

The Power of Motivation

About this Toolkit

Unlocking the motivator inside you

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The Power of Motivation

In this section we explore what motivation really is and look at its impact on yourself and your people

What is Motivation

The word “motivation” comes from the Latin verb meaning “to move” but what does it mean for us?

Motivation is defined as “getting people to do their job willingly and well” and various surveys tell us that highly motivated people have a vital role to play in the success of an organisation to succeed in its mission.

Our mission is to get more money to more children – so, are we doing enough?

You as a leader can play a huge part in motivating your people to achieve their best.

Facts of life

Some people work for love; others work for personal fulfilment. Others like to accomplish goals and feel as if they are contributing to something important.

Some people have personal missions they accomplish through meaningful work.

Others truly love what they do or the clients they serve.

Some like the camaraderie and interaction with clients and peers. Other people like to fill their time with activity.

Some people like change, challenge and diverse problems to solve.

Motivation is as individual and diverse as the people we work with

Whatever their personal reasons for working, the bottom line, however is that almost everyone works for money.

Money pays the bills. Money provides us with a means to survive and supplies our basic needs. This is a fact of life – it's unlikely anyone would turn up for work they weren't getting paid so to underplay the importance of money as a motivator is a huge mistake.

However, there are other factors that drive people to do their best once they are at work and that's what we will be looking at throughout this package.

Being able to motivate people who work for you is one of the key skills for any leader in ensuring we reach our goals – getting more money to more children.

How Good Are We at Motivating?

From the 2010 People Survey, how many of our people agreed with this statement:

- "My manager motivates me to be more effective in my job"?

Is the correct answer 63%, 81%, 56% or 77%?

The correct answer is 56%. Only just over half of our people feel their manager motivates them to be more effective. This means 44% of us either don't know / recognise they are being motivated or they disagree with that statement altogether

So...what can we do to change this view?

Myth buster!

"Money is good motivator"

Not entirely true. As we looked at earlier, a regular income encourages people to apply for the job in the first place and it can help people from becoming less motivated, but money alone doesn't necessarily help people to become more motivated. You need to understand what motivates each of your people and work on that.

"I know what motivates me so I know what motivates my people"

Not really. Different people are motivated by different things. You might be motivated much more by recognition of a job well done. Someone else on your team might be motivated by earning flexi time away from my job to spend more time their family. People are not motivated by the same things. Again, a key goal is to understand what motivates each of your people.

“I can motivate all my people”

Questionable – You should be prepared to acknowledge that there may be people that are more challenging to motivate. In the end it's down to the individual. However, you can set up an environment where they best motivate themselves. The key is knowing how to set up the environment for each of your people. The best approaches are those that are constructive, for example, effective coaching and delegation – both can be very effective in motivating others and can last for long periods of time

“Fear is a great motivator”

Not true - There are approaches to motivating people that are destructive, for example, fear and intimidation. While these approaches can seem very effective in motivating people at that point in time, (ie, they get the job done) the approaches are hurtful and only motivate for a very short time. In all probability this approach will result in people being less motivated than they were

“I can understand employee motivation – it's not a science I'm not equipped to do”

Not true. There are some very basic steps you can take that will go a long way toward supporting your people to motivate themselves toward increased performance in their role. (More about these steps are provided later on in this tutorial).

What really matters?

What Really Matters

Since the 1950's there have been many theories developed that try to explain the basic needs of individuals and how best to satisfy them. While the principals of theses theories are still valid today, we need to be realistic - the world of work is very different these days in terms of job security and opportunities to develop

Times are Changing

What people were motivated by in the 50's and 60's is not necessarily what motivates them now. Our people are more likely to be motivated by the desire to build up their expertise so that they can equip themselves for the uncertainty of the future rather than being motivated by their loyalty to our organisation.

The Basics

Although the world in which we work has, and is, changing, its still worth taking a whistle-stop look at one of the theories around motivation – we can adapt these to current times and they can be invaluable in explaining the basic needs of your people.



