Pennsylvania Conservation District Management Summit 2017

Employee Motivation

Noah Coleman, HR Management Consulting

Noah Coleman, Management Consulting 2017

Introduction

Review recent research on engagement/motivation

Extrinsic and Intrinsic Motivation and theory based management approaches

How would you evaluate your district culture?

Employee evaluations; Current PACD practices in individual districts; Engage group in determining if evaluations motivate and how current feedback is given. (Group exercise)

Knowing thyself: how would your employees rate your management style?

Personal experiences capturing great or needed feedback from management experiences compared to examples of non-effective feedback (Group Exercise)

Open discussion on feedback phrases and resources to help managers better engage their employees; Also, capturing and cross-pollinating district best practices while providing managers with new approaches

Leadership is the art of getting someone else to do something you want because s/he wants to do it.

-Dwight D. Eisenhower

Major Perspectives on Motivation

❖ **Organizational Theory** posits that human needs are varied and irrational and ultimately adjustable to specific situations that <u>management only need be pragmatic </u>to the demands of the occasion.

❖ **Industrial Engineering Theory** posits that human beings are mechanically oriented and economically motivated. <u>Optimal work design </u>will fulfill human needs with efficiency.

❖ **Behavioral Theory** focus on group sentiments, attitudes of individual employees and the <u>org's social and psychological climate</u>

❖ **Job Enrichment Theory** posits that increased motivation develops if you make the job <u>interesting and varied</u> enough for workers.

Engagement & Motivation Research

The Ongoing Search for the secret bullet to employee engagement continues.

❖ Employee motivation research spans more than 100 years

❖ Decades of research, tens of millions of dollars and extensive longitudinal studies have identified no 'magic bullet' to motivate employees, short of a stick and carrot.

❖ Numerous research has identified specific factors that affect employee attitudes about their jobs which in turn influences employee job satisfaction.

Engagement & Motivation Research

❖ Supervisor input is increasingly being modeled on <u>constructive development</u> that will provide clearer paths to expected performance outcomes.

❖ Forgoing annual reviews to more consistent and timely feedback moments allow for high performers to shine and for supervisors to better pinpoint successes and opportunities.

❖ Some organizations are de-coupling Performance Appraisals from compensation.

Changing how we Measure Performance

PERFORMANCE APPRAISALS NEED TO ADD MORE VALUE

- ❖ Organizations with annual performance appraisals are shifting how they appraise performance

- ❖ Supervisors are meeting with employees on a more regular basis in an attempt to provide real time feedback on specific events

- ❖ Monthly and weekly coaching sessions are replacing the annual review.

- ❖ Technology is allowing for Real Time 360 ratings of an employee's performance on a given task that may have a number of stakeholders

SHRM, 2017

Personal factors/influencers of motivation

- ❖ Personality

- ❖ Ability

- ❖ Core self-evaluations

- ❖ Emotions

- ❖ Attitudes

- ❖ Needs

Contextual factors of motivation

❖ Organizational Culture

❖ Cross-cultural values

❖ Physical environment

❖ Rewards and reinforcement

❖ Group norms

❖ Communication technology

❖ Leader behavior

❖ Organizational design

Intrinsic Reward

❖ Satisfaction from a feeling of accomplishment that a person receives from performing a particular task…also known an Internal Reward.

❖ Motivated by internal drives usually having little to do with external factors, like pay, work environment or status.

Extrinsic Rewards

❖ The payoff a person receives from other for performing a particular task. This can be cash or a promotion or a public acknowledgement.

❖ Motivated by external factors like pay, work conditions, and status.

Job happiness and Job Satisfaction Two different factors that impact motivation and performance

Hygienic (external) Factors

External Factors that Drive Job Happiness or Job Unhappiness

- company's administrative burdens
- supervision
- relationship with boss
- work conditions
- salary
- personal life
- relationship with peers

- relationship with subordinates
- status
- security

**IN ORDER OF IMPORTANCE…THESE FACTORS CAN SKEW NEGATIVE FOR DISSATISFACTION AND POSITIVE FOR SATISFACTION.

Frederick Herzberg, Harvard Business Review

Intrinsic Motivators that Drive Satisfaction

Research has shown these intrinsic motivator factors lead to job satisfaction which can then lead to job performance:

❖ Achievement

❖ Recognition of Achievement

❖ The work itself

❖ Responsibility

❖ Advancement

❖ Growth

How does PACD provide these factors to it's employees?

Knowing your direct reports

❖ So Intrinsic or Extrinsic, where do you feel your direct reports fall on this spectrum?

❖ Can you adjust your management style and work environment or culture to facilitate those motivator types (intrinsic, extrinsic)?

So, what's your management style?

❖ Are you too new to know?

❖ Micro-manager, detail oriented martyr type?

❖ Confident, even keeled, available to help type?

❖ Laissez-fare, live and let live but don't F*%# it up type?

❖ Best buddy, hang out at lunch and you can tell me everything?

❖ Maternal/Paternal, serious, concerned type?

❖ Uncomfortable being in charge,but trying out new techniques?

❖ Let it all hang loose, I'm outta here next week!

How well do you know your group? Engaging your direct reports…

How would your employees answer these questions?

1. What's one thing I can do to be more effective at…

2. What's one key strength you think I should leverage more in my role?

3. What's one thing I can do to help us be more effective in reaching our goals?

4. What's one thing you liked and one thing you thought could be improved about…

5. What's one thing I can do to better support you in your role?

6. Name one thing we can do to make our meetings more efficient?

7. What's the one thing you like most about your job?

8. What's the one thing you like least?

-Anthony Vigneron, 2020 IT Founder

Questions Great Leaders Ask Their Teams

1. **"I don't have an answer, do you?"** This is mean to encourage a collaborative dialogue around problem solving
2. **"Show me how you got there"** This is a helpful way of double checking an employees approach when giving them latitude to problem solve on their own
3. **"What does the team think"** acts as a reminder that the boss' approval or involvement isn't all that matters. This approach helps to remind a lone wolf that her team member's opinions are also important. Also Reveals who is stepping up and lastly it encourages collaboration.
4. **"Let's Do This"** When time is of the essence it's important to propel the team to take action by showing them that you're willing to roll up your sleeves and lend a hand.
5. **Let's assume we're missing something"** Encourages employees to challenge their own thinking, look at problems more holistically and be more creative in reaching solutions
6. **"Tell me more"** By sincerely focusing on what an employee has to say, you can often learn a lot more about them. Showing that you're interested in what they are seeing, thinking and feeling.

Jim Morris, Moementum, Inc

Motivation Wrap Up

❖ More frequent employee meetings on performance with a developmental approach can increase productivity

❖ Know you management style and how it adjusts to employee needs. Know and own your biases.

❖ Adjusting your management style to address and develop the intrinsic needs of the employee —Assign projects based on 'EE strengths.

❖ Understanding Extrinsic and Intrinsic Motivators

❖ Baseline (hygienic) requirements drive job happiness/unhappiness

❖ Intrinsic factors like providing the ability for an employee to achieve and to grow drive job satisfaction which can drive job performance.

Frederick Herzberg, Harvard Business Review