How to Improve Motivation

How to get everyone in your business motivated

Anthony Bagshawe

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Preface

Understanding what motivates you is a vital first step towards gaining an insight into what motivates others. Getting this right for the people in your business will make a critical difference to the success of the whole enterprise. This book will give you all the information you need to make a significant impact for increasing the motivation within your team, as well as some useful practical tools.

Anthony Bagshawe, a specialist Business Coach and Managing Director of Newton Bagshawe Associates (NBA), is the author of this publication. Anthony is an Accredited Coach and a top level trainer. He is the author of a number of management papers, including 'Motivation' and 'Communication Skills'.

Drawing on over 30 years of experience in business, psychology, management, training and education, Anthony has developed a style of business coaching and leadership development that enables those in the most senior positions to streamline their organisations and build a cohesive motivated team. His coaching captures the key fundamentals of what a successful leader must do in order to develop a clear vision for the future, align the whole organisation behind that vision and motivate the staff towards achieving the common goal. He is also an Accredited Mediator, and has developed a distinctive approach that is particularly successful in resolving conflict and disputes within and between organisations.

Newton Bagshawe Associates specialises in providing:

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- Small Business Success
- Team Facilitation (at Board / Partnership Level)
- Leadership Development
- Training at Senior Level in Corporate Alignment, in Communication Skills and Motivation
- Change Management
- Working with 'difficult' people
- Problem Solving and Decision Making

Clients of NBA include Chief Executives, Managing Directors, Senior Executives and Business Owners from a wide range of commerce and industry as well as the public and voluntary sectors. NBA is engaged principally in coaching Chief Executives and MDs of smaller and medium sized businesses, but also executives involved at board level and senior management positions in larger organisations. NBA has worked with a wide variety of clients of all sizes from the private, public and voluntary sectors which have included a number of household names from the fields of manufacturing, construction, financial services, retail, business services, leisure, publishing, design, IT, as well as the Fire Service, NHS, and Local Education Authorities.

Please visit our website www.newtonbagshawe.co.uk for further details about the services that we offer.

Contact NBA:

Website: www.newtonbagshawe.co.uk

Email: info@newtonbagshawe.co.uk

Telephone: 01969 667896(Int: ++44 1969 667896)

Introduction

The most valuable, yet complex, resources for any business are the people who work within it. A successful leader needs to become an expert in managing people. There have been numerous books written all about managing people, but still it remains one of the most demanding areas of running a business.

It is essential that the people that work for you are not only highly motivated to do so, but that their efforts are also aligned with the goals of the business.

Understanding your people is central to this, and discovering what motivates and what de-motivates them is crucial. Drawing up a profile for each member of staff will enable you to know how best to provide the optimum conditions for loyalty, productivity and motivation.

Above all, value people at least as highly as profits.

How to use this Book

Because of the complexity of people, motivation is not just a matter of applying a few simple techniques. To become an expert at motivation it is first necessary to have some understanding of what motivation is and how it works, before considering what you can do practically. This book has therefore been written in two sections:

Part 1 Understanding Motivation

This section provides the essential background behind motivation. It is important because it lays down the principles of how motivation works, and it describes the primary motivators that apply for us all. If you appreciate the core reasons why people are either motivated or de-motivated, you will have gained a powerful tool which will enable you to master the practical application with your own style.

Part 2 Motivation in Practice

Building on Part 1, this section describes the practical steps that you can take to increase motivation within your staff that will have directly measurable results. I have avoided laying down any specific course of action, because you will be most effective when you use the principles from Part 1 with your own unique blend of creativity and flair, rather than following a set of external instructions.

PART 1
Understanding Motivation

What is Motivation?

Motivation can be defined in a number of ways. At a fairly straightforward level it could be described as: '*what makes us do what we do*'. However, a fuller definition might be:

> '***Drives within a person that account for the degree, direction, and persistence of effort expended at work***'.

This definition probably best encapsulates the meaning of motivation for business purposes.

The Essence of Motivation

Although we are extremely complex individuals, through the core of each one of us runs a single universal motivator. We are all striving for one thing, and that is to:

'Feel Good'

It sounds far too simple, and of course in one sense it is. However, if we understand that this is at the heart of every human then we can start to get some perspective on what it is that drives not only ourselves but also those we work with and employ.

What makes us so complex is the fact that there are hundreds (if not thousands) of factors that enter into making us feel good, and they are not the same for everyone, neither are they necessarily simple. Many of the factors support and work well together, others conflict and cause contradictions within us.

There is also a flip side to this. There are many things that get in the way of us feeling good, and even a multitude of things that actually make us feel bad in one way or another. So really we are trying to do two things:

1. Feel Good
2. Avoid feeling Bad

This is sometimes referred to as the Pleasure / Pain principle. We continually aim to feel pleasure (in whatever form) and avoid pain (or discomfort or unpleasantness, etc.) It is what we link pleasure to, and with what we associate pain, which shapes our whole lives.

Everything that we do is driven by these two deep-seated drives. Understanding this will help you to create the best possible environment for your staff.

Myths about Motivation

There are some common misconceptions about motivation which are worth dispelling at the outset.

You can motivate your staff

One of the misconceptions about motivation is that you can motivate other people. Motivation is essentially an internal process, and people have to motivate themselves. What you can do however, is to provide the conditions and the environment which is most conducive to people doing this. This is where business leaders can make the greatest difference. Understanding the factors which go into making such an environment is at the core of business success.

Money is the main motivator

This is not generally true.

Research has shown repeatedly that, although money is important, it is not usually at the top of people's list of motivators – in fact it is normally some way down their priorities. It is true that poor pay tends to de-motivate people, but the opposite does not always follow. There are generally more important factors that are worth considering.

Fear is one of the best motivators

This may be true in the short-term, but fear is a poor long-term stimulus to motivation. Over a longer period fear tends to act as a strong de-motivator, such that employees will often aim to leave as soon as they can.

I know what motivates me, so I understand what motivates them

This is unlikely to be true, since different things tend to motivate different people. Although there are some fairly universal motivators, we are drawn by them at different levels, so what may be important to you may be less important to somebody else.

Motivators

So there are two rudimentary principles to motivation:

A.   Desire for Pleasure

Those things that give us pleasure, I have called **Positive Motivators**, because they represent desirable qualities that we want to achieve. We will usually direct our actions towards trying to attain one or more of these.

B.   Avoidance of Pain and Discomfort

Those things that cause us discomfort or pain, I refer to as **Negative Motivators**, because we usually attempt to avoid them. They do motivate us to take action, but only in trying to avoid them.

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A. Positive Motivators

'Pleasure Containers'

One way to think about Positive Motivators is to imagine that you have a number of containers that are capable of holding 'pleasure'. Imagine that you have one container for each particular desirable quality or motivator. Each container may be of a different size from the next, and your containers may be of different sizes from those of other people. The sizes will be determined partly by our genetics and partly by what we have learnt to associate pleasure with over the years.

Every activity that we undertake puts a certain amount of 'pleasure' into one or more of the containers. What motivates us at any one time depends upon the state of our 'containers' at that point – we will want to fill the 'containers' that appear to have the least 'pleasure' in them.

I have broken down the factors that are associated with pleasure into fourteen basic constituent elements. By considering each in turn we can identify those Positive Motivators that help us to feel good, and so put a name to each of our 'Pleasure Containers'. I have also added some key words to each description to give a broader understanding to the kinds of things that are associated with, and contribute to, that 'container'.

In no particular order, they are:

1.   Connection and Belonging

As part of our make-up we are social beings and need contact with others. At a wide level, we like to associate ourselves with a nation, a race, a religion, etc. At a closer level, we enjoy being part of smaller groups, whether these are a family, a team, a club, a set of friends or a few colleagues. On a more personal level we like to have more intimate relationships with select individuals such as spouses, partners, friends, family. Sometimes we also search for connection on a spiritual level.

Key words: *inclusion, belonging, being part of, love, attraction, friendship, support, together, being at one with, fit in, integration, attachment, teamwork, popularity*

2.   Independence

In contrast to the previous factor, we also strive to stand out and be different from others. We like to be recognised as individuals in our own right with our own thoughts, feelings, opinions etc. There is often a kind of tension between these two, which are opposites of each other and yet we need a measure of both.

Key words: *individuality, independence, difference, special, one of a kind, stand out, exclusive, autonomous, self-sufficient, free, separate, distinctive, unique*

3.   Constancy

We all have a desire for some level of consistency and predictability about our lives. At the simplest level, for instance, it is reassuring to know that day follows night in a regular pattern and that our lives have a more or less constant rhythm. Without any predictability at all, our lives would be chaotic and ungovernable, so a level of constancy provides comfort and security for our minds.

