Mind the Gap!

Motivation, You, and the Organization
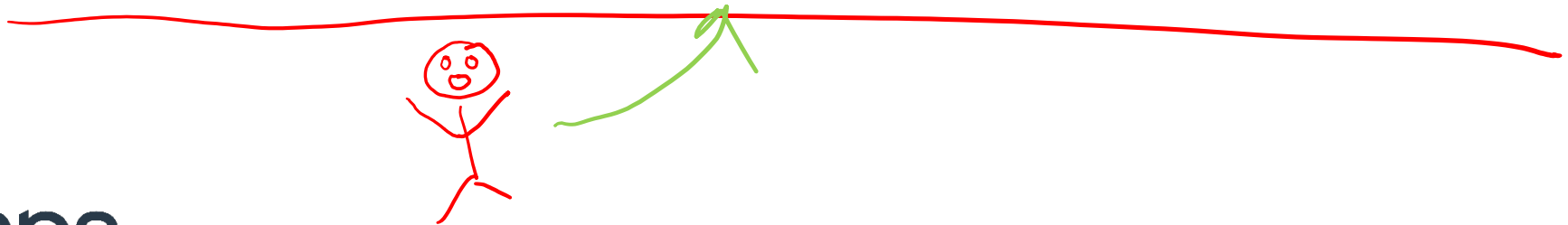
October 03, 2019

Work shouldn't be miserable

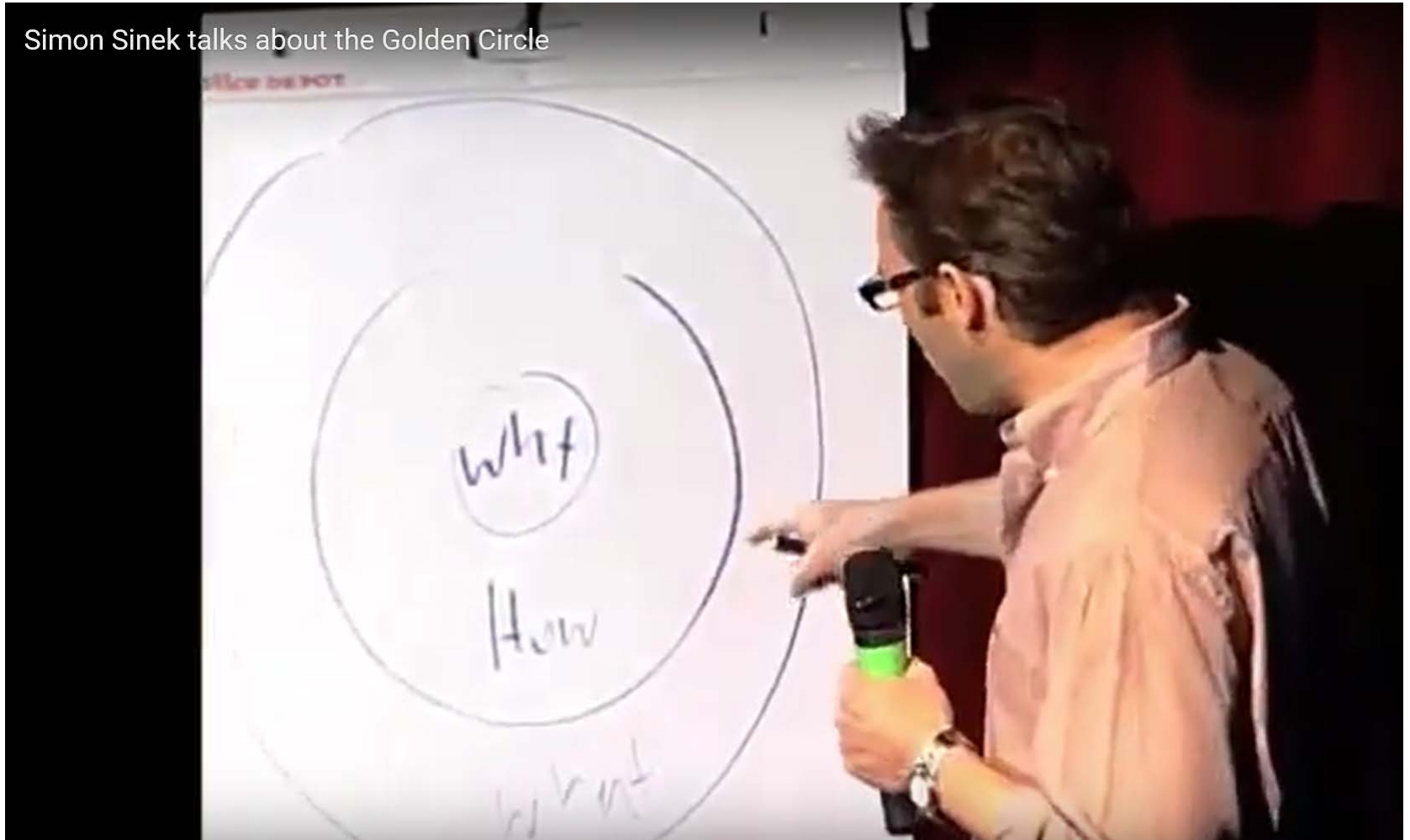And it sometimes is,
And we don't know why

Collision!