Maslow's take on what people need

Abraham Maslow was a leading psychologist in the 1950's. He had an interesting theory which is still respected today. The theory is based on the idea that we all have a hierarchy of needs that we wish to satisfy. He suggested that some of our needs are more basic than others.

We must satisfy one group of needs before moving on to satisfying another.

For example, someone who is starving will not be concerned about having a challenging job.

The following slides demonstrate the move up the pyramid as basic needs are fulfilled.

Physiological Needs

These include air, food, water, sleep, sex, rest, shelter and sanitation.

These are essential for the continuation of life. If they were removed our lives would be endangered – some would even fight for them. At the most basic level we will work purely for food and drink.

Once this physiological need is satisfied, we move up to the second level – the need for security.

In terms of our organisation, we've pretty much satisfied these needs in that we provide wages to pay for the basics in life such as food and drink, clothing, housing and we make sure that our people have adequate holidays and rest periods etc.

Security Needs

Here we need to be safe from harm and to achieve it we require:

- shelter and clothing

- personal safety and security

This second step up the pyramid relies on us feeling happy about protecting the basic needs established above.

These elements encompass both emotional and economic security and once this need is satisfied we move up to the third level which represents our social needs.

Social Needs

Most people prefer to get on with those around them; to feel part of a group; wanting to be accepted by your peer group. Since we are not a social island we need:

- friends and colleagues
- to be part of a group
- to be part of a team

We want people to talk to who we can share our concerns, hopes, fears and aspirations.

We want to be part of a team and experience group solidarity and this may involve adapting to meet that group in terms of values, behaviour and even dress.

Esteem Needs

This is about enjoying a personal status and recognition, being valued for the contribution made to the group.

Within our group or team we need status or a role to give us individuality and identity.

This allows us to be ourselves and express our personality.

Once this need is satisfied we move up to the fifth need, which enjoys the complicated name of self actualization.

Self Actualization Needs

This is a need to feel that you are achieving something, that you are making a difference. It's about being true to ourselves: having achieved all that we set out to achieve, being what we want to be and knowing that we have done the very best we can with what we have.

It can also be about exceeding your previous expectations.

There maybe no external physical signs of fulfilling the need, as it is personal and within. It reflects being aware yourself that you have done the best you can.

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What really matters?

So.. As you can see, this theory is the basis of what drives us to do the things we do – once our basic needs are met we want more. Progress is the essence of human nature.

Maslow (any many other theorists since) are confident in their belief that unless the first and most basic need is satisfied we are unable to strive to meet the next and so on...

It is worth remembering this when you're faced with the task of motivating your people. Think of where they are in the structure before you draw up your plan. If you ask the question "How do I motivate Janet and John?" The answer is..... 'It all depends'

It depends on:

- Janet or John
- Their personalities
- Their needs
- The type of work they do
- Their situation
- The urgency

and many other factors – **one of them being your own motivation level!**

Part Two

About your own motivation

In this section we look at what motivates you and explore some self-motivation tips you can use to get yourself going.

What gets you going?

Every person has different motivations for working. The reasons for working are as individual as the person. But, we all work because we need to get “something” that we need from work. That “something” we get impacts our morale and our motivation.

Before you begin to work out how to motivate your people try this short quiz to find out what motivates **you** to do your best.

Self Assessment Quiz

Scores: chose a number between 1 and 5.

1 means you never think like this – 5 means you always think like this. Place a tick in the appropriate box which matches your rating

		1	2	3	4	5
1	I try very hard to improve on my past performance at work					
2	I enjoy competition and winning					
3	I often find myself talking to those around me about non-work matters					
4	I enjoy a difficult challenge					
5	I enjoy being in charge					
6	I want to be liked by others					
7	I want to know how I am progressing as I complete tasks					
8	I confront people who do things I disagree with					
9	I tend to build close relationships with co-workers					
10	I enjoy setting and achieving realistic goals					
11	I enjoy influencing other people to get my way					
12	I enjoy belonging to groups and organisations					
13	I enjoy the satisfaction of completing a difficult task					
14	I often work to gain more control over the events around me					
15	I enjoy working with others more than working alone					

To determine your dominant needs and what motivates you, place the number 1 through 5 that represents your score for each statement next to the number for that statement.

