

Motivating and Engaging Others

Lani Nelson-Zlupko, Ph.D.

I. **Motivating Others is necessary in teamwork. How do we help engage others so that they do what we need them to do?**

Unhelpful: lecturing, warning, complaining, ignoring

Helpful: exploring together what's going well and the "very good reasons" things are not going as planned; then partnering and engaging the other person in order to help them move forward

II. **4 styles**

Supportive Accountability: (Ideal style – effective, motivating)

Sufficient Praise and Push. I praise and acknowledge what you are doing well, and I raise concern and humble questions about what's not going well. "Can you let me know what's happening? What's in the way? What would help that go better? And can I help? Willing to use curiosity and companion energy to help drive a task forward.

Unsupportive Accountability: (unhelpful "Nag") Push without sufficient praise. I ask you how the task is going but I do not express care, concern, or praise for how you are doing and what the very good reasons are that the task is not completed

Unsupportive Unaccountability (unhelpful "neglect") No push, no praise. I don't push or praise you; in this style, I am "hands off" and nothing changes

Supportive Unaccountability (unhelpful "cheerleader") Praise without sufficient push. I praise you and cheer for you but I don't know all the ways to effectively explore with you what to do when a task is ignored, or when it is done incorrectly, avoided, or procrastinated. I lack the skills or courage to explore it with you respectfully by asking "What's in the way?" "What are the reasons it's not getting started or done?" "Can we explore those barriers together? And see what we might be able to do to tackle them?"



III. **Tools and Tips**

Respectfully ask "What's in the way?" and "Would anything help that go better?"

Be willing to provide Companion Energy and assist alongside.

Assume there is a very good reason when someone isn't doing something; be willing to go curious not furious.

Persist with patience. We can't "control" others, but we can get better at "influencing."

Motivate yourself too; we all need encouragement!

IV. **Resources:**

Leading Without Authority by Keith Ferrazi

Psychological Safety model by Amy Edmondson

Mindset by Carol Dweck