower to drive effects
- Requires more work
- Takes a personalized approach (requires a variety of methods)

EXTRINSIC MOTIVATION



Advantages:

- Drives performance without interest
- Allows goal setting
- Quickly changes behaviors
- Requires no personalization

Disadvantages:

- Unsustainable (short term)
- Provides diminishing returns
- Distracts from the task

Researchers at Cornell University studied over 300 small businesses.

Half of them **provided autonomy** and **allowed workers to find their intrinsic motivations** while the other half **relied on top-down direction** and **extrinsic motivations**. Data showed that the businesses that offered autonomy **grew at 4x** the rate of the top-down businesses, and had **1/3rd the turnover**. *

* DeVaro, J. (2006). Teams, autonomy, and the financial performance of firms.

7 LEVELS OF ENERGY FOR LEADERS/ORGANIZATIONS

ENERGY LEVEL	LEADING AT THIS LEVEL	ORGANIZATIONS EXPERIENCING THIS LEVEL
7	Work with clarity, believe anything is possible	Ultimate creation and innovation, view creative ability as constant
6	Active, seen as insightful, leverage intuition in decisions, humble, view staff as equal in different ways	Drive teamwork: balance financials, employee satisfaction, customer satisfaction, and impact
5	Inspiring, capitalize on opportunities, expect and receive greatness from others, see potential in others, looks for partnerships	Profitable, rewarding, invest in employees of all levels, provide growth opportunities
4	Form deep connections, loyal, empathize with employees, guide thinking with questions	Feel reduced pressure to compete, understand their uniqueness, believe company genuinely enhances employee/consumer lives
3	Productive, focused on solutions, logical, confident	Align employee skills w/ company needs, focus on meeting short-term goals, little communication between leaders and employees
2	Lead dissatisfied teams, authoritarian, judge others, take credit for success, micromanage	Shortsighted, take advantage of employees, black and white policies
1	Work in crisis mode, see emotion as weakness, blame self, focus on the past	Eventually implode, focus only on basic needs – survival

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RECOGNIZING WHEN OTHERS ARE IN LEVEL 1

- Apathetic
- Less productive
- Avoid taking responsibility
- Lower others' energy

WORKING WITH OTHERS AT LEVEL 1

- Help them get angry-venting allows for release.
- Acknowledge and validate
- Help them move from past to present.
- Challenge them to advocate for themselves.
- Help them rationalize and cope.
- Help them realize they have a choice.
- Process a specific situation so they can take action.
- Create buy-in by helping them see their right to be happy, successful, etc.
- Create an action plan.

RECOGNIZING WHEN OTHERS ARE IN LEVEL 2

- High energy (but from anger, potentially destructive)
- Focus on what others do wrong
- Intimidate others

WORKING WITH OTHERS AT LEVEL 2

- Move them beyond win-lose mindset.
- Help identify emotions (so they can be controlled).
- Remove conflict from any interpretations/assumptions.
- Rationalize the perspective of others.
- Focus on success by influence (instead of by force).
- Make the benefits of changing clear.

RECOGNIZING WHEN OTHERS ARE IN LEVEL 3

- Valuable to an organization
- Good teammates
- Interested in taking responsibility to get things done

WORKING WITH OTHERS AT LEVEL 3

- Move from the head to the heart (i.e., understanding feelings).
- Build the ability to relate to others and focus on “you/we” not “me”.
- Help them envision the future to feel where they want to be.
- Help them to not take things personally.
- Consider the impact of unaddressed issues.

RECOGNIZING WHEN OTHERS ARE IN LEVEL 4

- Heart and soul of the business
 - » Support managers, peers, and clients
- Susceptible to burnout

WORKING WITH OTHERS AT LEVEL 4

- Connect their head and heart.
- Search for win-win situations.
- Help them take care of themselves.
- Reframe challenges as opportunities.
- Move beyond the need to fix others (i.e., causing stress/burden).
- Focus on the opportunity without judgement, fear, or doubt.

Energy Leadership: Transforming Your Workplace and Your Life from the Core, Bruce D. Schneider

RECOGNIZING WHEN OTHERS ARE IN LEVEL 5

- Rare and a gold mine
- Command greatness from others
- See others as gifted and full of potential

WORKING WITH OTHERS AT LEVEL 5

- Build on their curiosity and ideas.
- Ease the desire to always be in control.
- Tap into their intuition (i.e., what does their gut say?).
- Continually ask them what the opportunity is.
- Move beyond “we win” to “everyone always wins.”
- Help them incorporate more emotions into their thinking.
- Build habits to keep their energy high and prevent slipping into lower levels.

RECOGNIZING WHEN OTHERS ARE IN LEVEL 6

- Geniuses, true visionaries
- Positively affect everyone around them
- Powerful and humble

WORKING WITH OTHERS AT LEVEL 6

- Find out when they experience this level and help them to create it more often.
- Help them move beyond winning or losing.
- Tap further into their intuition.

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**RECOGNIZING WHEN
OTHERS ARE IN LEVEL 7**

- Don't just see the silver lining or opportunity, but view people's creative ability as constant
- See anything as possible
- Work with clarity

WORKING WITH OTHERS AT LEVEL 7

- Find out when they experience this level and help them to create it more often.
- Get them to share their experiences.
- Help them to brainstorm ideas.
- Help them to sustain this energy as much as possible.



**SKILLS AND TIPS TO DRIVE EXECUTION:**

Getting Buy-In: Showing what's in it for them and gaining alignment

What do you really want, and what are you willing to do to get it?

Planting the Seed: Placing an expectation (of success/confidence) into someone's mind

Let's chat more about it later because I have complete faith you're able to come up with something

Inspiring: Seeing the best in someone and sharing that with them to boost their creativity, energy, and self-esteem

You strengthen the culture of our organization with your positive thinking and can-do attitude!

Championing: Cheerleading or giving encouragement, support, and acknowledgment before a task is completed

I know you can get that done, you've done it before and you can do it again.

Forwarding the Action: Helping someone get really clear about what they want to do; moving beyond an idea, into action

What is the next step for you to take to get where you want to be?

Overcoming Resistance: Helping someone move through barriers or resistance they've encountered

What's holding you back? What would it take to get over that hurdle?

Building Accountability: Helping someone keep their commitment

What do you really want, and what are you willing to do to get it?

Celebrating: Honoring someone's accomplishments through recognition

I know you were nervous about taking on that project, but look how you organized and executed!



 What is a situation where you're looking to work through others to drive success (a project, deliverable, etc.) that could benefit from these skills?

Grid area for writing the answer to the question above.

Which skills can you leverage in this situation:

SKILL	EXAMPLE: <i>Inspiring</i>
HOW YOU WILL LEVERAGE IT	<i>I should create more handwritten notes to inspire my team</i>
DESIRED OUTCOME	<i>Increased confidence of empowered decision making on the project</i>

 How might leveraging these skills lead to a different outcome in your situation?

Grid area for writing the answer to the question above.

