How leaders motivate their employees

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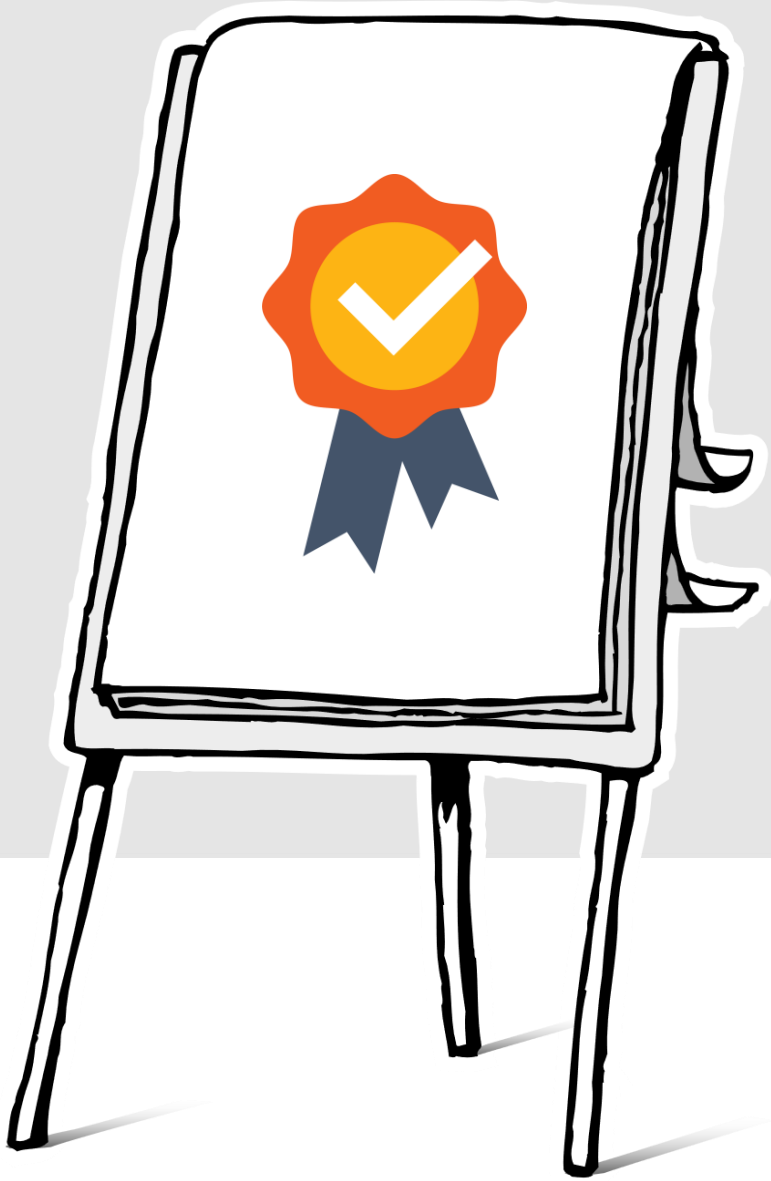
Learning objectives

- Define motivation
- Recognize demotivation
- Describe employee motivation lifecycle
- Differentiate ways to motivate people
- Utilize actions to promote motivation

What does motivation look like for you?

How do you feel when you're motivated?



motivation

[moh-t*uh*-**vey**-sh*uh*n]

