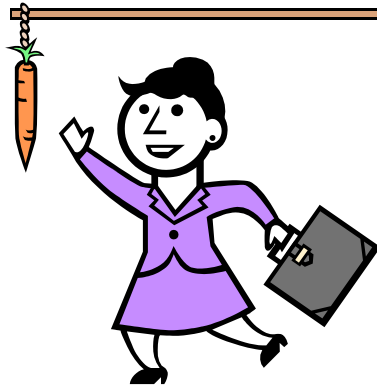


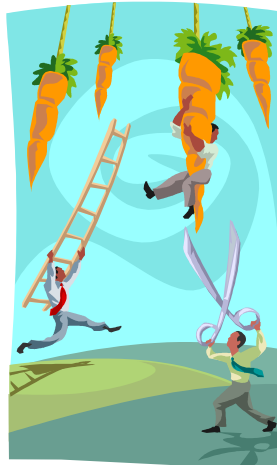
Motivation – Part 1



Phil Andrews
12/02/11

What Is Motivation

- Influencing people and teams in a positive way to achieve good results for your company, your organization and yourself. There is such a thing as a win-win scenario



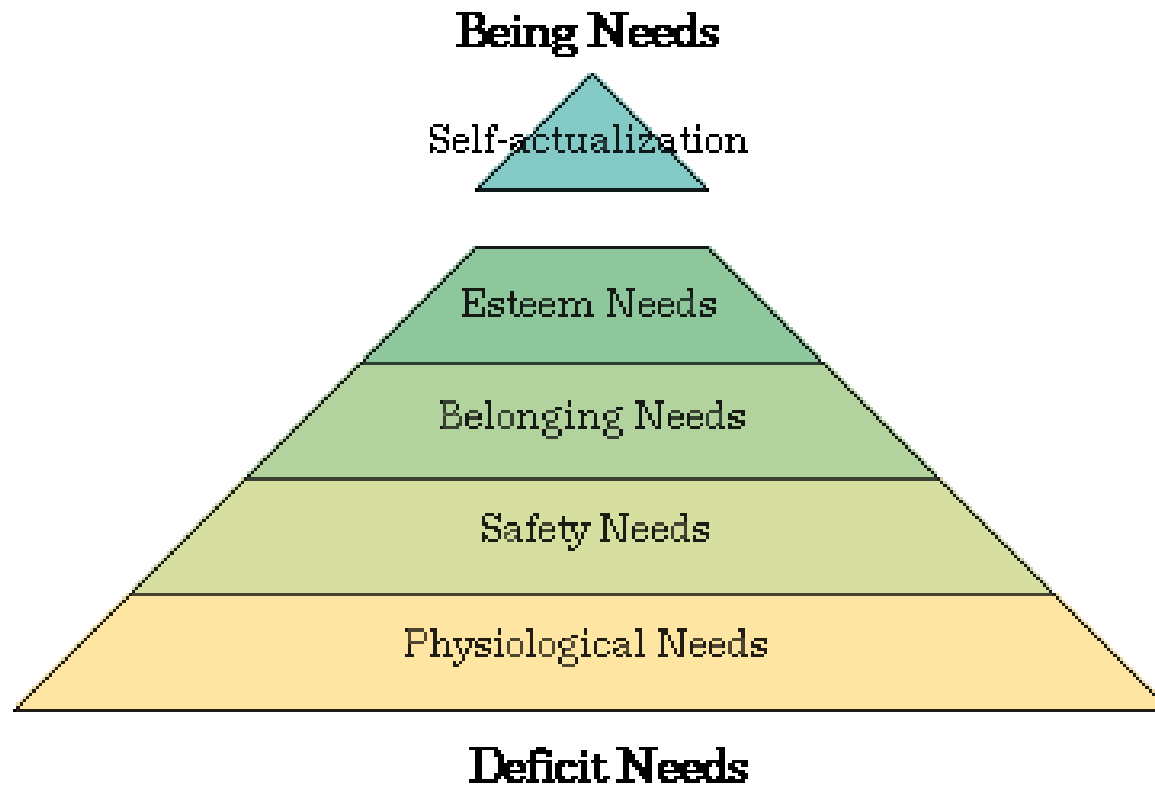


Recognizing Needs

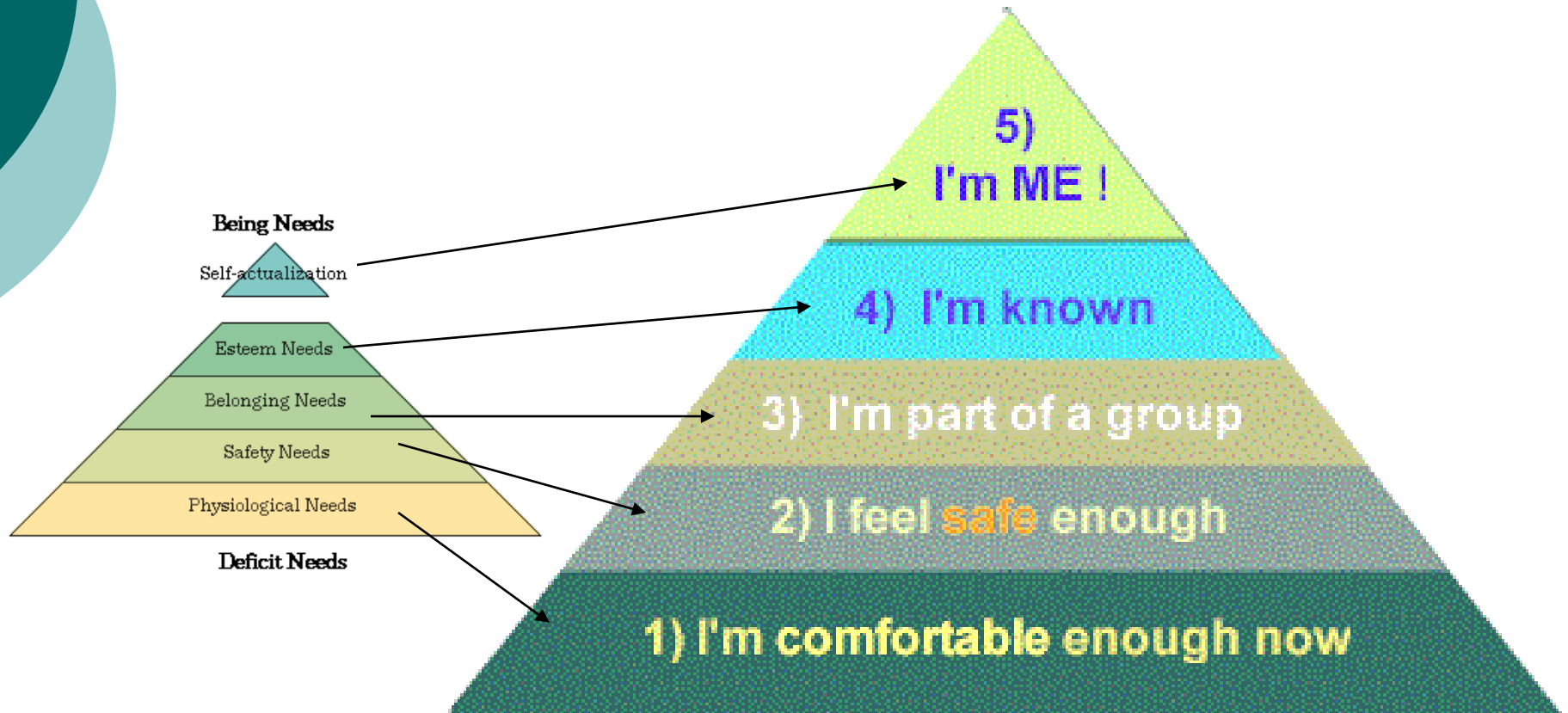
- If you don't know what motivates a person ask her or him
- You need motivation as well. Do you recognize what motivates you? Are you motivated now? Be honest
- Remember: You cannot motivate others if you are not motivated yourself
- Everyone has needs and those needs have some hierarchy (see next slide)

What Motivates People

Maslow's Hierarchy Of Needs



Translating The Hierarchy





Pointers

- The best leaders learn how to become self-motivated and self-driven --- that's why they are leaders and not followers
- Use persuasion and influence to encourage others to find self-motivation
- There are different ways to motivate Senior Managers, Middle Managers, Peers, and Subordinates. There are also different ways to motivate Salaried and Hourly Employees



What Motivates Them?

(Hint: Look At What Matters To Them The Most)

- Senior Managers?
- Middle Managers?
- Peers?
- Subordinates?



Pointers

- Making work fun does not mean making it easy or loopy-goopy
- Use internal competition to stimulate and wake up people out of their trance
- Balance needs of all the groups that you are dealing with --- if possible
- Offer suggestions to people for outside activities that add to stimulation and motivation --- what happens on the outside it affects what happens inside



Satisfying Hygiene Needs At Work

- Salary and Benefits
- Working Conditions
