



**Excellence Takes . . .**

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**Motivating & Inspiring  
Employees**

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# Managers -- The Most . . .

Discouraging

Encouraging



# Facts to Understanding Employees

- **Employee behavior is the result of forces in the individual and in the environment.**
- **Employees make conscious decisions about their behavior.  
(You can't force people to do good work.)**
- **Employees have different needs , desires, and goals.  
(You can't deal with everyone on the same basis,  
because they don't want the same things.**
- **Employees do what they see is rewarded.  
(They avoid behavior that leads to no reward.)**



# How To Motivate Employees

- **Determine the rewards valued by each employee.**
- **Determine the performance you desire.**
- **Make sure the performance level is attainable.**
- **Clearly link rewards to performance.**
- **Analyze what factors might counteract the reward's effectiveness.**
- **Make sure the reward is fair and adequate.**





# What Do Workers Want?

Rank Them In Importance

Mgr.

Emp.

Good Wages

Job Security

Growth

Good Working Conditions

Interesting Work

Loyalty

Tactful Discipline

Appreciation

Sympathy Toward Personal Problems

Feeling "In On Things"

Employee

VS

Manager

# Getting people **EXCITED** about their job

- a meaningful goal
- a way to keep score
- control over goal accomplishment
- a reward system



**Motivation** -- is the state of mind which pushes all human beings to perform things with the highest spirit and with positivity.

# Primary Motivators

**# 1.** Doing something that makes employees feel good

**# 2.** Doing something that makes a difference

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# Motivational Theories . . .

**Maslow's Hierarchy of Human Needs**

**Herzberg's Satisfiers & Dissatisfiers**

**McGregor's Theory X – Theory Y**

**McClelland's Theory**

**The Pygmalion Effect**

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# Maslow's Motivation Theory

## Hierarchy of Human Needs

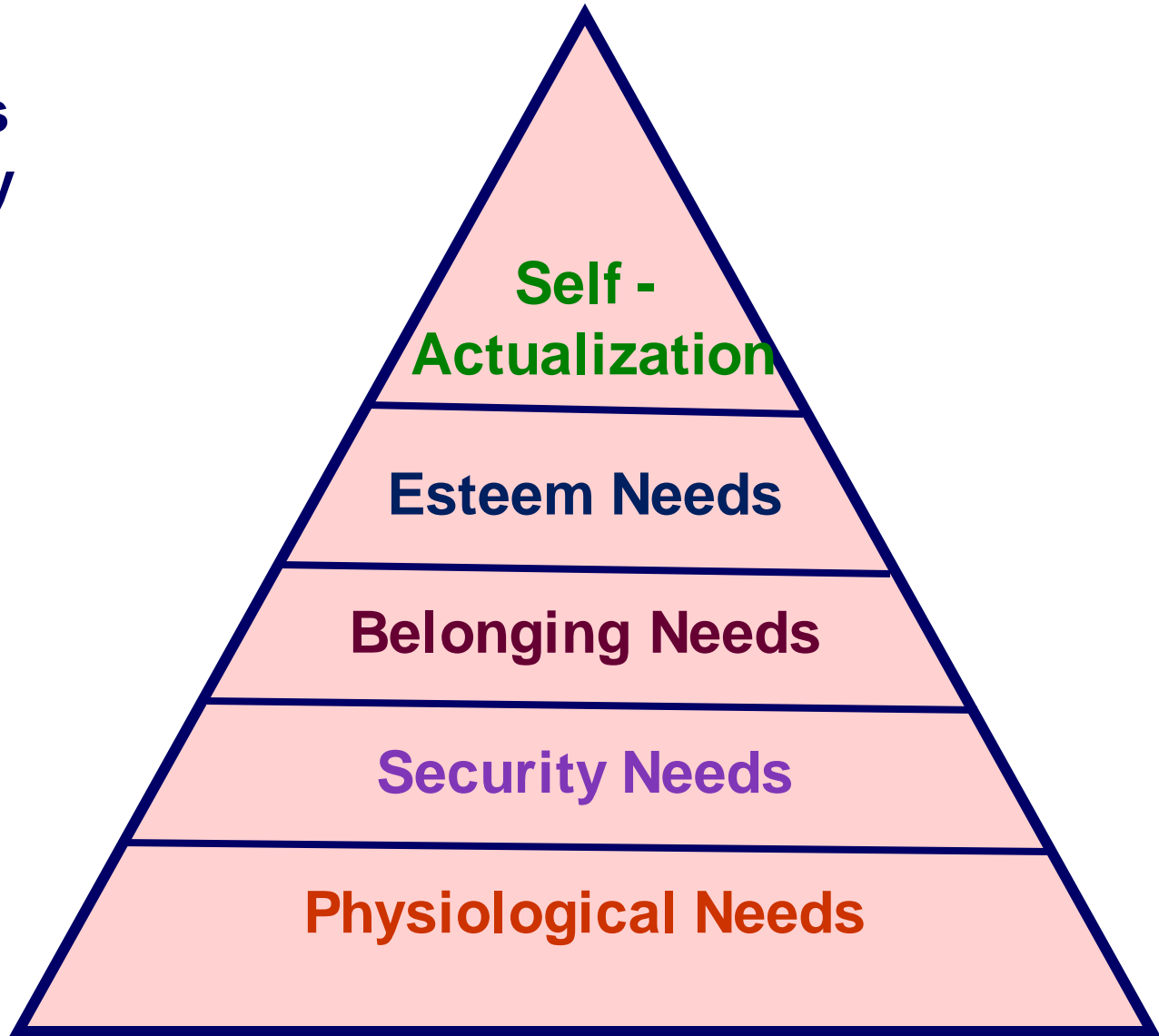
- **People are motivated by the desire to satisfy their needs**
  - **Individual needs are arranged in a hierarchy**
  - **Lower level needs must be met before they can move up**
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## Manager's Role . . .

