

Episode 2 Limitless Teams: How to Develop a Highly Motivated, Top Performing Team

[Introduction]

You're listening to Limitless Leaders™ Podcast, accelerate your mindset, collaboration and performance by developing limitless self leadership™, leaders, teams and organizations. Now over to your host – Renée Giarrusso.

[Annemarie Cross]

Hello again. And no, this is not Renée and I'm Annemarie Cross and if you've listened to Episode One, you'd realize that I'm hijacking the microphone; we're turning the table around, and Renée was just brilliant in the first episode.

And today, of course, she's going to be talking about Limitless Leaders™ but more on how we can develop that highly motivated top performing team.

Now before we dive in, for those people who may not yet have had the privilege to meet or work with Renée, she is a leadership, she's a communication and team performance expert.

And for over 15 years, she's been passionately (and passionate is definitely a word that describes you Renée) you're really passionate about working with leaders, with teams and organizations helping them to flourish by maximizing their performance through targeted communication, leadership, collaboration, and connection.

This is part of the second part, actually of the three part series, we're talking about Limitless Leadership™, whether you're a solpreneur, whether you have a small team, maybe you've got a larger team, or maybe you are aspiring to step into that leadership role.

And in Episode One, of course, we talked about that limitless leader™ and the barriers. If you haven't listened to that one, please go ahead and listen to that brilliant, brilliant content. And we will share a link at the end of the show and how you can access that.

In this episode, Renée, you're going to be talking about Limitless Leaders™ and how to develop that highly motivated, top performing team. And of course, in Episode Three, we're going to be talking about limitless organizations, and how to create a successive of pipeline of highly effective future leaders, which I know many organizations struggle with.

So let's dive in.

One of the things that you say, is that self belief, it's crucial, and that we need to build our self belief otherwise we will remain stifled. We then operate in that

manager mindset without much success. And self belief is often not something that's recognized as being important when it comes to leading a team. So I'd love you to share a bit more about this.

[Renée]

Yeah. And it's an interesting point, it isn't brought up a lot. And I think because maybe people think it's a bit esoteric, I don't know. But self belief is a crucial and vital ingredient to any role, and in life in general.

To me, if you don't have self belief, your energy and whatever message you're conveying whatever all you're doing is going to be flawed. Having belief in ourselves gives us courage and confidence. And you can have capability, you can have capacity to be an amazing leader. But if you don't believe in yourself, how is anyone else going to believe in you?

And I always say to people that may, you know, lack a bit of self belief, what what's it going to cost you not to believe in yourself? If I think of a metaphor, I love cooking. To me, it's like having a curry without a curry paste. You know, you can have all the great ingredients in there. But if that curry paste, isn't authentic, isn't flavorful, isn't real, it won't matter that curry will never taste as good as it could be.

[Annemarie]

In episode one, just to recap, you talked about the three keys, commitment, communication, and connection. Let's talk about commitment first, especially when it comes to increasing commitment of our team. That's something many leaders struggle with. There's a there's an African proverb that you mentioned in your book, Limitless Leadership™, and that is one volunteer is worth more than forced men. So how can we as leaders increase commitment of our team?

[Renée]

Yeah, and it's a great question. I think a lot of the time we think we've got a committed team, but we've got what I call a compliant team. So, a compliant team is Compliance, yeah, I'll get it done; committed, "I'll do it."

There's ownership, there's heart, there's much more energy invested in it, I guess.

Commitments a decision Annemarie, and I think, you know, if you decide to go for a swim, you haven't committed till you're in the pool. And I think a lot of the time people get a leadership title, and just think I'm a leader, no such thing. I think it's all about the decision you make. And until you make a decision to really commit as a later or committing any role - it's one dimensional.

Commitment has longevity, I think if you can really build a committed team, they'll do things because they want to, if you get someone to do something, and they don't want to do it, and you don't pick up on it, and they do it with hesitation, they

probably won't do it that well, they won't be productive, they won't be happy. And you're going to have to go through the motions again.

