Building Motivation and Morale for State Employees

(A Guide for Supervisors/Management)

Group 2:

- Marla Bell (DOC/DCC): Corrections Field Supervisor

- John Haug (DOT): Traffic Operations Supervisor, Division of Transportation System Development, SE Region

- Matt Butkiewicz, RN-BC (DHS): WWRC Health Service Manager and High Acuity Unit Nurse Supervisor

- Jane Blank (DOA): Wisconsin Home Energy Assistance Program (WHEAP) Manager

Problem?

Problem

Change

Change Fatigue

Effects on Management

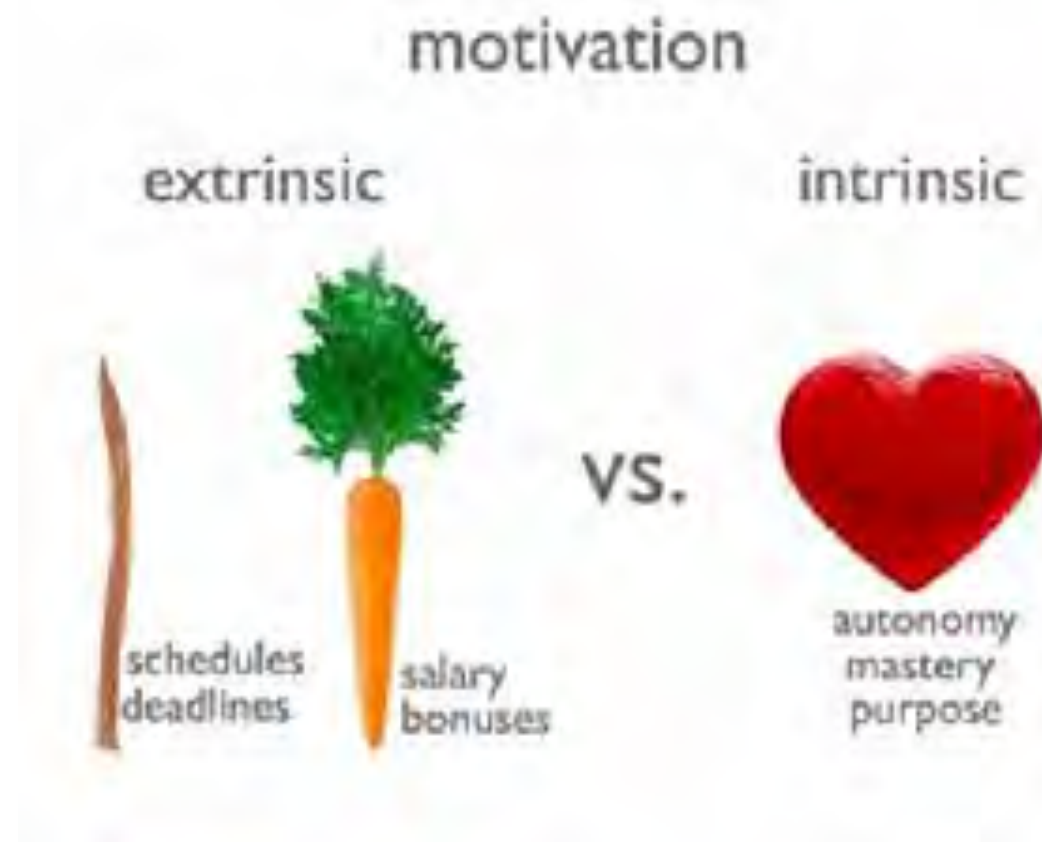# Project ?

Proposed Project Outcomes

Project Objectives

- Identify and discuss what research found motivates employees and how supervisors/managers can cultivate motivation with staff.

- Provide information/ideas/strategies management staff can use to build motivation and improve morale among the staff they supervise.

- Discuss what effective leadership/coaching looks like and the importance of such leadership in cultivating staff motivation and positive morale.

The Research

"I perform better when I want to than when I have to. I *want* to for me, I *have* to for you. Self-motivation is a matter of choice".

motivation

extrinsic   intrinsic

VS.

schedules   salary   autonomy
deadlines   bonuses   mastery
                                   purpose

The Research

What Motivates?
Use of Praise/Recognition

What Motivates?

