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TESS Group

Business Sustainability, Well-being & Performance Course Suite

Workshop 6:

Inspiring and motivating your team

matrix® quality standard for information advice and guidance services approved by the matrix Accreditation Body

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House keeping

Toilets

Timings

Mobiles

COVID-19

Open forum

Having fun is important

Your action plans

Notes

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This programme

Workshop 1: Communication, Feedback & Coaching

Workshop 2: Well-being & performance at work

Workshop 3: Emotional intelligence

Workshop 4: Strategic Decision Making, Planning & Commercial Awareness

Workshop 5: Appraisal skills

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This programme

- Selection of leadership & management workshops (1 per month)
- Personalised action plans
- 121 coaching/mentoring with Tess Group
- *Values session

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Recap

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Workshop timings

8.30-10.00: An introduction to motivation (Kovach, motivators and de-motivators)

10.00-10.15: Break

10.15-11.15: Herzberg & employee engagement

11.15: 11.30: Break

11.30-12.30: Gallup and story telling

12.30-1.00: Lunch

1.00-2.30: Effective team meetings & action planning

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Motivation

What Motivates your Team?

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Motivation

Money and benefits

Good manager

Make a difference

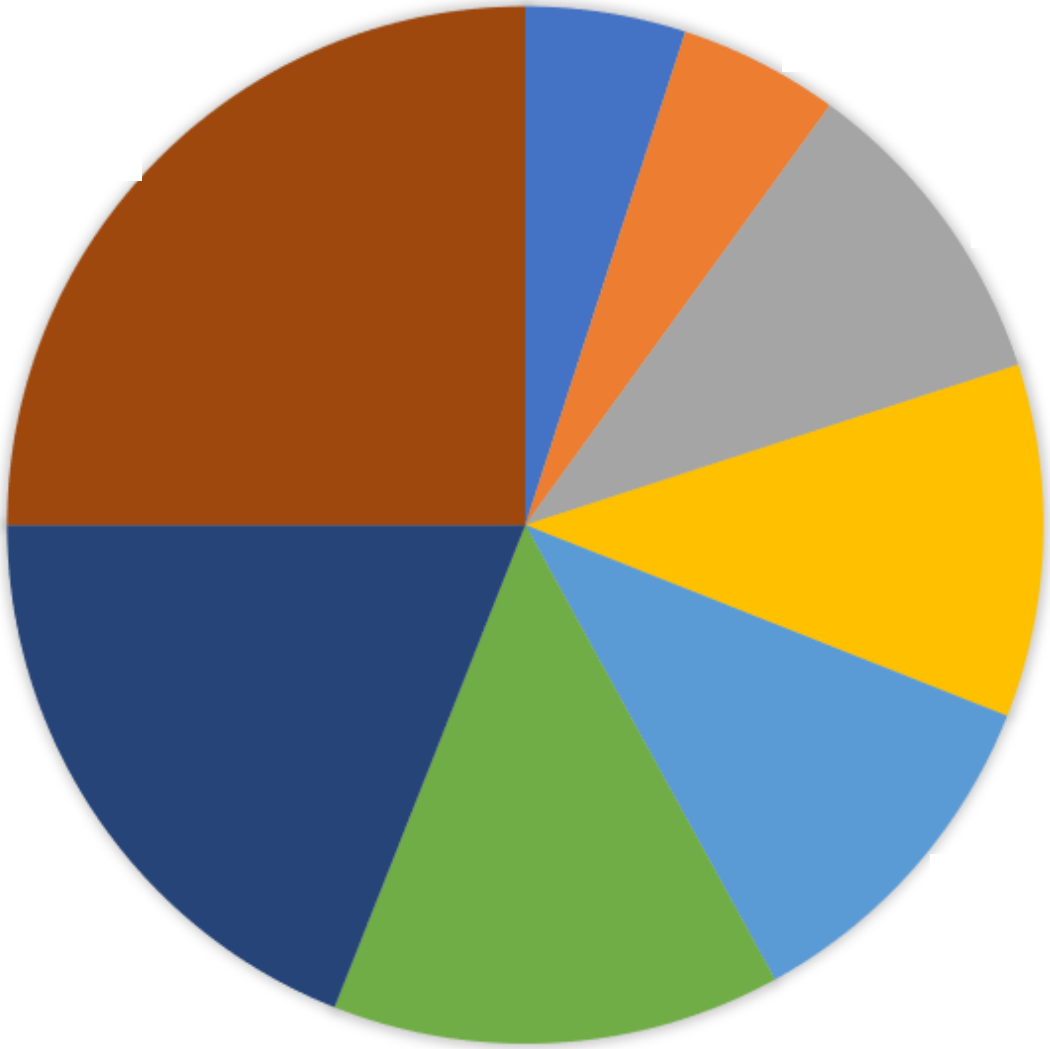
Grow at work

Do good

Are encouraged

Belief in company

Satisfy customer



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What motivates people?

Kovach – Understanding Motivation

Staff Ranking		Employer Ranking
	Interesting work	5
	Appreciation of work	8
	Feeling "in on things"	10
	Job security	2
	Good wages	1
	Promotion/growth	3
	Good working conditions	4
	Personal Loyalty	6
	Tactful discipline	7
	Sympathetic help with problems	9

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Motivation

Motivators & De-motivators

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The Top Ten Employee Motivators

#1 Personally thank employees for doing a good job--one on one, in writing, or both. Do it timely, often and sincerely.

#2 Be willing to take the time to meet with and listen to employees--as much as they need or want.

#3 Provide specific feedback about performance of the person, the department and the organization.

#4 Strive to create a work environment that is open, trusting and fun. Encourage new ideas and initiative.

#5 Provide information on how the company makes and loses money, upcoming products and strategies for competing in the marketplace, and how the person fits into the overall plan.

#6 Involve employees in decisions, especially as those decisions affect them.

#7 Provide employees with a sense of ownership in their work and the work environment.

#8 Recognize, reward and promote people based on their performance; deal with low and marginal performers so that they improve or leave.

