

More than a Cheerleader: Effective Ways to Motivate a Team



Participant Handout

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of VDSS for the
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**VIRGINIA DEPARTMENT OF
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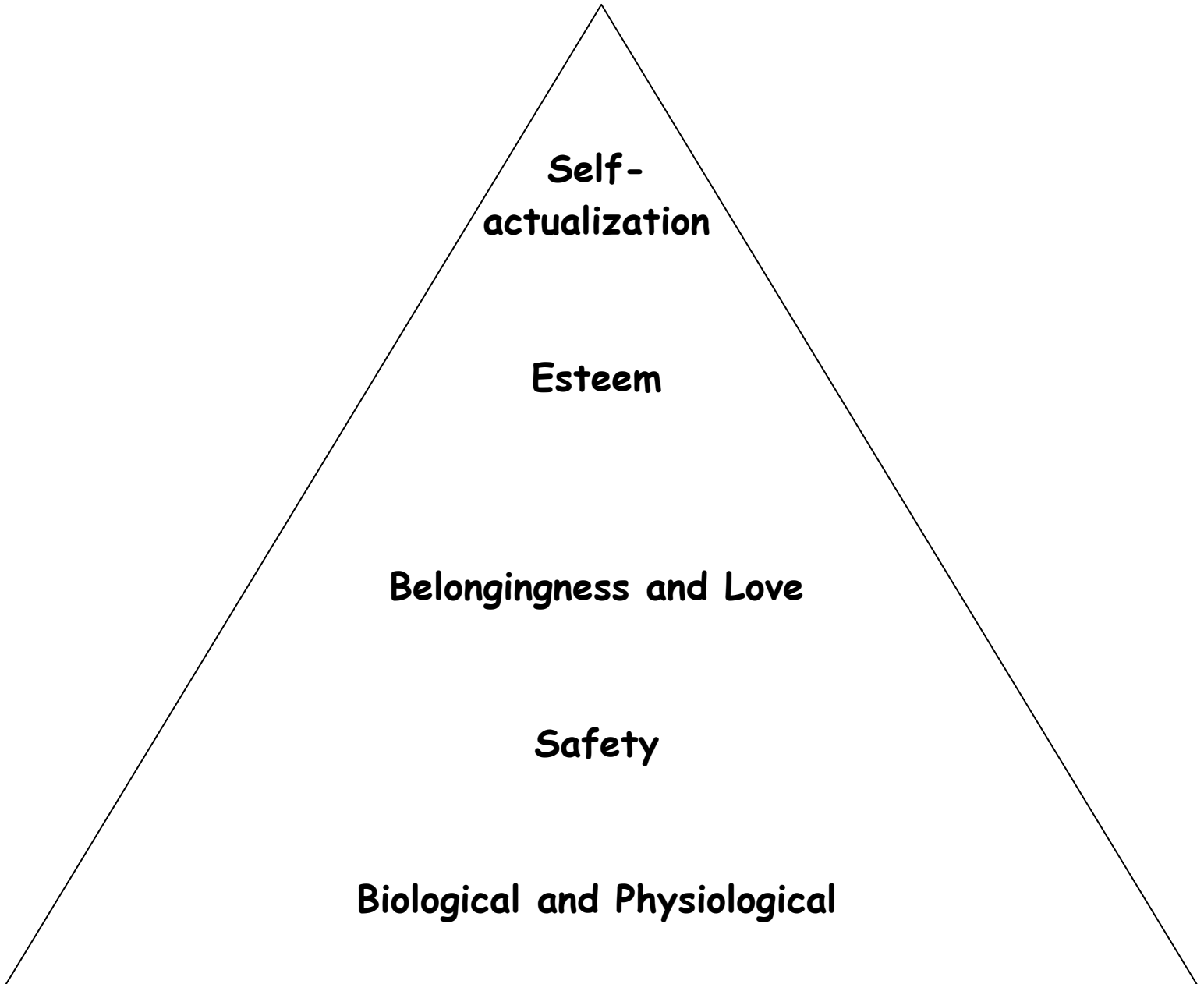
**Organizational
Development**

Today you will:

- Recognize that motivators vary from person to person
- Understand two popular theories of motivation
- Find out what motivates your employees
- Review a motivation case study
- Employ motivational techniques to achieve exceptional performance from your employees!

What Employees Want From Their Jobs:

Motivation Theory: Maslow's Hierarchy of Needs



Motivation Theory: McGregor's Theory X and Theory Y

Theory X:

- People dislike work and will avoid it when possible
- People must be coerced, controlled, directed or threatened with punishment
- People prefer to be directed, do not want responsibility, and have little or no ambition
- People seek security above all else

With Theory X assumptions, management's role is to coerce and control employees.

Theory Y:

- Work is as natural as play and rest
- People will exercise self-direction if they are committed to the objectives
- Commitment to objectives is a function of the rewards associated with their achievement
- Creativity, ingenuity and imagination are widely distributed among the population
- People learn to accept and seek responsibility
- People have potential

With Theory Y assumptions, management's role is to develop the potential in employees and help them reach common goals.

