

LESSONS IN LEADERSHIP - Module 3

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# Keeping Your Team Motivated and Focused

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 THE BUSINESS SOURCE

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## Key Points

### Getting Teams Motivated and Engaged

To really motivate people they first have to be on board with the mission and purpose of the organization.

For buy-in to happen:

1. They need to know exactly what the goals are and what's expected of them (managers often believe that the goals are understood by their teams when they're not)
2. They need to understand how what is expected of them hooks back to the organization (a point that managers often miss because they assume it's obvious)
3. They need to know what the incentive is - what's in it for them (Managers often assume money is the primary motivator)

Finding the true motivators is the key – and different people are motivated by different things. Managers often make the mistake of assuming that what motivates them motivates everybody else. People don't always know what motivates them, but many do, so start by asking.

### Team Building Exercises

One of the most powerful ways to deliver team-building results is through exercises because people usually learn more deeply when they experience something.

### Seven Steps for Running a Successful Team Building Exercise

1. Be very clear and definitive about what the goal is for the activity  
Focus on tying it in with what you are trying to learn or get out of the activity
2. Prepare thoroughly for the activity  
Test, practice, or think through how you will implement the activity well ahead of time
3. Explain why you're doing the activity as well as how it should be done  
A lot of people resist doing group activities because they don't see



a lot of value in them – help them understand the purpose and benefit

4. Check for understanding

Make sure they understand what they're going to be asked to do

5. Run the actual activity

Don't interfere with it by offering suggestions – this is not helpful because the objective is for people to experience something themselves

6. Debrief the activity

This is where you drive home what the learning was supposed to be so ask for reactions to what happened, ask how it affected them and then finally, ask them to apply it

7. Reinforce what has been learned in the activity back on the job

When you see someone doing something that they learned as a result of an activity, bring attention to it

### **The Seating Arrangement Exercise**

Participants are given 90 seconds to “improve” their seating arrangement with instructions that are purposely vague.

Lesson learned is that if you're not clear on the plan, you have no idea when or if you ever meet the goal.

### **The Origami Exercise**

Each participant is given a piece of paper and is asked to make certain folds and tears to the paper. The end result is that everyone interprets the instructions their own way and the “origami” all look different.

Lesson learned is that people need to be much clearer in their communications to achieve their desired results.

### **The Catch Exercise**

A ball is given to a group of participants standing in a circle and they are asked to pass it to each other throughout the group as efficiently and quickly as possible.

Lessons learned include learning to work together better and becoming a more productive team.



### **The Consultant Exercise**

Each participant is asked to write down a problem or concern they are struggling with right now. The paper is then passed to the person next to them and they have two minutes to come up with a possible solution.

Result is that each person gets answers to a pressing problem or concern and the lesson learned is that the team becomes more productive by helping each other.

### **The Kudos Exercise**

The participants are invited to pick up a Kudos candy bar and give it to someone else in the group in recognition for something they have done - and they must explain why in specific terms.

Lesson learned is that by recognizing each other people feel appreciated and morale improves.