noun

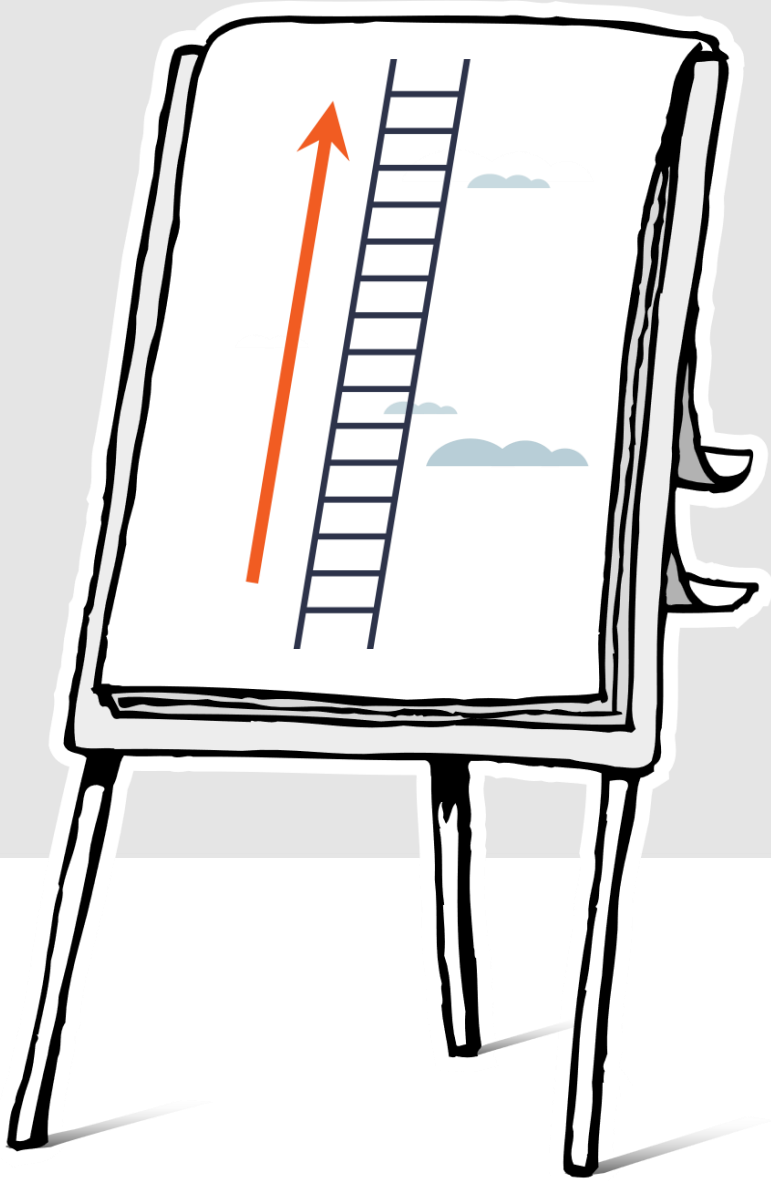
1 the act or process of motivating

Synonyms: impetus, cause, inducement, inspiration

2 the condition of being motivated

Source: https://www.merriam-webster.com/dictionary/motivation

Why is motivation so important at work?



Why is motivation important?

- Increased employee engagement
- Higher productivity and performance
- Great company culture
- Greater levels of creativity and innovation
- Improved manager-employee relationships
- Better customer service
- Positive company reputation
- Lower employee absenteeism and turnover

Motivation Iceberg

Extrinsic

Reward

- Money
- Perk
- Status
- Praise

Performance

- Clock in
- Follow procedures
- Complete tasks
- Do what is expected

Intrinsic

Reward

- Acknowledgement
- Relationships
- Belonging
- Purpose

Performance

- Trust
- Innovate
- Commit
- Core

What demotivates employees?

Demotivation

1. Micromanagement
2. Lack of progress
3. Job insecurity
4. No confidence in company leadership
5. Lack of recourse for poor performance
6. Poor communication
7. Unpleasant coworkers
8. Boredom

