



Motivating Against All Odds

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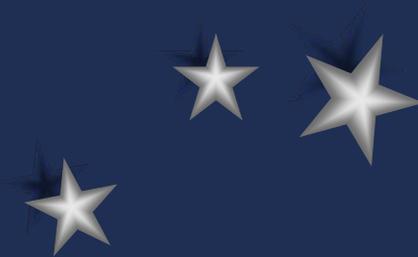
What do people want from their jobs?



Key Factors that Motivate

Supervisor's opinions

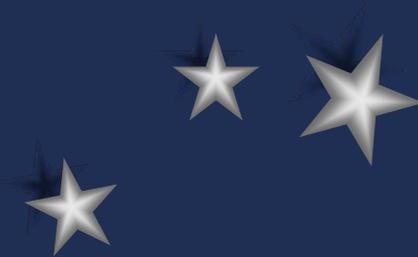
1. High wages
2. Job security
3. Promotion in the company
4. Good working conditions
5. Interesting work
6. Personal loyalty of supervisor
7. Tactful discipline
8. Full appreciation of work done
9. Help on personal problems
10. Feeling of being in on things



Key Factors that Motivate

Employee's opinions

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Employee

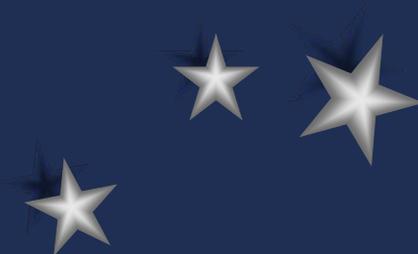
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“You cannot motivate a person...you can only provide the environment, climate or atmosphere for motivation. The tough-minded manager learns that one of the most challenging and thrilling experiences in life is to develop ordinary people into extraordinary people.”

J.D. Batten

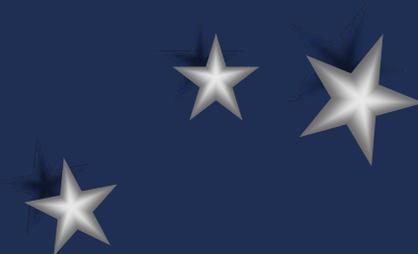
Laying the Foundation

- **Start with what you can control**
- **Develop and communicate the strategy, the big picture**
- **Define Mission and Goals**
 - Company level
 - Organization level
 - Department level



Laying the Foundation

- **Job Descriptions**
 - Experience
 - Competencies
 - Competitive Salaries
- **Career Development**
 - Job Tracks
 - Training



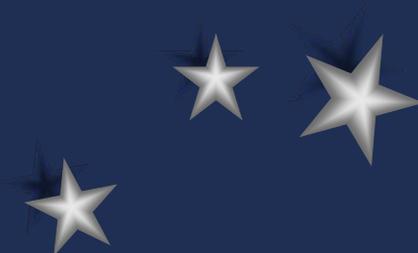
Beginning Construction

- **Performance Objectives**
- **Career Plan**
 - Individual preferences
 - Career path
- **Performance Management**
 - Milestones
 - Quarterly Reviews



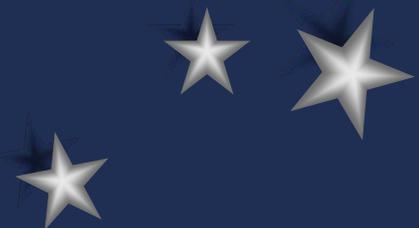
Creating the Culture

- **Build culture on foundation**
 - The next most important elements
- **Beyond Human Resources benefits**
 - Environmental
 - Motivational



Processes

- **Don't just create and put in a book**
 - Team ownership
 - Easy to understand
- **Document, implement and use**
 - Make accessible
 - Test effectiveness
- **Perform regular “Health Checks”**
 - Ensure everyone knows processes
 - Monitor adherence and consistency
 - Review and revamp on regular basis



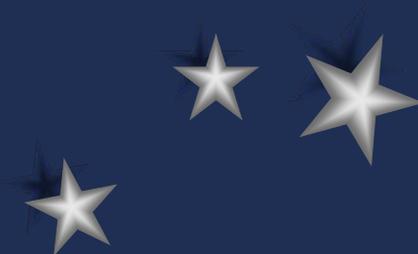
Rules

- **Defined, documented, communicated, understood**
- **Objective**
- **Accountability apparent**
- **Consistently enforced**



Knowing your Team Members

- **Communication Style assessments**
- **Personality assessments**
- **What motivates me**
- **Attitude Surveys**
- **Change – strength exercise**
- **Change this – change survey**
- **These three things**
- **Pre-teamwork person assessment**



