

Workplace Climate Workshop

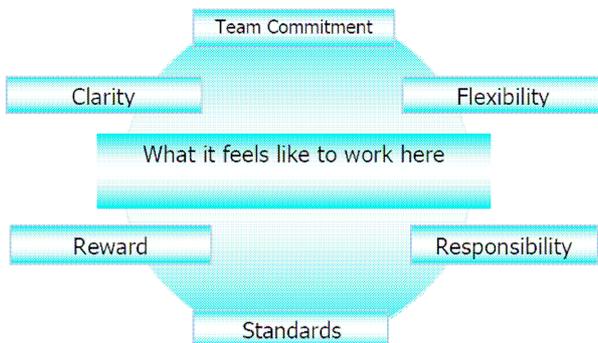


Increasing Responsibility

- Employees tend to be more motivated when they are allowed to accomplish tasks without constantly seeking their managers' approval.
- To **improve this aspect**, it is important to delegate as many tasks as possible to employees and to hold them accountable for the outcomes. They should also be encouraged to take calculated risks without fear of blame.



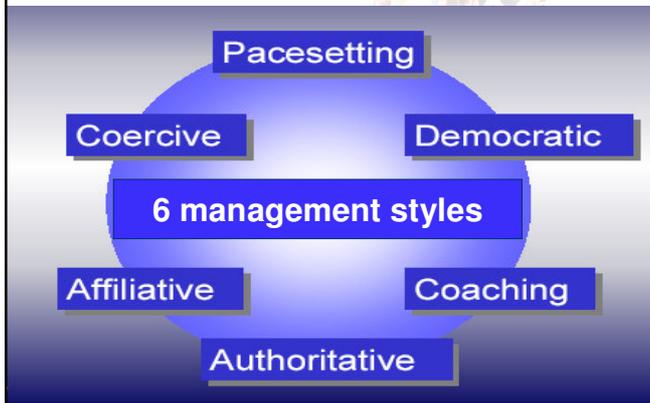
Aspects of working climate



Climate in Outstanding Teams



Management styles



Authoritative Style

The authoritative style is most effective when a new vision or clear direction and standards are needed; when the leader is perceived to be the “expert” or “authority”; and when there are new employees who depend on the leader for guidance.

The authoritative style is least effective when the leader does not develop employees; when the leader is not perceived as credible; and when the leader is trying to promote self-managed work teams and participatory decision making.



Authoritative Style

Primary Objective: Providing long-term direction and vision for employees

The authoritative style provides long-term direction and vision. This style relies on dialogue with others as well as the manager’s unique perspective on the business to establish a vision. The manager keeps others engaged by assuring them that the direction is in the long-term best interests of the group and the organisation, and by monitoring performance toward the established goals with balanced feedback to employees.



How management Style affects climate summary

	Coercive	Authoritative	Affiliative	Democratic	Pacesetting	Coach
When Appropriate	In a crisis, to kick-start a turnaround, or with problem employees	When change requires a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate during stressful times	To build buy-in or consensus, or to get valuable input from employees	To get quick results from a highly motivated and competent team.	To help an employee improve performance or develop long-term strengths.
Objective	Immediate compliance	Mobilize others to follow a vision.	Create harmony.	Build commitment through participation.	Perform tasks to a high standard.	Build strengths for the future.
Impact on Climate	Strongly negative.	Most strongly positive.	Highly positive.	Highly positive.	Highly negative.	Highly positive.

Emotional competencies, management style and working climate affects results



50-70% of variance in Working Climate can be explained by differences in Management Styles

28% of variance in financial results (profits and revenue) can be explained by differences in working climate



Emotional Self-Control

This is the ability to keep your impulsive feelings and emotions under control. It is being able to restrain negative actions when provoked, when faced with opposition or hostility from others, or when working under pressure.

The person who possesses emotional self-control

- Deals calmly with stress
- Displays impulse control and restraint
- Stays poised and positive, even in trying moments

Development

- Make a list of all the things that cause you to "lose it" (your triggers). Create a strategy to prevent these triggers from causing you to lose your composure and your self-control.
- Reduce your stress through physical activity or other types of conscious relaxation techniques (exercise, gardening, taking a bath, etc.)



Emotional intelligence

	Definition	Hallmarks
Self-Awareness	The ability to recognize and understand your moods, emotions, and drives, as well as their effect on others	Self-confidence Realistic self-assessment Self-deprecating sense of humour
Self-Regulation	The ability to control or redirect disruptive impulses and moods The propensity to suspend judgement—to think before acting	Trustworthiness and integrity Comfort with ambiguity Openness to change
Motivation	A passion to work for reasons that go beyond money or status A propensity to pursue goals with energy and persistence	Strong drive to achieve Optimism even in the face of failure Organizational commitment
Empathy	The ability to understand the emotional makeup of other people Skill in treating people according to their emotional reactions	Expertise in building and retaining talent Cross-cultural sensitivity Service to clients and customers
Social Skill	Proficiency in managing relationships and building networks An ability to find common ground and build rapport	Effectiveness in leading change Persuasiveness Expertise in building and leading teams

Top 10: How to increase: your EI

6. Feel energized, not angry. Use what others call "anger" to help feel energized to take productive action.
7. Validate other people's feelings. Show empathy, understanding, and acceptance of other people's feelings.
8. Practice getting a positive value from emotions. Ask yourself: "How do I feel?" and "What would help me feel better?" Ask others "How do you feel?" and "What would help you feel better?"
9. Don't advise, command, control, criticize, judge or lecture to others. Instead, try to just listen with empathy and non-judgment.
10. Avoid people who invalidate you. While this is not always possible, at least try to spend less time with them, or try not to let them have psychological power over you.

