



Individual Behaviour

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Individual Behaviour

Today we want to think about people and how they work.

Then we want to use this to help us make better team members or better leaders.

Some content taken from Australian Army, Land Warfare Doctrine LWS 0-2 Leadership.

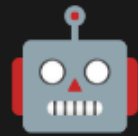


Today's Agenda

- My background
- Understanding an individual
- Motivation
- Resolving conflict
- Leading groups
- High pressure environments
- Feedback

About Me

No advice is perfect, most advice is over-fitted, so here is my over-fit:



Robocup

Managing a team of 9 software engineers for 12 months



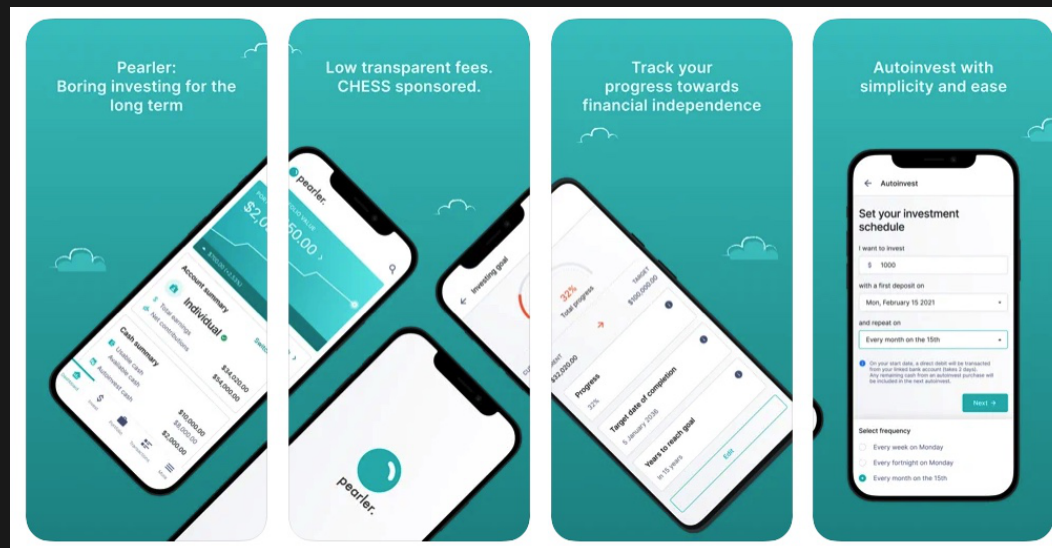


Managing a team of 30-70 engineers to build a solar car to race across the country





Running a startup of 15-20 people (half engineers) focused on building a consumer facing web app





Teaching

Managing and leading a team of about 50 tutors a term on average





A Person: Why Is Someone Who They Are

You can usually identify the influences on a person's behaviour across 3 primary dimensions:

- Their person
 - Capability - natural & learned
 - Personality - values & culture
- Their organisation
- Their situation

Example: Me standing here right now!



A Person: Why Is Someone Who They Are

No people people are the same! And this is important. You can make sense of someone through other people, but everyone will always have a unique context they operate in.

Applying To Leadership

Working in a team then becomes about using people effectively for their individual traits:

- Example: Sunswift & Steering
- Example: Pearler & work natures
- Example: Robocup & work natures

It's all about finding the right fit - not about "good" or "bad"

Applying To Leadership

When recruiting, don't just focus on competency and knowledge, but focus on personality, values, and tendencies.