Add up the total of each column. The column with the highest score tells you your dominant needs and what motivates you more.

Achievement and success		Power and control		Attachment and good working relationships	
Question number	Your score	Question number	Your score	Question number	Your score
1		2		3	
4		5		6	
7		8		9	
10		11		12	
13		14		15	
Total		Total		Total	

Look at the definitions below for details on what each category means

Achievement and success

This is the desire to take personal responsibility for resolving a problem and seeing a job or task. You gain a personal feeling of accomplishment from your success. You tend to set yourself goals which, although stretching, have a high possibility of success. It is essential for you to have feedback on your performance. You must know how well you are doing.

Need for Power and control

This is the need to control and influence people. You have a real need to be in charge of others, irrespective of the situation. You can sometimes be hard so that you can obtain positions of influence and power over others.

Need for Attachment and good working relationships

This is the desire to be liked and respected by others. You need to be wanted and recognized by others for who you are, what you do and the contribution you make.

Do you recognize yourself?

Self Motivation

Now you have an idea about what your own personal motivation is, we'll look at some tips to help you raise your motivational levels

- Enthusiasm is contagious. If you're enthusiastic about your job, it's much easier for others to be, too.
- A great place to start learning about motivation is to start understanding your own motivations. The last quiz will have given you an indication of what motivates you – but what can you do to better motivate yourself?
- What are you feeling right now?
- Do you feel motivated?
- Do you think you are in a position to motivate your people?

Why do I need to be motivated?

- There are many factors that can affect our moods, both at work and in our home life.
- It isn't always as simple as turning up at work and just being the motivational leader that your people need. You have to first think about where you are and what you need to do to get yourself to that point
- We have some challenging and, on occasion, uncertain times ahead. The key to helping your through this is to rise above the uncertainty and visualise the benefits.
- Keep focusing on our goal to get more money to more children. Your focus and your commitment will be noticed by your people.

Self Motivation Tips

- Our drive is constantly assaulted by negative thoughts and anxiety about the future. Everyone faces doubt

- What separates the highly successful is the ability to keep moving forward
- There is no simple solution for a lack of motivation. Even after beating it, the problem can reappear at the first sign of failure
- The key is understanding your thoughts and how they drive your emotions
- By learning how to nurture motivating thoughts, remove negative ones, and focus on the task at hand, you can pull yourself out of a slump before it gains momentum

Reasons We Lose Motivation

There are three primary reasons we lose motivation

Lack of confidence – if you don't believe you can succeed, what's the point in trying?

Lack of focus - if you don't know what you want, do you really want anything?

Lack of direction – if you don't know what to do, how can you be motivated to do it?

Self Motivation Tips

As a leader you have to be motivated yourself in order to motivate others.

Now you know the theory you can begin to apply it to yourself.

Below are some tips to help you do just that.

- Regularly review what you have achieved each day, week, month and year; set SMART goals for yourself
- Develop a personal reward system for small, medium and large and milestone successes; make a personal contract with yourself that you will always do your best
- Regularly review your personal goals and targets; go for everything you can
- Develop a mental picture of yourself doing and achieving what you aspire to; give everything you do total focus
- Keep a success file and record all your achievements; celebrate success; keep learning from your experiences (successes as well as failures) Look after your health be eating, resting and exercising appropriately; look after your body so that you are fit, alert and healthy
- Ensure that your self-talk is positive; continually visualise success
- Keep a confidence file; a list of everything you like and admire about yourself
- Use positive affirmations and say them to yourself regularly
- Avoid making comparisons with others

Part 3

About your people's motivation and the part you can play

In this section we look at how you identify de-motivated people and how to identify their motivators and look at how powerful a motivational leader can be.

