

Using the 4 areas of PPT in organizational training

Psih. Drd. Gabriela Hum-Ursachi, Psih. Ruxandra Ilea
Cluj-Napoca, Romania

Introduction:

The 4 areas are a good instrument not only for psychotherapy but also in organizational settings. We use it to assess and modify teams or/and individual motivation during the team building training, in order to make organizational diagnosis during the leadership training in order to teach leaders to observe and work better with their team.

We worked with 56 leaders who attended the Leadership Program organized by Sales Consulting HR Company. They are head of departments and team leaders of Production Department in two multinational factories in Romania.

Objective:

We want to present how the 4-areas rhomb can help leaders to discover team motivation at the job.

Method:

At the session regarding motivation we followed the next steps:

1. Individual rhomb

- Explain the 4-areas model: body/sense area, achievement area, contact area and future area.
- Ask them to think about self-motivators, the motivators which function for them in the actual work-place
- Ask them to organize these motivators on the 4 areas and link the 4 areas in order to obtain the personal motivational rhomb.
- All the papers (with the name) were fixed on the wall, so that everybody could see each other rhombs.

This first step of the exercise could be also used to emphasize the differences between human beings.

2. My team rhomb

- They were asked to write down what kind of motivators were important for the people from their own team
- Like in the first step they were asked to draw the rhomb of their team and stick it on the wall, near the self-rhomb.

3. The ideal rhomb

- In the same group people were asked to project the ideal rhomb for their team (the ideal rhomb means the most wanted motivational rhomb for their team in order to lead these people easily)
- Like in the first step people were asked to draw the ideal rhomb for their team
- Next step was to compare the actual rhomb with the ideal one and to see where the differences were and where they had to work in order to improve team motivation.

Results:

- We observed that in the teams where leader rhomb is very different than his/her team rhomb, there could be problems and conflicts. For example one of these situations could be when the leader doesn't accept that his/her team's motivation is different than his/her own motivation. She/he leads the team according to her/his needs.
- There are some "easy leading teams" for example the team where achievement and future area are very important for people. This kind of teams are self motivated because they like what they are doing and consider their job the best work place for their career and for their future self-development.

