A Team Leader's Guide:

Uniting and Motivating Your Team

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Motivation

Rewards are only part of the story!

Motivation – What Makes Us Tick?

➢ Motivation is a combination of energies and vectors that shapes a given set of actions.

  ✓ It has direction, intensity and duration

  ✓ It influences behavior

  ✓ Motivation can either encourage or discourage a target behavior

How is Motivation Linked to Attitudes?

➢ Attitudes are a psychological approach to an entity or concept
  - ✓ Beliefs
  - ✓ Affective evaluation
  - ✓ Cognitive evaluation

➢ Workplace attitudes can include job satisfaction, turnover intention, job choice and selection, and organizational commitment

Cognitive vs. Emotional

➤ Cognition Perspective – the synthesis of information related to the satisfaction of needs is a key factor in motivation

➤ Emotional Perspective – a person's actions are frequently influenced by a core affective state, rather than totally conscious inputs

➢Goal Setting Theory

✓Degree of difficulty

✓Goal acceptance

✓Goal specificity

✓Feedback

Motivation - VIE Theory

➤ Motivation has <u>three parts:</u>
- ✓ <u>V</u>alence
- ✓ <u>I</u>nstrumentality
- ✓ <u>E</u>xpectancy

➤ VIE Theory (also called Expectancy Theory)

$$M = V * I * E$$

VIE Theory – What is Expectancy?

- ➤ "Is there a reasonable chance of attaining this goal?"
- ➤ Effort impacts outcome
- ➤ Barriers to Expectancy:
  - ✓ Vague goals
  - ✓ Changing timelines
  - ✓ Shoddy infrastructure
  - ✓ Unclear measurements

VIE Theory – What is Instrumentality?

- ➢ "How much impact do I personally have on progress toward this goal?"
- ➢ Performance impacts outcome
- ➢ Barriers to Instrumentality
  - ✓ Lack of specificity
  - ✓ Lack of relevance
  - ✓ Ambiguity
  - ✓ Lack of trust

VIE Theory – What is Valence?

➢ "How much is it worth to me?"

➢ Valence is the reward, either positive or negative, for the target action

➢ Most significant barrier to effective rewards…

→ Lack of understanding of what employees value

Hygiene-Motivation Theory

There are two types of motivating factors for employees:

➢Factors that encourage an employee not to leave → Hygiene Factors

➢Factors that encourage an employee to stay challenged and engaged → Motivation Factors

Hygiene-Motivation Theory - Hygiene

What are Hygiene Factors?

➢Salary
➢Environment
➢Job Title
➢Relationships

What are Motivation Factors?

➢ Professional Development
➢ Opportunities for Advancement
➢ Personal Challenge
➢ Leader-Member Exchange