Spotting the Problem

Are you always aware when one of your team is feeling de-motivated?

What signs should you be looking for?

- Increased sickness
- Increased levels of leave at short notice
- Poor timekeeping / flexi
- Poor quality / quantity of work
- Decreasing concentration levels
- Lack of communication
- Attitude issues
- Frustration

Of course, these might not be the only signs that someone isn't happy, but you'll only really get to the bottom of the issue if you talk to your people

Incorporating motivating strategies may sound like extra work onto an already busy workload but when you inspire and motivate others, no task is too great to take on and you will find people in your team have a greater sense of purpose and achievement.

Dealing with De-motivation

So...why do people become de-motivated?

- Lack of recognition
- Boredom
- Lack of involvement
- Not being listened to
- Lack of encouragement
- Lack of training / development
- No delegation
- Criticism
- Lack of direction
- Lack of progression

These are only a few of the reasons people might become de-motivated - there may be many more!

We can spend time speculating about why people become de-motivated but it makes more sense to plan how to stop it happening – and that can be done, if you use the right strategies.

Motivating people is a skill that can be developed, but it needs practice and fine-tuning

Dealing with De-motivation

Go back for a moment

Think back to when you first started your current job - how did you feel on your first day? Anxious, apprehensive, excited, eager, perhaps all of these things...or possibly none of them. One feeling that you're unlikely to have felt on your first day is de-motivated

In the beginning...

Occasionally, there could be people who are moved to new roles or new areas that don't really want to move so this could be the cause of early de-motivation in some cases.

However, new people joining an organisation are unlikely to be de-motivated at the outset. The start of a new job or new role is an exciting time and the majority of us want to do our best to impress and are (generally) highly motivated at the beginning.

So, what went wrong?

Somewhere between starting a new job and where you / your people are now, motivation can take a tumble – finding out how to get it back is a challenge but it's one we need to tackle. You need to really think about what makes your people tick. When you've figured that out you'll be on the first step to getting their motivation back

So how do we find out what they need?.....

Give Them What They Want

The simplest way to find out exactly what your people need is to ask them – don't try to second guess and never assume (we've already explained how motivation is a very personal thing)

You should be in the habit of holding one-to-ones with all your people. Try using some of that time to ask them about what drives them

Be honest with them.....tell them that you want to make their work as interesting and challenging as possible for them and ask them what will help you to do that.

Get to know what pushes their buttons

Use your coaching skills to establish the reasons for their de-motivation then form a plan of how you can address it

Give your people what they want – not what you *think* they want!

How good are you at motivating your People?

Teams only perform to the best of their ability if their leaders are motivating them effectively. Just think of the performance and results you could deliver with a team committed to organisational goals!

- By combining good motivational practices with meaningful work, the setting of performance goals, making good use of the reward and recognition system, you can establish the kind of atmosphere and culture that you need to excel.
- This is what we meant at the beginning of this tutorial when we talked about creating the right environment
- The better you do this, the higher the motivation levels of your team are likely to be. That's a win-win for you, them, and the organization.
- So...how good are you at motivation – try this quiz to find out. See if you can pick up any tips to make you even better!

How good a motivator are you? Try this short quiz to find out.

Motivation Quiz

What motivates you to do your best? Try this short quiz.

Scores: chose a number between 1 and 5.

1 means you never think like this – **5** means you always think like this. Place a tick in the appropriate box which matches your rating

		1	2	3	4	5
1	When faced with a performance problem, I take care to establish whether it is caused by lack of resource, lack of motivation, or lack of skills					
2	I establish clear performance standards and expectations					
3	The rewards and discipline I use are clearly linked to performance and defined behavioural objectives					
4	I structure work so that it is interesting and challenging, and allows for appropriate autonomy					
5	When I give a reward I make sure it is one that the recipient values					
6	I am consistent in the way that I discipline people for sub-standard performance					
7	When I see good work I praise it immediately					
8	I make sure people have the tools, resources and training to achieve the results I expect					
9	I try to understand what motivates each member of my team					
10	In order to be fair, I use the same rewards for everyone when recognizing good performance					
11	I help people establish performance goals that are challenging and specific, and that are linked to organisational objectives					
12	I make sure I know what is going on in the real work environment before taking any remedial or disciplinary action					
13	I encourage people to set their goals high and make their achievement measurements challenge them fairly					
14	I try to combine and rotate job assignments so that people can learn and use a variety of skills					

