Stimulation and Support

Creating an enabling work environment
workshop resources

November 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

Topic	Practice	Description	Links
Stimulation	-	To incite activity or to cause somebody to be interested in doing something	The science of improving motivation at work Motivating remote employees Video explaining Total Motivation: Play, Purpose and Potential Go beyond psychological safety: psychological enrichment
Support	-	When employees feel their organisation and co-workers care about their wellbeing and are ready to offer help when needed	What is the effect of perceived organisational support? Research paper on the key influencers and outcomes of Perceived Organisational Support Introduction to the concept of transformational leadership Create a 'giver culture' where employees are encouraged to seek and provide help
	Bring purpose into practice	Use the organisational purpose to determine how the organisation operates, decisions are made and everyday tasks are executed.	Lost in Control video Control-based vs Purpose-based approach Lost in Control: book on the need to refocus on purpose in practice Video with Frederic Laloux: Purpose as the guiding star Purpose in Practice program Purpose-to-Practice exercise A simple practice to check if a meeting has met its purpose
	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	Hiring adults? How about treating them as adults too? The Adult-Adult mindset: the missing piece in new ways of working 5 signs you've fallen into the trap of parent-child leadership Five ways to start treating adults as adults
	Team coaching	A discipline of coaching where the aim is to facilitate and challenge a team to	Article on what team coaching is and what a team coach does Book: Coaching the Team at Work

		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	
	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.	Study finds employees want more frequent and real-time performance feedback How to avoid the problems of conventional performance management: a video by Easier Inc From performance review to check-ins: The Adobe way including Toolkit, Tips and FAQ Resources for exploring confirmation practices
	Recognise where you are as a leader	Methods for reflecting on your mindset and what is important to you as a leader	Video: Locating Yourself – A key to conscious leadership Video: What hurts your integrity? Video: Using the Prosocial individual matrix, COVID-19 example Prosocial Individual Matrix Tool
	Recognise achievement and contribution	Ideas for acknowledging people and their accomplishment that stimulate their performance	Survey finding into most valued recognition and rewards How to recognise and reward when you can't give a raise
	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	The why of retrospective reviews 2-pager on the why, what and how of retrospectives 4Ls Retrospective instructions 4+1 questions retrospective 5 retrospective ideas including stop-start-continue Multiple retrospective formats
Joint problem solving	5 why's	A structured exercise aimed at finding the root cause of a problem as a team	Finding the root cause of a problem

Joint problem solving	Abstraction laddering	A tool for framing problems more clearly by going beyond the initial problem statement	Abstraction laddering explainer
Joint problem solving	Discover Action Dialogue	A structured team exercise to discover, invent, and unleash local solutions to chronic problems	Discover Action Dialogue explanation
Joint problem solving	15% solutions	An exercise that helps groups focus on what is in their discretion instead of what they cannot change	15% solutions explainer
Joint problem solving	Inversion	An exercise to see a problem from a different perspective by imagining worst-case scenarios	Inversion explainer Background and uses for inversion TRIZ: a type of inversion to improve what we already do
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	Nominal Group Technique explainer
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	The advice process for distributed decision making Short overview of principles and practice of the advice process
Joint decision-making	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,	Sociocracy method Integrative decision-making method Generative decision-making method

		they are good enough for now and safe enough to try until the next review.	
Joint decision-making	Decision Proposal Template	Template to craft a clear proposal including the relevant background, facts, assumptions, constraints, and potential risks that led to it.	[Decision proposal template kindly shared by The Ready](#)
	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	[Job crafting comprehensive explainer including examples and exercises](#)
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	[Short video on giving 'brain-friendly' feedback](#) [Two-pager on 'brain-friendly' feedback](#)
Agree feedback method	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	[Short video explaining the DESC method](#) [Using DESC to make difficult conversations more effective](#)
Agree feedback method	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	[The Situation-Behaviour-Impact-Feedback Framework](#)

Agree feedback method	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	On nonviolent communication The heart of nonviolent communication Feelings inventory from the Centre for nonviolent communication Needs inventory from the Centre for nonviolent communication
	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	Stress and support tool
	What I need from you	An exercise to identify essential needs across functions/teams and accept or reject support requests	What I need from you exercise
Peer coaching	Intervision	A small group exercise that allows people to get input from their peers on issues and problems	Intervision: one page explainer Wise crowds (another name for intervision): how to explainer Troika consulting: intervision in groups of three
Peer coaching	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.	Peer coaching: benefits and tips for set-up Example of an agreed peer coaching system from Neighbourhood Midwives in the UK

For further information and support in creating an enabling work environment see www.purposeatwork.com.au