A positive leader/role model

What Motivates?
Transparency – Keep Staff Informed

What Motivates?

Cultivate a work environment that is fun!

What Motivates?

Leader needs to have credibility

What Motivates

Staff need to feel they are valued.

"True motivation comes from having a sense of achievement, recognition and responsibility."

C. Carolyn Thiedke, MD

Importance of Effective Leadership/Coaching

5 Primary practices associated with exemplary leadership

Model the Way

Clarify values by finding your voice and affirming shared values. Set the example by aligning actions with shared values.

Kouzes & Posner

Inspire a Shared Vision

Envision the future by imagining exciting and ennobling possibilities. Enlist others in a common vision by appealing to shared aspirations.

Kouzes & Posner

Challenge the Process

Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve. Experiment and take risks by constantly generating small wins and learning from experience.

Kouzes & Posner

Enable Others to Act

Foster collaboration by building trust and facilitating relationships. Strengthen others by increasing self-determination and developing competence.
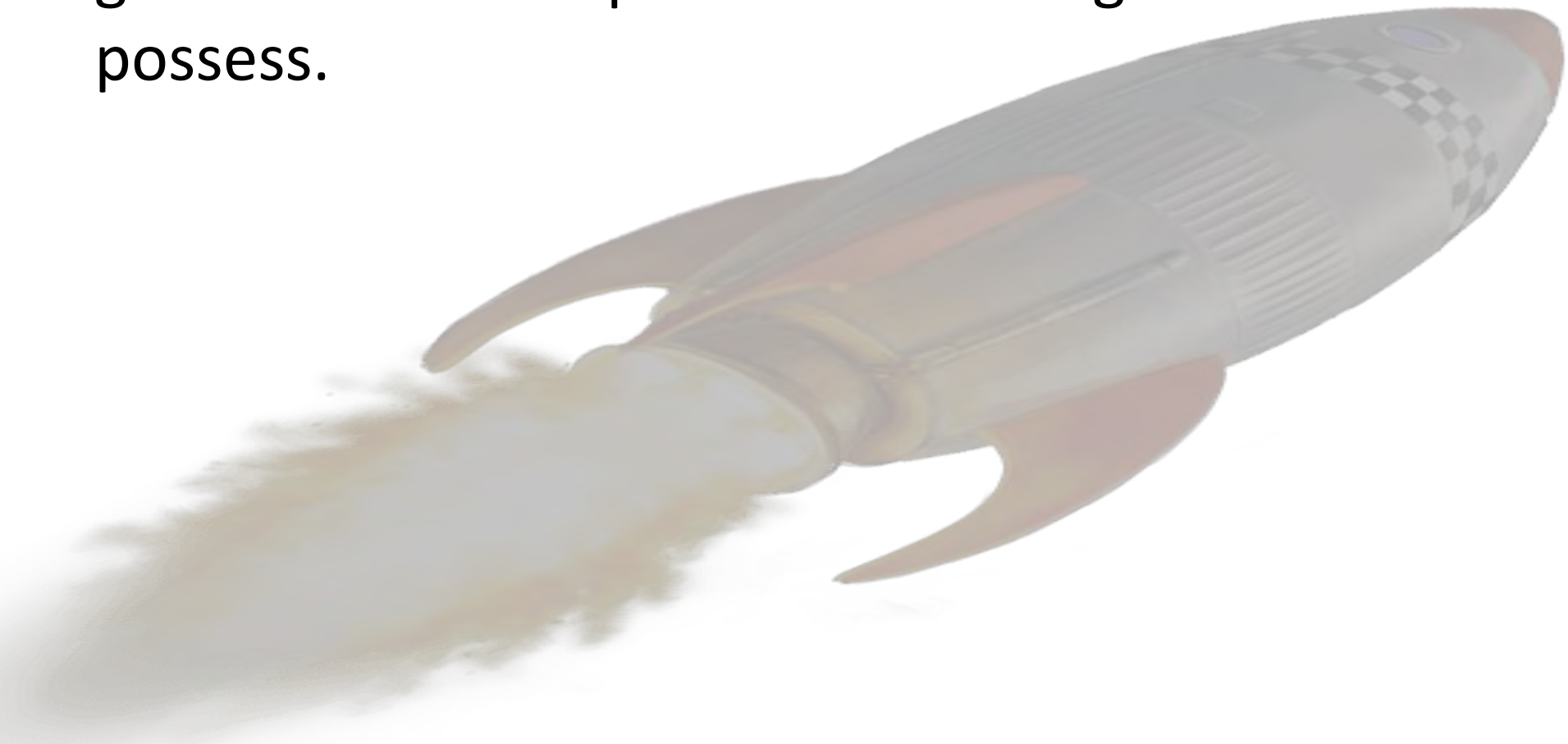
Kouzes & Posner

