

Employee Motivation (A Powerful New Tool) and Rewards



BOLD, Berry Organizational and Leadership Development, LLC
Cynthia Berry, Ph.D.
2 Horn Cove Lane
Defiance, MO. 63341
Cynberry42@msn.com
636-798-3031

Employee Motivation: A Powerful New Tool

From the research by by Nitin Nohria, Boris Groysberg, and Linda-Eling Lee; presented in the Harvard Business Review.

A motivated workforce means better corporate performance.

Overall Motivation – measured by four workplace indicators:

- **Engagement** = represents the energy, effort, and initiative employees bring to their jobs.
- **Satisfaction** = the extent to which they feel that the company meets their expectations at work and satisfies its implicit and explicit contracts with them.
- **Commitment** = the extent to which employees engage in corporate citizenship.
- **Intention to quit** = the best proxy for employee turnover.

Four Basic Emotional Needs/Drives

(Paul R. Lawrence & Nitin Nohria, 2002; Driven: how Human Nature Shapes Our Choices).

	DRIVE	PRIMARY LEVER	ACTIONS
①	Acquire	Reward System	<ul style="list-style-type: none"> ■ Sharply differentiate good performers from average and poor performers ■ Tie rewards clearly to performance ■ Pay as well as your competitors
②	Bond	Culture	<ul style="list-style-type: none"> ■ Foster mutual reliance and friendship among coworkers ■ Value collaboration and teamwork ■ Encourage sharing of best practices
③	Comprehend	Job Design	<ul style="list-style-type: none"> ■ Design jobs that have distinct and important roles in the organization ■ Design jobs that are meaningful and foster a sense of contribution to the organization
④	Defend	Performance-Management and Resource-Allocation Processes	<ul style="list-style-type: none"> ■ Increase the transparency of all processes ■ Emphasize their fairness ■ Build trust by being just and transparent in granting rewards, assignments, and other forms of recognition

The Four Drives That Underlie Motivation

Because the four drives are hardwired into our brains, the degree to which they are satisfied directly affects our emotions and this behavior.



1. The drive to acquire.

- We are all driven to acquire scarce goods that bolster our sense of well-being.
- Applies not only to physical goods like food, clothing, housing, and money, but also to experiences like travel and entertainment; and events that improve social status.
- This tends to be relative (we always compare what we have with what others possess) and insatiable (we always want more).

2. The drive to bond.

- When met, is associated with strong positive emotions like love and caring and, when not, with negative ones like loneliness.
- At work, this drive accounts for the enormous boost in motivation when employees feel proud of belonging to the organization and for their loss of morale when the institution betrays them. Why employees find it hard to break out of divisional or functional silos.
- However, the ability to form attachments to larger collectives can lead employees to care more about the organization than about their local group within it.

3. The drive to comprehend.

- We want to make sense of the world around us.
- In the workplace, this accounts for the desire to make a meaningful contribution.
- Employees are motivated by jobs that challenge them and enable them to grow and learn,
- Employees are demoralized by jobs that seem to be monotonous or lead to a dead end.

4. The drive to defend.

- We all naturally defend ourselves, our property and accomplishments, our family and friends, and our ideas and beliefs against external threats. Think fight or flight.
- We seek to be a part of institutions that promote justice, that have clear goals and intentions, and allow people to express ideas/opinions.
- Fulfilling the drive to defend = security and confidence; not fulfilling it = fear and resentment.
- This drive is connected to people's resistance to change.

Results of the Study

- An organization's ability to meet the four fundamental drives **explains, on average, about 60% of employees' variance on motivational indicators** (previous models have explained about 30%).
- Certain drives influence some motivational indicators more than others. **Fulfilling the drive to bond has the greatest effect on employee commitment**, for example, whereas meeting the drive to comprehend is most closely linked with employee engagement.

