SOUTHWESTERN ASSEMBLIES OF GOD UNIVERSITY

HARRISON SCHOOL OF GRADUATE STUDIES

MOTIVATION, TEAMS, COACHING, & MENTORING

LDR 5283-531

INSTRUCTOR:

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STUDENT DATA:

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1. How is motivation different for volunteers (non-profits) and employees (even those who are supervisors).

Motivation for volunteers:

- Relationships are a high motivator for volunteers to join a team and remain a part of it.

- D'Angelo and Stigile affirm that "most volunteers will join the team because they trust the (leader) and feel that he or she has their best interest in mind" (2016, p. 44).

- Leaders must frequently build trust through acts of service, "breakfast and lunch meetings with employees or volunteers, as well as regularly scheduled staff meetings, can build morale" (Blackaby & Blackaby, 2011, p. 197). Thus, small gestures of appreciation can go a long way.

- At our fall 2021 cohort, Greg Ford mentioned that "love is the greatest motivator. Fear creates cheap energy."

- Leaders need to express gratitude to the importance of their followers' sacrifices of time and energy because "people want to know their sacrifice of time and energy is valued" (Blackaby & Blackaby, 2011, p. 138).

- Leaders can motivate volunteers by establishing standards and identifying goals to reach.

Motivation for employees:

- Financial compensation is one of the first apparent forms of motivation for employees.

- A sense of great accomplishment can motivate an employee.

- As mentioned in the previous section, meals together and a perceived closer relationship with their supervisor can incentivize employees (Blackaby & Blackaby, 2011, p. 197).

- Leaders can motivate employees by using mentoring strategies as a vehicle for growth and potential future promotions.

- Open and honest communication also serve as tools for motivation.

- A perceived higher ranking, position, or status can serve as motivation to an employee. Although this is usually true, it would seem to encourage work politics. Therefore, spiritual leaders must use caution when rewarding people with status or titles.

Similarities between motivation for volunteers and employees:

- Employees are volunteers to some degree because both are voluntarily choosing to be part of the organization and engage in its system.
    - They are both choosing to give their time.
    - Both always have the option to leave.

- Achieving goals incentivizes both; they want their work to matter. Volunteers and employees alike are motivated by progress.

- They both want to be developed and have meaning in their work or volunteer service. Therefore, it is imperative to establish and communicate expectations for these two groups.

- Motivation most often shows up as affirming words spoken over both. Words of affirmation are vital because they can affect their performance at work and home.

The contrast between motivation for volunteers and employees:

- Relationally, volunteers typically look for deeper connections than employees.

- Volunteers get their motivation because they believe in the cause, employees should also believe in the cause, but financial incentives will be superior.

- Volunteers approach their service from an altruistic perspective, hoping to gain fulfillment from it. In contrast, employees are more pragmatic. Employees need to meet their own needs first through their compensation; altruism is secondary.

- Time boundaries are essential for both, but much more so for volunteers. Since we do not compensate volunteers, our time expectations of them should be different. Unless previously stated, volunteers will have much more limited time to give to a non-profit because they have to juggle other responsibilities that come first.

2. How would you explain motivation? Discuss both the internal and external aspects of motivation and the strengths and limitations of each aspect.

Motivation is:

- Motivation is the desire that directs an individual to achieve an objective.

- "Successful motivation ensures that (people) will have the energy to overcome obstacles" (Kotter, 2008, p. 11).

- In my relationship with others, motivation is influencing people to accomplish a goal.

- Motivational leaders influence their followers to action by helping them navigate expectations.

- "Motivation and inspiration energize people, not by pushing them in the right direction as control mechanisms do but by satisfying basic human needs for achievement, a sense of belonging, recognition, self-esteem, … and the ability to live up to one's ideals" (Kotter, 2008, p. 12).

Internal aspects:

- Internal motivation happens when a person sets desired outcomes for their performance.
  - I.e., if I accomplish this, then my outcome will look like such and such.

- This type of motivation is self-generated.

Strengths of internal aspects:

- It is idealistic.

- There are no limits to how much an individual can set out to accomplish.

- Internal motivation is compelling when an individual knows what he wants to accomplish and is comfortable auto-assigning goals.

- Internal motivation helps people take care of their personal lives first.

Limitations of internal aspects:

- Individuals will likely need help to set realistic objectives.

- Often a more experienced coach is needed to assess an individual's skills and context to help them set true-to-life objectives.

- Individuals might lose sight of the end goal.

External aspects:

- External motivation is any influence that an outside factor exerts on an individual.
  - Examples are a manager, a leader, a pastor, a hired coach, a mentor, or a trusted friend.