Boss

Boss

Boss

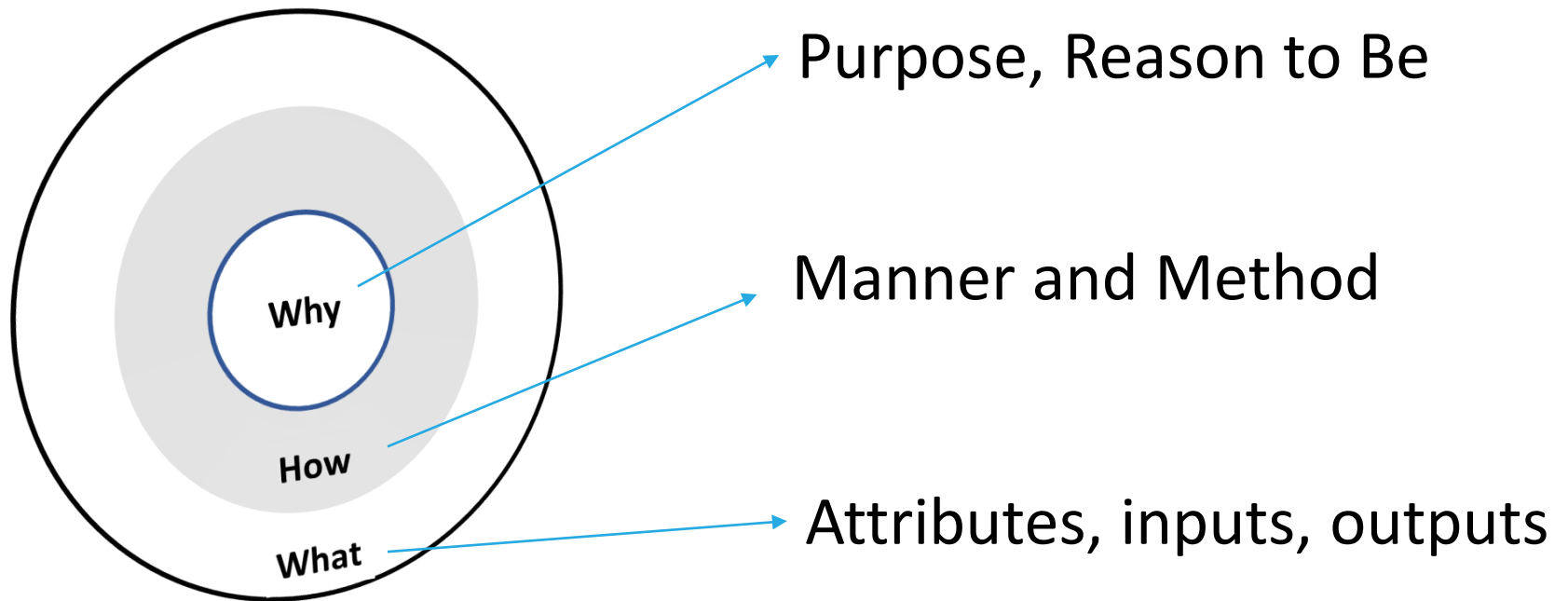Boss

The Golden Circle: Start with Why

Simon Sinek talks about the Golden Circle

Serve | Change | Empower

The Golden Circle

Purpose, Reason to Be

Manner and Method

Attributes, inputs, outputs

(Diagram labels: Why, How, What)

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The Golden Circle: Evidenced

