

Motivation tool kit – how can you get it right?

Do you think that motivation is pink and fluffy?

Motivation is no soft issue. In fact, there is strong research evidence to say that it hits the bottom line hard. Read on for more details and thought starters for how you could address this.



- Research conducted by Gallup on over 8000 organisations reviewing levels of sales and profitability and looking at retention and customer satisfaction issues showed that there is a **strong positive correlation between organisations with highly engaged people and high performance.**
- Work conducted by the Hay group and Daniel Goleman into organisational climate (i.e. "what it feels like to work in a particular environment and for a particular boss") concluded that **"organisational climate can directly account for up to 30 percent of the variance in key business performance measures"** (C Watkin, B Hubbard Jan 2003 *Leadership motivation and the drivers of share price: the business case for measuring organisation climate*)

It's great to be part of a team that is really engaged and 'fired up' – somehow, it's infectious and has a huge impact on commitment and performance.

So, what can you do as a manager to help others to be as motivated as possible in the context you're in?

The rest of this tool kit gives you some simple questions and ideas to consider.

1. Minimise 'motivation eaters' – reduce the chance that people are demotivated or distracted unnecessarily.

Some of the things that others have cited include:

- Not listening
- Unnecessary escalation
- Being two faced
- Lack of proactiveness
- Lack of trust
- Lack of direction/ goal clarity/ inspiration
- Unclear/ unrealistic objectives
- "Copy all" SPAM
- Selfishness
- Abdication of responsibility
- Lack of appreciation
- Over control
- Blame culture
- Laziness of others
- Negative attitude
- Breaking rules/ processes
- Unfairness/ inconsistency
- "Jobsworth"
- Working conditions
- Salary – especially if this is out of kilter with others

Can you think of more?

2. So, what can you do to enhance levels of motivation?

- Ask yourself – do I contribute to any of these?
 - If the answer is 'yes', ask yourself what you can do to get rid of things that demotivate others?
 - If the answer is 'no' – challenge yourself. If you haven't done so, ask others around you the following 2 questions (at least!):
 - What things are detracting from/ eating away at your motivation? What could we (you, me, our team) do to address these?
 - What would help you to be even more motivated/ fired up than you are currently? (ask them to focus on things within your/ the team's control)

If you do this, be clear about what actions will/ won't be taken – you will have raised some expectations, so it's important that people understand what can be done.

Tip: Remember to keep them in the loop – ask them when it makes sense to check on progress/ how are we doing?

3. Motivation is an individual thing – so find out what’s important to each person.

- Think of each member of your team – how well do you know them and what energises them?
- What could you do to inspire and motivate them to greater things? Many people are excited by interesting and challenging work – but there’s much more to it than that. Use the diagram on the last page to help you think through each of the areas for that person – how are you doing on each one? What rating would you give yourself on a scale of 1-10?
- If you don’t know or are not sure – ask them! Some questions to consider are:
 - What really excites you?
 - If you think about a time when you were really motivated – what made the difference?
 - What did your manager do that really helped?
 - What can I do to support you in being motivated?
- Then of course – makes notes, remember this and take action!

There are many models and frameworks that help you consider motivation (we’re sure you will have come across some of these – Maslow’s hierarchy of needs, Herzberg, Expectancy, Equity). We’ve put together a simple summary to help you consider motivation from all angles (see next page). Why not have a look at the diagram and think about you and your team.

Practical use: You could use this diagram in a discussion with a team member to explore what really matters to them and find out what it means (e.g. what does fairness compared to others mean to you? What does being managed well look like for you?)



4. Recognise and reward people appropriately – the effect of money is often short lived but non-financial rewards can make a real difference.

- Ask people how they like to be recognised. Most people have interests you might be able to appeal to – if they are a gardener, for example, a thoughtfully chosen gardening gift can be powerful and memorable.
- Often, people value specific and meaningful praise – remember the feedback tips we’ve discussed and apply them in how you deal with others. “Good job” rarely does it!

5. Lastly – 10 ideas to develop a more motivational style!

- Make a habit of **thinking about the impact on people** of the things you do.
- Remember – others will be motivated by different things to you. Avoid judging this and **play to what they need** rather than what works for you.
- **Keep a list of ideas** to motivate others.
- **Regularly test** how fired up people are – ask them how they feel.
- **Make time for it** – if you find yourself saying “I’m too busy” this means it isn’t high enough up on your list. Ask yourself what you need to do to get it on your list!
- **Keep at it** – motivation builds up, so it’s not a one off.
- **Change what you do** – a round of praise at 9am everyday soon loses its impact!
- When you talk to your team – choose language, metaphors, and images that they can relate to bring things to life – and inject your own reaction/ feelings as well.
- **Try out different things** and check out how well they work for your team.
- People work better in an environment they enjoy being in – so remember to **inject some fun**.



alyse@eye2eyedev.com

07760 176777

uk.linkedin.com/in/alyseashtoneye2eye

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