

**10 tips for
motivating
employees**

A quick glance at the [Gallup State of the Global Work-place](#) poll shows us that just 13% of the global work-force are engaged, with the remaining 87% being disengaged. But, does it really matter if you have a few sulky employees? It matters a lot, as those sulky employees don't just look less committed they actually are investing less in your organization than they would be if they were engaged. Disengaged employees lack motivation, are less productive, spread negativity and really won't go the extra mile to get a product out the door or make a customer happy, (let alone delighted), driving down customer satisfaction levels and profitability.

So, in the current battle scarred, war weary, post recessionary climate, you can't afford to take employee engagement for granted; it should be a crucial part of your management strategy and in this white paper we provide 10 tips on how to motivate your staff.



1. Create belief in an inspiring future



The Harvard Business Review white paper, [*Guiding Growth, How Vision Keeps Companies on Course*](#) found that a, 'clearly articulated vision, fully implemented across an organization makes a profoundly positive difference', [to staff motivation]. Staff are motivated by the notion that their company is 'going places'. Now, we know the small business world can be too dynamic and changeable for long range strategies. However, if you don't provide some sort of vision of a prosperous future, you may appear aimless and a poor bet for the future. This can lead to employees being less committed to the cause. So, ensure that you create a compelling vision for the future which inspires your staff and galvanizes them to work hard towards your business goals.

2. Create and rebuild trust

Employees need to have faith in your vision and leadership team and believe the organization can realize the vision. However,



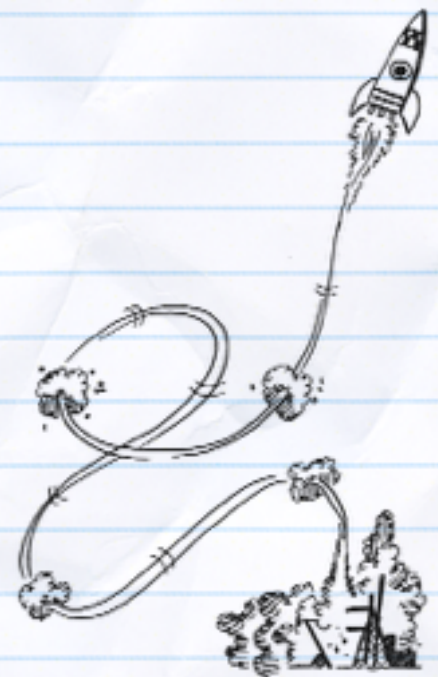
many employees have become distrusting and cynical as a result of many broken promises and the luke warm, even hostile, working climate which was common-place during the recent

recession. In fact, [a study by benefitspro](#) suggests that around 25% of workers don't trust their employers and only about half believe their employer is open and upfront with them. A staggering one in three reported that their employer is not always upfront with them.

This corporate distrust is negatively impacting commitment levels and employers need to create and rebuild trust through regular, open and honest communication about successes and failures. Ask the employee their opinion on how to make things better. Be accountable, by saying, 'sorry' and using language like, “we said we would do this and we did X,Y or Z,” to show that you are accountable for what you say. This will help to both build and rebuild trust and commitment in your organization.

3.Ensure there is career mobility and an opportunity to better themselves

There is nothing more demotivating for staff than being stuck in a dead end job with limited or no prospects of change or advancement. This is backed up by two massive [surveys by PWC](#), (19,000 Exit Interviews), [and Gallup](#),(10, 600 Business Units). These studies show that a, 'lack of career advancement opportunities', is the number one reason that employees become disengaged and leave. The best antidote to this is to develop a policy of promoting from within wherever possible, which is in your best interests anyway, as internal recruits generally earn about 10-20% less and perform better than external recruits to similar roles, [according to this Wharton study](#). This doesn't mean just handing out jobs to favourites as a lack of equal opportunities is also



demotivating, so make sure employees perceive an even playing field by advertising internal jobs so all employees have the opportunity to apply.

4.Say thankyou to your staff regularly

Motivating staff doesn't have to be complicated, and isn't much harder than saying thank you to staff and encouraging your managers to do the same. Yes, a Mckinsey study showed that praise from the immediate manager was deemed to be the most effective staff motivator, (cited by 67% of respondents). So, start from the top by thanking and praising your direct reports and encouraging them to pay-it-forward by praising and thanking their subordinates regularly. Staff motivation should soar as a result.



