Motivating Employees

- Employee motivation need not be expensive or time consuming to be effective.
- There are many proven employee incentives that can be used to reward staff, while motivating them to improved productivity.

This full day training is designed for supervisory staff of HIV/AIDS serving community based organizations that want to learn about non-monetary methods of staff recognition and motivation and ways to strengthen staff members’ long-term commitment to the organization and its mission.

Training Objectives

By the end of the training you will be better able to
1. Describe three reasons that humans seek bonds and affirmation at work.
2. Recognize the myths about what motivates employees.
3. Choose appropriate non-monetary awards to motivate staff.
4. Understand how communication methods impact supervision success
5. Identify ways that supervisory style can motivates staff.
6. Select instances when granting front-line workers more authority will increase motivation and productivity.

Assessing Your Own Needs

Write down for yourself answers to these questions:
- Am I hoping to gain information today primarily for my existing program(s), or for a potential future program?
- Where am I in the decision-making hierarchy, in terms of authority to recommend program changes? Who’s additional authorization might I need?
- What are my concrete goals for my current or future program?
Ground Rules
1. “I” statements.
2. Names removed.
3. Two-year embargo on case histories.
4. Respect time limits and training’s general goals (not specific solutions).

The Pay Gap
- From 1973 - 1995, average U.S. wages ↑ 15% and family income flat, even though # of 2-income households doubled.
- For 1973 - 1975, ratio between average CEO income at the Fortune 30 companies and income of the average U.S. worker was 41:1.
- From 1993 - 1994, the ratio had risen to 225:1 (a 450% ↑).

The Crystal Report, published by Graef Crystal, in Boroughs, D. L.

The Pay Gap (cont’d)
- Average CEO ↑ 167.3% (mean, 106% median).
Automated Performance?

- A “therblig” (Gilbreth – backwards) = one of 17 hand motions manual labor.
- Benign intent: studying a bricklayer, Gilbreth suggested a modification that reduced labor from 18 movements to 5.
- “Business efficiency” models combine Gilbreth’s motion studies with Frederick Winslow Taylor’s “time studies,” showing how standardization could improve efficiency.

Taylor, Frederick, Scientific Management (includes “Shop Management” (1903), “The Principles of Scientific Management” (1911) and “Testimony Before the Special House Committee” (1912)), Routledge, 2003.

Human Needs at Work

- Taylor believed standardization could → greater efficiency and therefore → wages.
- But progressive segmentation of tasks can also lead to angst and insecurity.

The Socialists held that workers feel disenfranchised from their creative potential when their employers direct their labors.
1. “controlling the means of production;”
2. feelings of insecurity in a culture of “surplus labor;”
3. “competitive labor market,” all → individualism & peer distrust.

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Listening to Employees?

- Managers consistently overemphasize the importance of monetary rewards.
- Lawrence Lindahl (1940s) studied what workers want from their jobs; similar studies in the early 1980s and 1990s.
  - Most recent, 1999 by Kenneth Kovach of George Mason Univ.
  - People are motivated to higher levels of job performance by “positive recognition from their managers and peers.”
  - Creative use of personalized non-monetary rewards reinforces positive behaviors and improves employee retention and performance.

Key Questions: Do You…

1. Personally thank staff for good works?
2. Give timely and specific feedback?
3. Make time to listen to staff regularly?
4. Offer an open, trusting, and fun workplace?
5. Encourage and reward initiative and new ideas?
6. Share information with staff on a regular basis?
7. Involve staff in decisions, especially affecting them?
8. Provide staff sense of ownership of their jobs and unit?
9. Give associates the chance to succeed?
10. Reward staff based on their performance?

Most Prized Non-$ Incentives

- Strategic Rewards survey of 410 North American companies and 3,600 top performers: perks most likely to keep valued people loyal are
  - advancement opportunities,
  - flexible schedules, and
  - the opportunity to learn new skills.

“There is a fairly significant gap between what employers think is important for attracting high-performing employees and what those employees think. Financial reward is not the number-one motivator… (it’s the chance to) be perceived as successful in the eyes of their peers.”

Benefits of Non-

- Memory Value … cash is spent and gone, whereas the recognition items remain on employees’ desks or in their homes.
- Trophy Value … can often be shown to co-workers and friends.
- Flexibility … can be designed to emphasize particular organizational or team goals.
- And … cash awards cost more.

Most Sought Forms of Appreciation

- having the respect of peers and colleagues.
- having managers who tell them when they do a good job, and
- being involved and informed about what's going on in their department or organization.

3 of the top 5 incentives ranked by employees are free:
- a personal thank you from one's manager
- a written thank you from one's manager
- and individual public praise.

