



Session 7

Creating a Culture of Motivation

Moving Teams to High Performance

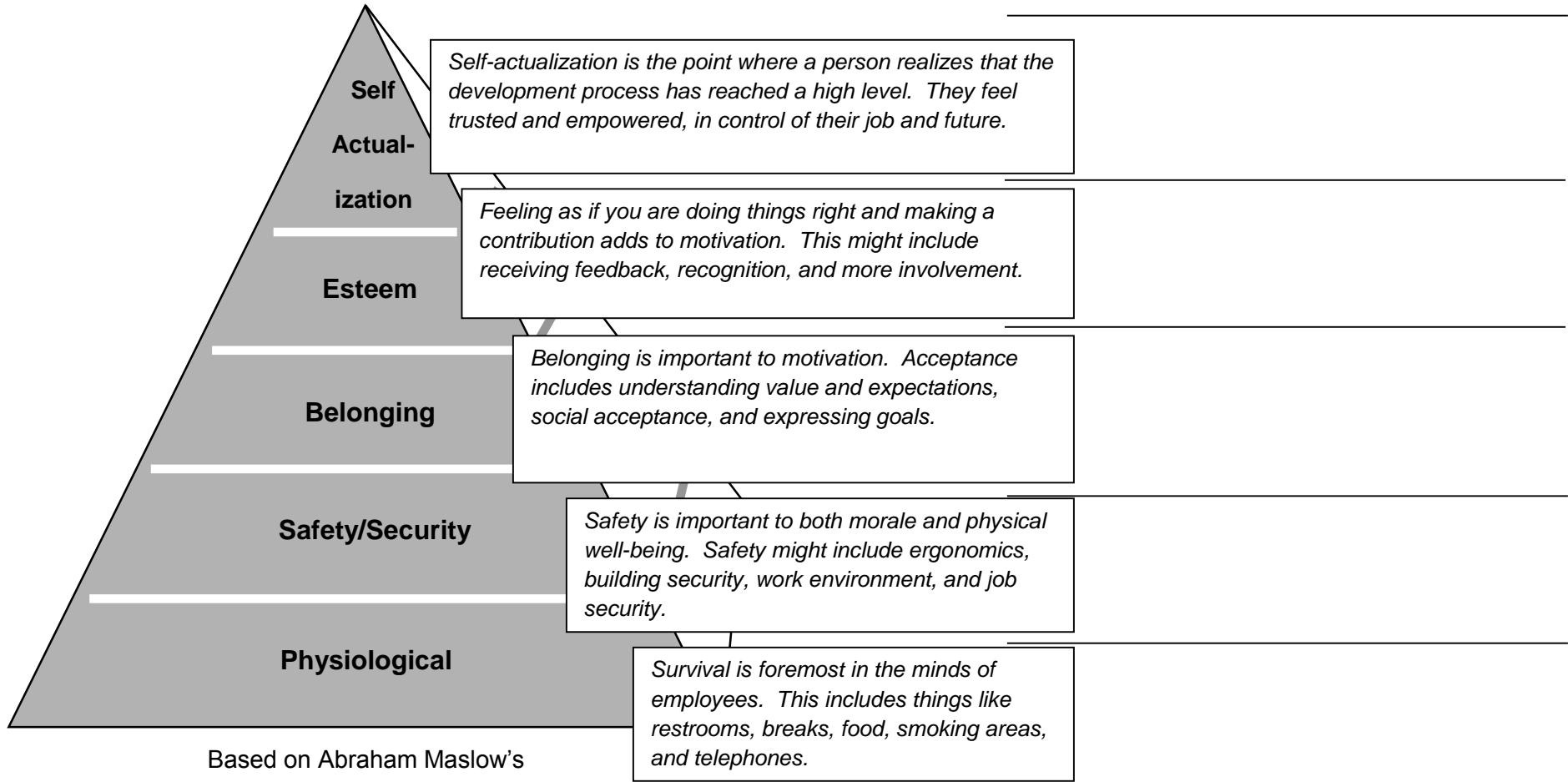
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Session 7 – Motivation and High Performance

- Define and discuss the keys to creating a motivational environment
- Study the 7 motivators in detail
- Identify the motivators that impact you the most
- Develop a plan for implementing techniques through your managers
- Recognize the 4 stages of team development