Identify those employee's needs and determine how the job can help meet those needs.

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**Maslow's  
Hierarchy  
of  
Human  
Needs**



# Herzberg's Motivation Theory

## Factors That Lead to Job Satisfaction

### 1. Hygiene Factors

Encourages employees to "stay-on"  
Can prevent dissatisfaction  
Doesn't create motivation

### 2. Motivators

Job "turn-ons"  
Encourages employees to be their best  
Motivation is in job content . . . employee's accomplishment

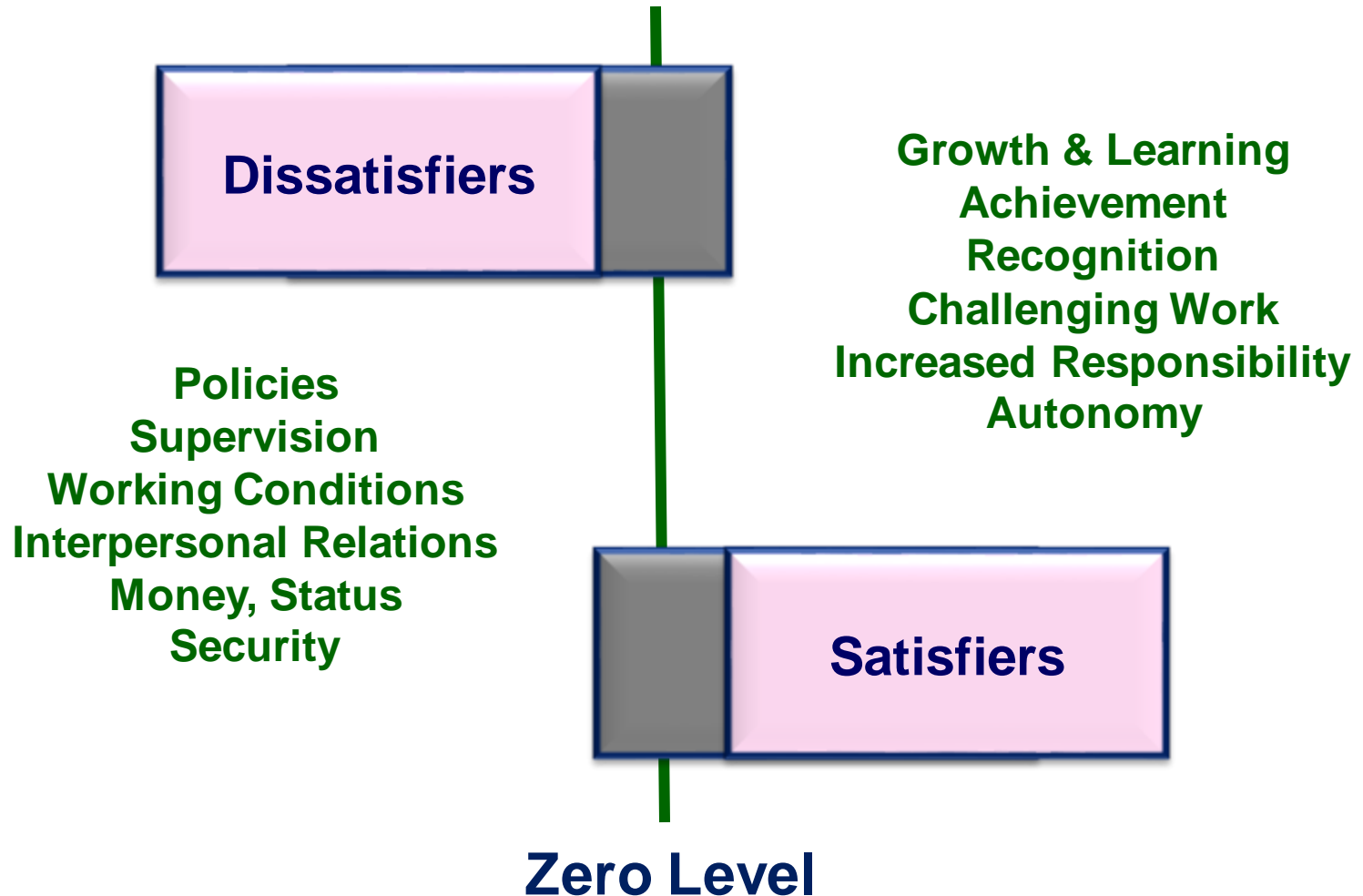
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### Manager's Role . . .

Identify those employee's needs and determine how you can spend more time on job "turn-ons"

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# Herzberg's Theory of Motivation



# McGregor's Theory of Motivation

## Theory X Manager Attitude (Rules, Regulations, Chain Of Command)

Work inherently distasteful

Worker not ambitious and has little motivation

Worker has little capacity for creativity

Worker must be closely controlled to achieve

Worker avoids responsibility

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## Theory Y Manager Attitude (Communication, Teamwork, Participation in Decision Making)

Work is as natural as play

Workers want to be productive and has high standards

Worker has wide capacity for creativity

Worker motivated at many levels

Workers can be self - directed at work if properly motivated

Worker seeks and accepts responsibility

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## Manager's Role . . .

