



# Managing and Motivating Staff in Tough Times

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# Understanding Motivation - Theories



## People Have Two Sets of Needs

### Hygiene Needs

- Working conditions
- Pay
- Job Security
- Good relationships with co-workers
- Effective supervision

- When hygiene needs are not met, workers will be dissatisfied.
- Satisfying needs alone does not lead to highly motivated employees or high levels of job satisfaction
- For motivation to be high, employers must meet motivational needs

### Motivation Needs

- Achievement
- Recognition
- Work Itself
- Responsibility
- Promotion
- Growth

- Motivation needs are related to the work itself and how challenging that work is
- Outcomes – interesting work, autonomy, responsibility, growth and development on the job, and a sense of accomplishment and achievement help to satisfy motivation needs
- Ways to motivate intrinsically are to provide opportunities for growth and achievement and recognize people's achievements

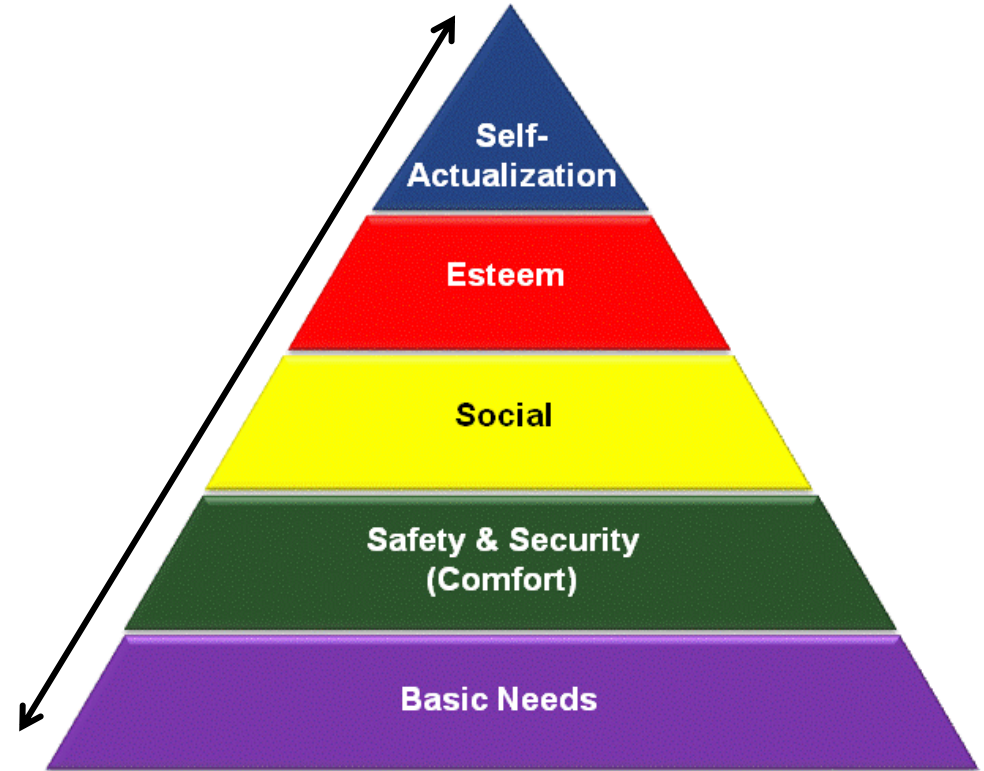


**Frederick Herzberg**

# Understanding Motivation - Theories



**Abraham Maslow**



- All people seek to satisfy five basic kinds of needs: physiological, safety, belongingness, esteem and self-actualization
- A person must have their lowest-level needs met before they can strive to satisfy needs higher in the hierarchy

# Understanding Motivation - Theories Continued

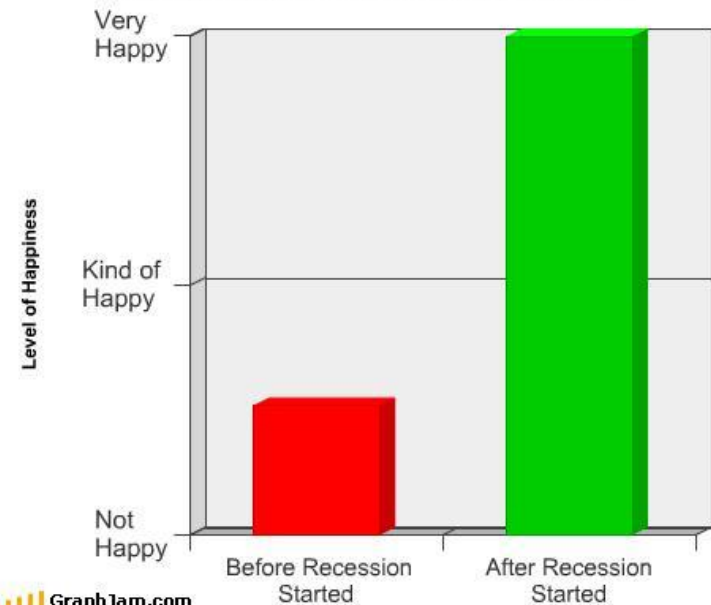


- Hawthorne Effect
- McClelland's Theory
- McGregor's Theory X and Theory Y
- Vroom's Expectancy Theory
- Adams's Equity Theory
- Skinner's Behavioral Reinforcement Theory