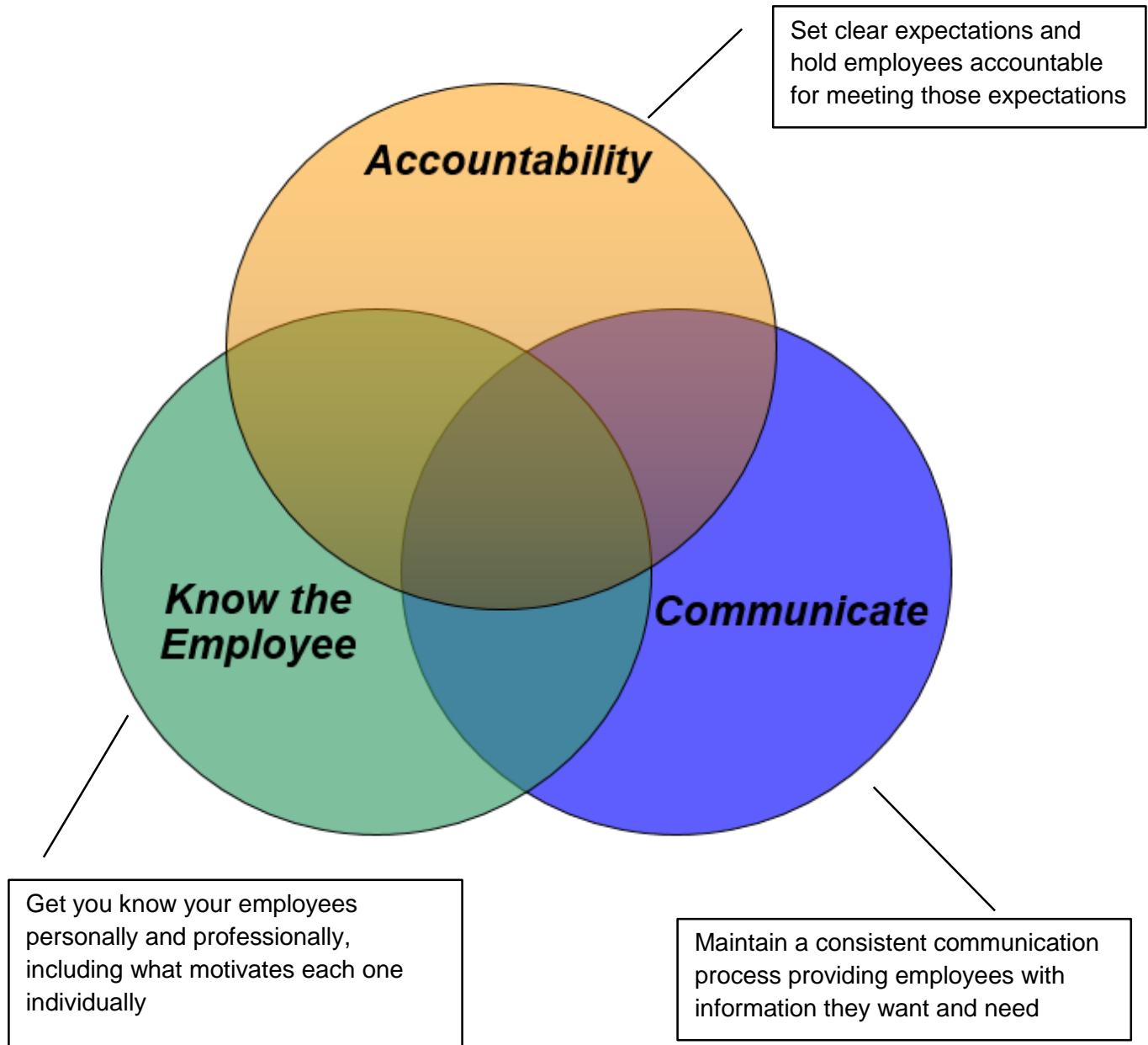
Foundation of Motivation

Ideas for strengthening motivational foundation in each stage



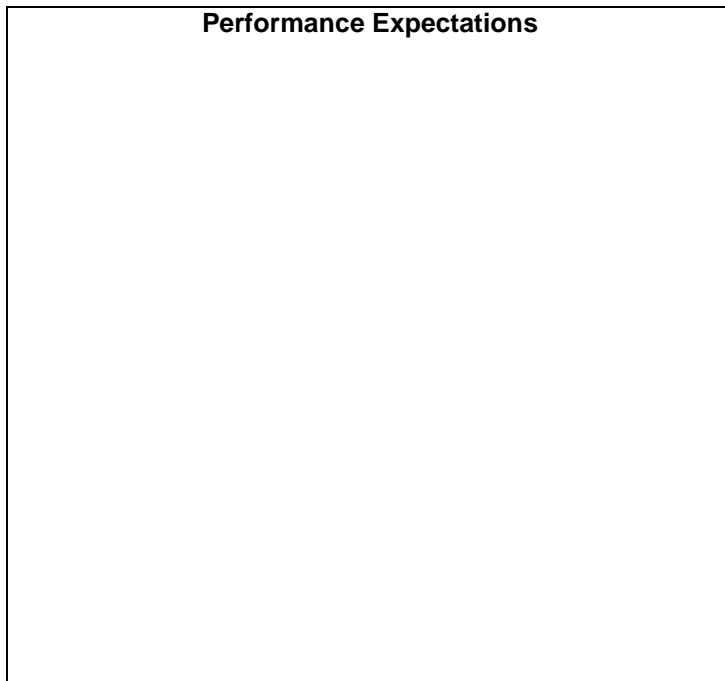
Based on Abraham Maslow's
Hierarchy of Needs
Eupsychian Management, 1965

Keys to Creating an Environment that Motivates

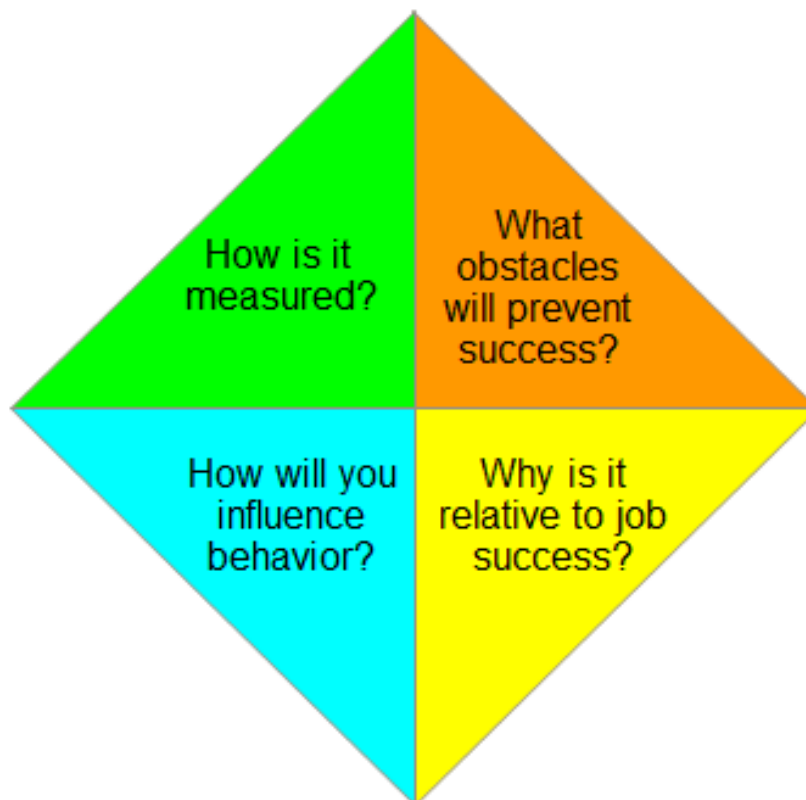
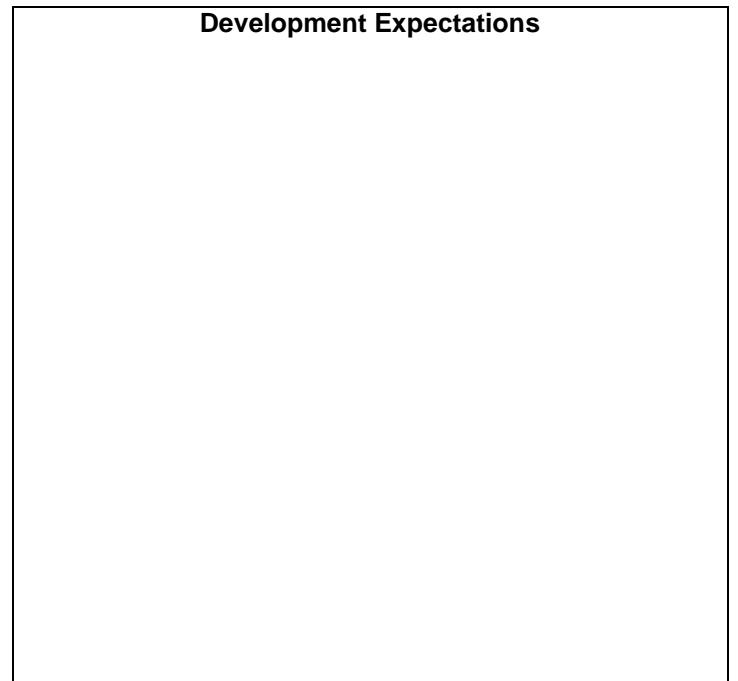


