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EMPLOYEE MOTIVATION AND ENGAGEMENT:

Methods and Techniques for Managers & Supervisors

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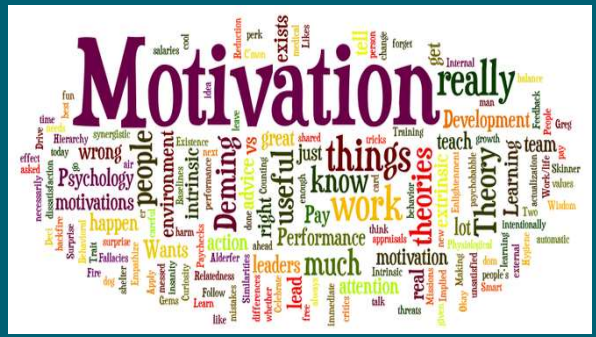

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UNDERSTANDING HUMAN MOTIVATION

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WHAT IS MOTIVATION?

- Motivation involves the biological, emotional, social and cognitive forces that activate behavior.
- Motivation is concerned with understanding 'why people do what they do - why do people chose a particular course of action and persist with it , even in the face of difficulties and problems?
- Motivation is the process that initiates, guides, and maintains goal-oriented behaviors. Motivation is what causes us to act ... and we are all different.
- In the workplace, some employees like repeating the same tasks and don't like too much change. Others need variety to stay motivated.

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WHAT IS MOTIVATION?

- As a manager and leader, there are actions you can take which will increase the odds of you having a motivated, performing workforce.
- Understand what is motivation and how you can motivate not just on an individual basis, but also at a team level.
- Anyone who has ever had a goal (like wanting to lose ten pounds) realizes that simply having the desire to accomplish something is not enough.
  - Achieving such a goal requires the ability to persist through obstacles and endurance to keep going in spite of difficulties.

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WHAT IS MOTIVATION?

There are three major components to motivation:

1. Direction
2. Persistence, and
3. Intensity.

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WHAT IS MOTIVATION?

DIRECTION involves the decision to make the effort to initiate a behavior, such as taking on an assigned project, to benefit the organization.

PERSISTENCE is the continued effort toward a goal even though obstacles may exist.

INTENSITY is the level of effort, concentration and vigor that goes into pursuing a goal.

It is important to remember that motivation models predict effort, not outcome.

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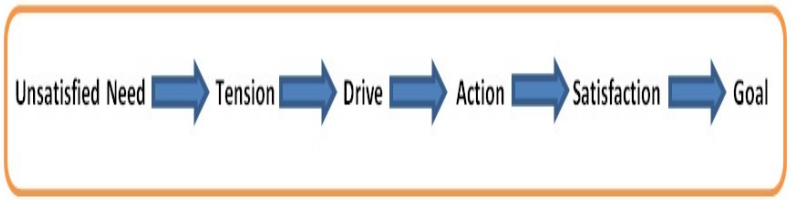
WHAT IS MOTIVATION?

Motivation is the driving force to satisfy an unmet need by achieving a goal



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MOTIVATION AND PERFORMANCE

Traditional Definition:
Performance = Ability x Motivation

Alternative Definition 1:
Performance = Ability x Motivation x Environment

Alternative Definition 2:
Performance = Ability x Motivation x Environment x *Clarity* x *Opportunity*

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MOTIVATION IS RESPONSIBLE FOR:

1. The selection and preference for activity
2. The persistence at the activity
3. The intensity and effort put into performance
4. How well or how badly a person will perform.

- The more motivated an employee is, the harder he/she will work at it, and the more likely they are to succeed in achieving the desired goal.
- There are two types of motivation: Intrinsic and Extrinsic

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MOTIVATION AND PERFORMANCE

Extrinsic – 'tangible rewards' (e.g., salary, benefits, security, contracts etc.) – *largely outside of manager's direct control*

Intrinsic – 'psychological' rewards (e.g., being appreciated, doing challenging work, positive recognition, using one's ability etc.) – *can be heavily influenced by manager's behavior and actions*

You don't motivate individuals - you create the environment to enable self motivation - that is management's primary role.

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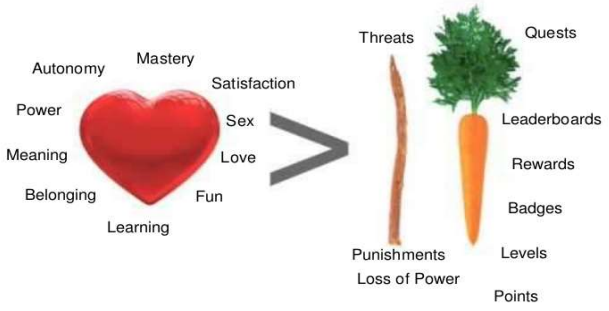
MOTIVATION AND PERFORMANCE

Intrinsic value > extrinsic rewards



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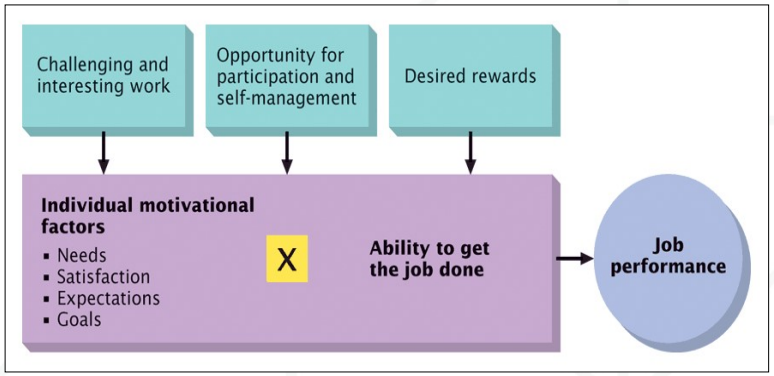
INDIVIDUAL MOTIVATION AND JOB PERFORMANCE



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MASLOW'S HIERARCHY OF NEEDS THEORY

- Human beings have wants and desires which influence their behavior; only unsatisfied needs can influence behavior, satisfied needs cannot.
- Since needs are many, they are arranged in order of importance, from the basic to the complex.
- The person advances to the next level of needs only after the lower-level need is at least minimally satisfied.
- The further the progress up the hierarchy, the more individuality, humanness and psychological health a person will show.
- This theory assumes that there is a hierarchy of five needs within each individual. The urgency of these needs varies based on situation & circumstances.