Top Performers’ Requests

- Interesting and important work.
- Greater opportunity for learning, growth, and responsibility.
- Information, communication, and feedback on performance.
- Independence, autonomy, and flexibility.
- No-cost examples of independence & flexibility: flex time, compressed work weeks, telecommuting.

Incentives by Generation?

- Young workers: immediate praise to boost their confidence, job security, and monetary incentives.
- Mid-career: flexible scheduling options, professional development opportunities, and promotion.
- Long-term: being part of policy and strategic planning might interest.
- Nearing retirement: mentoring responsibilities, or more control of their work environment.
The Surrogate Family

- 1/3 of each day spent at work. Natural tendency to bond, or want to bond, with co-workers.
- Bonding is healthy, because it leads to team efforts and more motivation to appear good to peers;
- Bonding can be harmful, if it is perceived as exclusive (favorites) or used to subvert policies/authority (splitting);
- TV shows portray professionals who live their career. More realistic to say the human dynamic is always present.

Bonds are Vital for Survival

- Deprivation of this link is dangerous.
- Frederick II, a 13th C Roman Emperor and King of Southern Italy: discover “innate” language, ordered “suckle and bathe and wash the children, but in no wise prattle or speak with them.”

Bonds are Vital for Survival (cont’d)

- Babies raised in orphanages or separated from mothers in prison were given proper food/shelter.
- Well-intentioned institutions tried to protect babies by keeping them isolated (germ theory).
- Measles: typical mortality rate, 0.5%. In sterile institutions, 40%. Among most sterile: 75%-100%. That is, the most sterile nurseries experienced the highest deaths.

Danger of Social Isolation

- Following a heart attack, risk of death is 3x among socially isolated people.
- Overall, risk of premature death is 3x - 5x higher for people who lack ties to a caring spouse, family, or community.

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Danger of Social Isolation (cont’d)

• Why? UCLA study: rejection or relationship loss processed by the same brain areas as are physical pains.

• Men without spouse or intimate friends had higher levels of inflammatory chemical markers in their system (C-reactive protein, interleukin-6, and fibrinogen).

• Did not directly harm the men, but excess drug, tobacco or alcohol use.
  (c) 2008 Stephen J. Fallon, Skills4

The Power of Connection

• “Limbic resonance”: mammals feel / match one another’s physiology.

• Female friends start to menstruate at same times.

• Grieving together in the cave may have coincidentally protected against threats.

• An adapted survival advantage, staying close to the clan.

• If injured of taken ill, also less likely to go unaided.
  Diamond J. Guns, Germs, and Steel: The Fate of Human Societies.
  (c) 2008 Stephen J. Fallon, Skills4

The Power of Connection

• “Limbic regulation”: primary partners balance each other’s moods (and moderate the inflammatory chemical markers).

• That’s why people who are married outlive those who are single.

• Best between people, though any mammal helps. After a loved one’s death, people with dogs or cats double survival.
  (c) 2008 Stephen J. Fallon, Skills4

Work = Surrogate Family

• List the helpful qualities of many family interactions.

• Then list the ways that connectedness leads to challenges, too.
What Motivates Employees?

- “People tend to do their best work when they are in an environment that makes them feel valued.”

Motivation for better performance comes from:
- job satisfaction
- achievement
- recognition, and
- opportunities for professional growth


Enthusiasm Increases Success Two Ways

- Study comparing medications for mental illness: drug potency alone couldn’t explain why patients in one arm were doing so much better.
- Patients reported that the test clinic had shown much more concern about their well-being and enthusiasm about the med.


- A study with steroid inhalers found only 5% of patients had known that inhalers should be used daily.
- Enthusiasm about new med led physicians to discuss treatment more thoroughly, so the benefits exceeded that of the new meds’ pharmokinetics alone.


Everybody Hates EOM?

- Employee of the month can be resented or forgotten.
- Suggested improvements:
  - Include previous winners in the decision-making process to determine future winners.
  - Encourage nominations from employees, and clients.
  - Select winners based upon predetermined criteria to reduce accusations of favoritism.
  - Give every nominee something (a free lunch or a flower)
  - Publicize the winners internally and in local newspapers.

Truths & Myths: Employee Alliances

- Disunited front-line employees may find solidarity in frustration.
Great Motivational Suggestions

1. Allow staff to purchase old computers, printers.
2. Give a staff member use of complimentary hotel accommodations for a special anniversary.
3. Offer special days off aside from regular holidays and vacation time.
4. Celebrate special days (employment anniversaries, start of a new fiscal year, end of a major event) with chocolates, a gift certificate, or the employee’s favorite coffee.
5. Close the office on a slow afternoon, for staff bowling, movie.
6. Ask your board members for help: tickets to special events, the theater, or professional sporting events.

