BUILDING A SUCCESSFUL TEAM

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GOOD MORNING EVERYONE!!!

• This is an early morning session and I know everyone was not in bed early last night so let’s wake up!!!!

• Everyone stand up!!

• Reach for the sky

• Touch your toes

• Stretch the sleepies out!!
Heads or Tails

• I have a gift up here that I am dying to give away.

• Everyone stay on your feet.

• Everyone is to call heads or tails – hands on head if your bet is heads, hands on your bottom if your bet is tails.

• I am going to toss a coin in the air. If you bet correctly, stay standing, if you didn’t sit down.

• We will reset until there is only one man/lady standing and you will be the big winner!!
How to Create a Successful Team:

1. Hire the Right People
2. Reduce Labour Turnover
3. Motivate & Give Benefits
What are the types of people we have apply to work for us?

- We have some good people – looking for a change in the workforce
- New people that come into the area
- Left the industry and came back
- Really need ANY job – have been out of work for a period of time
- People with an education background
- People from out of country
Who should we hire?

Do you like tall ones or short ones?

Thin ones or round ones?

Blue eyes or brown eyes?

Fast ones or slow ones?

Smart ones or followers?

What is on your “Must Have” list?
• A pulse and a good set of legs?
• A show of hands – anyone ever hired on these credentials?

What is on the “Nice to Have” list?
• Friendly and Hard working
• Is this really secondary in hiring???
Hiring the Right People

• The success of our business depends on the quality of our employees
  • In small businesses, especially, a bad hire can take down productivity in a heart beat

• New employees have to fit into our corporate culture and be passionate about our brand.

• Personality trumps credentials
Survey says ..... 

- Hire people that genuinely believe in your mission and are passionate about your product.
- Competency and fitting the company’s culture
- Integrity
- Learning attitude
- Displays flexibility, willingness to learn new skill sets, believes in team work
- People that walk fast? Shows a sense of urgency about life and a predisposition to taking action
- Innovative and out of the box thinking
- Don’t just focus on what an individual can bring to your organization today but think about what they can bring as them and the organization grow.
Survey says …..

- Develop a short list
  - The second interview will likely unveil the layer required to make the final decision
- Often the best employees will interview the worst
- Humble, hungry and smart people
- Natural enthusiasm for life
- Don’t make a compromise hire – you are better off to wait and get the right person for the job instead of settling for less desirable.
- People that care about helping others - understand the importance of volunteerism and giving back
- Want to be part of the company more than anything
- Want to make things happen
- Friendly, upbeat personality – this is contagious in a team
- No sympathy hires 😊

Taken from National Small Business Week May 20, 2014
Reducing Labour Turnover

Cultural Awareness

Benefits

Motivation
We need to understand Culture from both the employee’s perspective as well as the company’s perspective.

In relation to the company, we need to understand and live by the Company Culture on a consistent basis.

It is extremely important to lead by example and show Employees what the Company stands for, what their vision is and goals are.

To give the Employees an understanding of where we are headed and how we are going to get there while maintaining our values.

To show where the boundaries lie and lay out the playing field.

Should be NO SURPRISES for either party.
Culture & Beliefs

• In regards to our employee base and understanding our team:
  • Each country’s culture and belief system will demand a different sensitivity
    • You will have people that cannot and will not work on Sundays
    • You will have people that will only speak collectively as a group and will never portray an “individual” opinion.
    • You will have loud and outspoken people that appear rude and obnoxious but really are just speaking as they would in their culture.
  • If you are dealing with a predominant culture in your workplace, it is very necessary to get in touch with how they think, react and communicate
    • IN ORDER FOR BOTH PARTIES TO BE HAPPY, THERE NEEDS TO BE AN AGREED UPON UNDERSTANDING.
Motivation

“You can buy people’s time; you can buy their physical presence at a given place; you can even buy a measured number of their skilled muscular motions per hour. But you cannot buy the devotion of their hearts, minds and souls. You must earn these.”

Clarence Francis
Does Money Motivate People?
Motivation

• One way to motivate ...

• “KITA”
  • Similar to “kick in the pants”
  • Traditional motivational strategy

• Do you think this approach would work in today’s workplace?
MOTIVATION

if a pretty poster and a cute saying are all it takes to motivate you
you probably have a very easy job. the kind robots will be doing soon.
• Extrinsic Motivation
  • Being motivated by external factors (money, rewards)
  • Respond to tangible rewards or pressures, rather than for the fun of it.
  • Seen as crude, easy and often effective.
  • Focusses on the reward not the action (Stop giving the reward and they will stop the behaviour)
  • Ensure you are rewarding the “right” behaviour.
  • Behaviour that is rewarded is repeated!
Managing Extrinsic Motivation

Company might not have cash available for this purpose

Visibility – cash transactions are one to one only

Flexibility – (lack of) – pay cheques cannot be varied from week to week according to performance.

