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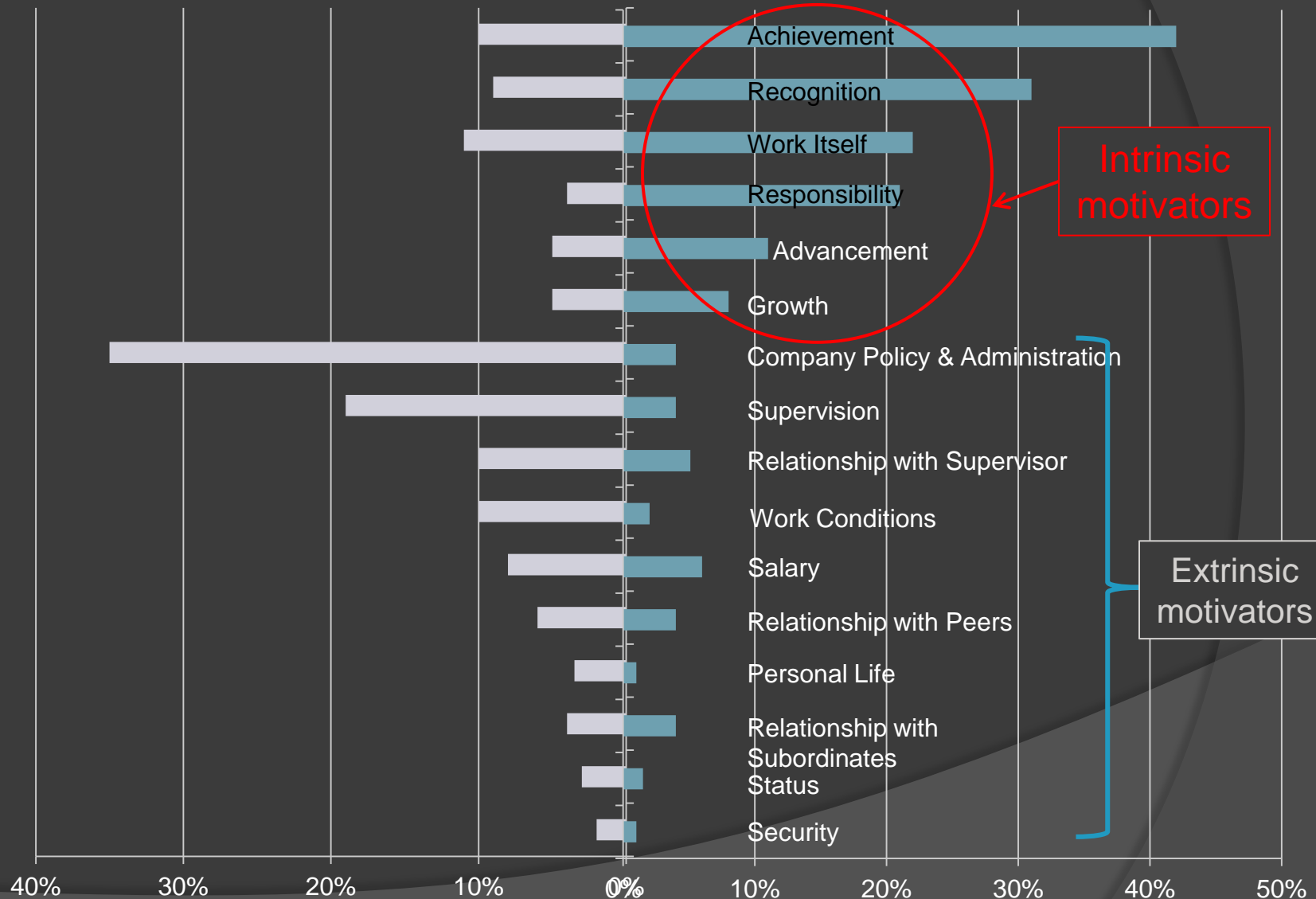
HOW DO WE MOTIVATE EMPLOYEES?