Key words: *constancy, certainty, reliability, dependability, predictability, security, safety, habit, pattern, routine, rhythm, familiarity*

4.   Change

Conversely, we all also like some degree of change and unpredictability. If everything was known for certain and could be totally predicted we would suffer from extreme boredom. Constancy and change therefore also exist in a form of dual tension – we desire and require elements of both. Too much or too little of either can be uncomfortable.

Key words: *uncertainty, unpredictability, change, variety, novelty, risk, excitement, originality, innovation*

5.   Power and Control

We like to have a measure of control in our lives. It is important to us that we get those things that we want or need, and the way that we do that is by exercising our power. We can utilise our power to gain control and influence over both things and people. This can be an extremely important motivating factor. Significantly it is also how we express our sense of freedom through exercising our free will and making choices.

Key words: *power, control, influence, authority, responsibility, importance, strength, dominance, in charge, freedom, choice, competitive*

6.   Progress

There are many aspects to this, but having a sense of progress in one way or another is a major motivator for many. This might involve simply growing, aging and gaining in experience, or it may entail a more active approach to learning and development.

Key words: *development, learning, growth, progress, promotion, future, improvement, advancement, increase, expansion, maturity, ambition*

7.   Achievement

Most people get a great deal of pleasure from gaining a sense of achievement and success from what they do. It is what gives meaning to their work and lives

Key words: *achievement, attainment, accomplishment, success, skill, ability, talent, invention, problem-solving*

8.   Recognition

This is linked to both 'Connection' and 'Independence'. We like to receive acclaim and recognition for our qualities, abilities and actions. Recognition cements us as part of a group, but also enables us to stand out as a valuable individual within it. We enjoy having a respected position and status within the group. Additionally, we respond well to attention from others, to a greater or lesser degree, as part of our social existence.

Key words: *recognition, acclaim, reputation, status, position, attention, distinction, prominence, fame, being special, acknowledgement, appreciation, value, worth, respect, admiration, esteem, approval, regard*

9.   Stimulation

This can also be linked to some of the other categories. However, it deserves mentioning for itself, since there are different types of stimulation that have varying levels of importance to different people.

   a) Physical – having a measure of physical activity or challenge.
   b) Intellectual – having a mental challenge, or striving for understanding and insight.
   c) Emotional – feeling excitement or amusement, for example.

Key words: *challenge, excitement, stimulation, enthusiasm, exhilaration, curiosity, interest, experiment, discovery, inspiration, passion, wonder, innovation*

10.   Possession

We have a natural tendency towards acquiring or owning things. Generally, though not exclusively, this is how we measure our wealth in the industrialised world. To what extent this is important depends upon many factors, but it is noticeable that it requires great effort to renounce this material side of ourselves.

Key words: *ownership, possession, collection, acquisitiveness, wealth, capital, assets, prosperity, affluence, resources, investment*

11.   Self Expression

We are driven to express ourselves in many ways, whether that is through speech, writing, art, music or other activities. This may be connected to our needing to relate to others and belong to a group or perhaps for recognition and achievement, or it may be done just for our own fulfilment. We get pleasure from using our abilities and talents.

Key words: *self-expression, creativity, performance, accomplishment, ability, talent*

12.   Contribution

It is very important for many of us to have a sense of contributing something to others, whether that is on an individual basis, a group basis, for the environment or to society generally. We enjoy feeling that we are making a difference in the world.

Key words: *helping, giving, contribution, involvement, charity, benevolence, philanthropy, altruism*

13.   Meaning, Purpose and Values

This is perhaps the most fundamental of all motivators. Our lives must have some meaning to them in order to give us a direction and sense of purpose. This may be tied up in pure survival, by raising a family or expressed through religious and spiritual beliefs; we may get meaning from artistic expression, contributing something to others or society generally, or from a combination of all these. In short we need to have a reason (or reasons) to get up in the morning. It is this that gives us hope and an anticipation of a worthwhile future.

Key words: *meaning, purpose, values, hope, worth, raison d'être, anticipation, faith, expectation, optimism, aspiration, dream, commitment*

14.   Physical Conditions

There are two aspects to this. The first concerns sensory input, i.e. the information of the outside world that we receive through our senses – some of which will give us pleasure, for instance:

a) visual – beauty, art
b) audio – music, speech, reading, poetry, singing
c) taste & smell – flavours and aromas
d) touch – sensuality, sex, sensation
e) Other – comfort and warmth, physical mastery, skill, dexterity, strength, agility, speed, physical exertion as well as relaxation and rest.

However, these are not so relevant for business purposes.

The second aspect is more pertinent in that it concerns the actual work environment. The space in which people work can contribute to making them feel good.

Key words: *environment, surroundings, atmosphere, setting, location, convenience, comfort, congenial,*

To Sum Up

These elements are applicable to all of us, but in varying degrees of importance and in different combinations. In other words we all have 14 'containers', but they may be of different sizes, and contain different levels of 'pleasure' for each person.

Every activity that we choose to do is selected because we believe it will contribute significantly to one, or more, of these major elements and so enhance how we feel, i.e. each activity will put an amount of 'pleasure' into one or more of our 'containers'.

Because they are linked together in complex patterns, we pursue different activities as a way of trying to satisfy what we want in each of these. Much of the difficulty comes because most activities provide both desirable and less desirable aspects,

which means that we are continually striving to get the optimal balance from all the different things that we do in our lives.

Priorities

Our priorities can also change according to our circumstances at the time. For instance if someone has a great deal of change and uncertainty in their home life they may seek safety, security and familiarity from their work. Alternatively, a person who lives a quiet life on their own might enjoy being part of an energetic team at work.

To add to the complexity, we usually tend to satisfy our needs in a preferential order or hierarchy (as shown in the diagram below). Only when the lower order needs of physical and emotional well-being have been met do we move on to tackle the higher levels.

MOTIVATORS

Pyramid (bottom to top)	Right-hand motivator
PHYSIOLOGICAL NEEDS — Food, Water, Air, etc.	PAY
SECURITY NEEDS — Shelter, Clothing, Safety, etc.	HOUSING
EFFECTANCE NEEDS — Personal Power, Mastery, etc.	CONTROL
SOCIAL NEEDS — Family, Love, Belonging, etc.	CONNECTION
ESTEEM FROM OTHERS	RECOGNITION
SELF ESTEEM	EMPOWERMENT
SELF-ACTUALISATION	VALUES & MEANING
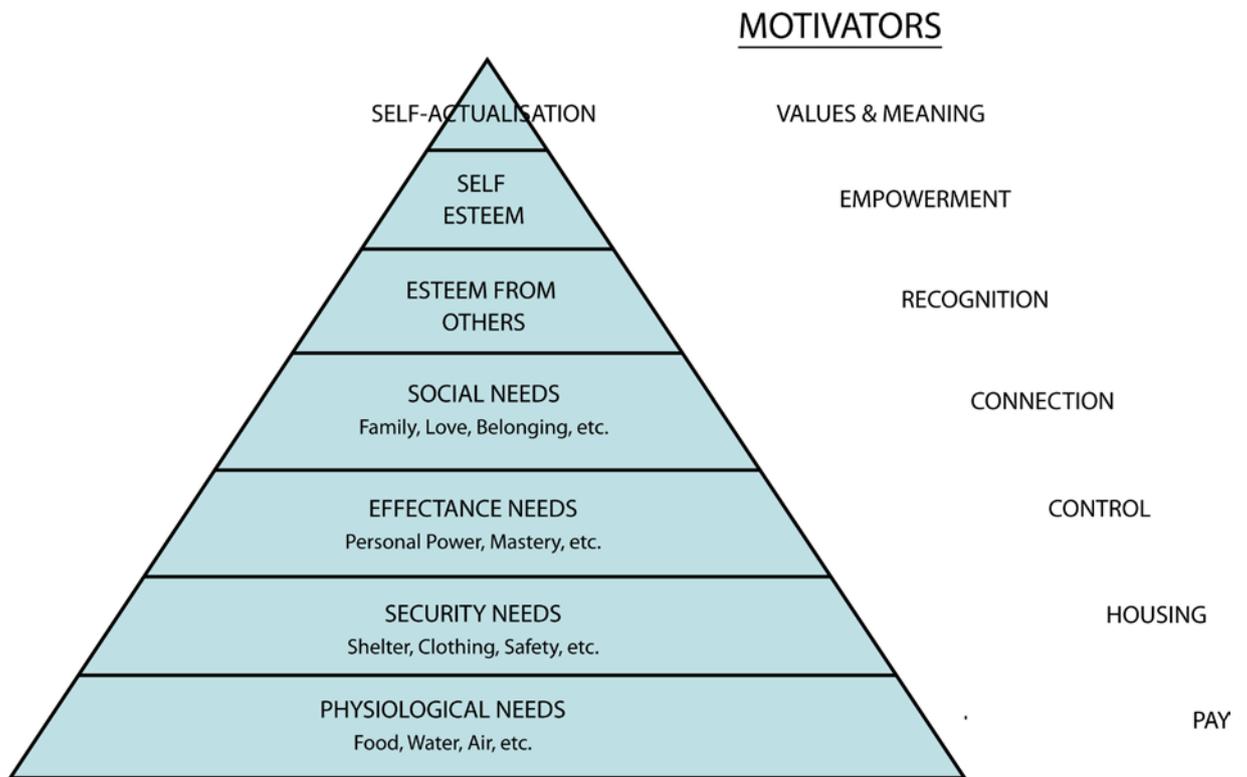
Supplying Basic Needs Is Not Enough