- External motivation can be divinely inspired. Spiritual leaders "seek God's will, whether it is for their church, family or corporation, and then they mobilize their people to pursue God's plan" (Blackaby & Blackaby, 2011, p. 41).

Strengths of external aspects:

- Maxwell and Dornan state that "most people don't have a natural knack for spotting their greatest areas of potential. They need help doing it, especially as they begin growing and striving to reach their potential" (2006, p. 121).

- In an organization, external motivating factors are frequently the strongest. Therefore, organizational leaders need to develop relational activities to pass on knowledge and coaching to other company members (Effron, 2008, p. 227).

Limitations of external aspects:

- The nature of human relationships is chaotic; we can invest and mentor others and fail miserably to impact their lives.

- Mentees must proactively look for various individuals to supplement coaching and mentoring in the different facets of their lives.

- External motivation possesses an expiration date. The manager or leader most likely will have to keep applying stimulation to maintain progress.

- Stanley and Clinton state, "your need for the mentoring function of spiritual guidance will ebb and flow" (1992, p. 72). In some seasons, you will rely more on external aspects than others.

3. Discuss the important role leadership plays in motivation.

The important role of leadership:

- Leaders set examples.

- Leaders must embody what they are trying to instill in their followers.

- A leader must not only do what is proper when people are watching; he must do the right thing even when no one is watching. Phillips Brooks states, "Character is made in the small moments of our lives" (Maxwell & Dornan, 2006, p. 21).

- Crises will test the integrity of a leader, but his day-to-day mindset reveals his character.

- Leaders enlarge others, and as a result, they influence those around them. Coaching and mentoring others in their growth areas can be messy, but the rewards are enormous.

- Greg Ford mentioned that "our job as a leader is to guide them, but not bury their ambition."

- The leader's job is to help people see the desired destiny and guide their steps towards that preferred place.

- Mirroring happens when two or more individuals have an emotional connection in a conversation, and their train of thoughts and even their physiological responses align. A follower will most likely replicate their leader's positive or negative attitude (Goleman et al., 2008).

- The way leaders interact with others matters. Leaders are the standard setting of a group. By adequately using their words, actions, and temperament, they can shift an atmosphere.

- The difference between a thermometer and a thermostat is that the first reads the temperature, but the latter sets it; emotionally intelligent leaders do both.

- Great leaders intuitively teach their followers to trust them by doing what they say they would do. Poor leaders let people down and do not live up to their word.

The role of leadership in motivation:

- The role of the leader in motivation is to serve as the person who guides people to a preferred outcome.

- Good leaders will use their influence to lift others, and bad leaders will leverage others only for their benefit. Maxwell & Dornan state, "the goal of influence is not manipulation; it is participation" (2006, p. 29).

- In our fall cohort, Greg Ford expressed that "leadership is not just teaching people what to think but how to think. Systems are great to get people to execute at the lowest levels, but if you want leaders, you have to get them to think a certain way."

- Motivation helps create leaders out of followers by another leader exemplifying the way.

- Leaders must embody the principles they set for their followers.

- Leaders need to look beyond their present need to motivate their followers; a shortage inspires no one, so they must appeal to the potential of the accomplishment.
  - Organizations experience shortages:
    - People shortages
    - Financial shortages
    - Time shortages
    - Development shortages
  - These shortages make you feel like you are in a sinking ship.
  - Shortage creates the appearance of desperation.
  - It is hard to inspire making a plea out of desperation.
- A final role of leadership in motivation is to model integrity. The leader might make mistakes, but integrity will lead them to correct them; that is more valuable than a leader pretending to be someone they are not.

4. What are the characteristics of a healthy, effective team? What are the characteristics of an ineffective, dysfunctional team?

Characteristics of a healthy and effective team:

- Healthy teams have open lines of communication.
- Members in such groups trust one another.
- Healthy teams experience struggles, but they have learned to work through conflict resolution.
  - Effective teams look for issues to work on and fix.
- Healthy teams understand hierarchy dynamics. Spiritual teams know that the greater amongst them is not the one who sits at the table but the one who serves.

- In healthy teams, the job of the leader is to elevate the people. So, leaders ask the question, what do my teammates need?

- Healthy and effective teams have standards to grow the individual member to its fullest potential.

- Healthy teams ask each other for help to see issues beyond their perspectives.

- Healthy teams perform continuous evaluation and improvement, and they act on the feedback they receive.

- Healthy teams create strong work cultures.

  - Team members who do not fit such work cultures self-eject or move on to their next team.

- Members of healthy and effective teams hold each other accountable to the standards of the organization.

- Healthy and effective teams show great attitudes.