Session Objectives

- Describe strategies related to increasing intrinsic motivation
- Describe the 12 Key Dimensions of a Great Workplace
- Describe Gilbert's performance model
- Identify strategies for increasing motivation

Factors characterizing 1,844 events on the job that led to extreme dissatisfaction

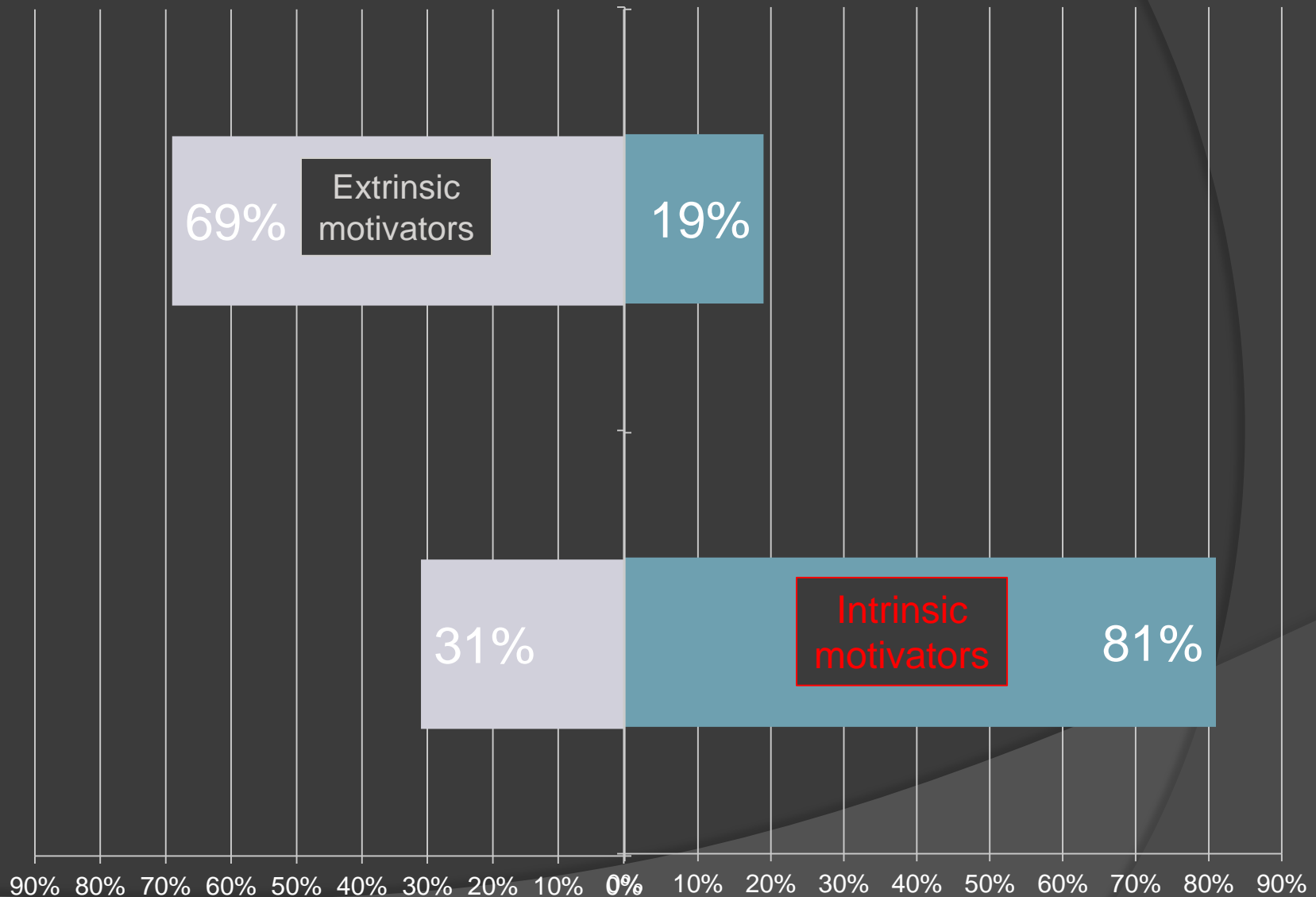
Factors characterizing 1,753 events on the job that led to extreme satisfaction



Source: Herzberg, F. (1987, p 363). One more time: How do you motivate employees? In W.A. Lesko (Ed.) *Readings in social psychology: General, classic, and contemporary selections* (6th ed., pp. 358-369). Boston, MA: Allyn & Bacon.