Encourage the Heart

Recognize contributions by showing appreciation for individual excellence. Celebrate the values and victories by creating a spirit of community.

Kouzes & Posner

Effective Motivation During Challenging Times

The ability to motivate employees is one of the greatest skills a supervisor or manager can possess.

Praise

- Praise improvements that your team members make

- Regularity

- One-on-one and while in presence of others

Appreciation

- External appreciation

- Employees who feel valued are motivated to produce their best work

- Inclusion in high-level decision making

Vision

- Meaningful work

- Involve employees in establishing visions and goals

Inspire

- Ask employees to help the cause more than the organization

- Inspire with stories of real people they are helping

Communication

- Two-way

- Consistency

- Relevant and timely

- Updates on how the organization is meeting goals

Community

Trust

- Autonomy to make decisions

- Ownership of projects

- Support/allow failures

Innovation

Growth

Celebrate

Practical Applications of Keeping Staff Invested

What the data says about money or other incentives / rewards:

- Drake Baer Business Insider April 2014 = "Temporary Compliance"

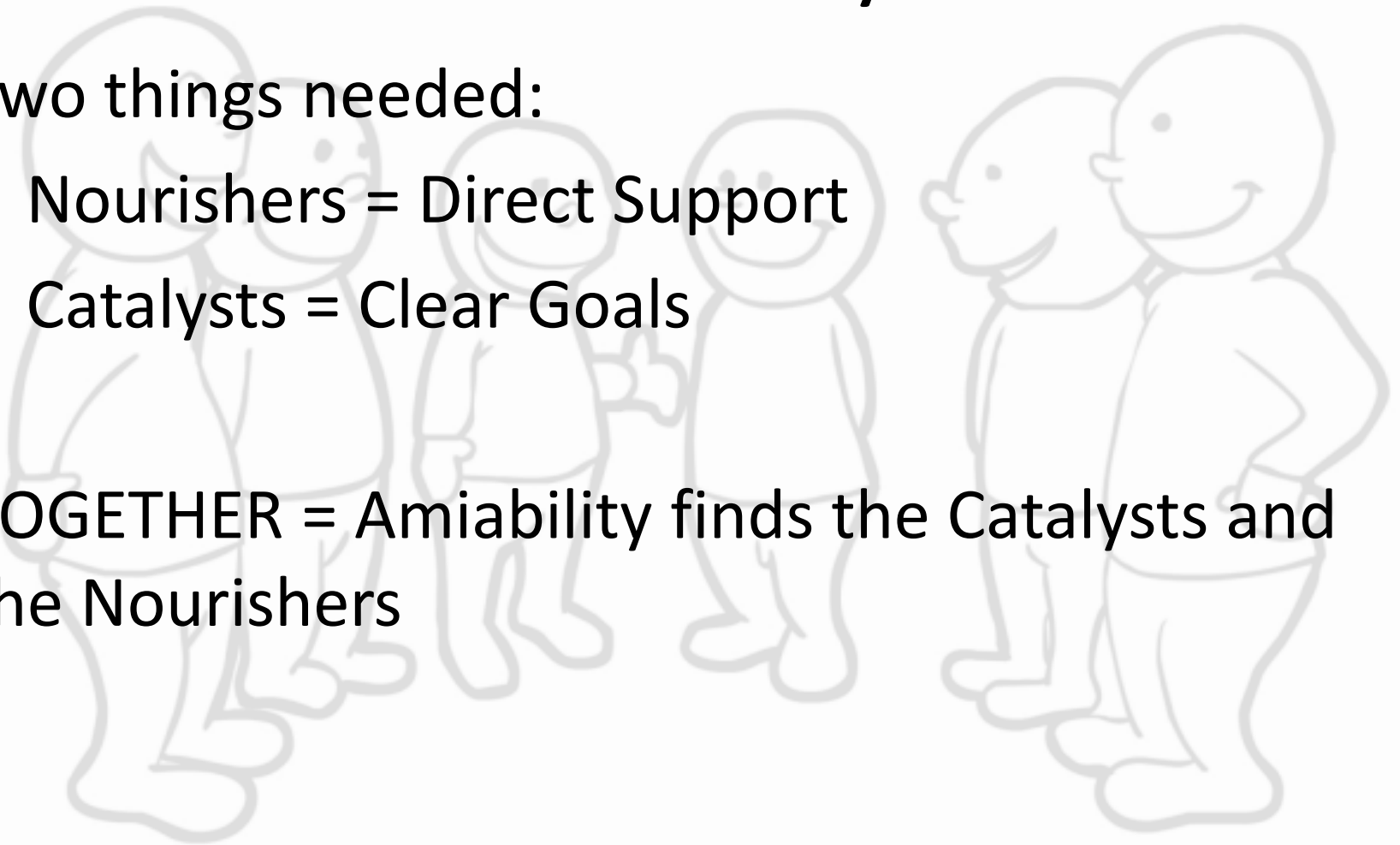- Alfie Kohn Harvard Business Review = "Hygiene Factor"

