DrupalCon

NASHVILLE 2018
APRIL 9-13

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What do you want to do when you grow up?

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Topics

Why?
Why Do We Do It This Way?

How?
Tools, Tricks & Considerations

Takeaways
Key Points & Food for Thought
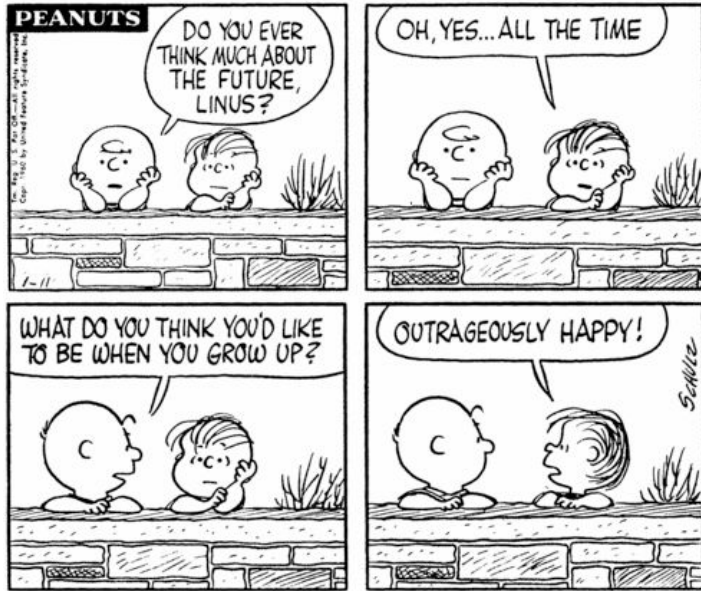
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Why do we ask?

What do you want to do when you grow up?

- Who has been asked this question?

- Who *hates* this question?

We hope to replace the hate by the end of this session.

What do you want to do when you grow up?

- I'm already grown up! Right?
- Lightens the mood
- Increases creative thinking and self-awareness
- Invites exploration of current role
- Encourages participation in your own growth

It is never too late to have a happy childhood!

- Tom Robbins

The What Ifs

- What if I just don't know?
  (hint: it is about growth, so that is ok)
- What if I change my mind?
  (hint: it's ok, the tools address this)
- What if I am already "grown up"?
  (hint: you aren't, don't worry!)
- What if I'm my own boss?
  (hint: you can use these tools, too!)
- What if I realize it's the wrong job?
  (hint: that's ok, too. Create a new path!)

Why does the business care about this?

- Increases employee engagement
- When coupled with frequent check-ins:
  - Greater accountability
  - Nimble course correction
  - Clear alignment with company goals
  - Keep a pulse on overall health
- Increases team coherence
- Easier team planning

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Motivation Matters

Short-term Motivators:

- Internal motivators work better than external motivators (long term)
- Money is only a motivator for so long

Stronger Motivators:

- Why does it matter?
- How am I doing?
- Where am I going?

Why does motivation matter?

- Answers the questions: "What is my purpose?" "Why am I even here?"

- Marries company and individual goals

- Provides a greater connection between the company and individual

- Increases greater understanding of the "Why" for creative contribution

- Creates internal motivations to succeed

How am I doing? Ongoing feedback.

- Eliminates the unknowns and guessing

- Facilitates course correction if off-track

- Increases self-confidence, self-accountability, self-awareness

- Open communication of needs to/from management and employee

Where am I going? Continual growth.

- Paints the "Big Picture"

- Provides guiding principles for smaller decisions

- Creates a roadmap for next steps

- Makes it easier to reach a goal: attainable vs. impossible

- Ensures everyone is on the same page

Not Climbing the Corporate Ladder?

- Not all employees want to keep climbing the ladder, so growth is continuous learning at current level.

- Growth options:
  - Increase the depth of knowledge
  - Stay on top of changes in best practices relevant. (Technology, Process)
  - Expand into adjacent technologies

This growth plan is totally fine.

MOTIVATOR OR INCENTIVE ?

MOTIVATOR

MINDSET / ATTITUDE FOCUS

Internal (intangible) gain

Feeling / emotion-based:
influence, impact, legacy

Validation statements
• You can...; You are...; You will be...;

INCENTIVE

BEHAVIOR / ACTION FOCUS

External (tangible) gain

Object / material-based:
little or no emotional attachment

If/then statements
• If you do this...then you will get...