All factors contributing to job dissatisfaction

All factors contributing to job satisfaction



Strategies Less

Likely to Increase Job Satisfaction

- Reducing the amount of time an employee spends at work
- Increasing wages
- Fringe benefits
- Human relations training
- Sensitivity training
- Communication training
- Two-way communication training
- Showing an employee the Whole picture
- Employee counseling



Strategies that Lead to Job Satisfaction

- ① Assign individuals specific or specialized tasks, enabling them to become experts
- ① Increase accountability of individuals for own work
- ① Remove some controls while retaining accountability
- ① Give a person a complete natural unit of work



Gallup's Findings

The Things That Really Matter

- ① 12 Key Dimensions of a Great Workplace
- ① Consistently correlate with higher
 - Retention
 - Customer Satisfaction
 - Productivity
 - Profits

The Gallup logo is displayed in a white serif font on a white rectangular background. The word "GALLUP" is written in all caps. Below the text, there is a faint, semi-transparent reflection of the word "GALLUP" on a horizontal line.

Gallup's Findings

The Things That Really Matter

1. There is someone at work who encourages my development.
2. I have the materials and equipment I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. My supervisor, or someone at work, seems to care about me as a person.



Gallup's Findings

The Things That Really Matter

5. This last year I have had opportunities at work to learn and grow.
6. In the last six months, someone at work has talked to me about my progress.
7. At work, my opinions seem to count.
8. I know what is expected of me at work.
9. The mission/purpose of my organization makes me feel my job is important.

Gallup's Findings

The Things That Really Matter

10. My associates (fellow employees) are committed to doing quality work.
11. I have a best friend at work.
12. In the last seven days I have received recognition or praise for doing good work.

Gilbert's Performance Model

Environment

	Information	Resources	Incentives
	<ul style="list-style-type: none"> • Clear expectations of performance • Relevant guides on how to do the job • Relevant and frequent feedback about the adequacy of performance 	<ul style="list-style-type: none"> • Tools, resources, time and materials designed to achieve performance • Access to leaders • Sufficient personnel • Organized work processes 	<ul style="list-style-type: none"> • Adequate financial incentives made contingent upon performance • Non-monetary incentives • Career development opportunities • Clear consequences for poor performance
	Knowledge	Capacity	Motives
	<ul style="list-style-type: none"> • Systematically designed training that matches requirements of exemplary performance • Opportunity for training 	<ul style="list-style-type: none"> • Matching of skills to job requirements • Good selection processes • Incumbents have the capacity to learn the job • Free of emotional constraints 	<ul style="list-style-type: none"> • Incumbents have the desire to perform • Motives endure (e.g., low turnover)

Individual

How could this work in your area at Crafton?

Assign individuals specific or specialized tasks, enabling them to become experts and the authority for doing the work

◎ Example

- Subject matter experts were appointed within each unit for other members of the unit to consult with before seeking supervisory help.

How could this work in your area at Crafton ?

Remove things in the environment that get in the way of doing the work

⦿ Examples

- Correspondents signed their own names on letters.
- Outgoing mail went directly to the mailroom without going over supervisors' desks.
- Work of the more experienced was reviewed less frequently by supervisors and done at the employees desk with the employee, dropping verification from 100% to 10%.

How could this work in your area at Crafton ?

Give a person a complete natural unit of work

◎ Example

- No longer mention that “a full day’s work is expected.” Focus is on completing a unit of work in the agreed upon timeline.
- Correspondents were encouraged to answer letters in a more personalized way. This is where we can support innovation.

How could this work in your area at Crafton ?

Connect the work to the mission of the organization

◎ Example

- Provide data and information to help inform decisions about a quality learning environment.

How could this work in your area at Crafton ?

Increase the accountability of individuals for own work

⦿ Example

- Each correspondent was held personally responsible for the quality and accuracy of their own work.

Comments/Questions

*The glass is twice as
big as it needs to be.*



References

Gallup. <http://www.gallup.com/home.aspx>

Gilbert, T. F. (1978, p. 88). *Human Competence: Engineering Worthy Performance*. Pfeiffer: San Francisco, CA.

Herzberg, F. (1987). One more time: How do you motivate employees? In W.A. Lesko (Ed.) *Readings in social psychology: General, classic, and contemporary selections (6th ed., pp. 358-369)*. Boston, MA: Allyn & Bacon.