- Company Policy
- Titles (Rank)/Status
- Job Security
- Supervision and Autonomy
- Office Life
- Personal Life



Work Motivators

- Achievement --- onward and upward
- Recognition --- improve self-esteem
- Job Interest --- exciting work
- Responsibility --- expanded span of control and authority are always welcome
- Advancement --- promotion is the best medicine for a hurt self-esteem and an anemic wallet



Pointers

- There are limits to span of control
- Keep Supervisors to a minimum
- Allow teams to become Self-Directed and Self-Managed (no Supervisors needed)
- Never forget that different people are motivated by different things
 - Some people are control freaks and power is like a drug to them --- they usually suffer from a low self-esteem

Understanding Behavior

- Technology and Systems may be demotivating



- Negative attitude some times is a cry for help
- Learn to distinguish between work problems and personal ones



Understanding Behavior

- Find out through surveys and direct questioning what demotivates your own employees?
- Don't forget about eye contact, gestures, and body language when talking to your employees
- Introduce some variety at work --- variety is always motivating if done well
- Treat departures, tardiness and absenteeism as warning signals for demotivation

Measuring Morale

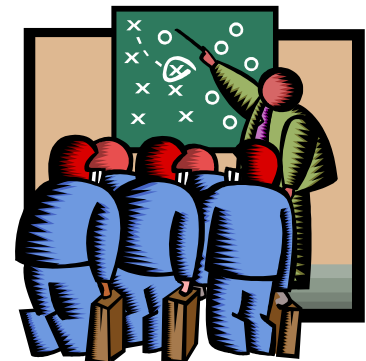
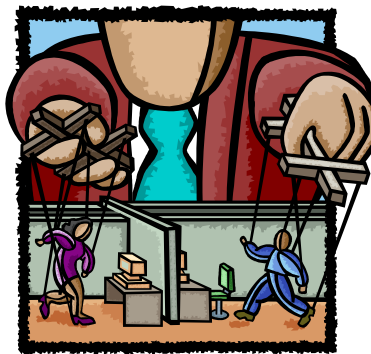
- Send out Attitude Questionnaires
- Take Opinion Polls
- Perform Unstructured Interviews
- Create Focus Groups



When you get their feedback, then DO something about it. If you don't, cynicism and sarcasm will skyrocket

Assessing Attitude

- Your attitude is heavily influenced by your **Style of Management** that you prefer and characterizes you. So what is your style?