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MASLOW'S HIERARCHY OF NEEDS- The Five Needs:

1. **Physiological needs-** These are the basic needs of air, water, food, clothing and shelter. In other words, physiological needs are the needs for basic amenities of life.
2. **Safety needs-** Safety needs include physical, environmental and emotional safety and protection. For instance- Job security, financial security, protection from animals, family security, health security, etc.
3. **Social needs-** Social needs include the need for love, affection, care, belongingness, and friendship.

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MASLOW'S HIERARCHY OF NEEDS- The Five Needs:

4. **Esteem needs-** Esteem needs are of two types: internal esteem needs (self- respect, confidence, competence, achievement and freedom) and external esteem needs (recognition, power, status, attention and admiration).
5. **Self-actualization need-** This include the urge to become what you are capable of becoming / what you have the potential to become. It includes the need for growth and self-contentment. It also includes desire for gaining more knowledge, social-service, creativity and being aesthetic. The self- actualization needs are never fully satiable. As an individual grows psychologically, opportunities keep cropping up to continue growing.

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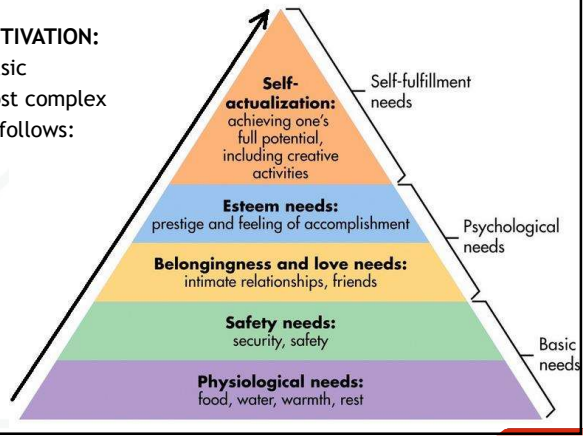
MASLOW'S HIERARCHY OF NEEDS THEORY

CONCERNING HUMAN MOTIVATION:
The needs, listed from basic (lowest, earliest) to most complex (highest, latest) are as follows:

- **Physiological**
- **Safety and security**
- **Social - Belonging**
- **Self esteem**
- **Self actualization**



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IMPLICATIONS OF MASLOW'S HIERARCHY OF NEEDS FOR MANAGERS & LEADERS

What satisfies higher-order needs?

Self-actualization needs	• Creative and challenging work • Participation in decision making • Job flexibility and autonomy
Esteem needs	• Responsibility of an important job • Promotion to higher status job • Praise and recognition from boss

What satisfies lower-order needs?

Social needs	• Friendly coworkers • Interaction with customers • Pleasant supervisor
Safety needs	• Safe working conditions • Job security • Base compensation and benefits
Physiological needs	• Rest and refreshment breaks • Physical comfort on the job • Reasonable work hours

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IMPLICATIONS OF MASLOW'S HIERARCHY OF NEEDS FOR MANAGERS & LEADERS

Identify and monitor the need level the employee is at, and then those needs can be utilized as incentive for motivation.

1. **Physiological Needs** – ensure that employees are given appropriate salaries to purchase the basic necessities of life. Breaks and eating opportunities should be given to employees.
2. **Safety Needs** - provide the employees job security, safe and hygienic work environment, and retirement benefits so as to retain them. Proper security measures should be taken for the facility.
3. **Social/Belonging Needs** - encourage teamwork, collaboration, and build relationships e.g., organize social events.

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IMPLICATIONS OF MASLOW'S HIERARCHY OF NEEDS FOR MANAGERS & LEADERS

4. **Esteem Needs** - appreciate and reward employees on accomplishing and exceeding their targets. Management can give the deserved employee increased responsibility or higher job rank / position in the organization.
5. **Self-actualization Needs** - give the employees challenging jobs in which the employees' skills and competencies are fully utilized. Moreover, growth opportunities can be given to them so that they can reach the peak

• *Note that not all employees are governed by same set of needs, nor is an individual governed by the same needs at all times. It is always the most powerful unsatisfied need that motivates an individual.*

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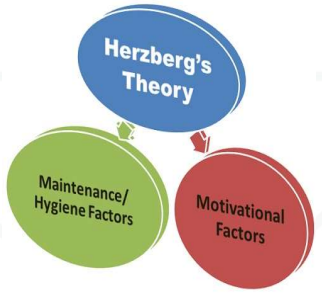
HERZBERG'S 2-FACTOR THEORY OF MOTIVATION

According to the Two Factor Theory of Frederick Herzberg (1959), people are influenced by two factors:

- **Hygiene factors (Maintenance)** are needed to ensure an employee does not become dissatisfied. They do not lead to higher levels of motivation, but without them, or if they are taken away there is dissatisfaction and de-motivation.
- **Motivation factors** are needed in order to motivate an employee into higher performance.