Amiability

Two things needed:

- Nourishers = Direct Support

- Catalysts = Clear Goals

TOGETHER = Amiability finds the Catalysts and the Nourishers

Happy Staff Lead to a Happier Workplace

Four key applications to focus on when trying to keep staff "personally" invested:

- Positive Reinforcement
- Coaching/Mentoring
- Support Risk Taking
- Creating a Vision

Positive Reinforcement

- Flexible schedule
- Offer training opportunities
- 2-3 hours per week for a special project
- "Rock Star" parking space
- Office/cubical location
- Public Recognition
- Money
- Food

Mentoring/Coaching

Gives:

- Guidance in the unknown
- Helps with problem solving
- Clarifies understanding

Receives:

- Bonds with and links to staff
- Fresh eyes

Risk Taking

Support it; encourage it

- – Vital to innovation and success
- – Employees view

"Why not go out on a limb? That's where the fruit is"

Will Rodgers

- "A ship is safe in the harbor, but that is not what ships are for"

G.T. Shedd

Risk Taking

- 2 mil Americans leave their jobs voluntarily every month
  <div align="right">US Dept. of Labor</div>

- 69% believe US will lose its entrepreneurial edge
- Many employees believe they have good ideas
- 85% of managers believe employees miss the big picture
- "Risk Reward Payoff"
  <div align="right">Accenture study</div>

The BIGGEST risk is not taking one at all!