Key Points

- A company can best improve overall motivational scores by satisfying all four drives in concert. The whole is more than the sum of its parts.
- Take a firm that ranks in the 50th percentile on employee motivation. An improvement in job design alone (the lever that most influences the drive to comprehend) could move that company only up to the 56th percentile—but an improvement on all four drives could blast it up to the 88th percentile.
- An organization has to attend to the four drives, but so must individual managers (note some restrictions may occur due to organizational norms). The four drives are independent; cannot be ordered hierarchically or substituted.
- You can't just pay your employees a lot and hope they'll feel enthusiastic about their work in an organization where bonding is not fostered, or work seems meaningless.
- It isn't enough to help people bond as a tight-knit team when they are underpaid or toiling away at boring jobs.
- You can certainly get people to work under such circumstances—they may need the money or have no other current prospects—but you won't get the most out of them.



To fully motivate your employees, you must address all four drives.

How to Fulfill the Drives That Motivate Employees A Case Study of Aflac

Aflac, a perennial favorite on *Fortune's* "100 Best Companies to Work For," exemplifies how to match organizational levers with emotional drives on multiple fronts. (For concrete ways your company can use its motivational levers, see the exhibit "How to Fulfill the Drives That Motivate Employees.") Stellar individual performance is recognized and rewarded in highly visible ways at Aflac, thereby targeting people's drive to acquire. Culture-building efforts, such as Employee Appreciation Week, are clearly aimed at creating a sense of bonding. The company meets the drive to comprehend by investing significantly in training and development. Sales agents don't just sell; they have opportunities to develop new skills through managing, recruiting, and designing curricula for training new agents. As for the drive to defend, the company takes action to improve employees' quality of life. Beyond training and scholarships, it offers benefits, such as on-site child care, that enhance work/life balance. It also fosters trust through a no-layoff policy. The company's stated philosophy is to be employee-centric—to take care of its people first. In turn, the firm believes that employees will take care of customers.

The Role of the Direct Manager

- Employees in this study attributed as much importance to their boss's meeting their four drives as to the organization's policies. They believe a manager has some control over how company processes and policies are implemented.
- Many supervisors are regarded well by their employees precisely because they foster a highly motivating local environment, even if the organization as a whole falls short.
- On the other hand, some managers create a toxic local climate within a highly motivated organization.
- Employees expect their managers to do their best to address all four within the constraints that the institution imposes
- Employees don't expect their supervisors to be able to substantially affect the company's overall reward systems, culture, job design, or management systems.

Managers can.....

- Link rewards and performance in areas such as praise, recognition, and choice assignments.
- Allocate a bonus pool in ways that distinguish between top and bottom performers (if organization allows).
- Take actions that encourage teamwork and make jobs more meaningful and interesting.

Drive	Primary Lever	Current at your Organization
Acquire	Reward System	
Bond	Culture	
Comprehend	Job Design	
Defend	Performance Management & Resource Allocation Processes	

Recognition and Reward Checklist

Thinking about how you best like to be recognized or rewarded, circle the letter for the options that indicate your preferences. You can circle more than one response for each question. Add comments where appropriate.

Name:

Department:

Supervisor:

1) I prefer to be recognized:

- a) when I achieve my goals
 - b) when the team achieves its goals
 - c) for achieving both team and individual goals
 - d) for effort
 - e) for improvement
 - f) I prefer not to be recognized
 - g) other (please explain):
-

2) I prefer to be recognized:

- a) by my manager
 - b) by my colleagues
 - c) by my direct reports
 - d) by people in other departments
 - e) by my customers
 - f) by senior management
 - g) by a mixture of these people
 - h) I prefer not to be recognized by anybody
 - i) other (please explain):
-

3) I prefer to be recognized:

- a) as I deserve it
 - b) on an infrequent basis
 - c) on a regular basis
 - d) I do not prefer to be recognized
 - e) other (please explain):
-

4) I prefer recognition to be in the form of:

- a) verbal thanks
 - b) written thanks (e-mail)
 - c) written thanks (personal letter or card)
 - d) a certificate
 - e) my name on the notice board
 - f) my name in the company newsletter
 - g) a tangible reward—see item 6 below
 - h) I prefer not to be recognized
 - i) other (please explain):
-

5) I prefer recognition to be given:

- a) in private
- b) in front of my peers
- c) at team meetings
- d) at an award ceremony
- e) in front of the company
- f) other (please explain):

6) Imagine you have done something that is worthy of recognition.

