

MOTIVATION- the Managers Mini Kit



INTRO: Managers Mini kit on Motivation

If you know who to motivate, when, how often and in which ways(s) to do so, you would not be reading this. Right? The truth is that there is no universal method of motivating all people in the same way, all the time all over the world. The problem is that Motivation is as complex as the human being; in fact, Motivation is an integral part of the human psyche. This does not mean we should give up and let nature take its course; conversely, it challenges every Manager to find ways to motivate the different people he/she manages in order that Organizational goals are met and the individuals find satisfaction. Research from the early 1980s in the U.S.A. shows that people want more from work beside money. An early study of thousands of workers and managers by the American Psychological Association in the 1920s clearly demonstrated this. While Managers predicted the most important motivational aspect of work for people would be money, personal time and attention from the Supervisors was cited by workers as most rewarding for them at work. The need for recognition by their supervisor is reinforced by Bob Nielson in an article from Workforce: more than anything else, employees want to be valued for a job well done by those they hold in high esteem. While what people want from work is situational, depending on the person, his/her station in life and other invariables such as the value of paid or unpaid time off and career aspirations, what they want from work can be generally summed under the following sub-headings: ? Control of their work: including such components as the ability to impact decisions; setting clear and measurable goals, clear responsibility for a complete, or at least defined, task; job enrichment; and recognition for achievement. ? Belongingness: including items such as receiving timely information and communication; understanding

management for decisions; participation opportunities; and documentation of work progress and accomplishments. ? The opportunity for growth and development: including education and training; career paths; team participation; cross-training; and field trips to successful workplaces. ? Leadership: people want clear expectations that provide a picture of the outcomes desired with goal setting and feedback. ? Recognition for performance: people want recognition for their individual performance with pay tied to their performance. Managers are often surprised when they learn that employees want people who don't perform to be terminated from service. Tolerance for non-performers is one of the most demotivating actions to employees, let alone the management! People want employers to pay them above market rates. They seek flexible work hours, a chance to learn and rise in the organization hierarchy and the increased sharing of rationale behind management decisions and directions. ? Talent Management: most of the time, top performers or more commonly referred to as talent management are self-motivated individuals. They take pride in the quality of their own work, are results oriented, and are driven by their egos to constantly improve. Your aim is to get the most from their potential. Rely on both materialistic rewards and ethical values to restore motivation. Human nature does not change easily, and as managers we must endeavor to determine what motivates individuals and keep them motivated. Whilst research for the ideal motivation matrix continues, let's accept the current belief that the organization can only provide a conducive environment and it is up to the employee to seize the opportunities present to motivate him or her. This book is not a treatise; it is a simple Kit which every Manager can use.

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