

# Setting up for success:

Tips and tricks to develop and motivate your team

Presented by:  
Marg Main, Turning Tables



“There is little success  
where there is little laughter.”

Andrew Carnegie



# Overview of the Session

- Setting up for Success – why should someone work here?
- The 4 stages of team development and how you adapt your leadership style at each stage
- Self Motivation vs Motivating....
- Retention and Motivation Strategies
- Wrapping it all up – the 10 C's of Team Engagement
- Questions/Feedback and Take Outs

# Setting up for success

Why should someone want to work here?



# Setting up for Success

- Company Culture
- Recruitment
- Induction
- On Going Training
- On the Job Feedback/Reviews

# Company Culture

- What is your company style? What makes your business unique?
- Do you have a clear vision, values and expectations that can be communicated to your team?
- Does your business walk the talk – does the story and the reality match?
- Are you as managers all consistent and on the same page in relation to the company culture and expectations?
- How do you deal with poor performance or behaviours?

# Recruitment

- To recruit effectively you need clear expectations of roles & behaviour – examples include job descriptions, ground rules, responsibility/authority levels
- Your employment advertising and interview style should fit your brand and culture
- Take time to interview people – this helps you understand how they will fit in your business
- Remember you are also being interviewed – be present!
- Take time to go back to all applicants whether they are successful or not – don't be the “ghost employer”
- The recruitment phase sets the scene

# Induction

- A good induction is designed to help new team members settle in quickly
- It needs to include the compliance parts but this is not the whole induction!
- Small parcels of information – why we do what we do, what they need to know, who they need to know
- Provide some of the information before they start so you don't overload on the first few days
- Remind and reinforce during this time and ensure the team are setting the correct example – we are all on show....



# On Going Training

- Have information and standards in writing – good as a reference
- Don't assume knowledge – how does someone's previous experience fit with how we do it?
- Make sure your on the job trainers have the right skills and can understand & adapt to the different learning styles
- For seasonal or short term staff ensure the focus is on the “quick win” – eg FAQ that they will need to know to give them and the customers confidence
- Use a training checklist to keep track of where the team have gaps so you can train where it is needed..
- Training does not have a “full stop” – create learning opportunities every day...

# Performance, feedback and reviews

- Use a combination of both informal and formal feedback
- Think about the timing of feedback – does it need to be immediate or is it better to wait
- Recognise great performance as well as areas for improvement – don't be the “voice of doom”
- Remember that feedback and reviews are a two way conversation
- Be consistent – no favouritism
- Utilise performance reviews to set goals and identify areas for improvement – how to provide support to achieve these – follow up and follow through

“People don’t buy what you do.  
They buy why you do it.”

Simon Sinek



# The 4 stages of team development

## What is a team??

A team is a group of people whose skills, diversity and commitment fuel their efforts towards an agreed goal

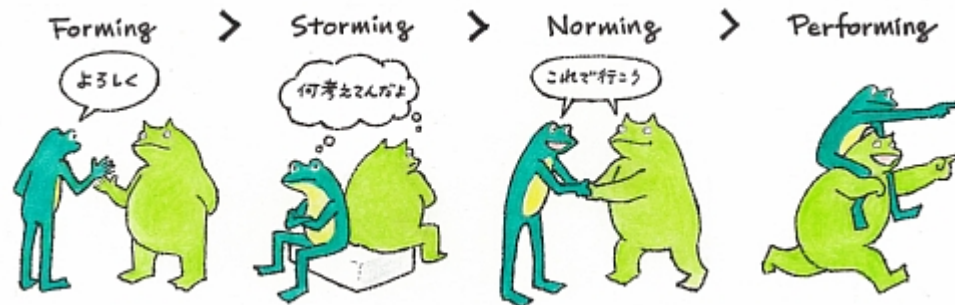
# The 4 stages of team development

Stage 1 – Forming

Stage 2 – Storming

Stage 3 – Norming

Stage 4 - Performing



# Forming

Who are we and why are we here?



# Forming

## Key points about the Forming stage

- This is the get to know each other stage
- People are sussing each other out and working out who does what
- People can feel excited, curious, anxious and nervous (often a mix of everything)
- Need clear guidelines of “how we play”

# Forming

## How to lead at the Forming stage?

- Your role is to set the rules of play and be the guide
- Set a clear vision, goals and roles
- Lead from the front and set the example
- Remind and reinforce (create habits)
- Motivate by clear direction
- Set boundaries (eg responsibility/authority)



# Storming

Who's in charge here anyway?