Mission, Vision

Handbook, Procedures, Manuals

Products, Specifications, Job Description, Tools

Why

How

What
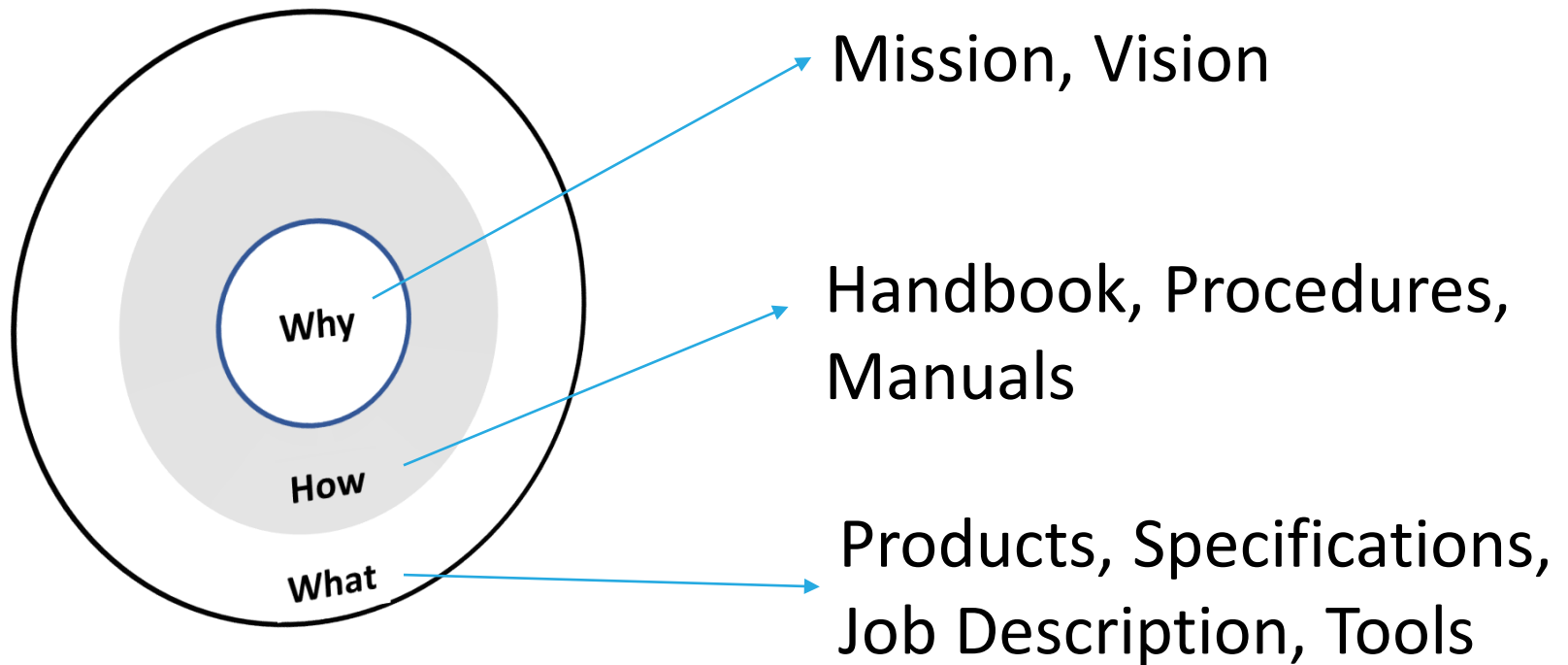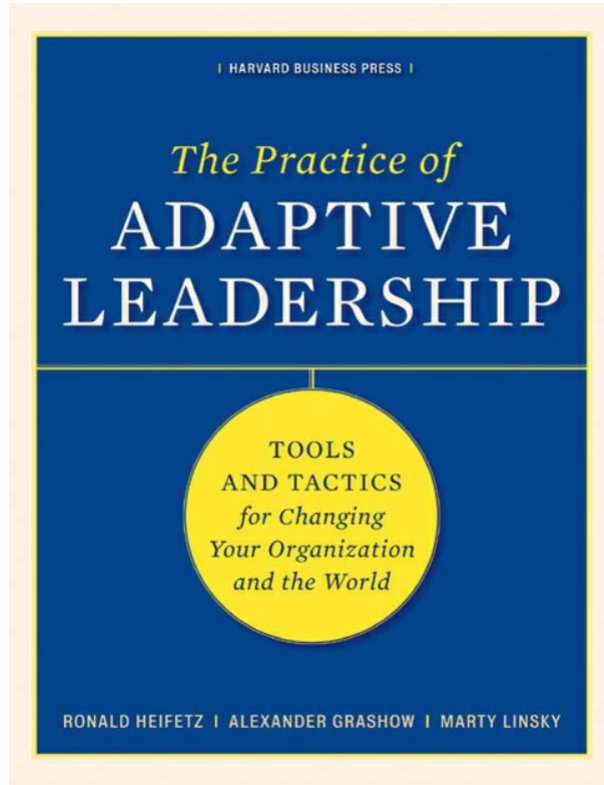
Use Leadership

The practice of leadership…involves two core processes: diagnosis first and then action. And those two processes unfold in two dimensions: **toward the organizational** or social system you are operating in and **toward yourself.**

Heifetz, Ronald A.. The Practice of Adaptive Leadership . Harvard Business Review Press. 2009

