

Jemstone Tidbits



DO YOU KNOW YOUR COACHING ACRONYMS?

Here are some recently identified:

GROW
ACHIEVE
LASER
POSITIVE
ABCDE
SPACE

Any more to add to the list?

STRAIGHT FROM THE HORSE'S MOUTH

Do you want to offer your managers a different management development experience? For instance the opportunity to learn about achieving behaviour change by working with horses? Contact us for more details on opportunities to learn with equines. 020 8293 0017



Happy workers are more productive

Psychologists have long struggled to support their humanist belief that happy workers offer more value with any evidence. A recent review of research in this area suggests we can now confidently assert that looking after your employees makes good business sense.

Recent meta-analysis of research in this area suggests:

- ❖ There is a positive relationship between worker satisfaction and production
- ❖ This correlates with higher customer loyalty, lower staff turnover, and higher revenue or sales.
- ❖ This also shows in behaviour such as being more co-operative, helpful, punctual, time-efficient, and taking fewer absences

So how to achieve this marvellous state of affairs? The answers lie with the growing understanding of positive psychology, from which we know:

- ❖ Leaders' positive emotion predicts the performance of the entire group
- ❖ High performing teams have a ratio of positive to negative interactions of greater than 3:1 and less than 10:1
- ❖ Positive mood, humour and appreciation affect team climate and productivity
- ❖ Excellence is based on maximising the use of strengths, not remedying deficits

So the message for leaders is:

- ☉ Be positive and upbeat, encourage the same mood amongst your employees
- ☉ Adapt and grow jobs around people, don't modify people to fit jobs
- ☉ Make sure your people feel good at work

For more info see Page and Boyle (2005) Putting positive psychology to work. SDR Vol 21, No 5

Want to know the biggest secret of successful group work?

It has been convincingly and consistently demonstrated that co-operative groups out-perform individuals working competitively or independently. However many group factors (status differentials, tension and stress, social loafing) can act to render a group as ineffective as a bunch of individuals. So how can you ensure your group works well as a group?

Make sure they believe their goals are positively linked, so that the progress of one is the progress of all, then you'll find:

- ☉ They want each other to be effective, and will invest in each other
- ☉ They want to collaborate, and will be generous with each other
- ☉ They want others to succeed, and will be supportive when things are hard
- ☉ They experience the success of others and will celebrate for each other
- ☉ They will experience many rewarding moments, and will want to stay engaged

Jemstone can help with team performance and team development challenges: contact us on 020 8293 0017 or sarahlewis@jemstoneconsultancy.co.uk

How to get into a state of 'Flow'

The idea that there is a particular mental state of engagement that is pleasurable, self-reinforcing and good for our mental well-being has been given credence by the work of psychologists, and is labelled 'flow'.

What is flow?

Research suggests that flow is a positive experiential state that our nervous system has evolved to appreciate, and that we seek to repeat. It appears to be universal. People in the state of flow:

- ❖ have a sense of concentration, and lose self-consciousness
- ❖ are focussed on the task in hand and other concerns temporarily recede
- ❖ experience a sense of control
- ❖ find that the self-critical ego disappears in flow and feel better for it
- ❖ experience a feeling of transcendence
- ❖ experience a distortion of time, usually time passing faster
- ❖ find that the goal of the activity is simply to do it

Being in a state of flow is a positive and pleasurable experience. Reading this, you may or may not recognise it. It seems that there are stable differences in individuals' abilities to experience flow, which correlate positively with their sense of hopefulness. So how might one achieve this state? Some activities are structured in such a way that they are likely to induce flow, and some people can induce the feeling whatever the circumstances.

Factors for flow

Some factors have been correlated with likely flow experience

- ❖ clear goals so you know moment by moment what needs to be done
- ❖ immediate feedback, so you know from moment to moment how you are doing
- ❖ a feeling that what you can do and what can be done are in balance, a balance between challenge and skill

Sports, games, music and rituals provide all these things. And the trait that correlates highest with flow is perseverance.

How can you help your people experience flow? Help them to transform their job into a flow experience. Help them learn to: set clear goals, read feedback, balance challenges and skills even when working at a routine job.

From Csikszentmihalyi M (2000) The contribution of flow to positive psychology. in Gillham (ed) The science of optimism and hope

In how many ways is your workforce deviant?

Deviant Behaviour - voluntary acts that threaten the welfare of the organisation and members: damaging work output, abusing/stealing property, badmouthing, aggression

Antisocial Behaviour - intends to bring harm to organisation or members: aggression, discrimination, interpersonal violence, harassment, lying, revenge, whistle-blowing

Counterproductive Behaviour - Contrary to the organisation's legitimate interests: theft, misuse of information, unsafe behaviour, poor attendance, poor quality work

Dysfunctional Behaviour - Acts with negative consequences for individual or organisation: alcohol and drug use, revenge, terrorism, assault, absence

Organisational Misbehaviour - deliberate acts that violate organisational or societal norms: time-wasting, crime.

From Kidwell and Lee (eds) (2005) Managing Organizational Deviance.

FEEL THE HEAT!

This fantastic limited edition print that evokes a child's perfect sea-side summer day is available at the special Jemstone discount price of £250 (unframed). Gallery price approx. £350. Contact Stewart Smith 07792 201154 to view or for any further information



JEMSTONE CONSULTANCY

Managing Director
Sarah Lewis

Phone
020 8293 0017

Fax
020 8293 4530

Email
sarahlewis@jemstoneconsultancy.co.uk

Website
jemstoneconsultancy.co.uk

Address
8 Bellot Gardens
Greenwich
London

To subscribe to this free newsletter, visit the website and press the 'subscribe to newsletter' button or email me requesting 'Add JT'