Assume that employees want to do a good job. Treat them as such.

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# McClelland's Motivation Theory

Job Satisfaction . . . depends on meeting certain needs.

Job Dissatisfaction . . .

comes when poor match between motivation needs  
and needs that are likely to be fulfilled by a certain job

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## Motivational Needs

- # 1      The need for – **Affiliation**
  - # 2      The need for – **Power**
  - # 3      The need for – **Achievement**
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**Manager's Role . . .**

Identify those employee's needs and determine the best  
job fit for the employee to satisfy those.

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# McClelland's Motivation Theory

<b>Achievement</b>	<p>Has a strong need to set &amp; accomplish challenging goals. Takes calculated risks to accomplish their goals. Likes to receive regular feedback on progress &amp; achievements. Often likes to work alone.</p>
<b>Affiliation</b>	<p>Wants to belong to the group. Wants to be liked &amp; will often go along . . . with whatever the rest of the group wants to do. Favors collaboration over competition. Doesn't like high risk or uncertainty.</p>
<b>Power</b>	<p>Wants to control &amp; influence others. Likes to win arguments. Enjoys competition &amp; winning. Enjoys status &amp; recognition.</p>

# The Pygmalion Effect -- Theory of Motivation

The **Pygmalion Effect** is the idea that a person will achieve or perform as he or she is expected to perform.

