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CRACKING THE ENGAGEMENT PUZZLE

→ UNDERSTANDING HUMAN MOTIVATION TO ENERGIZE AND INSPIRE YOUR TEAM.



Engagement is emotional,

So what?

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If full engagement at work and feeling pumped and proud of what you are doing is an emotional process:

How does this change how you approach your own work?

How does this change how you approach working with others?

7 Needs: The Assessment

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Rate each question from 1 to 10 — 10 is the most, 1 is the least.
Don't think too much. Answer instinctively.

Safety	
How safe do **you** feel talking about your challenges, stresses, mistakes, problems, and emotions at work?	
How safe do you believe **your team** feels when talking about their challenges, stresses, mistakes, problems, and emotions at work?	
Play	
How creative & playful do **you** feel at work?	
How creative & playful do you believe **your team** feels at work?	
Power	
How powerful do **you** feel at work in your role?	
How powerful do you believe **your team** feel at work?	
Belonging	
How much do **you** feel you really belong in your team and organization, and that you are valued for your specific gifts?	
How much do you believe each member of **your team** feels that they truly belong in your team and organization, and that they are valued for their specific gifts?	

7 Needs: The Assessment

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Self-expression	
How fully can **you** truly express yourself at work?	
How fully do you believe **your team** feels they can express themselves at work?	
Inspiration	
How much do **you** put your intuition and vision into action at work?	
How much does **your team** put their intuitions and visions into action at work?	
Purpose	
How much do **you** feel your work is truly meaningful in the world?	
How much do you believe **your team** feels their work is truly meaningful in the world?	

	For yourself	For your team
Which need is your **most fulfilled?**		
Which need is your **least fulfilled?**		
Which need, if improved, would create the **biggest energy and experience shift?**		
Based on this, which need is your top priority?		

Safety: Your takeaways and experiment ideas

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For this workplace **need**, what is your main Takeaway?

What experiments will you do for **more safety for yourself?**

What experiments will you do for **more safety for your team?**

Play: Your takeaways and experiment ideas

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For this workplace **Need**, what is your main Takeaway?

What experiments will you do for **more play for yourself?**

What experiments will you do for **more play for your team?**

Power: Your takeaways and experiment ideas

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For this workplace **need**, what is your main Takeaway?

What experiments will you do for **more power for yourself?**

What experiments will you do for **more power for your team?**

Belonging: Your takeaways and experiment ideas

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For this workplace **need**, what is your main Takeaway?

What experiments will you do for **more belonging for yourself?**

What experiments will you do for **more belonging for your team?**

Self-expression: Your takeaways and experiment ideas

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For this workplace **need**, what is your main Takeaway?

What experiments will you do for **more self-expression for yourself?**

What experiments will you do for **more self-expression for your team?**

Inspiration: Your takeaways and experiment ideas

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For this workplace **need**, what is your main Takeaway?

What experiments will you do for **more inspiration for yourself?**

What experiments will you do for **more inspiration for your team?**

Purpose: Your takeaways and experiment ideas

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For this workplace **need**, what is your main Takeaway?

What experiments will you do for **more purpose for yourself?**

What experiments will you do for **more purpose for your team?**

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Belonging — Timed Round

Purpose: Ensures equal communication time in meetings, fostering safety and trust.

How to run Timed Rounds:

- **Choose Meeting:** Decide on a meeting to try this.
- **Select Topic:** Pick a topic or question for the timed round.
- **Set Timer:** Use a timer (e.g., cell phone) for 30 seconds to 2 minutes per person.
- **Introduce Round:**
  - Explain: "We'll use a timed round. Each person has 1 minute to share their thoughts. I'll raise my hand when time's up, and you can finish your thought. We'll go around the circle. You can pass if you prefer not to speak. Give full attention to the speaker. Speak authentically."
  - Optional: Give a few minutes for everyone to gather their thoughts before starting.
- **Use Timer:** Ensure everyone gets their full time. Use a light-hearted signal (e.g., bell) when time is up.
- **Enforce Time:** Be vigilant and firm about sticking to the time limit.
- **Feedback:** After the meeting, ask for feedback on the process.