The Gap

The Org's view

Your view

Why ⟷ Why

Management
Organizational Design

How ⟷ How

What ⟷ What

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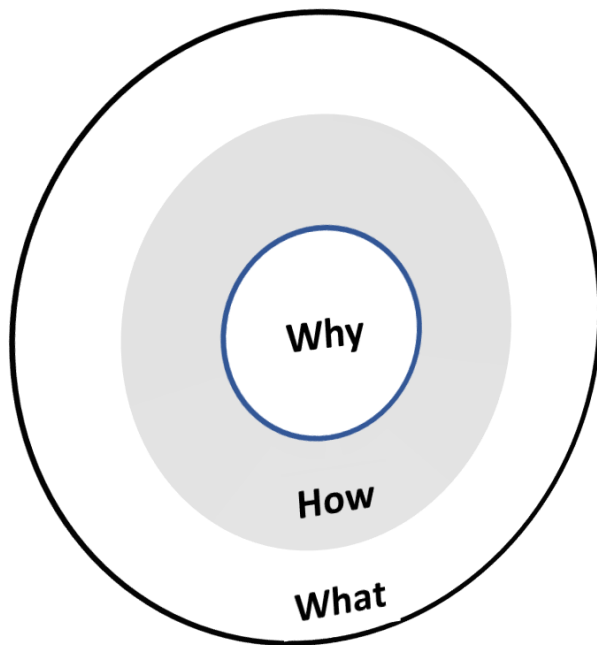
"This is how we do business here."

- The Org has expectations
- It observes
- It analyzes/evaluates

= Culture

CULTURE eats STRATEGY for breakfast

On Culture

If culture is how things get done around here…

- Job stability
- Job promotion
- Being comfortable

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5 Dimensions

- **Psychological Safety** – is it safe to take risks and be vulnerable in front of each other?

- **Dependability** – can we count on each other to do high quality work on time?

- **Structure and Clarity** – are our goals, roles and execution plans clear?

- **Meaning of the work** – are we working on something that is personally important?

- **Impact of work** – do we fundamentally believe that the work we are doing matters?

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When is work good?

- When you get to be "you"

- When your "you" does things the way the group likes people to do things

- Group + like = culture: when you fit
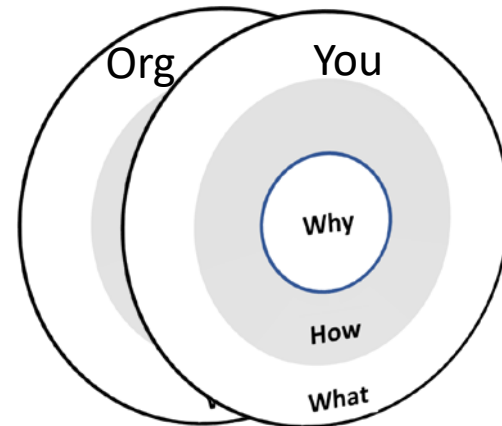
- Then failing that: *FEAR*

Said the philosopher…

"**Fear** leads to anger."

"**Anger** leads to hate."

"**Hate** leads to suffering."

--Yoda

Competing Values Framework

The Push and Pull!

