

Resources

Exercises/Discussion questions (to reflect on or discuss with a colleague)

1. In your organisation or team to what extent would you say:
 - There is disagreement on priorities?
 - People feel pulled in different directions?
 - People feel they are not making sufficient progress – just going in circles?
 - There is a clear vision and set of overarching organisational goals that everyone is committed to?
 - People say why those goals are worthwhile and with conviction?
 - There is strong agreement on what success will look like?What needs to change and how can this be done?

2. In your organisation or team to what extent would you say:
 - There is disarray, deadlines are missed and there is duplication?
 - People are unclear, overworked and frustrated?
 - People feel isolated from one another?
 - Teams compete rather than collaborate?
 - People are clear about each other's roles and responsibilities (and their own)?
 - People and teams integrate their work effectively to achieve success?
 - There is strong coordination and synchronising of efforts?What needs to change and how can this be done?

3. In your organisation or team to what extent would you say:
 - Important tasks are not done and easy work is prioritised?
 - People are not mutually supportive?
 - People do not express faith in their immediate or senior leaders?
 - There is cynicism and passivity?
 - People give the extra effort for the team or organisation to deliver high-quality care?
 - There is a strong sense of trust and shared responsibility for the work?
 - People are positive, passionate and motivated about their work?
 - People support each other to cope effectively?What needs to change and how can this be done?

4. To what extent are your core work needs met at work? What would need to change for each to be fully met? To what extent are each of the eight recommendations in figure 2 and the means of enabling them implemented in your work? How could you change your work and workplace to enable better fulfilment of your core work needs?

5. What about each of those you lead? To what extent are each of the eight recommendations implemented for each of them? How could you change their work and workplace to enable better fulfilment of their core work needs?

Questionnaires

Access the questionnaire to assess *Direction, Alignment and Commitment* via this link: <https://www.ccl.org/landing/direction-alignment-and-commitment-assessment/>

- Assess the extent to which your team/organisation has direction, alignment and commitment. How can you, as a leader, improve each of these outcomes? How can you influence leadership across the organisation to improve direction, alignment and commitment for the people you serve?
- What are the main obstacles to improving direction and alignment, and to increasing commitment in your organisation? How can these be weakened or removed?

The *ABC of core work needs* can be assessed with the Basic Psychological Need Satisfaction and Frustration Scales (specifically for the Work Domain) produced by the developers of self-determination theory.

The measures are available at <https://selfdeterminationtheory.org/basic-psychological-needs-scale/>

Guidance on using these questionnaires is provided in Appendix 1.

Websites

1. The Center for Creative Leadership website (CCL)
CCL has been pioneering in leadership development for nearly 50 years. Its Leadership Development Program (LDP)[®], offered globally over 100 times per year, is the longest-running program of its kind in the world. As a top-ranked, global, non-profit provider of leadership development, CCL has worked with organisations of all sizes from around the world, including many of the Fortune 1000.
<https://www.ccl.org/>
2. Making DAC leadership happen
A paper from CCL on DAC leadership. What brings about DAC in one situation may not bring it about in another situation. It also makes the point that sometimes we can put too much emphasis on leadership, forgetting that it is only one ingredient in the recipe for organisational success.
<https://cclinnovation.org/wp-content/uploads/2020/02/making-leadership-happen.pdf>

3. Self-determination theory

The website for self-determination theory argues that people are centrally concerned with motivation. 'Everywhere, parents, teachers, coaches, and managers struggle with how to motivate those that they mentor, and individuals struggle to find energy, mobilise effort and persist at the tasks of life and work. People are often moved by external factors such as reward systems, grades, evaluations, or the opinions they fear others might have of them. Yet, just as frequently, people are motivated from within, by interests, curiosity, care or abiding values. These intrinsic motivations are not necessarily externally rewarded or supported, but nonetheless they can sustain passions, creativity, and sustained efforts. The interplay between the extrinsic forces acting on persons and the intrinsic motives and needs inherent in human nature is the territory of self-determination theory.'

<https://selfdeterminationtheory.org/the-theory/>

Research on self-determination theory can also be found on the following website. <https://selfdeterminationtheory.org/research/>

4. Self-determination theory of motivation and why intrinsic motivation matters.

<https://positivepsychology.com/self-determination-theory/>

Videos

Identifying DAC in teams - a practical video from the Center for Creative Leadership with Cindy McCauley. (6 minutes 10 secs)

<https://vimeo.com/138977172>

How to get more DAC in your team? A practical video from the Center for Creative Leadership with Cindy McCauley. (3 minutes 57 secs)

<https://vimeo.com/138977173>

An interactive session from the Shift Forward virtual conference on June 25, 2020 where Katherine Pappa and Princess Cullum share how leadership is more about what groups of individuals can accomplish working together than it is about what one person achieves alone. (1 hour 29 minutes)

<https://www.youtube.com/watch?v=84hXQkzSynA>

A brief video on self-determination theory by Richard Ryan. (1 minute 45 secs)

<https://www.youtube.com/watch?v=3sRBBNkSXpY>

A video on what self-determination theory proposes by Edward Deci. (8 minutes)

<https://www.youtube.com/watch?v=m6fm1gt5YAM>