Motivation
What Are We Going To Do Today?

• PowerPoint Presentation/Small Group Interaction

• See the best in each other and respect each other’s opinions

• Keep it light; this is a fun topic

• Stay general or high level; if you are facing motivational issues in your department you want to discuss, let’s do that off-line

• Participate; everyone will learn more
What Are We Not Going To Do Today?

• Solve every motivational issue/challenge you have seen/will see
Motivation Basics

• A feeling of enthusiasm, interest, drive, or commitment that makes one want to do something

• Motivation is internal

• You cannot motivate another person
  • But you create conditions that support employees choosing to become motivated about work
The 10 boss habits most likely to make your employees quit...

- Taking credit for things they didn't do (63% of respondents)
- Not trusting employees (62%)
- Not caring if employees feel overwhelmed by work (58%)
- Not advocating for employees (57%)
- Hiring and promoting the "wrong people" (56%)
- Taking the client's side (55%)
- Being vague about who is responsible for what (54%)
- Micromanaging (53%)
- Focusing on employees' weaknesses (53%)
- Not being transparent about expectations (52%)

Motivation Components

- **Job Satisfiers**
  - Recognition
  - Achievement
  - Freedom/Discretion
  - Learning and Growth
  - Challenge
  - The work itself
  - Responsibility
  - Promotion
  - Pay
  - Contribution to decision making

- **Job Dissatisfiers**
  - Security
  - Benefits
  - Working Conditions
  - Pay
  - Supervision
  - Policy and Procedures
  - Bureaucracy/paperwork
  - Unaddressed Problems
Motivation Components

- Which set of factors provide people with true motivation, the job satisfiers or dissatisfiers?
Motivation Components

• Pay
  • It’s the only motivating factor that appears among satisfiers and dissatisfiers.
  
  • No matter how much you raise salaries, you won’t generate lasting job satisfaction, therefore, you won’t generate motivation. Still, some people will take action (be motivated) by the prospect of additional pay.
Motivation Components

• Considering the list of job satisfiers and dissatisfiers, please describe to others some of what has worked for you or past/current supervisor(s).
Freedom/Discretion/Autonomy

- Do
- Do, Report
- Check, Do, Report
Freedom/Discretion/Autonomy

Do

Do, Report

Check, Do, Report
Delegation: A Part of Responsibility

- Your Job
- Subordinate’s Job
Recognition

- 75% of employees who were recognized by their manager once a month reported being satisfied with their job.

Achievers.com 2016

- Do you know how those you supervise like to be recognized?
  - Formal awards
  - Post-it notes
  - Verbal 1:1
  - Verbal in front of others

- Do you remember to do this?
Job Satisfiers: Freedom, Responsibility, & Recognition

• In small groups, please consider successful demonstrations of freedom, delegation and/or recognition that you have implemented or you observed from a prior supervisor.
Employee Engagement

Engaged employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.

Not Engaged employees are moving through their workday, putting time — but not energy or passion — into their work. They are neither engaged or “actively disengaged.”

Actively Disengaged employees aren’t just unhappy at work; they’re busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.

http://www.gallup.com/services/176708/state-american-workplace.aspx 9/22/14
Engagement Measured through 12 Questions by Gallup

1. I know what is expected of me at work.

2. I have the materials and equipment I need to do my work right.

3. At work, I have the opportunity to do what I do best every day.

4. In the last seven days, I have received recognition or praise for doing good work.

5. My supervisor, or someone at work, seems to care about me as a person.

6. There is someone at work who encourages my development.

7. At work, my opinions seem to count.

8. The mission or purpose of my company makes me feel my job is important.

9. My associates or fellow employees are committed to doing quality work.

10. I have a best friend at work.

11. In the last six months, someone at work has talked to me about my progress.

12. This last year, I have had opportunities at work to learn and grow.

http://www.gallup.com/services/176708/state-american-workplace.aspx 9/22/14

https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Pages/job-satisfaction-and-
Simplified Version

• The person to whom I report practices open communication.

• My present assignment allows me to fully utilize my skills and abilities.

• In the past month I have received positive recognition at work.

• The mission or purpose of UWM and/or my department makes me feel my job is important.

• This last year, I have had opportunities at work to learn and grow.
Does the supervisor’s engagement level impact an employee’s engagement?

Yes

You are 39% more likely to be engaged if you work for an engaged leader.

Your staff is 59% more likely to be engaged if you are engaged.

We have the greatest ability to impact employee engagement levels!

Supporting Employee/Manager Relationship

• Practice open communication

• Have regular 1:1 meetings with back and forth, face to face interaction

• Listen, ask for feedback, ask questions
  • Be organized, focused, direct and composed

• Be honest

• Ensure employees understand what is expected of them

• Have the difficult conversations
  • Explore issues/obstacles for the employee
  • Encourage self efficacy (one's belief in one's ability to succeed in specific situations or accomplish a task.)

• Focus on strengths
Provide Employees Development Opportunities

- Employees who do not see opportunity for career growth at their employer will leave
- Those who have access to professional development are more than 10% more likely to stay
- Talk to employees about their short and long term career goals

TINYpulse (2015) Employee Retention Report
Finding Meaning in Work

- Mission – what the department does
- Do those you supervise know why the mission exists and how they contribute to it?
- Employees who find meaning in their work are:
  - 3X more likely to stay with their employer
  - 1.4X more engaged at work

Beyond Theory

• Common sense tactics:
  • Know your employees; use what motivates them
  • Show respect for their perspective
  • Lead by example; ‘walk the talk’
  • Reinforce the right things
  • Give immediate, clear, fair feedback
Be Great

• Run, do great things, and if you fall down, I’ll help you get up.

• If you want them to be great, they have to take calculated risks...which means they might fail...which means you need to support them...which means you might need to defend them and coach them.

• The Performance Appraisal Q & A Book, Grote, 2002
Key Summary Points

- You create conditions that motivate
- Job satisfiers create motivating conditions
- Grant employees freedom and discretion
- Delegate appropriately
- Engaged employees care about their work and see how they fit into the mission (meaning in their work)
- Supervisors impact employee engagement
- Reinforce what’s good through proper recognition