Play — How Are You Arriving

Purpose: Creates safety by acknowledging emotions, fostering connection, and improving meeting focus.

How to do the "How Are You Arriving?" exercise:

- **Choose Meeting:** Decide on a meeting to try this.
- **Introduce Task:**
  - Explain: "We're doing an emotional check-in. Each person shares their current emotion or energy. It can be a word, phrase, or number. You can always pass."
  - Ask for full attention.
- **Model Sharing:**
  - Go first: Share your current emotion honestly (e.g., nervous, rushed, worried, excited).
- **Round-Robin Sharing:**
  - Ask each person, "How are you arriving?"
  - Accept simple responses or passes.
- **Acknowledge:**
  - Respond with "Thank you" or "Thank you for being here."
  - No need for follow-up questions. If deeper discussion is needed, address it after the meeting.
- **Feedback: Observe and note the impact on the meeting.**

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Safety

Cheers for Fears

Purpose: This activity helps us feel safer at work by talking openly about our fears and anxieties. We all have them, but we rarely share them—and that can create stress and affect how we act. By bringing these fears into the open, we build trust, support each other, and realize we're not alone. It's a small step that can make a big difference in helping everyone feel more connected and understood.

How to do Cheers for Fears:

- Do this inside a team meeting or set up a meeting specifically for this.
- **Explain the exercise.** Something like:
  "Sometimes we hold back at work because we're feeling nervous or unsure. That's totally normal—it just means we care. But fear tends to grow when we keep it to ourselves. So today, we're going to name those fears out loud. Not to fix them, but to take away their power and support each other. Everyone will share one or two sentences about something they're anxious or worried about at work. No deep dives, no questions. Just sharing and listening."
- **Set the Ground Rules.** No fixing, no advice. Everyone has the right to pass.
  We respond only with:
  - "Nice one!"
  - "Thank you, I get that."
  - "Oh, me too!"

  We cheer the courage, not the fear.
- **Lead by Example**
  - The person running the activity goes first. Share a real work fear. Keep it short and honest. Ask the group to cheer and clap after.
- **Give Thinking Time**
  - Pause for a minute so people can reflect on what they might share.
- **Start Sharing**
  - One by one (or popcorn style), invite people to share. Keep it light and respectful. Clap and cheer each one.
- **Wrap Up**
  - After everyone's had a turn, ask: "What felt different after doing that?"
  - Let people reflect if they want to.

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Play The Stake-holder Game

Purpose: Enhances creativity and problem-solving by incorporating diverse perspectives.

How to do The Stake-holder Game:

- **Choose Meeting:** Pick a discussion where outcomes are undecided (e.g., decision-making, planning, ideation).
- **Introduce Exercise:**
  - Explain: "We're playing the Stakeholder Game. We need volunteers to play roles of stakeholders not on our team. Think and speak as they would. Any volunteers?"
  - If no volunteers, assign roles to those with the least stake in the outcome.
- **Identify Stakeholders:**
  - Ask: "Which stakeholders not here are affected by our decision?"
  - Examples: Customer (good or difficult), marketing team, executive, etc.
- **Assign Roles:** Have the group choose and assign the roles.
- **Conduct Discussion:**
  - Proceed normally with assigned roles acting as the stakeholders.
  - Encourage participants to think and speak as their assigned roles would.
- **Reflect:** Discuss how the inclusion of "outside" stakeholders affected the discussion.

Play The Hero Game

Purpose: This tool addresses the need for creativity and play while also helps solve problems.