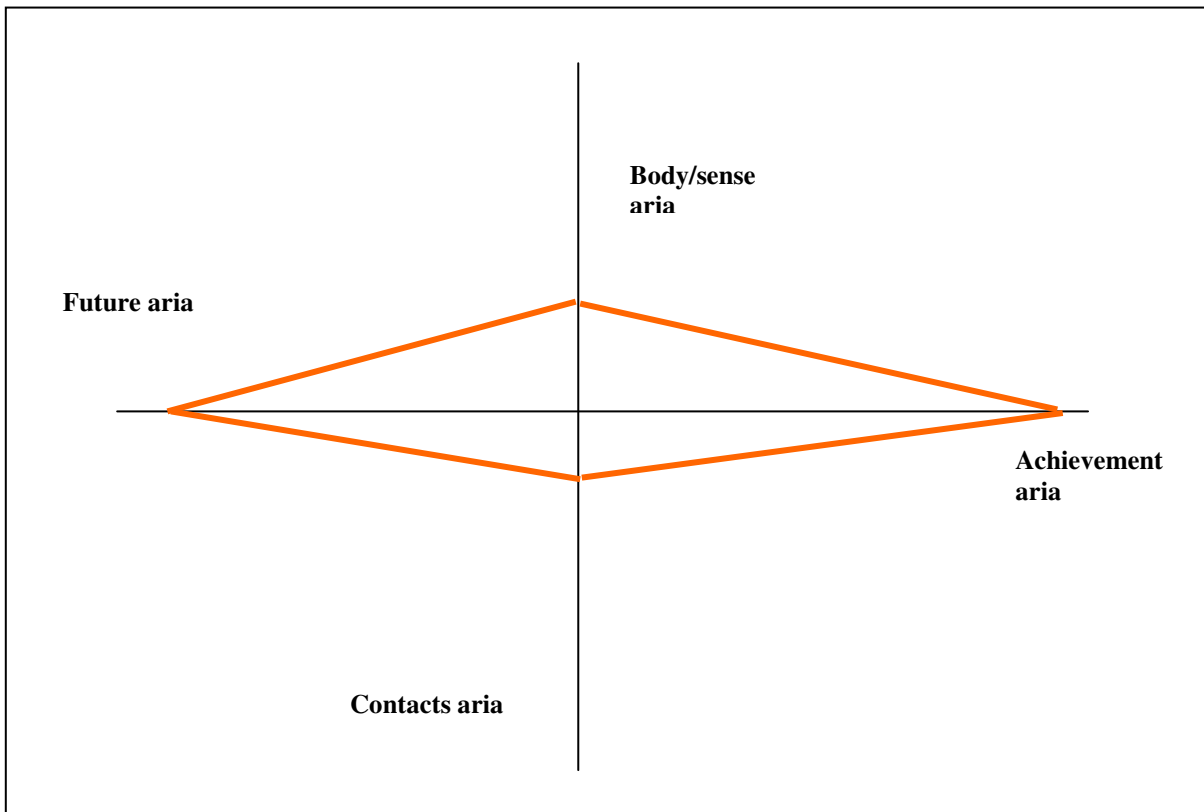


Figure 1

- Team which considers that somatic area is the most important motivator for them (they go to work just to earn money for food, clothes and to pay the rent) is the hardest team to lead. The leader of this kind of team has to work in order to increase the level of work or future motivators. Otherwise people from this team will become bored, their efficiency and productivity will decrease and they will have a lot of concerns.

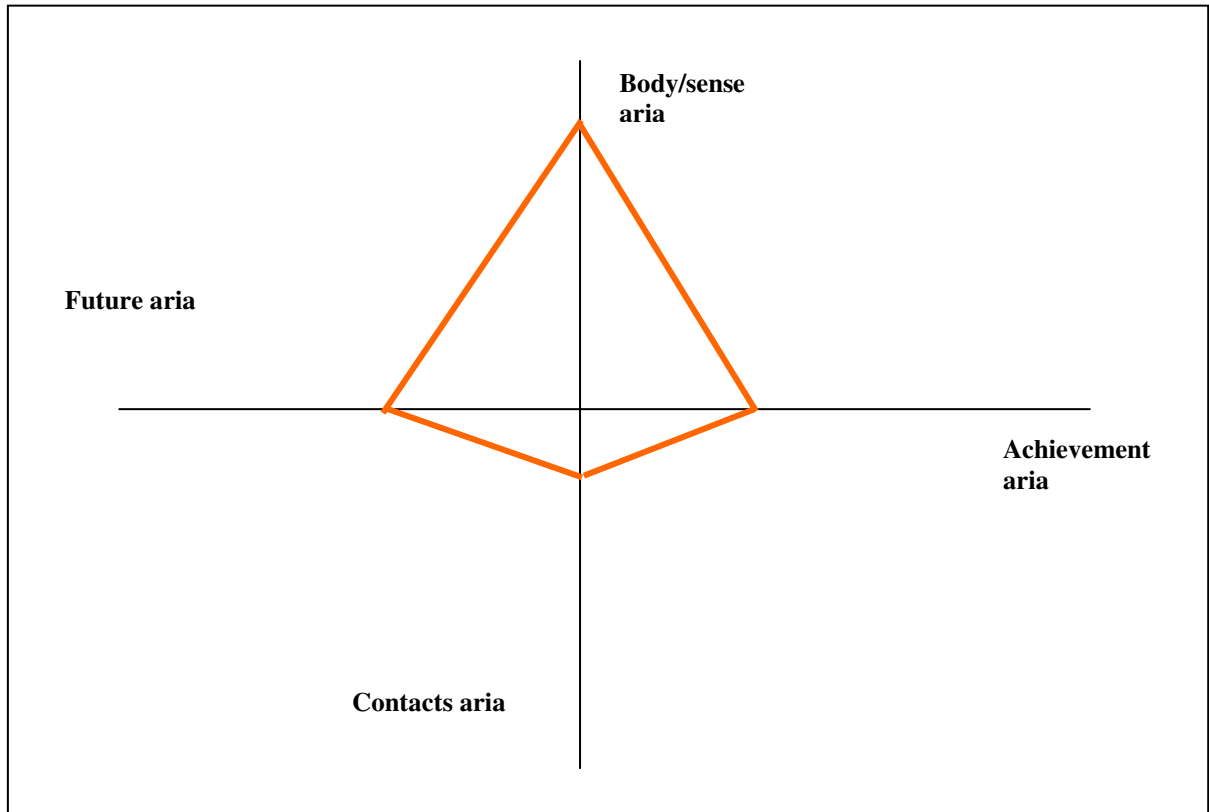


Figure 2

- Team which considers the relationship the most important motivator in their workplace (they go to work because they have friends there and they like the team-work atmosphere) could easily forget their purpose (goal orientation) and become mainly oriented on the relationship (relationship orientation).

