

The Truth about Motivating Others

You probably don't think of yourself as a salesperson. But when you look at the roots of what you do all day, you'll probably discover that you spend a great deal of your time coaxing people to do things. Like it or not, you're in sales, says Daniel Pink in *To Sell Is Human* (danpink.com).


Effective perspective-taking – attuning yourself with others – is the key to moving them, he says. He lays out some strategies that will help:

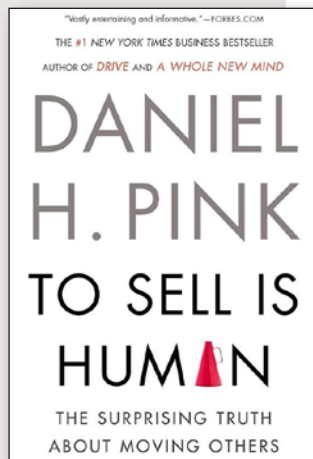
Understand the ambivert advantage. Researchers have discovered that the most effective marketers are ambiverts, those who fall somewhere in the center of the introversion-extroversion scale. Are you one of them? To find out, visit danpink.com/assessment. If the test shows that you're an extrovert, hone some of the skills of the introvert. For example, ask more questions. Talk less and listen more. If you're an introvert, work on extravert skills. Practice your "ask" in advance. Speak up and share your point of view. If you're an ambivert, congratulations on being average. Most of us are in the middle, and that lets us move up or down the curve, attuning ourselves as circumstances demand.

Start your encounters with the assumption that you're in a position of lower power. That will help you see the other side's perspective more accurately, which, in turn, will help you move them.

Use your head as much as your heart. Important as empathy is, perspective-taking is even more critical. Empathy is an emotional response. Perspective-taking is cognitive. You need both, but perspective-taking is the most vital, because it helps you find the proper balance between pushing too hard and feeling so much compassion that you submerge your own interests.

Be a strategic mimic. Copying what others do helps to build trust, especially if you do so in a thoughtful way. When someone makes an important point, repeat it back later in the conversation. If your conversational partner leans back, wait a while and then consider leaning back, too. Consider using some of the same facial expressions and speech patterns. Doing so will quickly become natural and effortless, because human beings are born chameleons.

Have a conversation with a time traveler. Gather a few people and ask them to think of items that someone from 300 years ago wouldn't recognize. A traffic light, maybe. A carry-out pizza. An airport screening machine. Then divide into pairs. One person plays the role of someone from the early 1700s. The other has to explain the item. This exercise forces you to think about the other person's worldview and relate to someone with a perspective wildly different from your own. 




Discover Coaching's "Aha" Moments

The authors of *Co-Active Coaching* (Nicholas Brealey Publishing, nicholasbrealey.com, coactive.com) call their model "co-active" because it involves active participation by both the coach and the coachee. Here are some co-active coaching principles to keep in mind:

People are naturally creative and resourceful. The coach's job is to remind you of your capabilities and be your champion as you find your own answers, solve your own problems, learn, and grow.

Focus on the whole person. No matter what your problem is at any given time, there's always a larger picture that includes body, mind, emotions, and spirit. A good coach will never view a topic in isolation.

Dance in the moment. To "dance" is to respond from a co-active core, meaning both "co" as in collaborative and "active" as in moving the process forward. Sometimes the coach leads, sometimes the coachee leads, and often it's not clear who's leading and who's following. Both partners must be in tune with the tempo, tone, and steps.

Evoke transformation. The topic of the coaching will likely be something specific, but there is always a deeper connection, a reaching for full potential. When today's goal meets the abundance of life's possibilities, the effect is transformative – a shift from the satisfaction of "ahh" to the breakthrough awareness of "aha!" 

Unique HR Practices

Nonprofit organizations, because of their unique characteristics, have different human-resource challenges than for-profits do. *Human Resources Management in Nonprofit Organizations* (routledge.com) reports on research into why these differences exist and how they influence nonprofit management.