Competing Values Framework

	Flexibility	

Clan
Collaborate

Legitimacy: Facilitator, Mentor, Teambuilder
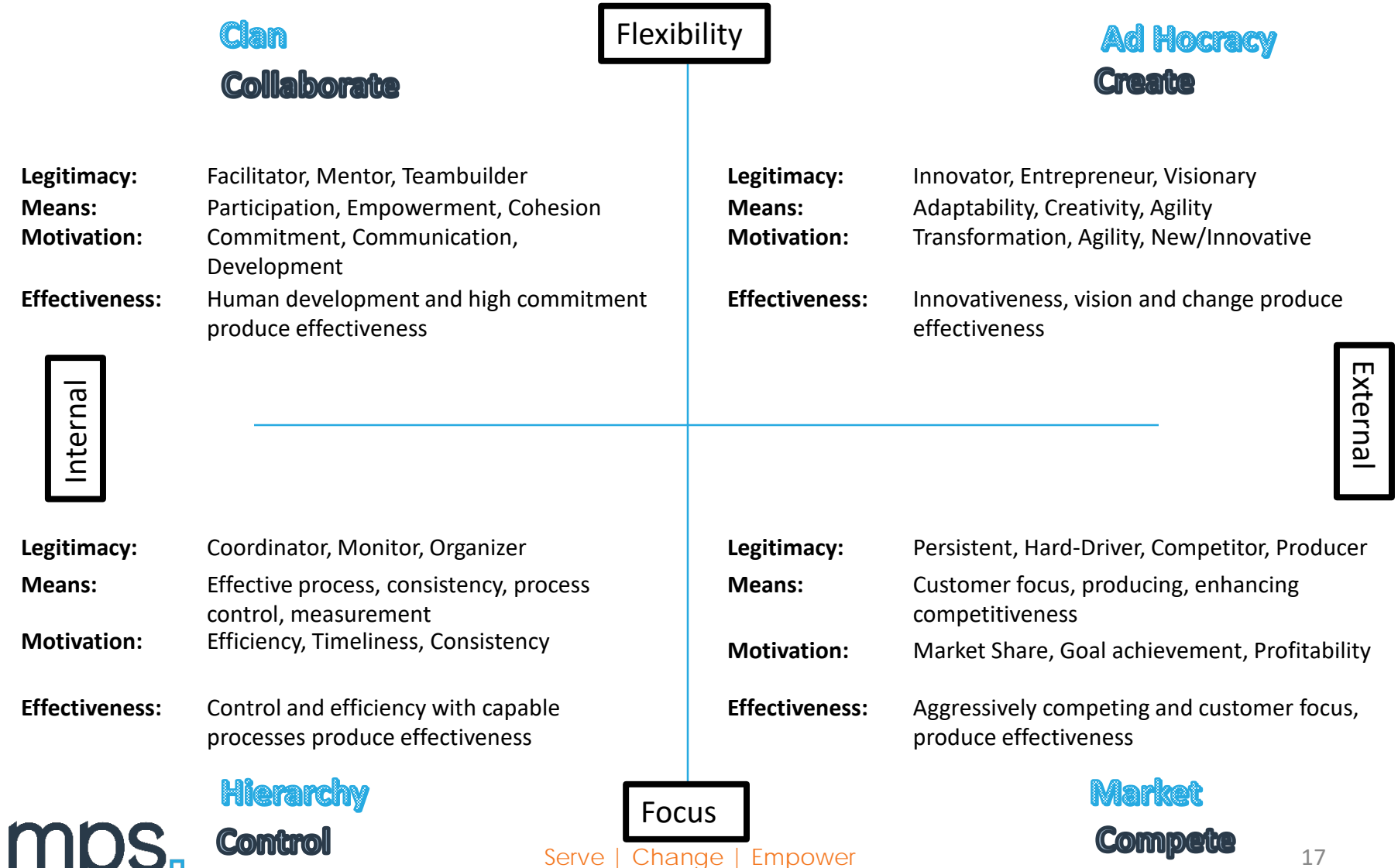**Means:** Participation, Empowerment, Cohesion
Motivation: Commitment, Communication, Development

Effectiveness: Human development and high commitment produce effectiveness

Ad Hocracy
Create

Legitimacy: Innovator, Entrepreneur, Visionary
Means: Adaptability, Creativity, Agility
Motivation: Transformation, Agility, New/Innovative

Effectiveness: Innovativeness, vision and change produce effectiveness

Internal

External

Legitimacy: Coordinator, Monitor, Organizer
Means: Effective process, consistency, process control, measurement
Motivation: Efficiency, Timeliness, Consistency

Effectiveness: Control and efficiency with capable processes produce effectiveness

Legitimacy: Persistent, Hard-Driver, Competitor, Producer
Means: Customer focus, producing, enhancing competitiveness
Motivation: Market Share, Goal achievement, Profitability

Effectiveness: Aggressively competing and customer focus, produce effectiveness

Hierarchy
Control

Focus

Market
Compete

Serve | Change | Empower

17

From Cameron, Quinn, Degraff and Thakor, Competing Values Leadership, 2006

Go to the Phones!

Mind the Gap

https://bit.ly/2Hb7oFb

A Short Assessment:
- Use the green side QRC
- Use this QRC
- Type in the bitly thread below

