Motivation = Empowerment
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A Leadership Program for UNU-FTP and CRFM

Motivation = Empowerment

"Virtually every company will be going out and empowering their workers with a certain set of tools, and the big difference in how much value is received from that will be how much the company steps back and really thinks through their business processes...thinking through how their business can change, how their project management, their customer feedback, their planning cycles can be quite different than they ever were before."

Bill Gates quotes (American entrepreneur and founder of Microsoft Co.)

What is Motivation?

- The process by which a person's efforts are energized, directed, and sustained toward attaining a goal
- Energy: Intensity or drive. A motivated person puts forth effort and works hard. Intensity is not always enough. Quality has to be figured in
- Direction. Efforts are channeled in a direction that benefits the organization
- Persistence: Employee must persist in his efforts to achieve desired goals
What is Empowerment?

Empowerment involves helping others build their own power bases.

Power should NOT be "given" – power must be developed by the individuals themselves.

 Outsider assistance is okay – Outsiders can act as coaches or de-briefers, NOT leaders
  • If outsiders act as leaders, this is DISEMPowering!

Motivation = Empowerment

• How many of you believe that motivating employees means doing things for the them,
  • such as paying annual bonuses
  • award free travel and
  • giving time off

Motivation = Empowerment

Extrinsic rewards may cause a short-term burst of productivity

- Contain the seed for de-motivation in the long run

WHY?

Once reward they become expected
Motivation = Empowerment

A noted psychologist, Frederick Herzberg research has showed that the absence of certain basic things
- Like good working conditions
- Appropriate salary
ccontributed to job dissatisfaction, that necessarily increase job satisfaction
They definitely de-motivate when absent, but don’t necessarily motivate when present

Motivation = Empowerment

So what does motivate people to work harder and perform at their best?
Herzberg’s research real motivators include
- Achievement
- Recognition
- Meaningful work
- Responsibility
- Advancement and Growth

Understand the difference between motivators and reward

- Real motivation comes from the work itself, not the rewards given for doing the work
- Herzberg research show that providing more money, less time at work and better fringe benefits in the name of motivation only motivates people to expect them and ask for more
Understand the difference between motivators and reward (cont’d)

When change is intended to motivate
- How will this contribute to the person’s sense of achievement or recognition?
- Will it enable him or her to grow and be prepared to take on more responsibility?
- Does it make the work more meaningful to the person?
- If you can’t answer yes to one of these, then recognize that while it may make the person feel rewarded for a job well done, it probably won’t provide the long term motivation

Recognize that people are natural problem solvers

“Everyone has an opinion” – People are natural problem solvers

People like be given opportunity to express their opinions/provide input about the process – “Buy-in” and “Ownership”

Build Trust:
Take time to get to know people
- Take time to get to know your people
- When employees feel work is more important than the person, it make them feel insignificant
- Concerned about their well being on the job as they are about the job itself, they are more likely to feel the sense of
- trust that is critical among high performing teams and organizations
**Build Trust:**

Take time to get to know people (cont’d)

- Getting to know your employees will provide invaluable insight to what motivate them.

- A way to assess each individual’s need for structure is to ask them to bring in questions about their jobs.
  - Lots of questions – More Structure
  - Few questions – Less Structure

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**Make the transition from problem solver to coach**

- Every manager must take the critical transition from problem solver to coach.

- Managers must not provide answers when employees come for help – Long term damage to the employee, the company and yourself.

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**Make the transition from problem solver to coach (cont’d)**

1. It reinforce the person’s lack of confidence in their own problem-solving ability
2. Employees will be missing an opportunity to problem-solve
3. Creating more work for yourself

Recommendation
- Use the Socratic Method of Coaching
Focus on what’s working
- Managers must learn to make the transition from doing to coaching – natural to focus on what’s not working is negative
- Brain chemistry research shows that this sense of fear criticism actually triggers the fight or flight response
- Recommendations
  - Schedule regular meetings to report on successes

Recognize people through responsibility and advancement
- Public recognition is necessary to extend that achievement into a feeling of responsibility and accountability
- Publicly recognized for a job well done extends a sense of achievement, which makes them eager to get back to work and tackle the next problem
- Good performance can should include the awarding of more responsibility and advancement

Recognize people through responsibility and advancement (cont’d)
Timing for recognition is important!
It will motivate everyone by creating an environment that support and encourages ongoing learning, achievement and accountability by all
Motivating employees to perform their best
- Provide a work environment that provides achievement
- Recognition
- Meaningful work
- Advancement and Growth
Recognize people through responsibility and advancement (cont’d)

Six suggestions to start creating a work environment.
1. Make sure to understand the difference between motivation and reward
2. Recognize that when people feel ownership, they are more likely to own the problems that occur and take on the task of finding solutions
3. Get to know your people and what they need at work

Recognize people through responsibility and advancement (cont’d)

4. Get to know your people and what they need at work
5. Your job is to coach, mentor and develop people, not to do their work for them
6. Make time to focus on what’s working

Designing motivating Jobs

- JCM predicts that employees are likely to be motivated when they learn (knowledge of results through feedback) that they personally (experienced responsibility through autonomy) performed well on tasks that they care about (experienced meaningfulness through skill variety, task identity or task significance)
- Individuals with high growth needs are more likely to respond positively than are low growth needs individuals
Summary

- Empowerment involves helping others build their own power bases
- The greatest motivation stems from offering something that meets an unfulfilled need
- The intrinsic parts of the job itself are much better suited for motivating content employees than hygienic factors like conditions, wages and status
- For the motivators to work as well as they should the hygienic factors have to be managed
- Empowering people harnesses employees’ initiatives

References

- Kearney, R. And Berman, E. Public sector performance - Management, motivation and measurement. Aspa

Thank you!

"Don't let the negativity given to you by the world disempower you. Instead give to yourself that which empowers you."
- Les Brown