Leadership Styles

	Dictatorial/ Autocratic	Commanding	Pacesetter, Directing	Democratic	Affiliative, Participatory	Mentoring/ Coaching	Visionary
Effectiveness with People	0	1	3	5	7	9	10
Leader Characteristics	Stalin and Hussein type of personality. Uses scare tactics, humiliates and belittles people. Punishments are frequent and severe. This leader definitely has mental and psychological problems	Commanding "do it because I say so". Threatens, uses tight control, monitors studiously. Creates dissonance, contaminates everyone's mood, drives away talent	Strong drive to achieve, high own standards, initiative, low on empathy and collaboration, impatient, micromanaging, numbers-driven. Everyone must work on her/his agenda --- other people's agendas do not matter	Superb listener, team worker, collaborator, Influencer. Prefers consensus. Willing to share power and authority. All opinions matter and are debated. Supports others	Promotes harmony. Nice, empathetic, boosts moral, solves conflicts. Invites people to be part of the solution and even take charge in solving problems. Delegates, empowers	Listens, helps people identifying their own strengths and weaknesses. Counselor. Steward. Encourages, delegates, and more importantly empowers people to do their thing	Inspires, believes in own vision, convinces others to follow vision. Empathetic. Explains how and why people's efforts contribute to the 'dream'
Where We Want To Be							
When style is appropriate	Only in times of crisis where the threat is bigger than the dictator himself	In certain crises, to kick-start an urgent turnaround, or with problem employees. Traditional military.	To get high-quality results from a motivated and competent team	To build buy-in or consensus, or to get valuable input from employees	To heal rifts in a team, motivate during stressful times, or strengthen connections	To help competent, motivated employees improve performance by building long-term capabilities	When changes require a new vision, or when a clear direction is needed, radical change
Departments Where Typically Used	None	Certain Operations	Sales	All Other	All Other	Operations	Planning, Marketing, Engineering
What Matters Most To Employees	Saving the company from a very bad situation	Clear direction and instructions, no guesswork	Challenge to keep up with the established pace	Involvement, Dialogue,	Harmony, Teamwork, Joint solutions	Personal attention, and growth opportunity	Shared vision and dreams Wisdom

Being A Good Manager

- Make sure your staff know their role and their importance to the company
- Demonstrate your competence at every opportunity
- Improve motivation every which way you can
- Make your self “visible” --- don’t assume that you are
- Fight learning disabilities --- improve learning

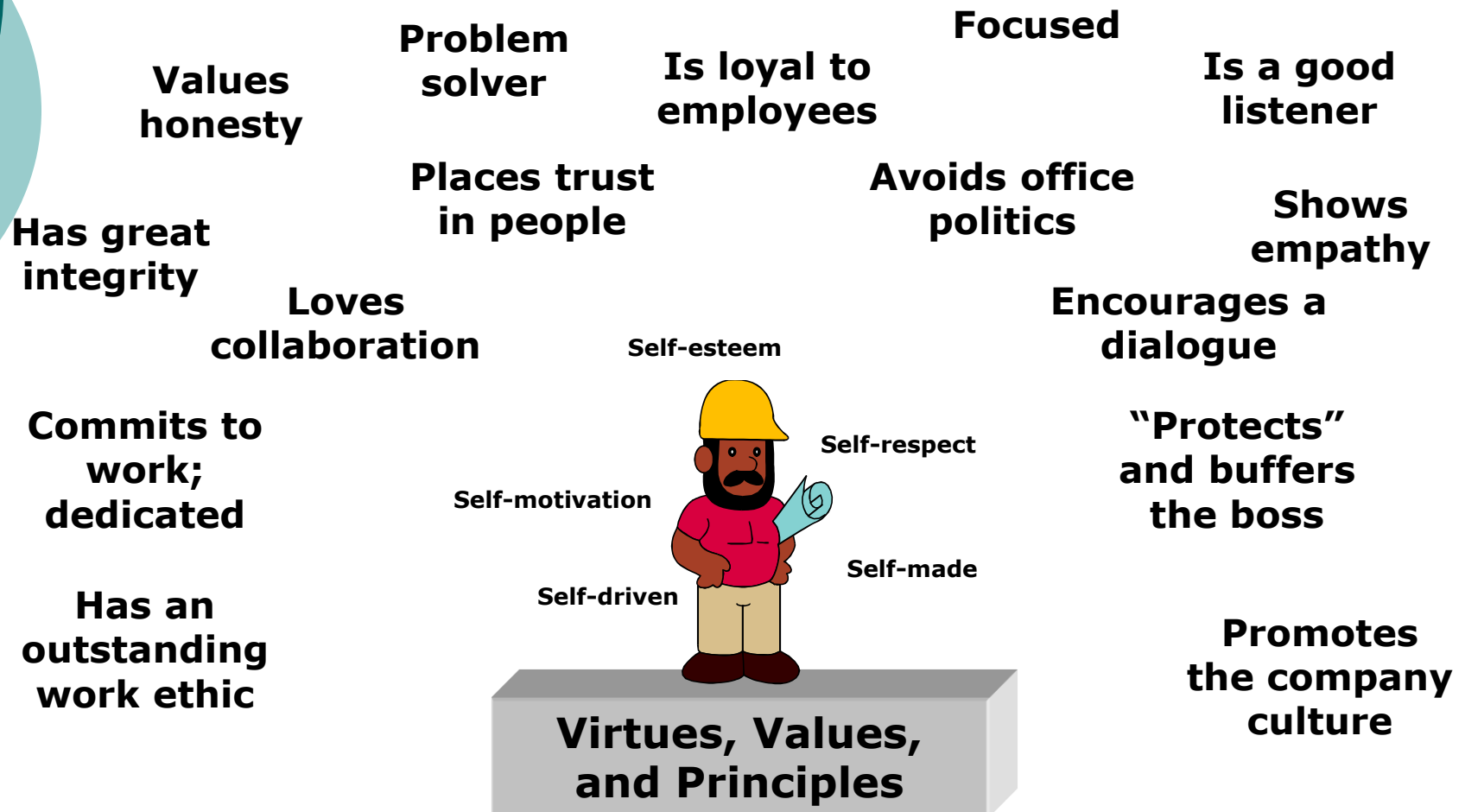


Being A Good Manager

- Remember that you are only as good as the people you have working for you
- Take care of your people
- Put your people on a pedestal --- help them advance their careers
- Show respect to your people --- once again the whole thing start with self-respect
- Take into consideration any cultural differences