How to do The Hero Game:

- **Choose Meeting:** Select a discussion with undecided outcomes (decision-making, planning, problem-solving).
- **Explain the Problem:** Have someone fully outline the problem or challenge.
- **Introduce Exercise:** Say: "Let's play the Hero Game. We'll examine this situation from the perspective of our heroes to spark creativity."
- **Choose Heroes:**
  - Each person picks a personal hero (real, historical, fictional).
  - Optionally, ask: "What about this hero appeals to you?"
- **Think & Write:**
  - Give time to think and write what their hero would do, think, and say in this situation.
  - Encourage practical or zany answers.
- **Share and Capture:** Go around the room, sharing how their hero views the situation and what they'd do & capture all ideas.
- **Discuss Implementation:**
  - Discuss how to apply these ideas to your real-world situation.
  - Avoid judging or dismissing any idea initially.
- **Select Solutions:**
  - Transition to sorting and choosing the best ideas until good solutions emerge.
  - Reflect: Discuss how the hero perspectives affected your discussion.

Tools & Exercises:

Play — Yes, And... Brainstorming

Purpose: Enhances creativity, play, and belonging. Encourages building on ideas for problem-solving.

How to do Yes, and…brainstorming:

- **Introduce Exercise:**
  - Explain: "We're going to brainstorm using the 'Yes, and…' game to find solutions."
  - One person shares a challenge they need a solution for.
- **Set Up the Game:** Say: "Anyone can start with a suggestion. The next person must say 'Yes, and…' to build on the previous idea, not introduce a new one."
- **Example:**
  - Person 1: "You could start meetings with a 'How are you arriving?' exercise."
  - Person 2: "Yes, and you could let people answer with an emotional word or a 1-10 rating."
  - Person 3: "Yes, and they could share separate ratings for personal and professional feelings."
- **Continue:** Keep going until there's a long silence & check with the person who shared the challenge or the group about useful ideas.
- **Encourage Creativity:** Remind the group: "Even wild suggestions can have useful kernels for valid solutions."
- **Reflect:** Discuss the ideas generated and how they can be applied.

Power — Cage of Rage

Purpose: Diffuses anger, reveals conflicts, and clears tension.

How to do Cage of Rage:

- **Set Up:**
  - Explain: "We're going to play Cage of Rage to express our anger safely."
  - Ask: "What am I really angry about at work (or this situation)?" Write it down.
- **Timed Round Format:**
  - Review timed round guidelines if needed.
  - Tell the group: "We will share what we wrote. Use 'I' statements to keep it personal. Avoid attacks or offensive language."
  - Example: "I feel angry because… I am experiencing…"
- **Sharing:**
  - Each person shares their anger within a set time limit.
  - Allow passing if someone prefers not to share.
  - Listen fully without trying to fix or react. Respond with "Thank you" or "Me too."
- **During the Exercise:**
  - Remind the group: "We are here to support, not attack or defend."
  - If tension arises, create a new meeting or address issues individually later.
- **Goal:** Focus on expressing and hearing anger to clear the air and unblock power, not on solving problems immediately.
- **Reflection:** Notice how sharing anger affects the group and the energy in the room.

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Belonging — Appreciation Circle

Purpose: Fulfills belonging, creates connection, and reinforces positive behaviors.

How to do Appreciation Circle:

- **Set Up:**
  - Explain: “We’re going to end this meeting with the Appreciation Circle.”
  - Arrange order: If in person, follow the seating order. If online, the facilitator lists the order in the chat.
- **Instructions:**
  - Start: The first person appreciates the next person in the order with a genuine, unique compliment (something they did, said, or how they helped).
  - Receiver's Response: Simply say, “Thank you.”
  - Continue: The receiver then appreciates the next person, and so on, until everyone has given and received appreciation.
- **Observation:**
  - Watch how this affects the room & the relationships between team members.
- **Goal:** End meetings positively, show appreciation, and strengthen team bonds.

Self-expression — The Obituary Exercise

Purpose: Connects to core values, enhancing self-expression and authentic problem-solving.