Setting and Communicating Clear Expectations

Performance Expectations



Development Expectations



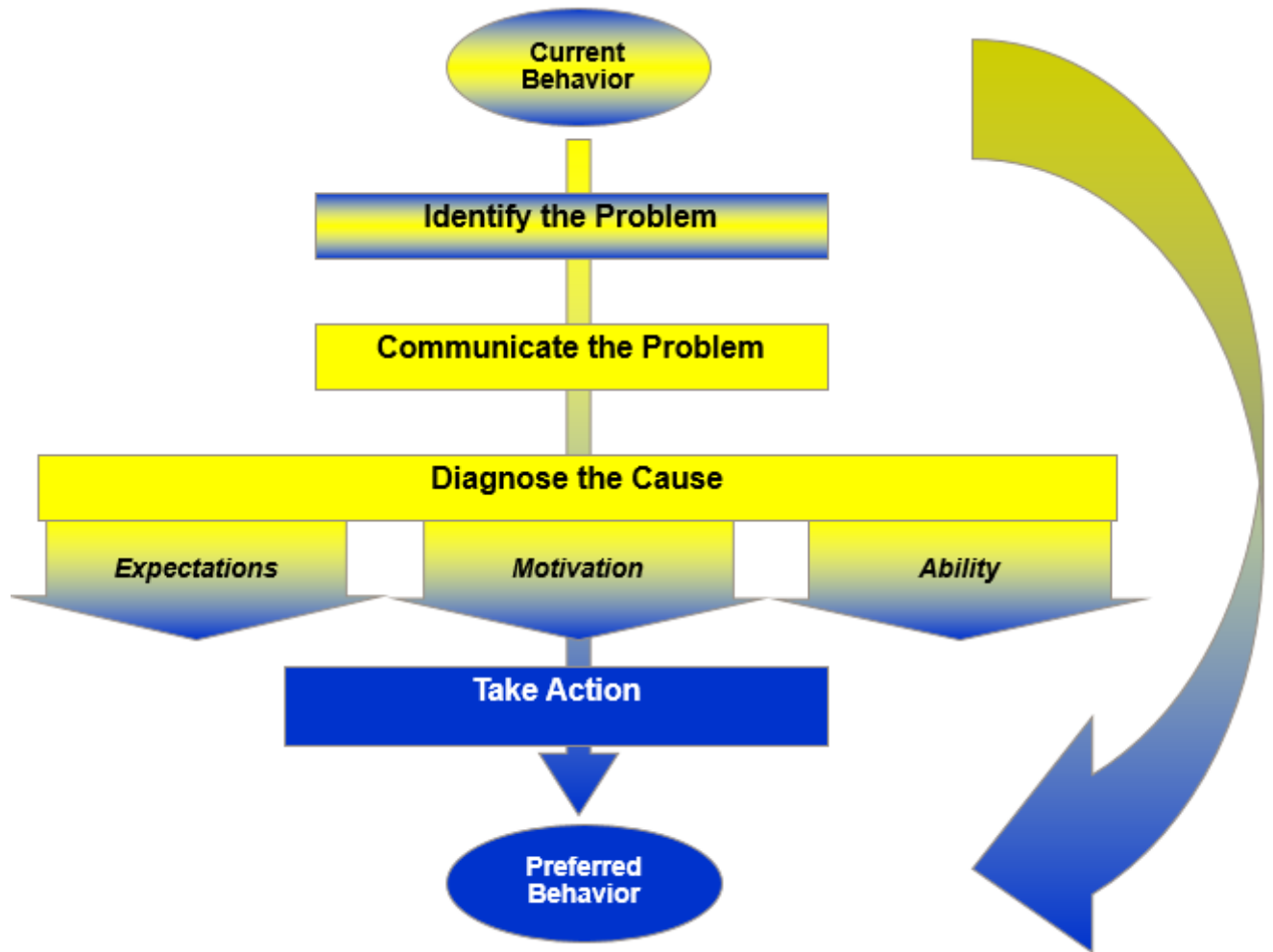
Expectation:



Expectation:

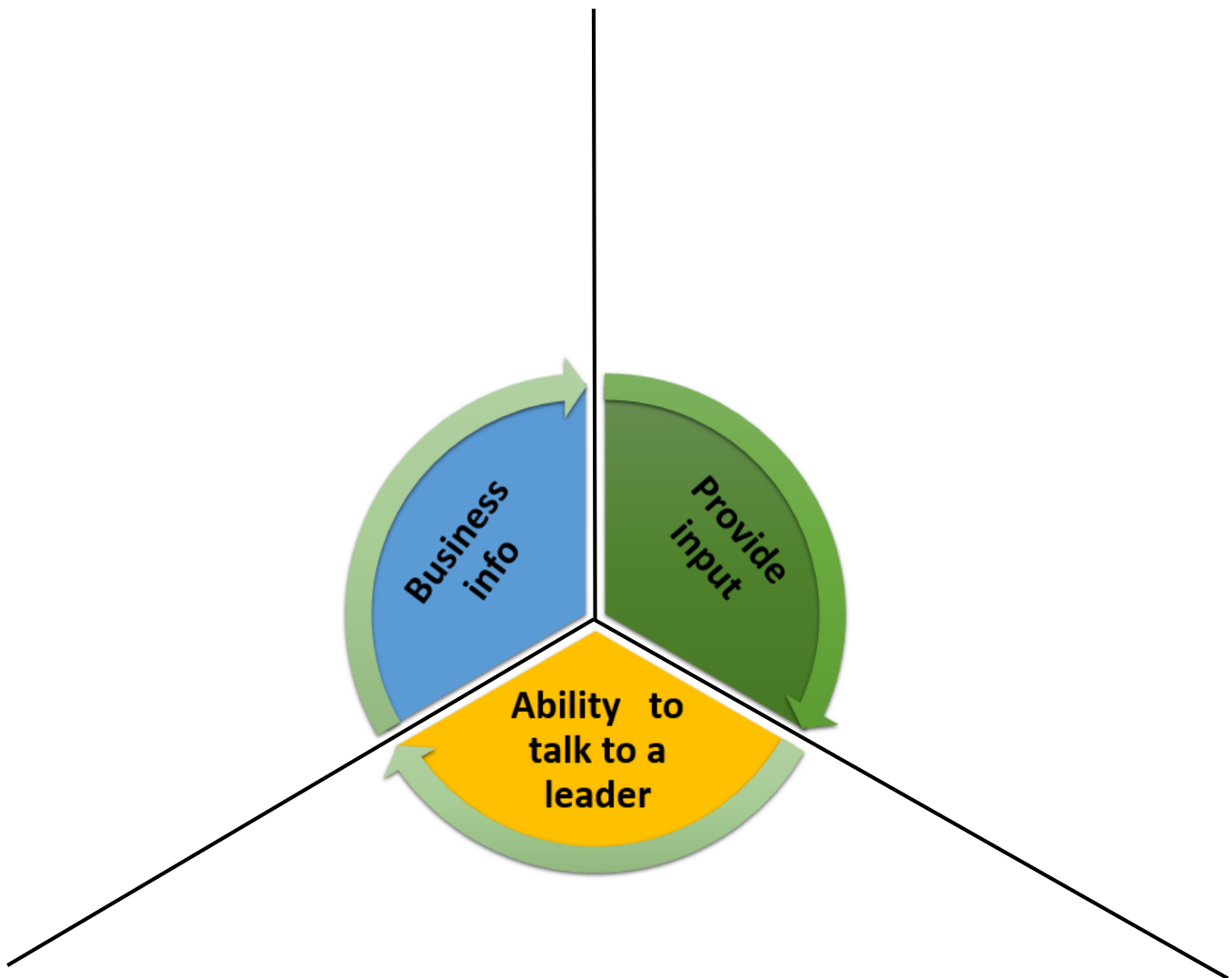


Holding employees accountable



How do you hold people accountable in your organization?

Communication – How does your organization meet these communication needs?



Motivation Technique Assessment

Read the statements below and pick the option (1, 2, 3, or 4) closest to your experience. If your experience is that you seldom do what the statement indicates, circle a 1; if you always meet the criteria of the statement, mark a 4; use 2 & 3 for all others depending on which way your answer leans.

Statement	Seldom		Always	
	1	2	3	4
I try to persuade and influence people rather than force them or guilt-trip them to do what I want.	1	2	3	4
I try to make work as enjoyable as possible for my co-workers and employees	1	2	3	4
I talk to people who don't cooperate to find out their reasons.	1	2	3	4
I use my knowledge of nonverbal communication to influence discussions.	1	2	3	4
I give the people I work with full and frank information whenever possible	1	2	3	4
If I ask people's opinions, I make a point of implementing their ideas when I can.	1	2	3	4
I avoid office politics and gossip.	1	2	3	4
I discourage other people from being involved in office politics and gossip.	1	2	3	4
I involve people in issues at the earliest possible opportunity.	1	2	3	4
I give reasons for my actions and for any disagreements with people.	1	2	3	4
I seek consensus and encourage others to do the same	1	2	3	4
I react to failure by analysis and correction, not blaming.	1	2	3	4
I seek a balance between firm control and giving people independence.	1	2	3	4
I make conscious efforts to improve my motivational skills.	1	2	3	4
I change benchmarks to keep targets at stimulating heights.	1	2	3	4
I revise the system in order to remove obstacles to performance.	1	2	3	4
I encourage people to be open about what they consider positive motivators.	1	2	3	4
In talking with people about their performance in joint efforts, I invite appraisal of my own effort.	1	2	3	4
I organize work so each person can actually complete the assigned task.	1	2	3	4

Statement	Seldom		Always	
I get full, clear feedback from people whose behavior I have to evaluate.	1	2	3	4
I look at assignments and projects as ways people can develop themselves.	1	2	3	4
I encourage people to act on their own initiatives.	1	2	3	4
I delegate work that does not have to be done by me.	1	2	3	4
If difficult 'people decisions' are needed, I make them willingly.	1	2	3	4
I act to avert or settle disputes and personality clashes.	1	2	3	4
I make changes only after consultation with those affected.	1	2	3	4
I thank people for good work face to face or by handwritten note.	1	2	3	4
I break the rules when there is sound reason to not work by the book.	1	2	3	4
I look for and seek to help people who are not using their potential.	1	2	3	4
I seek opportunities for radical change and take them where possible.	1	2	3	4
I give praise and/or other rewards on merit alone.	1	2	3	4

Total of each column:

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Total of All 4 Columns:

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To Score:

- Add the numerical value (each '1' you circled is worth one point, each '2' you circled is worth two points, and so on) of each column and place the totals in the boxes at the end of the column.
- Add the 4 numbers together.
- Find your score below and read the analysis.

