

More than #MotivationMonday: How to Motivate Your Team Every Day

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Who Am I and How Did I Get Here?



The First Question

▶ Why do you work?

The Second Question

▶ Why do you work HARD?

Key Workplace Attitudes

- ▶ **Motivation:** The willingness to work hard.
- ▶ **Satisfaction:** Affective condition regarding an employee's feelings toward the job.
- ▶ **Commitment:** Desire to stay with the organization.
- ▶ **Citizenship:** Engagement in interpersonal “above-and-beyond” activities that improve the efficiency and effectiveness of others and of the organization.

Motivation

- ▶ Think of someone you supervise whom you think of as highly motivated.
 - ▶ How do you know?
 - ▶ What does that employee do?

You Can See Motivation

- ▶ **Direction:** The choice among alternatives
- ▶ **Persistence:** How long the effort is maintained
- ▶ **Continuing Motivation:** Returning to the task
- ▶ **Intensity:** How focused the effort
- ▶ **Performance:** How well the task is performed



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The Wake-Up Test



<https://tinyurl.com/y3ompp6w>

Everyone Is Different (McClelland)

- ▶ Affiliation
- ▶ Task orientation
- ▶ Power



Find a Good Match



<https://www.zazzle.com/s/avocado+we+go+together+mugs>

People Aren't Easy

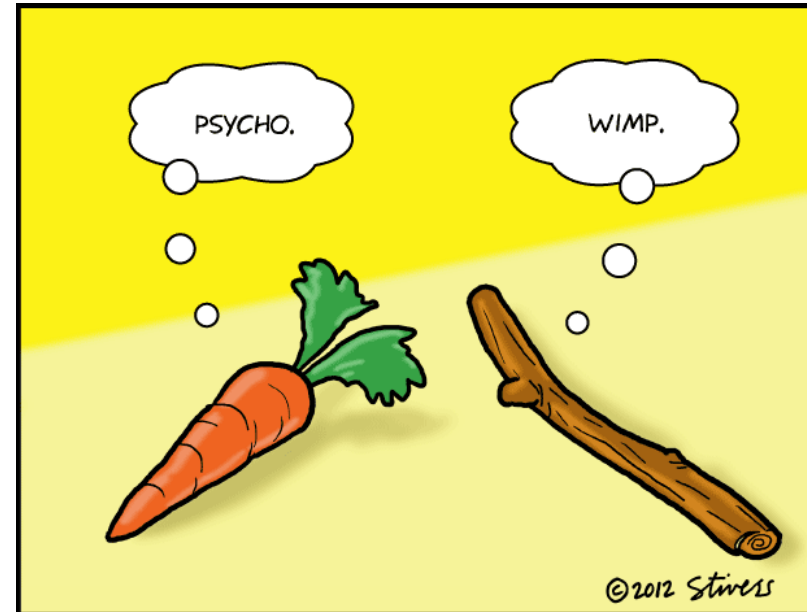
- ▶ What challenges do you face when trying to motivate your team?

Examples

- ▶ What are some ways you think that supervisors or organizations can motivate team members?

Workplace Factors Affecting Motivation (Herzberg)

- ▶ Two basic components
 - ▶ Hygiene Factors
 - ▶ Motivators



Hygiene Factors

- ▶ Sources of DISSATISFACTION
 - ▶ Policies
 - ▶ Security
 - ▶ Supervision
 - ▶ Working conditions
 - ▶ Pay (level and range, rules, comparison)

Motivators

- ▶ Variety and Challenge
 - ▶ Set goals that are specific, difficult, and challenging
- ▶ Opportunities for Advancement
 - ▶ Rising up the pyramid vs. developing and recognizing mastery
- ▶ Recognition
 - ▶ The “rewards” of work
- ▶ Opportunities for Growth
 - ▶ Horizontal vs. vertical job expansion

Motivators

Responsibility/Autonomy

- ▶ Task identity: completing a task from beginning to end
- ▶ Task significance: task has a significant impact on others
- ▶ Task interdependence: Others rely on the task being completed
- ▶ Task variety: variations in tasks (NOT fragmentation)

The Work Itself

- ▶ Make goals and values clear
- ▶ Make tasks interesting
- ▶ Orient and train
- ▶ Create challenging goals
- ▶ Create opportunities to build social bonds

Rewards – Extrinsic and Intrinsic

- ▶ Rewards external to the job itself.
- ▶ Extrinsic Rewards
 - ▶ Pay, benefits, bonuses
 - ▶ The chance to develop relationships with other staff and supervisors
 - ▶ Opportunities to move up
 - ▶ Job security

Extrinsic and Intrinsic Rewards

- ▶ Rewards related to the job itself: “My job is rewarding.”
- ▶ The job is:
 - ▶ Personally fulfilling
 - ▶ Challenging
 - ▶ Gives people a sense of felt responsibility
 - ▶ Feedback and recognition are provided
 - ▶ Offers variety and opportunities for creativity
 - ▶ Makes use of an individual's strengths

Rewards as Motivators?