The Profile Of A Good Manager



What To Do When Things Go Bad



- First, check your own motivation
- Assume the right posture and mental frame
- Be careful what you say to your troops --- they weigh every word you say and judge your integrity
- Say the truth, but offer a positive outlook for the future, if possible. Explain what things need correcting and who will correct them. **Offer hope. Be the hope!**

Improving Communications

- Use all means of communication that are available at your disposal
- Keep everyone informed of what is going on --- people love information, as it calms them down (it is the real anti-drug)
- Squelch the rumor mill
- Encourage employees to participate in **decision making**
- Offer feedback all the time



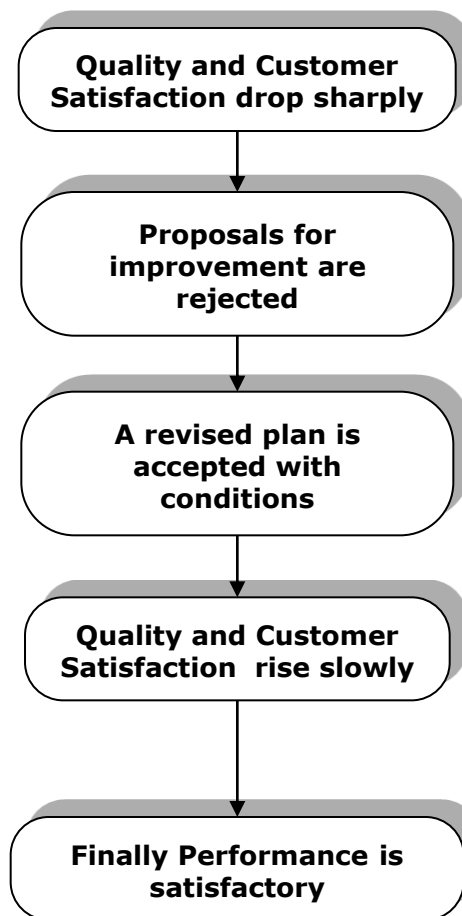
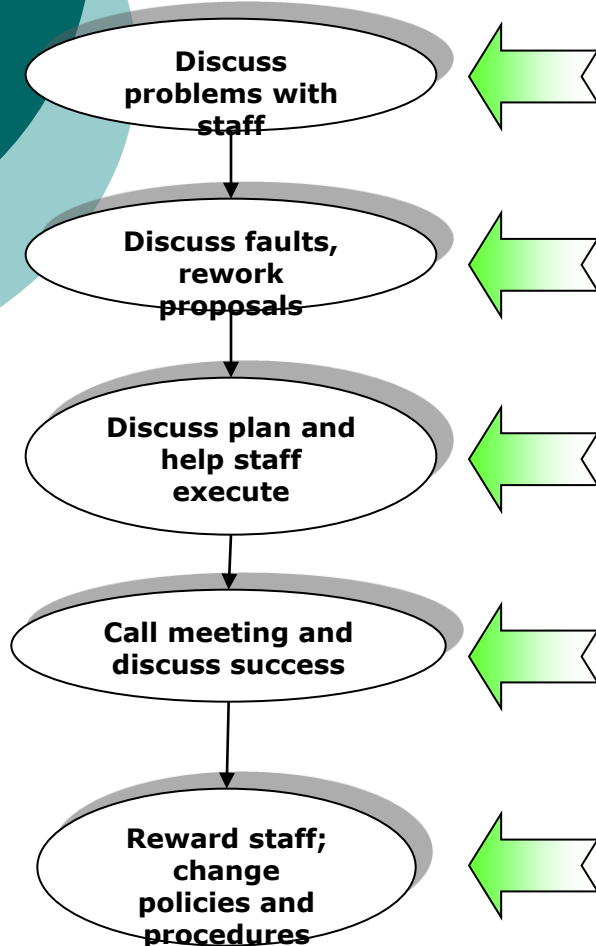
Creating The Right Culture

- Praise, motivate, enthuse
- Communicate
- Strive for excellence
- Do not judge; do not assign blame
- Teach; mentor; coach
- Learn
- Promote openness, trust, kindness, fun, honesty, integrity, innovation, creativity, and imagination