The Simon way of measuring job satisfaction:



## How Happy I Am With My Job

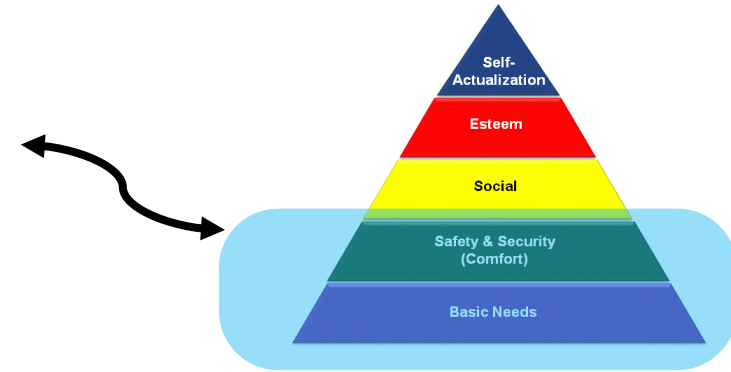


# Consequences of Unsatisfied and Unmotivated Staff



It is easy for staff to lose motivation when they are faced with reduced budgets, furloughs, and unchanging or increasing work loads. The consequences when motivation drops is significant and can specifically include:

- Lower quality work
- Slower pace of work
- Reduced creativity or willingness to take on work
- Challenges to policy
- Increase in fraud (expense reports, hours worked)
- Increased absenteeism and presenteeism



These changes make your management job more difficult and time consuming.

# What Employees Want from Management



Regardless of the economic conditions employees want management to:

- Be Honest
  - Especially on tough messages regarding furloughs, office closures and reduction in force
- Provide regular and timely communication
  - It is difficult to over communicate during times of stress
- Keep promises
  - If you say you are going to get back to someone or research something – do it
- Trust their people
- Be prepared to give responsibility
  - Growth opportunities can be very motivating to staff
- Be open to new ideas and change



# What Employees Want from Management - Focus Points in a Down Economy



- Provide opportunities to learn new skills
  - Staffing reductions can lead to additional responsibilities and skill building
- Help staff through the changes
  - Managers need to be cognizant of how people react to change and how to help staff through the change
  - Many will grieve because they miss the life they used to have
- Be realistic
  - Prepare to describe the short and long term impacts to staff while working toward a future that people will want to be a part of
- Understand different career options staff have available to them
- Look for ways to build organizational resiliency with your leadership team



# What Are States Doing?

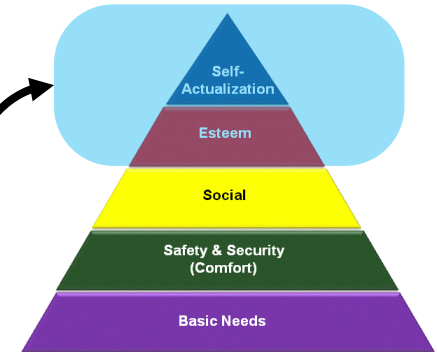


- Recognition Programs
  - Departmental
  - Statewide

Governor's Scholarship Programs



Current Focus



PRP Information System



Missouri State Employee Suggestion Program

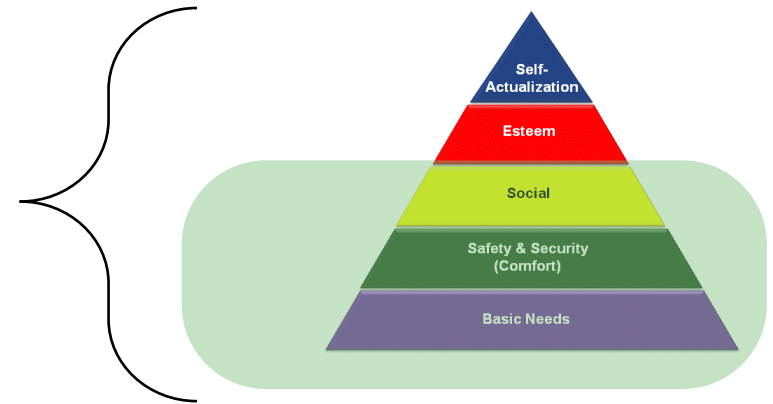
District of Columbia

Monetary Awards	Honorary (Non-Monetary) Awards
Sustained Superior Performance	Tangible Item Award
Special Act or Service	Time-Off Award
Suggestion or Invention	Meritorious Service Award
Safe Driving	Certificates and Pins
Excepted Service Performance Incentives	Group Award
Executive Service Performance Incentives	
Group Award	