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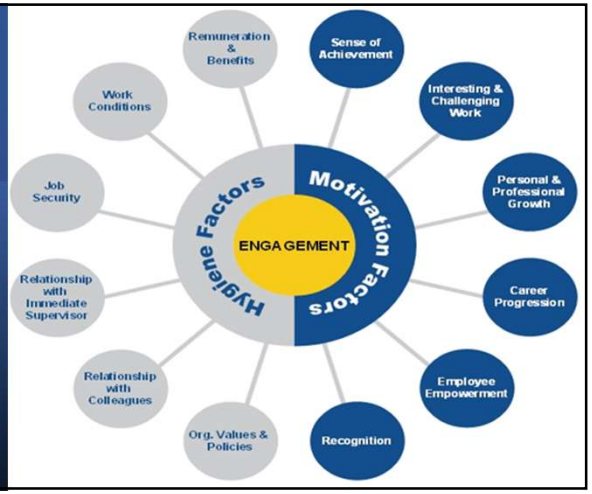
HERZBERG'S 2-FACTOR THEORY OF MOTIVATION



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HERZBERG'S 2-FACTOR THEORY OF MOTIVATION

Hygiene factors - Hygiene factors are those job factors which are pre-requisite for motivation at workplace. These do not lead to positive satisfaction for long-term. But if these factors are absent / if these factors are non-existent at workplace, then they lead to dissatisfaction.

- Hygiene factors are those factors which when adequate or reasonable in a job, pacify the employees and do not make them dissatisfied.
- These factors are extrinsic to work.
- Hygiene factors are also called as dissatisfiers or maintenance factors as they are required to avoid dissatisfaction. These factors describe the job environment/climate.
- The hygiene factors symbolized the physiological needs which the individuals wanted and expected to be fulfilled.

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HERZBERG'S 2-FACTOR THEORY OF MOTIVATION

Hygiene factors include:

- **Pay** - The pay or salary structure should be appropriate, fair, and reasonable. It must be equal and competitive to those in the same industry in the same domain.
- **Company Policies and administrative policies** - The company policies should not be too rigid. They should be fair, clear, and should include flexible working hours, dress code, breaks, vacation, etc.
- **Fringe benefits** - The employees should be offered health & welfare benefits (health, dental, etc.) and time-off benefits.
- **Physical Working conditions** - The working conditions should be safe, clean and hygienic, and equipment should be updated and well-maintained.
- **Interpersonal relations** - The relationship of the employees with peers, superiors and subordinates should be appropriate and acceptable.
- **Job Security** - The organization must provide job security to the employees.

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HERZBERG'S 2-FACTOR THEORY OF MOTIVATION

Motivational factors -

- The motivational factors yield positive satisfaction.
- These factors are inherent to work.
- These factors motivate the employees for a superior performance.
- These factors are called satisfiers. These are factors involved in performing the job.
- Employees find these factors intrinsically rewarding and motivating.
- The motivators symbolized the psychological needs that were perceived as an additional benefit.

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HERZBERG'S 2-FACTOR THEORY OF MOTIVATION

Motivational factors include:

- **Recognition** - The employees should be praised and recognized for their accomplishments by the managers.
- **Sense of achievement** - The employees must have a sense of achievement. This depends on the job. There must be a fruit of some sort in the job.
- **Growth and promotional opportunities** - There must be growth and advancement opportunities in an organization to motivate the employees to perform well.
- **Responsibility** - The employees must hold themselves responsible for the work. The managers should give them ownership of the work. They should minimize control but retain accountability.
- **Meaningfulness of the work** - The work itself should be meaningful, interesting and challenging for the employee to perform and to get motivated.

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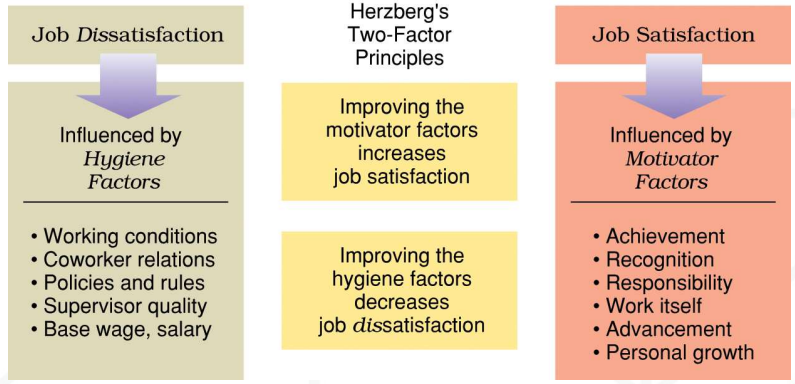
HERZBERG'S 2-FACTOR THEORY OF MOTIVATION



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HERZBERG'S 2-FACTOR THEORY OF MOTIVATION

Combining the hygiene and motivation factors results in four scenarios:

1. **High Hygiene + High Motivation**: The ideal situation where employees are highly motivated and have few complaints.
2. **High Hygiene + Low Motivation**: Employees have few complaints but are not highly motivated. The job is perceived as a paycheck.
3. **Low Hygiene + High Motivation**: Employees are motivated but have a lot of complaints. A situation where the job is exciting and challenging but salaries and work conditions are not up to par.
4. **Low Hygiene + Low Motivation**: The worst situation. Unmotivated employees with lots of complaints.

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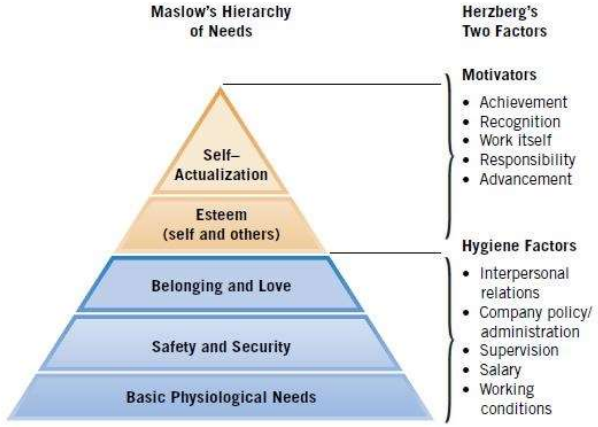
HERZBERG & MASLOW COMPLEMENT ONE ANOTHER



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IMPLICATIONS OF HERZBERG'S 2-FACTOR THEORY FOR MANAGERS & LEADERS

- The Two-Factor theory implies that the managers/leaders must stress upon guaranteeing the adequacy of the hygiene factors to avoid employee dissatisfaction.
- Also, the managers/leaders must make sure that the work is stimulating and rewarding so that the employees are motivated to work and perform harder and better.
- This theory emphasizes job-enrichment so as to motivate the employees.
- The job must utilize the employee's skills and competencies to the maximum.
- Focusing on the motivational factors can improve work-quality and performance.