Top 4 Characteristics of a Leader
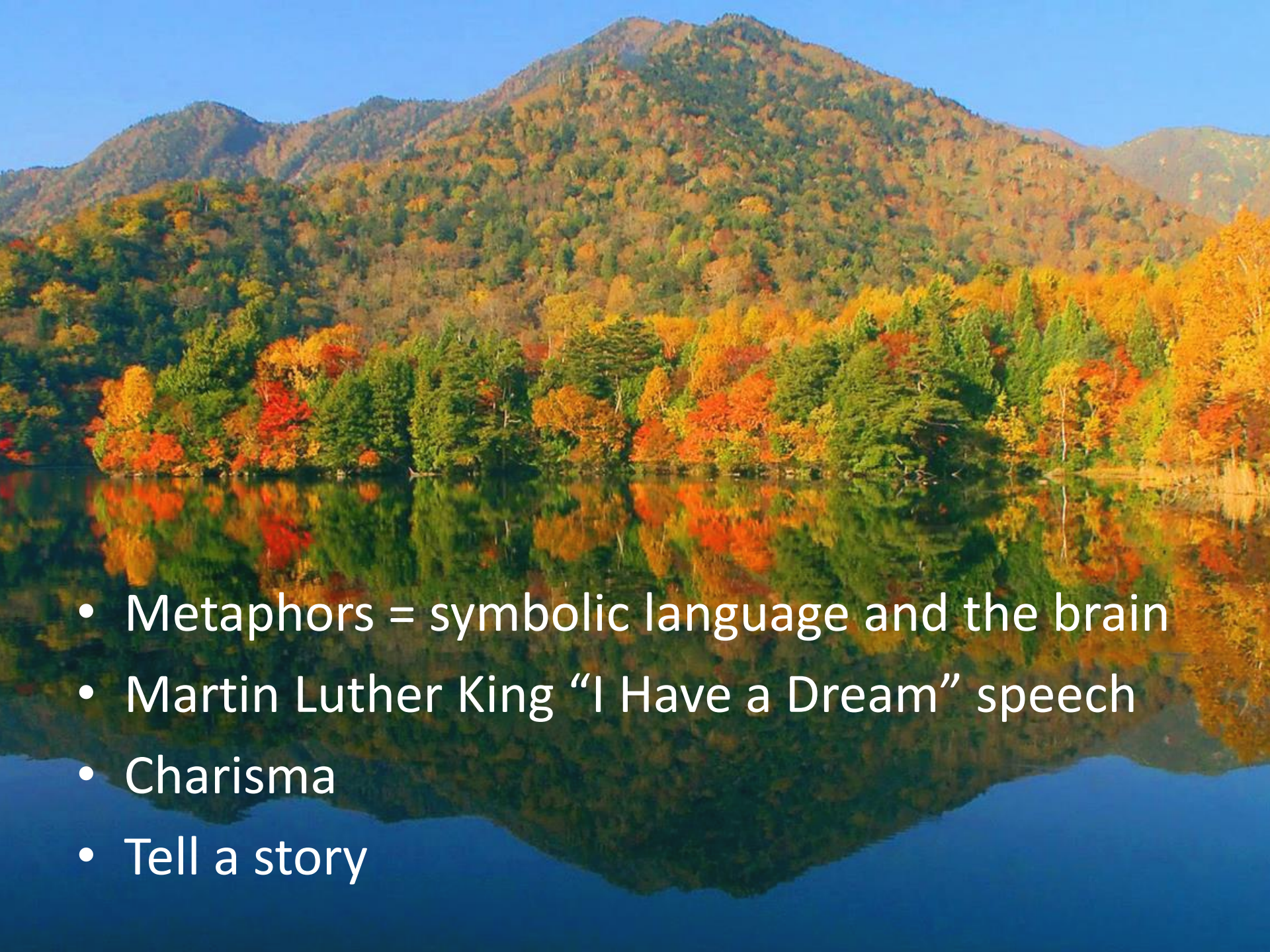
1) Honesty

2) Forward looking

3) Inspiring

4) Competent

Vision

- Grab the hopes, dreams, and aspirations

- Staff must see themselves in the picture

- People are persuaded by facts

- We need to talk about mistakes (no sugar coat)