(You may find "landscape" orientation easier)
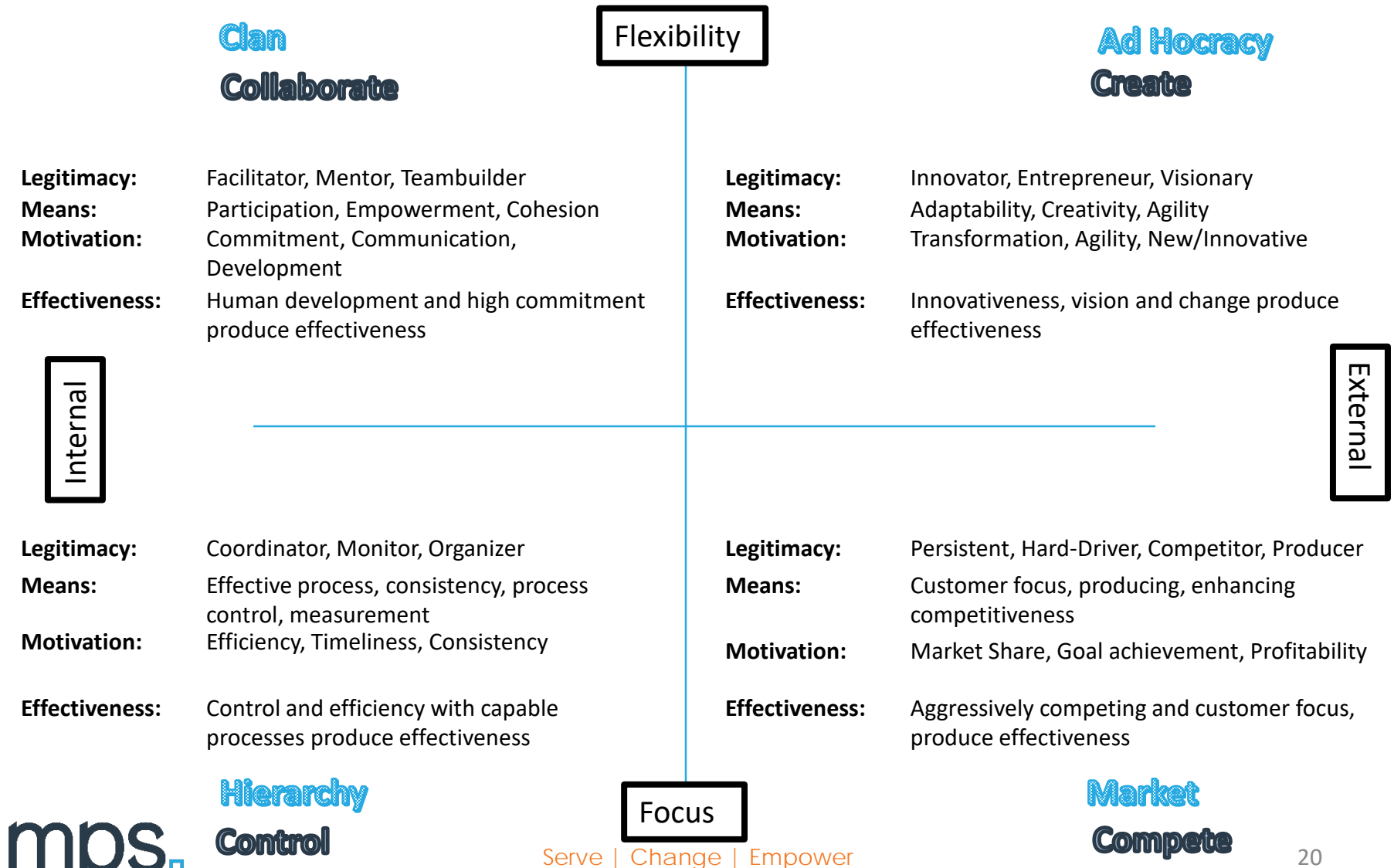- Read Intro
- Hit "Start"
- Take Assessment (sliders) ….

Part 1: Assessing the Organization's Competing Values Framework

Move the sliders back-'n-forth to select the relative intensity between each pair of attributes. For each, where do you see the most focus in your organization/workgroup?

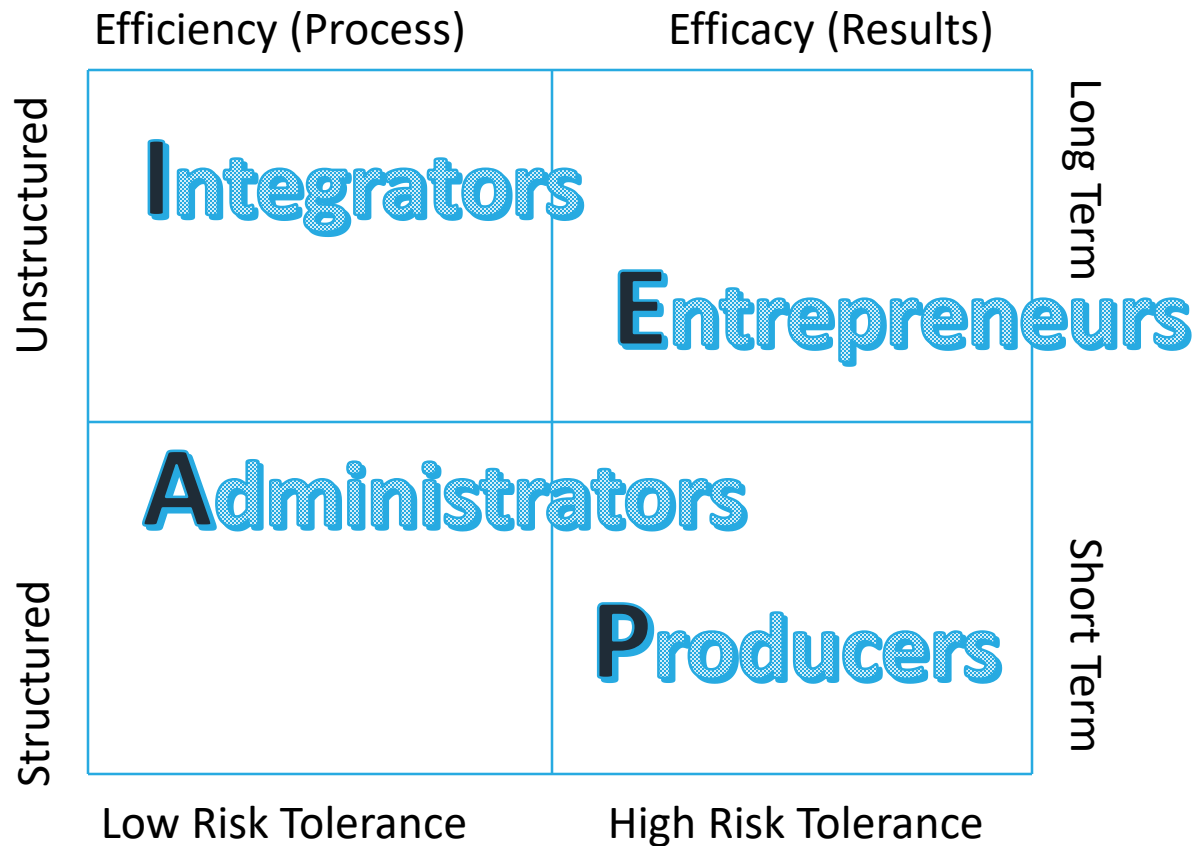| What counts as Effectiveness	
Process Efficiency	Customer Focus
Process Efficiency	Staff Commitment/Effort
Staff Commitment/Effort	Innovation
Customer Focus	Innovation