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HRM and the Climate for Motivation: Laying the Foundation

"Climate for motivation": the opportunities for workers to find motivation at work, which is determined by the range of human resource management policies and practices

- Leaders and Managers can establish a general climate for worker motivation
  - Competitive salaries and wages
  - Relevant benefits
  - Building supportive relationships with individuals and teams
  - Meaningful rewards and recognition
  - Opportunities for challenge and training
  - Friendly and cooperative workplace relations
  - Assignments that allow for making meaningful contributions to society
  - Feedback that provides recognition and opportunity for development
  - Meaningful control over their work environment
  - Minimize the demotivating effect of rules and regulations

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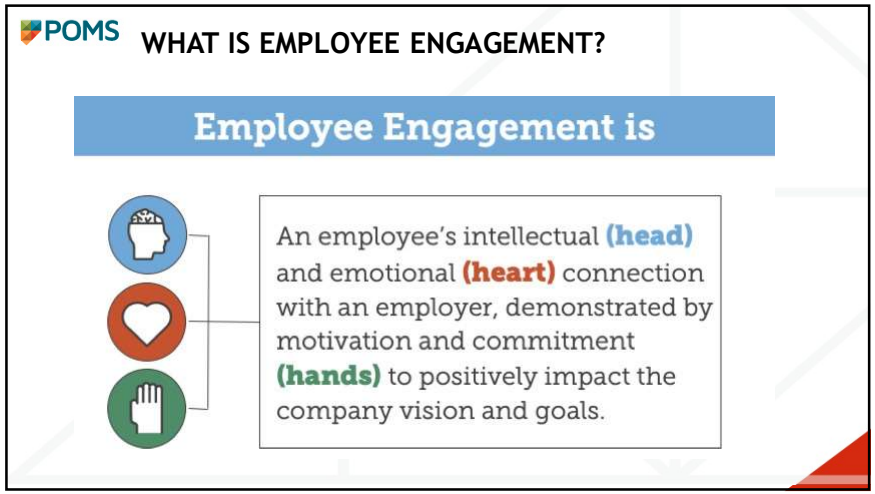

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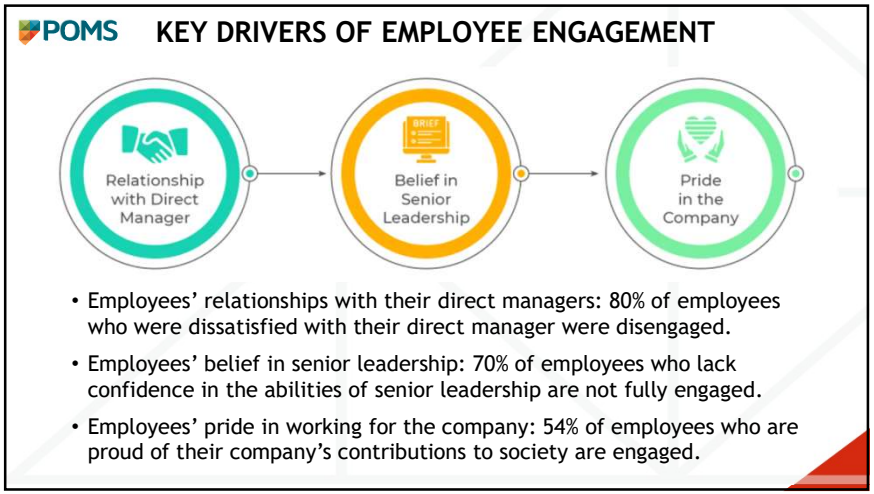

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SO WHY IS EMPLOYEE ENGAGEMENT IMPORTANT?

Key Reasons for Investing in Employee Engagement

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LEADERS CAN IMPROVE ENGAGEMENT

- Motivating a workforce to innovate while ensuring productivity and collaboration is the key to "*helping your people to be successful*" in their jobs
- Leaders create an environment and culture that encourages employees to do well in their role,
  - This is the key to having an engaged, purpose-driven, and satisfied organization.
- Giving meaning to work and allowing for autonomy also creates a valuable sense of ownership and helps employees, leaders, and teams grow with your organization instead of growing out.
- The added benefits of retaining top talent are countless from reduced turnover costs to employee well-being. If your organization is planning for growth, employee engagement is the investment you need to make.

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LEADERS CAN IMPROVE ENGAGEMENT

- **Lack of engagement isn't about lack of motivation.** The difference between an engaged and disengaged person is not a lack of motivation, but the quality of their motivation.
- **The key to long-term engagement** is the day-to-day shift to optimal motivation, when employees' work is
  - **aligned** (linked to a significant value),
  - **integrated** (linked to an important purpose or issue), or
  - **inherent** (naturally enjoyable, compelling, or interesting).

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LEADERS CAN IMPROVE ENGAGEMENT

- **Relational engagement is as important as work engagement.**
  - A leader's investment in work relationships is a critical and unique aspect of employee engagement.
  - A leader is engaged in multiple relationships at work — with peers, employees, stakeholders, and customers.
  - Relational engagement is the degree to which a leader is energized, enthusiastic, and absorbed in working with others.
- **Career development boosts engagement.**
  - Studies have repeatedly shown that organizations with high employee engagement and motivation, with high satisfaction and retention rates, demonstrated consistently different talent management practices than those with low engagement.
  - Talent development processes were key differentiators.

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WAYS LEADERS CAN IMPROVE ENGAGEMENT

Effective Strategies to Improve Employee Engagement

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1 – SET CLEAR EXPECTATIONS.