5.Empowering staff – eliminate micro-management

Staff who feel they are being watched too closely and micro-managed feel less motivated and perform at a lower level, according to a Franklin Covey Study. As well as this, the Mckinsey study cited above showed that staff empowerment and giving them the opportunities to lead projects or task forces was one of the top three non-financial motivators, being cited as an effective motivator by 62% of respondents.

So, build a culture of delegation, empowerment and broad-based job descriptions, allowing employees to fill in the gaps. Encourage employees to work to overall goals rather than daily instruction to give them the freedom and scope to be creative and work in the best way they deem possible to reach their goals. It's a much more rewarding and motivational way to work.

6. Don't be too distant

Gone are the days of employees just being numbers, led by nameless, faceless leaders in suits. Employees want a personal connection with senior management in order to be fully motivated, and this was backed up by the findings of the McKinsey research cited above which showed that having the attention of a senior leader was the second most powerful non-financial motivator, being cited as an effective motivator by 63% of respondents.

So, while you can't expect the CEO to sit out with the troops, you can arrange for the CEO to go on regular tours of duty around the office, canteen, social areas where he can mingle and learn about what staff do. If the CEO and senior leaders are seen to show an interest in the troops it will serve as an extremely powerful motivator.

7. Remove blame culture – make failure acceptable



Innovation is one of the key ingredients in business success and if you want to create an innovative organisation you'll need to motivate your staff to show initiative, think creatively and even take some risks. But, they won't do this in a blame culture environment where employees are castigated for failure and for trying something new; they will become afraid to

think creatively and won't be motivated to innovate. Research cited in the Harvard Business Review shows that companies with a blame culture are disadvantaged in relation to creativity,

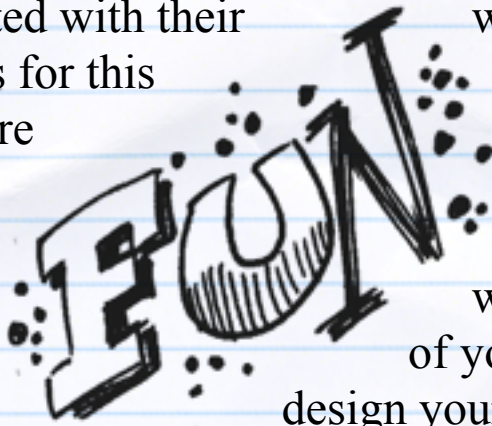
learning, innovation and productive risk-taking. Replace a blame culture with one of learning from mistakes. Encourage workers to own up to mistakes but with a focus on what has been learned from it. Senior managers should lead the way by owning up to mistakes to show that it is OK to fail.

8. Performance Related Bonus. Now, while a lot of staff motivation is non-financial, finance does have a big part to play in staff motivation. The McKinsey study revealed that the top financial motivator was performance based cash bonuses, being cited as an effective motivator by 62% of respondents. So, think about introducing a performance based bonus system to recognise high performance and boost motivation levels. Think about paying out half yearly or even quarterly as research shows that the closer the reward is in time to the behaviour that earned the reward, the more incentivizing the reward actually is.

9. Increase in base pay. Unsurprisingly, one of the top 3 financial motivators was base pay, being cited as an effective motivator by 52% of respondents. Underpaying staff may be a false economy as Equity Theory dictates that staff who are being paid less than their perceived worth, (usually market rate), will be demotivated. So, it literally pays to pay your staff a fair market wage in line with the market rate. So, make sure you benchmark salaries once a year to check your pay is still in line with market rate and keep your salaries as close as possible to market rate so you can maintain motivation levels. If you can't pay the going rate, try and compensate in other ways such as allowing people to work from home to save commuting costs etc...

10. Interesting work

Studies show that self-employed satisfied and motivated with their and the main reasons for this generally having more where they can of different skills, talents. So, a clear motivation levels the way that you create variety where job rotation scheme and allowing people to take on special projects to improve their skills.



workers are more work than employees were due to them diverse work exercise a number abilities and way to increase the of your staff is to look at design your jobs, ensuring to possible or incorporating some kind of

Final Words. You don't have to apply all these tips; its an a-la-carte menu of options and you can pick and choose which tips you use to suit your specific organisation and the kind of motivational challenge your business is facing.

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