Points

Analysis

30 – 65

You may not be creating a motivational environment. Identify the areas of shortfall and choose skills and practices for performance improvement.

66 – 109

You know and practice much that is motivationally sound. However, you can improve your success at motivation by choosing some shortfall areas, developing action items and concentrating on continuing effort on them.

110 – 124

You are a master at creating a motivational environment!

Seven Motivators

	Description	Might be heard saying	Actions to meet needs
Achievement	Employees with this need 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.	<i>"I'd like to take on more responsibility."</i>	<ul style="list-style-type: none"> • Assign challenging task that stretch their skills • The 'right' assignment is essential
Authority	These employees get satisfaction from influencing and sometimes even controlling others. They like to lead and persuade, and are motivated by positions of power and leadership.	<i>"Bob, you take this task. Jim, you complete task #2. Send me an email at the end of each day with your progress."</i>	<ul style="list-style-type: none"> • Provide the chance to lead and make decisions • Assign a mentor
Affiliation	This need is satisfied through affiliation with others. These employees enjoy people and find the social aspect of the workplace rewarding.	<i>"Let's get the team together to talk about next steps."</i>	<ul style="list-style-type: none"> • Opportunities to work in teams, organize meetings, and conduct brainstorm sessions
Autonomy	These employees want freedom and independence. They like to work and take responsibility for their own tasks/projects	<i>"I'll take this task and report progress in two weeks."</i>	<ul style="list-style-type: none"> • Allow to set own schedule and work independently
Esteem	These employees need sincere recognition and praise. They dislike generalities – praise specific accomplishments. This does not necessarily mean <i>public</i> praise.	<i>"Would you take a look at this and tell me how it looks?"</i>	<ul style="list-style-type: none"> • Recognize and praise often, both privately and in public (if appropriate)
Safety/ Security	Employees with this motivation crave job security, a steady income, health insurance, other fringe benefits, and a hazard-free work environment.	<i>"How does that impact my job?"</i>	<ul style="list-style-type: none"> • Clear cut work assignments • Discussion of assignments after current one is complete
Equity	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.	<i>"Betty always seems to get the good assignments and I get the ones with all the problems."</i>	<ul style="list-style-type: none"> • Address equity issues immediately • Answer the questions that are asked honestly • Demonstrate fair treatment

Motivation Team Assessment

List the members of your staff/team (including yourself) and identify what you think are the primary and secondary motivators for each person. Make a list of ideas to better engage each team member base on his/her primary and secondary motivational drivers.

As a follow-up, you might ask your team to complete the Motivation Self-Assessment and compare your answers to theirs.

Motivation	Description
Achievement	Employees with this need 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.
Authority	These employees get satisfaction from influencing and sometimes even controlling others. They like to lead and persuade, and are motivated by positions of power and leadership.
Affiliation	This need is satisfied through affiliation with others. These employees enjoy people and find the social aspect of the workplace rewarding.
Autonomy	These employees want freedom and independence. They like to work and take responsibility for their own tasks/projects
Esteem	These employees need sincere recognition and praise. They dislike generalities – praise specific accomplishments. This does not necessarily mean <i>public</i> praise.
Safety and Security	Employees with this motivation crave job security, a steady income, health insurance, other fringe benefits, and a hazard-free work environment.
Equity	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.

Adapted from The Manager's Desk Reference by Cynthia Berryman-Fink and Charles B. Fink

<u>Name</u>	<u>Primary and <i>one</i> secondary motivator</u>	<u>Ideas to better engage this employee</u>
Your Name		

<u>Name</u>	<u>Primary and <i>one</i> secondary motivator</u>	<u>Ideas to better engage this employee</u>

Motivation Self-Assessment

In the boxes beside each motivation, place the numbers 1 – 7 using each number only once.

