



Motivation



People do not do the right thing "by chance". They learn how to do it. A significant part of our role as a "good boss" is to teach or instruct our staff on how to do the right thing and subsequently encourage them to keep doing it!!!

Ingredients to motivation

Any one can be trained and motivated to perform tasks correctly as long as their behavior is shaped and reinforced in the correct way and these repeated behaviors are rewarded or recognised as this fulfills a need which they have.

Note from the editor, Olympia Fantis

Dear readers, the Publications Committee wishes you all a happy and prosperous 2006. We hope you will enjoy this issue which focuses on the much talked about subject of *motivation*, and that it will stimulate you to motivate your staff in new and creative ways so that you can improve your company's performance!

In spite of *enormous* and *continuous* research, the subject of motivation is never *clearly* understood, and more often than not *poorly* practised. Definitions abound, we found the following particularly useful: motivation is essentially an *internal* state or condition that serves to *energize* and *direct* goal-oriented *behaviour*. In other words the end result of motivation is performance.

Employee motivation essentially boils down to one basic *ideal*- finding out what employees want and then finding the way to give it to them or to enable them to earn it. There is no *secret* formula or set calculation, it is merely a process of *Goal Setting, incentives and rewards*!!!!

Something to think about...

Is motivation a *primary* or *secondary* influence on behaviour? Does motivation have to be a costly affair? Who's responsibility is it to motivate? Do we know how to identify self-motivators? Do we know what makes our staff 'tick'? Do our managers understand the concept of motivation and do they have the skills to coach and provide feedback?

PS: Look out for more information on motivation in the *December 2005* issue of Harvard Business Review

More than motivation? By Lorraine Bosse-Smith



"By recognising basic qualities in participants and employees you can adapt your communication style, training sessions or rewards programme to meet their needs. With that information you can also determine what most likely will motivate them, providing incredible insight into leading and training successfully."

"... as an increasing number of organisations rethink their modes of operation, motivating staff members has become more paramount to the success of teams, departments and companies."

"But what is to properly motivate? Maybe leaders and trainers must first understand the reasons behind their employees' behaviours. Otherwise they are bound to mistakenly offer up solutions that wont work, ultimately demoting their staff rather than motivating them"

"... at a first glance you may think it is impossible to know all employees and what makes them tick. But then again there are simple models of behaviour are available to help assess how people are wired which will give clues on how to motivate them "

Splitting employees into the following four basic styles will maximise the potential of high performing employees. These styles include Decisive, Influential, Steady and Compliant.

"...Understanding behaviours is the key to motivating employees. It is this part of management which is mostly often abandoned. Managing employees at all levels is the most important and essential role in reaching the strategic challenges of an organisation, ."

Source: www.management-issues.com

Motivation (continued)

Incentives Drive Results *By Lin Gensing-Pophal*

“... Incentives drive performance. It’s as simple– and as complex– as that. Ultimately all organisations want to reward staff members for behaviours and actions that reach the companies goals. The complexity though, comes in identifying the impact of the individual behaviours and actions of individual staff members and how those behaviours impact the company.”

“The key is in aligning the incentives to ensure that service doesn’t suffer” says Dennis Guida. “ The biggest fear that people have is gosh , if we mess this up our goal to engage everybody is just going to get everybody mad”.

Chester Elton describes below three important elements of a well-executed incentive plan, which also includes recognition at the same time.

1. Frequent incentives
2. Clear tie to the organisation’s mission
3. High frequency of communication

Source : www.cipd.co.uk

Book Review

Bringing out the best in others, by Thomas K. Connellan.

◆ What do two-thirds of all entrepreneurs , 55% of all supreme court justices and 64% of people listed in *Who’s who have in common?*

◆ They are all firstborns, the first or only child in their families. Being a first born doesn’t guarantee success, but it is a good indicator.

◆ Connellan says that firstborns tend to succeed because they are raised with more positive expectations, more responsibility from an early age and always provided with feedback.

◆ These are behaviours that can help managers get better performance from their employees.

Source: Amazon .com

Meaningful Motivation for Work Motivation Theory—by R. M. Steers and L. Shapiro



“Motivational efforts can exert control over individual moral autonomy. Among other things, motivation usually involves the manipulation of values that motivate individuals to work for organisational ends”

“ We must bear in mind that effective work motivation includes ascertaining what is valued by the individual worker so that motivational strategies can leverage it, where possible. This approach to work motivation may be characterised as “pulling”, in that proponents recognise values that motivate particular individuals and seek to align them with organisational performance”

“ The question arising the ethical issue regarding the motivation for work motivation theory concerns the moral status of the worker (Is he or she an instrument for organisational ends and/or an end in him / her self? ”

“ The early attention in motivation theory to hedonism has close ties to the utilitarian moral ideal of maximising pleasure. Research has resulted that companies’ post-industrial pursuit of productivity maximisation without corresponding increases in employee rewards for the rise of unionisation”

“ Individual values are increasingly given prominence as valid management considerations. Such values include distributive and procedural justice, work and non-work related goals, learning and development, incentives and recognition and social identity.”

“ It can be concluded that increase in workers’ productivity can be resulted through the attention that managers devote to their employees analysing what is important to them”

Source : Academy of Management Review

“Understanding employee motivation is crucial. When it is present, employees are more likely to go the extra mile and give effort beyond what is strictly required of them in their role. However, for this behaviour to be maintained, employees must feel they are getting something back from the organization in return.”

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