So I just think there's different energies, and therefore outputs in being truly committed. And I think having purpose and belief is vital. And then motivation and planned efforts to make this happen. So conviction in yourself will give you self belief, what the world will then see is your courage and your confidence. And then that, therefore will flow on to what you do or not do.

[Annemarie]

Yes, so we talked about commitment of our team and inspiring commitment. In Episode One, we talked about that self-leadership as being very important. I'd imagine that checking in to make sure "What's my commitment to leading my team?" it really starts with us - that commitment aspect.

[Renée]

It does, it definitely starts with the leader. You know, you can't, what's that saying lead a horse to water, so to speak, but I think your energy, your team is a mirror of your leadership. And whether you believe that, agree with it, if you actually follow that you'll always be making sure that you're that role model and leading with commitment.

[Annemarie]

Yeah. One of the things that you talked about, I want to dive a bit deeper into this, because I know it's so important and very much part of your work, and that is knowing your purpose. Your Why is so very important. You've worked with many, many teams and leaders. Are we clear on what our purpose is? Or have we still got a long way to go?

[Renée]

Yeah, I think people feel their purpose, but can always articulate it. That's what I've noticed, especially lately. Keep it simple. Your purpose is your why. So you have a why of why you go to work, you have a why as to, you know, the business, you're in the vision or whatever you want to call it. But it's deeper than that, I think every team should have their own purpose. And those collective purposes of all these sub teams, the overarching purpose of the organization will be realized through that.

It's what gets you out of bed every day, I know mine is to make a difference by helping people realize their possibility, and the limitless opportunities we have within us. And that's a big part of my purpose.

When I'm not at work, which is quite rare, I actually feel like "Who aren't I growing? Who aren't I making a difference to?" and obviously, I grow in the process too. So I know, that's why I do what I do. And really, for the first time in my life, probably the last four years in particular, I know that with such conviction that I know, I will do what I do for the rest of my life. And that doesn't always happen. And it's it's not

something we don't wake up and go, what's my purpose? And when I do work with a lot of organizations, and we do work on this, you know, people go, "Oh, my God, Renée - I have got brain fry." And I say fantastic. I've done my job. Because if this was something you thought about, we wouldn't be discussing it.

[Annemarie]

Yeah, I got five minutes to figure out my life. Let's go.

[Renée]

Yeah, yeah. And I think, you know, there's a lot of ways to tap into your purpose. And, obviously, we've got time constraints here today. But it's about you for yourself, as a leader reflect on what's important to you, and what your values are, you know, and I always say, what, what don't you stand for, and then flip them, and then that will give you value. So if you don't stand for pay being stagnant, then you probably value growth. Yeah? Those sorts of things.

And I think if you can reflect on what your values are, and ensure they align with the company you work for, and they should, they shouldn't really be that different, you'll find you pretty much setting yourself and your team up for success.

Ask yourself great questions, too, which sounds a bit weird, but you know, they what's that old saying, if you face a wall when you've got to make a decision, and think out aloud? And thinking is just asking questions, you will usually come up with the answer yourself.

So ask them questions, what's important to me? What don't I stand for? What do I stand for? And am I on purpose? And I really believe you feel it.

Recently, I had this client that his vision was, and his new purpose was to get this CEO role in China. And then when I delved in a bit further, I said, what's really important to you? And he said, Well, my wife's having our first child, and I want to get work life balance, and I want to be at home. And I said, right. So you're going to be commuting to China. You live in Australia, you live in Sydney. And you also want this work. I call it work life blend. I think that's, you know, that the integration piece. And he went, Oh, gosh, I haven't thought of it like that. So we can sometimes get too caught up in the task and what we think we should be doing, not who we need to be. And I think that helps us bring us back to that purposeful side.

[Annemarie]

Yeah. Those questions you asked - those self reflection questions to help us get clear on our purpose. And why as leaders of our team? Are those the type of questions that we could ask in a pose to our team members to help them identify if this is something they're struggling with?

