



THE BAOBAB CENTRE

Nourishing Individuals for a Flourishing Workplace

Newsletter

Spring 2006

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Dear Colleague,

As we approach the spring with its symbolism of new beginnings and fresh starts, the Baobab Centre is happy to announce the introduction of two new services which will come on stream in the summer of this year.

We are very pleased to announce an expansion to two of our existing services. One is a support service for managers dealing with human resource issues. The other is an extension to our mediation service and a new approach to conflict resolution. These two specialist services are increasing through the expansion of our team and greater accessibility of some of our associates.

Janet Coles will be providing our human resource support. Janet has over fifteen years' senior management experience. Her experience is in the field of HR, training and general management and she has worked in a wide range of businesses, including the retail and voluntary sectors. Janet is an experienced trainer and facilitator who has provided management development and team management training across a range of skills areas, including change management, leadership and motivation skills, communication skills, assertiveness, performance management, effective appraisals and handling difficult issues.

Nic Neath will be part of the mediation and conflict resolution support. Nic has 12 years workshop facilitation and training experience. She comes with a background in retail management, business and community project administration and voluntary sector training. Nic's primary interest in training has been in communication, time management, team building and non violent direct action.

We continue to offer open workshops in York. This year's workshops are:

Assertiveness Training	Tuesday	11 th April
Emotional Intelligence Part 3	Wednesday	24 th May
Stress Management	Friday	16 th June
Dealing with conflict	Wednesday	13 th September
Emotional Intelligence Part 1	Tuesday	17 th October
Motivational Gifts Part 1	Thursday	2 nd November

Our workshops on Motivational Gifts have been particularly popular. For those of you who cannot wait until November we enclose an article in this newsletter for your interest.

For details of any or our workshops or more information on our workshops please:

e-mail us on: office@baobabcentre.com
or telephone us on: 07913 826399

Please be assured of our continued support.

Yours sincerely,

Manar Matusiak

Human Resource support being launched in July

Human resource support for voluntary organisations and charities, small and medium businesses

Do you need any of the human resource services listed below, but are not yet in a position to hire a full-time Human Resource Manager?

- Line management issues.
- Team facilitation.
- Developing management skills.
- Absence management.
- Performance management.
- Advice on disciplinary procedures and processes.
- Advice on grievance issues and processes.
- Policy checking, drafting and updating.
- Recruitment, selection and retention.
- One to one support.

We will come and talk to you and offer you our experience and we will tailor-make support for your needs. If you would like to know more about costs and details please contact us.

Mediation and conflict resolution support

Our mediation and conflict management support involves creating an environment in which people can explore their situation, what motivates them and what it is about a particular state of affairs that is causing difficulty. We create a place where they can gain a greater appreciation of what that is like for others.

Our process fosters recognition and a valuing of the differing views and experiences in a situation. This helps to focus on the key issues. It enables people to discover how they impact others and try out new ways of communicating with each other.

We will look at how an organisation may want to represent itself through its people and where this may conflict with an individual's approach to communicating, appearing and behaving. This review creates the foundations for better working relationships through awareness and understanding.

Conflict resolution is effective where employees are in conflict with other staff, clients, consumers or the organisation. The process we offer helps an individual to recognise the points at which they differ from what is expected by the organisation and encourages dialogue in negotiating change.

We use a variety of approaches and techniques which will be adapted to your particular organisational needs. We will also supply a report highlighting those issues relating to organisational culture, management practices, policies and systems. If you would like to know more please contact us.

Motivations

It's not what you do, it's the 'why' that you do it which reveals who you truly are! Each person is born with a gift, a basic perspective on life and a number of aptitudes and abilities that are innate to them. Developing these is to do that which comes naturally. These are the why we do what we do, the motivation for how we are.

Motivational gift teaching identifies seven such gifts and takes the view that every person has one of these gifts as their starting point which remains through life and is integral to who we are, what we do and how we respond to people, situations and circumstances.

Though we may develop some characteristics of other motivational gifts, the original gift remains the predominant trait of our own life and personality. Identifying the seven distinct motivations, recognising, appreciating and understanding each one as a gift provides tremendous insight for individuals, relationships in general; in the home, workplace and community.

Many will be familiar with other models of personality profiling such as Myers Briggs, Sema or Enneagram. A fundamental difference of the motivational gift approach is that it recognises giftedness rather than compulsion as the root of personality. Allied to this aspect of gifting is an ability to relate and respond better to the

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challenges and opportunities that life and work presents. It can shed considerable light on a person's identity, values, influences and relationships.

