



**MOTIVATED &  
INSPIRED TEAMS  
PEOPLE**



MARK ROBOTHAM  
© GROWTH MANAGEMENT  
CONSULTING LTD 2011



“The only things that happen naturally  
in an organization are friction,  
confusion and malperformance.

Everything else is the result of  
leadership.”

Peter Drucker

# LEADERSHIP VS MANAGEMENT

- **Lead:**
  - *To influence someone to act, think, or behave in a certain way*
  - *To show the way*
- **Manage:**
  - *To keep under control*



# THE PEOPLE FACTS

- People join companies  
– they leave bosses
- 1 Great employee = 3 average
- Reoccurring problems  
= 40% employees time  
*Incl. moaning about the problem*
- Only people with no bottlenecks  
are those doing nothing



# NEW AGE

- Age 1: Survival
- Age 2: Industrial Age – Carrot & Stick
- Age 3: Motivation
  - **Autonomy**: desire to direct our own life's
  - **Mastery**: desire to get better at something that matters
  - **Purpose**: the yearning to do something in the service of something larger than our selves

Daniel Pink – “The Drive”



# PEOPLE MANAGEMENT



1. Have few rules
2. Repeat yourself a lot
3. Live the rules

***Are you living your company values?***

***What happens when they are broken?***

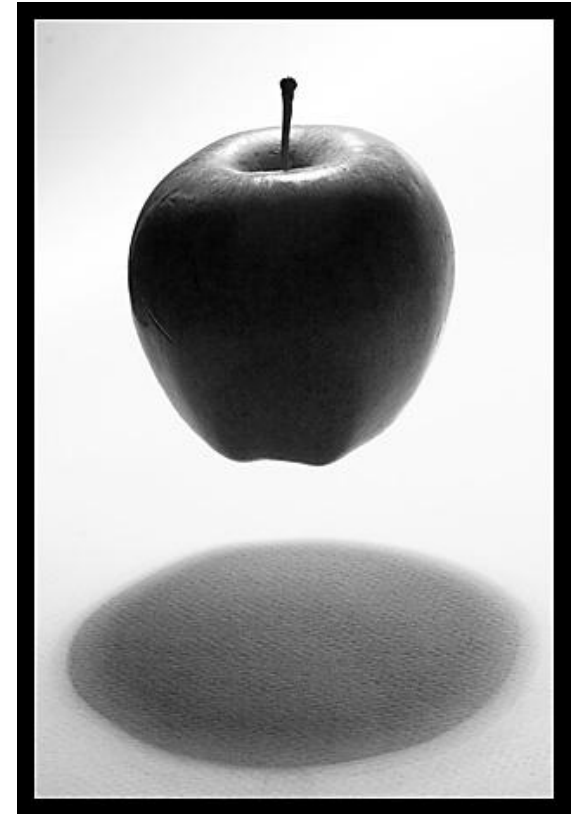
# TOP 10 TIPS - BUILDING TEAMS

- Values managed a must
  - One rule set for all
- Business of 1 never make it
- Clarity in company purpose
  - (VP and Mantra)
- Hire people smarter than you
- Pay market rate
  - every thing else as a bonus
- Diversity is a strength
  - age, background, sex, education, skills
- Clear role definition & expectation & authority
- Take action early
- Treat people as individuals
  - Identify motivators
- Thank you's are gold
- Trust your gut on hires
- Sweat equity must be earned
  - Shareholders for life
- Arm people with right tools

**HARNESSING GRAVITY**

**POWER OF  
CULTURE BY DESIGN**

***THE BINDING THEME***



“THE **REAL** COMPANY VALUES,  
AS OPPOSED TO THE  
NICE-SOUNDING VALUES,  
**ARE SHOWN BY WHO GETS  
REWARDED, PROMOTED, OR LET GO”**”