Source: Common causes of demotivation; Forbes, 2014

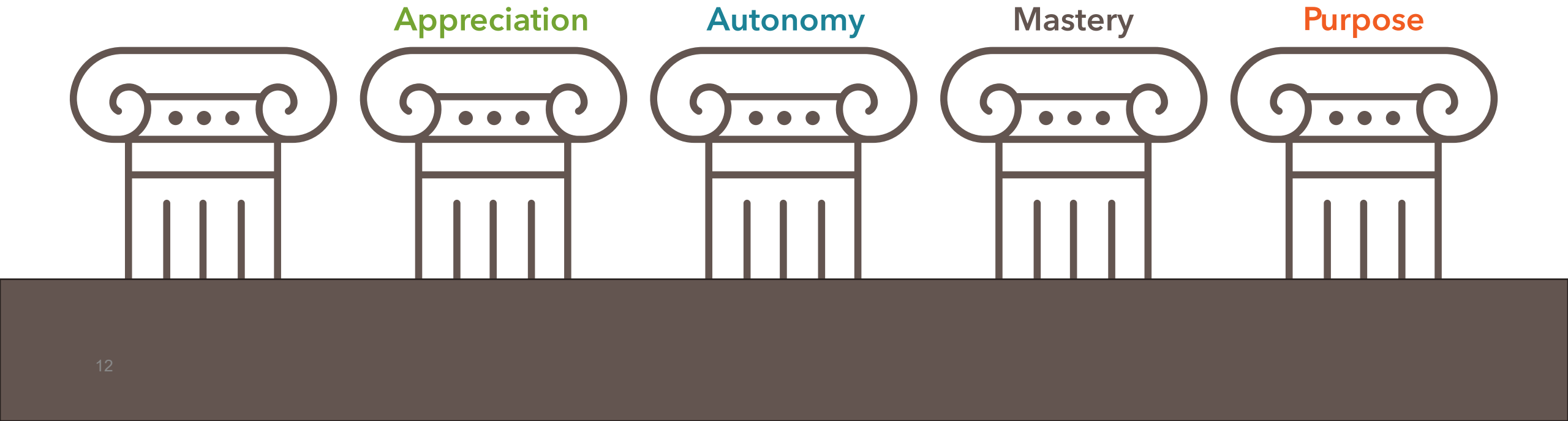
"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

- John Quincy Adams

Five pillars for fostering employee motivation

Relatedness

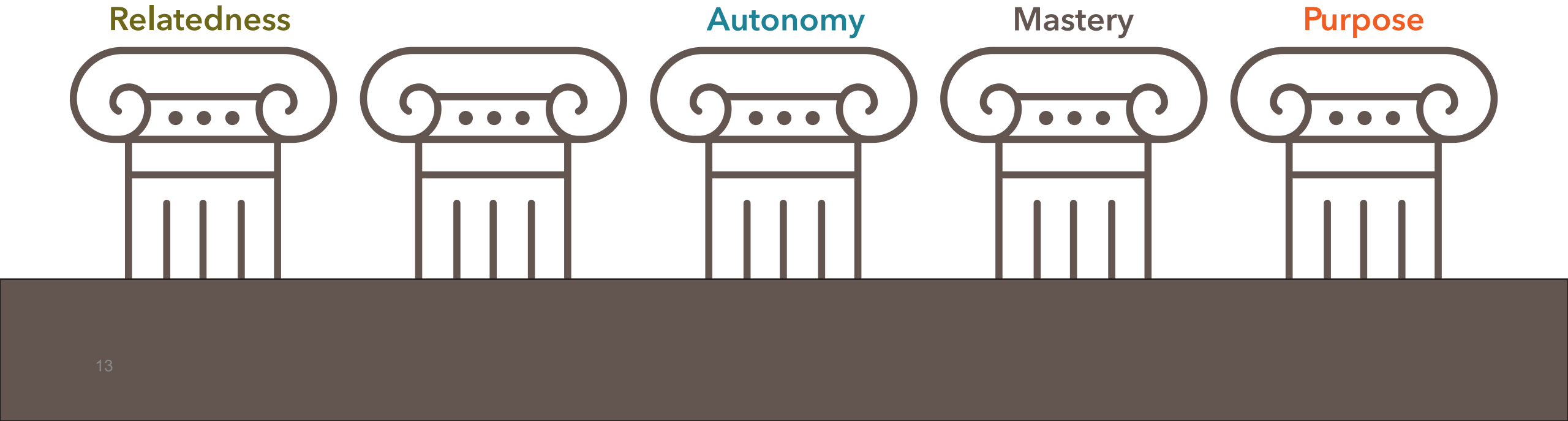
- Fostering a positive and inclusive culture
- Encouraging collaboration
- Supporting employees in sharing their goals