- Breed optimism and promote resilience
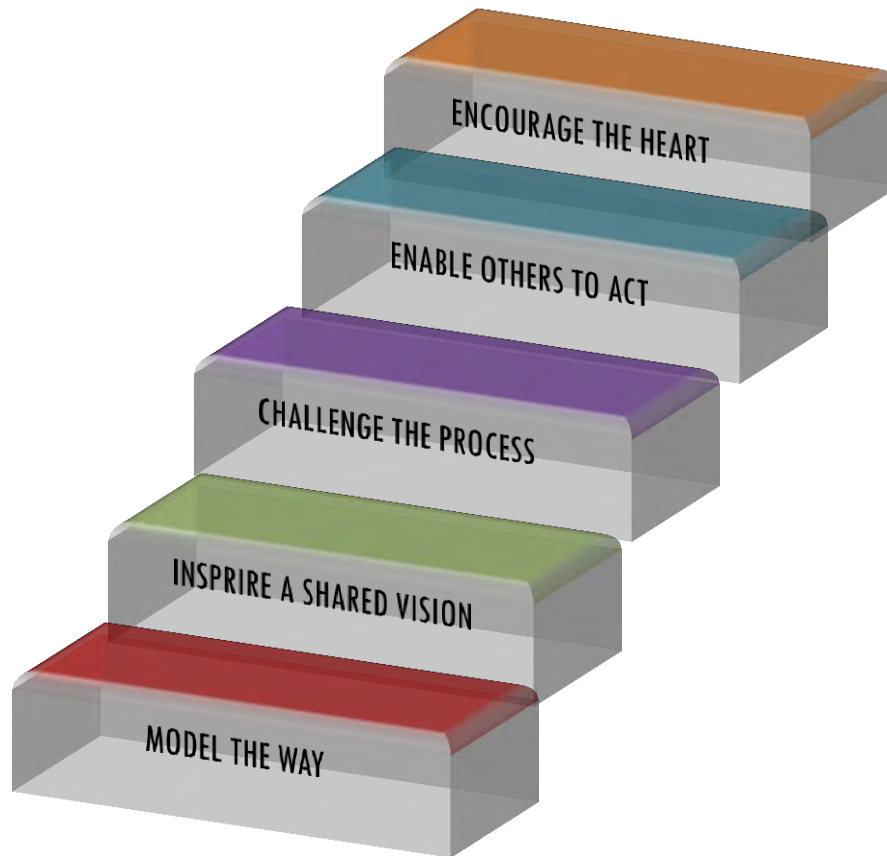 - Current state of public employment

- Metaphors = symbolic language and the brain
- Martin Luther King "I Have a Dream" speech
- Charisma
- Tell a story

Information

- Enterprise Leadership Academy content

- Additional outside research

- Peer exchanges

FIVE PRACTICES (STEPS) OF EXEMPLARY LEADERSHIP

MODEL THE WAY

*Practice transparency   *Standards of excellence

* Acknowledge small wins

INSPIRE A SHARED VISION

* Conduct "dream" meetings   * Use/Share stories

* Show/share passion

CHALLENGE THE PROCESS

* Provide safety with mistakes   * celebrate small wins

* Set and check in on goals

ENABLE OTHERS TO ACT

* Encourage employees to own decisions   * TRUST

* Balance challenge with skill (in the flow)

ENCOURAGE THE HEART

* Be creative with "rewards"   * Celebrate with food! ☺

* Acknowledge birthdays/employment anniversaries

REFERENCES

- Chamorro-Premuzic, T. (2013). *Motivating People: Does Money Really Affect Motivation? A Review of the Research.* Watertown, MA: Harvard Business Review

- Valencia, C (2004). *Motivation and Productivity in the Workplace*. Salt Lake City, UT: Akanse Brain (Westminster's Academic Research Journal)

- Thiedke, C.C. (2004). *What Motivates Staff?* Leawood, KS: Family Practice Management, 11(10): 54.55

- Kouzes, J & Posner, B. (2013). *Leadership Practices Inventory: LPI360*. San Francisco, CA: Pfeiffer Assessments, Wiley

- Alphie Kohn (2014) Hygiene Factor: *A review of Research* Watertown, MA Harvard Business Review

- Drake Baer (April 2014) *Rewards and Temporary Compliance* Business Insider

- Kouzes and Posner (2008) *5 Practices of Exemplary Leadership,* San Francisco CA

- Dave Lavinsky (2012), The Employee-Motivation Checklist, Fast Company, Business + Innovation

- Boston Media Globe Partners, LLC (2015), Six Ways to Motivate Employees (Without Money)

- Ilya Pozin (2011), 9 Things That Motivate Employees More Than Money, Inc.com

- U.S. Labor Statistics *"Millions of Americans Leaving Work"* (2013)

- Accenture *"They've got leaving on their mind, Why employees quit"* (2013)