Stimulation and support

# Creating an enabling work environment workshop resources

**October 2021**

# Introduction

This booklet provides an overview of the key concepts, tools and practices from the Stimulation and Support webinar as part of the series Creating an enabling work environment. The purpose of this booklet is to give some guidance to organisations that are rethinking their work environment.

The overview is by no means an exhaustive list. It only offers a small, curated set of reading, exercises, and activities from the huge variety of methods and techniques that are freely available in the public space. The resources in this booklet will be most useful to people leaders and teams keen to improve the experience of stimulation and support at work.

Starting to apply the practices in this booklet is a step towards creating an enabling work environment. However, to truly transform your work environment will also require carefully considered and designed strategies. That said, we hope that with this booklet you will feel inspired to start improving your workplace in new and exciting ways.

Purpose at Work 2021

# Stimulation and support

## Stimulation

To incite activity or to cause somebody to be interested in doing something.

**Links:**

[The science of improving motivation at work](https://positivepsychology.com/improving-motivation-at-work/) [Motivating remote employees](https://www.hrmonline.com.au/employee-engagement/motivate-remote-employees/?utm_source=Informz&utm_medium=email&utm_campaign=EDM)

[Video explaining Total Motivation](https://vimeo.com/237604007): Play, Purpose and Potential

[Go beyond psychological safety: psychological enrichment](https://www.hrmonline.com.au/employee-wellbeing/beyond-psychological-safety/?utm_source=Informz&utm_medium=email&utm_campaign=EDM)

## Support

When employees feel their organisation and co-workers care about their wellbeing and are ready to offer help when needed.

**Links:**

[What is the effect of perceived organisational support?](https://www.rtwknowledge.org/article_print.php?article_id=192)

[Research paper on the key influencers and outcomes of](https://www.researchgate.net/profile/James-Kurtessis/publication/273912166_Perceived_Organizational_Support_A_Meta-Analytic_Evaluation_of_Organizational_Support_Theory/links/56e1940f08ae23524090b34d/Perceived-Organizational-Support-A-Meta-Analytic-Evaluation-of-Organizational-Support-Theory.pdf) [Perceived Organisational Support](https://www.researchgate.net/profile/James-Kurtessis/publication/273912166_Perceived_Organizational_Support_A_Meta-Analytic_Evaluation_of_Organizational_Support_Theory/links/56e1940f08ae23524090b34d/Perceived-Organizational-Support-A-Meta-Analytic-Evaluation-of-Organizational-Support-Theory.pdf)

[Introduction to the concept of transformational leadership](https://www.langston.edu/sites/default/files/basic-content-files/TransformationalLeadership.pdf)

[Create a ‘giver culture’ where employees are encouraged to](https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/givers-take-all-the-hidden-dimension-of-corporate-culture) [seek and provide help](https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/givers-take-all-the-hidden-dimension-of-corporate-culture)

### Bring purpose into practice

Use the organisational purpose to determine how the organisation operates, decisions are made and everyday tasks are executed.

**Links:**

[Lost in Control video](https://www.youtube.com/watch?v=n3LziiL0q9o)

[Control-based vs Purpose-based approach](https://www.purposeatwork.com.au/blog/2019/07/22/stuck-in-procedure-with-illusion-of-control)

[Lost in Control: book on the need to refocus on purpose in](https://www.amazon.com.au/Lost-control-Refocus-Wouter-Hart/dp/9082999609) [practice](https://www.amazon.com.au/Lost-control-Refocus-Wouter-Hart/dp/9082999609)

[Video with Frederic Laloux: Purpose as the guiding star](https://thejourney.reinventingorganizations.com/63.html) [Purpose in Practice program](https://www.purposeatwork.com.au/purpose-in-practice)

[Purpose-to-Practice exercise](https://www.liberatingstructures.com/33-purpose-to-practice-p2p/)

[A simple practice to check if a meeting has met its purpose](https://www.easierinc.com/blog/r-i-p-a-o-b/)

### Treating adults as adults

A mindset and way of being based on the belief that people at all levels of the organisation are and can be responsible adults and partners at work.