Five pillars for fostering employee motivation

Appreciation

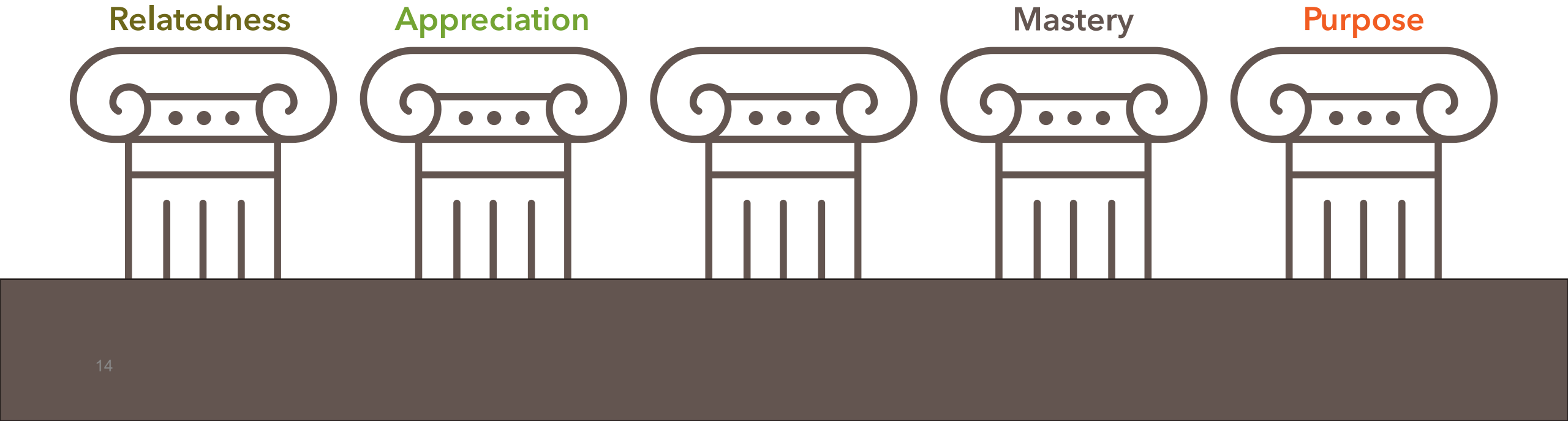
- Providing regular feedback.
- Recognizing and rewarding good work.
- Creating an environment that values and supports employees.



Five pillars for fostering employee motivation

Autonomy

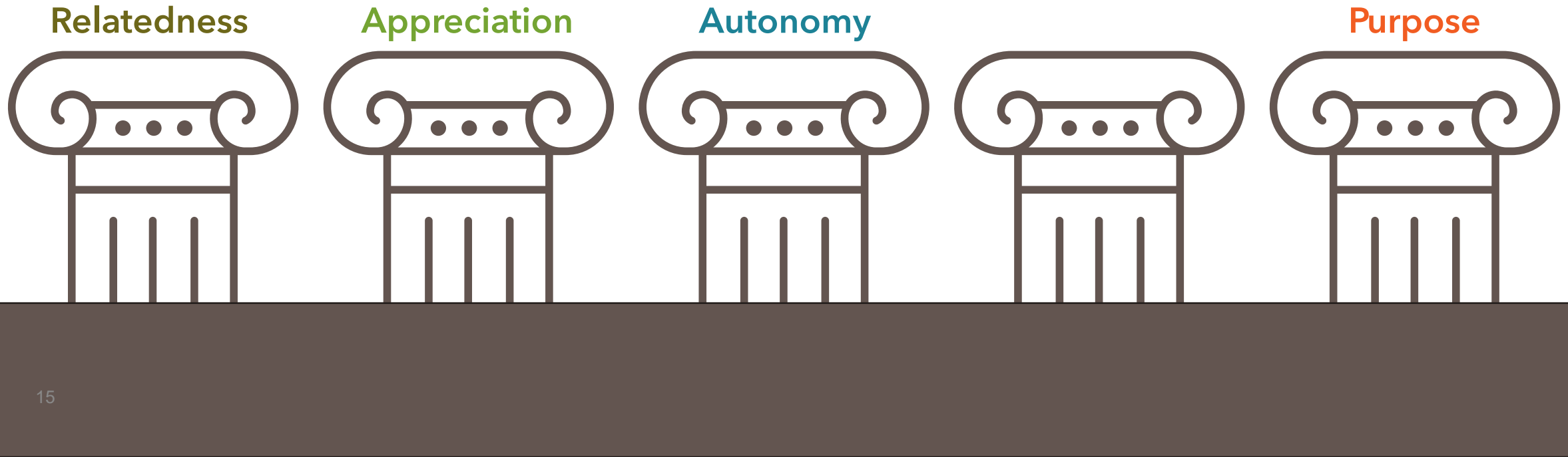
- Giving employees the resources and support they need to make decisions.
- Encouraging employees to take initiative and be creative in their work.
- Trusting employees to take ownership of their work and take responsibility for the outcomes.