- Whether working in person or remotely, employees still need defined values, goals and objectives and a clear understanding of what is expected of them in their role, department and the organization as whole.
- Working towards a widely held set of business goals and values as well as personal objectives and milestones in individual roles gives meaning to the sometimes-mundane tasks it takes to achieve them.
- Clarity, purpose and vision are the pillars of organizational success, and they are keys to motivation at all levels of your business.

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2 – STAY CONNECTED.

- Effective communication and collaboration whether through in-person meetings or through video calls, it is important to help employees to work together on projects.
- Don’t forget the importance of checking in to see how colleagues are doing both professionally and personally and provide support when and where you can.
- Don’t forget to develop professional relationships, and a simple “how are you doing?” can make all the difference to the people in your network.

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3 - TRUST YOUR PEOPLE.

- With a change in the routine of everyday work, it is important to uphold an atmosphere of mutual trust within your organization.
- Keeping the lines of communication open often and early will not only create a more effective workforce, but it also helps create an environment where people flourish and grow on both an individual and organizational level.
- You have defined the expectation and vision for success, communicated openly about individual contributions and objectives and developed professional relationships that demonstrate organizational culture and values, now it's time to trust.
- Believing in your employee's ability to follow through aligns culture and practices for your people and fosters mutual respect and trust through accountability effectively eliminating the need for micromanagement.

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WAYS LEADERS CAN IMPROVE ENGAGEMENT

4 - MANAGE ACCOMPLISHMENTS, NOT ACTIVITY.

- Waiting to give feedback on the key project milestones of your employee's efforts is far more efficient than managing every little task along the way.
- The specific steps it takes to get there is easily managed and developed by competent members of your team, and furthermore the employees immersed in these tasks have more focus and understanding for the intricacies than you.
- Developing trust in any employee-leader relationship starts with giving up control of the small stuff to allow employees the freedom, creativity and innovation to successfully reach their goals.

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WAYS LEADERS CAN IMPROVE ENGAGEMENT

5 - ENCOURAGE GROWTH AND LEARNING.

- Creating a culture of learning and development in your organization shows employees that you appreciate their investment in you and in turn are invested in them.
- When employees are confident in their leadership's support to learn new skills and grow within their role, it only further motivates them to achieve more.
- This is a cyclical process of listening to employee needs, understanding and valuing their individual skills and contributions and offering them opportunities to grow through professional development so they will continue to help grow your business.

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6 - GIVE AND RECEIVE FEEDBACK.

- Giving periodic feedback and checking in with employees is a managerial must-have but it is also an excellent opportunity to receive feedback and give credence to their opinion of your performance.
- An "open-door" policy for honest and constructive conversation gives employees the ability to develop assertiveness and independence and taking action on their ideas and feedback gives them confidence and trust in you.

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7 - TAKE BREAKS (AND DEEP BREATHS).

- Remind yourself and your employees that you/they are not on call 24/7 just because you can be reached at all times and are likely nearby your computer outside normal hours.
- Let your people know that it's okay - and sometimes much needed - to take breaks from working throughout the day too.
- Taking a moment away from the screen and standing up from your desk can help provide perspective and clarity when things are busy or overwhelming leading to more efficient work once you return.

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8 - EMPHASIZE WORKPLACE CULTURE.

- Accentuating organizational culture motivates employees towards a shared vision and goal through best practices, group norms and values.
- Giving consistent and thoughtful recognition to those who have accomplished goals shows leadership's commitment to employees, and meeting with the purpose of transparency and inclusion only further strengthens trust throughout the organization.
- Encourage employees to do the same for their colleagues and teams whenever possible and watch your company culture flourish.

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9 - ENCOURAGE VOLUNTEERING.

- Looking beyond our own needs and feelings is critical for emotional intelligence at both an individual and organizational level.
- Working together to achieve socially responsible goals brings about an increase in teamwork, comradery, and togetherness.
- Promoting the achievement of these goals across all levels is a great way to showcase your organizational empathy and helps you attract and retain employees who want to work for an organization that cares.

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10 - CELEBRATE PEOPLE.

- Employees are the driving force behind every successful organization, so don't forget the human side of your business.
- Celebrate accomplishments, birthdays, retirements, newcomers, etc. Make their important moments matter to the company and show it through recognition, a kind gesture, or even a small celebration.
- Not only is this good for morale, but it also helps us remember to relax and enjoy the time we have when working with each other.
- At the end of the day, it is of the utmost importance to remember that your colleagues, leaders and employees are all human-beings and individuals with a multitude of perspectives, emotions and stressors.
- Showing empathy to one another, working together as a team, and understanding that there are bound to be circumstances beyond our personal locus of control are the keys to having an emotionally intelligent organization.

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EXERCISE

Think about the most effective things you, or other leaders have done to improve employee engagement and motivation in the workplace.

NOW, take about 3 minutes to write down your thoughts in response to this question:

What are specific things or programs that you've seen have a positive impact on employee engagement and motivation?

Identify 5 specific things you've done or seen that work.

Have a member of your group compile your responses and email them to me. I will compile the information and send them back out to everyone.

Take about 7 minutes in your group to share your lists.

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WHAT ARE SOME OF YOUR IDEAS?

EXAMPLES OF SPECIFIC THINGS YOU'VE SEEN DONE THAT IMPROVE EMPLOYEE MOTIVATION?

***REMEMBER**: Please have a member of your group compile your responses and email them to me. I will compile the information and send them back out to everyone.*

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10 PROVEN WAYS TO MOTIVATE EMPLOYEES

A recent study published in Psychology Today looked at the issue of motivation, and how to get employees to give maximum effort in the workplace. The survey involved over 200,000 employees in more than 500 organizations. The specific question the survey asked was: "What motivates you to excel and go the extra mile at your organization?"

