How Great Managers Motivate

With David Lee

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Community Health Options

HumanNature@Work
Managerial Frustrations

1. “What can you do for me?” vs...
2. Satisfied with doing the bare minimum
3. Lack of initiative
4. Don’t know how to motivate them
5. What do you do with those Millennials?
Despite The Billions...

70% of American workers are “not engaged” or “actively disengaged.”

Source: State of the American Workplace by the Gallup Organization
Here’s Why Your Employees Are Just Not That Into You

by David Lee on Oct 10, 2012, 6:55 AM | 26 Comments

Are you frustrated with employees who seem to be more “It’s all about me” than “How can I help my employer?”

Do you wish your employees shared your commitment to your organization’s goals and success?

If you can relate, join the club.

As you undoubtedly know if you’ve been in management, HR, or OD for any length of time, employee engagement research
We Will Cover....

1. Three guiding principles

2. 4 of the 7 reasons why...
We Will Cover…..

1. Three guiding principles.
2. 4 of the 7 reasons why…
If you hire the right people, your job is not to motivate them, it’s to NOT de-motivate them.
If your employees are “just not that into you,” it could be because they don’t believe you are “into them.”
You don’t motivate employees with Goodies, Gimmicks, and Gala Events. You do it by satisfying the key drivers of engagement and by having the important conversations.
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1. Three guiding principles.

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Employees Don’t Understand—and Therefore Don’t Care About—“The Game” They’re Playing
37%  
Source: Harris Interactive
Only 4 would know which goal was theirs...
Do Your Employees Know:

1. Mission and vision and why they matter?
2. Business goals and key initiatives?
3. Factors that affect your viability?
4. Marketplace realities and their implications?
5. What differentiates you...?
6. How the pieces of your organization’s puzzle fit together?
7. What “excellence looks and sounds like”?

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Why You Need To Connect Them With the Big Picture

“People are capable of the highest generosity and self-sacrifice.

Ernest Becker, Pulitzer prize winning author
Why You Need To Connect Them With the Big Picture

“People are capable of the highest generosity and self-sacrifice. But they have to feel and believe that what they are doing is truly heroic, timeless, and supremely meaningful.”

Ernest Becker, Pulitzer prize winning author
Employees Don’t Understand—and Therefore Don’t Care About—“The Game” They’re Playing
Employees Don’t See How They Matter & How They Can Best Contribute
“When employees don’t feel like they matter, they don’t TRY to matter.”

David Lee
Employees Don’t See How They Matter & How They Contribute…

Source: Harris Interactive
Only 2 would know which position they played...
Does Each Employee Know:

1. How their job—and the way they do their job—contributes to the Big Picture?

2. What they need to know to provide valuable input?

3. Their highest value activities?
Employees Don’t See How They Matter & How They Can Best Contribute
Employee Excellence and Impact is Frequently Thwarted
The Power of Progress and Mastery
Teresa M. Amabile

Edsel Bryant Ford Professor of Business Administration
Director of Research

Teresa Amabile is the Edsel Bryant Ford Professor of Business Administration in the Entrepreneurial Management Unit at Harvard Business School. She is also a Director of Research at the School. Originally educated and employed as a chemist, Dr. Amabile received her Ph.D. in psychology from Stanford University in 1977. Her research investigates how life inside organizations can influence people and their performance. Originally focusing on individual creativity, Dr. Amabile’s research expanded to encompass individual productivity, team creativity, and organizational innovation. This 35-year program of research on how the work environment can influence creativity and motivation yielded a theory of creativity and innovation; methods for assessing creativity, motivation, and the work environment; and a set of prescriptions for maintaining and stimulating innovation. Dr. Amabile’s current research program focuses on the psychology of everyday work life: how events in the work environment influence subjective experience (“inner work life”) and performance (creativity, productivity, and commitment to the work).
Common Sources

1. Insufficient onboarding and training
2. Poor communication at all levels
3. Unrealistic deadlines and demands
4. Disinterest in employee input
5. Counterproductive metrics and rewards
6. “Suck it up” ethos
Learned Helplessness Leads to Apathy and Indifference
Ask Employees...

• “What do we do that drives you crazy?”

• “What do we do that makes it hard for you to do your job?”

• “How can we best support you doing your best and making this the kind of work experience that would make you want to recruit your friends and family?”

• ...and more...

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How Managers Can Get Better Results By Asking Better Questions

By David Lee  May 19, 2016  TLNT
Employee Excellence and Impact is Frequently Thwarted
Employees Feel Unappreciated

“We’re the only ones holding up this company.”
“The deepest principle in human nature is the craving to be appreciated.”

William James, father of American Psychology
Employees Feel Unappreciated

Lack of appreciation is the #1 reason most Americans leave their jobs.

Employees Feel Unappreciated

65% of people surveyed said they received zero recognition for good work the previous year.

Employees Feel Unappreciated

69% - “I would work harder if I felt my efforts were better recognized.”

Source: Globoforce
“When employees don’t feel like they matter, they don’t TRY to matter.”

David Lee
What you appreciate appreciates.

What you don’t appreciate, depreciates...

...including hard work, initiative and excellence.
What You Can Do...

1. Look for opportunities...

2. If you manage managers, coach them to...

3. Encourage peer to peer expressions

4. Celebrate the awesome...
Celebrate the Awesome
Celebrate the Awesome
Celebrate the Awesome and Make Appreciation Part of Your Culture
Next Steps

1. Share “Why Your Employees Are Just Not That Into You” with your fellow managers and your team members, and use this as a catalyst for conversations.

2. Check out the articles at HumanNatureAtWork.com/CHO about employee engagement and having engagement conversations.

3. First 5 respondents (email david@HumanNatureAtWork.com) will get complimentary 45 min strategy session.


5. Attend follow-up “How to” webinars.
Feel Free to Reach Out And Ask Questions

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