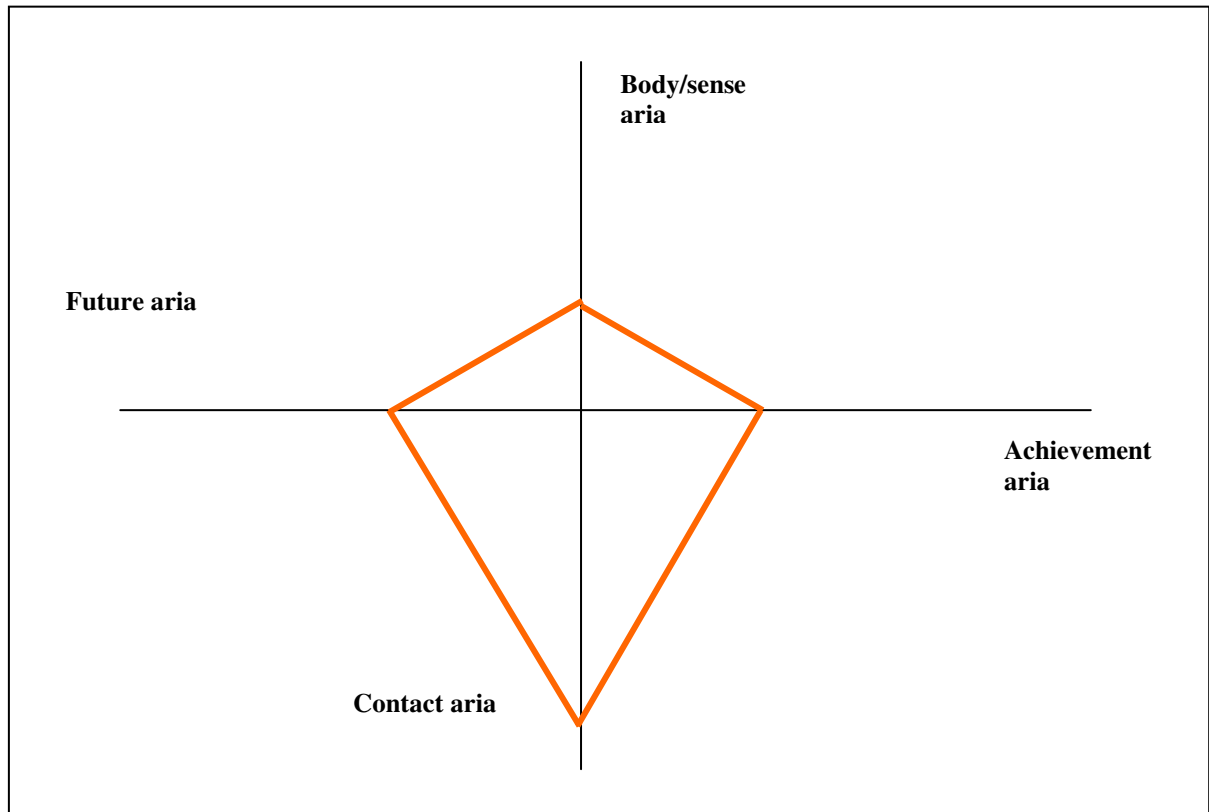


Figure 3

Conclusions:

This modality to work with the 4 areas and the rhomb is appropriate to organizational context, in order:

- to identify the actual motivation in the team-work
- to be aware about the self-motivators and the team-member motivators
- to help leaders motivate their team
- to identify the long term motivation factors using the ideal motivational rhomb.