**Links:**

[Hiring adults? How about treating them as adults too?](https://semcostyle.com/hiring-adults-how-about-treating-them-as-adults-too/)

[The Adult-Adult mindset: the missing piece in new ways of](https://www.tuffleadershiptraining.com/2020/12/leadership-and-new-ways-of-working-the-piece-thats-mostly-missing/) [working](https://www.tuffleadershiptraining.com/2020/12/leadership-and-new-ways-of-working-the-piece-thats-mostly-missing/)

[5 signs you’ve fallen into the trap of parent-child leadership](https://www.leadershipiq.com/blogs/leadershipiq/5-signs-that-youve-fallen-into-the-trap-of-parent-child-leadership?_pos=1&_sid=4c8c617cb&_ss=r)

[Five ways to start treating adults as adults](https://www.fearlessculture.design/blog-posts/if-you-want-your-team-to-be-successful-stop-treating-them-like-kids)

### Team coaching

A discipline of coaching where the aim is to facilitate and challenge a team to collectively raise their awareness of and build better connections in the team’s internal and external systems and enhance their capability to cope with current and future challenges.

**Link:**

[Article on what team coaching is and what a team coach does](https://www.researchgate.net/publication/263602004_Time_to_focus_coaching_on_the_team) [Book: Coaching the Team at Work](https://www.booktopia.com.au/coaching-the-team-at-work-david-clutterbuck/book/9781529352313.html)

### Performance check-ins

An informal, ongoing, forward-looking, two-way dialogue between managers and their direct reports that makes employees feel valued and supported, and that encourages real teamwork and improved performance.

**Links:**

[Study finds employees want more frequent and real-time](https://www.reflektive.com/press-release/new-study-uncovers-major-gap-employee-employer-expectations-performance-management-growth/) [performance feedback](https://www.reflektive.com/press-release/new-study-uncovers-major-gap-employee-employer-expectations-performance-management-growth/)

[How to avoid the problems of conventional performance](https://www.youtube.com/watch?v=t4BaoqrKaZg) [management: a video by Easier Inc](https://www.youtube.com/watch?v=t4BaoqrKaZg)

[From performance review to check-ins: The Adobe way](https://www.adobe.com/check-in.html) [including Toolkit, Tips and FAQ](https://www.adobe.com/check-in.html)

[Resources for exploring confirmation practices](https://www.easierinc.com/uploads/20191007%20Resources%20for%20Exploring%20Confirmation%20Practices.pdf)

### Recognise where you are as a leader

Methods for reflecting on your mindset and what is important to you as a leader.

Links:

[Video: Locating Yourself – A key to conscious leadership](https://youtu.be/fLqzYDZAqCI) [Video: What hurts your integrity?](https://thejourney.reinventingorganizations.com/13.html)

[Video: Using the Prosocial individual matrix, COVID-19 example](https://www.youtube.com/watch?v=Yq5D4WvidEU)

[Prosocial Individual Matrix Tool](https://8aca56b9-7282-41c0-9749-66cbac762952.filesusr.com/ugd/a3171d_92f0bb1acfe6433c8f78061d2c56d953.pptx?dn=Individual%20Matrix%20Tool.pptx)

### Recognise achievement and contribution

Ideas for acknowledging people and their accomplishment that stimulate their performance.

**Links:**

[Survey finding into most valued recognition and rewards](https://www.northstarmeetingsgroup.com/Incentive/Strategy/Employees-Want-Spontaneous-Personalized-Rewards-xexec?inc=1)

[How to recognise and reward when you can’t give a raise](https://www.glassdoor.com/employers/blog/reward-employees-without-raises/)

### Retrospectives

A practice to look back and reflect on a past event or piece of work with the aim of generating insights on what to appreciate and improve.