Look at the list of options below that suggest tangible ways in which you can be rewarded. Check up to five options that you would like to receive, or select, "I prefer not to receive a tangible reward".

- I prefer not to receive a tangible reward
- Cakes
- Certificate
- Come in to work later
- Donation to charity
- New equipment
- Extra vacation time
- Leave work earlier
- Longer lunch breaks
- Gift certificate to restaurant
- Bonus
- Pay increase
- Write-up and photo in company newsletter
- Write-up and photo in local or national press
- Something for your family (state what): _____
- Team award (state what kind): _____
- Team social event
- Chocolate and flowers
- Trip

Others (please state):

7) What other comments do you have about recognition and reward?

Motivating and Rewarding Different Personality Styles- In General

Feelers

- Enjoy personal attention
- Like being helpful to others
- Like hearing about and expressing feelings

You can reward them by:

- Praising a good effort
- Allowing opportunities for them to help
- Permitting creative and expressive activities
- Sharing the personal part of your reactions

Intuitors

- Love to respond to an intellectual change
- Like to think about important goals and issues
- Need time and breathing space

You can reward them by:

- Valuing their creativity by encouraging it in discussions; allowing thinking time
- Allowing them to design their own goals/objectives
- Putting them with people who will value their skills
- Taking the time to talk with them about things that are interesting to them

Thinkers

- Love to be right and hate to be wrong
- Like to take their time to get things done
- Like working with others who appreciate their capabilities

You can reward Thinkers by:

- Praising neatness
- Praising completion of work
- Praising thoroughness and detail
- Allowing them to set their own learning and testing schedule
- Grouping them with people who appreciate them

Sensors

- Love to take action
- Enjoy taking a leadership role
- Like to start new projects

You can motivate Sensors by:

- Permitting activities after completion of quiet work
- Praising completion of successful projects
- Providing opportunities for leadership roles
- Giving Specific, active responsibilities

