

Notes:

Motivation

Objectives

After completing this topic, you will be able to:

- Praise your staff effectively
- Explain what employees really want at work

Overview

According to SuccessFactors Inc., by the year 2020, sixtyfour million people, or 40% of the U.S. workforce will be poised for retirement. Given this reality it has never been more important to develop and retain talent at every level of the company. Effective managers know how to work with people in order to develop individual employee's talent, interests, and career goals. This keeps your employees happy, motivated, and productive while ensuring the right people stay.



It's Contagious!

Attitudes are contagious. You want to model a positive attitude at all times for your employees. You also want to address bad attitudes before they spread (see Module 2, *Conflict Resolution*).

Praise

You're probably good at following the maxim, "Praise in public, reprimand in private." But is an "attaboy" at your monthly department meeting truly motivating? Praising your employees should be an everyday occurrence. It does not need to be a part of a formal recognition program. It just needs to be:

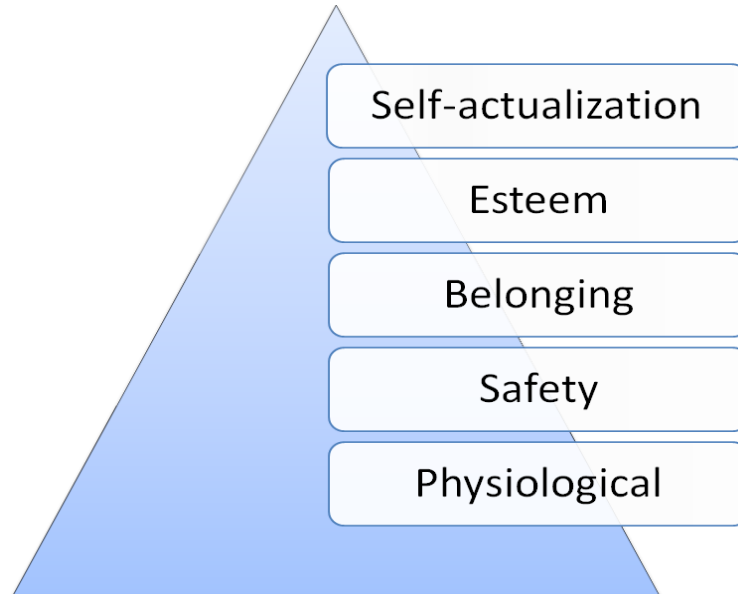
1. Timely
2. Specific
3. Sincere

Example: _____

Casual praise is an easy way to give employees what they need: appreciation, acknowledgement, and credit for a job well done.

Notes:**What We Really Want**

Abraham Maslow, a famous psychologist, wrote *A Theory of Human Motivation* (1943) which outlines a hierarchy of needs we all have, from which we can extrapolate the true needs and desires of our employees.



Before you or your employees can concentrate on a higher level of needs, the lower levels have to be met first.

1. Physiological: We assume needs like food, water, and sleep are met. At work, _____ and _____ are basic needs.
2. Safety: We also assume needs like shelter and security of body and property are also met at home because the person is employed. At work, the need is for _____ with managers and co-workers.
3. Belonging: Family and friends meet this need. At work, your staff needs to feel they are _____.
4. Esteem: Your employees desire confidence and respect from others which is gained from a sense of achievement. At work, you can meet this need by giving them _____, _____, and tasks that _____ to the success of the team.
5. Self-actualization: Once the lower needs are met, employees are free to be creative, spontaneous, and work on _____ - _____. _____ is another need to meet at this level.

Notes:**Best Practices**

The best way to give your employees what they really want is to know them.

1. Greet employees individually each morning. This contributes to their sense of belonging and give them an opportunity to start a dialogue, if needed.
2. Know what is important to them so you can recognize and praise them in meaningful ways.
3. Know what scares them so you can address their fears.
4. Be aware of what they love to do so you can assign work that is rewarding.

Self-Assessment

How many of the following statements can your employees check off as true? Try giving the list to your staff (they can give you feedback anonymously) as a tool to measure the morale of your department and how well you are doing as a manager.

- My supervisor/manager keeps me well informed.
- I am encouraged to think independently.
- I have authority to make necessary decisions.
- My supervisor provides training and development to help me do my job.
- My manager asks for my ideas and problem solutions and considers my input when making decisions.
- My manager holds me accountable for the quality of my work.
- My supervisor gives me feedback that helps me improve my performance.
- My supervisor coaches me on specific necessary improvements if my work is not meeting the standard.