As can be seen from the diagram, not all motivators are equal. The lower level factors (those associated with physical conditions) although important, do not tend to act as ongoing motivators once they have been met. In the work environment these might equate to such things as:

- ➢ Working conditions
- ➢ Pay
- ➢ Job Security
- ➢ Car
- ➢ Title
- ➢ Trouble-free relationship with boss & fellow workers

It is easy to believe that provided we supply certain basic needs for staff, then this should be enough to motivate them. It is tempting to think that if we are offering them such things as a steady job, good working conditions, reasonable pay, company car, etc. then we should have a well-motivated workforce. Unfortunately this is not necessarily the case. These work powerfully as de-motivators if they are not met. But once they are present, they do not necessarily act as ongoing motivators. Focusing on these alone will not therefore be enough to motivate staff.

Money – a special case

Before going any further it is worth considering the position that money plays in motivation. It is often considered that money is the most important motivator. For some that may be true, but it is not universally the case. As you have seen, from the list of 'Positive Motivators', money does not feature as one of the sources of pleasure, and it is important to understand why not.

Money is purely a symbol. It is just a token that can represent or be exchanged for other things. Money only has real value when it is spent or exchanged for something else that is wanted or needed. Up until that point its only value is one of potential. Therefore to understand why money is important to you, you really need to know what you want it for. With a little contemplation you will discover that what you really want is to use the money to get you more of one, or several, of the main 'Positive Motivators'.

For instance, you may want to buy some more possessions or you may want to gain some more independence in your life. You may want to fund some training so that you can get promotion, or you may want to contribute to your children's education or to a favoured charity. You may wish to earn money so that you can set up your own business, or perhaps to invest in a particular hobby or interest. There are many reasons why we want money, but money is not the real reason – there is always something behind that desire which is more important, and for which money is merely the means to attaining that.

In some cases it may appear that people want to accumulate more and more money, which would seem to contradict the above. However, once again, there will be a reason for this. It may be because money is the 'point system' by which they measure their success or their self-esteem, in which case success is the real motive. It may be that they wish to become major benefactors later in life, or it may be that they wish for fame and recognition. Perhaps they see the accumulation of money as a way of gaining power and influence in the world, or it may be to insulate against the threat of poverty and deprivation. Unless you are a coin collector, it is unlikely that amassing money is just to have the money itself.

Another reason that money is complicated is that when people ask for more money in their job, it may be that the money that is not the real problem. For instance, if someone perceives their work as being dull, tedious and monotonous they may demand more money, not because they need more money but as a form of compensation for not being able to get one of their key motivators, namely 'stimulation'. In other words, asking for more money may actually be a cover for some other dissatisfaction. The difficulty with this is that paying more money will not solve the underlying problem, which will surface again shortly as another request for more money, and so on.

Recognising that money is only a representative of other more important requirements, will enable you to focus on the real underlying needs and motivations of your staff and so become far more effective in motivating them.

A. Negative Motivators

It is also useful to recognise that Negative Motivators can occur in two forms:

1. **Passive** – where conditions do not enable someone to experience enough of an important positive motivator (e.g. routine work does not offer sufficient variety)
2. **Active** – something happens or somebody does something that actually creates unpleasantness or discomfort (e.g. bullying, blame, criticism, etc.)

Passive Negative Motivators

These generally arise from a lack of Positive Motivators (those elements which give us pleasure). If we think about our 'Pleasure Containers', ideally we would like them all to be full, but this is rarely the case. We can often feel alright provided that there is a reasonable amount of 'pleasure' in that container. However, we will probably also have in our minds a level for each 'container' which represents a minimum level for comfort (not necessarily completely empty). If the amount of 'pleasure' falls below this minimum mark, then we will begin to experience discomfort.

So we can look at what might be uncomfortable from not having enough in each of the categories that we have associated with pleasure.

1.   Connection and Belonging

Too little connection can lead to a sense of isolation and exclusion.

Key words: *isolation, exclusion, rejection, separation, segregation, remoteness, loneliness, seclusion*

2.   Independence

Too little independence can lead to a sense of being controlled and suffocated.

Key words: *suffocation, stifling, smothering, overwhelming*

3.   Constancy

Too little constancy can leave us feeling uncertain.

Key words: *instability, unpredictability, uncertainty, randomness, volatility, changeability, insecurity, unsteadiness, doubt*

4.   Change

Too little change can result in tedium and lack of interest.

Key words: *boredom, tedium, monotony, dullness, repetitiveness, uniformity, sameness*

5.   Power and Control

Feeling powerless and out of control can be a very powerful negative motivator as we endeavour to find ways of getting back some control in our lives.

Key words: *powerless, out of control, helpless, dependent, vulnerable, weak, exposed, controlled,*

6.   Progress

Lack of progress can leave us feeling frustrated and in a rut.

Key words: *frustration, powerless, blocked, defeated, obstructed, thwarted*

7.   Achievement

A lack of achievement can lead to a sense of failure and disappointment.

Key words: *failure, disappointment, letdown, dissatisfaction, frustration, defeat*

8.   Recognition

Lack of recognition leads to us feeling ignored and unappreciated.

Key words: *ignored, unappreciated, undervalued, unacknowledged, low esteem, overlooked, disregarded, unimportant, irrelevant*

9.   Stimulation

Too much stimulation can lead to a sense of being overwhelmed and stressed, whereas too little results in boredom.

Key words: *overwhelmed, pressure, stress, inundated, snowed under, immersed boredom, uninterested, jaded, apathy, monotony*

10.   Possession

A shortage of possessions can lead to feelings of lack and poverty, or a fear of running out altogether and facing hardship.

Key words: *poverty, shortage, lack, deficiency, emptiness, neediness, hardship, deprivation, need, destitution,*

11.   Self Expression

Being unable to express ourselves properly can leave us feeling stupid or unable.

Key words: *stupid, unable, foolish, inarticulate, powerless, ineffective*

12.   Contribution

Not contributing to others can leave us feeling selfish or worthless.

Key words: *worthless, selfish, mean, insignificant, unkind, nothing to offer*

13.   Meaning and Purpose

Having no meaning in life can lead to lack of direction and despair.

Key words: *meaningless, directionless, purposeless, worthless, empty, pointless, aimless, useless, futility, despair*

14.   Physical Conditions

On a physical level the most fundamental threat is that of death. Our survival instinct is so strong that generally we will do almost anything to avoid it. At a less critical level are those things that cause us physical pain or discomfort, but not necessarily death. We will go to great lengths to protect ourselves from bodily harm, so naturally we are motivated to steer clear of such things.

In a working environment, the discomfort may come from inadequate provision of such things as light, space, quiet and protection. Or because the workplace is dirty, crowded, noisy or unsafe.

Key words: *pain, hurt, discomfort, ache, sore, incapacity, illness, disease*

Active Negative Motivators   -   'Pain Container'

These arise from deliberate, careless or thoughtless actions by one or more people in the workplace. They are those actions that, for whatever reason, create discomfort or pain for those on the receiving end, or even those who observe, or are aware of, them happening.

Key words: *bullying, harassment, ridicule, scorn, mockery, embarrassment, humiliation, disgrace, contempt, blame, guilt, cruelty, spite, unkindness, unpleasantness, sarcasm, abuse, violence, discrimination, prejudice, unfairness, injustice, disapproval, condemnation, deceit*

A simple way to envisage this is to follow the metaphor of 'Pleasure Containers'. It is as if we also have a **'Pain Container'** into which anything that is unpleasant, uncomfortable or painful goes. Active Negative Motivators contribute to this container. What exactly puts 'pain' into this 'container' will be different for each of us, but many of those things listed under 'key words' above will probably generate a level of discomfort for most of us. The size of this 'container' will be different for everyone and the minimum level for toleration will also vary from one person to another.