Five pillars for fostering employee motivation

Mastery

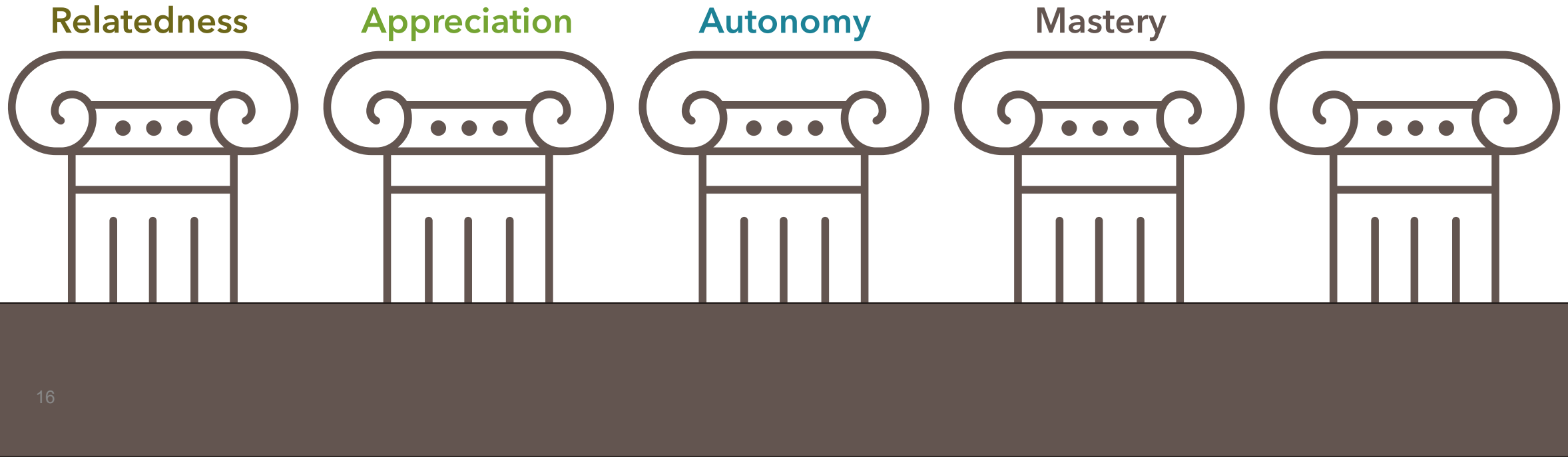
- Offering learning and development.
- Setting challenging goals.
- Recognizing and rewarding employees for their achievements and progress.