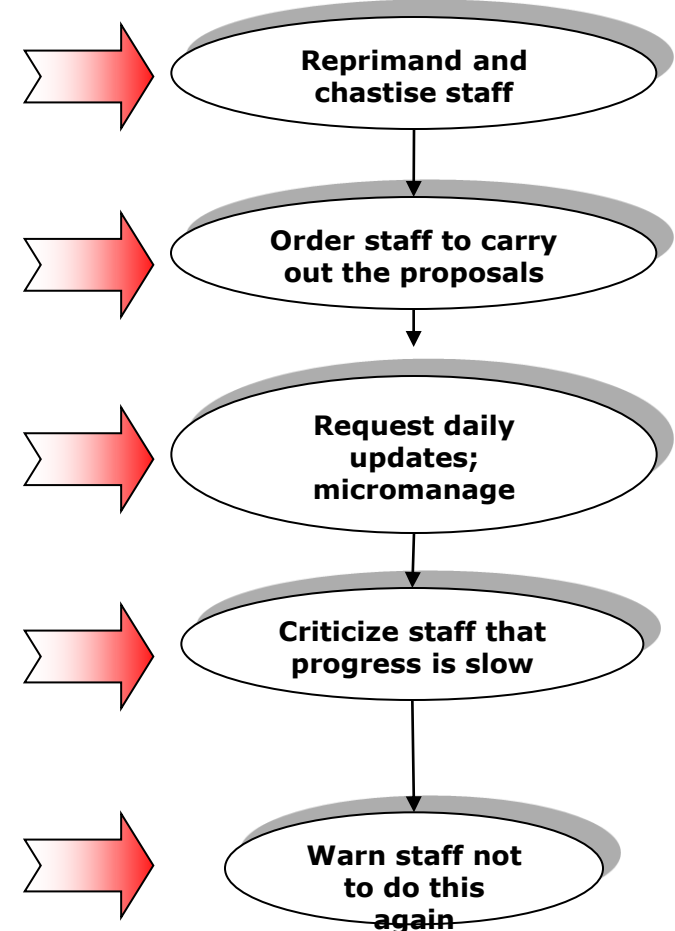


Problem Solving (An Example)

Positive Approach



Negative Approach





Promoting Cooperation

- In order for people to cooperate with you must prove that you can:
 - Be trusted
 - Be genuine
 - Solve problems
 - Function well in a team setting
 - Communicate effectively
 - Make sound decisions
 - Lead

Some Dos And Don'ts

Dos

- Do follow up on suggestions, requests, and comments made by others
- Do get feedback to ensure that your instructions are followed
- Do attend a charm school
- Do remember to improve yourself first

Don'ts

- Don't ask for advice unless you respect the person giving it to you
- Don't forget to assign the right people to get the right results
- Don't try to do somebody else's job once you assigned it to her
- Don't forget to offer good instructions and guidelines

Encouraging

- Have morale boosting meetings
- Use free incentives to win cooperation
 - Public recognition
 - Written praises
 - Plaques
- Use monetary incentives
 - Merit raises
 - Bonuses; incentives
 - Perks



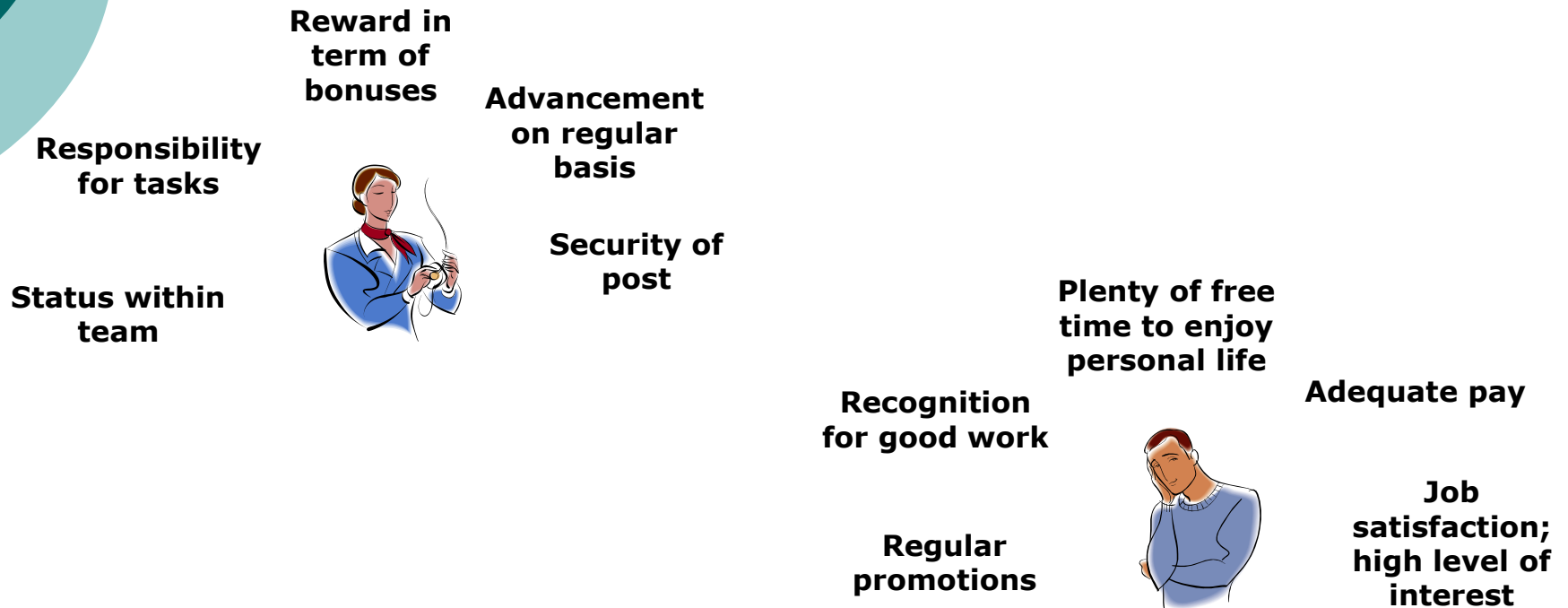
Recognize excellence

Motivating People

- Give employees opportunity to be use their own initiative
- Offer stretch goals and rallying cries
- Bring in fresh blood --- make the most with new staff
- Manage By Walking Around (MBWA)
- Apply some touchy-feely techniques
- Tailor your techniques to the individual
- Remove demotivators



