

Motivating Employees to Be Their Best

Elements of Intrinsic Motivation

Community: the sense of belonging and interacting with a group and feeling valued for your uniqueness.

- ✓ The need to feel included and significant
- ✓ The fear of being ignored or abandoned

Influence: the sense of having autonomy, power, and authority when taking action and dealing with people

- ✓ The need to feel competent and in control
- ✓ The need to have choices
- ✓ The confidence to confront situations
- ✓ The fear of embarrassment, humiliation, vulnerability

Openness: the degree to which individuals and groups are willing to share information

- ✓ The need to be in the know, receive feedback, and be shown respect through honesty
- ✓ The need for self-knowledge and self-expression
- ✓ The fear of being rejected or disliked

Tailor Your Leadership Styles

- Facilitator — creates open, accepting climate; actively intervenes to foster community, influence, and openness
- Coach — provides candid feedback and advice to group members on performance and reputation, suggests actions to improve performance; helps the group set goals
- Encourager — empowers; validates the group's influence; helps people understand the culture of the organization

How to Foster Motivation as a Manager

- Dialogue and listening
- Honesty, trust, and respect
- Commitment and passion
- Sharing information
- Creating a shared mission and vision
- Building a group identity

Taking Initiative

1. Agree on results
2. Clarify assumptions
3. Provide resources
4. Use systematic analysis
 - a) Think through the situation in depth
 - b) Identify alternatives
 - c) Evaluate alternatives
 - d) Recommend the best alternative

Employee's Responsibilities

- Bring answers to your boss instead of questions
- Anticipate your boss's questions and address them in the completed package or be prepared to address them
- Provide complete information, avoid long-winded explanations
- Present your boss with a solution so your boss just has to approve or disapprove it

Manager's Responsibilities

- Provide guidance and direction, don't do the employee's work for him or her
- If an employee comes with a problem but no proposed solution, review the concept of completed staff work with him or her
- Avoid the appearance of "rubber-stamping" proposals; you must stay engaged in the process and support your employees

Strategies for Fostering Motivation in a Negative Culture

- Connect with people who are making changes
- Create your own mini-culture by building community, sharing power, & sharing information
- Be a filter between upper management and your staff
- Pace your group: avoid doing too much too fast
- Avoid group think
- Avoid unhealthy agreement
- Keep stability where you can — create and maintain workgroup traditions
- Use technology to the group's advantage

Deal with Challenging Personalities

- Lazy/underachiever: Set higher expectations, play to their strengths
- Office gossip/social butterfly: Increase workload
- Complainer: Ask, "How are you handling this?" and say, "I'm sure you'll figure it out."
- Constant competitor: Ask for their help or input, use the word "we"
- Impulsive: Offer variety on the job, try not to say "no" too often

Stand alone or as part of a Coaching Engagement.

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