Causes of Pain

In reality, the causes of pain and discomfort are related to our Values – those things that we hold as very important to us. For instance:

> ➢ If we are in an environment that doesn't support our values, we will find it uncomfortable.
> ➢ If somebody attacks one of our values, e.g. suggests that we are dishonest, when we hold our own honesty as an important value, then we will experience that as painful.
> ➢ Also if an aspect that we hold as important is removed from us, e.g. perhaps we are demoted when status matters greatly to us; that will also be painful.

Fear

If we think that one of our values is under threat, or is likely to be attacked, then we experience fear or anxiety. Although fear is uncomfortable, it can act as an early warning so that we can take defensive or evasive action. This is why fear can be used as a motivator.

However, as I mentioned earlier, the reason that fear is not a good motivator is that it is generally short-lived. Thus for it to work over time it needs to be constantly reinforced. However as we have also seen, any negative motivator that acts over a long period either forces the person to leave or turns into a powerful de-motivator.

De-Motivation

Negative Motivators have two effects on us:

1. We are provoked into taking action either to prevent or avoid them happening, or to get away from them if they do occur.
2. If we do not escape them and they continue to take place, then this leads to De-Motivation

It is important to appreciate how Negative Motivators relate to De-Motivation. As we have said before, negative motivators are those things that we dislike and which therefore spur us to do something to get away from them. That presumes that we are able, and willing, to get away from them and so avoid the discomfort that they can cause.

However, if we are in a position where we feel that we cannot, or for whatever reason we choose not to, escape the negative factors then they will over a period of time lead to de-motivation. This may arise when there are a number of factors influencing us, some positive and some negative, so we choose to endure the negative in order not to lose the positives.

For instance, where somebody has a job which is very mundane with little opportunity for variety they might opt to stay with it because there are few alternative jobs available – on the principle that any job is better than no job. However, over time the tedium will act as a continual de-motivator, making that person reluctant to give more than the minimum necessary to keep the job.

In one piece of research, the workers were asked:

"What are the things that make you feel bad at work?"

The top 10 responses were:

- ➢ Negative Experience with Colleagues
- ➢ Lack of Recognition
- ➢ Politics
- ➢ Failure
- ➢ Stress
- ➢ Boring Work
- ➢ Barriers to Performance
- ➢ Lack of Support
- ➢ Bad Boss
- ➢ Lack of Direction

All these are excellent examples of general de-motivators.

Although people will try to avoid de-motivators, giving them the opposite may not actually motivate them. For example, we mentioned that poor pay may lead to feeling de-motivated (because it is continuous and makes people feel bad), but once pay is at a reasonable level, increasing it above that may not actually make them feel a great deal better over the longer term.

Time – its affects

It is worth considering the part that time plays in motivation.

Diminution of Pleasure

Pleasure is a transitory sensation and for any type of enjoyment the intensity diminishes over time. However, the rate of decline is not uniform, some pleasures lessen very quickly and others reduce more slowly. It is as if the pleasures in our containers leak away or evaporate over varying intervals. So to maintain the levels in our containers we need to keep replacing or renewing the pleasure. For instance, a particular achievement may give us an enormous sense of gratification at the time, but days, weeks or years later the intensity may well have fallen to a much lower level, and be over-shadowed by other events. Another achievement then needs to be reached in order to restore the amount of pleasure in that container.

Delayed Gratification

Babies tend to demand pleasure and satisfaction immediately they want it and create quite a fuss if they do not get it, as any parent will testify. Part of the process of growing up is to develop control over this so that we become able to wait for our pleasures, and we vary enormously in our ability, or willingness, to do this. This process of putting off satisfaction until later is referred to as 'Delayed Gratification'. It is what enables us to work towards a future goal or to save up for a special purchase or to wait for an enjoyable event. It is that ability to imagine a pleasure at some point in the future and yet contain our longing sufficiently until it becomes available.

Perversely this can sometimes provide another form of pleasure – that of anticipation. Some people have discovered that there can be significant pleasure to be gained from looking forward to a future pleasure and imagining receiving it. In fact in a few cases the pleasure from the anticipation can be greater than the final realisation of that event, which can then feel like rather an anticlimax.

Sequence of Events

Another consequence of our ability to envisage future possibilities is when we foresee a linked series of two or more events, one after the other, that mix the attainment of a pleasure with some discomfort or pain.

Pain before Pleasure

If the pleasure only comes after a measure of discomfort then this is not dissimilar to delayed gratification, where one has to live with the discomfort of deprivation before the pleasure is reached. However, sometimes the pain may be more than just deprivation, it may require actively doing something that is tedious at best, or acutely uncomfortable at worst. An example, for those who struggle with exercise regimes, might involve working out at the gym in order to lose weight or get fit. We vary enormously in our abilities to put up with discomfort in order to reach a future pleasure and, of course, it also depends a great deal on the relative intensities of the likely pain and the potential pleasure – a kind of cost-benefit analysis.

Pleasure before Pain

A different scenario is where we believe that a pleasure now might lead to a future pain. In this case an effort of will power may be required to forego the immediate pleasure in order to avoid the future discomfort. This is often the case in health related issues, particularly concerning eating high fat/salt/sugar foods, drinking alcohol and smoking. Relating actions today to some potential problem in the future can be very difficult for some, which is one reason why many habits can be hard to give up.

Pleasure before Pleasure

In this case, you might be faced with the option of a smaller pleasure now or a larger one later. The choice here depends on whether you are prepared to forego an immediate pleasure for something that promises more but not until some point in the future. The proverb 'a bird in the hand is worth two in the bush' is probably appropriate for many such situations.

Pain before Pain

This is a tougher situation when you may be faced with accepting something unpleasant now as a way of avoiding something worse later on. The alternative being not to accept the immediate discomfort and hope that the later one does not materialise. This can perhaps best be illustrated by reference to insurance. You pay the premium now (discomfort) to avoid the total loss later (pain), or you do not pay the premium (comfort) and hope that the future disaster does not occur (risk).

Situations that involve elements of both pain and pleasure can create considerable internal conflict in our minds which, in their worst cases, can leave us completely paralysed and unable to move forwards or backwards.

Part 2 looks at what you can do to increase motivation.

PART 2
Motivation in Practice

What you can do as a Leader

There are a number of practical steps that you can take to enhance motivation within your staff members. This section will outline the most important elements of this:

1.   Deal with de-Motivation:

   a) Remove Barriers

2.   Enhance Motivation:

   b) Identify Key Motivators
   c) Give Individual Attention
   d) Introduce or Improve Processes and Procedures
   e) Inject an Element of fun
   f) Coaching

A. Remove Barriers

The first step is to remove as many factors as possible that are likely to de-motivate or get in the way of motivation. Attempting to motivate staff while there are de-motivating factors in play can be likened to trying to run up a 'down' escalator. In other words, every positive step that you take is likely to be wiped out by the negative ones that are already present.

1. Motivate Yourself

Although you, as leader can be the most influential person in motivating others, you can also be the greatest barrier. It is unrealistic to expect to have a motivated workforce if you are not well motivated yourself. The first step in leading others is to model the behaviours that you would like to see from them. This will not, of itself, lead to motivation in the others, but it is a vital first step.

Enthusiasm tends to be infectious – if you are enthusiastic, then you are more likely to be able to enthuse others. If you are positive and optimistic then you have a greater chance of encouraging others to be similar. However, if you have a tendency to blame or use sarcasm then these will act against you and make it harder for you to motivate your staff.

Therefore the best first step is for you to carry out a 'Motivational Profile' for yourself. Use the 'Motivation Cards' or 'Motivational Profiles', included with this book, to determine your motivational priorities. See Appendices 1 and 2 for instructions.

These should enable you to gain insight into the factors that both motivate and de-motivate you. From this you will be able to identify changes that you can make to increase your own personal motivation.

2. Enhance Working Conditions

We have mentioned before that there are certain factors that concern general working conditions that can act as de-motivators if they do not satisfy the needs or requirements of staff. Getting these right will not, in themselves, motivate staff, but getting them wrong will tend to de-motivate them.