NETFLIX

NETFLIX – Culture Slideshare

<http://www.slideshare.net/Ned381/netflix-ppt-on-coculture-and-bestbiz>

 Activate

 gmc

www.growthmanagement.co.nz

**MAGNETIC  
COMPANIES  
JOIN THE QUEUE**

# Atlassian's Values

## (PURPOSE)

**Create useful products people lust after**

## (VALUES)

**Open company, no bullshit.**

**Build with heart and balance.**

**Don't fuck the customer.**

**Play as a team.**

**Be the change you seek.**



# THE TRADE ME MANIFESTO



1. Create great websites and people will tell their friends
2. Be like electricity
3. Let the server run the business
4. Empathise
5. Make people feel safe
6. Talk straight
7. Hire people smarter than you
8. Be informal but serious
9. Measure everything
10. Just try stuff

# BIOMATTERS CREATES INSPIRATIONAL SOFTWARE FOR BIOLOGISTS TO ACCELERATE DISCOVERY

**WE** DARE TO BE AWESOME · CREATE WITH PURPOSE  
INSPIRE OUR CUSTOMERS · GET RESULTS



# SEVEN ASPECTS OF OUR CULTURE

The Netflix logo, consisting of the word "NETFLIX" in white, bold, sans-serif capital letters with a black drop shadow, set against a red rectangular background.

1. Values are what we Value
2. High Performance
3. Freedom & Responsibility
4. Context, not Control
5. Highly Aligned, Loosely Coupled
6. Pay Top of Market
7. Promotions & Development

# GROWTH MANAGEMENT CONSULTING

We are **pragmatists** who give clients clarity and focus

We are **innovators** who create **new possibilities**

We recognise time is the most precious resource, so we operate at **pace**

We are **motivators** who share **passion** to inspire others

We are **conduits of knowledge** – not vaults

We have the **courage** to have tough conversations



# CREATING YOUR SET



- Choose 5 Top employees ambassadors
- Choose 3 People who left company
- **What are their defining characteristics?**

# DREXLER-SIBBET TEAM PERFORMANCE MODEL

## ORIENTATION

**1 WHY am I here?**

- Resolved**
- purpose
  - team identity
  - membership

What step are we at?  
What do we need to do to get to next step?