Add up your points according to how you scored each question

14 – 34

The good news is that you've got a great opportunity to improve the way you motivate others, and your and your team's long term success! However, to do this, you've got to fundamentally improve your motivation skills. Start by printing a full analysis of the quiz by using the PRINT button at the bottom of the following slide

35 – 52

You're good at some aspects of motivating others, but there's room for improvement elsewhere. Focus on the serious issues below, and you'll most likely find that your team's performance will increase.

53 – 70

You're probably motivating your team very effectively! Still, check the sections on the following slide to see if there's anything you can tweak to make this even better.

As you answered the questions, you probably had some insight into areas where the motivational practices you use could use a pick-me-up.

If you would like a more detailed analysis of the quiz findings, a full synopsis of your scores can be found at the back of this document

The following is a quick summary of the main areas of motivation that were explored in the quiz.

10 Tips to Motivating your People

Now you've looked at the areas you need to improve, study these tips below that will point you in the right direction.

1 – Be a manager your people can trust

- This one seems like an obvious one, but it takes time to build and can be lost in an instant
- Trust and respect are earned through your actions
- How consistent are you? Do you follow through on the promises you make?
- Do you avoid making promises you can't keep?
- Do you stand up for your people?
- Are you part of the team or do you stand apart?
- Do you give your team credit for their achievements?

2 – Know your team

- this is about how well you know your people. What do they like? What do they dislike? What do they value?
- What hidden talents do they have that you can tap into and recognise?
- The best leaders have figured this out
- They really understand what makes their people tick
- They make time to get to know them whether its over a cup of coffee or at the pub after work
- Good leaders use their knowledge to get the best performance out of their people while at the same time meeting their people's needs

3 – Challenge your team

- give them the opportunity to do work that is interesting and challenging

- smart and ambitious people like stimulating work and have a say in how and what things get done
- how often do you engage your people in decisions
- how good are you at delegating work
- do you dump work or micro manage it
- do you give them projects that will stretch them and help them learn

4 – Be honest with your feedback

- your people want feedback even feedback that is uncomfortable
- how often do you provide feedback (outside of performance reviews)
- do you sugar-coat messages
- do you give praise when it's due
- do you coach your people
- honest feedback, especially when there are performance problems is difficult, but if done well, can be a powerful motivator
- ask yourself....how often do you ask for feedback from your people?

5 – Communicate, Communicate, Communicate

- communication is one of your most powerful motivating tools, especially true during times of change
- how well do your people understand the bigger picture – the goals the strategy
- how well do you understand how they fit into it?
- How can you help them understand their fit? Don't assume if you said it once the message was heard
- People hear through the "lens" of their values and beliefs
- Use multiple modes of communication, and again, don't forget actions speak louder than words

6 – Create a sense of purpose

- you must make them understand the job or task you need them to complete has a purpose
- if they fail to see a purpose, they might not see that the job is important and it will become difficult for them to become motivated
- when you explain, or show them that you need the task completed and why, they will better understand why it needs to be completed

7 – Create a sense of importance

- when others feel that the work they do important, they will feel motivated to get it done
- to create a sense of importance around the job or task, you should show them that they have the power to make the project work
- delegating responsibilities where possible will make the other person feel more motivated because it says that you can trust them

8 – Stay excited and energised

- when you are eager and ready to work, whether it is around your house or in your workplace, others will feel the same

- when others look towards you for guidance then lead them by example. If you stay motivated yourself then others will follow
- motivation can be created by staying focused and energized