100% ← EMOTIONAL ATTACHMENT / CONNECTION → **0%**

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It is a balancing act

- Without any incentives, internal motivation only goes so far.
- However, motivation is the main source of long term gains
- Incentives are great for short term gains
- Incentives are great secondary motivations
- Recognition is important
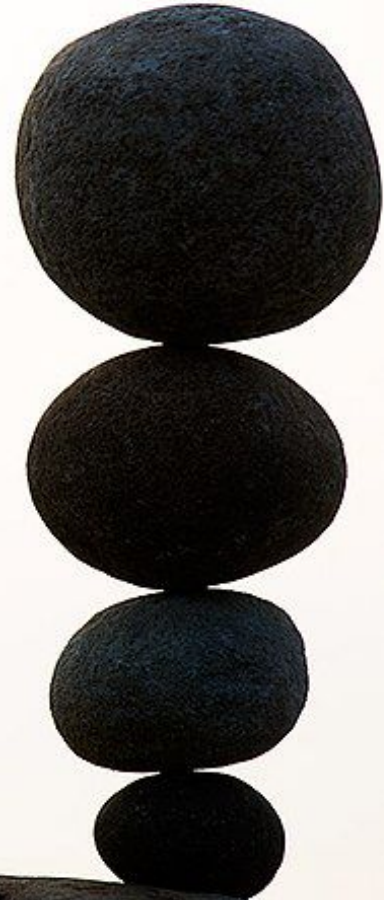
"Dispirited, unmotivated, unappreciated workers cannot compete in a highly competitive world."

Frances Hesselbein

Being unmotivated is bad for everyone

Employees

- You may become a passenger in your career instead of a driver
    - you might even be on the wrong bus
- If you feel like you are in a dead end rut, you will perform as such
- If you aren't motivated, no one can help you grow

Management

- If your employees aren't competitive, neither is your company
- This **DOES NOT** mean you should create a cut-throat competitive culture within your company.
- You are on a team together, not competing against each other.

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Open Communication Helps

- Define opportunities

- Eliminate disliked options

- Empower everyone to ask for help or space when needed

- Maintain a driving direction

- Remind you where you were going

- Reframe and inform perspectives

- Find proper individual motivators

"The pessimist complains about the wind; the optimist expects it to change; the realist adjusts the sails."

William Arthur Ward

Adjusting the sails

- Greater accountability

- Easier course correction (measurable goals needed)

- Clearer alignment with company goals and personal professional goals (transparent communication necessary)

- Increased one on one / face to face communication

If you are a distributed team, we highly recommend video conferencing.

These aren't your old performance reviews

- Check-ins are:
    - Semi-formal open discussions of personal professional goals and company's business goals
    - Time to set collaborative goals for professional development
    - Time to openly discuss feedback/concerns in both directions
    - Time to check in as humans on both sides of the team
- What they are not:
    - Historical scary performance reviews of doom
    - Informal chats with no actionable outcomes
    - Behemoth plans set in stone with no guidance along the way

Consistency & Structure Are Key

- Maintain regular schedule
  - Allows for preparation
  - Indicates it is important / a priority for both parties
  - Creates anchor for connection and issue discussion
- Come prepared
  - This goes for both sides, and cannot be stressed enough.
- Create rules of engagement and feedback guidelines
  - Allows time for both parties to talk
  - Sets explicit expectations for communication and participation

Revisit Often

- Revisit expectations often

- Allow for change when needed.

  - These are guidelines, not hard fast rules.

- Share access to all related documents

  - Revisit between check-ins if needed

  - Use for preparation

Choose Wisely

- Create SMART goals

- Keep the Big Picture in mind

- Many small specific goals are easier to act on than one large goal

It isn't all doom and gloom

- Celebrate what is working

- Recognize what is going well

- Create a mutual understanding of the overlap between what both parties need or want

Sometimes management decisions will supersede yours. At this point, there must be some realignment with expectations.

It isn't always easy

Oh, the humanity!

Being human

- We are humans on both sides of this equation - empathy is important. **Cultivating a culture of empathy is vital.**

- Humans can adjust their behavior and apply feedback

- Humans can have a perspective outside of themselves

- Humans can be good at empathy.

- Emotional connections to work/career can be huge motivators

- Most likely, as humans we get it. Even if business dictates actions that may appear otherwise.

We're only human, after all

- Humans get things wrong sometimes

- Humans have "bad" or "off" days

- Humans might need more than one chance

- Humans can be bad at empathy

- Human emotions can sometimes cloud judgement

"It is better to participate and fail than fail to participate."

- Debasish Mridha

"Do more than belong: participate.
Do more than care: help.
Do more than believe: practice.
Do more than be fair: be kind.
Do more than forgive: forget.*
Do more than dream: work."

William Arthur Ward

Do This

- Active listening:
    - Don't just wait for your turn to speak, listen to what is being said, repeat back what you think is being communicated
    - But... wait for your turn to speak. Allow the speaker to finish their thoughts.
- Be forthright / proactive:
    - If you have ideas, bring them up
    - If you are leading the meeting, make sure to allow space for others to talk

And This...