- Resolved**
- recognition
  - change mastery
  - staying power

## RENEWAL

**7 WHY continue?**

- Unresolved**
- boredom
  - burnout

## TRUST BUILDING

**2 WHO are you?**

- Resolved**
- mutual regard
  - forthrightness
  - reliability

- Resolved**
- spontaneous interaction
  - synergy
  - surpassing results

## HIGH PERFORMANCE

**6 WOW!**

- Unresolved**
- overload
  - disharmony

## GOAL CLARIFICATION

**3 WHAT are we doing?**

- Resolved**
- explicit assumptions
  - clear integrated goals
  - shared vision

- Resolved**
- clear processes
  - alignment
  - disciplined execution

## IMPLEMENTATION

**5 WHO does what, when, where?**

- Unresolved**
- conflict
  - non-alignment
  - missed deadlines

## COMMITMENT

**4 HOW will we do it?**

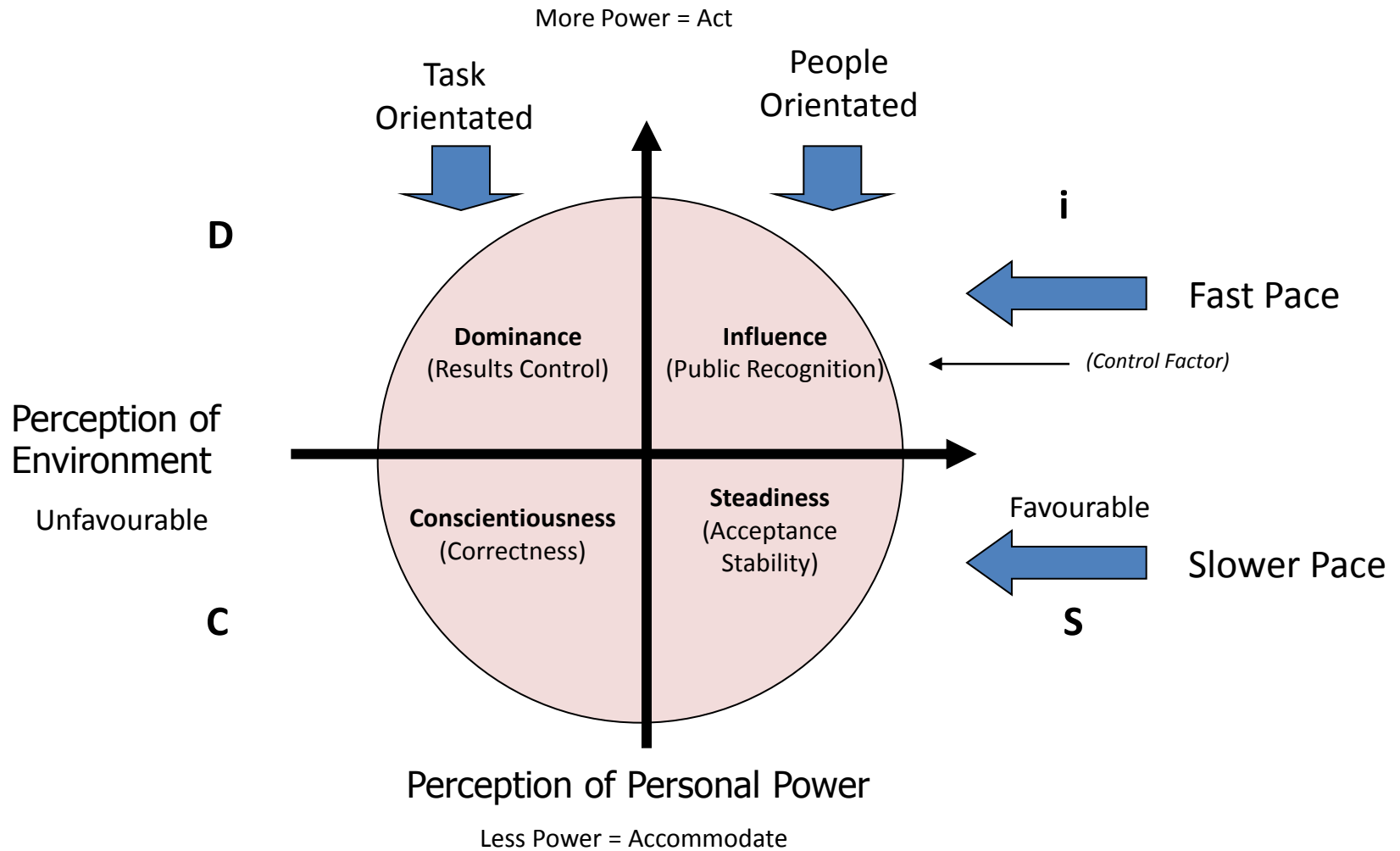
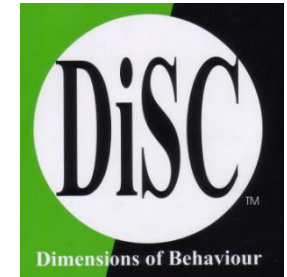
- Resolved**
- assigned roles
  - allocated resources
  - decisions made

- Unresolved**
- dependence
  - resistance

**CREATING**

**SUSTAINING**

# MARSTON'S MODEL - DISC



# MORE TIPS

- Define roles – one CEO
- If you are not a people person get one quick!
- Hiring is most crucial decision you will make
  - Mitigate risk any way you can!
- Best retention tools
  - Manage & fire by your culture - act on lemons
  - Build your staff' s CV' ,
  - Say thank you & have fun
- Understand your legal obligations...
- **What' s the attraction factor for your 20<sup>th</sup> employee**



**NEW ACTIVATE BEGINS  
WEEKEND SEPT 2-4  
TATUM PARK**

**COME TO THE EDGE  
WE'LL PUSH YOU**

**YOU'LL FLY**

