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**CREATING**

**A**

**MOTIVATIONAL ENVIRONMENT**



**Four Steps to Creating a Motivational Environment**

Here are some tips for building a work environment that is motivating:

***1. Set clear expectations.***

Successful expectations are:

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| * **Measurable** | *In order for expectations to be motivating, you must be able to identify when someone has met your expectations. How will you measure success?* |
| * **Specifically relative to job success** | *Expectations must relate directly to the job. Ask yourself, “How does this expectation contribute to this employee’s success?” If you cannot find an adequate answer, the expectation may need to be evaluated.* |
| * **Achievable** | *Expectations must be seen as possible to meet. With expectations that stretch and challenge the employee, you must be prepared to help remove barriers the employee sees as making the expectation unachievable.* |
| * **Trainable or enforceable** | *If the employee cannot or does not meet your expectation, do you have a way to help that employee? Can he/she be trained? Are there corrective actions you can take?* |

***2. Provide open communication.***

###### An environment that motivates provides employees with:

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| * **Information to do their job** | *Nothing is sacred. Employees must have the opportunity to have all the information available to do their job properly. Observe what information your employees ask for and provide it on a consistent basis. Be prepared to answer any questions that come up.* |
| * **Opportunities for input** | *Motivated employees have the opportunity to provide input to their work and decisions that impact them.* |
| * **Participation in decision making** | *Decisions that can be made by the team should be made by the team. Employee motivation increases when they participate in the decision-making process.* |
| * **The ability to talk to you** | *We talk about an “open door policy,” but do you truly practice it? Employees are more motivated when they know you are available to them and open to discussing the issues most on their mind.* |
| * **Feedback** | *Fair and balanced feedback, both positive and corrective, is essential to motivating individuals to grow and develop.* |

###### ***3. Recognize different motivations.***

###### Although people are motivated by a combination of the following things, one or two will typically be the primary driver(s). If you can determine the primary motivator(s) of an employee, you might be able to provide more motivating opportunities for that person.

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| ***Motivation*** | ***Need*** | ***Ideas to improve motivation*** |
| * **Achievement** | *These employees want the satisfaction of accomplishing projects successfully. They want to exercise their talents to attain success. They are self-motivated if the job is challenging enough.* | *Provide work assignments that challenge and use the employee’s strengths* |
| * **Influence** | *These employees get satisfaction from influencing and sometimes even controlling others. They like to lead and persuade, and are motivated by positions of influence and leadership.* | *Give them work assignments that offer the opportunity to make decisions* |
| * **Interaction** | *This need is satisfied through affiliation with others. These employees enjoy people and find the social aspect of the workplace motivating.* | *Put into positions that interact with others: teamwork projects, group meetings, and so on.* |
| * **Autonomy** | *These employees want freedom and independence. They prefer to work with a minimum of interaction with others* | *Give tasks that allow them to make own choices, set their own schedules, and work independently of others.* |
| * **Esteem** | *These employees need recognition and praise. This does not necessarily mean public praise.* | *Give them ample feedback and recognition whenever possible.* |
| * **Security** | *Employees with this motivation crave job security, a steady income, health insurance, and a hazard-free work environment.* | *These folks need predictable work with little risk or uncertainty. Consistent salary and fringe benefits are also important to them.* |
| * **Fairness** | *These employees want to be treated fairly. They probably compare work hours, job duties, salary, and privileges to those of other employees.* | *They will become discouraged if they perceive inequities.* |

***4. Reward and recognize appropriately***

Recognition and rewards must be:

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| * **Relative to a specific task; targeted** | *Rewards and recognition should be targeted to a specific task and announced as such. Saying “You did a great job on that project” doesn’t provide enough information for the employee to repeat the behavior. “You brought this project in on time and $10,000 under budget!” provides more motivation to continue the behavior.* |
| * **Available to everyone equally** | *All employees must be eligible for any reward or recognition. This doesn’t mean you have to give an equal reward to everyone or make sure everyone receives something. Reward employees who exceed your expectations and/or go above-and-beyond.* |
| * **Delivered consistently** | *Rewards and recognition should be delivered to each deserving employee on a consistent basis. If an employee is recognized with a American Express gift certificate for bringing in new business, the next employee who matches the accomplishment should receive an equivalent reward.* |
| * **Valuable to the receiver** | *Sports tickets are not valuable to someone who is not interested in sports and a frozen turkey is not valuable to a vegetarian. The reward and recognition should be valuable to the receiver. Gift certificates are the most flexible rewards. To make the reward more motivating, customize it to the receiver.* |