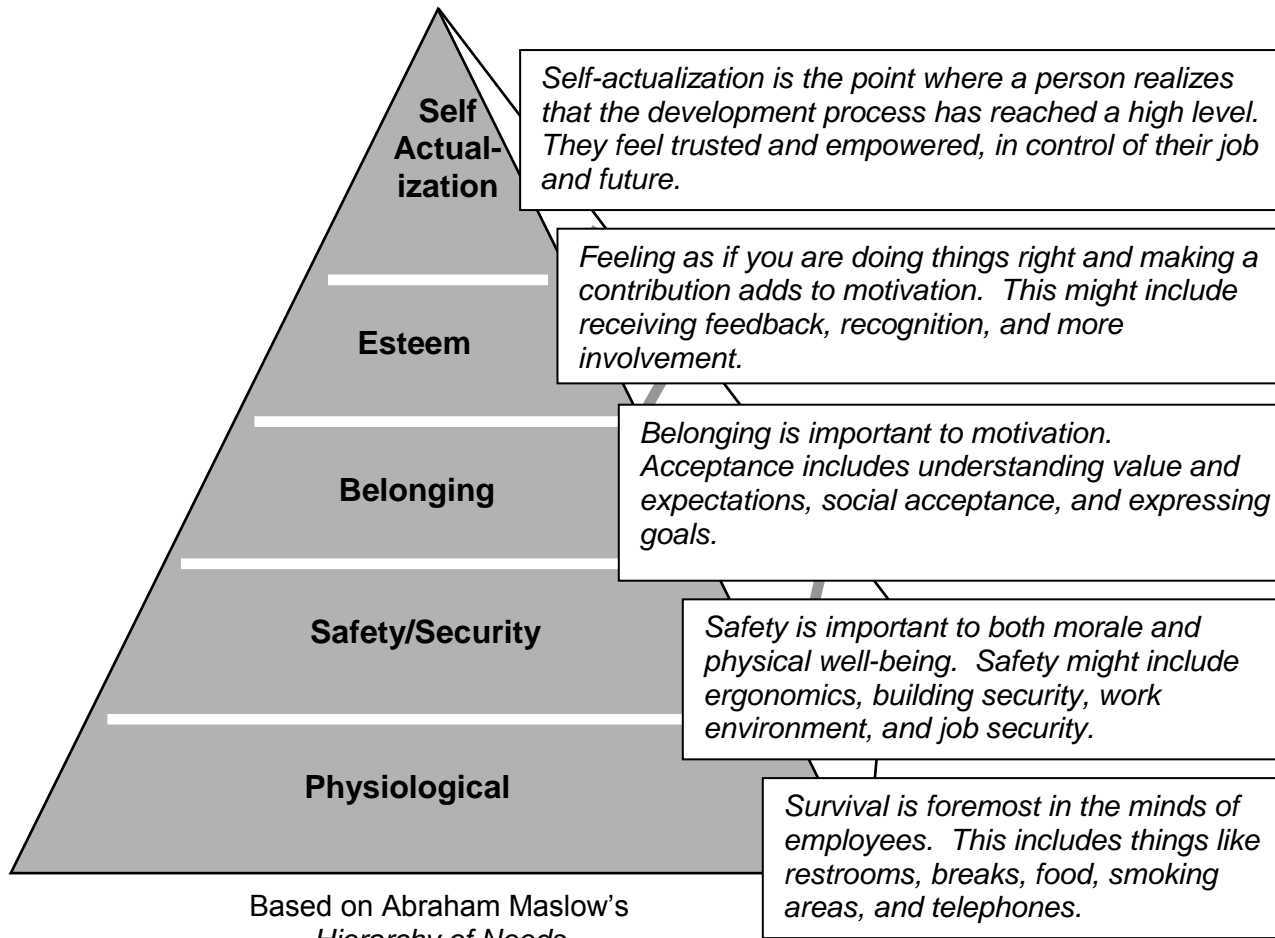


Motivating for High Performance

Creating an Environment that Motivates

Foundation of Motivation



Based on Abraham Maslow's
Hierarchy of Needs
 Eupsychian Management, 1965

Ideas for strengthening my motivational foundation in each stage

Employee Expectations

When setting expectations for an employee, use these guidelines:

- How do you measure (quantify)?
How will the employee know when he/she has met the expectation? How will you know?
- Relative to job success?
Why is it important for the employee to meet this expectation? How does it impact the business? Client? Employee?
- What barriers stand in the way?
What will prevent the employee from meeting your expectations? Are you prepared to help him/her remove the barriers? Identifying barriers will open up some additional problems to solve for both you and the employee
- How will you influence the behavior?
If an employee is not meeting the expectation, how will you influence his/her behavior? Is training available? Is meeting the expectations rewarded or recognized?



| Expectation | How is it measured? | How is it relative to job success? | Barriers | Influence |
|--|--|---|---|---|
| Example 1: <i>Meet client expectations of schedule and budget or inform me of issues before client</i> | <i>Schedule and milestone chart, earned value analysis</i> | <i>Meeting client needs and expectations, gaining new work</i> | <i>Cancelled 1:1 meetings, phone message and e-mail overload (I may not get a message)</i> | <i>Spot bonus for coming in 10% under budget and/or ahead of schedule; Project Management training workshop</i> |
| Example 2: <i>Provide weekly updates to project progress including scope, schedule, and budget; use form on Team SharePoint site as template</i> | <i>Check each week that updates have been made to document; discuss during monthly 1:1 meeting</i> | <i>This provides opportunity to review and process work from prior week; also, I need to provide this info in my weekly updates</i> | <i>Time - will need to set expectations of how much time this should take (no more than 15 minutes per week); access to site sometimes inconsistent</i> | <i>Task is part of evaluation process; not completing will impact feedback; I will follow up weekly in order to build this as a habit</i> |

Expectations Worksheet

In the first column, list three expectations. Then complete the other columns for each expectation.

| Expectation | How do you measure/quantify? | How is it relative to the specific job? | Is it achievable? What obstacles stand in the way? | How will you train this or influence change? |
|-------------|------------------------------|---|--|--|
| 1. | | | | |
| 2. | | | | |
| 3. | | | | |

Eight additional pages of exercises and resources with full version