9 – Offer support and encouragement

- have empathy for those around you and when their motivation is slacking, instead of getting angry, offer support
- let them know that the work they do is important to our clients, and that without them we wouldn't fulfil our mission. Have them understand that while their job may be difficult, it isn't impossible
- coach and encourage them to try difficult things for themselves (without someone doing it for them) and you will find that those around you have a better time staying motivated

10 – Be Positive, don't give up

- motivating your people is a skill. It's sometimes tempting to take the "easy option." Don't quit – stay at it
- if you create an environment that is viewed as fair and consistent, you give people little to push against. You open up a space in which people are focused on contribution and productive activities rather than gossip, unrest and unhappiness
- which workplace would you choose?

Motivating behaviours won't guarantee a motivated team, and sometimes there are organisational challenges that fall outside of the leader's control.

But, focussing on the things you can control (and influencing the things you can't) can go a long way in building motivation, loyalty and productivity in your people.

Key point in Motivating

To re-cap – the key points in motivating

If you want to build a high performance team, then you absolutely have to learn how to motivate team members

You can encourage high performance through providing interesting and challenging work wherever possible, helping people set and achieve meaningful goals, and recognising and rewarding high performance in ways that are valued by each individual.

Making a point of motivating people is a challenge in itself. Once you decide you are up to it, however, you and your clients will reap the rewards. Remember, actions speak louder than words

What help is out there?

There are many useful sites you can visit on the intranet, many have different views on what Motivation really is. Whichever train of thought you agree with the basics remain – to get the best out of your people.... **MOTIVATE TO THE HILT**

For guidance on Coaching Your People Visit our pages below

- Coaching Your People

If you need additional support or advice you can contact your local HRBP

Full Synopsis of Scores for Motivation Quiz

Providing Productive and Challenging Work (Questions 1, 4, 14)

The first step in building a highly motivated team is providing interesting work, which is well organized to meet the needs and desires of team members. No matter how self-motivated a person is, how challenging the goals he or she sets, or how wonderful the rewards, if the work is badly designed, it will be hard to motivate people and work will be less than ideal.

Effective motivators understand that work design has a strong impact on performance. When a person finds a job inherently unsatisfying, there's not much you can do to motivate him or her. Job design and enrichment combine to match characteristics of the job with workers' skills and interests: The more variety, challenge and autonomy there is to a job, the more intrinsically satisfying it will be.

Setting Effective Goals (Questions 2, 3, 11, 13)

When you are confident that the work you provide is well organized, the next thing to do is to ensure that workers have clear and attainable goals that they're working to achieve. Managing the goal setting process is essential for creating a highly motivating environment.

The effectiveness of goal setting in motivation is a well-recognized fact, and by making goals specific, consistent, and appropriately challenging, you can set goals that are powerfully motivating.

Understanding Individual Differences in Motivation (Questions 5, 9, 10)

Motivational techniques should bring out the best in people. That means they should build on an individual's strengths and minimize his or her weaknesses.

There are certainly some common denominators in motivation, like fair wages, decent working conditions, a sense of camaraderie with co-workers, and a good relationship with one's leader. Famous motivation theorists who established that even if these sorts of things are not necessarily motivating in themselves, they have to be present in order to even think about enhancing motivation.

Providing Rewards and Recognition (Questions 6, 7, 8, 12)

When you know what you want to provide in terms of reward and recognition, it's important to establish an effective system. The primary focus of a reward system is fairness. Both reward and discipline have to be perceived as fairly distributed according to clear guidelines. This is why setting specific performance expectations is so important. ("Fairness" doesn't mean that everyone has the same reward package – it means that differences between people's rewards need to be clear and understandable)

Remember to use the commission reward and recognition process – even a 'thank you' card can reap great rewards

As you answered the questions, you probably had some insight into areas where the motivational practices you use could use a pick-me-up. The following is a quick summary of the main areas of motivation that were explored in the quiz, and a guide to the specific tools you can use for each.