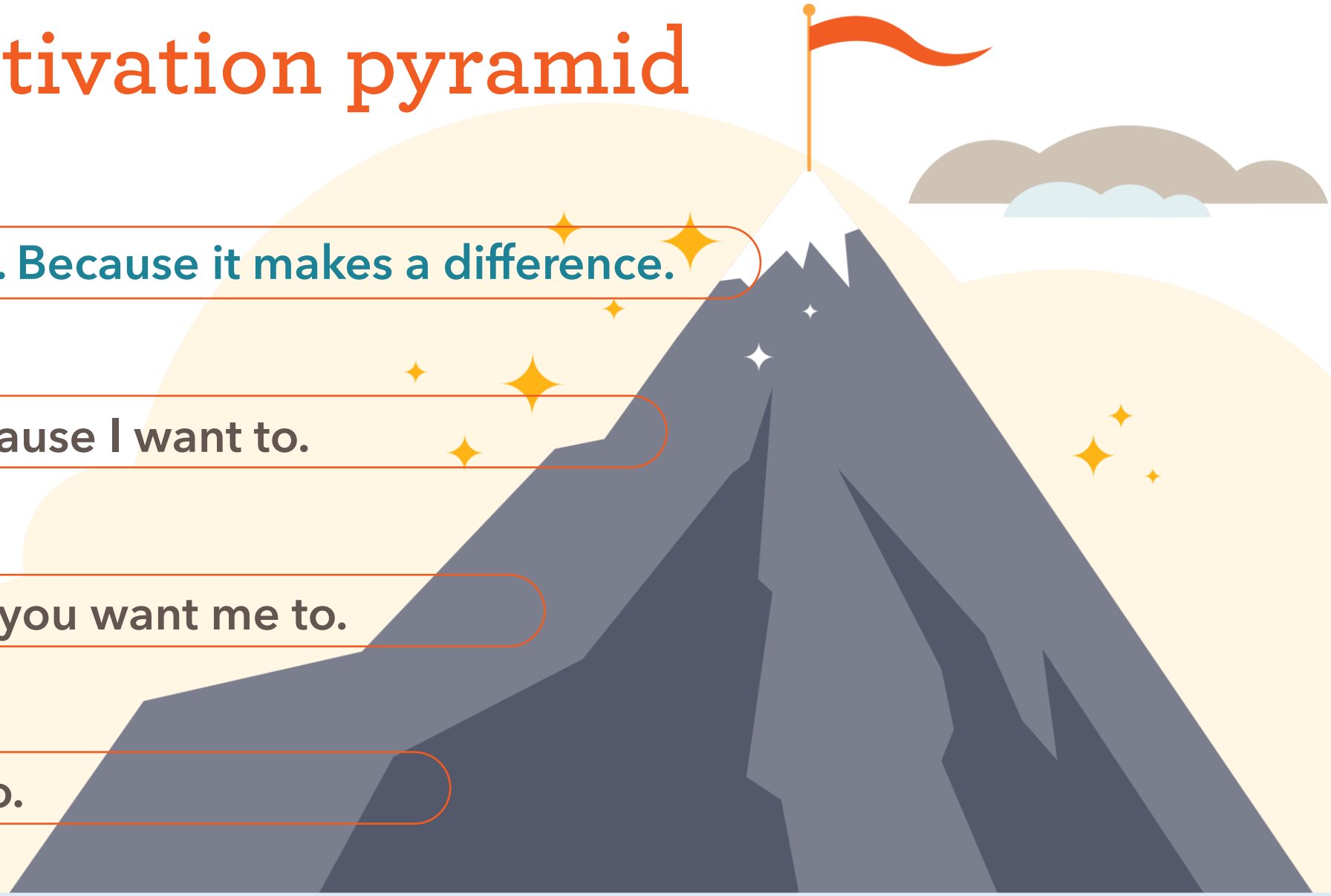
Five pillars for fostering employee motivation

Purpose

- Clearly communicate the organization's mission and how employees' roles align with it.
- Encourage idea-sharing.
- Create purposeful project teams and ensure employees understand their roles and expectations.



The motivation pyramid



4. Because it makes a difference.

3. Because I want to.

2. Because you want me to.

1. You told me to.

Three components to stay motivated

…especially when things are challenging

Activation

The decision to initiate a behavior.

Persistence

The continued effort toward a goal even though obstacles may exist.

Intensity

The concentration and vigor that goes into pursuing a goal.

Source: *Motivation: The Driving Force Behind Our Actions*, by Kendra Cherry, MSEd, Very Well Mind, May 3, 2023.