Extrinsic vs. Intrinsic Motivation

Extrinsic Motivation - motivated by factors outside of self
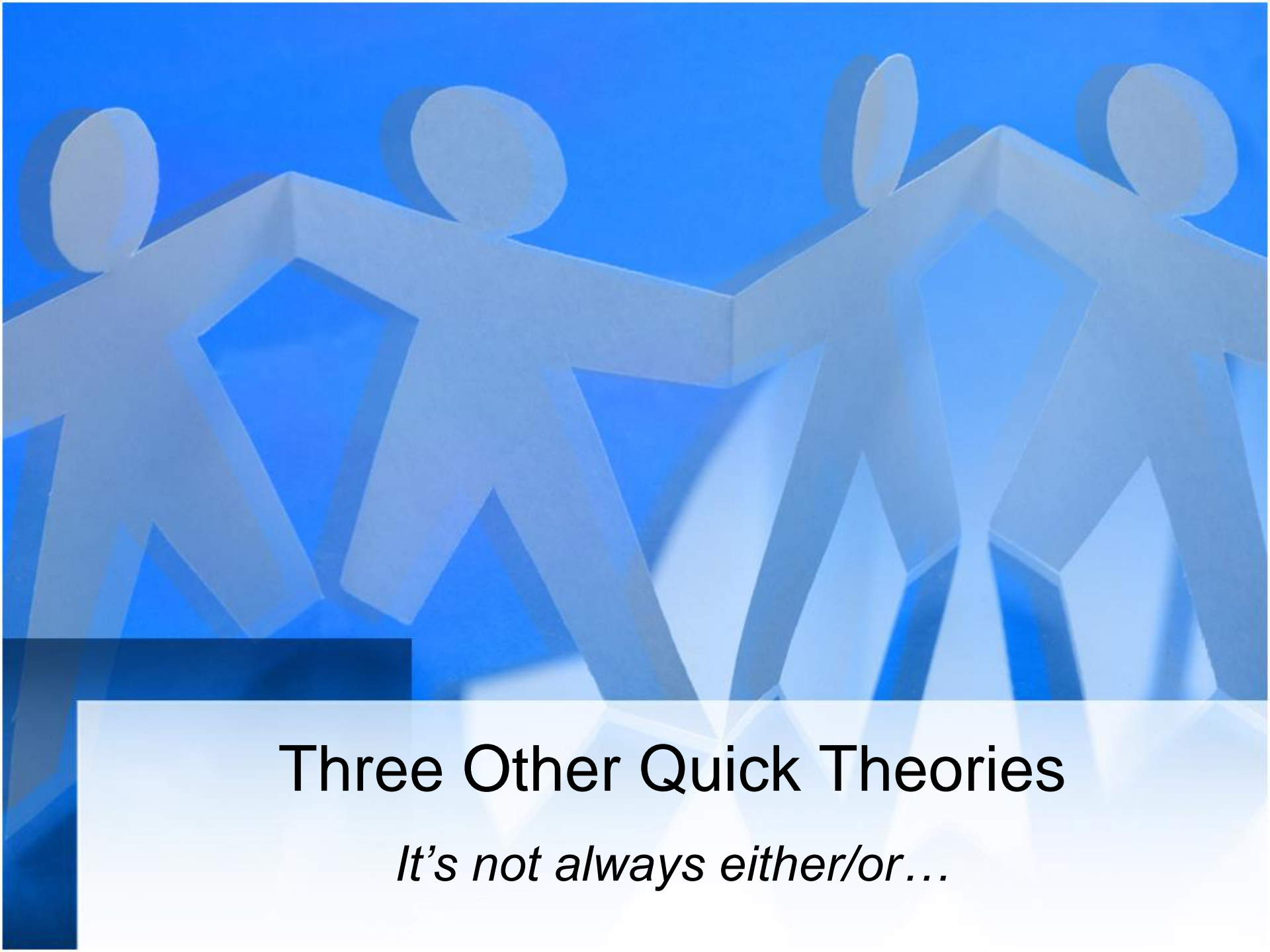
- ➢ Money
- ➢ Approval
- ➢ Status

Intrinsic Motivation – motivated by internal factors

- ➢ Self-actualization
- ➢ Growth
- ➢ Intellectual and professional challenge

Extrinsic vs. Intrinsic Motivation

➢ Research shows that while a balance is necessary, non-profit (NPO) employees are far more motivated by *intrinsic* factors as compared to their for-profit counterparts.

Three Other Quick Theories

It's not always either/or…

Locus of Control

Internal Locus of Control

- ➢ Employee believes that they have ultimate responsibility for events around them
- ➢ In extreme cases, this can lead to emotional and physical burnout
- ➢ Pros: Increased initiative, job engagement
- ➢ Cons: Issues with delegation and control

Locus of Control

External Locus of Control

> Employee believes they have no control over the events that happen to them

> In extreme cases, can lead to victim mentality and inability to accept responsibility

> Pros: Can aid in processing emotional stress of case management

> Cons: Can rob the employee of personal agency

Self-Evaluation – Goal Orientation

Performance Orientation

➢ Strives to attain subjective excellence

➢ Measures success against others

Mastery Orientation

➢ Strives to attain objective excellence

➢ Measures success against an absolute scale

Ways to Evaluate

Norm Referenced

- ➢ People evaluated in relationship to each other
- ➢ Evaluating "on a curve" is an example of norm-referenced evaluation
- ➢ Promotes competition

Criterion Referenced

- ➢ People evaluated against a pre-determined set of expectations
- ➢ Promotes cooperation

What Makes the Non-Profit Employee Different?
Why are you here?

