Interim work
Scan your environment

Scan your style and the styles within your team

Working styles, read the chapter on Working Styles
https://juliehay.org/wp-content/uploads/2020/01/wow_chapter_6_web.pdf

Reference values

a) Private versus Public Self
There are two representations of self that we can use as our reference:

Private Self - our internal thoughts, feelings and attitudes. Using the private self as our reference leads to behaviour that matches our internal standards and values. People with a strong private self tend to examine and consider own ideas, thoughts and feelings and have a sense of their own self-worth.
- ⭐ *I am constantly examining my motives*
- ⭐ *I am aware of the way my mind works when I work on a problem*

Public Self - how we choose others to see us, public image. Using the public self as our reference leads to behaviour aimed at presenting ourselves in a positive light to others. People with a strong sense of their public self tend to worry about their appearance and behavioural style.
- ⭐ *I am self-conscious about the way I look*
- ⭐ *I am concerned about the way I present myself*

b) Ideal and Ought Self as reference
People often evaluate themselves against internal "ideal" and "ought" standards. The outcome of these comparisons is motivational, leading to behaviour which is either "approach" or "avoid".

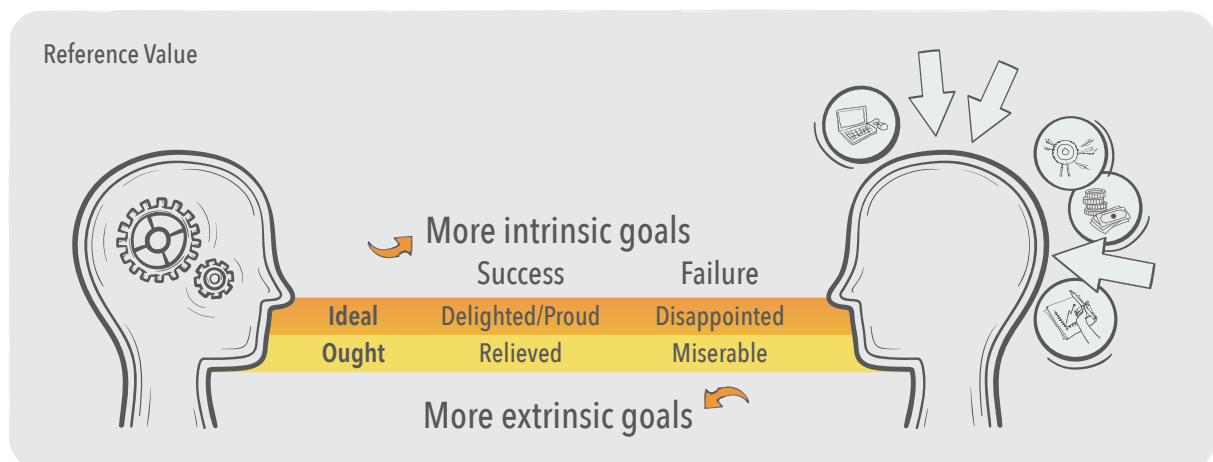***Ideal Self*** - represents hopes, wishes and aspirations.
- ⭐ *Ideally, I dream of a clean desk with nothing on it. That's what I strive for. (ideal - approach)*

Ought Self - represents our beliefs in terms of our duties, obligations, and responsibilities.
- ⭐ *What I ought to have is a desk on which are only the papers that I am currently working. An untidy desk won't reflect good on me. (ought - avoid)*

I can compare my actual desk against either an ideal or an ought version of my desk. A discrepancy between the two might cause me to have a negative emotional reaction and motivation to change this.

Reference Value

More intrinsic goals

	Success	Failure
Ideal	Delighted/Proud	Disappointed
Ought	Relieved	Miserable

More extrinsic goals

Intrinsic motivation and Extrinsic motivation
We are intrinsically motivated to do some tasks while other tasks are extrinsically motivated.
- ⭐ For instance, we might be intrinsically motivated to do our job because the work itself is fun to do, it has an important purpose and the work will help me reach my personal goals (all intrinsic motivation).
- ⭐ Alternatively we might be extrinsically motivated because without this job I would be worried I couldn't reach my financial objectives or I continue to do my job because I wouldn't want to disappoint myself or people I care about (extrinsic motivation).
from https://app.vegafactor.com/take_the_survey

Style of communication and negative feedback
(as in day 1 workshop on exercises around culture)
⭐ *Direct negative feedback versus indirect negative feedback*
⭐ *Explicit/Low-context communication versus Implicit/High-context communication*

Individual needs of your team members in terms of feedback style. It is always a good idea to check your assumptions with the person.

My style	Each team member's style

Interim work 2: Journaling

1. Practise daily giving positive recognition: Good job, Well done, I appreciate…., thanking your for being on time, thanks for joining this meeting, great to see you again, ….

2. Practise daily giving feedback on tasks in the moment, either positive/reinforcing behaviour or constructive feedback.

3. Ask daily feedback from others

Date	**Giving positive recognition – appreciation** What was the impact?	**Giving positive/constructive feedback** in the moment – What was the impact?	**Asking for feedback** What was the impact?

Interim work 3: Psychological Safety – a survey

From her book "The fearless Organization" Amy Edmondson, 2019, suggests a Survey Measure for Psychological Safety within a team or unit.

You can take this survey by yourself from the perspective as a team member of your team.

Ask yourself how strongly you (dis)agree with these statements:

	Strongly disagree	Disagree	Neither agree / disagree	Agree	Strongly agree
1. If you make a mistake in this team, it is often held against you.					
2. People on this team sometimes reject others for being different.					
3. It is difficult to ask other members of this team for help.					
4. Members of this team are able to bring up problems and tough issues.					
5. It is safe to take a risk in this team.					
6. No one on this team would deliberately act in a way that undermines my efforts.					
7. Working with members of this team, my unique skills and talents are valued and utilized.					

Amy Edmondson[ii] Harvard University

The above survey was taken from http://teamdevelopment-training.co.uk/psychologicalsafety/

If you strongly disagree with the first three and strongly agree with the last four statements, your team has a high level of psychological safety.

After taking the survey discuss psychological safety in your team with your sparring partner.

How to create psychological safety?

4 Steps to Boost Psychological Safety at Your Workplace

In this HBR article you find some tips on what you can do to create a psychological safe environment for your team.

https://hbr.org/2021/06/4-steps-to-boost-psychological-safety-at-your-workplace

How to Foster Psychological Safety in Virtual Meetings?

https://hbr.org/2020/08/how-to-foster-psychological-safety-in-virtual-meetings?ab=at_art_art_1x1