Timeliness – bonuses do not immediately follow the performance of desired behaviours.

Reversibility – once given, cash cannot be taken away

Durability – the impact on motivation is short term at best.

Performance – level of pay is a better predictor of position level rather than performance

"Just because too little money can irritate and de-motivate does not mean that more and more money will bring out increased satisfaction, much less increased motivation". Kerr
Types of Motivation

- Intrinsic Motivation
  - The motivation that comes from inside the person
  - Arises from having “a strong emotional interest in an activity”
  - Tend to be deeper and more personal than extrinsic motivators.
  - Self-motivators by definition are likely to be intrinsic
Intrinsic Motivation

- Enjoyment of the work itself for its' own sake
- Desire to have a “piece of the action”
- Pride in performing at an excellence level
- Need to prove some secret point to oneself
- Achievement of a deep seated value (helping another person)
- Having a belief and commitment to the work one is doing
- The excitement and pleasure of a challenge
- Desire to exceed one’s previous performance (self-competitive)

Intrinsic Motivation leads to astounding creativity and productive energy that seems to have virtually no limit

Unknown
Motivational Techniques

1. Take care of the little things
2. Be an active listener
3. Walk your talk
4. Let people know that they make a difference
5. Communicate clearly
6. Help employees succeed
7. Focus your team on the goal
8. Create high standards
9. Help your employees to compete and win
10. Reward outstanding achievement
Ideas for Showing Recognition
Mistakes in Motivating Employees

- Thinking that what motivates you, motivates others
- Thinking that people are only motivated by money
- Concluding that someone cannot be motivated
- Not listening without judgement when an employee is trying to tell us why they lack motivation.
- Having the mindset that if they leave, “I’ve failed”.
- Believing that reversed de-motivators will motivate
- Thinking that everyone will rise to tough challenges
- Having the mentality “I tried and it didn’t work”
- Trying to motivate employees takes too much time.
- Never assume you know what motivates a person
Celebrating Success

• Celebrate Success Everyday
  😊 Ask employees what they think is going well
  😊 Look for what is being done right and let the employees know!!
  😊 Don’t take good performance for granted
  😊 Celebrate each step along the way - catch people doing things “better”
  😊 Focus on the fact that people want to do “good work”
  😊 Pay more attention and create a bigger fuss about things being done right instead of being done wrong
  😊 Positive responses motivate people to continue to do positive things.
Practical Ways to Celebrate Success

1. Informal rewards – no cost.
   - Congratulations
   - Personal notes
   - Cards
   - Caught you doing something great, nice or better

2. Less Cost Rewards
   - Certificate
   - Movie tickets
   - Half day off
   - Flowers
   - Lunch

3. Other
   - Incentive trips
   - Gift certificates
   - Cash bonus
   - Promotions
Making Recognition Effective ....

• Emphasize success rather than failure
• Timing is critical
• Deliver recognition in an open publicized way (only if they are a person that would appreciate this)
• Make sure it is genuine!! Flavour of the day isn’t very effective.
Opportunity to Get Better

• Build trust with people – accentuate the positive
  • Build the emotional bank account

• Re-direct behaviour rather than punish or discipline
  • Don’t pay a lot of attention to what they do wrong, but instead give lots of attention to what they do right
  • Describe the error or problem as soon as possible, clearly and without blame
  • Show it’s negative impact
  • If appropriate take the blame for not making the task clear
  • Go over the task in detail and make sure it is clearly understood
  • Express your continuing trust and confidence in the person

• Give prompt feedback
Benefits

• Health & Dental Benefits
• Days off – vacation and personal days
• Discount programs
• Clothing allowance
• Flexibility
• Longevity awards
• Coffee/Tea etc.
• Phones/Vehicles
Communication

• Without Good Communication none of the programs or protocols in the world are going to help you build a successful team!

  • COMMUNICATE

    • COMMUNICATE

    • COMMUNICATE!!
What is Communication?

- Conveys a message
- Measures as “successful” when both the sender and the receiver understand the same information as a result of the communication.
Effective Communication

• What is the message that you are trying to send?
• What do you want your outcome to be?
• Who is the audience?
• How will your message be perceived?
Removing Barriers at All Stages of Communication

• A lengthy, unorganized or inaccurate message will be misunderstood and misinterpreted
• Poor verbal and body language will easily confuse the message
• Giving too much information in too short of a time frame will put up a barrier to understanding.
## Communication Styles