What Do We Know So Far?

The NPO employee is:

➢ Motivated by intrinsic factors

➢ Tends to have a mastery orientation

➢ Responds to criterion-referenced evaluation

➢ Values self-actualization

Why Non-Profit vs. For-Profit?

Why are you here? It isn't always altruism!

- Affinity with organization
- Desire for self-sacrifice
- Desire to affect public policy
- Greater opportunity for personal advancement
- Draw to more organic hierarchy
- Value congruence

Why Are You Here?

➢ Many of these drivers are highly individualized

➢ Money is <u>generic.</u>

 ➔ *Remember, money is an extrinsic, hygiene factor. It will encourage retention, but not motivate long-term!*

Leader-Member Exchange (LMX)

➢ Leaders will develop a relationship with each member of the group

➢ High quality LMX (in group relationship) leads to greater responsibility and job satisfaction

➢ Low quality LMX (out group relationship) leads to less responsibility and job satisfaction

LMX – Mixed Gender Relationships

Mixed Gender LMX Relationships

➢ Supervisors rate performance lower

➢ Supervisors report liking subordinate less

➢ Subordinates report greater role ambiguity

→ Research shows exact opposite is true in same gender supervisory relationships

LMX – Intergenerational Relationships

Boomer Generation (1946-1964) – influenced by wars, significant social change

➢ Later life – values self-actualization

➢ Social justice

➢ Strong organizational loyalty

➢ Respect for authority

➢ Avoids conflict, collaborative

LMX – Intergenerational Relationships

Generation X (1965-1980) – increasing technology, latchkey kids/rising divorce rate, political mistrust

➢Feedback

➢Autonomy

➢Work/life balance

➢Independence/free agency

➢Time with manager

LMX – Intergenerational Relationships

Millenial Generation/Gen Y (1981-1994) – uncertain future (9/11, Columbine, downsizing), protected by Baby Boomer parents, "it takes a village," "No Child Left Behind"

- Work is temporary
- External locus of control
- Entitlement
- Self-expression more important than self-control
- Violence is an acceptable means of expression

LMX – Important Qualities

- ➢ Ability to "read" the leader or member
- ➢ Empathy
- ➢ Role-taking skills
- ➢ Strong LMX negatively associated with sarcasm and aggressiveness
- ➢ Two way relationship – both parties can participate fully in dialogue

An Exercise!

Everyone find a partner…

So, What Does It All Mean?

What to do now?

Find the Right Rewards

➢ Each employee is motivated by something different

➢ Find what "turns their crank"

➢ Value their development – this creates affective commitment

    ✓ Devote part of every supervision to development

Keep Communicating

- Be wary of in-group vs. out-group
  - Monitor yourself for fairness to out-group members
- Do not treat supervision as optional
- Employee perspective of reality is more important than yours – they will act on their perception
  - Resist the urge to assume that you are right; focus on perspective-taking

Setting Standards

➢ Be consistent – define standards and hold them

➢ Holding people accountable who do not meet team standards is <u>respectful</u>

  ✓ Failing to do so destroys both instrumentality and expectancy

➢ Be consistent publicly with what you say privately

The end game?

Don't be afraid to let someone go

➢ Not everyone is a good fit

➢ Use your probationary period!

➢ Regular discussions can bring this to light respectfully

➢ Holding someone back for fear of losing them will lead to disengagement

➢ An angry employee is more problematic than a vacant position

What's the Moral?

Everyone has a story.

Everyone has a story.

How to balance everyone's story?

➤ Know your own locus of control – you can't make everyone's lives okay

➤ Long-range vision – you are in your position to see the bigger picture

➤ Strong LMX will help you to problem-solve in a way that supports the team

➤ Here's the secret to motivation:

THE SECRET

…convincing your employees that your goals are their goals.

To bring a team together, you must show your team members that being part of the team helps them achieve their own goals.

This means learning to speak their language.

Questions?

Thank you for your time and attention!

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