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PeopleMakeOrganisations

7

Mistakes Managers Make When *Motivating* Staff

And How To Avoid Them In Your Organisation

motivation in business

THE IMPORTANCE OF MOTIVATION in business has increased during the recent recession for more than two-thirds of employers. Furthermore, 84% of those surveyed believed that the importance of motivation would increase over the next two years as companies recover from the effects of the economic downturn.

Asked how well-equipped employers believed their line managers to be in **recognising** what motivates their team, 63% felt they were 'Not equipped' or 'Poorly equipped'. Similarly when asked how well-equipped employers thought line managers are to **meet** the motivational needs of team members, 73% felt they were 'Not equipped' or 'Poorly equipped'. No wonder employee engagement levels are so low!

63%

'Not Equipped'

OR

'Poorly Equipped'

So where are managers going wrong?

1. THEY ASSUME THAT MONEY IS THE BIGGEST MOTIVATOR

Whilst it's true that money motivates some people, the actual number with this as their number one motivator is small. In a recent survey, carried out by Kaisen Consulting, only 14% of respondents listed it in their top 10, never mind as their primary motivator. Instead, salary is seen by most employees as a 'given' (Herzberg called it a 'hygiene factor'); in other words, as long as it is set at an acceptable level, giving people more money will not encourage most people to go the extra mile.

● top motivators

The top 3 motivators in fact are:

· Achievement
· Working with others
· Recognition

So, managers should work on helping staff derive satisfaction from these three motivators, rather than fearing that every appraisal or review will bring up the ugly subject of money.
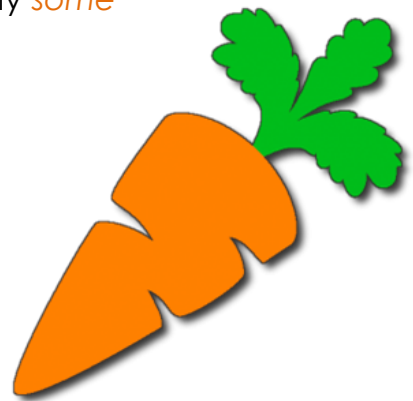
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ACHIEVEMENT
WORKING WITH OTHERS
RECOGNITION

2. THEY DON'T TREAT PEOPLE AS INDIVIDUALS

What motivates each and every one of us is different and, what's more, it changes over time. Therefore, to reward and recognise teams or even entire organisations using broad brush strategies will inevitably mean that only *some* of our motivators are met *some* of the time.

The result: valuable resources are wasted.

In order to motivate staff, managers need to really know their team members. They need to be willing and able to treat people as individuals and respond to their motivational needs on a person by person basis.

Sure, there's still room for company-wide programmes but the real benefits come when managers are able to make it personal.

reward programmes

3. THEY GIVE VALUABLE REWARDS WITHOUT TYING IT BACK TO WHAT TRULY MOTIVATES THE PERSON

Where company-wide programmes, such as commission schemes or bonuses, exist the corporate communication that accompanies them is often de-personalised, perhaps even bland. What a missed opportunity!

If an organisation offers these rewards, the manager should reinforce their value by tying them back to the motivators of each individual employee.

Consider these examples:

•If a person is motivated by *security,* the bonus conversation should focus on how the money can aid greater personal security for that individual.

•If a person is motivated by *making a difference,* the bonus conversation should focus on how the bonus is in recognition of the difference their efforts and performance has made to their colleagues, team, organisation or client.

4. THEY DON'T MEASURE THE IMPACT

For too long, managers and HR teams alike have struggled with how to measure motivation levels within their organisations and, therefore, struggled to make the link between actions taken in this area and results achieved.

● measurement

"You can't manage what you don't measure"

The old adage still applies today and, with an ever-increasing focus on the return on investment of resources, perhaps it is no surprise that many organisations still do not invest appropriately in this area of people management.

The good news is that motivation levels can be measured and tracked over time. What's more, it can be linked to performance indicators to show the impact on motivation levels of organisational performance.

5. THEY DON'T ASK EMPLOYEES WHAT THEY WANT

The typical appraisal discussion focuses on two important areas of people performance:

•objectives - to ensure that everybody is pulling in the same direction, and
•skills/ and behaviours - to ensure that people are using their talents and skills in an appropriate way, every day.

The third essential ingredient of people performance, motivation, does not receive the attention it deserves.

The reason for managers ignoring motivation is simple – they simply don't know how to have the conversation with their staff!

By asking an employee what they want from and how they feel about their job, managers fear that they will open a Pandora's Box of demands which they will not be able to meet.

On the contrary, we find that when managers are taught the necessary skills to have this conversation, staff expectations are more balanced and motivation and performance improves.

think muscles

6. THEY MOTIVATE TOO IMFREQUENTLY

Motivation is like a muscle; it needs to be exercised regularly to keep it in good shape.

Much like fitness programmes, it is not enough to think about what ought to be done, nor is it enough to only put these actions in to effect on a sporadic basis. Instead, motivating staff needs to be seen as a natural part of day to day management.

By understanding more about what motivates people and how to motivate on a day to day basis, managers are more able to put common sense, management practices into place.

mixed messages

7. THEY SEND MIXED MESSAGES TO STAFF

One of the top three motivators is recognition. This can take many forms but simply giving your time to people is a very powerful motivator.

Why is it then that managers frequently spend much of their people management time dealing with poorer performers?

STAFF PROBLEM + YOUR TIME = WRONG!

This sends a mixed message, subliminally saying 'If I'm going to spend time with you there needs to be a problem'. If you don't think this is the case then take a moment and reflect on the time you spent with your staff last week.

● recognition focus

Use the form and:

• On the left hand side, write down who you spent time with last week - starting with the person with whom you spent most time at the top.

• On the right hand side, write a list of your team members, starting with your highest performer at the top. Do your lists match? If they do, well done! If they don't, think about the message you are sending to your top performers.

Person I spent most time with last week	My Top Performers
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
Person I spent least time with last week	My Weakest Performers

Individuals or team lacking motivation?

With no language to describe it, no description of it and no way of measuring it, this leads to no plan, no action, and no outcomes.

Motivational Maps® solves this problem for you or your organisation.

What is Motivational Maps®?

Performance in any organisation depends upon the right direction, the appropriate skills and massive amounts of motivation. Motivational Maps provide the solution to what is probably the most difficult of these three to manage and sustain - MOTIVATION.

It is a simple on-line diagnostic tool that:

• Enables individuals, teams and organisations to understand and prioritise what motivates them
• Reveals how motivated they are
• Provides practical & effective tools that increase motivation at all levels

Why complete?

Even the most talented individual will not reach peak performance if they are not motivated. When people understand what motivates them, they are able to start influencing how to have those motivations met.

Motivational Maps® provides individuals with:

• A clear understanding of exactly what motivates them
• The degree to which these Motivators are currently being met

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Overview Brochure

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Delivered in partnership with accredited practitioners Motivational Leadership.