- Be Engaged
    - Invest in your own growth
    - Do your best (which may not be perfect, or what you had "hoped" it would be, but show up anyway)
- Come Prepared
    - Review the document before check-in (with enough time to accomplish action items if needed)
    - Write notes for yourself ahead of time

Remember…

- Words matter.

- Delivery of your message matters.

  - Be sincere, say what you mean

  - Be aware of tone

  - Don't sugarcoat your message

  - Don't be condescending

  - You can't always control how it is taken

  - Listen to the response you get

Follow Through

everyone must do their part

Working through imposter syndrome

- Trust that whoever hired you did so for a reason

- Take a moment to step back and try to look at the objective facts

- Management: Support your employee, give concrete examples

Working through and with baggage

- Discuss and recognize previous working conditions and company cultures that may be different
- Whenever possible, quickly check those bags at the door
- Everyone: Be careful with your assumptions
- Management: Trust that people are doing their best, but address any issues quickly

~~Repeat Yourself~~ Try saying it another way

- It is not always personal if someone isn't quite hearing you, try a different wording

- The message is more important than the messenger

- Sometimes someone else can say it "better" (or already has)

- Sometimes, a person is "more ready" to hear the message at another time

Tools we use

- Adobe's Check-In Toolkit

- Slack
  - Create dedicated channels for each employee and their management team.

- G Suite
  - Create a private folder for each employee
  - Track ongoing feedback in a single shared document
  - Share any "homework" employee is asked to do

- Ticket Tracking Software
  - Actionable items are created as tickets for tracking/reference

Adobe Check-in Toolkit
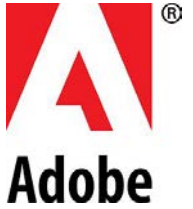
- Comprehensive, but lightweight
- Cycle:
  - Expectations
  - Feedback
  - Development
  - Repeat
- SMART Goals
- Feedback Guidelines
- Individual Development Plan

Adobe Check-in Toolkit

Adobe Check-in Toolkit

Adobe Check-in Toolkit

Adobe Check-in Toolkit

SMART Goals

SMART is an acronym that can help you and your manager identify the associated **goals** and **success** criteria for each of your manager's expectation.

- **SPECIFIC:** Who, what, where, when, and why of the achievement

- **MEASURABLE:** Clear measures of success, key metrics and milestones

- **ATTAINABLE:** Achievable, and also provides a stretch opportunity to develop and grow

- **RELEVANT:** Results focused, aligned to business priorities, and produces tangible results

- **TIME-BOUND:** A due date gives focus and sense of urgency to the work

Feedback Guidelines

- Provide timely, specific, balanced feedback.

- Don't give feedback when angry

- Show genuine appreciation for your team members and the value they bring to the team.

- Ask questions for clarity, wait for responses

- Acknowledge feedback given

Constructive, critical feedback is often the most helpful to people.

Don't avoid the tough conversations. Be open to hearing difficult feedback.
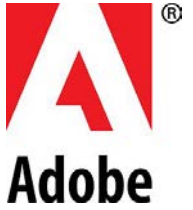
Individual Development Plan

- Deepens connections with goals and self-assessment

- Used to create both short-term and long-term goals

- Specifically lays out expectations and needs for growth

- Transparently aligns growth roadmap with company and employee goals

The Individual Development Plan should be revisited every 6 to 12 months.

What's Next?

Key Points

1. Agency (you are the driver)
2. Motivation (no carrot dangling)
3. Active Listening
4. Accountability (to yourself, and to your company/team)
5. Growth
   a. Creates greater agency / confidence
   b. Creates greater internal motivation
6. Repeat this process over and over. **It isn't a one time thing.**

"The world can ask you to participate, but it's a day-to-day decision if you want to agree to that proposal." - *Aimee Bender*

Motivation and support

- Not everything is rainbows and sunshine, but they are coming!
- Don't lose hope if it isn't "perfect" yet!
- You can do this!

Final Takeaways

1. Open communication is the key.

2. It doesn't have to be too complex to make change.

   a. If you are part of the way there, find the next steps

   b. If you haven't started, baby steps in the right direction can make a huge difference

3. Know (or ask)

   a. Why it matters?

   b. How you are doing?

   c. Where you are going?

Links

- Adobe Toolkit -
  https://www.adobe.com/content/dam/acom/en/aboutadobe/pdfs/adobe-check-in-toolkit.pdf

- Motivation vs incentives -
  https://www.intelivate.com/team-strategy/using-incentives-motivators

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Join us for contribution sprints

Friday, April 13, 2018

Mentored Core sprint

9:00-12:00
Room: Stolz 2

First time sprinter workshop

9:00-12:00
Room: Stolz 2

General sprint

9:00-12:00
Room: Stolz 2

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What did you think?

Locate this session at the DrupalCon Nashville website:

https://events.drupal.org/nashville2018/sessions/what-do-you-want-do-when-you-grow

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Thank you!