

## **MOTIVATORS (GROUP DEVELOPMENT)**

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Members of a group are affected by their relationships with one another. Groups are most effective when they can accept one another's strengths, weaknesses and unique contributions. This acceptance fosters trust and support; the group is therefore more productive.

People have many different reasons or motivations for group participating. The three major reasons are:

### **Achievement (and learning)**

Being part of Policy Council enables the group members to take advantage of many types of training and experiences. This enables a group member to be more effective in their role as a policy-maker for Early Learning. For some, their motivation, or reason to participate, falls into the achievement category, or the "I participate because I learn so much" category. There is also the possibility of influencing significant changes in the state for programs and families. When one participates in that change, there is a feeling of achievement that is available and satisfying.

### **Affiliation (and fun)**

Having fun is a motivator for most people. Having fun can be a regular part of participating in Policy Council. Networking and building support systems are natural consequences of policy council participation. There are opportunities to meet people from across the state. Just because the Policy council is a decision-making body, doesn't mean the members cannot have fun too. For some, their motivation falls into the "This is a blast" category.

### **Power (and influence)**

Some people shy away from claiming that power is a motivator for them. Policy council representatives have the power to positively influence the state in which they live. Being able to make life better for families, and making decisions, which positively change the state, are both ways the Policy Council uses its power. Power can be a tremendous motivator for some of us. For some, their motivation falls into the "I have the power to change things for the better" category.

## GROUP-DEVELOPMENT STAGES (STAGES OF GROUP FORMATION)

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There are four stages that all groups go through when they come together to work toward a common cause or goal. Those four stages are:

- **FORMING (orientation)**
- **STORMING (dissatisfaction)**
- **NORMING (resolution)**
- **PERFORMING (productivity)**

The two key variables that are used to diagnose the stage of group development are **productivity** and **morale**.

The **FORMING** stage has low development level. **Productivity** is low because goals and tasks are unclear and skills and knowledge are low. **Morale** is moderately high because representatives are eager and have positive expectations. They are dependent on their leader and are a little anxious and nervous about their roles and their connection with the group.

The **STORMING** stage has a low to moderate development level. **Productivity** is low to moderate because skills and knowledge are slowly developing. **Morale** is low because there is a discrepancy between initial high hopes and reality. Representatives have feelings of frustration and competition.

The **NORMING** stage has a moderate to high development level. **Productivity** is moderately high because skills, knowledge and accomplishments continue to increase, and goals are becoming clearer or have been redefined. **Morale** is variable and its improving because representatives are learning to work together. Negative feelings are being resolved. Cohesion and confidence are increasing, but fragile.

The **PERFORMING** stage has a high development level. **Productivity** is high because of people's knowledge of the tasks and skills and the amount of work produced is high. **Morale** is high because representatives have positive feelings about each other and work accomplishment. They are not dependent.

# LEADERSHIP PRACTICES THAT EMPOWER FAMILIES

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- Leaders challenge the status quo by searching out opportunities to change and grow.
- Leaders experiment, take risks, and learn from their mistakes.
- Leaders create visions of what the future might be like.
- Leaders enlist others in their visions by identifying their follower's values, interests, hopes and dreams.
- Leaders enable others to act by fostering collaborations.
- Leaders strengthen others by sharing information and power.
- Leaders set an example for others by behaving in ways that are consistent with their stated values.
- Leaders plan small wins that build commitment.
- Leaders recognize individual contributions to the success of projects.
- Leaders take time to celebrate accomplishments.

Taken from the work of James M. Kouzes and Barry Z. Posner, *The Leadership Challenge*, 1987, Jossey-Bass