Characteristics of an ineffective and dysfunctional team

- Dysfunctional and ineffective teams experience communication problems more often.

- Members in dysfunctional and ineffective teams do not trust each other.

- Dysfunctional and ineffective teams cannot handle conflict well; as a result, there exists a high level of hostility.

- Dysfunctional and ineffective teams rarely work on glaring issues. There is always an excuse not to work on problems.

- Unhealthy power dynamics cripple dysfunctional and ineffective teams—there is no shortage of chiefs but no servants in sight.

- In dysfunctional and ineffective teams, the leader belittles people with his attitude and word choices.

- Dysfunctional teams do not have a path to grow entry-level team members because the leader will not develop someone past the leader's level.

- In unhealthy teams, the leader puts himself first.

  - What can I gain from this situation?

  - What can I gain from my coworkers?

  - How does this benefit me?

- Dysfunctional and ineffective teams play politics; they silo teams and departments, detaching them from the rest of the organization.

- Dysfunctional teams do not welcome feedback on issues; they protect the status quo at all costs.

- Dysfunctional teams spill their negative culture into other departments or areas of the organization.

  - In my opinion, an unhealthy work culture spreads faster than a healthy culture.

- Members of dysfunctional and ineffective teams do not speak up on issues that could weaken the organizational standards.

- Dysfunctional and ineffective teams show an apathetic attitude towards the goal of the organization.

5. Identify the distinctions and differences between coaching and mentoring and describe how each relates/applies to your organization.

<u>Coaching:</u>

- Coaching is guiding people to a desired destination or preferred place.

- According to Stanley and Clinton, a coach is someone who provides "motivation, skills, and application needed to meet a task, challenge" (1992, p. 42).

- Stanley and Clinton state that "a coach is particularly important when you step into a new responsibility or try something you have never done before. A coach is also great when you bog down in a responsibility" (1992, p. 73).

- "A key to good coaching is observation (when possible), feedback and evaluation… A coach understands that experience is the teaching vehicle, but a wise coach knows the power of evaluated experience" (Stanley & Clinton, 1992, p. 76).

- Coaches are specialists who can train people in a specific set of skills. "Good coaches know how to encourage and strengthen mentorees to do what is necessary to develop the skills and attitudes that will lead to excellence." (Stanley & Clinton, 1992, p. 78).

Mentoring:

- These three aspects characterize mentoring: it is relational, empowering and there is sharing of resources. "Mentoring is a relational experience through which one person empowers another by sharing God-given resources" (Stanley, P., & Clinton, J. R., 1992, p. 12).

- "Everyone can mentor, provided he/she has learned something from the past and is willing to share with others what he/she has learned" (Elmore, 2009, pp. 2-3).

- "Spiritual gifts that seem to work hand in hand with mentoring include mercy, giving, exhortation, teaching, faith, and words of wisdom. These gifts all offer encouragement" (Stanley, P., & Clinton, J. R., 1992, p. 233).

- Mentoring provides accountability. God created us to live in a community.

- Mentoring not only leaves a lasting legacy in a person's work, but it should influence every area of their life.

Distinctions and differences between coaching and mentoring:

- Mentoring is more relational than coaching; the latter is more task-oriented.

- Mentoring can happen during more extended periods; coaching usually spans a shorter amount of time.

- Mentoring can be more personal; coaching is more suited for professional settings.

- Mentoring is a broader umbrella; coaching is a form of mentoring.

- Finally, the person needing coaching usually initiates the relationship; mentoring can start from either party.

Coaching applied to my organization:

- We have internal coaches who help us set realistic yearly objectives.

- These coaches help us develop what we call intentional growth plans. They provide: insight, accountability, correction in specific areas and become a sounding board.

- We are encouraged to look for outside help to gain best practice insights in specific fields.

- I have also received coaching from my supervisors when tackling a new challenge or when I am not clear on how to proceed on a circumstance.

- I also coach colleagues to understand terms that might be new to them when setting organizational goals.

Mentoring applied to my organization:

- Mentoring in my organization looks like the one-on-one meetings with my supervisor where he asks about me and how I am handling the job.

- One-on-one meetings also help me learn from challenges my supervisor has faced in the past and how they overcame them.

- I also have frequent meetings with my direct reports and essential volunteers to gauge their spiritual state and see first-hand if I can help.

Coaching and mentoring others in their growth areas can be messy, but seeing others develop into whom they ought to be is immensely rewarding. Blackaby and Blackaby state: "using people to achieve organizational goals is the antithesis of spiritual leadership" (2011, p. 123). Spiritual leaders value people. I am honored to work for an organization that values and respects people.

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