Imagine a pile of three boxes, placed one on top of the other. The top box is the most visible and we may be tempted to see it as the measure of the whole pile, or even, since it's on the top, as being the most important. In fact it's not! It's actually expressed aspects of a person's life or - the tools we use to do what we do. Removing those tools, we're able to see more clearly the second box which is entitled 'Jobs' – what I do. Here people derive notions of identity as well as esteem and recognition from what they do. This second area concerns roles; be it at home, in the workplace or in society at large. Of course, we occupy different roles and where identity is bound up purely in these roles, then when they contrast or conflict with one another confusion can rein as to who we truly are. This issue is increased by the huge divide that often exists between the worlds of work and leisure, our private and public life. The third box, previously hidden, is now seen for what it is 'Motivational Gifts' – who I am. This, far from being insignificant, is

foundational for it reveals our true self – who we are. Beyond the tools that we use to do things, beyond what we do and the roles we fulfil, lies the true self. Motivational gifts, who I am, is the foundation to our life! It is always there even though it may appear less visible than the other two boxes. A person's job or role in life may change many times but essentially at this deeper foundational level they remain the person they've always been. Life and work may squash, damage or develop character and personality but incontrovertibly that person's motivational gift – who they are – remains the same.

Opening this box of motivational gifts we can identify seven distinct motivations: the Prophetic, Serving, Teaching or Explaining, Exhorting or Encouraging, Giving, Ruling, and Mercy motivations. In discerning and exploring what a person's primary motivation is, the key principle is that it's not what you do but the why that you do it that reveals who you really are. Of course some traits of behaviour have been acquired through deliberate learning and practice systematically as part of our upbringing, education and training but the basic motivations remain the same.

The Prophetic motivation in general terms can be described as being black and white, intense and outspoken, senses what is genuine, needs only a few close friends, self-critical and introspective, idealistic, has to have a dream, thinks about God, wholehearted and sincere, truth matters to them, has strong opinions and convictions, angered by injustice, intolerant or dogmatic, dynamic, determined and compelling, direct or judgemental, radical, restless, hard to ignore, tough and tender.

The Server motivation characteristics are alert and active, practical and

ingenious, meticulous and thrifty, hospitable, finds strong emotions hard to handle, reliable and loyal, content not to lead, available and direct, needs to be helpful, for them love means action, goes the extra mile, gets over involved, should learn to prioritise, applies their energies, likes immediate goals, resents wasted time, gets on with the job, dependable, sees ordinary tasks as crucial, needs appreciation.

The Teaching or Explaining motivation logical and systematic, questioning and thorough, learns with concentration, backs up arguments, legalistic and dogmatic, objective and detached, struggles with practical application, uses words well, factual and accurate, checks the source, has respect for experts, informative and "know it all", (potentially) self-disciplined, struggles with their emotions, insensitive to atmosphere, has wide interests, inquisitive, relies on memory, has few close friends, hates to be hurried.

The Exhorting or Encouraging motivation characteristics are likes to encourage, looks for a response, lovable or enjoyable, needs a sounding board, gregarious and outgoing, talks easily, a realist, experience-based, has great expectations, discerns and challenges, an able counsellor, practical and constructive, decisive and adaptable, works in spurts, hates to see others in pain, smoothes over difficulties, makes allowances, compromises, fascinated by moral dilemmas, a student of human nature.

The Giver motivation generous personality, gives of their best, a secret giver, loves to surprise, committed and involved, available and wholehearted, warm and trusting, given to hospitality, enterprising and creative, a contagious advocate, frugal and thrifty, shrewd and resourceful,

not gullible, creates impossible situations, has extremes of behaviour, spends themselves on others, doesn't let people too close, can't build walls, sensitive and feeling, understands suffering.

The Ruler motivation instinctively organises, independent and critical, likes to know where they stand, understands delegation, takes responsibility seriously, enjoys managing a project, fulfilled by accomplishing, has drive and determination, able to be decisive, a good leader, considerate and fair, values loyalty, capable of initiative, strongly competitive, competent and efficient, does most things well, provokes jealousy or dislike, objective and detached, appears unemotional, needs to be loved.

The Mercy motivation characteristics Tender-hearted, intuitive, understands the language of the heart, focuses on people, needs to define boundaries, picks up other people's feelings, drawn to the hurting, cares about little things, careful not to hurt people's feelings, hesitate and indecisive, at ease among non-threatening company, insincerity makes them uneasy, dislikes confrontation, hates unfairness, dislikes pressure, needs their own space, spontaneous, imaginative and creative, likes things to be perfect, struggles with self-acceptance.

Identifying and seeing how the motivations inform our lives, consciously and unconsciously and how we relate to people with the same and different motivations can considerably help in the development of personal character and team development.

A greater understanding of who we are and how we and others relate can encourage healthier relationships in whatever context. Awareness of innate responses and abilities can lead to greater wellbeing and more effective and

harmonious work places. A clearer understanding as to how people are can facilitate better ways of living and working which is beneficial for all concerned.

Roy Searle is a member of the Baobab Centre team. He is an experienced personal and corporate coach, a consultant working with issues of leadership and organisational change. He writes and lectures on issues of relational ways of living and working.