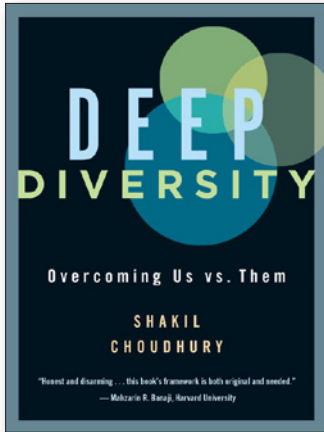
Unlike for-profits, for instance, nonprofits must make sure their HR practices conform to mission and values. The result is an added burden on managers. If nonprofit managers don't think through their decisions very carefully, there can be a disconnect between human resources and a values-driven strategic intention.

In the end, nonprofit managers have a great advantage over for-profits. They're able to draw on their distinctive values and diverse stakeholders' experiences as well as capitalizing on the unique strengths of employees. The result is an investment in organizational learning and adapting that helps them improve their HR effectiveness. The case studies in this book cover nearly all the HR management changes that nonprofit organizations might undertake, making the descriptions within the cases as valuable as the outcomes.



—reviewed by Terrence Fernsler

Reducing Workplace Bias



In a diverse environment, it's important to challenge discrimination in all its forms. *Deep Diversity* (btlbooks.com) describes five approaches to racial, ethnic, and cultural cohesion:

Multiculturalism: the sharing of cultural traditions and celebrations.

Cross-cultural Communication: learning about cultural norms and differences in communication styles to achieve specific goals. When collaborating with

Mexicans, for example, you must understand that Mexicans favor relationship building before getting down to making deals.


Business Case for Diversity: focuses on the bottom-line benefits of a diverse, inclusive workforce.

Cultural Intelligence: combines cross-cultural communication with emotional intelligence strategies.

Anti-racism: examines the dynamics between dominant and non-dominant groups and identifies the redistribution of power as key to making change.

These approaches can be used together to nurture a workplace in which all people feel they belong and matter. There are five critical questions that can help us reach understanding when dealing with diversity:

- **What do I feel** about this situation, group, or issue?
- **What do others** who are involved in this situation, group, or issue feel?
- **What is the emotional tone or characteristic** of this situation, group, or issue?
- **What is the emotional history** behind this situation, group, or issue? How might that history still influence perspectives and outcomes today?
- **How do we address the needs** underlying what people are feeling?

The book's thesis is that we can change how we and others think and feel regarding racial issues if we make a conscious effort to do so. Self-awareness and compassion are the secret powers that make it possible. 

Do People Donate More or Less when They Retire?

The first-ever study of how retirement affects charitable giving offers valuable data, since more people are retiring each year than ever before. The study, by the Women's Philanthropy Institute (philanthropy.iupui.edu/institutes/womens-philanthropy-institute) breaks down results according to gender, since men and women have different views on retirement as well as on charitable giving. The study's key findings:


- Both men and women maintain their charitable giving after retirement, especially compared to other types of spending.
- After they retire, single women and married couples are more likely to give than single men. They also tend to give greater amounts than single men.
- After retirement, giving by single women and married couples is more stable than giving by single men.
- Single women and married couples are more likely to volunteer after they retire, and their likelihood of volunteering is more stable, compared to single men. Single women are the only group to increase their volunteering after retirement.



Ignite the Power of the Tribe

The leader's task is to set people up for success by nourishing a powerful tribal culture.

Here are five components that are necessary to create such an environment:

- 1. A constitutional framework**, which acts as a roadmap for everyone in your organization. This framework sets out rules, purpose, and values so that you can step back and let people take action steps with confidence, within clearly defined behavioral boundaries and toward clearly defined goals.
- 2. A disciplined meeting rhythm**, which keeps everyone connected and aligned with your framework. Everyone should be in a daily, weekly, monthly, and quarterly meeting. The dailies are about 10 minutes long, every day at the same time. Weeklies are longer, more in-depth, and focus on problem-solving. Monthlies are about half an hour long, and quarterlies can last several hours. These meetings are invaluable and must be set in stone. They assure that everyone is involved in steering your organization's dynamic growth every single day.
- 3. Metrics literacy.** Key Performance Indicators (KPIs) are essential. They must be tied to your goals, and everyone needs to know what the metric "score" is at all times. Teach people the real purpose behind metrics and how to use them so that they have a clear view of how your organization is performing and how they can make tactical corrections to stay on course.
- 4. An obsession with communicating.** As a leader, that means listening – really listening. Give employees lots of chances to express themselves. Support them with coaching, workshops, and seminars that will make them better communicators.
- 5. Physical and mental wellness.** Studies show a huge return on investment for building a culture of wellness into the organization's fabric. Examples: Hold walking meetings. Arrange for healthy eating, cooking, and exercise classes. Reward people who reach certain activity goals. Promote and support excellent mental and physical health. 