Interestingly, money - often simply assumed to be the major motivator - was seventh on the list, well back in the pack. The results were as follows:

- Camaraderie, peer motivation (20%)
- Intrinsic desire to a good job (17%)
- Feeling encouraged and recognized (13%)
- Having a real impact (10%)
- Growing professionally (8%)
- Meeting client/customer needs (8%)
- Money and benefits (7%)
- Positive supervisor/senior management (4%)
- Believe in the company/product (4%)
- Other (9%)

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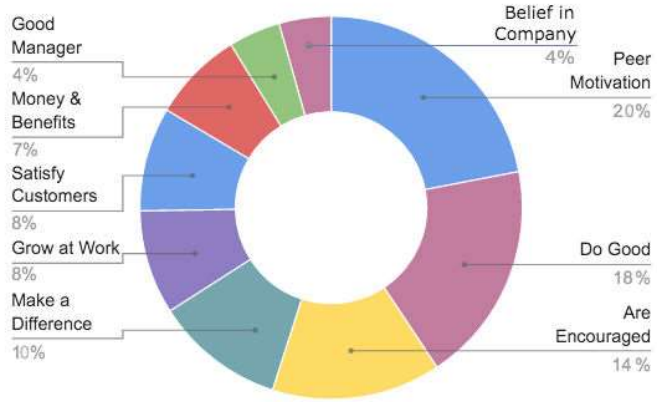
10 PROVEN WAYS TO MOTIVATE EMPLOYEES



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Corporate Culture Counts:

- In addition to **"camaraderie," "feeling encouraged and recognized," "having a real impact"** and **"growing professionally,"** describe the level of positive feelings employees have about working in a particular environment – in short, their attitude toward their corporate culture.
- Is the culture encouraging and supportive? Does it foster growth? Do employees feel they can make a difference? Remember that it is the role of leadership in management that plays the crucial role in shaping a company's culture.

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1. Make your business a pleasant place to be

- No one wants to stand around in a dingy, boring space for hours on end. Having an aesthetically pleasing, well-lit, functional, and fun space makes work a lot more pleasant.
- The first step is to make sure things are well-kept and that you have updated, working equipment. This means switching out that Cold War-era back-office computer, your glacial-paced point-of-sale system, or generally anything that people might want to throw out the window in frustration.
- It also means keeping things clean and nice looking. Sprucing up your space doesn't have to be expensive. Try featuring local artists or picking up interesting furniture pieces at a flea market. All these little touches will make things a lot more enjoyable for your employees (and by proxy, your customers).

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2. Be a respectful, honest, and supportive manager

- This may seem like a no-brainer, but bad management is one of the top reasons employees run for the hills.
  - *"People don't leave jobs … they leave bosses and culture."*
- Things like respect, honesty, support, and clear communication are the foundations here. But there's a lot more you can do to be a great leader and mentor.
- Get to know your people, and develop your leadership skills, and your emotional intelligence – the result will be improved relationships.
- The long and short of it: if you're a good person to work for, your employees will be more loyal.

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3. Offer employee rewards and perks

- People will stay with your business if they have a reason to.
- So, if you want to keep your good people and keep them motivated, it's worth starting an incentive program. Maybe it's a quarterly bonus. Maybe it's a set of perks. Maybe it's offering to foot the bill for additional credentials. If people know they'll be rewarded for a job well done, they'll be 1) more likely to do a good job, and 2) stay to see things through.
- **Employee perks** can make a positive impact while requiring little financial investment. Group mindfulness and yoga sessions throughout the week is an affordable way to keep your workers feeling physically and mentally limber. Also, offering flexible working hours and work-from-home days can save money.

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3. Offer employee rewards and perks *(CONTINUED)*

- **Salary sacrifice programs** - employees to agree to certain amounts of their salary being replaced by, for example, funds to lease a low-emission car. The benefit here is that both the employee and employer receive and pay less in taxable salaries.
- **Monthly lunches** - Cultures throughout history have bonded over lunch. It's no different in business culture. It's a great opportunity to both show your employees you value and reward them, while strengthening their relationships with each other.
- **Discounts on local restaurants** - Who doesn't enjoy going out for food? It's something that your employees are most likely doing anyway, so why not help them make it a bit cheaper! Offering discounts to nearby businesses is a great perk and helps to stretch salaries.
- **Mental wellbeing support -** mental wellbeing is increasingly important to your workforce, both from your employees' personal perspective and your financial one too. Employee Assistance Programs are a great way to offer this to your employees; you can look at regular group meditation and mindfulness sessions.
- **Offering free/discounted services** – such as on-site car washes, massages, auto insurance discounts, movie tickets, etc.

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4. Give them room to grow

- Giving your employees room to grow within the company is a huge motivator.
- There's the dangling carrot of more money, yes, but there's also the psychological factor of feeling like they're trusted and respected for their work.
- If you're opening up a second location, think about which of your employees might be a good fit for a management role there.
- If there's someone who's doing a particularly good job with inventory, consider grooming that person to take over vendor relations completely.
- When you give your best employees growth opportunities, it shifts their thinking from "this is just a side job" to "this could be a full-fledged career."

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5. Share Positive Feedback.

- It's great to feel fulfilled by your work. In fact, it's one of the key job satisfaction factors.
- Satisfaction in your work can come from a variety of places — from knowing you made the perfect cup of coffee to saving a house by removing a menacing tree.
- And if your customers express appreciation for these things, be sure to share that feedback with your employees.
- Letting your employees know they made someone's day (or more) makes them feel good — and gives them a deeper connection to your business.

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6. Recognize their achievements. *Catch me doing something right*.

- Often, all people want is some recognition for a job well done. Effective leaders give credit, they don't take credit.
- If an employee has been putting in a lot of time working on a project, or they went out of their way to help out a coworker, do not hesitate to praise them.
- It's not just about the act of recognition, but the principle: If people feel that their efforts are appreciated, they will feel compelled to continue working hard.
- Employees whose achievements were recognized also have reported that they experience higher levels of enjoyment out of the work they do. But if they feel like their long hours and personal sacrifices were for naught, it's unlikely that they will go out of their way for the company again.
- So, whether it's noting their contributions in a meeting, recognizing them in a staff email, or just thanking them privately, it's imperative that you show hardworking employees your gratitude.
- **Employee recognition programs** – don't limit recognition to the "*employee of the month*."