- ▶ Focus is on the future, not the past
- ▶ Reward can be for more than job tasks, e.g., competence building
- ▶ Reward is based on clear expectation that increased performance *actually* leads to increased rewards.
- ▶ Rewards are perceived as fair.

Motivation Can Change Over Time

- ▶ Stage One: Pre-Entry
 - ▶ Includes recruitment, application process, interview and decision process.
- ▶ Stage Two: Initiation/Onboarding
 - ▶ Includes early experiences, orientation, interesting work, felt responsibility, social bonds.
- ▶ Stage Three: Career Development
 - ▶ Includes opportunities for growth, advancement, professional development, respect, salary, recognition of mastery
- ▶ *What are you doing to ensure motivation at each career stage?*

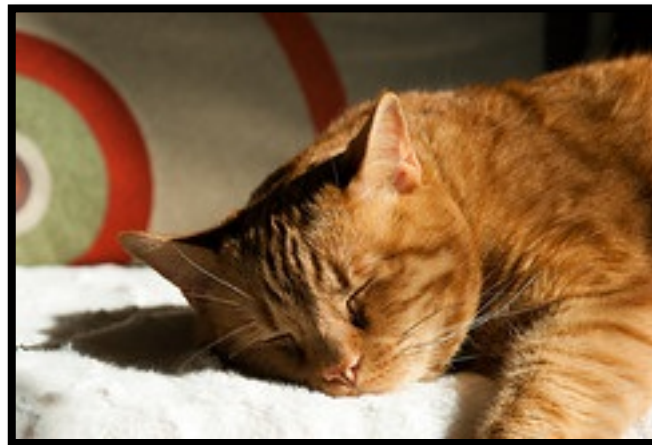
Stage Four: The Plateau

- ▶ Entrenchment
 - ▶ Includes close friendships, social networks, retirement issues, mentor-mentee relationships.



Plateaus

- ▶ Types of plateaus
 - ▶ Structural: lack of positions in the organizational pyramid
 - ▶ Content: Employee has mastered the job content and is bored.

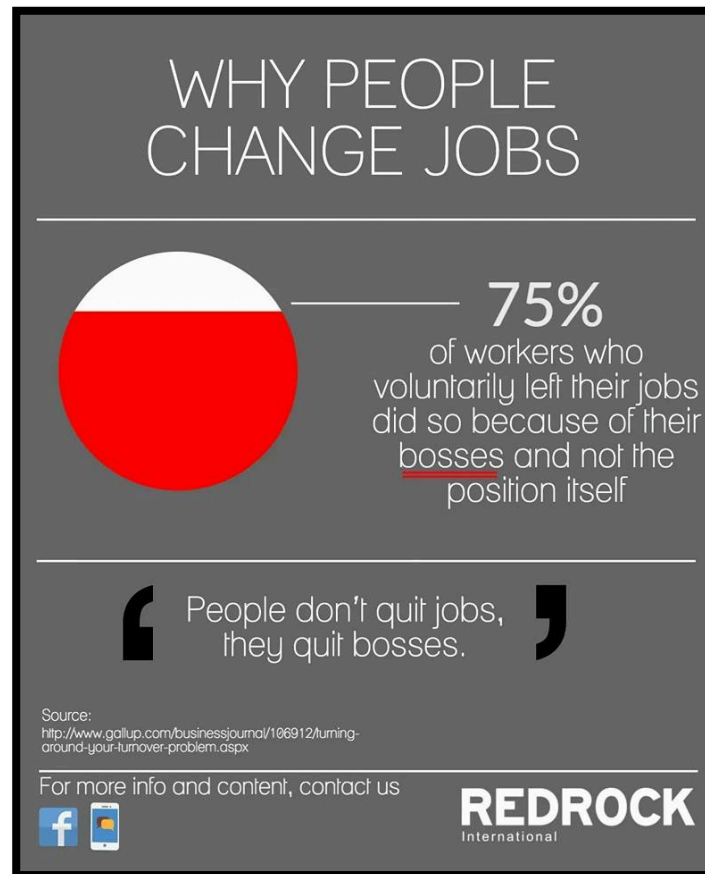


<https://tinyurl.com/y4l425u7>

Plateau-tivation

- ▶ Cross training and job rotation
- ▶ Increased participation in decision-making
- ▶ Reduce focus on promotion as the key reward
- ▶ Allow employees to serve as mentors
- ▶ Increase attendance at conferences and workshops
- ▶ Enrich or redesign jobs
- ▶ Stress management training
- ▶ **Ask employees what they would like to do**

Supervisors



Wrapping Up

- ▶ What is one thing you will do differently after this webinar? Or
- ▶ What is something new you learned today?

You Can Do It!

I am a tiny potato

And I believe in you



YOU CAN DO THE THING

Questions?

Contact Me

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