#9 Give people a chance to grow and learn new skills; show them how you can help them meet their goals within the context of meeting the organization's goals. Create a partnership with each employee.

#10 Celebrate successes--of the company, of the department and of individuals in it. Take time for team- and morale-building meetings and activities.

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The Top Ten Employee Demotivators

#1 Organizational Politics - An environment in which the competition for power, influence, resources and promotions is based on subjective or hidden criteria.

#2 Unclear Expectations - Employees need to understand what to expect from a recognition program. What are their roles and responsibilities?

#3 Unnecessary Rules - Keep programs simple. Too many rules mean too much bureaucracy.

#4 Poorly Designed Work - Poorly engineered work gets in the way of satisfying internal and external customers and frustrates employees.

#5 Unproductive Meetings - Employees often leave meetings exhausted, battered and bored.

#6 Internal Competition -The healthiest organizations compete against their competition, not against themselves.

#7 Lack of Follow Up - Promise only what can be delivered. Deliver on all promises.

#8 Constant Change - Changing the rules of the game is demotivating. If they do change, make them better – adding new opportunities. If change is necessary or the bar needs to be raised, consult with your employees.

#9 Dishonesty - Employees hate being lied to

#10 Hypocrisy - Do not say one thing and then do another. Be consistent.

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Herzberg - motivation

Motivators

- Achievement
- Recognition
- The work itself
- Responsibility
- Advancement
- Growth

Hygiene factors

- Company policies
- Supervision
- Relationships
- Work conditions
- Salary
- Status
- Security

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Herzberg - motivation

Motivators: Which can encourage employees to work harder.

Motivating Factors

- **Achievement**: A job must give an employee a sense of achievement. This will provide a proud feeling of having done something difficult but worthwhile
- **Recognition**: A job must provide an employee with praise and recognition of their successes. This recognition should come from both their superiors and their peers
- **The work itself**: The job itself must be interesting, varied, and provide enough of a challenge to keep employees motivated
- **Responsibility**: Employees should "own" their work. They should hold themselves responsible for this completion and not feel as though they are being micromanaged
- **Advancement**: Promotion opportunities should exist for the employee
- **Growth**: The job should give employees the opportunity to learn new skills. This can happen either on the job or through more formal training.

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Herzberg - motivation

Hygiene factors: These will not encourage employees to work harder but they will cause them to become unmotivated if they are not present.