The factors to consider here include:

a) **Physical environment** – do whatever you can to create a pleasant physical environment. Consider everything from the amount of space available, to lighting and heating, to furniture and whether or not staff have an area that they can personalise. Contact with others can be both a welcome part of work, but also an intrusion and distraction if not considered carefully. Allowing people an input into their working environment can make a considerable difference.

b) **Timetable** – sometimes working hours must be fixed by you because of the nature of the work. However, where set hours are not vital, allowing some flexibility to fit in with the other needs of workers can reap dividends in terms of cooperation.

c) **Pay** – this can be something of a special case (see the page on 'Money'). What is important is that people feel that they are being paid fairly for the work that they do. Pay will be an important de-motivator if it is thought that they are being underpaid either in comparison to other staff in the same business, or with reference to regional / national averages. Where pay is generally fair, complaints about levels of pay may mask other underlying dissatisfactions.

d) **Title and Status** – providing someone with a job title and status that is commensurate with the work and responsibilities that they are undertaking is important if they are not to feel denigrated and de-motivated.

e) **Security** – it is not always possible to offer a high level of job security these days, but where workers feel that their job is permanently, or frequently, under threat this will be a significant de-motivator.

f) **Communication** – poor communication is a widespread cause of dissatisfaction. Making sure that communication within the business works well prevents much de-motivation.

The important thing to remember with these factors is that, although people will strive to get these sorted out if they are unhappy with them, once they are satisfied any positive effect soon wears off – the satisfaction tends to be temporary.

3.   Employee Selection

Assuming that you have enhanced your own motivation, and have optimised the basic working conditions, the best place to start staff motivation is with their initial selection. Selecting staff that have a strong inbuilt self-motivation will make the whole subsequent process of motivation that much easier and more effective.

Asking questions at interview about the kinds of things that motivate them, will give some insight into the extent to which they are already motivated for the role.

For instance:

"What attracts you to this particular position?"
(Which of their 'containers' are they wanting to fill?)
"How do you know whether you have done a good job?"
(How do they measure their own performance – do they monitor themselves, or do they look for external guidance?)
"Tell me about a time when you have overcome a difficulty at work."
(To what extent do they draw on their own resources and initiative?)

Provided that you have first removed the factors that are likely to de-motivate, or get in the way of motivation, every step that you take from this point on will aid and enhance positive motivation.

B.   Identify Key Motivators

The next step is to identify the key motivators for your staff. This is best done during a one-to-one meeting, either during one of a regular series of meetings, or as part of an annual appraisal process or in a separate individual session. A relatively easy way to do this is to use the 'Motivation Cards' which are part of this document. See Appendix 1 for instructions.

Although everybody has their own set of priorities, it is nevertheless useful to appreciate that there tends to be some common ground amongst many people. As an example, in one piece of research where workers were asked,

"*What are the things that make you feel good at work?*"

The top 10 responses were:

> ➢ Achievement
> ➢ Working with others
> ➢ Recognition
> ➢ Helping Others
> ➢ Varied and Interesting Work
> ➢ Financial Reward
> ➢ Good Working Atmosphere
> ➢ Empowerment
> ➢ Solving Problems
> ➢ Physical Environment

It is worth noting that the top places are held by 'Achievement', 'Recognition' and 'Working with others', whereas 'Financial Reward' came out at only 6th in this list.

Although it is not always desirable to generalise, it is also possible to find some useful ways of grouping people.

For instance, having classified motivators into Positive and Negative, it is also possible to recognise that people will generally fall into one of two groups:

      a) those that generally move **'towards'** positive motivators

      b) those that have a tendency to move **'away from'** negative motivators

Identifying which of these categories people fall into will give a clue as to the likely things that will best motivate them – whether they will be best motivated by the promise of something good or the threat of something bad.

Additionally, people can often be identified as having a predominately **'inner'** frame of reference, or **'outer'** frame. The 'inner' person has his or her own standards and decides things for him or herself. The 'outer' person takes standards from outside and prefers direction and instruction to come from others. 'Inner' employees may be harder to manage as they will want to do things their way, according to their standards, so it will be important to emphasise exactly what outcomes and results are expected of them and why. 'Outer' employees are generally easier to manage, as long as they receive plenty of direction, feedback and praise.

C.   Give Individual Attention

From step B you will have discovered the main motivating factors for each member of staff that reports directly to you. This will enable you to have meaningful discussions with them about how their needs and desires might be better accommodated within the overall business.

For instance, it might be possible to make specific adjustments to their job, or the way that they work, that will make a significant difference to their personal motivation and thus to their productivity within the company.

From these discussions you might also find ways to improve the overall structure of the business, or perhaps introduce procedures or policies that can have an important affect on everybody within the business.

On the whole, employees respond well to a caring employer. If you show a genuine interest in them as people, rather than just as instruments of the business, they will be more likely to return this attention as extra commitment both to you and to your business. Getting to know your employees on a personal level, where you take an interest in their families, their outside interests, etc. will build a bond that helps people feel valued as individuals.

Remember that the first two key motivators on the list are 'Connection and Belonging' and 'Independence'. Generally, most people want to feel part of something, and yet also be treated as a valuable individual in their own right. Although it is important to appreciate that not everyone has the same needs in these two areas, ensuring that you consider carefully how you can make them feel both part of the team and special in their own right, according to your findings from step 'B' and your own observations, will help to create the optimum balance.

D.   Introduce or Improve Processes and Procedures

This step involves firstly recognising that motivation is an ongoing process, not a one-off task, and then setting about ensuring that your systems and procedures all support and encourage the self-motivation of everyone in the business.

The two most important systems to get right in this context are:

1. **Performance Management System**
2. **Recognition and Reward System**

Because bosses and managers are often extremely busy with their own tasks, it is very common in businesses and organisations of every size, for employees to be left more or less on their own to get on with their respective jobs. This is based on the assumption that, in the absence of any information to the contrary, all is probably going fine. The downside of this that staff are often left in the dark to make assumptions of their own about what is expected, and only spoken to occasionally or when something goes wrong. Although, this is often described as delegation, it is more like abrogation. It can be very de-motivating for staff if generally the only times that they speak to their boss is when something has gone wrong.

Performance Management System

In an effective Performance Management System there are some key elements that need to be included. A good leader will build a set of procedures and processes that ensure that all these components are included.

Clarity

Interestingly, the single biggest factor stopping people performing well is lack of clarity. If people do not really understand fully what they have to do, or how to do it, or exactly what is expected of them, then they are unlikely to perform well. The first and most important step in performance management, therefore, is to be absolutely clear about what you expect of and from your staff.

Expectations

People tend to match their levels of effort and performance to the expectations placed upon them. Generally speaking, the organisations that have the highest performing employees are those that set the highest expectations and then support their staff fully towards achieving those expectations.

Goals

You need to have clarified all the roles and tasks that you want them to perform, together with all the expected goals and targets to go with these. In addition, identify those behaviours that will make each member of staff fully effective in their role. For instance, if you require team-work and co-operation, make it absolutely clear what you expect to see happening between staff members in terms of communication, assistance, support, back-up, etc.

Ideally goals and targets should be set in conjunction with the employee, so that they understand them fully and accept them as reasonable. Make sure that the goals are SMART, that is:

> **S**pecific
> **M**easurable
> **A**chievable
> **R**ealistic
> **T**imely

Alignment

Part of this entails explaining how the tasks that they are doing, and the results from these, contribute to the overall aims of the business. It is of little use to have well motivated staff if their efforts are not aligned to the purpose and direction of the business as a whole.

Monitoring

Alongside this, staff need to know how, when and by whom, their performance will be measured. Having proper measures and monitoring procedures in place is essential for effective performance management. A vital component of this is the provision of objective and timely **feedback** to keep them continually apprised of how they are doing. When employees understand the job to be done, why it is important and how they will be measured, then they are in the best position to give their best and perform well.

Achievement

Getting this system right provides the basis for one of the most important motivators – 'Achievement'. It is through the thorough and consistent operation of effective performance management that employees gain a real sense of their own personal achievement and, in turn, that of the business to which they are contributing.

Recognition and Reward System

Having clear expectations of what you want from staff is essential, but it is not of itself enough to raise performance and alter behaviour. There is at least one other vital factor that needs also to be present, and that is Reward. Generally speaking the two most important factors that determine how people behave towards you are:

1. What you **expect** of them.
2. How you **reward** them.

If you treat people according to how you want them to behave, and then reward them for that behaviour, you are likely to get more of that desired behaviour.

Reward

Excellent leaders therefore devote much time and energy towards observing, noticing, recognising and rewarding desirable behaviours in their staff. In drawing up an effective system, there are some key points worth noting:

a) **What to Reward**

The key here is to reward behaviour that you have determined is desirable for the smooth, efficient and successful running of the business. Your aim is to align their efforts with the overall aims of the business.