Recognize The Differences



Motivating Groups

- Control troublemakers as soon as you become aware of who they are
- Encourage ambition, within proper care
- Fix what needs fixing
- Change systems
- Change the management team, if necessary
- Learn to celebrate “victories” and milestone events





Prevent Demotivation

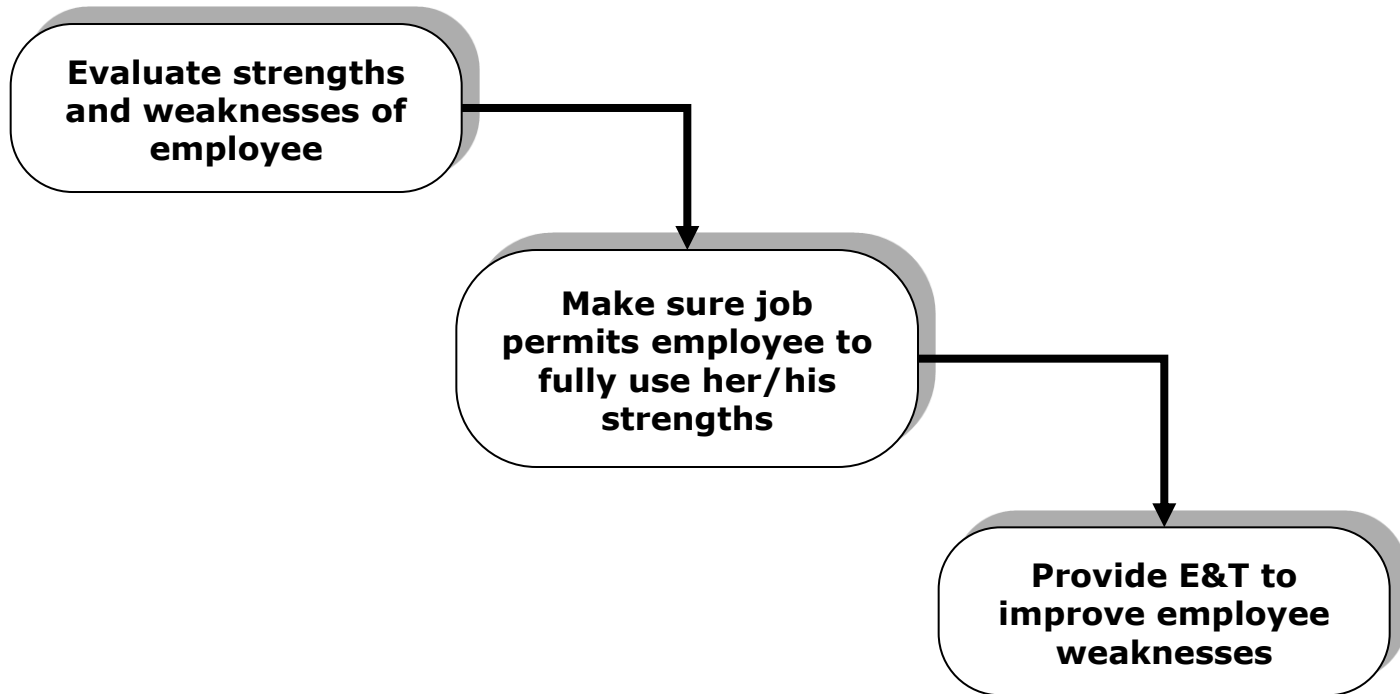
- Do not wait for annual appraisals to discuss bad performance --- offer counseling to help the individual turn it around
- Solve problems before they become big and unmanageable
- Bad news travels fast. So deliver it ASAP before the paranoids put their spin on it
- Explain the Valley of FUD correctly --- some reforms are going to be unwelcome



Appraising The Right Way

- Always start by discussing the positive and the progress made
- Keep the appraisal relaxed and friendly, if possible
- Focus on the real issues --- offer constructive criticism
- Listen to the response and opinions
- Watch the body language of the employee
- Offer a plan for improvement, if necessary

The Right Approach To Help An Employee





Evaluating Each Job

- Establish formal pay scales --- with a range, median, and quadrants
- Publish scales to employees --- do not keep them a secret
- Pay your employees for performance and contribution, not for seniority and status
- Do not allow job definitions limit the abilities of employees
- Ensure that jobs offer a wide range of stimulation and variation

Job Design --- Key Considerations

Multiskilling

Variation

Interest

Targets

Prospects

Accountability



Telecommuting

Ownership

Career Path



Additional Motivational Hints

- Create projects to allow people to come together to solve problems or to implement large systems (like ERP and CRM). **Project Management** is very motivational
- Same is true for **Change Management**
 - Change gradually and in phases, if possible
 - Allow for a gestation period
- Introduce a **Kaizen Program**