Hygiene Factors

- **Company policies**: These should be fair and clear to every employee. They must also be equivalent to those of those of competitors
- **Supervision**: Supervision must be fair and appropriate. The employee should be given as much autonomy as is reasonable
- **Relationships**: There should be no tolerance for bullying or cliques. A healthy, amiable, and appropriate relationship should exist between peers, superiors, and subordinates
- **Work conditions**: Equipment and the working environment should be safe, fit for purpose, and hygienic
- **Salary**: The pay structure should be fair and reasonable. It should also be competitive with other organizations in the same industry
- **Status**: The organization should maintain the status of all employees within the organization. Performing meaningful work can provide a sense of status
- **Security**: It is important that employees feel that their job is secure, and they are not under the constant threat of being laid-off

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Employee engagement

When employees are engaged, you'll notice:

- A boost to your profitability
- Better retention rates for your top talent
- An increased sense of health and well-being
- Decreased healthcare costs

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Employee engagement

- Sainsbury's have found that the level of Employee Engagement can contribute up to 15% of a store's year-on-year growth

- Organisations that were in the top 25% for the level of Employee Engagement had twice the net annual income than those organisations in the bottom 25%

- MORE TH>N call centres that engaged people have 35% lower average wrap up times than disengaged people. Engaged staff are able to talk to an additional 800 customers per year on average.

- 78% of the more engaged employees in the public sector felt they could impact public service delivery positively; only 29% of the disengaged felt the same way

http://www.marketingcompass.co.uk/2013/05/real-world-facts-about-employee-engagement/

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- The annual cost to the UK economy of sickness absence is over £17 billion according to the CBI. They found that engaged employees take an average of 2.69 days sick a year; the disengaged take 6.19. Engaged employees, on average, cost 3.5 days per year less sick pay.

- Rentokil found the teams that most improved engagement saw staff retention increase 6.7%, providing an estimated saving of almost £7 million.

- Gallup reports that those organisations in the bottom 25% for Employee Engagement averaged 62% more accidents than those in the top 25%.

- 59% of the more engaged employees say that work brings out their most creative ideas, against 3% of the less engaged.

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Employee engagement

- #1 Begin with a Strategy
- #2 Master Onboarding
- #3 Give Back
- #4 Make Recognition Public
- #5 Celebrate the Personal Stuff
- #6 Empower Employees
- #7 Share News
- #8 Focus on Health
- #9 Use Motivational Speakers
- #10 Delegate Responsibilities
- #11 Keep Communication Open

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Gallup 12 core elements

Base Camp – "What do I get?"

1) Do I know what is expected of me?
2) Do I have the materials and equipment I need to do my work well?

Camp 1 – "What do I give?"

3) Do I have the opportunity to do what I do best every day?
4) In the last seven days, have I received recognition or praise for good work?
5) Does my boss, or someone at work, seem to care about me as a person?
6) Is there someone at work that encourages my development?

Camp 2 – "Do I belong here?"

7) At work, do my opinions seem to count?
8) Does the mission of my company make my feel my job is important?
9) Are my co-workers committed to doing quality work?
10) Do I have a best friend at work?

Camp 3 – "How can we all grow?"

11) In the last six months, has someone talked with me about my progress?
12) This last year, have I had the opportunity at work to learn and grow?

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Team meetings

- 33% of meetings are unproductive
- 36% of meetings don't achieve their objective

ILM study

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Team meetings

Why are team meetings important?

- Vital for management & communication
- Properly run meetings can...
  - Save Time
  - Increase Motivation
  - Increase Productivity
  - Solve Problems
  - Create New Ideas/Initiatives
  - Diffuse conflict

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Team meetings - planning

- 1 Meeting Purpose/**Cut Moose**
- 2 Content **Pie Trio Sir**
- 3 Sequence and **Misting**
- 4 **Eat Eds Net**
- 5 Date/**Item**/Venue
- 6 **And Age**

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Team meetings - planning

- 1 Meeting Purpose/Outcomes
- 2 Content Priorities
- 3 Sequence and Timings
- 4 Attendees
- 5 Date/Time/Venue
- 6 Agenda

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Wrap up: action plan

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