- #1 = your primary motivational driver
- #7 = what motivates you the least

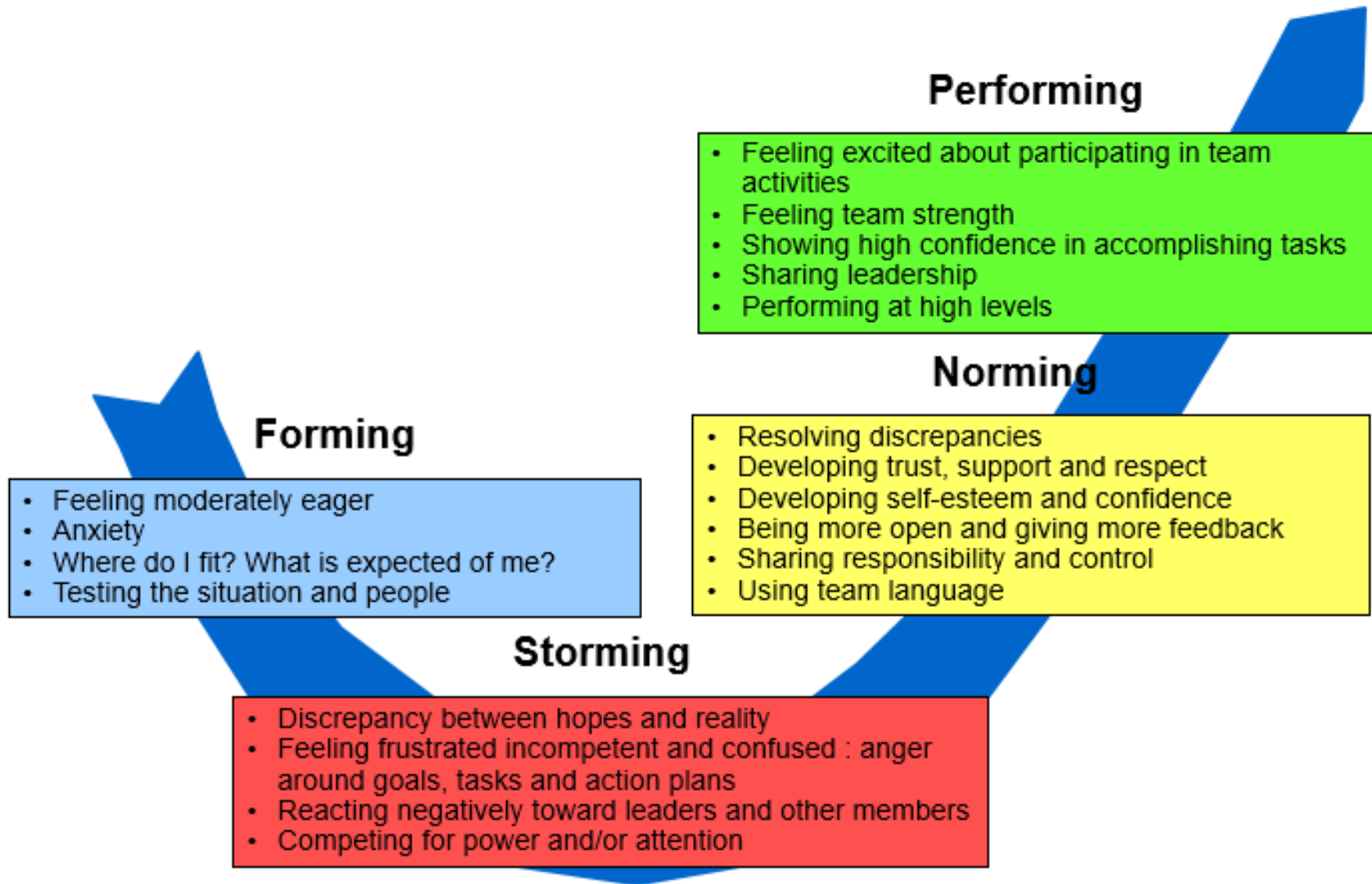
Be sure to use all seven numbers. After you've ranked yourself, write some ideas that would motivate each of the seven motivators.

Motivation	Need	Ideas for Success
Achievement	<input type="text"/>	Employees with this need 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, so provide them with the right work assignments and they will consistently produce
Authority	<input type="text"/>	These employees get satisfaction from influencing and sometimes even controlling others. They like to lead and persuade, and are motivated by positions of power and leadership. Give them the opportunity to make decisions and direct projects
Affiliation	<input type="text"/>	This need is satisfied through affiliation with others. These employees enjoy people and find the social aspect of the workplace rewarding. Motivate them by giving them opportunities to interact with others: teamwork projects, group meetings, and so on.
Autonomy	<input type="text"/>	These employees want freedom and independence. Allow them to make their own choices, set their own schedules, and work independently of others.
Esteem	<input type="text"/>	These employees need recognition and praise. This does not necessarily mean <i>public</i> praise. Give them ample feedback and recognition whenever possible.
Security	<input type="text"/>	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. Salary and fringe benefits are also important to them.
Equity	<input type="text"/>	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.