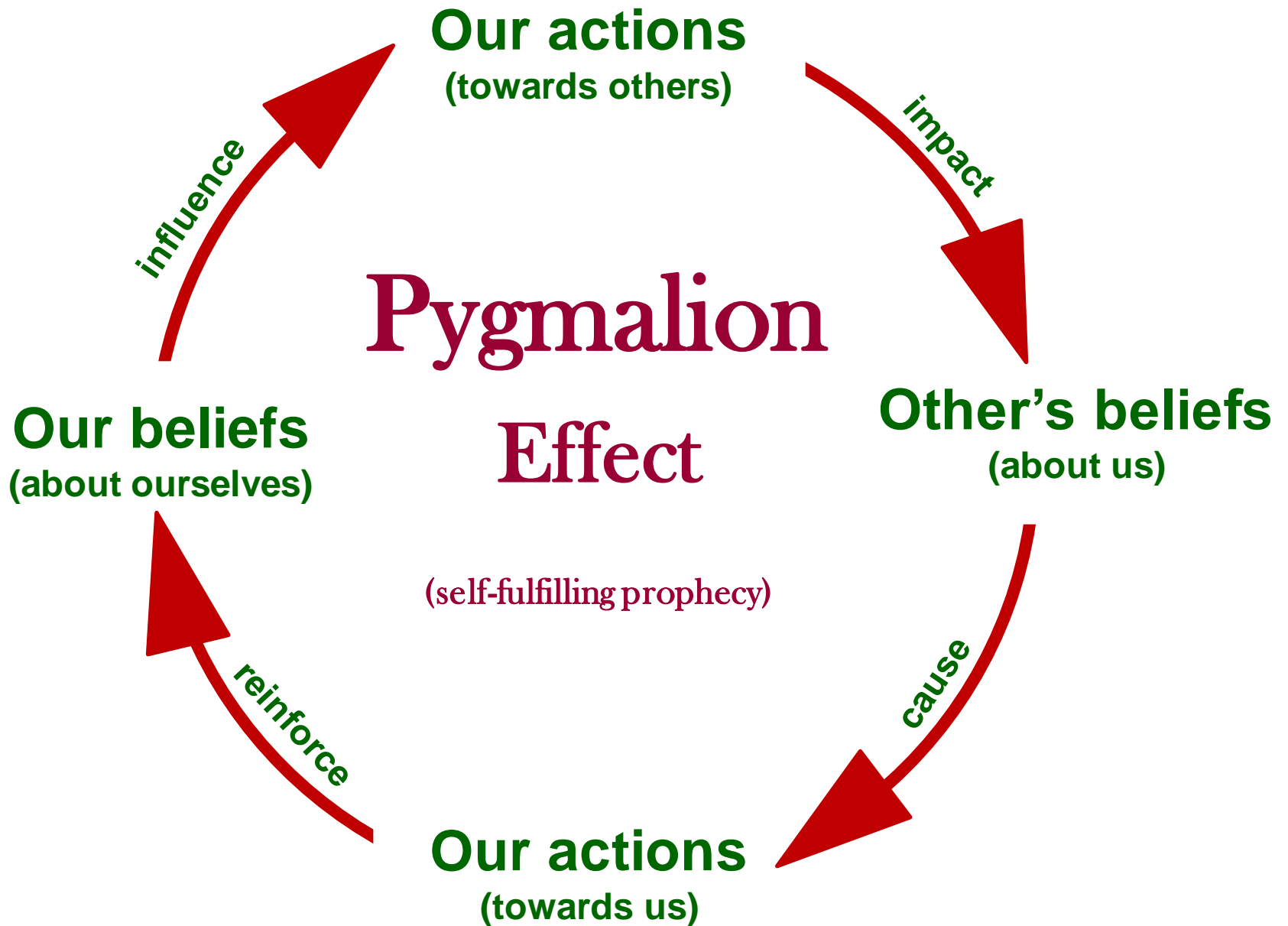
- **Supervisors have expectations of people who report to them.**
  - **Supervisors communicate these expectations consciously or unconsciously.**
  - **People pick up on, or consciously or unconsciously read, these expectations from their supervisor.**
  - **People perform in ways that are consistent with the expectations they picked up on from the supervisor.**
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## Manager's Role . . .