Providing Productive and Challenging Work (Questions 1, 4, 14)

The first step in building a highly motivated team is providing interesting work, which is well organized to meet the needs and desires of team members. No matter how self-motivated a person is, how challenging the goals he or she sets, or how wonderful the rewards, if the work is badly designed, it will be hard to motivate people and work will be less than ideal.

Effective motivators understand that work design has a strong impact on performance. When a person finds a job inherently unsatisfying, there's not much you can do to motivate him or her.

Job design and enrichment combine to match characteristics of the job with workers' skills and interests:

The more variety, challenge and autonomy there is to a job, the more intrinsically satisfying it will be.

Setting Effective Goals (Questions 2, 3, 11, 13)

When you are confident that the work you provide is well organized, the next thing to do is to ensure that people have clear and attainable goals that they're working to achieve. Managing the goal setting process is essential for creating a highly motivating environment. The effectiveness of goal setting in motivation is a well-recognized fact, and by making goals specific, consistent, and appropriately challenging, you can set goals that are powerfully motivating. As such, the SMART (Specific, Measurable, Attainable, Relevant, Time-bound) acronym helps you define effective goals.

Specific goals are measurable, unambiguous and behaviour-changing. They outline exactly what needs to be accomplished, and when it will be considered as "achieved". Having goals that are consistent with other personal goals as well as organizational goals is also important. If goals are inconsistent, the resulting confusion and incompatibility would likely cause the person to do nothing rather than work in different directions.

Finally, challenge is important, due to the fact that we get what we expect. Up to a point, the more you expect from someone, the harder they will generally work. The idea here is that you need to link high effort with high performance, and high performance with a positive outcome. With those two linkages established, people are motivated to work hard to achieve a positive outcome

Tip:

Think carefully about the goals you set, and make sure you adapt them to circumstances in a reasonable way. If you're too rigid with your goals, you may motivate members of your team to "cut corners" in order to reach them.

Understanding Individual Differences in Motivation (Questions 5, 9, 14)

Motivational techniques should bring out the best in people. That means they should build on an individual's strengths and minimize his or her weaknesses.

There are certainly some common denominators in motivation, like fair wages, decent working conditions, a sense of camaraderie with co-workers, and a good relationship with one's supervisor. Abraham Maslow is a famous motivation theorist who established that even if these sorts of things are not necessarily motivating in themselves, they have to be present in order to even think about enhancing motivation.

However, the assumption in most modern workplaces is that these lower order, "hygiene" factors are being met, and that people are seeking the things that provide real motivation. These are things like challenging work, control, growth opportunities, and recognition for a job well done.

To decide which motivating factors to provide you need to look at your people as individuals. Some will be motivated by more time off, while others may prefer to gain status and recognition in the organisation.

Understanding these individual needs is mandatory for building a motivating workplace, and is why if you try to motivate everyone in exactly the same way, you're likely missing plenty of opportunities for motivating individual members of your team.

Providing Rewards and Recognition (Questions 6, 7, 8, 12)

When you know what you want to provide in terms of reward and recognition, it's important to establish an effective system. The primary focus of a reward system is fairness. Both reward and discipline have to be perceived as fairly distributed according to clear guidelines. This is why setting specific performance expectations is so important.

"Fairness" doesn't mean that everyone has the same rewards— it means that differences between people's rewards need to be clear and understandable – think carefully about appropriate rewards

It is equally important to make sure you give your team members the tools they need to be successful. If you're setting goals, then you need to make sure that they are attainable, and you do that by providing the necessary support, tools, resources, and training.

It's also important that you get to understand the challenges your team faces. This way you can appreciate the small victories that lead to the major accomplishments. Motivation is all about encouragement and appreciation.

When you are part of the team and not simply an "observer from above" you will have many opportunities to thank people and recognize good work right on the spot. This is a really important factor in successful recognition. You have to be in a position to show or tell people everyday that you appreciate their contributions. Remember to use the our reward and recognition scheme whenever appropriate – even something as small as a 'Thanks You' card is a huge motivator to a lot of your people

Positive feedback once or twice a year in formal review process is not enough!