

Motivate your team effectively!



Summary

One of the issues the NGO's currently struggling with is a motivation of employees, effective team development, communication, mentoring and leading the team effectively and sustainably.

The workshop „Be effective - motivate!“ pointed out the rising need of debating human resources issues within the non-profit sector is a great opportunity for NGOs to gain more inspiration within the field. The team development debate focusing on positive motivation and strong skills support was designed not just to inspire and share some of

the proven best practices of the field. Moreover, the debate supported building the network of NGOs and enable them to share their experiences, inspire, and learn from each other, not just in the terms of their HR capacity building.

Participants

Juwana Jenkins, coach, mentor and trainer, USA



Report

Juwana Jenkins started the panel by encouraging the participants to voice their problems and concerns during the workshop. She emphasized that attendees would likely be able to help each other by sharing the challenges and successes they've faced in the NGO sector. "You have the information here among you to solve your problems and meet your challenges, you just need the opportunity to talk and share and learn," she explained. Jenkins then asked a few questions to get a sense of who was in attendance. All of the attendees were associated with NGOs in the Czech Republic, and the longest an audience member had worked for an NGO was 16 years. About half the attendees are full-time employees at NGOs and there are some volunteers as well. Members of the audience were then invited to share problems they were experiencing with volunteers and employees. Attendees expressed frustration with recruitment, motivation, communication, and consistency among workers.

Jenkins then moved on to a presentation about the factors that influence motivation. First, she covered the steps of cognitive dissonance: need recognition, searching for answers, examining all possibilities, making a commitment, and then evaluating that decision. Positive motivation is a desire towards something, and negative motivation is the desire to avoid something. External motivation comes from outside sources, like money, and internal motivators, e. g. pride, drive people from within. Jenkins discussed Daniel Pink's theory that internal motivation is the most effective. Pink has divided intrinsic motivation into three categories: desire for autonomy, desire for mastery, and desire for purpose. Jenkins also covered Packard's eight compelling needs (ego-gratification, reassurance of worth, emotional security, creative outlets, love objects, sense of power, sense of roots, and immortality) and Maslow's hierarchy of needs (physical, safety, love/belonging, esteem, and self-actualization). These theories demonstrate that people's physical and basic needs must be met before they are motivated to pursue creative outlets and ego-gratifying work.

Next, Jenkins discussed team dynamics. Dr. Meredith Belbin defined nine different team roles, divided into three categories: thinking roles, action roles, and people roles. Each role has its own strengths and weaknesses. A team will be most successful once all roles are filled. Jenkins implored attendees to think about which roles were present in their

organizations and which might be missing and cautioned employers against bias. Sometimes team leaders don't make space for team roles different from their own. Teams also have life cycles, and the cycle can be broken down into five stages. In the forming stage, the team members do not know each other. In the storming state, the team experiences conflict. During norming, the team resolves conflict and learns to work together. Performing is when the team is working well together. The adjourning phase occurs when team members inevitably graduate, retire, or move to other jobs, and the team breaks up and new teams are formed.

Furthermore, Jenkins addressed some of the specific concerns audience members had expressed with at the beginning of the panel. She started with problems with volunteers. NGOs have to compete with school, summer jobs, and other opportunities for volunteers' time. Therefore, recruiters need to emphasize what they can offer workers outside of money, such as skills or personal fulfillment. NGO leaders also need to understand that as volunteers get older, their lifestyles will change and they may not be as flexible as they once were. It is also important not to give volunteers tasks that are too difficult for them. "Just because work needs to be done and the person wants to do it does not mean they have the ability and skill," Jenkins cautioned. She also advocated for onboarding. When a volunteer starts to work with an NGO, leaders should introduce them to the culture of the NGO. This includes explaining what the NGO does, and what the NGO does not do. This way, managers can make sure that the volunteer is a good fit from the start.

Finally, Jenkins addressed issues with paid employees. Leaders must establish and maintain a chain of communication that works within the NGO. Hiring managers can make sure that all team roles are filled. Also, it is the employer's responsibility to ensure that employees' basic needs are met so that they can contribute to the NGO effectively. "If I can't pay my bills, I'm not going to worry about building the company," Jenkins noted. There is also a need to harmonize the interests of the NGO with the interests of the individual. When there is mutual satisfaction, everyone is motivated to achieve the goals of the company. She closed by reminding the audience that all teams will experience conflict, and that even the best teams will eventually fall apart. Once leaders of organizations accept these realities, they will be ready to help their teams succeed.