Competing Values Framework

Flexibility

Internal

External

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Serve | Change | Empower

20

From Cameron, Quinn, Degraff and Thakor, Competing Values Leadership, 2006

Management Work Styles

How we like to "get it done!"

Management Workstyles

Efficiency (Process)   Efficacy (Results)

Unstructured

Integrators

Entrepreneurs

Long Term

Administrators

Producers

Structured

Short Term

Low Risk Tolerance   High Risk Tolerance

Ah, the Dimensions

Dimension	Producer	Administrator	Entrepreneur	Integrator
Management	Goals	Systems	Ideas	People
Self-Validation	What I got done	What I controlled	What I kept moving	What people think of me
Reflected Validation	Pragmatic	Organized	Enthusiastic	Empathetic
About time…	Start and Stop early	Start and Stop per the plan	Huh? (Limited awareness)	Flexible, give things the time they need
Complaint	Not enough time	Someone broke the rule	No one followed what I said	Too much fighting
The Fix	More work	More/better rules	More ideas	More working together
About meetings…	"Puhleeze, I have work to do"	"These are helpful to get us on same page"	"Let me tell you what I want/think"	"This is what its all about!"
Likes people who…	Respond to crises well	Don't gripe. Help us improve!	Work hard at what is needed	Have inside information
Under Stress	Get it done	Run the rules, then revise	Think of something new	Check on others' emotional state
The Critique	Stop talking solutions…implement one	Good solutions, check for impact on other systems	The rules are why we haven't adapted	People are unique; rules don't help

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Go to the Phones!

Part 1: Organizational Values

Here ya go...this shows the emphasis you see your organization having in terms of external vs internal, and standardized vs adaptive cultural values.

Flexibility

Internal Focus

External Focus

Stability
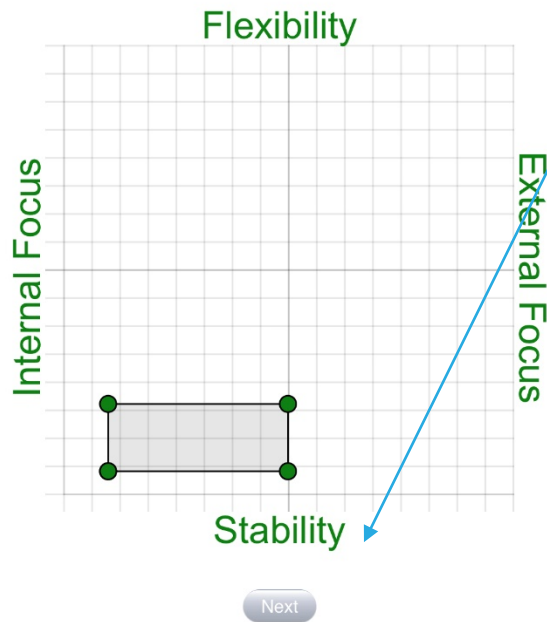
Next

- Hit "next"
(Landscape orientation may be easier)