How you see each of your employees will be how you treat them. Search for the good employees, and they will work harder to live up to your expectations.

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# EMPLOYEE RECOGNITION

**Employees who feel appreciated . . .**

- ✓ **Often go beyond what is expected**
- ✓ **Are more productive and motivated**
- ✓ **Are more likely to stay with the organization**

# We Need From Others

To Feel . . .

... Involved In Something That Matters

... Challenged

... Competent & Skilled

... Excited About What We Do

... Others Trust Us

... Appreciated

... Good About Ourselves



# Randstad World of Work Survey

## Survey Findings -- Employees Want To Work For Leaders Who . . .

- **Respects them & recognizes the value each brings to organization.**
  - **Cares about their employees as much as their customers.**
  - **Values employees' honest input on business issues.**
  - **Encourages employees to  
be innovative thinkers.  
continually develop their skills.**
  - **Encourages a collaborative work environment.**
  - **Focuses more on employees' strengths rather than on weaknesses.**
  - **Fosters good relationships between supervisors and employees.**
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# Recognition In Today's Workplace

## Findings From Various Surveys

- 82 %** of employees believe they don't get enough recognition.
- 80 %** said they would work harder with continuous recognition.
- 90 %** of employees say recognition positively impacts engagement.
- 68 %** of employees say recognition positively impacts retention.
- 31 %** lower turnover rate with effective recognition systems.
- # 1** reason people leave their job – they don't feel appreciated.

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Research findings from Deloitte, Society of Human Resource Management, Gallup Organization & Others

# Most Important Factors That Make A Workplace Rewarding, Satisfying, Exciting . . .

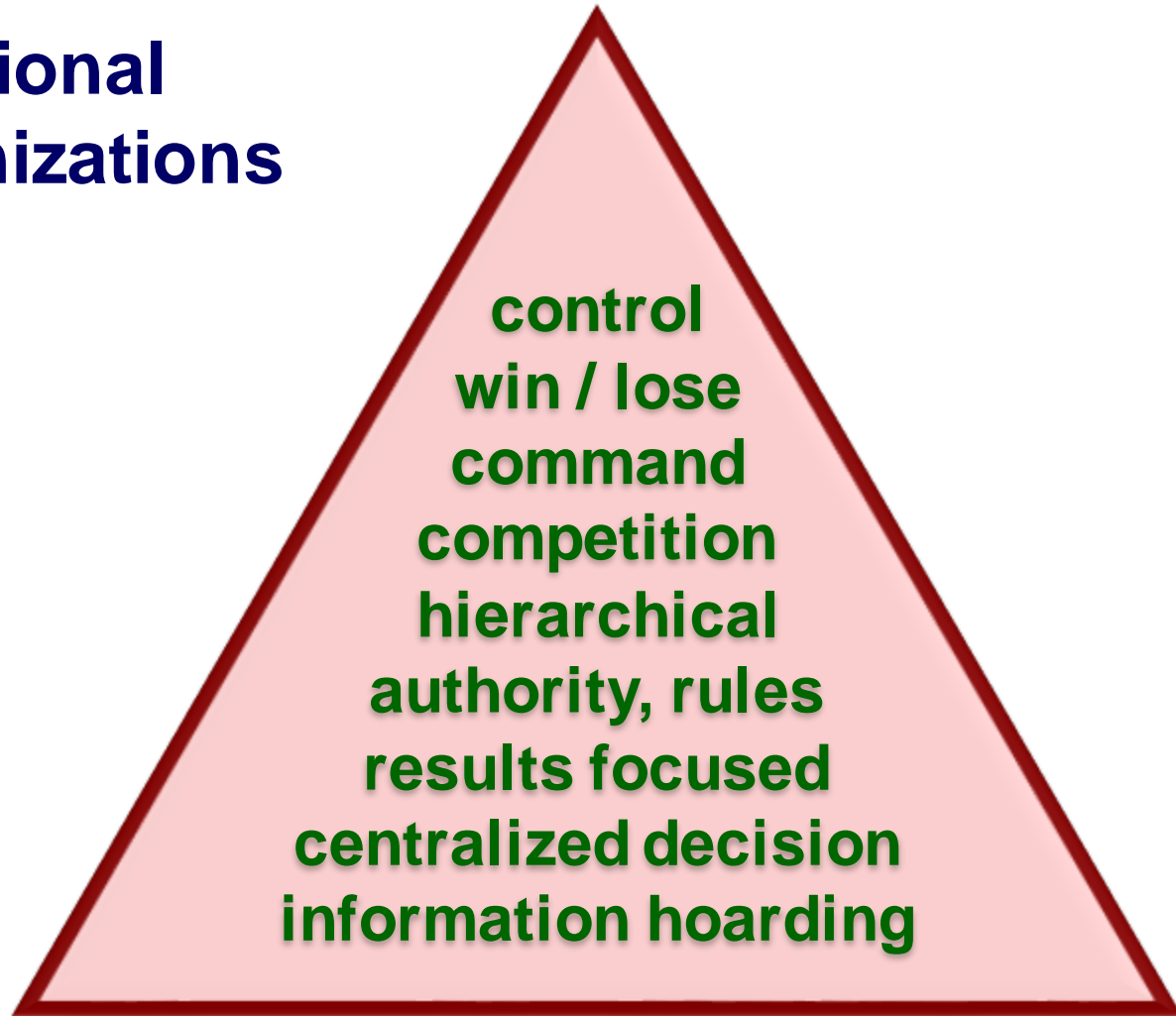
- Good friends
- Good environment
- It's challenging and I win
- I get to do what I'm good at
- Recognition for effort
- I learn a lot
- Doing something worthwhile
- I'm needed
- I'm thought of as a person
- Being part of a team
- Significant responsibility