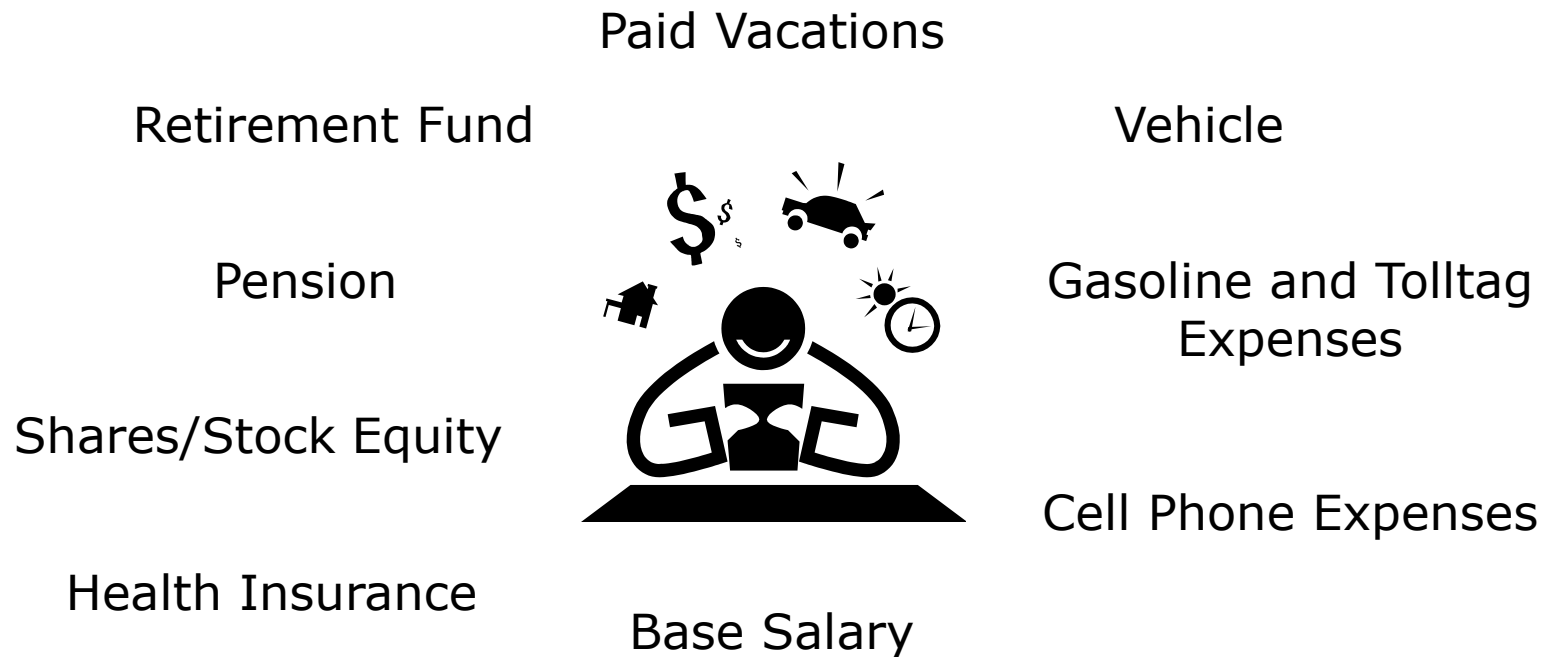
Analyzing Pay Systems

- First one must define “performance”
- Get the “money” right or everyone will be mad at you
- Watch costs of fringe benefits --- they can soar very quickly
- If you are the higher payer in your industry or region, make sure that you get higher performance
- Introduce the right **Pay For Performance Plan**

Pay For Performance

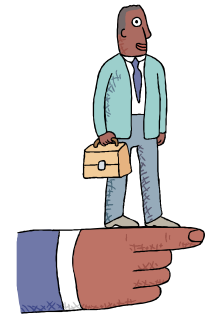
Reason For Payment	Factors to Consider
Performance	Quantity of work Quality of work Timeliness Cost
Expertise	Demand for employee's skills Unique and valuable skills
Time	Time since last raise Time on the job
Special Achievement	Completion of a critical task or project Success in delivering the "undeliverable" Appreciation for dedication and loyalty
Leadership	Ability to lead others Mentor and coach Delegate and empower Solve problems Communicate effectively, etc.

The Total Compensation Package



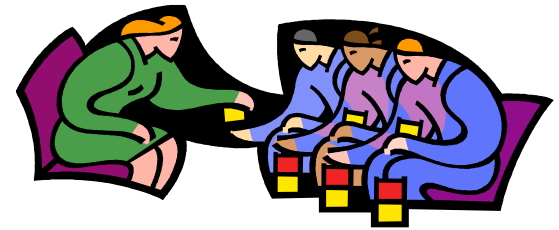
Job Enrichment

- Delegate and Empower
- Add tasks and functions
- Add responsibilities and authorities
- Add variety
- Job rotation
- Education & Training
- Offer travel
- Offer autonomy
- Offer contests; offer more perks yet



Empowering Staff

- Give them the freedom they need
- Delegate authority
- Delegate decision making
- Delegate accountability
- Delegate functions, processes, and tasks
- Offer them the right tools
- Offer them the right environment
- Remove barriers to success



Building Careers

- Develop **Performance Plans** that offer options to career paths
 - Ensure that no one is on a dead-end street
- Allow people to pursue their career paths they have selected. The Performance Plan should reflect the specific steps that an employee needs to take to get to the next job or higher level within the organization



Key Reminder

- People today expect that the company will allow them to put their own interests at the same level as the company's. The days of believing that the company's interests are the only ones that matter are over



Rewarding Outstanding Performance



- Outstanding performance calls for an outstanding reward. If someone just saved your company \$50,000, do not offer her/him a \$50 dollar gift certificate -- it will insult and demotivate the individual
- At the same time, make sure that the awards or rewards you offer are the “icing”, not the “cake”
- Do not make it impossible for employees to win their rewards

Keeping Motivation High

- Change your behavior and working methods if it will improve staff motivation
- Always check to see if morale is high. Remember that:

High Morale = High Productivity

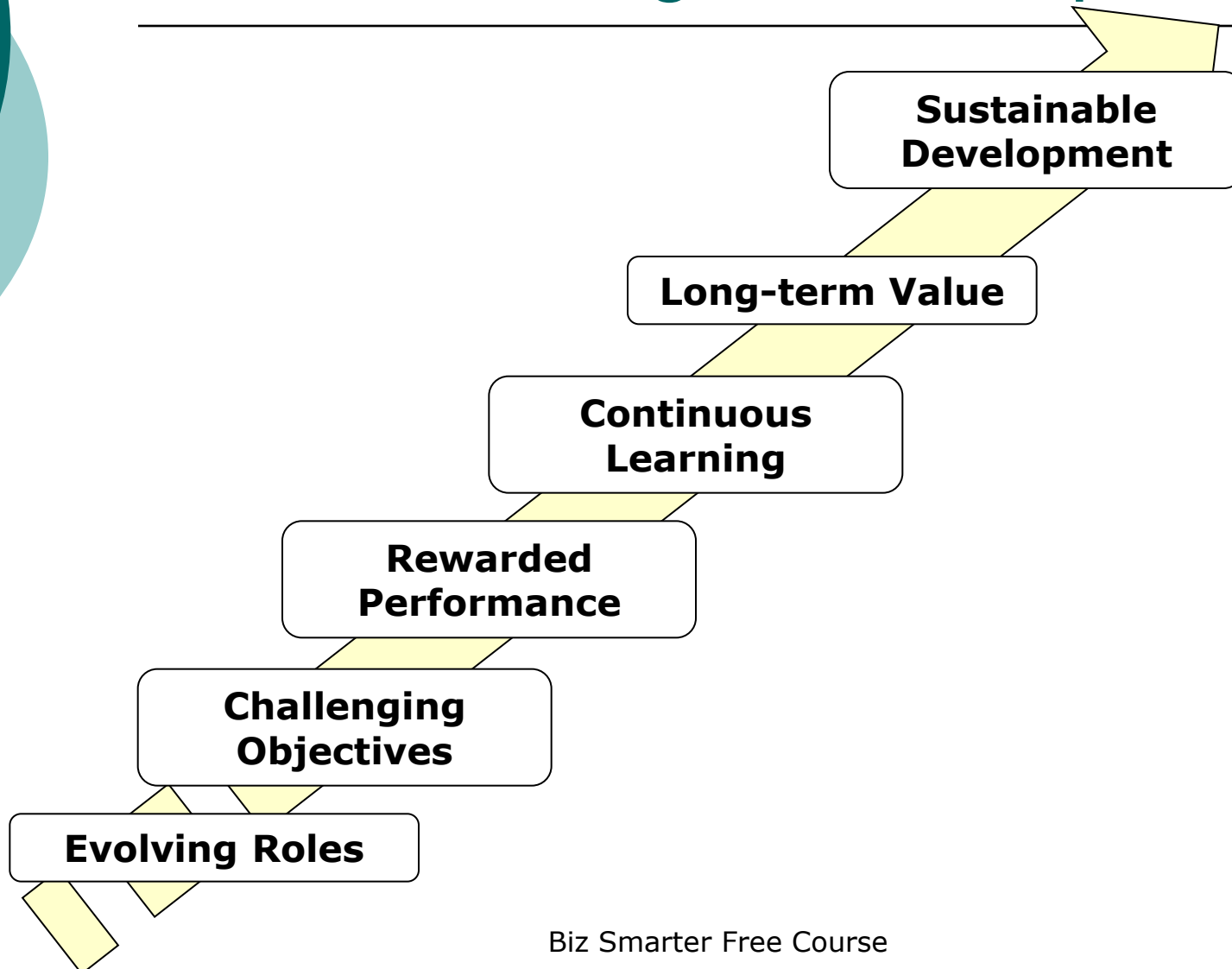
Studies have proven that motivation improves productivity by as much as 40%. Nothing else would get this much out of people!



Backup Slides

For additional discussion

Motivation Alignment Steps



What Motivates Us

Fear (Negative)

of:

- Need
- Suffering
- Rejection
- Frustration
- Despair
- Change
- other

Dreams (Positive)

of:

- Society
- Comfort
- Belonging
- Fulfillment
- Happiness
- Change
- other

Levels of Motivation --- Modern View Of Hierarchy Of Needs

Consciousness ---

harmony, holism, human
community, peace,
knowledge, environment
protection

Freedom ---

human
rights, freedom to speak,
to move, to think, to
believe, to choose

Comfort --- assets,
valuables, education,
social status, toys

Life --- vital minimum,
physical security, food,
shelter, health



Traditional HRM Approach To Motivation

- **Fear-based Motivation**

- Because the approach in dealing with employees was short term; no vision of what more the organization could give or expect
- Because deep-rooted fears were more prevalent than dreams and easier to play with
 - Fear of losing opportunity to get more
 - Fear of losing recognition/respect/status
 - Fear of losing regular revenues
 - Fear of losing the job



New HRM Approach

- **Dreams-based Motivation**
 - Performance Rewards
 - Cash & Non-cash
 - Promotions/Career Development
 - Training to develop collective and personal knowledge and value
 - Offering a career path --- higher jobs for more money, recognition, interest
 - Projects
 - Diversity of assignments for more fun and learning
 - Empowerment for more freedom and recognition

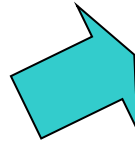
HRM Paradigm Shifts

Old Thinking

Discipline

Control

Job Descriptions



New Thinking

Value

Development

Performance



Motivational Steps (cont'd)

- Acknowledge that everybody has dreams and fantasies
- Encourage passion to stimulate transformation of fantasies into ideas in spite of weights and obstacles
- Develop creativity to find ways to challenge fear of change and competition, and to overcome political games and conflicts, so that the idea becomes a possibility



Motivational Steps (cont'd)

- Provide opportunities to test idea so as to identify and enhance strengths, address weaknesses, and manage risks, hence transforming the mere possibility into a real project
- Help mature and clarify the idea to dispense with insecurity and to convince others, so that a draft of concrete solution emerges
- Ensure a culture that banishes solitude and opposition to progress, and that encourages team spirit and support to the concretization of the idea
- Once the idea has become reality, make optimal use of the good outcome

Questions and Comments





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