Motivating for Top Performance

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Human Resources, Training and Development

Objectives

Today, participants will learn to:

▸ Recognize the myths surrounding motivation

▸ List the basic principles of motivation

▸ Understand the three conditions of motivation

▸ Set the three conditions into motion

▸ Create an environment that reinforces those conditions

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What Has Been Studied?

Rewards and incentives

There are two kinds of rewards:

1. Extrinsic
2. Intrinsic

Extrinsic rewards are external to, or outside of, the individual; for example, praise or money.

Intrinsic rewards are internal to, or within, the individual; for example, satisfaction or accomplishment.

Traditionally, extrinsic motivation has been used to motivate employees:

▸ Tangible rewards such as payments, promotions (or punishments).
▸ Intangible rewards such as praise or public commendation.

There is currently no unified theory to explain the origin or elements of intrinsic motivation. Most explanations combine elements of attribution theory, work on self-efficacy and other studies relating to locus of control and goal orientation.

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Happy or Engaged?

When you focus on happiness, you are not focusing on performance – or even engagement.

Happiness is one measure of employee satisfaction and employee experience

Employee engagement is a measure of performance and productivity, as well as satisfaction.

Unhappiness may seem and feel like disengagement, but there is usually a deeper reason for dis-engagement that we must identify to motivate.

Motivation works best when its focus is on enhancing and sustaining performance.

Just What Is It Anyway?

Motivation is an **inner drive** that causes a person to act in a way to achieve a certain goal.

Can we DEMOTIVATE?

Management Techniques to Avoid De-motivation

1. Tell them what they're expected to do and how well they're doing it.
2. Show them the big picture.
3. Provide the resources to do the job well.
4. Advocate with upper management when they are not getting what they need.
5. Help solve problems; don't solve the wrong problem or create a new problem –or become the problem.
6. Help them improve and get better.

Common Myths About Motivation

Myth #1 -- "I can motivate people"
Employees have to motivate and empower themselves.

Myth #2 -- "Money is a good motivator"
Money, a nice office and job security can help people from becoming less motivated, but they usually don't help people to become more motivated.

Myth #3 -- "Fear is a good motivator"
Fear is a motivator because it plays on emotion– but it is only effective for a very short time.

Myth #4 -- "I know what motivates me, so I know what motivates my employees"
Different people are motivated by different things.

Myth #5 -- "Increased job satisfaction means increased job performance"
Increased job satisfaction does not necessarily mean increased job performance.

Motivation Management

Managers can motivate employees by setting in motion the Three Conditions Required for Motivation:

1. Confidence
2. Trust
3. Satisfaction

And, by creating an environment that reinforces those conditions.

The key to motivation management is to understand that:

employees are motivated by what *they* believe is going to happen, not by what managers promise will happen.

Confidence

Lack of confidence occurs when performance expectations are unrealistic, workloads are impossibly high and training fails to keep pace with needs.

A good leader recognizes when an employee says he can do something but doesn't mean it or can't execute.

Clearly this is when an employee has a confidence issue.

If the employee doesn't volunteer information, ask questions in a non-threatening way about how they plan to carry out the completion of tasks or instruction.

▶ To bring out confidence issues, ask:
▶ Do you know what is expected?
▶ Do you think what's expected is attainable?
▶ Can you do what is being asked of you and can you do it on time?

Trust

A major motivational roadblock falls within the realm of a foundational human experience we call TRUST.

Trust problems cannot be corrected quickly. It takes time to build trust.

Give employees what their performance deserves. All employees.

Managers who delegate duties to employees and then never follow up think they are giving employees space and independence. But, in fact, they are not reinforcing positive behaviors or correcting negative behaviors.

For trust concerns, ask the employee:

▶ Do you know what is expected in regards to good performance?

▶ In your opinion, have we come through on our promises in the past?

▶ What do you expect to get if you do a good job?

▶ What do you expect to happen if you perform poorly?

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Satisfaction

People may believe they can do the job (confidence),

that outcomes will be tied to performance (trust), but

they will not be motivated if they believe the outcomes will be dissatisfying.