Shaping

On the whole it is difficult to get people to make large changes in their behaviour. It is much easier to get them to make small adjustments over a period of time. The easiest system to implement, therefore, is one which rewards any behaviour that represents a shift towards what you want. The problem with waiting for the full change to happen before giving a reward is that it may never happen. Small changes over time can build up to a significant change almost imperceptibly and with little need for strong persuasion or coercion. This process is known as 'shaping'.

An example of this might be where you want to encourage greater team work. If employees are not used to working well as a team, it will be difficult to change this quickly. However, you might decide that one of the elements you want to see is for members of staff to be more communicative with others. Having made it clear that this is what you expect, your role then is to watch carefully for any signs of improvement and then praise, or otherwise reward, the individual for the specific improvement that you noticed. If you continue to do this over time, supporting your observations with describing how this helps the team and business as a whole, they will gradually improve their communication.

As a rule, people will adjust their behaviour according to what they perceive attracts reward. **Consistency** is important here. If you say that cooperation is the most important quality, but then promote somebody that is not very cooperative, you demonstrate lack of consistency. In such circumstances staff will tend to follow what they see happening rather than what you tell them. Actions speak louder than words.

b) **Nature of the Reward**

It is easy to assume that money is the only reward that is important. This is absolutely not the case. In fact money should be used only very carefully as a reward. Consider the case of bonuses:

Bonuses

Bonuses can be used to good effect provided the system has been carefully thought through. Consider the following points:

- Bonuses linked to individual targets will tend to encourage individual effort, but not teamwork.
- Bonuses set on company profits may encourage teamwork, but only if staff recognise how they can influence it.
- Bonuses linked to shorter term targets allow staff to see cause and effect more readily.
- However, short-term goals must not conflict with longer-term business aims. For instance focusing on high sales may jeopardise longer-term customer service.

Praise

The most effective reward is probably praise from the boss. There are few people who do not respond well to recognition, appreciation and praise, provided that it is sincerely given and well merited. The important thing is not to flatter or merely go through the motions, but for the praise to be properly meaningful.

Alternatives

Other rewards can also be used effectively, such as:

- Passing on approbation from others, e.g. customers
- Awards other than money
- Games and competitions
- Special events
- Time off
- Symbols of success
- Promotion or increased responsibility

Ideally rewards should be matched to the key motivators that you have identified earlier (in Stage B), but also be in step with the business goals.

Rewards must be linked to factors that employees can influence directly themselves.

c) **Timing of the Reward**

Respond to people's progress and successes as soon as possible. The closer in time between the two events (success & reward), then the greater the positive affect of the reward. It can be tempting to save up praise for a review, or other meeting, but this is likely to diminish the impact of the praise.

Excellent leaders will continually be on the lookout for small improvements and positive behaviours, and will aim to interject quickly with meaningful praise. This does require constant attention and vigilance to be effective.

Too often bosses and managers become so absorbed in their own work that they leave others to get on, assuming everything is fine, and only really have a meaningful talk with staff when something goes wrong. The problem with this is that staff come to associate conversations with the boss as being predominately negative or critical in nature. The boss then becomes a figure of de-motivation rather than motivation.

d) **Frequency of Reward**

It is difficult to be specific on this, but the short answer is … as frequently as people's progress suggests.

It has been found that intermittent and unexpected rewards are more effective than regular predictable rewards.

e) **Method of Delivery**

Rewards can be given privately and personally, or publicly in meetings or at special celebratory occasions. It is usually beneficial for others to witness, or at least be aware of, the praise or recognition that is being given. That way, they see exactly what gets rewarded and what they have to do to be on the receiving end themselves.

As with any system, the only way to ensure that it is truly effective is to build in a process for measuring and monitoring. You need to be able to check whether both of these systems are delivering the benefits that you want. If they are not then you need to adjust what you are doing to improve it.

Critical Feedback

Although it is generally more productive and effective to focus on positive rewards, it is equally important to develop a clear system for the other side of this, namely delivering criticism or disapproval. Some people are motivated more by trying to avoid penalties than they are by obtaining rewards, as has been mentioned at Stage B. Therefore knowing how you are going to deal with lapses in performance or undesirable behaviour is important.

Giving constructive critical feedback is not an easy art to master, and there are some important considerations when doing this. The two key objectives are:

1. To support ongoing motivation
2. To change behaviour in the future

Simply telling people off is not likely to achieve either of these. Consider the following:

Assume the Best

Few people deliberately get things wrong at work. Generally speaking they will want to get things right. It is therefore best to start from the assumption that someone is trying to get it right, and this will enable you to discover more easily what went wrong. You can then collaborate on seeking a solution. Assuming that they were working from a constructive, if mistaken, position supports their underlying motivation and does not undermine their positive intentions.

Be Specific and Consistent

A very important point to remember for both praise and criticism is to focus on the **behaviour**, <u>not</u> on the person. To this end, both praise and criticism need to be very specific. People need to know exactly what they are being rewarded for, or what exactly you want them to do differently.

When being critical therefore:

 ➢ Give critical feedback in private.
 ➢ Stick to the facts of what somebody has actually done, or not done.
 ➢ Explain the effects that this has had, and any negative consequences.
 ➢ Describe clearly what specific behaviour you want in the future.
 ➢ Ask what, if anything, needs to be done to make this possible.
 ➢ Offer support to help them achieve this.

Blame is very de-motivating and generally unhelpful – few people get things wrong on purpose. In a culture of blame people will tend towards playing safe and covering their backs, rather than looking for opportunities to improve.

Try to put as little as possible into someone's 'Pain Container', unless you have consciously decided that this is necessary for their continued motivation. Everyone needs to be able to see that both praise and censure are fair, proportionate and consistent. Making someone feel overly uncomfortable will more likely lead to resentment and de-motivation rather than motivation.

E.   Inject an Element of Fun

The extent to which this is relevant will very much depend upon the nature of the business, the personality of the leader and the motivational profiles of the staff. However, other factors being equal, when work is fun and enjoyable and the atmosphere between colleagues is easy, the workplace is likely to be more productive.

F.   Coaching

Developing a coaching culture within the business is one of the most effective steps for increasing motivation and performance.

Coaching enables leaders to be interested in employees as individuals, rather than as de-personalised elements in the business. It also enables you to manage them as partners in the business, working to achieve their goals alongside those of the business.

Coaching aims to empower people and looks for ways to achieve mutual success.
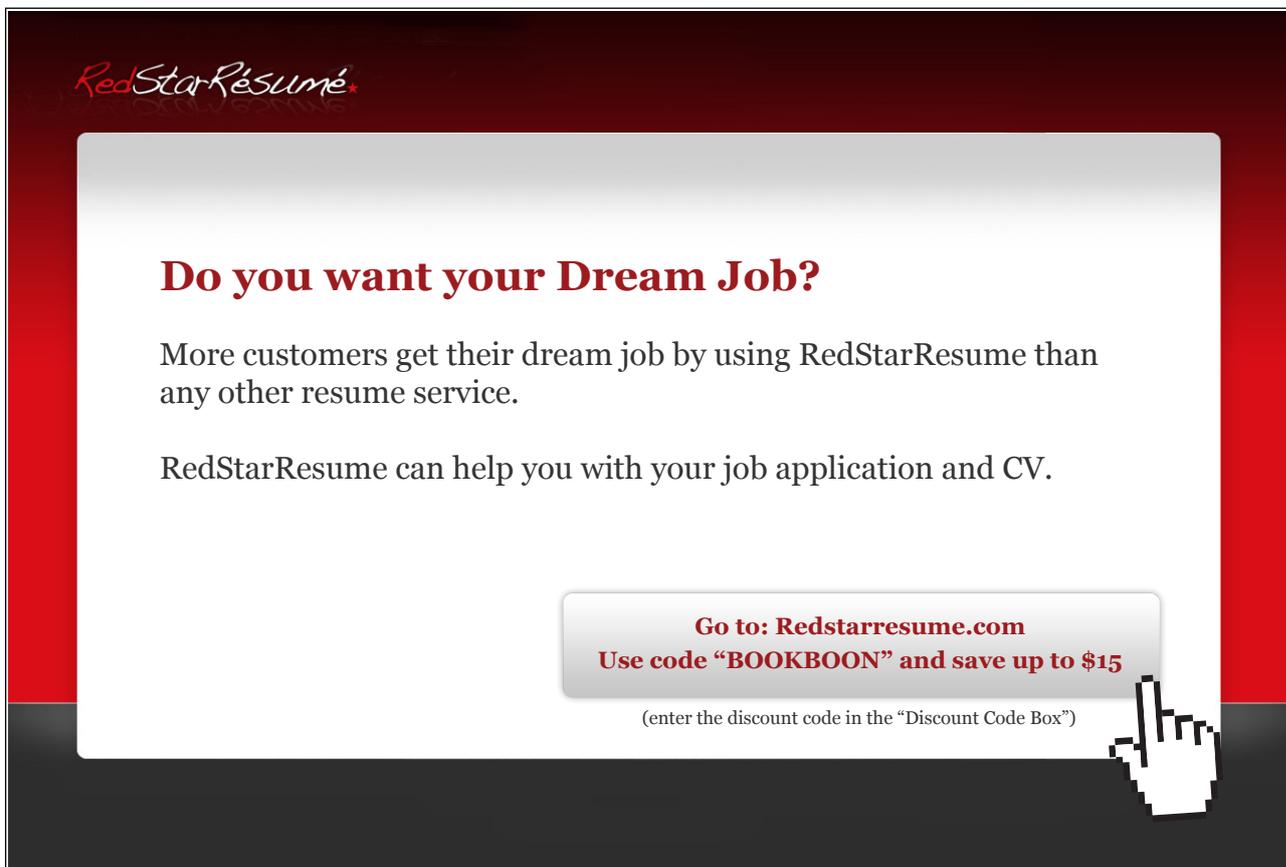
Summary