<table>
<thead>
<tr>
<th>Situation</th>
<th>Male Tendency</th>
<th>Female Tendency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributing during a meeting</td>
<td>When, there is something to say, they will speak out.</td>
<td>Will speak when directly asked for opinion or thoughts.</td>
</tr>
<tr>
<td>Basis of a friendship</td>
<td>Participate in activities together</td>
<td>Spend time learning how to understand each other</td>
</tr>
<tr>
<td>Continuing Conversation</td>
<td>Becomes very competitive</td>
<td>Very supportive – relating and sharing</td>
</tr>
<tr>
<td>Social Structures</td>
<td>Hierarchical – one person giving direction to others</td>
<td>Group decisions – everyone has a say</td>
</tr>
<tr>
<td>Body position while conversing</td>
<td>Often stand side by side looking around while communicating</td>
<td>Usually turn to face each other giving frequent eye contact.</td>
</tr>
<tr>
<td>Relaying stories/incidents</td>
<td>Focus on the content of the story</td>
<td>Look for and share the details.</td>
</tr>
<tr>
<td>Sharing a current problem or</td>
<td>Quick to offer a solution</td>
<td>Listen and empathize with the person</td>
</tr>
<tr>
<td>decision to be made</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Effective Questions for Generating Discussion

• Ask open-ended questions
• Encourage participants to come up with their own answer
• Probe the participants
• In group settings (meetings) encourage everyone to take part in the discussion
• Use funnel questions
I-Statements

• In an I-statement you will indicate:
  • The facts about the other person’s behaviour
  • Your feelings when you observe the behaviour
  • The effect that the behaviour has on you or the others in involved

• Using the I-statement will help you achieve:
  • A neutral reaction thus causing the people involved to be more willing to take your suggestions into consideration.
Communication

FIRST PART OF COMMUNICATION IS ………. SOMEONE SPEAKING!

THE SECOND PART OF COMMUNICATION IS ………. SOMEONE LISTENING 😊
Active Listening

LISTEN TO OBTAIN INFORMATION
LISTEN TO UNDERSTAND
LISTEN FOR ENJOYMENT
LISTEN TO LEARN
Being a Better Listener

<table>
<thead>
<tr>
<th>Action</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve</td>
<td>Improve productivity</td>
</tr>
<tr>
<td>Increase</td>
<td>Increase ability to influence others</td>
</tr>
<tr>
<td>Negotiate</td>
<td>Increase ability to negotiate a situation and persuade someone to come to your side of the equation</td>
</tr>
<tr>
<td>Decrease</td>
<td>Decrease occurrences of conflict and misunderstandings.</td>
</tr>
</tbody>
</table>
Becoming an Active Listener

• Pay attention
• Show the speaker that you are listening
• Provide feedback
• Defer judgment
• Respond appropriately
Bring it all together .... Group Communication ..... Meetings

• Running an Effective Meeting
  • Preparation
  • Facilitating a meeting
  • Time keeping
  • Minutes
Preparation

• Give the meeting a definite time allotment
• Communicate to those involved in the meeting:
  • Time and place
  • Agenda of topics to be covered
  • Maximum length of the meeting
• The leader of the meeting is responsible for:
  • Sending out an agenda
  • Starting the discussion and encouraging participation
  • Working at keeping the pace comfortable
  • Summarize discussion
  • Send out the minutes promptly following the meeting
Facilitating the Meeting

Make sure all participants coming to the meeting are capable of positively contributing to the issues at hand.

Ensure that everyone's thoughts and ideas are heard.

At each point an issue is resolved, make it clear the action that is going to take place to make sure it gets done.

Who is responsible? What is the timeline? What does completion look like?
<table>
<thead>
<tr>
<th><strong>Time Keeping</strong></th>
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</thead>
<tbody>
<tr>
<td><strong>Consideration</strong></td>
</tr>
<tr>
<td><strong>Begin</strong></td>
</tr>
<tr>
<td><strong>Finish</strong></td>
</tr>
<tr>
<td><strong>Don’t Recap</strong></td>
</tr>
<tr>
<td><strong>Prioritize</strong></td>
</tr>
<tr>
<td><strong>Complete</strong></td>
</tr>
</tbody>
</table>
Minutes

• Diary of what took place at the meeting
  • Decisions and action plans
• This allows you to hold the participants accountable
• Keep the minutes as short as possible while covering all the needed information
• Should be issued within 24 hours of the meeting while the information is still fresh.
Summary

✓ No specific recipe for building a successful team
✓ Need to know your team members and know what makes them tick
  ✓ Learn how to motivate them individually and as part of the team
✓ Reduced turnover will lead to a more cohesive team that knows how to compliment each other and work together
✓ Reward the “right” behaviour
✓ Communicate, Communicate, Communicate!!
  ✓ Sending and Receiving messages
  ✓ Being an active listener
  ✓ Knowing your audience and how they will receive the communication
  ✓ Regimented and regular meetings that have meaning for the participants!