Top reasons people chose to stay in their current job, by age group

As of 2023

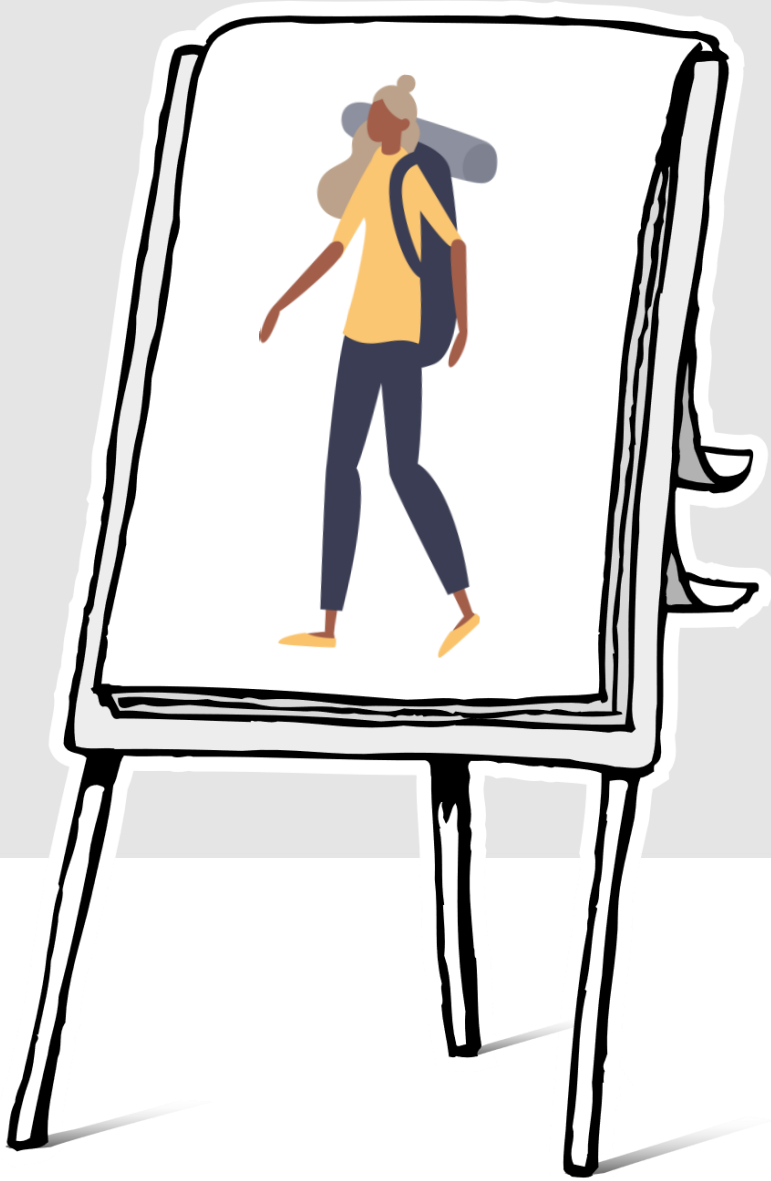
- Adequate total compensation
- Workplace flexibility
- Meaningful work
- Reliable and supportive people at work
- Safe workplace environment
- Career development and advancement potential

Source: Gen what? Debunking age-based myths about worker preferences; McKinsey & Company

"The way to achieve your own success is to be willing to help somebody else get it first."