Motivational Suggestions (cont’d)

7. Provide a gift certificate for a massage, or arrange for chair massages in the office.
8. Bring small gifts back from business trips.
9. Give a relax bag containing a video rental coupon, microwave popcorn, theater candy, and a couple of sodas.
10. Permit a 1/2 day off for staff to work with favorite charities.
11. Reward employees with a gift certificate to favorite bookstore.
12. Provide ticket for a carriage ride, boat tour, observatory visit.
14. Give a holiday wreath or centerpiece.
15. Put a special thank you in your agency’s publication.

Adapted from “Top 15 affordable staff incentives.” (Management). Association Management, July 1, 2002.

Patterns of Communication

- Managers and supervisors have different perspectives than front-line workers. How they convey information may
  1. Threaten unintentionally.
  2. Fortify and fulfill.
  3. Clarify and motivate.
  4. Create team camaraderie, or factions of disrespect.

Invisible Wants

- Why discuss our communication strategies?
- Our agency’s needs and goals are apparent to us.
- Steps to task completion “obvious” as well.
- Those “outside” the process may feel they are receiving conflicting signals, may have to guess at what we mean.
- Example: first time teaching someone a process.
Can You Describe It?

- Let’s complete a simple “mission.”
- One volunteer needed.
- Hardest lesson in all of life: to be able to imagine the perspective of someone who doesn’t know and feel what you know and feel.

How We Communicate

- Style of communication is often transparent to us.
- We inherit style from family members, past bosses and associates, and even through popular culture.
- Managers who have not had opportunities to observe, attempt, and study different communication methods may not know how to improve communication that is mired in misunderstanding.

How to Tell

- “Floating balloons.”
- What is expected response?
- How does actual response impact the ongoing work relationship?
- How will you float balloons with someone with whom you must broach an awkward issue?

Looking Within

- Bold exercise: list the character traits or patterns of supervision others have complained about?
- Is any part of their interpretation valid?
- “It’s not that he and I see different things (in the poem). He sees and loves what I see and what I see and abhor.” (Tolkein on C.S. Lewis)
- “People will forget what you said, but remember how they felt.”
Defining Supervision / Mgt

- Let’s create a working definition:
  1. purpose,
  2. tools,
  3. outcomes.

Truths & Myths: Managers

- See from the front-line worker’s perspective. What parts of this cartoon resonate as true at times?

Is Management ≠ Leadership?

- Valid distinctions?:
  - Managers administer, leaders innovate.
  - Managers focus on systems, leaders on people.

- Managers ask how and when, leaders ask what and why.
- Managers do things right, leaders do the right things.
- Managers maintain, leaders develop.
- Managers rely on control, leaders inspire trust.
- Managers have a short-term perspective, leaders have a longer-term perspective.
- Managers accept the status-quo, leaders challenge the status-quo.

Is Management ≠ Leadership (cont’d)

- Managers have an eye on the bottom line, leaders have an eye on the horizon
- Managers imitate, leaders originate
- Managers emulate the classic good soldier, leaders are their own person
- Managers copy, leaders show originality


General distinction between leadership and management:
- Managers concerned themselves with tasks while leaders concerned themselves with people.
- Do not lose focus on task; just change approach to value people.

Paul Birch (1999)
Traits of Leaders

- The bureaucratic leader: very structured and follows the procedures as they have been established. (Weber, 1905)
- The charismatic leader leads by infusing energy & eagerness into team members. (Weber, 1905)
- The autocratic leader: is given the power to make decisions alone, having total authority. (Lewin, Lippitt, & White, 1939)
- The democratic leader: listens to the team's ideas and studies them, but will make the final decision. (Lewin, Lippitt, & White, 1939)

Traits of Leaders (cont’d)

- The people-oriented leader supports, trains and develops his personnel, increasing job satisfaction and genuine interest to do a good job. (Fiedler, 1967)
- The laissez-faire ("let do") leader gives little feedback or supervision because employees are thought highly experienced and equipped to achieve outcomes. (Lewin, Lippitt, & White, 1939)
- The task-oriented leader: focuses on the specific tasks assigned to each employee to reach goal accomplishment. (Fiedler, 1967)
- The servant leader: facilitates goal accomplishment by giving its team members what they need in order to be productive. (Greenleaf, 1977)
- The transaction leader: group gives power to a leader to perform certain tasks and reward or punish for the team’s performance. (Burns, 1978)
- The transformation leader: motivates the team through highly visible communication and chain of command. Always focuses on the big picture, needs to be surrounded by people who take care of the details. (Burns, 1978)
- The environment leader: nurtures group or organizational environment to affect the emotional and psychological perception of an individual’s place in that group or organization. (Carmassi, 2005)

Overview of Mgt Styles

- Good programs are supervised by leaders who
  1. know how to maintain performance before problems arise, and
  2. adjust their supervisory style to different situations, and
  3. know how to encourage and reward their employees.
Mapping Out Your Style

- The Blake and Mouton grid shows that supervisory style depends on focus in a given project/department.