Staff and managers who feel appreciated, recognised and stimulated will stay with you and perform for you. Those who don't – won't.

If you do not motivate your employees, they may:

- not perform at their best for you
- spread discontent
- generate conflict and dissent
- opt out and withdraw cooperation and goodwill
- sabotage projects
- undermine activities
- leave

Relying on the power of fear (e.g. of losing their job) as a way of deliberately keeping pay and conditions at a minimum is the basis of exploitation. People will rarely perform well under such circumstances, and will usually take the first opportunity to move elsewhere.

Providing the basics in terms of working conditions will not motivate your staff. Yes, they will stay with you if they perceive that the downside of leaving is greater than the downside of staying. However, they will only perform at a level that will prevent them from being dismissed.

Motivate your staff properly and fully and they will grow, develop and thrive and they will help your business to do the same.

In short:

- ➢ Provide good working conditions
- ➢ Help them to achieve more
- ➢ Give them recognition
- ➢ Make their work interesting
- ➢ Offer responsibility
- ➢ Help them grow and develop

Remember that all your staff, through all their activities, will continually be trying to fill their 'Pleasure Containers' and empty their 'Pain Container'. The more that you can help them to do that, the better motivated they will be.

Appendix 1

Using the Motivation Cards

(The cards are laid out on the next 4 pages. If you print pages 1 &2 back to back, and then pages 3 & 4 back to back (i.e. duplex), the sheets can then be guillotined into the individual 14 cards.)

You will notice that each card has a 'MORE' side, on which examples of things associated with the main element that you might want more of are listed, and a 'LESS' side on which examples of associated things that you might want less of are listed.

Follow these instructions:

1. Give the set of fourteen cards to your member of staff and ask them to go through them one at a time reading both sides of each card.
2. As they do this, ask them to place the card in one of two piles:
    i.   Place it in pile 1 if the card is not relevant at the moment,
    ii. Place it in pile 2 if they feel that it is quite important.
3. Once they have separated all the cards into these two piles, ask them to take those in pile 2 (the important ones) and arrange them in order of importance to them.
4. Now go through the following procedure to check that the sequence is correct by asking:
    "If you could have ……. (item 1), but you couldn't have ……. (item 2), would that be OK?"
    i.   If the answer is yes, they are in the right order.
    ii. If the answer is no, then swap them around by moving the second up into first place.
3. If an item lower down on the list swaps with the one above it, check its position in the sequence again with the one which is immediately above it now, in case it needs to move up the list even further.
4. Continue down the list in this way until all items have been checked for sequence.

You now have a complete list of that person's current top key motivators in sequence.

With this information you are in an excellent position to discuss how best to link your business goals with their personal aspirations in order to achieve a win / win result.

If you would like to purchase sets of printed cards:

Connection and Belonging   +MORE

I would like an increased sense of belonging
I would like to have greater camaraderie
I would like to feel more a part of a team
I would like to have/feel/experience more:

included, belonging, part of, love,
attraction, friendship, support,
together, fitted in, integration,
attachment, teamwork, popular

NB
Newton Bagshawe

(Actual size of each card is 85mm by 55 mm

i.e. the size of a typical business card)

please contact us at info@newtonbagshawe.co.uk:

Connection and Belonging   MORE

I would like an increased sense of belonging

I would like to have greater camaraderie

I would like to feel more a part of a team

I would like to have/feel/experience more:
included, belonging, part of, love, attraction, friendship, support, together, fitted in, integration, attachment, teamwork, popular

NB   © A.W.N. Bagshawe 2009

Independence   MORE

I would like to be treated as an individual more

I would like to work more independently

I would like to stand out more from the crowd

I would like to have/feel/experience more:
individual, independent, different, special, one of a kind, standing out, exclusive, autonomous, self-sufficient, free, separate, distinctive, unique

NB

Constancy   MORE

I would like greater security / reliability

I would like more of a familiar routine

I would like my work to be more regular

I would like to have/feel/experience more:
constancy, certainty, reliability, dependability, predictability, security, safety, habit, pattern, routine, rhythm, familiarity

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Change   MORE

I would like greater variety

I would like my work to have more excitement

I would like more opportunities to be original
           and innovative

I would like to have/feel/experience more:
uncertainty, unpredictability, change, variety, novelty, risk, excitement, originality, innovation

NB

Power and Control   MORE

I would like to be more involved in decision making

I would like to have more control over my work

I would like to have more managerial responsibilities

I would like to have/feel/experience more:
power, control, influence, authority, responsibility, importance, strength, dominance, in charge, freedom, choice,

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Progress   MORE

I would like a greater sense of progress

I would like to learn more new things

I would like greater opportunities for promotion

I would like to have/feel/experience more:
development, learning, growth, progress, promotion, future, improvement, advancement, increase, expansion, maturity, ambition

NB

Achievement   MORE

I would like a greater sense of accomplishment

I would like more opportunities to achieve something

I would like to be more involved in problem-solving

I would like to have/feel/experience more:
achievement, attainment, accomplishment, success, skill, ability, talent, invention, problem-solving

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Recognition   MORE

I would like to feel good about what I do more

I would like greater recognition from people at work

I would like greater recognition from society

I would like to have/feel/experience more:
recognition, acclaim, reputation, status, position, attention, distinction, prominence, fame, being special, acknowledgement, appreciation, value, worth, respect, admiration, esteem, approval

NB

Independence　　　　**LESS**	**Connection and Belonging**　　**LESS**
I would like to be controlled less	I would like to feel less isolated
I would like to feel less suffocated	I would like to feel less excluded
I would like to have/feel/experience less: *suffocation, stifling, smothering, overwhelming*	I would like to have/feel/experience less: *isolation, exclusion, rejection, separation,* *segregation, remoteness, loneliness, seclusion*
NB　　　　　　　　　© A.W.N. Bagshawe 2009	NB　　　　　　　　　© A.W.N. Bagshawe 2009
Change　　　　**LESS**	**Constancy**　　　　**LESS**
I would like less tedium	I would like less uncertainty
I would like less repetitiveness	I would like less unpredictability
I would like to have/feel/experience less: *boredom, tedium, monotony, dullness,* *repetitiveness, uniformity, sameness*	I would like to have/feel/experience less: *instability, unpredictability, uncertainty,* *randomness, volatility, changeability, insecurity,* *unsteadiness, doubt*
NB　　　　　　　　　© A.W.N. Bagshawe 2009	NB　　　　　　　　　© A.W.N. Bagshawe 2009
Progress　　　　**LESS**	**Power and Control**　　　　**LESS**
I would like less frustration	I would like to be less out of control
I would like fewer obstructions	I would like to be less dependent on others
I would like to have/feel/experience less: *frustration, powerless, blocked,* *defeated, obstructed, thwarted*	I would like to have/feel/experience less: *powerless, out of control, helpless, dependent,* *vulnerable, weak, exposed, controlled,*
NB　　　　　　　　　© A.W.N. Bagshawe 2009	NB　　　　　　　　　© A.W.N. Bagshawe 2009
Recognition　　　　**LESS**	**Achievement**　　　　**LESS**
I would like to be ignored less	I would like not to feel so much failure
I would like to feel less unimportant	I would like less dissatisfaction
I would like to have/feel/experience less: *ignored, unappreciated, undervalued,* *unacknowledged, low esteem, overlooked,* *disregarded, unimportant, irrelevant*	I would like to have/feel/experience less: *failure, disappointment, letdown,* *dissatisfaction, frustration, defeat*
NB　　　　　　　　　© A.W.N. Bagshawe 2009	NB　　　　　　　　　© A.W.N. Bagshawe 2009