Mind the Gap

https://bit.ly/2Hb7oFb

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Finding the Gap

- Distribute 10 points for each question
- You can look at the allocation bar underneath each one
- Hit "next"
- 8 Questions
- After number 8, hit "Plot It"

mps m powered strategies **Mind the Gap**

Part 2: Your MWS

The dot shows your typical style in the four characteristic Management Work Styles (MWS). How does it compare to the cultural space that your organization tends to function in? Mind the Gap!
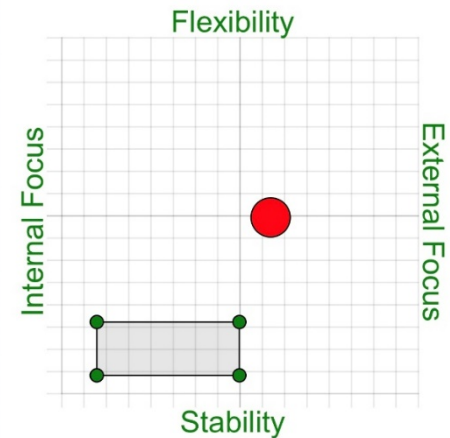
Taking Agency

What is to be done?

Mind the Gap

- Voice

- Loyalty

- Exit

Change

Before you go

Feedback

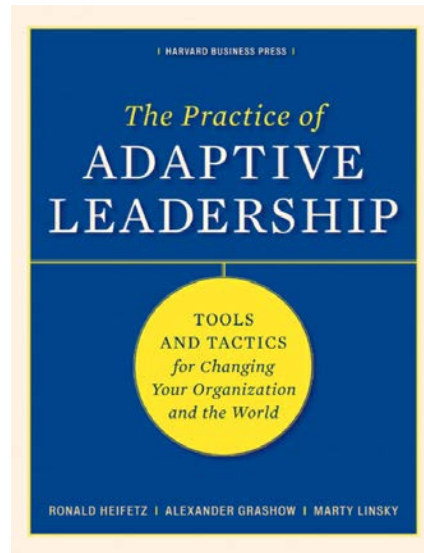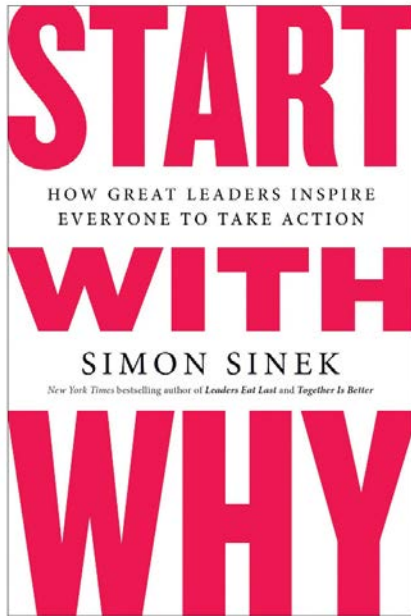https://bit.ly/2knW0xJ

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Hit the phones:
- Blue side of card QRC
- Screen QRC
- Bitly

Three snap questions

https://www.mpoweredstrategies.com/diag/feedback/?formId=19
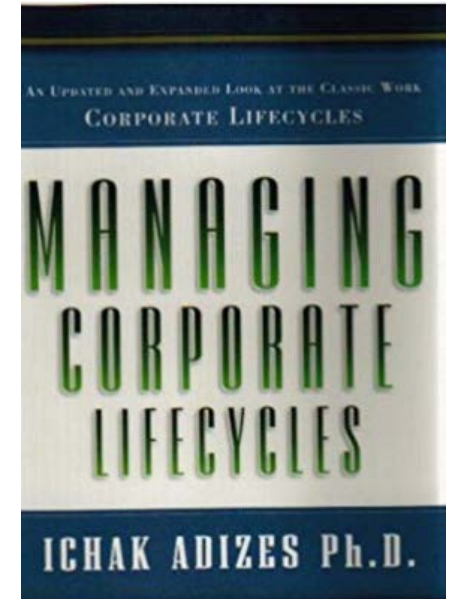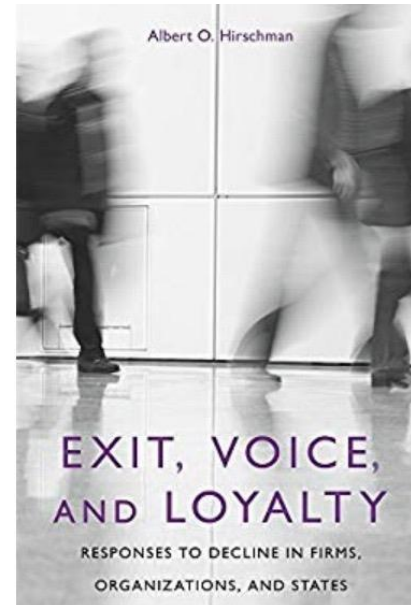
Books Referenced

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www.pm4change.org

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