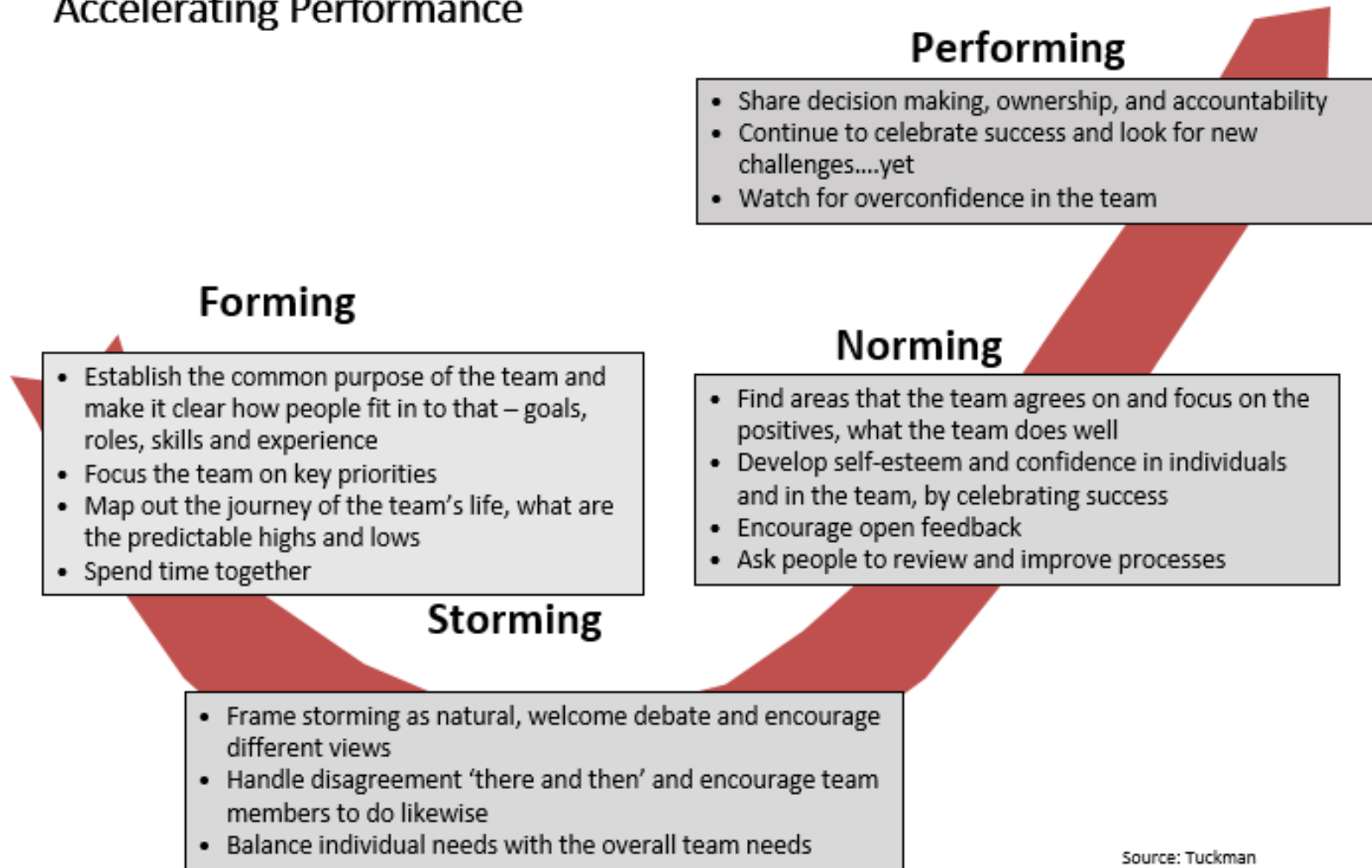
Keys to Self-Motivation

There are volumes of books, articles, and blogs available that address motivating yourself. Below you will find some highlights and commonalities of self-motivation based on several of these studies. Rate yourself on each of the tips for keeping yourself motivated and bring your results to the workshop.

Tip for Self-Motivation	Description	Rate Yourself				
		I need to improve		I do this very well!		
Reduce your 'de-motivators'	<i>Identify and avoid the people and activities that take energy from you</i>	1	2	3	4	5
Find a support system	<i>Ask others to be there when you need a boost; this should be uplifting</i>	1	2	3	4	5
Take time out for breaks and physical activities	<i>Schedule time on your calendar to break from your daily routine and move around</i>	1	2	3	4	5
Use humor	<i>Find jokes and comics that make you smile – learn to laugh at yourself</i>	1	2	3	4	5
Reward yourself	<i>Don't wait for other to provide rewards and recognition – find ways to recognize yourself for successes</i>	1	2	3	4	5
Exercise, relax, and eat right	<i>Maintain a healthy lifestyle – exercise regularly, put your feet up occasionally, and eat right most of the time</i>	1	2	3	4	5
Organize your workspace	<i>Find time to put material where you can easily find it – this includes your electronic devices (e-mail and file systems will save time and energy)</i>	1	2	3	4	5
Keep learning	<i>Give yourself the opportunity to learn something new at work and/or at home – keep your brain active and engaged!</i>	1	2	3	4	5
Track progress	<i>Identify milestones in your projects and evaluate how you are doing against those mini-goals – make adjustments to schedules and processes accordingly</i>	1	2	3	4	5
Help others	<i>One great way to keep yourself motivated is to help others stay motivated themselves – provide support and guidance when appropriate.</i>	1	2	3	4	5
Challenge yourself	<i>Take on projects that are outside your comfort zone – just because you've never done it before doesn't mean you wouldn't be good!</i>	1	2	3	4	5
Make mistakes	<i>Be willing to make mistakes and learn from the results.</i>	1	2	3	4	5
Practice positive thinking	<i>Focus on what went right and how to improve what didn't.</i>	1	2	3	4	5