Stimulation	**MORE**	**Possession**	**MORE**

Stimulation — **MORE**

I would like to enjoy my work more

I would like greater challenge in my work

I would like my work to be more exciting

I would like to have/feel/experience more:
*challenge, excitement, stimulation, enthusiasm,
exhilaration, curiosity, interest, experiment,
discovery, inspiration, passion, wonder, innovation*

NB
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Possession — **MORE**

I would like my pay to be fairer

I would like more pay for my work

I would like other rewards for my work

I would like to have/feel/experience more:
*reward, ownership, collection,
wealth, capital, assets, prosperity, affluence,
resources, investment*

NB

Self Expression — **MORE**

I would like to use my intellectual abilities more

I would like to use my creative talents more

I would like to use my physical skills more

I would like to have/feel/experience more:
*self-expression, creativity, performance,
accomplishment, ability, talent*

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Contribution — **MORE**

I would like to be able to help others more at work

I would like my work to contribute more to others

I would like to make more of a difference

I would like to have/feel/experience more:
*helping, giving, contribution, involvement, charity,
benevolence, philanthropy, altruism*

NB

Meaning and Purpose — **MORE**

I would like my work to have greater purpose

I would like my work to have more meaning

I would like my values and the values of the
business to be more in line

I would like to have/feel/experience more:
*meaning, purpose, values, hope, worth,
raison d'être, anticipation, faith, expectation,
optimism, aspiration, dream, commitment*

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Physical Conditions — **MORE**

I would like a better working environment

I would like a more congenial atmosphere

I would like improved working conditions

I would like to have/feel/experience more:
*environment, surroundings, atmosphere,
setting, location, convenience, comfort, congenial,*

NB

Possession **LESS**	**Stimulation** **LESS**
I would like to have less hardship	I would like less pressure
I would like to want for less	I would like less monotony
I would like to have/feel/experience less: *poverty, shortage, lack, deficiency, emptiness, neediness, hardship, deprivation, need,*	I would like to have/feel/experience less: *overwhelmed, pressure, stress, inundated, boredom, uninterested, jaded, apathy, monotony snowed under, immersed*
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Contribution **LESS**	**Self Expression** **LESS**
I would like to feel less insignificant	I would like to feel less ineffective
I would like to feel less as though I have nothing to offer	I would like to feel less foolish
I would like to have/feel/experience less: *worthless, selfish, mean, insignificant, unkind, nothing to offer*	I would like to have/feel/experience less: *stupid, unable, foolish, inarticulate, powerless, ineffective*
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Physical Conditions **LESS**	**Meaning and Purpose** **LESS**
I would like less discomfort	I would like to feel less directionless
I would like less unpleasantness at work	I would like my work to be less pointless
I would like to have/feel/experience less: *pain, hurt, discomfort, ache, sore, incapacity, illness, disease*	I would like to have/feel/experience less: *meaningless, directionless, purposeless, worthless, empty, pointless, aimless, useless, futility, despair*
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Appendix 2

Using the Motivational Profile Sheets

(The sheets are laid out in pairs on the next 7 pages, and can be printed off so that you can fill them in as you wish.)

There are 3 basic areas for each 'Pleasure Container', headed:

> 'Requirement'
> 'What would make this more complete?'
> 'What could be a threat to this?'

Requirement

Container Size

In this box draw a container (e.g. cup, glass, box, etc.) that represents how important this particular aspect is to you i.e. how much pleasure you need in this container to feel good enough. You can have any size you like, although I usually just use 'Low', 'Medium' and 'High' to keep things simple, e.g.
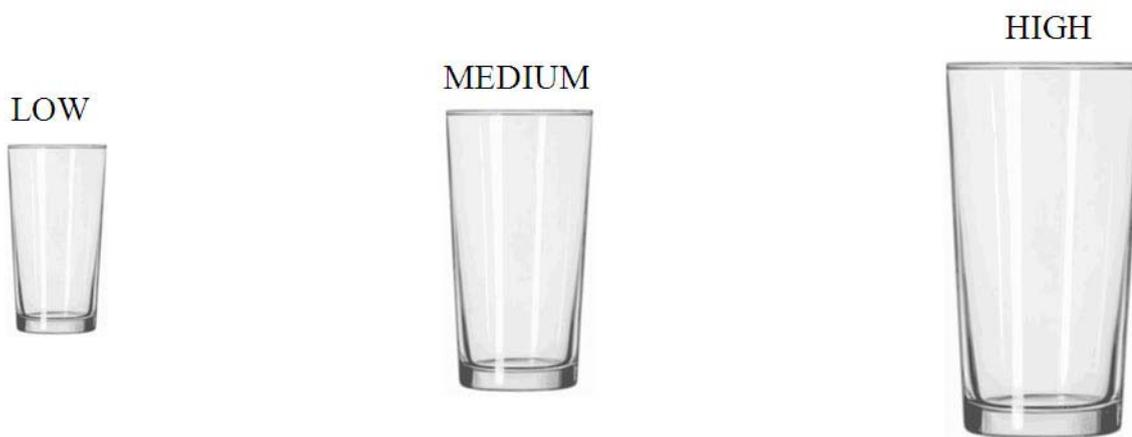
In other words, if 'Connection and Belonging' is very important to you then draw a large container, and if it is not so important draw a small, or medium, container. When you have done this for each 'Motivator', then you have an overall picture of the relative importance to you of each of these.

Contents

Now turn your attention to the contents of each container, i.e. the amount of pleasure in each one. Using coloured pens or pencils indicate how full each container is at the moment. You can do this just by drawing a line across the container or by shading in a proportion, e.g.

Because some of the pleasure that you get will come from what you do at work and some will come from activities that you pursue outside work, it may make sense to use 2 different colours for each portion, or even to divide the container down the middle and show the relative contributions side by side, e.g.

You might even like to add a number value to each, for instance ranging from 0 = empty up to 10 = full, to give a more accurate measure of the proportions.

You now have a very clear picture of the current state of your pleasure containers. It is likely that those that are fairly empty will represent major motivators for you at the moment. These are the areas which you would like to fill more, provided of course that doing so would not empty others.

What would make this more complete?

Having got a clear picture about the state of the containers, you can now turn your attention to thinking about what you could do, or would like to do, to fill them up further. Those that are already mostly full may be fine, but you could really capitalise on your innate motivation by careful consideration of what might help to fill those that are lower.

What could be a threat to this?

It is important to consider this aspect also, because it is all too easy in trying to fill some containers that others get reduced. By recognising potential threats, you can often forestall future problems and so safeguard the pleasures that you are already experiencing.

Motivational Profile

NB
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1 Connection and Belonging

What would make this more complete

What could be a threat to this

Requirement

2 Independence

What would make this more complete

What could be a threat to this

Requirement

3 Constancy

What would make this more complete

What could be a threat to this

Requirement

4 Change

What would make this more complete

What could be a threat to this

Requirement

5 Power and Control

What would make this more complete

What could be a threat to this

Requirement

6 Progress

What would make this more complete

What could be a threat to this

Requirement

7 <u>Achievement</u>

What would make this more complete

Requirement

What could be a threat to this

8 <u>Recognition</u>

What would make this more complete

Requirement

What could be a threat to this

9 Stimulation

What would make this more complete	Requirement

What could be a threat to this

10 Possession

What would make this more complete	Requirement

What could be a threat to this

11 Self Expression

What would make this more complete

What could be a threat to this

Requirement

12 Contribution

What would make this more complete

What could be a threat to this

Requirement

13 Meaning and Purpose

What would make this more complete

Requirement

What could be a threat to this

14 Physical Conditions

What would make this more complete

Requirement

What could be a threat to this

NB
Newton Bagshawe

Widdale Ghyll, Hawes, North Yorkshire DL8 3LU

Website: www.newtonbagshawe.co.uk

Phone: 01969 667896

Email: info@newtonbagshawe.co.uk

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Registered in England No. 5649730. VAT Registration Number 780 5057 28.Registered Address: Widdale Ghyll, Hawes, North Yorkshire DL8 3LU