It does not make sense for anyone to work hard for something they don't want.

Many managers make the mistake of believing and acting as though everyone is motivated in the same way. This simply is not true.

Managers also cannot assume that each employee will be satisfied if the three "big outcomes"--money, advancement and job security--are fulfilled.

Another outcome, such as praise, recognition, openness or honesty, may be more of a motivating factor to some employees.

Find out what your work-group members considers satisfying:

▶ What would be satisfying to you?

▶ Is the work meaningful to you?

▶ Is there anything you don't want?

▶ Do you want the things being offered?

▶ Do you want something that is not being offered?

Could Motivation Be An Issue?

An employee's motivation might be an issue if you notice the following behaviors

- ▶ **Attitude changes.**
- ▶ **Comments from co-workers** that "something is wrong."
- ▶ **Stress reactions.** The job isn't being completed as well as in the past.
- ▶ **Tardiness.** The employee is arriving late in the morning and leaving early or at the exact end of the workday or shift.
- ▶ **Change in lunch and coffee breaks.** The employee takes more time than usual or doesn't take them at all.
- ▶ **Decrease in positive interaction with other employees.** They "just don't get along" as well with others anymore.
- ▶ **Increase in errors.**
- ▶ **Decrease in productivity.** There's an increase in time spent on projects without a subsequent increase in quality or productivity.

How to Destroy Motivation

1. Make sure that the atmosphere in your workplace reeks of **office politics.**

2. Have **no clear expectations** regarding performance.

3. Create a lot of **unnecessary rules** for employees to follow.

4. Plan **unproductive meetings** for employees to attend.

5. Promote **internal competition** between employees.

6. **Withhold information** critical for employees to perform their work.

7. Provide **criticism** instead of constructive feedback.

8. **Tolerate poor performance** so your high performing employees feel taken advantage of.

9. Treat employees **unfairly or play favorites.**

10. **Underuse the capability** of your employees

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Rust Out

Burnout happens when an employee feels overused and exhausted.

Rustout happens when an employee's potential is underused and performance deteriorates.

An employee has rusted out when he or she no longer contributes much beyond the minimum.

When a worker who was once a regular source of good suggestions no longer speaks up, that's a sign of rust out.

Ditto for a worker who formerly volunteered for extra duties and was always ready to pitch in during emergencies but now stays out of the action.

Firing rust out victims is rarely the wisest solution, in part because every termination means new costs in hiring and training replacement workers. These are the employees we want to turn around and increase efforts toward motivation.

Reward the Right Behaviors

Don't be inattentive

▶ No attention indicates that good performance doesn't really matter.

Don't discourage the right behaviors.

▶ When staff gives you bad news, you verbally lash out.

▶ When staff seeks your help or counsel with a problem, you react like the situation is a crisis and create stress for everyone near you.

▶ When staff disagrees with you, you become defensive.

▶ When staff offers ideas that you don't like, you cut them off with "That will never work here."

Don't reward the wrong behaviors.

▶ Every time an employee in your group makes an error, you say little and correct the problem yourself.

▶ Every time an employee has a temper tantrum, you say little because you don't want to upset him either.

▶ Every time an employee misses a deadline, You say, "That's fine; do your best to get the job done."

▶ Every time you raise an issue with an employee, you end up in long discussions about all the challenges they have and have to work out no plan for correction.

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Intervene Before It's Too Late

1. **Meet with the individual.** Ask for perception of the performance or productivity. Share your specific views of the change.

2. **Identify previous motivators.** Determine which factors are no longer present and/or determine which ones no longer work as motivators.

3. **Identify new motivators.**

▶ Identify where the individual can experience a sense of achievement (confidence)

▶ Recognize and reward for a job well done or work in progress (confidence).

▶ Provide opportunities for personal or professional growth (trust).

▶ Provide appropriate guidance and supervision (trust).

▶ Try rotating job responsibilities between several employees (satisfaction).

▶ Try expanding the breadth and depth of responsibilities (ALL THREE)

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Thank you !

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