Colleague Motivation

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Getting Started

This course is designed to show you the way to get the best out of confident, motivated colleagues, and to show them how to motivate that group.

Motivation is the art of getting people to do what you want them to do because they want to do it.

Dwight D. Eisenhower

Workshop Objectives

- Define motivation
- Methods of motivation
- Identifying personality types
A Psychological Approach

The following are some of the key psychological theories which aid employers in their end goal of producing a motivated workforce.

Herzberg’s Theory of Motivation

- Leading to Dissatisfaction
  - Company policy
  - Supervision
  - Work conditions

- Leading to Satisfaction
  - Achievement
  - Recognition
  - The Work Itself

Maslow’s Hierarchy of Needs

- Physiological
  - Food, water, sleep
- Safety
  - Security of self, family, etc.
- Love/belonging
  - Family and friendship
- Esteem
  - Confidence
- Self-actualization

Money was never a big motivation for me, except as a way to keep score. The real excitement is playing the game.

Donald Trump
The Two Models and Motivation

Maslow
• Hierarchical list of needs

Herzberg
• Satisfaction and dissatisfaction

Object-Oriented Theory
Motivation is not all about philosophical needs, of course. A lot of people work better when they have the concrete facts in front of them – something to work towards, something to avoid.
The carrot, the whip and the plant are united into the heading of “Object-Oriented Theory”.

There’s always the motivation of wanting to win. Everybody has that, but a champion needs, in his attitude, a motivation above and beyond winning.  
Pat Riley

The Carrot

Continued motivation
Colleagues will need to keep testing themselves
Promise of a reward
Must be achievable
The Whip

- Element of threat
- Motivation through possible punishment
- Balance between meaningless and too stringent

The Plant

- Provide nourishing motivation
- Provide support and value
- Each colleague will require different nourishment

Using Reinforcement Theory

Reinforcement theory has been established as successful and coherent, and it is a valid method of ensuring the best performance.

People often say that motivation doesn’t last. Well, neither does bathing – that’s why we recommend it daily.

Zig Ziglar
A History of Reinforcement Theory

- We are all conditioned to act
- Based on certain stimuli
- Positive and negative reinforcement

Behavior Modification in Four Steps

1. Define the behavior
2. Record the rate it occurs
3. Change the consequences
   - If this does not work, change the consequence

Appropriate Uses in the Workplace

- Rewarding colleagues
- Encouraged to continue good work
- Curb poor work behaviors
Using Expectancy Theory

Victor Vroom’s Theory of Expectancy rather thrives on the outcomes. Vroom suggests that the best motivation is to concentrate on the result of work as being the ultimate goal.

A History of Expectancy Theory

More effort = Better performance
Better performance = More rewards
More rewards = More value

Understanding the Three Factors

- Valence: Importance placed by the individual
- Expectancy: Increased effort will lead to increased performance
- Instrumentality: Perform up to a certain level, be rewarded with that is beneficial
Using the Three Factors to Motivate in the Workplace

- Valence: Offer something which will be coveted
- Expectancy: Effort will lead to performance with the right conditions
- Instrumentality: Important in workplaces where big rewards have been offered before

Personality’s Role in Motivation

The different personality types are not defined, and therefore there is no hard-and-fast list, but there is a set of soft skills which all workplaces require, and these are best met by different types of people.

Identifying Your Personality Type

- Aspects of your character
- When around others
- Reason and etiquette dictate

Desire is the key to motivation, but it’s determination and commitment to an unrelenting pursuit of your goal—a commitment to excellence—that will enable you to attain the success you seek.

Mario Andretti

Identifying Your Personality Type

- Aspects of your character
- When around others
- Reason and etiquette dictate
Identifying Others’ Personality Type

Speak to them and monitor how they conduct themselves

Hold “ice-breaking” or “getting to know you” sessions

Who is a dominant character, who is pragmatic, who is light-hearted

Motivators by Personality Type

• One-on-one

• Team “champion”

• Target the best in people

Setting Goals

It is universally accepted that a business will get nowhere without having targets and ambitions to which to aspire. The meaning of this phrase is that the individual seeks to achieve goals and defines their success by the reaching or otherwise of a target.
Goals and Motivation

- Targets to meet
- Performance-related pay
- Element of competition
- Use a results board

Setting SMART Goals

- Specific
- Measurable
- Achievable
- Realistic
- Timed

Evaluating and Adapting

- Find out the one factor holding them back
- Realistic and accurate goals can be used to evaluate
- Set SMART goals for a colleague, and to fine-tune them
A Personal Toolbox

Motivating yourself and others is something that takes no small amount of effort and can sometimes seem like a fruitless endeavor, as motivation initiatives do not always take hold immediately.

Building Your Own Motivational Plan

- Personality types
- Time available
- Resources available

Encouraging Growth and Development

- Valuable part of the team
- The business benefits
- An integrated team runs smoothly

Motivation is a fire from within. If someone else tries to light that fire under you, chances are it will burn very briefly. - Stephen R. Covey
Getting Others to See the Glass Half-Full

Challenges come with consequences and rewards

- Keeping the rewards in mind
- Meet the challenge, anticipate the reward

Motivation On the Job

The importance of motivation in any workplace is clear to see. Without motivated colleagues, any manager or team leader will find it a lot harder to get results out of their team.

Bob Nelson
The Key Factors

- Colleagues need to feel secure first
- Professional and personal
- Valued and respected

Creating a Motivational Organization

- Organization is only as strong as its colleagues
- Prioritize the appointment of staff
- Have a policy for motivation

Creating a Motivational Job

- Present achievable challenges
- Financial, security and social rewards
- An understanding will exist between the employer and the colleague
Addressing Specific Morale Issues

Low morale can affect an individual, it can end up affecting an entire team, department or company, depending on what causes it – and each of these cases will require different solutions.

Dealing with Individual Morale Problems

- Morale is the mental state of being confident
- Very relevant in the workplace
- Colleague should see there is support

Addressing Team Morale

- A manager can be pro-active or reactive
- Favoritism must be avoided at all costs
- Different dynamics within the team

Motivation is everything. You can do the work of two people, but you can’t be two people. Instead, you have to inspire the next guy down the line and get him to inspire his people.

Lee Iacocca
What To Do When the Whole Company is De-Motivated

- Falls upon the leaders of the company
- Answering all questions

Outline how it will be overcome

Keeping Yourself Motivated

As a team leader or manager you will be looked to for reassurance and guidance in a job, and if you give the impression that you are merely going through the motions, your lack of motivation can become contagious.

Identifying Personal Motivators

- Keep a record of achievements
  - The more things you want to achieve, the more you will achieve.
- Recognition of achievements

A champion needs a motivation above and beyond winning.
Pat Riley
Maximizing Your Motivators

- Regular evaluation and frequent updating
- Mentor a new members
- What worked in the past?
- Work-life balance

Evaluating and Adapting

- We all have things which motivate us
- Have a record of achievement and keep testing yourself
- In the end, the person who can best judge how well you are doing is you

Wrapping Up

Although this workshop is coming to a close, we hope that your journey to improve your Colleague Motivation is just beginning. Please take a moment to review and update your action plan. This will be a key tool to guide your progress in the days, weeks, months, and years to come. We wish you the best of luck on the rest of your travels!
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<tr>
<th>Words from the Wise</th>
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<tr>
<td><strong>Rick Pitino</strong></td>
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<td>• The only way to get people to like working hard is to motivate them. Today, people must understand why they're working hard. Every individual in an organization is motivated by something different.</td>
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