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Re-ignite your Team

Exploring tools and techniques to engage and motivate experienced BAs who've run out of steam

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Aims & Objectives

This session looks at the **challenges** faced by organisations to play it right when it comes to creating an energised, productive working environment and professional BA community.

We explore ways of breaking down barriers and **lifting the motivation** and **engagement** of the team, taking them to a place where individual team members feel **inspired** to thrive and excel at work, rather than 'just turn up' to deliver the minimum viable service.

Today's challenges with team motivation and engagement



- VUCA environment
- Hybrid working patterns
- Unmanaged workloads
- Toxic organisational cultures
- Limited progression opportunities



Our Team Motivation Challenges

Wesleyan Assurance Society



Team motivation challenges at Wesleyan

- 100% office-based (one main site) – distrust of WFH
- Desktop computers for many
- 9-5 culture
- All meetings in meeting rooms – no conference calls
 - Meeting room challenges
- Tracking people down in the office

Team motivation challenges at Wesleyan

- 100% home-based
- New laptops arrived after ~ 1 month
- Adapt to new technology options
- Loss of face-to-face contact
- Challenge to maintain “sense of team” among BAs
- Remote onboarding
- Opportunity for people to ‘coast’

Team motivation challenges at Wesleyan

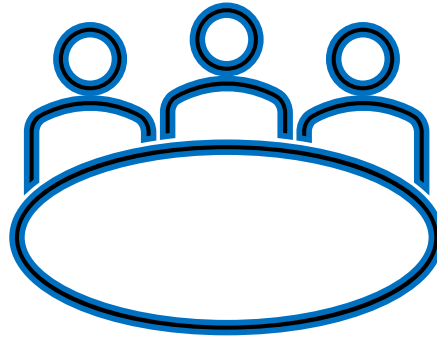
- MS Teams for everything (including hybrid office meetings)
- Reluctance to visit the office (Default = WFH)
- Lack of engagement in some meetings
- Some feeling isolated
- Quarterly F2F BA gatherings

Do any of these challenges resonate with you?



Group Discussion

What are your **top 3 challenges** when it comes to team motivation and how do they **impact BA service delivery**?





**How can
managers
re-ignite their
teams?**



How we met the motivation challenges

Wesleyan Group



How we met the motivation challenges



- Online social events (during the working day)
 - Quizzes
 - Activities
- Fortnightly informal chat (30 mins)
- BA Day in the Office
- Online coffee chats (1:1)
- Setting development objectives to support the BA Practice
- More broadly – Psychological Safety training for leadership team



How we met the motivation challenges



- Camera-on culture
- Quarterly F2F sessions – but harder to sustain progress in between
 - Making people accountable for session content
- Forming mini-teams to tackle specific initiatives
- Informal Buzz – popular with some
- Using interactive tools – Menti, Figma
- Informal buddies for developing BAs





Re-igniting your team

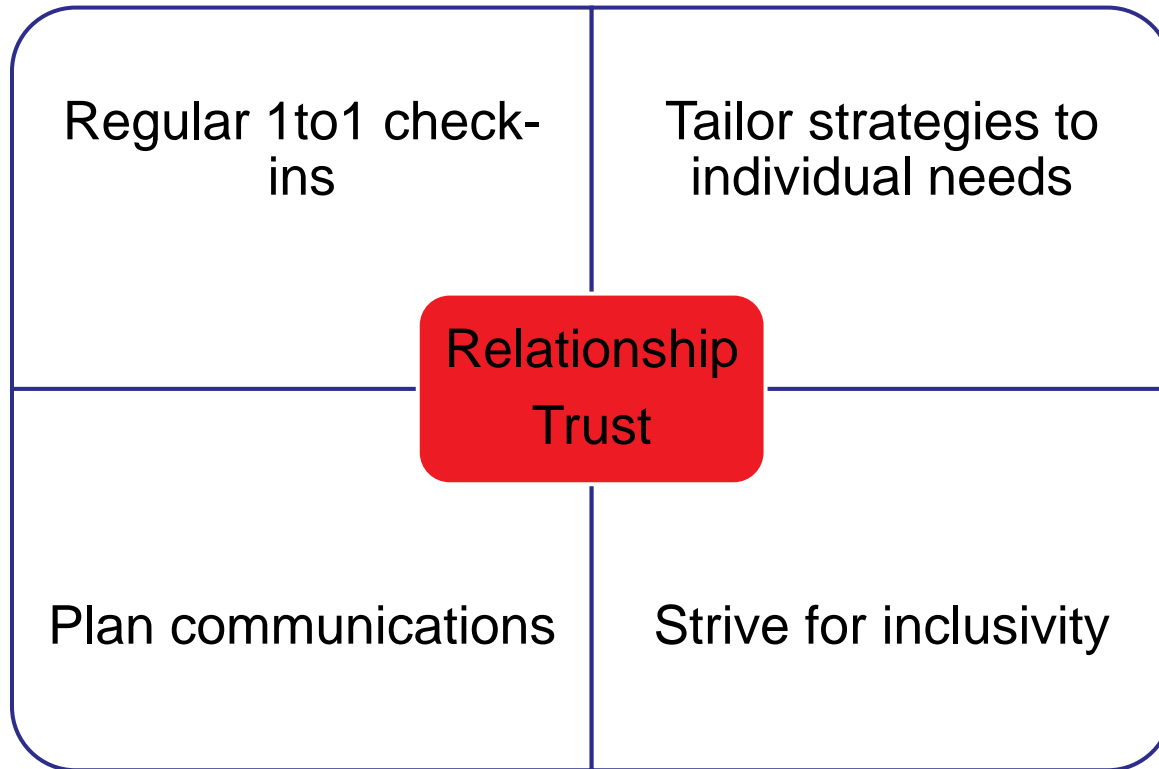
**Trust, psychological safety,
and the Progress Principle**