Activity: Motivational Needs

Belonging:

Respect:

Recognition:

Challenge:

Personal Growth and Opportunity:

Climate Assessment for Your Current Recognition Program

While not all-inclusive, your answers to the following questions will provide you with a quick overview of how well your department/agency is doing in terms of rewarding and recognizing employees.

Directions: Rate yourself honestly on the **True/False** questions listed below by writing a **"T"** or an **"F"** beside each statement:

1. ___ We show some form of appreciation to our employees every week.
2. ___ We measure what we reward and we reward what we measure.
3. ___ We compete, between teams, for gifts and prizes.
4. ___ Employees get to choose at least some of their projects.
5. ___ We reward behaviors linked to only one or two key agency values.
6. ___ Employees see the rewards we currently offer as valuable.
7. ___ Employees generally think that our reward programs are silly or demeaning.
8. ___ Our agency, departmental and individual goals are clearly defined and understood.
9. ___ Peers recognize and reward each other.
10. ___ We recognize small improvements as well as the major ones.

To score your answers:

Score **one point** for TRUE on questions **1, 6 and 10.**

Score **two points** for TRUE on questions **2, 4, 8 and 9.**

Score **one point** for FALSE on questions **3, 5 and 7.**

Grand total of your points = _____

What Your Total Score Tells You:

- 13 – 14 points:** EXCELLENT!! You're doing a great job.
- 11 – 12 points:** Job satisfaction among employees is likely to be fairly high.
Keep working to improve your retention rates.
- 7 – 10 points:** Not bad, but you are still losing key people by missing essential components in your recognition program.
- 1 – 6 points:** It is time to rethink your recognition program. There are more strategies available to you.

Source: Teresa A. Daniel, J.D. and Gary S. Metcalf, Ph.D. May 2005

Keys to an Effective Program

1. Management Commitment

2. Link to Bottom-Line Results

3. Recognized Value of Awards to Employees

4. Fairness/Equity in Distribution of Awards

5. Simplicity of Program

6. Continuous Evaluation/Improvement

The most effective ways to motivate employees to achieve the desired goals of the organization include creating an environment with strong, respectful and supportive relationships between the organization's managers/supervisors and employees and a focus on genuine expressions of appreciation for specific employee achievements, service milestones and a day-to-day acknowledgement of performance excellence. **In a nutshell, a positive employee reward and recognition strategy can be summed up by the following: nothing is better than a sincere "thank you for a job well done."**

Motivation: Case Study

Situation: The employee in question is bright and learns quickly. He has proven himself capable of doing the job well, but his productivity is low, he makes frequent mistakes, and shows little interest in his work.

In addition, he tends to keep to himself and contributes as little as possible to the group. He says nothing at meetings and neither asks for help from anybody nor offers any to his co-workers.

When his supervisor talks to him about his performance, the employee has no comment other than to apologize and promise to do better. The supervisor has conducted a performance review with the employee, set goals for him, made sure he has had all the required training, spoken to him on numerous occasions about his poor performance, and even passed the employee over for a raise as a negative inducement to improve performance.

Nothing has worked, and the supervisor is now considering terminating this employee.

- 1. What can the supervisor in this case do to save this employee and turn him into a productive, enthusiastic, cooperative member of the department's team?**

- 2. Which motivational techniques that we've discussed in this training session would be most effective in achieving this goal?**

- 3. What other techniques would you suggest?**

Top Ten Ideas to Motivate Your Team

1. Write to them – handwritten notes – employees love to be appreciated
2. Take a genuine interest in their future career paths
3. Take a genuine interest in their work life balance – be understanding about personal commitments – small gestures go a long way
4. Listen – listen thoughtfully to employees’ ideas – people love to be heard
5. Do unto others as you would have done unto you – shows you respect them
6. Provide food - buy snacks on Fridays - pot luck or monthly birthday cakes
7. Reward with money or gift cards
8. Employee of the Month certificates, T-shirts or plaques
9. Car care – offer a free car wash or oil change to one employee
10. Movie tickets – recognize for birthdays or work anniversaries

Take Away: More Motivational Tips

- Encourage employees to set ambitious goals. Reward effort and achievement.
- Serve as an example to others by performing at a high level of excellence.
- Give credit where credit is due.
- Communicate the achievements of your unit and your employees to higher-level management in a visible and positive way, showing pride in, and support for, your people.
- Use your employees as a resource in areas where they have expertise.
- Ask what aspects of the job excite your employees, and then provide them with opportunities to pursue these activities.
- When interviewing prospective employees, share your expectations for excellence.
- Identify the behaviors that you feel are critical to success in your organization, and then model those behaviors.
- Learn what rewards your employees' value that you can provide.
- Notice the good work people are doing and talk about it to them and to others outside your area.
- Establish a "group identity" and work at building pride in group membership – "esprit de corps."
- Recognize that some people may be happier outside your organization, and encourage their departure for their good and for the good of the department.
- Give recognition to people who strive for excellence and improve quality.
- "Go to bat" for your employees.
- When seeking to change the behavior of employees, specify both the current and desired behavior, and communicate the positive and negative consequences of each.
- Find ways to enrich the jobs of your employees by delegating effectively to increase their authority or span of control.
- Don't ask your people to do things that you are not willing to do yourself.

Source: *Successful Manager's Handbook, Personnel Directions, Inc.*