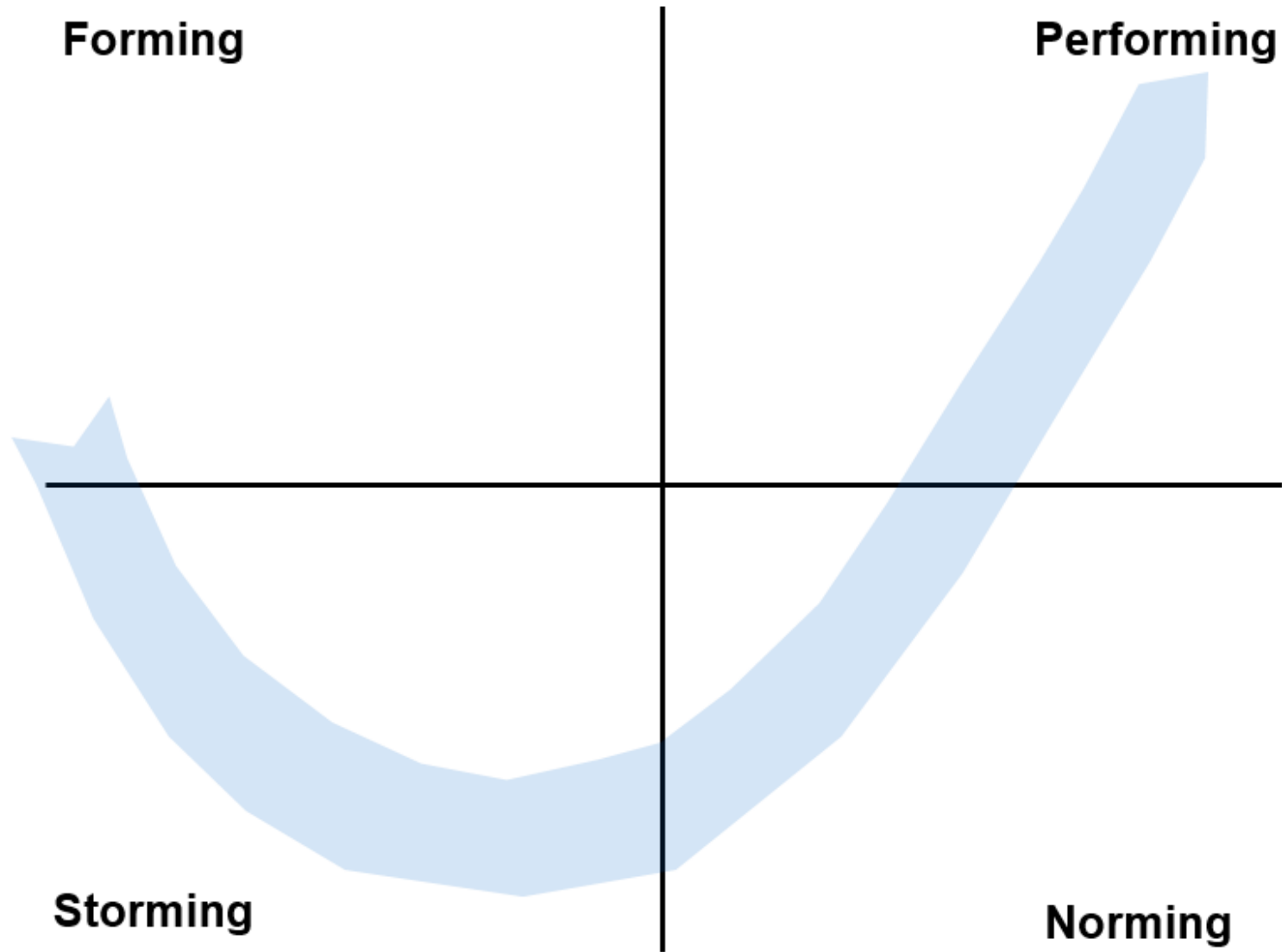


Accelerating Performance



Source: Tuckman

Write specific actions you will take to move your team through each stage to high performance



Team Development

	Forming	Storming	Norming	Performing
Member behavior	Characterized by... <ul style="list-style-type: none"> • Anxiety • Search for structure • Silence • Reactive to leader • Superficial • Overly polite 	Characterized by... <ul style="list-style-type: none"> • Increased testing of norms • Fight or flight behavior • Attacks on the leader • Polarization of the team • Power struggles • Hostility/silence • Fails to commit to action plans 	Characterized by... <ul style="list-style-type: none"> • Effort to get along • Constructive conflict • Realistic norms and guidelines • Functional relationships • Acceptance of each other and leader • Caring, trusting, and enjoyment 	Characterized by... <ul style="list-style-type: none"> • Cohesiveness • Conflict management • Active listening • Shared leadership • Creative problem solving • Here and now focus
Reaction to Leadership	<ul style="list-style-type: none"> • Accepted / tested by members • Tentative 	<ul style="list-style-type: none"> • Power struggles • Jockeying for position/control 	<ul style="list-style-type: none"> • General support • Differences acknowledged 	<ul style="list-style-type: none"> • Leadership distributed among members by expertise
Decision making	<ul style="list-style-type: none"> • Dominated by active members 	<ul style="list-style-type: none"> • Fragmented • Deadlocks • To team leader by default, or • Most powerful or loudest 	<ul style="list-style-type: none"> • Based on individual expertise • Often by leader in consultation with team member 	<ul style="list-style-type: none"> • By consensus • Whatever it takes collectively or individually
Climate	<ul style="list-style-type: none"> • Cautious • Feeling suppressed • Low conflict • Few outbursts 	<ul style="list-style-type: none"> • Subgrouping • Overt/covert criticism • Disagreements between subgroups 	<ul style="list-style-type: none"> • Dealing with differences • Opening up true feelings • Straight confrontation 	<ul style="list-style-type: none"> • Shared responsibility • Open expression • Disagreements resolved promptly
Task functions & major issues	Get the team started, establish identity... <ul style="list-style-type: none"> • Develop common purpose • Orientation • Provide structure • Build trust • Manage transitions 	Question identity, manage increased conflict... <ul style="list-style-type: none"> • Openly confront issues • Increased participation • Testing of group norms • Increasing independence from leader 	Establish realistic guidelines and standards... <ul style="list-style-type: none"> • Team responsibility • Cooperation and participation • Decision making • Confronting problems • Shared leadership • Quality and excellence • Team assessments 	Progress toward goal, true collaboration <ul style="list-style-type: none"> • Monitor accomplishments • Critique process, assess interactions • Avoid 'groupthink' • Satisfy members' personal needs

Team Development *(continued)*

	Forming	Storming	Norming	Performing
Leadership roles	<p>Reduce the uncertainty...</p> <ul style="list-style-type: none"> • Set goals, clarify purpose • Draw out questions • Let members get to know each other • Model expected behavior 	<p>Legitimize conflict...</p> <ul style="list-style-type: none"> • Examine own response to conflict • Reinforce positive conflict resolution efforts • Acknowledge conflict as essential for change • Do not become more authoritarian 	<p>Encourage norm development...</p> <ul style="list-style-type: none"> • Develop goals • Use consensus • Redirect questions • Develop positive listening skills 	<p>Maintain team skills...</p> <ul style="list-style-type: none"> • Maintain technical and interpersonal skills • Provide feedback on group's effectiveness • Assist in gaining more meaning from meetings
Accelerating Performance	<ul style="list-style-type: none"> • Establish the common purpose of the team and make it clear how people fit into that – goals, roles, skills and experience • Focus the team on key priorities • Map out the journey of the team's life, what are the predictable highs and lows? • Spend time together 	<ul style="list-style-type: none"> • Frame storming as natural, welcome debate and encourage different views • Handle disagreement 'there and then' and encourage team members to do likewise • Balance individual needs with the overall team needs 	<ul style="list-style-type: none"> • Find areas that the team agrees on and focus on the positives, what the team does well • Develop self-esteem and confidence in individuals and in the team, by celebrating success • Encourage open feedback • Ask people to review and improve processes 	<ul style="list-style-type: none"> • Share decision making, ownership, and accountability • Continue to celebrate success and look for new challenges...yet • Watch for overconfidence in the team