Motivation begins with TRUST

- Compared with people at low-trust companies, people at high-trust companies report: 74% less stress, 106% more energy at work, 50% higher productivity, 13% fewer sick days, **76% more engagement**, 29% more satisfaction with their lives, 40% less burnout. (*Harvard Business Review*)
- Trusting employees are **260% more motivated to work**, have 41% lower rates of absenteeism, and are 50% less likely to look for another job. (*MIT Sloan*)
- High-trust organisations deliver **3x the total return to shareholders** than those with low trust. (*Stephen Covey, The Speed of Trust*)

Tips for building trust in a hybrid team



CIPD (24 Aug 2023) *“Hybrid Working: Guidance for people professionals”*

Psychological safety



Team psychological safety is a shared belief held by members of a team that it's OK to take risks, to express their ideas and concerns, to speak up with questions, and to admit mistakes — all without fear of negative consequences.

"It's felt permission for candor"
Amy Edmondson

Why is psychological safety important?

1. Team members feel more **engaged** and **motivated**, because they feel their contributions matter and they're able to speak up without fear of retribution.
2. Enables better **decision-making** as a more diverse range of perspectives can be considered when people are free to voice concerns.
3. Fosters a **culture of learning**, as team members are comfortable to admit mistakes and learn from them.

2 things to remember

1. Creating a psychologically safe environment is not about being 'nice'.
2. You don't always feel comfortable in a psychologically safe environment.



Tips for creating a psychologically safe workplace climate

- Make it clear why employees' voices matter
- Admit your own fallibility
- Actively invite input
- Respond productively
- Replace blame with curiosity: 'what did you learn?'

The Progress Principle

When people consistently take steps forward – even small steps – on **meaningful** work projects, they are more creative, productive, engaged and motivated, and they have better relationships. This, in turn, has a positive influence on their work performance.

Amabile, Teresa and Kramer, Steven (2011) “The Progress Principle: Using Small Wins to Ignite Joy, Engagement, and Creativity at Work”

The Model



PROGRESS PRINCIPLE

Events signifying PROGRESS

- Small wins
- Breakthroughs
- Forward movement
- Goal completion

NOURISHERS

Behaviours supporting the PERSON

- Respect
- Encouragement
- Emotional support
- Affiliation

CATALYSTS

Actions supporting the WORK

- Clear goals
- Allowing autonomy
- Providing resources
- Providing sufficient time
- Helping with the work
- Learning from problems & successes
- Allowing ideas to flow

*Emotions
Perceptions
Motivations*

INHIBITORS

TOXINS

Positive
Inner
Work Life

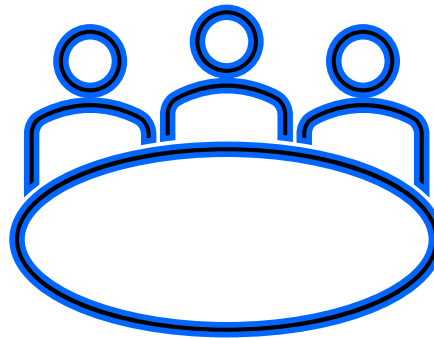


Group Discussion

Discuss in your groups how you might use the Progress Principle with your teams to re-ignite their motivation.

Consider:

- What are the main Inhibitors and Toxins that are preventing progress in meaningful work?
- What Catalysts (actions) and Nourishers (behaviours) could you use as a manager to overcome these blocks?



To summarise

In this session, we have:

- Investigated today's challenges with team motivation
- Shared Wesleyan's experiences of re-igniting the BA team
- Learned how trust and a climate of psychological safety are essential foundations
- Explored the Progress Principle as a practical management tool for re-igniting motivation at work

Further reading and resources

- Covey, Stephen M.R. (2006) *"The Speed of Trust"*, Simon & Schuster
- Amabile, Teresa and Kramer, Steven (2011) *"The Progress Principle"*, Harvard Business School Press
- Edmondson, Amy (2018) *"The Fearless Organization"*, Wiley
- Zak, Paul J, (2017) *"The Neuroscience of Trust"*, Harvard Business Review, available at <https://hbr.org/2017/01/the-neuroscience-of-trust> (accessed Nov 2024)
- Reicheld, Ashley and Dunlop, Amelia (2023) *"How to Build A High Trust Workplace"*, MIT Sloan Management Review, (accessed Nov 2024)
- CIPD (24 August 2023) *"Hybrid Working: Guidance for people professionals"*, available at <https://www.cipd.org/en/knowledge/guides/planning-hybrid-working/> (accessed Nov 2024)
- **BAMF "Re-ignite Your Team" Whitepaper**



Keep in contact

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