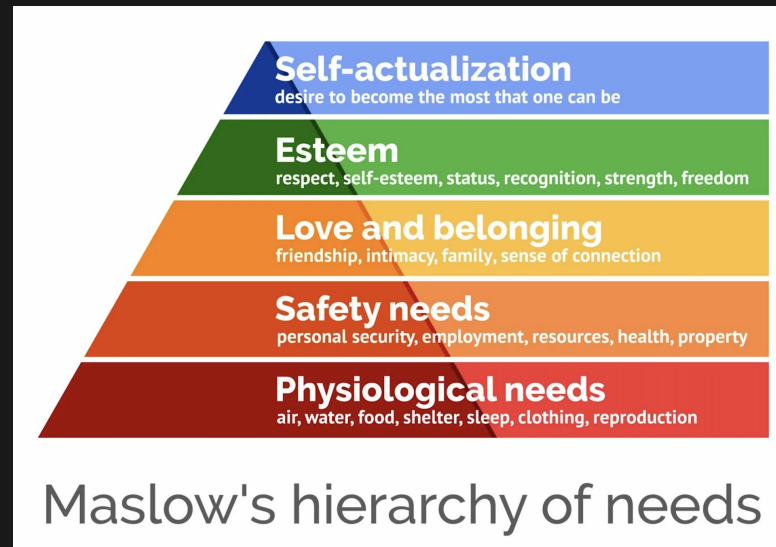
Applying To Leadership

Here is my golden and simple rule for leadership: Strong leadership of a group is simply the aggregate of your individual relationships.

How? Just make the effort outside of group settings.



Motivation



(Simplypsychology)



Motivation

Expectancy Theory

A theory proposed by Victor Vroom at the Yale School of Management

This theory emphasizes the need for organizations to relate rewards directly to performance and to ensure that the rewards provided are deserved and wanted by the recipients.



Motivation

Positive and pressure

Positivity is a great way to motivate people. For more difficult things, if you try and wrap the pressure applied in a more positive message, it helps motivate people too.

Examples:

- Promotions
- Compensation (equity or bonus)
- Explaining something to someone
- Frontlines with customers



Motivation

Goal Theory

Edwin Locke's Goal Theory proposes that setting specific and challenging goals has a motivating influence and leads to higher performance in that:

- specific goals increase performance
- difficult goals, when accepted by the team, result in higher performance;
- Feedback leads to higher performance more so than the absence of feedback.
- Self-generated feedback (by self-monitoring) is a more powerful motivator than externally generated feedback
- Participation in goal setting is valuable because people are more committed to choices in which they have a part.



Motivation

Finally -- Boundaries create freedom

Resolving Conflict

What do you do when you get into a disagreement?

Resolving Conflict

What do you do when you get into a disagreement?

Focus on trying to bring contexts together. 90% of the time it's a miss understanding. I don't really believe in "agree to disagree". Figure out person, organisation, situation.

Resolving Conflict

What about when two people fight?

Resolving Conflict

What about when two people fight?

Reflect on the tough reality that sometimes you can't make everyone happy




Resolving Conflict

How do you work with someone not performing?

Resolving Conflict

How do you work with someone not performing?

Three tiers:

1.  Leverage their respect of you
2.  Leverage their respect of the peers
3.  Leverage their respect of themselves

(Think back at Maslow's hierarchy)

High Pressure Environments

Here are some tips specifically for managing some high pressure environments

High Pressure Environments

Getting the job done > perfect relationships (example: Sunswift 2015 / 2017)

High Pressure Environments

Systematic efforts to make groups do things they're not good at occassionally



High Pressure Environments

Common adversity





Feedback & Self-Awareness

Everyone in teams performs best (and get's along best) when feedback is regular and meaningful.



Feedback & Self-Awareness

Developing a strong feedback of culture is the best, but it can be hard to scale this perfectly (it's normal that most relationships aren't perfectly healthy).

Regular structured feedback helps make sure things don't fall through the crackss



Feedback & Self-Awareness

We recently completed a round of 360 reviews:

- What is the one way I help my team succeed?
 - What stands out as a unique strength of mine?
 - How could I better help my team succeed?
 - In the next 90 days, what should I absolutely make sure I nail? What enablers are there for this.
-
- What is the one way they help you or your team succeed?
 - What stands out as a unique strength of theirs?
 - How could they better help you or your team to succeed?
 - What have you observed them excelling at that you think they should continue?

Thank You!!

Feedback



Or go to the [form here](#).