# Stormin

## Key points about the Storming stage

- Can be a challenging stage to manage
- Team members keen to make progress – may push against boundaries
- Personality clashes/team conflict/taking sides/the blame game
- Question or test the leaders authority
- Resist the “rules of play”

# Stormin

## g How to lead at the Storming stage?

- Stay calm, stand firm and restate the rules
- Intervene in disputes or tensions – remain impartial
- Assert your role and remind team of the “why we do things like we do”
- Be brave – don’t let toxic take over

# Norming

Let's try and work together on this



# Norming

## Key points about the Norming stage

- Cohesion and interdependence start to develop
- Cooperation replaces competition
- Team members are comfortable with each other and trust emerges
- People start to feel relaxed and have fun with the team
- More open communication and sharing of ideas

# Norming

## How to lead at the norming stage?

- Be more of a coach & advisor
- Support the team to have more responsibility/authority – more delegation
- Listen to ideas and see if you can incorporate them into the venue
- Celebrate success and continue to manage performance so the team stay on track

# Performing

Now we've got the hang of it



# Performing

## Key points about the Performing stage

- Team members keen to get on with the job
- Less dependent on leader – look more towards each other for support/guidance
- Celebrate each others success
- Sense of pride and well being
- Can become closed to outsiders



# Performing

## How to lead at the performing stage?

- Don't micro manage – hands off strategic focus required
- Delegate responsibilities and authority
- Develop growth in the team – ask people what they need and want
- Provide ideas and support as required – less detail more big picture – thought provoking

“Problems can become opportunities  
when the right people  
come together.”

Robert Redford



# Self motivation VS being motivated by others...

## Understanding your teams why?

# Some reasons we come to work

- Social/fun
- Get away from the kids!
- Dollars (pay the bills, save for a trip)
- Growth and Development
- Promotion opportunities
- Learn new things
- Freedom
- Contribute to something exciting
- Passion for the products/industry

“What you do makes a difference,  
and you have to decide what kind of  
difference you want to make.”

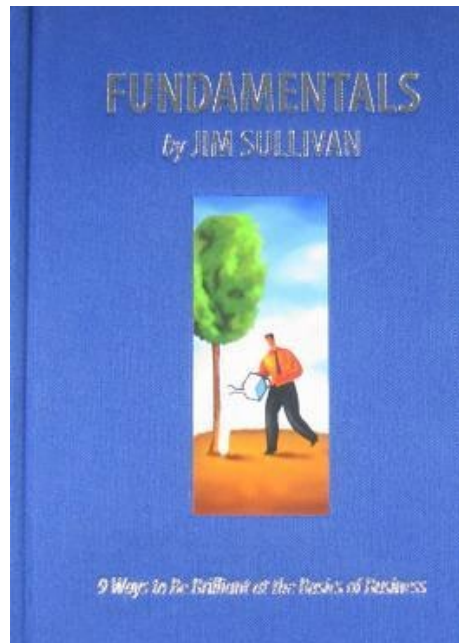
Jane Goodall




# Retention and motivation

Some strategies to keep your team engaged...


One of my favourite handouts with ideas taken from  
“Fundamentals” by Jim Sullivan



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- Manage your schedule and tasks so you have time to coach and mentor – put people before paper!!
  - Don't be a praise miser. If you see it, say it. Never let good work go unnoticed & don't forget to be specific.
  - Don't treat your customers better than you treat your team members (don't forget to put some love into the back of house areas as well as the front!)

- Keep rules to a minimum and enforce the ones you have. Know the difference between principles and rules. Rules tell people what they can't do, principles tell them what they can. Keep your word, don't compromise your integrity and be a moral leader.
- Teach everyone something new each shift – incorporate training into everyday don't just save it for special occasions!!
- Set S-T-R-E-T-C-H goals. Not too hard, not too easy. Don't set your team up to fail but give them something to work towards.



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- HABITUAL CONSISTENCY – make sure you are all on the same bus heading in the same direction!
  - Pay people in currencies in addition to money (praise, recognition, kindness, fun)
  - Bring energy to every shift, don't take it away. Be a thermostat, not a thermometer (control the temperature of the team don't just record it!)
  - Don't play favourites – earn the teams respect by being firm, fair and consistent.

“One person with passion  
is better than forty people  
merely interested.”

E M Forster



# The 10 C's of engagement

- Connect
- Career
- Clarity
- Convey
- Congratulate
- Contribute
- Control
- Collaborate
- Credibility
- Create Confidence

# Thanks for listening in

Questions and feedback...



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A man with a beard and short brown hair, wearing a red t-shirt, stands behind a wooden counter in a cafe. The background is filled with chalkboards containing handwritten menu items and prices. The entire image is overlaid with a semi-transparent red filter. In the center, the text 'ra.' is written in a large, white, lowercase, sans-serif font. The 'r' and 'a' are connected, and the period is a solid dot.

ra.