During the Training for Trainers and the Conference in Varna we applied to the participants the technique we used in organizational trainings and some interesting results came up. We want to share them with you.

As you know we worked in Varna with 3 different groups: the German one, the Bulgarian one and last but not least the so called “International” one.

1. First step was to ask everybody to draw his/her individual rhomb regarding the motivation to attend the Training for trainers and/or the Congress. Also they were asked to specify what the 4 areas mean for them.
2. After that everybody showed self-rhomb to the others, so everybody could see the others balance model. Next step was to find the similar rhombs, in order to form some groups of people whom rhombs were the same or nearly the same. They had to share the inner motivation with other colleagues from the group.

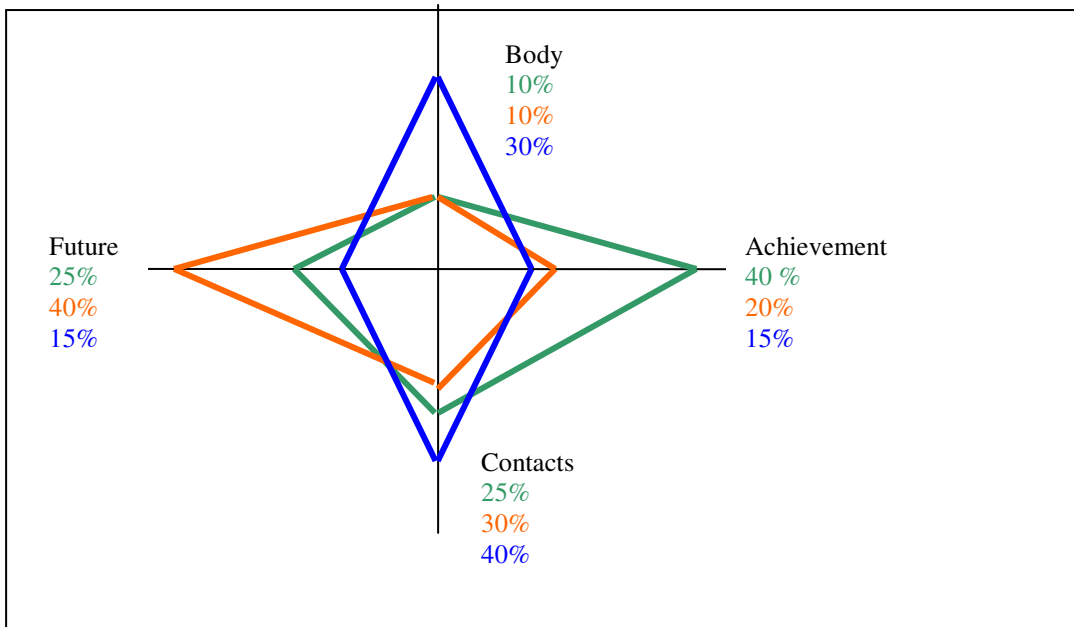


3. For the third step groups were asked to draw a rhomb which represent the group motivation for the Training for trainers and/or Conference. It was stick on the wall and one member of the group presented it in front of the others.