[Renée]

Yeah, yeah, definitely. So first of all, have an idea of your purpose because like anything you teach, you should do it on yourself. First, just a little tip there.

With the team, I think, understand and work through shared values and beliefs as a team. So values are simply things that are important to us. And beliefs, I believe are lies, we tell ourselves whether they're good or bad. So Santa Claus was the belief it worked for us at one point.

So team, what did we value? What's important to us day to day? And what do we believe? What are our shared beliefs? There's a lot of work has, you know, and it always has been done on culture. And it's amazing that word culture, I think I hear it 500 times a day. But culture is simply shared beliefs, values, and behaviors of a community. That's all culture is.

So if you can involve the team, and they're coming up with them, they can't not be shared. And I think that's really, really important. I run a lot of programs, you know, where we do vision days and values days, and I've got some clients that have really instilled them. So they have the company values, and then they have some team values that are closely aligned. And they rate them, you know, are we living that value? No, we're not what could we do that feeds into an action plan? Everyone gets something to do? So very, very powerful, very important, and very often missed. Unfortunately.

[Annemarie]

One of the things that I've heard as feedback, and I'm sure you have to, and that's why it's great to hear that you're the teams that you are coaching and mentoring, they look at their values and ask the question, are we living them out? Because how often do companies ask, what's our core values? They document them and then they are shoved in a drawer or put the wall? And not lived out?

[Renée]

Exactly. And that's true, I always with anything, say how can you bring this to life? That's a bit of a motto that I have. And look, if one of your values is innovation, you know, say to the team, what does innovation mean? To someone highly creative it can mean being, you know, very creative in process, not in an art sense, if that makes sense. So find out to find the value. And if you know, let's rate it one to five, one is we're not getting innovation as a team. Five is it couldn't be better, were three. So the question then would be, how do we dial the value of and bring to life the value of innovation? Well, I've got this idea, we could speak to marketing, we could look at a different way to position our service to be more in service to our customers, whatever it may be. People understand numbers one to five, one to three. People relate to rating things, and then bridging that gap with an action plan.

[Annemarie]

Yeah, one of the things before we move on to the next point, we were talking about in episode one, and this is so relevant in Episode Two, is that we start with self.

Now, if we've identified core values, as a team, as individuals, and they're aligned, as a leader of that team, if we're not living those values out, and how we manage the team, lead the team, coach the team, all of those things you spoke about in the episode one, that is one of the ways to actually demotivate your team – wouldn't you say?

[Renée]

Totally. And it comes back to the motivation of the values. So, you know, a lot of people are motivated by creativity. And if the values innovation, get those people to work on the action points to bring that to life. Does that make sense? Things like loyalty, integrity, you'd hope all teams have that. But still, how do we demonstrate that and you're right, leaders need to be role models, they need to get their hands dirty. And to be limitless, they need to keep checking in on these for ever, because it never ends. The minute people say: "Oh my team's perfect, Renée," within a week someone leaves gets promoted. Hey, and if you're doing a great job as a leader, people should be moving through the business where opportunity does exist.

[Annemarie]

Yeah, I love that. So this next question is a two-part question. So one of the things that I've heard you say to become a limitless leader™, delegate, what you like that seems contrary to what we often hear, which is to delegate the things we don't like, and what we're not good at. So I want you to share about more about this. And then second to that. What about the leader who doesn't like to delegate, because that's something that we often have to do as leaders. So what advice do you have?

[Renée]

Apart from being time poor delegation would probably be the second biggest problem facing leaders, business owners, entrepreneurs, and most people in their role. And the reason is, there's lack of trust. There's the waste of time, you know, by the time I show John had to do that, I could have done it. And I think there's also something that I'm even guilty of back in my corporate life, being over attached to something.