Teams don't just happen

- **Work through the obstacles**
- **Evaluate and Adjust**
- **Recognize and Reward**
 - Empower your team to reward each other
 - Make sure it is a team reward
 - Make it public
- ***Have Fun!!***



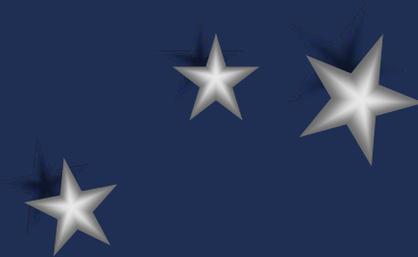
Reasons teams have failed

- No direction
- Unclear goals
- Team expected to function well together without management involvement
- Personality conflicts
- Hidden agendas
- Didn't have many meetings
- Haven't managed changes
- Conflicting performance goals
- Rewarded for individual performance
- Everyone worked on his/her own
- No defined processes
- Didn't focus on customer, so didn't add value for company



Useful Training

- **Communication**
 - Emphasis on listening
 - Understanding/tolerance of different styles
- **Time Management**
- **Technical**
- **Self directed work teams**
- **Prioritization**
- **Resource Management**
- **Presentation Skills**
- **Problem Solving**
- **Leadership**
- **Process Re-engineering**
- **Project Management**
- **Meeting facilitation**

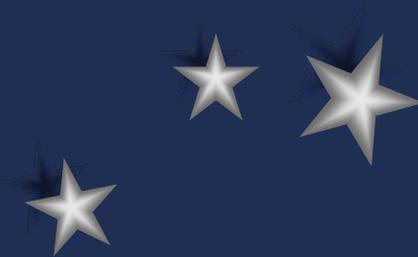


Communicate Effectively to:

- Close information gaps
- Create a clear and mutual understanding
- Build trust
- Motivate and inspire
- Monitor performance
- Indicate vision or direction

In times of change, communicate 5 times, 5 ways

Dale Carnegie



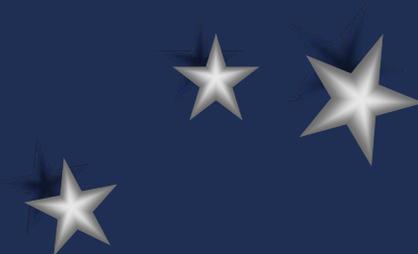
Ways to communicate ...

- **Steering Committee**
- **Enhancement Committee**
- **Continual Learning initiatives**
- **Strong relationships with escalation teams**
- **Relationship Managers**
- **Regular update meetings with Upper Management**
- **Business and Customer Focus groups**
- **Customer Satisfaction measures**
- **Incentives in key areas**
- **Cross-functional teams**



Beyond Human Resources

- Flex time
- Telecommuting
- Hot Skills Bonuses
- Incentives
- Contests
- Reward & Recognition



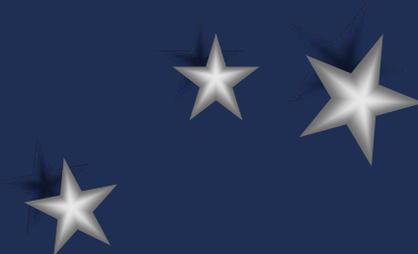
Hierarchy of Needs*



*Abraham Maslow

Targets/Incentives

- **Team Incentive Programs**
- **Hot Skills Bonuses**
- **Spot Awards**
- **Contests**
- **Project Based**
- **Goal Based**



The Motivational Environment

Dale Carnegie, Leadership Training for Managers

- **Be genuinely interested in your people**
- **Get them to see the end results of purposeful, dedicated, consistent effort on their part as it relates to their future and advancement of their careers**
- **Provide them with goal-oriented job descriptions**



The Motivational Environment

Dale Carnegie, Leadership Training for Managers

- Utilize incentive programs which will have purpose and meaning for them.
- Show them how they fit into company goals and the related importance of their work.
- Give them deserved praise and meaningful recognition.
- Keep them achieving. Achievement is, in itself, a great motivational factor.



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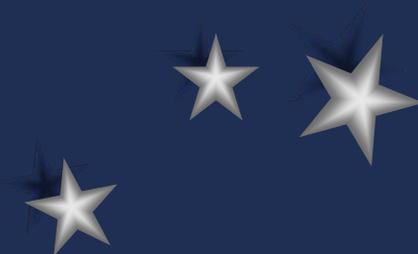
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- **Help them set goals which will coincide with those of the company.**
- **Get rid of “dead wood”. Productive workers are more productive when every person contributes to the team effort.**
- **Help them to acquire and maintain a spirit of achievement by careful planning and organizing of their efforts directed toward attainment of meaningful results.**



Summary

- **If you build it, they will stay!**
 - Maintain
 - Manage
 - Motivate
 - Market



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