Management Style

- Participative (democratic) The leader includes employees in the decision making process (deciding what to do and how to do it).
- The leader maintains the final decision making authority.
- Gathering input shows confidence. You are strong enough to absorb all input.
- This style is appropriate when you and employees each have some of the information. The style builds teamwork and buy in to decisions.

Management Style (cont’d)

- Delegative (free reign) The leader delegates authority to the employees to make the decision.
- However, the leader still evaluates and approves or rejects decisions that are made.
- This style is appropriate when employees are able to analyze the situation and determine what needs to be done and how to do it.

Management Style (cont’d)

- Authoritarian (autocratic) The leader tells employees what needs to be done and how it should be done, without getting the advice of staff.
- Appropriate when you have all the information to solve the problem, are short on time, and your employees are well motivated.
- Though top-down in style, this style should NOT include yelling, using demeaning language, or leading by threats and abuse of power.
Choosing the Supervisory Style

- How much time is available?
- Are office relationships based on respect and trust, or on disrespect or suspicion?
- Who has the information - you, your employees, or both?
- How well are your employees trained, and how well do you know the task?
- What are the internal conflicts, current work environment stress levels?
- Is the task at hand structured, unstructured, complicated, or simple?

Truths & Myths: Employees

- See from the front-line worker’s perspective. Can lack of resources and time to accomplish tasks cause resentment.

Leading by Example

- “A leader without followers is just a person taking a walk.”
- What strategies increase “buy in” and motivation from employees?

“Outstanding leaders” have:

1. Vision: articulate an ideological vision of a better future, in line with the followers’ deeply-held values.
2. Passion and self-sacrifice: engage in extraordinary behavior and make self-sacrifices in the interest of vision and mission.
3. Confidence, determination, and persistence: display a high degree of faith in selves and in attainment of the mission; may offend those preserving the established order.

Leading by Example (cont’d)

4. Image-building: self-conscious about their own image. Recognize desirability of followers perceiving them as competent, credible, and trustworthy.
5. Role-modeling: Followers identify with values of positive role models.
6. External representation: act as spokespersons for their organizations and symbolically represent them to external constituencies.
7. Expectations of and confidence in followers: Outstanding leaders communicate expectations of high performance from their followers and strong confidence in their followers’ ability to meet such expectations.

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**Leading by Example (cont’d)**

8. **Selective motive-arousal:** selectively arouse motives in followers that leaders see as relevant to the vision and mission.

9. **Frame alignment:** link the leader’s activities, goals, and ideology to the individual’s interpretations (values, and beliefs), becoming congruent and complementary.

10. **Inspirational communication.** Often, but not always, communicate their message in an inspirational manner using vivid stories, slogans, symbols, and ceremonies.


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**Defining Accountability**

- Who are you accountable to?
- Who are your front-line workers accountable to?
- Do you have the authority you need to create required outcomes?
- Does your staff have the resources it needs to complete tasks for which you are accountable?

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**Switch Hats**

- List things that have / are going well in your department.
- Now envision from a front-line worker’s point of view. Which of those things could seem bad?
- Now switch to your boss’s view: which things look different?

- Repeat with things that have / are going less well from your supervisory perspective.
- The front-line worker employee’s view? Your boss’ view?

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**Improving Mgt While Leading**

- Improving supervisory and management skills is difficult when work is ongoing
  1. Employees may not understand changing while still working toward same goal;
  2. You might feel you cannot adapt style and strategies while working on an important project;
  3. What small steps can you take now?
Improving Mgt While Managing

- Like juggling while driving.
- How revise processes or relationships that do not stop?
- When are results apparent to those involved?
- No easy task: see Baldridge National Quality Program board of examiners’ reports.
- Why some areas lagging more than others? Themes?

Building a Successful Team

- Assess your own leadership style. Consider changes for situations / overall improvement.
- Hire people who reflect the mission and goals of the program, possibly in new ways.
- Train staff to be competent in both the content and the relationship level of their performance.
- Motivate and inspire through role modeling and balanced feedback (not just critiques).
- Employ communication strategies that speak to the employee on more than the content level alone.
- Make yourself the leader of your team

Bring Your Ideas Back

- How will you utilize what you learned here today?
- List just 1 or 2 clear action steps that you will take within 30 days of returning to work.
- Support one another as supervisors. Pick a colleague with whom you feel comfortable testing ideas and discussing challenges.

Thank You for Making a Difference!