—adapted from *Flip the Pyramid* (Highpoint Executive Publishing (highpointpubs.com))

The Dangers of the Silent Workplace

Too many workplaces are silent except for the voice of the leader, who creates a vision and drives it from afar. Other voices go unheard.

In such organizations, leaders can go seriously astray. They have no way to ascertain how viable their strategies are. They deprive themselves of the innovation and diverse ideas that help organizations thrive. They have no one to tell them when they're in error, as many of them inevitably are.

Use these approaches to wake up your quiet workplace and promote the most productive group dynamics possible:

Acknowledge power differentials and the damaging effect they can have on perceptions, attitudes, relationships, and organizational effectiveness. Understand that these gaps in power impair decision-making and may encourage those at the top of the organizational chart to exaggerate their contribution.

Scrutinize both positive and negative feedback. Combat the tendency to bask in positive input and, instead, focus meetings on a regular agenda of questions such as:

- **What problems** have come to our attention recently?
- **What criticisms** have we received about the decisions we're making?
- **Are the criticisms valid, partially or completely?** What should we change in response to them?
- **How can we get more critical feedback** into our decision-making processes?

Create a workforce that includes a diversity of opinions and perspectives. Become adept at resolving differences through negotiation, conflict resolution, and constructive debate. Be receptive, open, and responsive to dissent.

Promote systems for greater participation in decision-making. Be sure you have a formal suggestion scheme (such as a suggestion box or regular brainstorming sessions) as well as informal ways of including everyone's ideas. Take these suggestions seriously. Respond to them immediately, and reward them lavishly.


Understand ingratiation theory: The more power people have, the more they'll be on the receiving end of flattery used to win favor without regard for the cost to others. No one is impervious to flattery. Leaders who aren't aware of their susceptibility to such behavior risk building catastrophically imbalanced relationships with their people.

Assure a motivated, self-governed workforce by enacting a leadership model in which everyone's voice is heard. Replace authoritarian models with inclusive, participatory, shared styles of leadership. (See, for example, "Free Yourself by Sharing Leadership Duties," NonprofitWorld.org, Vol. 29, No. 5.)



Review your communication processes to ensure that they produce critical feedback. Communication systems should let information travel in both directions and enable responsive action. Review these systems constantly to be certain that negative as well as positive feedback reaches the top.

Make use of self-managed teams. (See "What Makes a Great Team?" NonprofitWorld.org, Vol. 33, No. 2, for a discussion of the self-leadership skills that teams support.)

Create "red flag" mechanisms so that urgent problems can't be ignored by upper leadership. Whistle-blower programs are necessary, but when employees resort to whistle-blowing, that's evidence of the complete failure of upward communication and can lead to disastrous public-relations consequences. 

—adapted from *The Dark Side of Transformational Leadership* (published by Routledge, routledge.com)

Hiring a New Executive


Leadership transitions are stressful, but they also offer opportunities for new directions. New visions may arise, and old problems may be solved.

Done well, an executive transition builds new excitement for an organization's work. *Managing Executive Transitions: A Guide for Nonprofits* (turnerpublishing.com) provides a flexible model of leadership transition to turn risks into opportunities.

The book's primary audience is boards of directors, because they're ultimately responsible for replacing chief executives. However, executive directors will also find it useful. Most nonprofit executives expect to leave their position within five years, and the book's guidance will ease them into their new jobs.

Even if you can afford outside help to manage your transitions, you'll want this guidebook nearby. It will show you how to prepare for transitions before they occur and maximize mission impact. Its tools will help you turn a difficult time into a promising future.

Here, excerpted from the book, are seven essential ingredients for every transition:

1. **board leadership** and engagement
2. **healthy closure** with the departing executive
3. **strategic review** of potential candidates
4. **staff** involvement
5. **attraction** of qualified candidates
6. **thorough** candidate screening
7. **attention** to the new executive's launch 

—reviewed by Terrence Fernsler