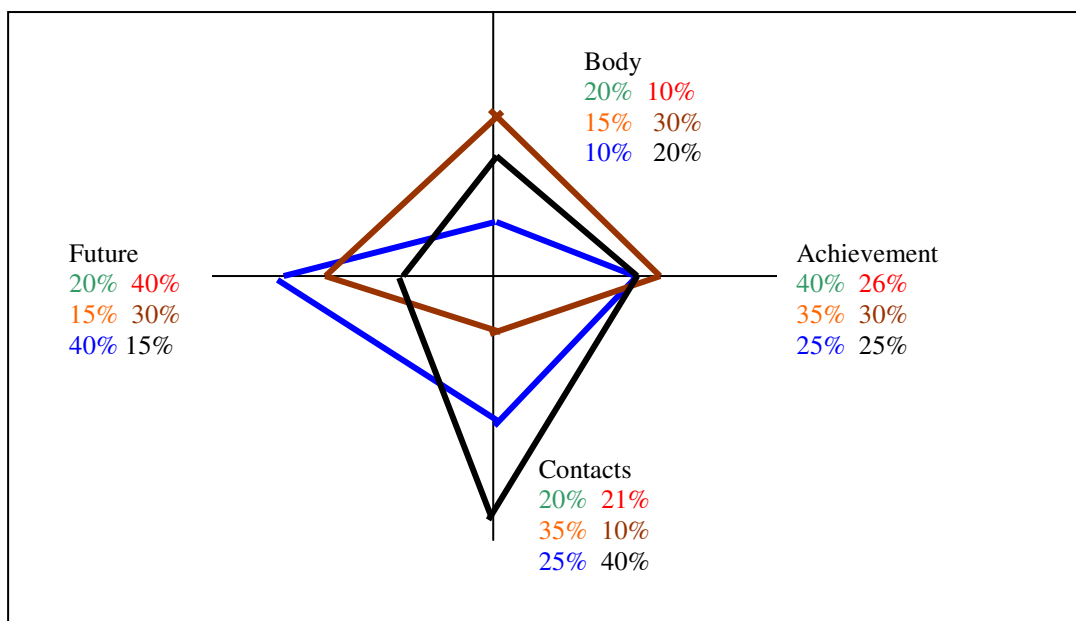


Let's see the factors which motivated people to come in Varna!

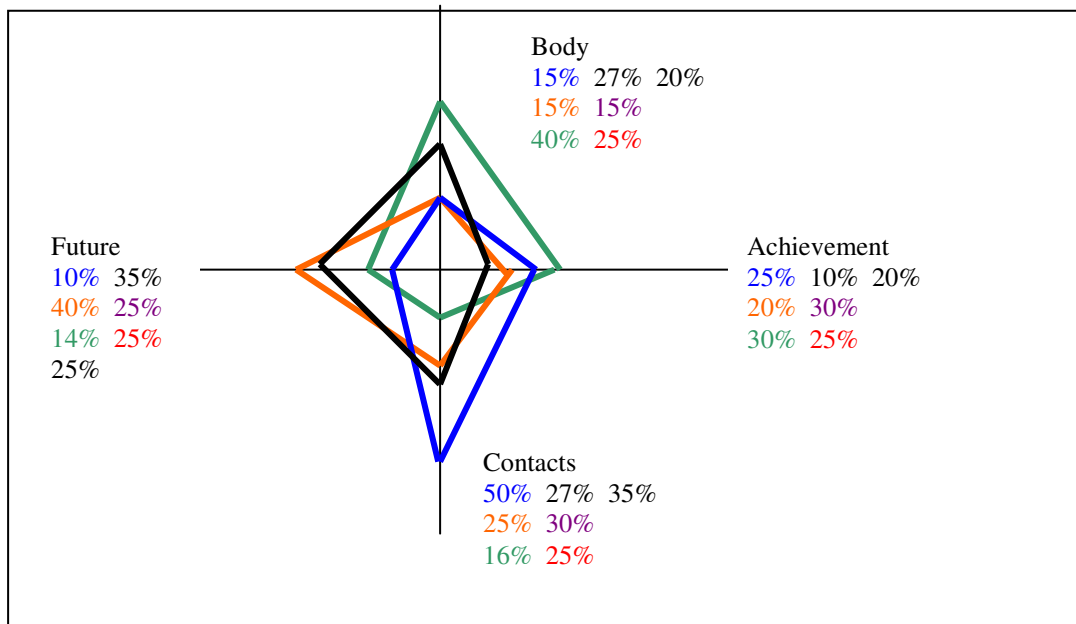
German group: was oriented to contacts, even if the other areas were important for group members. The area's averages are body = 17, achievement = 25, contacts = 31 and future = 27 points.



Bulgarian group: was a more balance one. That was also because there have been 25 people and all of them had ideas about self-motivation for the Conference and Training for Trainers. The averages were: body = 21, achievement = 31, contacts = 23 and future = 27. As you can see achievement was most important area for Bulgarian group.



International group: was oriented also to contacts, like the German group. People from this group were from South Africa, Austria, Czech Republic, Russia, Germany, Bulgaria, Spain and Romania. The averages were: body = 22%, achievement = 23%, contacts = 30% and future = 25%.



We worked in all three groups as a team, we learnt from each other. We also saw that we are similar and in the same way we are different. And as *Stephen Covey* said: **“Strength lies in differences not in similarities”**.