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7. Offer flexible scheduling

- Technology has changed the way businesses operate, and it has also changed the way we work–or the way we can work.
- If employees are able (and expected) to check work email on their phones or finish projects on their laptops at home, it's reasonable for them to want a similar flexibility from their employers when it comes to scheduling.
- In a Forbes study, 46 percent of respondents said that flexibility is the most important factor when it comes to job searching.
- The same study found that 86 percent of companies on Forbes 2019 "Best Companies to Work For" offered some type of flexible schedule.
- So, whether it's a work-from-home opportunity or flex time, offer various scheduling options if you want to be viewed as a progressive employer and attract top talent.

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8. Foster Open Communication

- Having open communication with your staff is crucial to maintaining employee motivation. No one wants to work under a boss they feel uncomfortable approaching.
- Applying methods of establishing effective communication with your team will do wonders for your staff's motivation.
  - **Show them you care -** A staff member that is invested in their work will naturally have questions, comments, or concerns. Having an open-door policy and creating consistently accessible lines of communication will help your staff to feel as though their input matters (which it should!).
  - **Always follow up -** Following up with your employees regarding their input is equally important as asking them for it. Following up at least demonstrates to employees that you took the time to consider their remarks, rather than ignoring them or sending them on to someone else. Your staff will know that you're listening to them and that you care about them.

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9. Be someone you'd want to work for

Almost all of us have had that one manager who made work a living nightmare. Even if you love what you do, having a miserable manager can spoil a dream job. Being someone who you'd want to work for is integral to keeping your staff motivated.

- **Stay positive** - Smiles are contagious, so if you remain positive and enthused to be at work each day, your staff will follow your lead – they will be happy to work for you and will be more motivated to do good work.
- **Be understanding** - As a manager, being understanding of the fact that your employees are human beings is necessary to keeping them motivated. An employee that is afraid to admit to her manager when she makes a mistake is not going to be comfortable in her position. On the other hand, if that same employee knows that her manager will be sympathetic to the situation, she will be happy to get her work done, knowing that someone is there to support her whenever she needs it.
- **Get to know your team** - Having a one-on-one relationship with your staff members will help you better understand your team to find what it is that motivates each person individually. When your staff members feel they you care about them, and have a personal connection with you, they will be motivated to not let you down.

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10 PROVEN WAYS TO MOTIVATE EMPLOYEES

10. Make work fun and meaningful

- Help employees to relax and have fun
  - Start a book club
  - Organize a talent show
  - Hold potlucks
- Celebrate successes of your employees, and your team!
  - On-the-spot recognition – "bonus bucks program"
- Many employers have implemented a strategy called "gamification," which involves applying game-like concepts to ordinary work tasks in order to generate enthusiasm and create friendly competition in the workplace.
  - Scavenger Hunt in new employee orientation
  - Departments hosting monthly "themed lunches"
  - "Bingo cards" for open enrollment
- Community service events – "giving back."

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OH HECK … WHY STOP AT TEN?

11. Lead with vision

Everyone wants to know that their efforts are driving towards something. What's the next step? What does success look like for the company? A destination helps to motivate the journey, so make sure the vision for the company is clear.

12. Make sure everyone understands the 'why'

Your employees will know what needs to be done, but you need to explain further; you need to communicate the 'why' of each task. The why is the company's overall mission. If everyone knows how their individual actions can personally add to the overall goal of the company, it brings much-needed intrinsic motivation to even the most simple task.

13. Set frequent clear targets

You obviously have big targets that you want to hit as a company, but smaller goals are the key to motivation. All goals should add to the overall target, but breaking this into more attainable chunks feels less overwhelming. If employees are frequently hitting targets, the feeling of satisfaction grows and will act as a great motivator to continue on to the next set of goals.

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14. Give your team autonomy

Time is precious. So when we don't feel in control of our time and energy, motivation levels can really drop. Allowing for some elements of freedom in the workplace, whether that's flexible working hours or unlimited time off, demonstrates trust from leaders to employees. This adds motivation, as the satisfaction of a job well done comes with the feeling that they were in control and did it on their terms.

15. Create a welcoming workplace environment

No one wants to sit in a gloomy office and desperately wait for home time every day. If workplaces create a friendly culture, with areas for rest and play, employees will look forward to coming into work. The saying 'work hard, play hard' is important here. As motivation and mood go hand in hand, a poor mood can affect the ability to concentrate and will lower the feeling of energy in the workplace.

16. Encourage teamwork

Collaboration between teams in the company allows ideas to be developed further. Working with those with different skill sets will, in turn, create more innovative results. In teams, there's power in numbers and anyone experiencing a lack of motivation should be boosted by those around them.

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17. Coach the leaders in your organization

- Whoever is managing you has a huge impact on how engaged you are at the workplace. Everyone can imagine the big role management plays in company culture and with that, employee engagement.
- First of all: make sure your managers are engaged. If the one leading the team isn't there just yet, you can't expect them to get their employees to that point. Employee engagement is really a team effort.
- Then, give your leaders the time and resources they need to improve employee engagement. Have open and frequent conversations about the culture in the workplace and the developments regarding employee engagement.

18. Free up time to work on pet projects

- Everyone has different things they're passionate about and would love to spend more time on. Allow employees time to work on internal projects they might be passionate about.
- This will get them engaged in the project and be excited about how they could be helping the wider company. These projects should contribute to the overall goal of your organization but be independently managed by one or a small group of your employees.

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19. Actively ask employees for advice—even if it's outside their current field of work

- If you know that Sarah from HR has years of experience in the event industry, don't hesitate to ask her to sit in on a meeting about your upcoming fundraiser night. She will most likely not feel like she's doing something outside her job description, but rather feel appreciated for her knowledge and skills.
- Every single member of your team has unique strengths—so use them. As a manager, by asking an employee for help, it shows that you acknowledge their strengths and appreciate them. You will make them feel more engaged, valued and included in the business by showing them that you feel they have something to offer that no one else can.