*“The only happy people I know are  
the ones who are working well at  
something they consider important.”*

~

*Maslow*

# **Traditional Organizations**





**information sharing  
relationship focused  
values based  
collaboration  
partnerships  
consensus  
inclusion  
win-win  
teams**

**New Workforce  
Organizations**



## Do's & Don'ts for Motivating Employees

- Remain calm and in control.
- Don't be cold, distant, rude or unfriendly.
- Keep messages clear and simple.
- Don't try to "snow" your team.
- Take responsibility for your actions.
- Check the facts -- don't jump to conclusions.
- Do what you say when you say you are going to do it.
- Be responsive (return phone calls, emails, texts).
- Publicly support your people.
- Don't act more concerned about your own welfare than anything else.
- Admit your mistakes . . . and take the blame for failures.
- Let the team receive the recognition.
- Find ways to have fun. Smile and laugh.

**Leadership**

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# Become An Inspiring Person . . .

## **Be passionate about the goals of the organization**

Show emotion and generate enthusiasm for these in your employees.

## **Connect with your employees by showing real interest in them**

Find out what motivates and inspires them, and actively look for their ideas and opinions.

## **Be somewhat unconventional and take personal risks**

Do things differently and operating outside 'normal' organizational boundaries and outside your comfort zone, and let your employees do the same.

## **Make sure inspirational moments are succeeded by follow on actions**

Let your employees see that you act upon your inspiration.

## **Be engaging and a team person**

Regular express to your employees it is all about "we" and not about "I"

## **Become a "storyteller"**

Package messages in an appealing form that captivates employees.

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# Create Motivational Conditions For Employees

**Paint your employees an attractive picture of the future of the organization.**

Let them know their place in it and provide the rationale for why certain goals must be pursued.

**Give your employees interesting and meaningful work that challenges and vitalizes them.**

This work should require them to do things differently, with more risk and uncertainty, which gets them out of their comfort zone.

**Set stretch goals for your employees and give them more responsibilities.**

Give them freedom to schedule their own work, while including the possibility of setbacks that they will have to overcome.

**Provide your employees with the possibility to get into contact with the beneficiaries of their work.**

Let them connect with the customer so they can see the results of their work.

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**The End . . .**

**Thank You!**

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