- Iyanla Vanzant

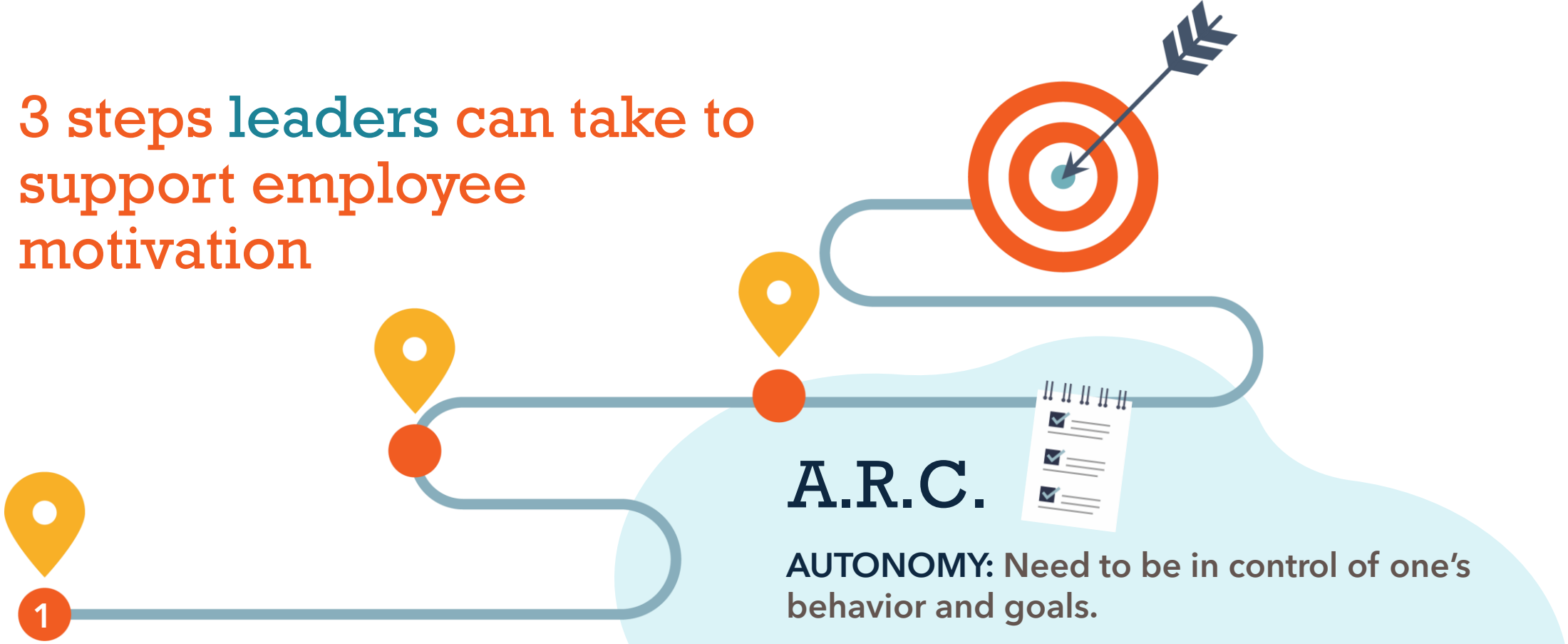
What motivates you to work hard?



How companies motivate employees

- Reward Gateway employee recognition
- Employee nominated awards
- Annual appraisal process/merit awards
- Training classes (in-person, LinkedIn, etc.)
- ADOs/flexible schedules
- Leadership development opportunities
- Comprehensive benefit package

3 steps leaders can take to support employee motivation



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Step #1: Understanding of what motivates employees

A.R.C.

AUTONOMY: Need to be in control of one's behavior and goals.

RELATEDNESS: Need to feel a sense of belonging and security in relationships.

COMPETENCE: Need to be able to master the challenging tasks of one's life.

3 steps leaders can take to support employee motivation

What types of questions could a leader ask supporting autonomy, relatedness, and competence?

3 steps leaders can take to support employee motivation

Step #2: Ask Quality Questions and Listen

Autonomy

- Do you have the right level of input and influence in your daily work?
- Do you have the necessary independence to do your role effectively?
- Do you feel your opinions are heard and valued?

Relatedness

- What are the most satisfying aspects of your current work experience?
- How are you staying connected to your other team members?
- What do you need more or less from me?

Competence

- How clear are you about your priorities and goals?
- What aspects of your role would you like to do more of in the future?
- Does your role enable you to leverage your strengths?

3 steps leaders can take to support employee motivation

Step #2:
Ask quality questions & listen

Step #3: Leadership actions that support employee motivation

Step #1: Understanding of what motivates employees

1. Model desired behaviors
2. Act intentionally
3. Encourage independence
4. Provide feedback

"Believe you can
and you're halfway there."

- Theodore Roosevelt

Key takeaways

- Motivation is driven by both intrinsic and extrinsic factors—keep this in mind to enhance engagement.
- Look for signs and factors that lead to demotivation—address them promptly to maintain morale.
- Recognize where employees are in their motivation journey and how to best support them at each stage.
- Apply various methods, such as financial incentives, recognition, and opportunities for growth, to motivate effectively.
- Recall the specific programs and initiatives SMUD has in place to keep employees motivated and engaged.
- Implement the actionable strategies discussed, such as effective communication and creating opportunities for employee involvement, to promote a motivating environment.

Questions?