How to do the Tombstone Exercise:

- **Set Up:**
  - Facilitator sets the scene: “Imagine it’s your funeral. Your loved ones unveil a tombstone that encapsulates your life. It says: 'Here lies [your name], whose life proved the true power of…[3 words].'”
  - Ask: “What are those 3 words for you?”
- **Writing Time:** Allow time for each person to write down their 3 words.
- **Sharing Time:**
  - Each person shares their 3 words with the group.
  - Facilitator models first to create a safe sharing environment.
  - If done alone, share your values with someone later.
- **Reflection:**
  - Ask: “If I modeled these values every day, what would that look like? What would I say, do, and act differently?”
- **Observation:** Watch the impact of expressing and activating these values in your work.
- **Goal:** Deepen self-awareness, align actions with core values, and inspire others through shared values.

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Inspiration

Shackles On, Shackles Off

Purpose: Accesses Insight by using the body to gauge intuition, helping with decision-making.

- **Concept:**
  - **Shackles On:** Feeling constricted, heavy, or low energy—signals intuition saying no.
  - **Shackles Off:** Feeling light, expansive, or energized—signals intuition saying yes.

How to Use This Tool:

- **Part 1: Calibration**

1. **Shackles On:**
   - Recall a negative experience.
   - Write it down and visualize it briefly.
   - Note the physical sensations (e.g., heaviness, tension).
   - Write down detailed physical sensations.
2. **Shackles Off:**
   - Recall a positive, fulfilling experience.
   - Write it down and visualize it briefly.
   - Note the physical sensations (e.g., lightness, openness).
   - Write down detailed physical sensations.

- **Part 2: Applying to Decisions**

1. **Stand Up:**
   - Imagine stepping into choice A (left) or choice B (right).
   - Physically step into one choice direction.
2. **Visualize:**
   - Feel what taking that decision would be like in a month.
   - Note physical sensations and emotions.
3. **Assess:**
   - Did stepping into that choice feel like Shackles On or Shackles Off?
   - Repeat for the other choice.
4. **Decide:**
   - Choose the option that feels like Shackles Off.
   - If neither feels right, seek more options.

- **Part 3: Pro-level**

1. **Partner Up:** Walk through this exercise with someone else.
2. **Application:** Use for both personal and work decisions.
3. **Track:** Observe the outcomes of decisions based on this method.
4. **Share:** Announce your insights in team meetings.

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Inspiration

Follow Intuition With Small Decisions

Purpose: Develop Insight by reconnecting with your intuition to guide daily habits and routines.

How to Use This Tool:

- **Preparation:**
  - Get a pen and paper.
  - Choose a small habit or routine to experiment with (e.g., sleep schedule, eating schedule).
  - Write down the habit and the question: What would my intuition love me to know about this habit?

- **Free-Writing Exercise:**
  - Spend 10 minutes writing whatever comes to mind about the habit.
  - Don't evaluate or stop; just keep writing, even if it's "nothing is coming."
  - Let your body guide your writing.

- **Review and Reflect:**
  - Read what you wrote.
  - Identify parts that make you feel uncomfortable and parts that excite you.
  - Write down these feelings.

- **Action Plan:**
  - Determine one change to try for at least one week that excites you.
  - Commit to this change and observe how it affects you.
  - If it feels good, incorporate it into your routine.

- **Repeat:**
  - Choose another habit and repeat the exercise.
  - Over time, trust your intuition as it proves itself right.

- **BONUS Exercises:**
  - **Intuitive Walking:** Let your intuition choose your walking route and notice what you observe.
  - **Intuitive Calling:** Sit quietly and sense who your body wants to talk to—call them or write to yourself.
  - **Social Decisions:** Let your intuition decide whether you want to attend social events, distinguishing it from external pressures.

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Inspiration

Team Visioning Sessions

Purpose: To understand team members' dreams and create a collective vision for the team's ideal experience and impact at work.

How to Use This Tool:

- **Preparation:**
  - Schedule a 2-hour or 90-minute team meeting called "Visioning Session".
  - Day before: Reflect on how to create a safe, creative environment.
  - 15 minutes before: Arrange the room to match your envisioned environment.

- **Session Opening:** Begin with an exercise like "How Are You Arriving?" to set a positive tone.

