

What is it that makes your employees tick?

Every person has unique factors that motivate them to do their job well. Some are motivated by power and prestige, while others are motivated by fairness and equity. None of these factors are inherently good or bad, but they do require different management techniques in order to motivate - rather than disengage – employees.

The first step to understanding the seven motivators is understanding that most employees fall on the spectrum of a few of the different motivators. No one is purely motivated by one thing, and understanding and employees' mix of motivators is helpful.



Directions: Ask your direct to think about which of the motivating factors on the next page relates best to them. Using the numbers 1-7 only once, assign each motivating factor a number, with 1 being what motivates the employee most, and 7 being what motivates them the least.



Seven Motivators

		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'd like to take on more responsibility"	<ul style="list-style-type: none"> Assign a challenging task that stretches their skills. The 'right' assignment is essential
Affiliation	This need is satisfied through affiliation with others. These employees enjoy people and find the social aspect of the workplace rewarding.	"Let's get the team together to talk about next steps"	<ul style="list-style-type: none"> Opportunities to work in teams, organize meetings, and conduct brainstorm sessions
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.	"Bob you take this task. Jim, you complete task #2. Send me an email at the end of each day with your progress"	<ul style="list-style-type: none"> Provide the chance to lead and make decisions Assign a mentor
Autonomy	These employees want freedom and independence. They like to work and take responsibility for their own task/projects.	"I'll take this task and report progress in two weeks"	<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 public praise.	"Would you take a look at this and tell me how it looks?"	<ul style="list-style-type: none"> Recognize and praise often, both privately and public (if appropriate)
Security	Employees with this motivation crave job security, a steady income, health insurance, other fringe benefits, and a hazard free work environment.	"How does this impact my job?"	<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 inequalities.	"Betty always seems to get the good assignments and I get the ones with all the problems"	<ul style="list-style-type: none"> Address equity issues immediately Answer the questions that are asked honestly Demonstrate fair treatment

Seven Motivators

The Seven Motivators Self-Assessment

In the boxes beside each motivation, place the numbers 1 – 7 using each number only once. The number 1 is your primary motivator and the number 7 is 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.	

Seven Motivators

Exercise-Seven Key Motivators

List the members of your staff/team and identify what you think are the primary and secondary motivators for each person.

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

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