**Links:**

[The why of retrospective reviews](https://www.hrmonline.com.au/workplace-performance/conducting-retrospective-reviews/?utm_source=Informz&utm_medium=email&utm_campaign=EDM)

[2-pager on the why, what and how of retrospectives](https://www.ebgconsulting.com/Retrospectives.pdf) [4Ls Retrospective instructions](https://www.atlassian.com/team-playbook/plays/4-ls-retrospective-technique)

[4+1 questions retrospective](http://helensandersonassociates.co.uk/person-centred-practice/person-centred-thinking-tools/4-plus-1-questions/)

[5 retrospective ideas including stop-start-continue](https://www.atlassian.com/blog/jira-software/5-fun-sprint-retrospective-ideas-templates) [Multiple retrospective formats](https://randomretros.com/all-retros)

## Joint problem solving

### 5 why’s

A structured exercise aimed at finding the root cause of a problem as a team.

**Link:**

[Finding the root cause of a problem](https://www.atlassian.com/team-playbook/plays/5-whys)

### Abstraction laddering

A tool for framing problems more clearly by going beyond the initial problem statement.

**Link:**

[Abstraction laddering explainer](https://untools.co/abstraction-laddering)

### Discover Action Dialogue

A structured team exercise to discover, invent, and unleash local solutions to chronic problems.

**Link:**

[Discover Action Dialogue explanation](https://www.liberatingstructures.com/10-discovery-action-dialogue/)

### 15 per cent solutions

An exercise that helps groups focus on what is in their discretion instead of what they cannot change.

**Link:**

[15% solutions explainer](https://www.liberatingstructures.com/7-15-solutions/)

### Inversion

An exercise to see a problem from a different perspective by imagining worst- case scenarios.

**Links:**

[Inversion explainer](https://untools.co/inversion)

[Background and uses for inversion](https://jamesclear.com/inversion)

[TRIZ: a type of inversion to improve what we already do](https://www.liberatingstructures.com/6-making-space-with-triz/)

## Joint problem solving/decision making

### Nominal Group Technique

A structured variation of a small-group brainstorm to gathers reflections from all individuals on a specific topic and discussion to build shared understanding and agreed priority for action.

**Link:**

[Nominal Group Technique explainer](https://www.bettertogether.sa.gov.au/planning-tools/engage/nominal-group)

## Joint decision- making

### Advice process

A process in which any person can make a decision after seeking advice from everyone who will be significantly affected by the decision and people with expertise in the topic at hand.

**Links:**

[The advice process for distributed decision making](https://corporate-rebels.com/advice-process/)

[Short overview of principles and practice of the advice process](https://medium.com/reinventing-work/decision-making-how-to-use-the-advice-process-6cd6e2c8a296)

### Consent decision- making

A (facilitated) group process for decision making which invites all to make proposals and objections to further improve proposals. Proposals become agreements when everyone consents, they are good enough for now and safe enough to try until the next review.

**Links:**

[Sociocracy method](https://www.sociocracyforall.org/consent-decision-making/)

[Integrative decision-making method](https://www.holaspirit.com/agile-terms/integrative-decision-making) [Generative decision-making method](https://medium.com/percolab-droplets/generative-decision-making-process-cf0b131c5ac4)

### Decision Proposal Template

Template to craft a clear proposal including the relevant background, facts, assumptions, constraints, and potential risks that led to it.

**Link:**

[Decision proposal template kindly shared by The Ready](https://docs.google.com/document/d/1WcR35TWzmsVeeKYNuy8z_nq05kcoHmRKVsnz6WUzDyE/edit)

### Job Crafting

An employee-initiated approach which enables employees to shape their own work environment such that it fits their individual needs by adjusting the prevailing job demands and resources.