- **Introduction to Visioning:**
  - Explain the purpose: to dream and envision the ideal work experience, not to solve problems.
  - Ask questions to stimulate discussion, such as:
    - "What does our ideal impact look like?"
    - "How would we ideally spend our time?"
    - "What would ideal teamwork and collaboration look like?"
    - "How could our work best help people?"
    - "How would we love to contribute to the company?"
    - "What does creating the greatest value look like?"

- **Facilitating the Discussion:**
  - Ensure everyone shares their visions without interruptions or negativity.
  - Use tools like "Timed Round" to ensure equal participation.

- **Ideal Visioning:**
  - Spend the first half on ideal visioning. Encourage all ideas, no matter how unrealistic.

- **Combining Ideas:**
  - Group similar ideas and identify themes.
  - Address conflicting ideas by focusing on the underlying feelings.
  - Involve the team in integrating various visions.

- **Creating a Rough Draft:**
  - End with a rough draft of the ideal team vision.
  - Share the draft for reflection over a week or two.

- **Finalizing the Vision:**
  - Reconvene to discuss and refine the draft.
  - Assign action items to each team member to work towards the vision.

7 Needs of Peak Engagement

Engagement Need	Why is this blocked at work?	How to fulfill this need at work:
Purpose	Not making the world better	Meaning / Cause / Bigger than Ourselves
Inspiration	Over-analysis, short- termism	Using Intuition + Vision
Self-expression	Uniformity, Lies / Hiding info	Speak Your Truth, Own your values
Belonging	Judgement, Isolation, Thanklessness, Unvalued	Gratitude + Social Support + Appreciation
Power	Anger, Blame, Rigid Hierarchy	Autonomy + Mastery
Play	Guilt, Shame	Social creativity / Experiments / Innovation
Safety	Fear, Punishment	Trust + Psychological Safety



Your commitments

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Which one need you will Focus on First?

What one experiment you will do First?

Who you'll do it with, and when exactly?

What Prep is needed? (agenda, comms, etc.)

How will you measure success?

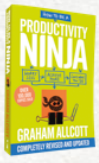
Notes

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What's next?

Head over to the Productivity Ninja Academy from today, where you'll find your slide deck and this workbook to help achieve your personal action plans. (You'll gain access as soon as you complete your Survey at the end of this Workshop).



Deep dive into Graham's "How to be a Productivity Ninja" book (your eCopy is waiting for you in the Academy).



Make time to to reflect on the workshop you attended. **Think about the key takeaways, insights, and ideas** that stood out to you.



Feel free to share and practice your fresh perspectives on balancing wellbeing with meaningful productivity in your daily work.



Last but not least, Remember to **track your progress and celebrate your successes** along the way. Don't be afraid to ask for help or support if you need it.



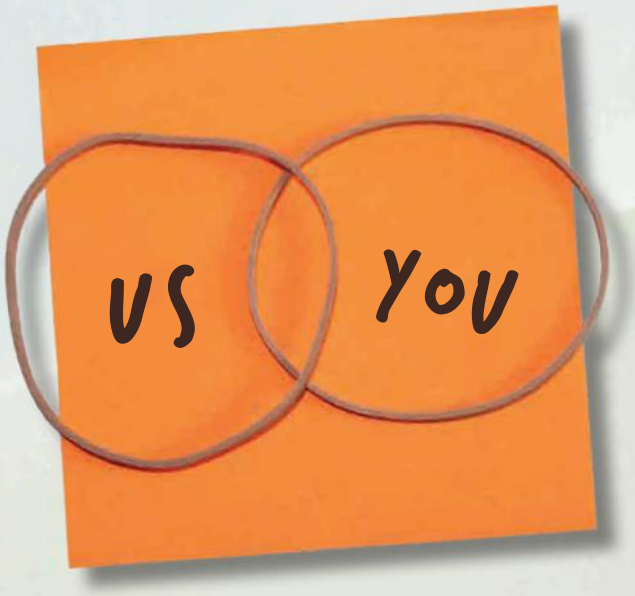
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