

Motivation Resources

What makes motivation important?

The chances are that your organisation no longer has long service awards, accolades for loyalty and automatic promotion. These have been replaced with pay and incentives based on personal contribution, reputation and expertise, team working, projects and individuals working as if they are self employed.

Looking to the future, the ageing population will be working beyond traditional retirement age. Challenges will emerge in terms of work and life balance, new technology and keeping people inspired and interested.

De-motivated staff means loss of output, engagement and loyalty. Problems of retention and destructive organisational dynamics soon follow.

So, companies have to work harder at becoming desirable to employees. A successful way to do this is to have motivational conversations with your staff. The most crucial step is to:

Understand in order to motivate

What motivates them? Don't assume it's the same as you. This goes back to their values.....what makes them tick.

Ask

If you don't know, get to know!

Use open questions. Be subtle about this, don't go straight for "*what motivates you?*" Ask them to tell you what they enjoy doing or pick up on something they have said and ask them to tell you more about it.

If they don't know or you want to consider your personal values more try Schein's *Career Anchors questionnaire* – this will help you to consider what inspires you in your career. <http://www.amazon.co.uk/Career-Anchors-Discovering-Values-Instrument/dp/0883900300>

Consider what demotivates you?

Demotivator	Motivator
Close Supervision	Autonomy
Constraints	Freedom
Being left in the dark	Good communication
Repetitive tasks	Variety
Lack of direction	Clear vision

*****To find out what motivates you consider the converse, try writing your own list*****

Emotional Intelligence

You will need to delve deeper to understand the individual's motivators and values during a motivational conversation. Emotional Intelligence can help you make connections between thoughts and feelings.

Goleman identified the five 'domains' of Emotional Intelligence as:

1. Knowing your emotions
2. Managing your own emotions
3. Motivating yourself
4. Recognising and understanding other people's emotions
5. Managing relationships, i.e. managing the emotions of others.

*****<http://www.businessballs.com/emotionalintelligencecompetencies.pdf> – See this emotional competence framework to reflect on how emotionally intelligent you are*****

Involve

People like to be consulted and their expertise to be tapped into. Involve them from the beginning; conversations about how we can do things rather than just being told at the end of the process that there are a couple of options, are usually more motivating.

Affirm

Genuinely appreciate people when they are doing well; there is usually something good, or some lesson to come out of most situations. This is not

just a general “*well done*” and pat on the back, but more “*when you did...the impact was..., so, well done.*” Help them to see this as authentic appreciation rather than flattery.

Communicate

Keeping colleagues in the loop is important; they will feel undervalued if they find information out second hand. Sharing a vision for the future is a great motivator, it tells staff that they have a future, that you see them as part of it; it can also give meaning to their work.

Feedback <http://www.ccl.org/leadership/pdf/publications/tenCommon.pdf>

Feedback can play an important part of motivational conversation. Have you ever given someone feedback on good performance and noticed that it didn't seem to sink in? See the Constructive Feedback page, this will help get your feedback received in the way you intend it to be

Coaching

Coaching is a great motivator, giving someone time and space to discuss and think about their issues with someone who is truly supportive and believes in them. Coaching can help people feel more resourceful and therefore more able and productive. Coaching can also help colleagues reconnect with their values which are their true motivators. More detail on coaching can be found on the coaching conversations page.

*****A starting point to understand others is to attempt to interpret their behaviour. Identify someone who is very different to you. Consider how well you understand the person's values, behaviour and motivation. Try to imagine yourself as the person, how would you like to engage in a motivational conversation?*****

Theories of Motivation

There are many theories of motivation, from Maslow's Hierarchy of Needs, ERG theory, to Equity Theory; these theories provide useful frameworks when considering your next motivational conversation.