**Link:**

[Job crafting comprehensive explainer including examples and](https://positivepsychology.com/job-crafting/) [exercises](https://positivepsychology.com/job-crafting/)

## Agree feedback method

### Brain-friendly feedback

A five-step method of giving feedback that increases the chance that the

receiver’s brain is ready to positively

engage with it.

**Links:**

[Short video on giving ‘brain-friendly’ feedback](https://www.youtube.com/watch?v=wtl5UrrgU8c&ab_channel=TED)

[Two-pager on ‘brain-friendly’ feedback](https://docs.google.com/document/d/1gHAVly0Vv55q0emq_s0cTN9eZDCtufhLWJ7WboJJE4o/edit)

### Assertive requests DESC

A feedback tool used to decrease defensiveness in an assertive manner by expressing thoughts, feelings and beliefs in direct, honest and appropriate ways. DESC stands for Describe, Express, Specify and Consequences.

**Links:**

[Short video explaining the DESC method](https://www.td.org/videos/basic-coaching-giving-feedback-with-desc)

[Using DESC to make difficult conversations more effective](https://your.yale.edu/sites/default/files/adviformanagers_usingdesctomakeyourdifficultconversations.pdf)

### SBI Method

A feedback model in which you capture and clarify the Situation, describe the specific Behaviours, and explain the impact that the person’s behaviour had on you

**Link:**

[The Situation-Behaviour-Impact-Feedback Framework](https://medium.com/pm101/the-situation-behavior-impact-feedback-framework-e20ce52c9357)

### Non-violent communication

A practice that helps us learn to clarify what we are observing, what emotions we are feeling, what values we want to live by, and what we want to ask of ourselves and others, so we no longer need to use the language of blame, judgment, or domination.

**Links:**

[On nonviolent communication](https://medium.com/%40eriktorenberg_/on-nonviolent-communication-33ca8c7ebfcb)

[The heart of nonviolent communication](https://www.cnvc.org/training/resource/book-chapter-1)

[Feelings inventory from the Centre for nonviolent](https://www.cnvc.org/training/resource/feelings-inventory) [communication](https://www.cnvc.org/training/resource/feelings-inventory)

[Needs inventory from the Centre for nonviolent communication](https://www.cnvc.org/training/resource/needs-inventory)

### How to best support me

A tool that helps team members articulate and share their stressors, their behaviour when stressed and what both they themselves and others can do to help.

**Link:**

[Stress and support tool](http://helensandersonassociates.co.uk/wellbeing-mental-health-workplace-reactive-pro-active/)

What I need from you

An exercise to identify essential needs across functions/teams and accept or reject support requests.

**Link:**

[What I need from you exercise](https://www.liberatingstructures.com/24-what-i-need-from-you-winfy/)

## Peer coaching

### Intervision

A small group exercise that allows people to get input from their

peers on issues and problems.

**Links:**

[Intervision: one page explainer](https://www.movelearning.com/images/Linkedpdf/Toolkit/B4GBintervisionv2014.pdf)

[Wise crowds (another name for intervision): how to explainer](https://www.liberatingstructures.com/13-wise-crowds/) [Troika consulting: intervision in groups of three](https://www.liberatingstructures.com/8-troika-consulting/)

### Agreed peer coaching system

A group designed learning and development system where two or more colleagues work together to reflect on current practices; expand, refine, and build new skills; share ideas; teach one another; or solve problems in the workplace.

**Links:**

[Peer coaching: benefits and tips for set-up](https://www.aihr.com/blog/peer-coaching/)

[Example of an agreed peer coaching system from](http://openteams.co.uk/wp-content/uploads/2018/08/NM-Coaching-System-template-example-for-Openteams.pdf) [Neighbourhood Midwives in the UK](http://openteams.co.uk/wp-content/uploads/2018/08/NM-Coaching-System-template-example-for-Openteams.pdf)

For further information and support in creating an enabling work environment see [www.purposeatwork.com.au](http://www.purposeatwork.com.au/) or nds.org.au