I helped form a new business channel in an FMCG Company, so it was my baby. And the more I think about it, you know, it's many years ago now, there were many things I could have let go of that I didn't because it was my baby, which isn't fair. So let go of what you like doing. If you've grown from it, don't be selfish. Let someone else grow from it. And I always say to delegate as part of a master plan. So if Briana, (I don't even know where I get these names from), if Brianna wants to be a better presenter, and grow leadership skills, sharing stories, leading out loud, all that sort of thing - maybe get her to chair the meetings, get her to choose the next person to chair the next meeting. Make yourself redundant, you know, from that meeting, if necessary and if you can.

I mentioned in episode one that we want to focus on leadership type activity opposed to the maintenance, see day to day stuff, and the only way to do that is to delegate some of that. Is it rostering? Is it reporting? Is it performance management? If you can delegate some of those things, you'll have time to grow yourself, and lead others and coach and do all those things. And you know, at the end of the day, what will it cost you not to delegate?

[Annemarie]

Yes, absolutely. And I think as leaders, if we're starting to delegate the tasks, and empowering our team, coaching them, all the things that you said, as you know, in Episode One, they will naturally just want to perform in those areas, because they see that you trust them.

[Renée]

It is! And the other thing, too, is if Brianna is amazing at Excel, and she loves reporting, delegate that to her, and get Mary, who's not so good at it to work with her. So you don't always have to delegate to one person.

The other thing is to you can have what's called temporary delegation. So that's Chris, can you get this done? I just want you to look after this for a month. Once he's done it, if you're all catching up, I always say, you know, well done, do you want to share with the team, how you found that? What was challenging, what was good? And do you want to choose someone else to take that on. And it fosters this whole teaming mindset, where we're sharing and we're collaborating as a team very, very, very powerful and lose the mindset around delegation.

When people say delegation, half the time they do that hand movement, like hot potato, and all my teams too busy, and I feel bad. If you go in with that energy, you're going to come across as if you are hand balling.

So know what it is you're delegating. Don't ever delegate something and say, I've got no idea about that, work it out. Give them the 'what' not the 'how' very important. Don't say do it this way. Let them come up with that empower them to come up with the how, checking, but not too much, or you're not assigning accountability, yet. You want to give accountability and ownership to them. And always ask them how they went what was challenging and celebrate success. And it doesn't have to be monetary. I always say, how did you go with that? What worked? What didn't? Do you want choose someone else to take that on?

[Annemarie]

Brilliant, and those things are beautiful if you integrate them as part of as you said, delegation should be part of your master plan as a limitless leader™. What about this one? I'm sure you hear this time and time again, in your work, Renée, how can I motivate an unmotivated team member?

[Renée]

Yes. Or myself, I get a lot of a lot of leaders with that. So motivation, again, is an energy. And we did talk a little bit about it in episode one. So motivation accounts for 65% of your success in a role. So it's it's vital.

You can have competency, you can have, you know, experience, the knowledge, the skill, the will, which is the attitude and motivation is over half of your success.

So again, don't just get in the route of doing what you're good at. Ask yourself, what am I good at that I actually enjoy? And do that with your team. So what are your favorite parts of the role? Well, I absolutely love getting the team together. I love working on strategy, strategic, big picture thinking. So if you know that, get them to work on that with someone else that may not like that as much. Yeah?

Simply find out what motivates people and satisfy this, don't manage it. So a lot of people will go, "I know what motivates Peter," and I'll say "What?" "He just loves running our meetings. He loves sharing." And I'll say so compared to this time last year, what is he doing differently? Nothing. So that's where I would say Where is there an opportunity to him to attend more meetings, present at conferences, help with launches, industry associations. At the end of the day, Annemarie so many people do what they do well narrowly, to then managing others, to managing managers, leading others, leading ladies, I want to get back to leading industry, being co-creative, being stand out. And that can only happen when you're letting go of things you've already grown from. And knowing what motivates others as to who to assign that to.