20. Ask employees how they prefer to be recognized

- Employees need to know that leaders see and recognize a job well done. We are all busy and every so often it can feel that you don't get the recognition you deserve for the hard work you put in.
- For managers, it can be hard to find an adequate response to a job well done. You need to reward everyone equally, but not everyone appreciates the same rewards. Now what?
- Just ask. Your employees will be pleasantly surprised to find out you want to find a fitting reward for their hard work, rather than just making it about "the gesture".

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21. Don't Micromanage

- If you really want to improve motivation, don't micromanage. Instead, give your team an assignment and a deadline, and then turn them loose. This gives your employees the freedom to work when their motivation is at its highest.
- For some, early in the workday might be their most productive time. For others, it may be closer to the end of the day. For yet others, it may be overnight or on weekends.
- When you allow your employees to decide when and how they will work, you establish a framework for improved efficiency and motivation.

22. Be clear about what you expect

- To improve motivation in the workplace, be very clear about what you want done. A journey of a thousand miles starts with a single step.
- So focus on that first step, be clear about what it is and how it can be completed, and then set your team to the task.
- A clear and concise mission can light a fire of motivation under any team.

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23. Provide regular training

- Training can be inspiring and shows an understanding of the importance of employee motivation. It shows an employer is dedicated to helping their employees to learn as much as they can about their job and how to do it better.
- Training outside of roles can also be a great motivator. For example, offering first-aid, budget management or computer training can motivate employees to expand their skills. Mentoring is also a way to motivate as it offers guidance when someone is new to a role and can build their confidence.

24. Appropriate allocation of work

- One misconception many employees and managers as well hold is that taking on a large workload shows sincerity, hard work, enthusiasm as well as skill.
- However, taking on too much work will bog you down, drain your energy, create confusion and will prevent you from giving your best, which serves as a de-motivator ultimately.
- Being unable to finish all the work or finishing it in a less than optimal manner would make one feel like they are not very adept and cause severe de-motivation.

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25. Establish rules that employees can trust

- Organizations require discipline and a proper structure to follow. Corporations should learn the art of developing behavioral norms and regulations to manage their expanding activities while maintaining their culture.
- Systematization, however, does not automatically lead to bureaucracy as long as people understand why the rules exist and believe they are valid, *and enforced fairly*.
- So should establish frameworks, rules, and procedures that employees can trust.

26. Streamline the information flow in the organization

- Organizations should facilitate the flow of authentic and honest information in this volatile environment. A transparent working structure enables employees to think more strategically and provides insight into their job responsibilities.
- In this era of social media, where data gets unleashed easily, organizations should not spin information. Companies that encourage deep-seated honesty, candid work environments, and clear structure are more likely to be trusted and heard by their employees and customers.

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27. Celebrate wins regularly

- "Work hard, play hard" doesn't have to stop at the office door. Gratitude and appreciation can go far, but don't forget to take the moment to celebrate your success.
  - E.g., celebrations as small as a team lunch or monthly breakfast social, to share successes and recognize individual and team accomplishments.
- This will motivate your team to reach goals and engage in challenging initiatives, and will also help create momentum rolling into the next project. Gathering with friends and colleagues is deeply fulfilling and is sure to keep your team's motivation buzzing.

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27. Champion friendly competition

- Emphasis is on the friendly here. Competition can be a great motivator but if you let it get out of hand, conflict will rise as you see morale and teamwork deteriorate.
- The challenge is not to get your top performers to perform better, it is also to train them to pull up everyone around them and build a well-oiled machine.
- Although individual successes can be hugely rewarding, often team wins can have an even bigger impact. It's important to find the right balance when incentivizing your team – a mix of individual and group goals along with clear rules that promote collaboration over sabotage are essential to long-term success."

28. Lead with a vision

- Employees need to know that all their efforts are driving towards something. They need to know that there's a destination they are working toward.
- Employee motivation and engagement is driven by a clearly communicated mission and vision. Without transparent goals that demonstrate to your people how their work contributes to company objectives, you will find it difficult to truly engage your workforce.
- Facilitate a department meeting to establish your mission, vision, and values. Engage in collaborative planning, and regularly revisit your progress toward your goals. Encourage team members to add to it. Their participation in this process will give them a sense of ownership and help ingrain the vision into their daily activities

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QUESTIONS

- This is the chance to address issues that may not have been covered to your satisfaction; or
  - To expand a point; or
  - To clarify a point.

- If there are any further questions which we were not able to get to today, please feel free to contact the instructor(s).

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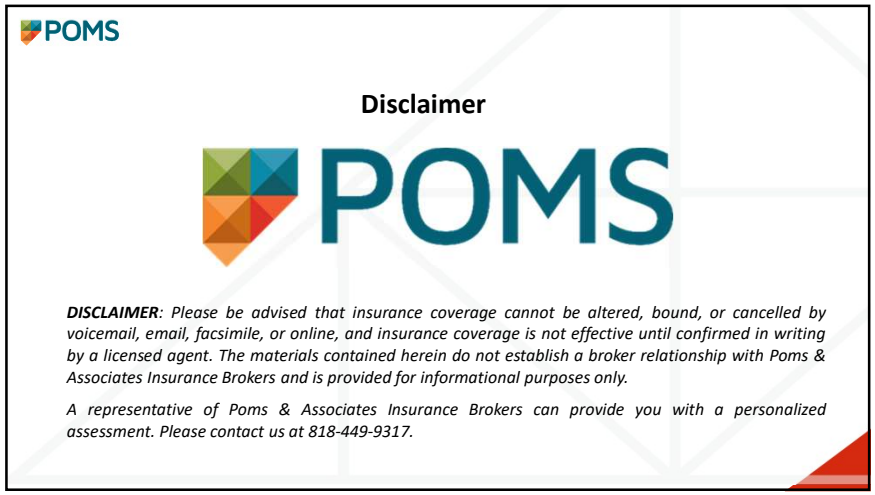

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