25 Fun and Easy Ways to Boost Morale

1. **Let it Grow** - Green-friendly workplaces tend to be high yield environments. A company in Toronto provided its employees with sunflower seeds and a pot to plant them in during winter. When they bloomed, the office was filled with hundreds of colorful flowers.
2. **Cool Treats** - Buy popsicles and put them in the company freezer.
3. **Lend a Hand** - Encourage employees to agree on a charity they can all donate time to work on a project such as Habitat for Humanity. It enhances teamwork and provides opportunity for out of office interactions.
4. **Cornhole and Washers Tournaments** - Fun way to unwind through friendly competition.
5. **Cocoa Competition** - Chocolate cooking competition
6. **Free Food and Fun** - Free staff breakfast or free visit to the ice cream truck for employees.
7. **Surprise Smoothies** - Wellness committee makes a surprise visit and teaches staff how to make healthy smoothies.
8. **Let the Games Begin** - Provide carnival rides and a dunk tank where management is the target.
9. **Tee-Offs to Dip-Offs** - Have a themed lunch on the last Friday of every month. Tie it to the month's biggest sporting event. Have a best dip recipe contest during the lunch.
10. **RAK 'Em** - Encourage Random Acts of Kindness. Simple acts like leaving an apple for a co-worker, a soda or a gift card for a free coffee.
11. **Get Hands-On** - Let employees try out an aspect of the company they don't normally get to experience. Ex. Let a salesman work for a day in the warehouse and vice versa.
12. **What's Cooking?** - Provide an opportunity for employees to attend cooking classes as a group.
13. **Pumpkin Carvings** - Have a pumpkin carving contest during Halloween.
14. **Accomplishment jars** - Put clear glass jars on employee desks and provide marbles. Colleagues put marbles in each other's jars for accomplishments. At the end of the year hold a raffle. The more marbles you had, the more times your name got thrown in the hat for prizes.
15. **Take the Afternoon Off** - When an employee has gone above and beyond the call of duty, they can be rewarded with an unexpected Friday afternoon off with pay.
16. **Superhero Status** - A Connecticut company bought superhero capes complete with sequin initials for a few employees that covered for another employee who left unexpectedly.
17. **Movie Motivation** - Buy movie tickets in bulk and ask managers to give them out to deserving employees as a reward for a job well done.
18. **Waffles for All** - Long winters in the north can be broken up by having a Belgian waffle breakfast. Some of the staff can bring in various toppings to personalize the waffles.
19. **Bingo!** - Create bingo cards with phrases or terms that are commonly heard around the office. As the phrases are heard the bingo card is filled in. Prizes are awarded for those that complete their cards.
20. **Catch 'em in the Act** - A healthcare company had a great idea called "Getting Caught". They encouraged employees to "catch" their peers when they go above and beyond the call of duty. Both the recognized employee and the person who "caught" him or her would receive a small gesture of appreciation.
21. **On a Personal Note** - A small hospital asked their directors to hand write thank-you notes to hourly employees whenever they noticed employees going above and beyond their duties. The notes were always handwritten and sent to the home of the employee via the HR dept.
22. **Hot Dog Days** - During the summer months, a hot dog grilling party can provide an inexpensive opportunity for employees to enjoy an afternoon outside and connect with each other outside of the office.
23. **Wow 'Em** - An employer created a "Wall of Wow" that was intended to visually represent successes and accomplishments of the team. On the wall, they would place positive e-mails, symbolic graphics, charts, and completed sample project documents.
24. **Holiday Contests** - Hold a Halloween costume contest and an ugly holiday sweater contest. Departments are allowed to decorate their areas according to the holiday.
25. **"Seinfeld Fridays"** - Play episodes of the TV show at lunchtime and invite everyone to watch together. Provide snacks that are related to the episode. Ex. Pretzels for the episode where Kramer keeps saying "These pretzels are making me thirsty".

Berry Organizational & Leadership Development LLC.



Selection of Training Topics

Training

- 1) Managing Problems in the Workplace
 - a) The Problem Resolution Process
 - b) Handling the Disciplinary Process
- 2) Acting like a Manager – Making the Transition from Friend to Manager
- 3) Facilitating a Meeting
- 4) Strategic Planning Meeting – How to Conduct a SWOT Analysis*
- 5) Goal Setting*
- 6) Performance Evaluation
- 7) Effective Coaching Skills
- 8) Motivating Others and Rewards
- 9) Assertiveness*
- 10) Effective Delegation Skills
- 11) Effective Communication Skills (can be focused on specific modes of communication)
- 12) A Focus on Customer Service
- 13) Turn Conflict into Opportunity – Conflict Resolution
- 14) The Right Questions: Effective Interviewing and Hiring Practices
- 15) Understanding and Utilizing Generational Differences in the Workplace*
- 16) Job Analysis: How to Write a Job Description*
- 17) Anti-Harassment and Discrimination*
- 18) Workplace Violence*
- 19) Diversity*
- 20) Ethics in the Workplace*
- 21) How to have an Effective Meeting*
- 22) Understanding how Personality plays a role at Work* (personality assessments to be included; separate fee if requested)

*general employees benefit from these training courses as well.

Team Specific

- 1) Building an Effective Team (-and other team-focused activities)
- 2) Mature Team Assessment
- 3) Building a Team with a high level of success in self-management

Training can be tailored for your needs

1. Select 1 management training option for 2-3 hours of training and schedule quarterly.
2. Select 2 management training options for 4 hours of training and schedule twice a year or as a half-day retreat 1-2 times a year.
3. Select 3 management training options for full day retreat to be scheduled once a year.

Call or email Cynthia Berry, Ph.D. for reasonable cost estimates with availability starting Fall of 2017. 636-798-3031 or cynberry42@msn.com