[Annemarie]

Yeah, and I love the way that you started motivating yourself first. I remember an example of where I heard of a leader of a small team. And the leader was motivated by challenges. He clicked into action and he just loved, loved problems. What would happen was if they're working on a project, he would wait to the last minute when he clicked into action. And then he'd say to his team, "you need to do this, this and this." Some of his team needed more time to plan, so were actually demotivated by him coming to them at the last minute. So that's what's important to understand as a leader. What motivates me, may demotivate our team in our approach.

[Renée]

That's right. And there's a lot of, you know, we they're going to date, there's there's 48 things that motivate us at work, we do a lot of what's called motivational intelligence mapping. Sounds overwhelming, but there's 20 clusters. And I just want to give everyone an example. Because this is one that you see a lot out there. There's people that are motivated by goals, achieving goals, getting attaining their language will be let's do this, let's go, let's achieve. So that's that's me right? Off the scale. Then on the polar side, there's people that love absolutely love solving problems. So I, in my business even will go to people that are it's not that I'm not good at solving problems. But if you said, Renée, let's go and achieve a goal, or would you like to look at what could go wrong, I would go the goal side. So in a lot of

collaborations I have in my business, I purposefully have the problem solver person who will go slow down, what could go wrong, and I'll go Hurry up what could go right. So we're a dream team.

So even that one pair of motivators you you've got someone in your team Annemarie that's goal oriented, give them a carrot, give them goals, if they're a problem solver, ask them to achieve the goal by solving problems to get there, and they'll get there at the same time, but in a different way.

And that's why in a lot of a lot of people are technically brilliant, but don't love the goal side. And if you offer them incentives, they will never want to achieve them. Does that make sense? So a sales team a lot of the time without generalizing a very highly goal oriented, they love targets, they love achieving, they love the carrot.

Whereas if I work in, you know, working a lot of different industries, and maybe the engineering or banking industry, they are a lot more detailed, they want to look at potential problems and pitfalls. And if you let them do that, they'll still get to the goal, but in a different way. And that's appreciating each other's differences and complementing each other better.

[Annemarie]

Yeah, as I'm hearing you share this, I'm sure as leaders, but also as the team when we're aware of these things of ourselves, and also others that's an eye opener, when you see "Oh is that why that person loves to go into details." There's an empowering sense about that isn't there? That's because often people are blaming each other and, or complaining that that person is taking too long.

[Renée]

That's because they are motivated differently. So a goal oriented person in a meeting is the one that walks out before the meetings ended. And they'll look at the problem solving person that's questioning everything as negative. And there you go - that's what I call a communication breakdown. But when you understand that you can have a bit of fun with it. And I've seen businesses change just knowing that one little pair of motivators. So yeah, so motivational intelligence and being in tune. You know, obviously with that is imperative.

[Annemarie]

As a leader who wants to develop this highly motivated top performing team, we need to be aware of what motivates our team? How can we get the best, what environment can I create? Can I change my communications, as you say yes and how I approach them to better, empower them and coach and lead them. And often as you said, that communication breakdown which of course, you spoke in depth in Episode One.

Once we are aware of that we can make better decisions and then the team won't be so distrusting.

[Renée]

Oh, that's ight. If people do what lights them up, I'm very visual, I just see fireworks, realizing potential, being limitless, and being in the best environment to do their best work and perform.

[Annemarie]

Yes. And by doing all of this and being aware of all the things that you mentioned, just before we can support our team, as individuals and also as a team to become limitless.

[Renée]

That's spot on.

[Annemarie]

Yeah, fantastic. I'm learning so much, I know everybody is as well, who's listening and of course, we promised to share the link where you can access all three episodes, we can give them the transcripts of all of the episodes as well as the Limitless Leadership™ diagnostic tool at www.RenéeGiarrusso.com/PodcastSeries

Renée, the two episodes that we've just done have been amazing. I can't wait to listen to more of what you want to share in Episode Three where we were talking about limitless organizations and how we can create a success of pipeline of highly effective future leaders. Can't wait to hear more.

[Renée]

Great thanks Annemarie.

[Outro]

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