# Options – Need to Spread the Focus



- Flexible Work Arrangements
- Create Greater Social Networking Opportunities
- Leverage Informational Programs and Private Sector Pro-bono Seminars
  - Financial Planning
  - Maximizing Understanding and Utilization of FSA and HSA's
- Employee Assistance Programs



# Recent Motivational Theory - Employee Engagement



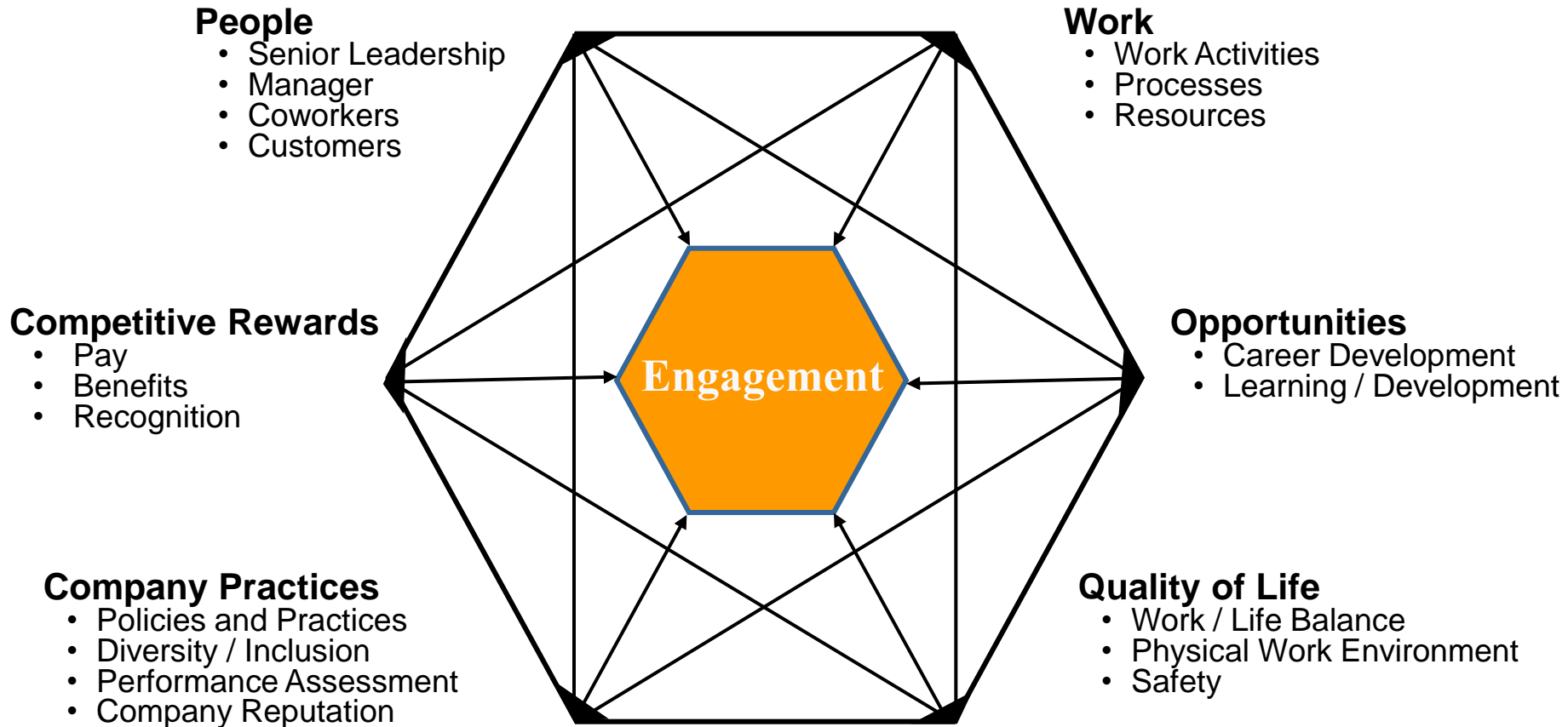
## What is Engagement?

- State in which **INDIVIDUALS** are **emotionally and intellectually committed** to the organization or group
- **Quantitative** and **robust** approach to link employee attitude measures with behavior and business measures
- Approach that allows us to **identify the drivers and sub-drivers** that will have the most impact on improving overall engagement

## Is it different than Satisfaction?

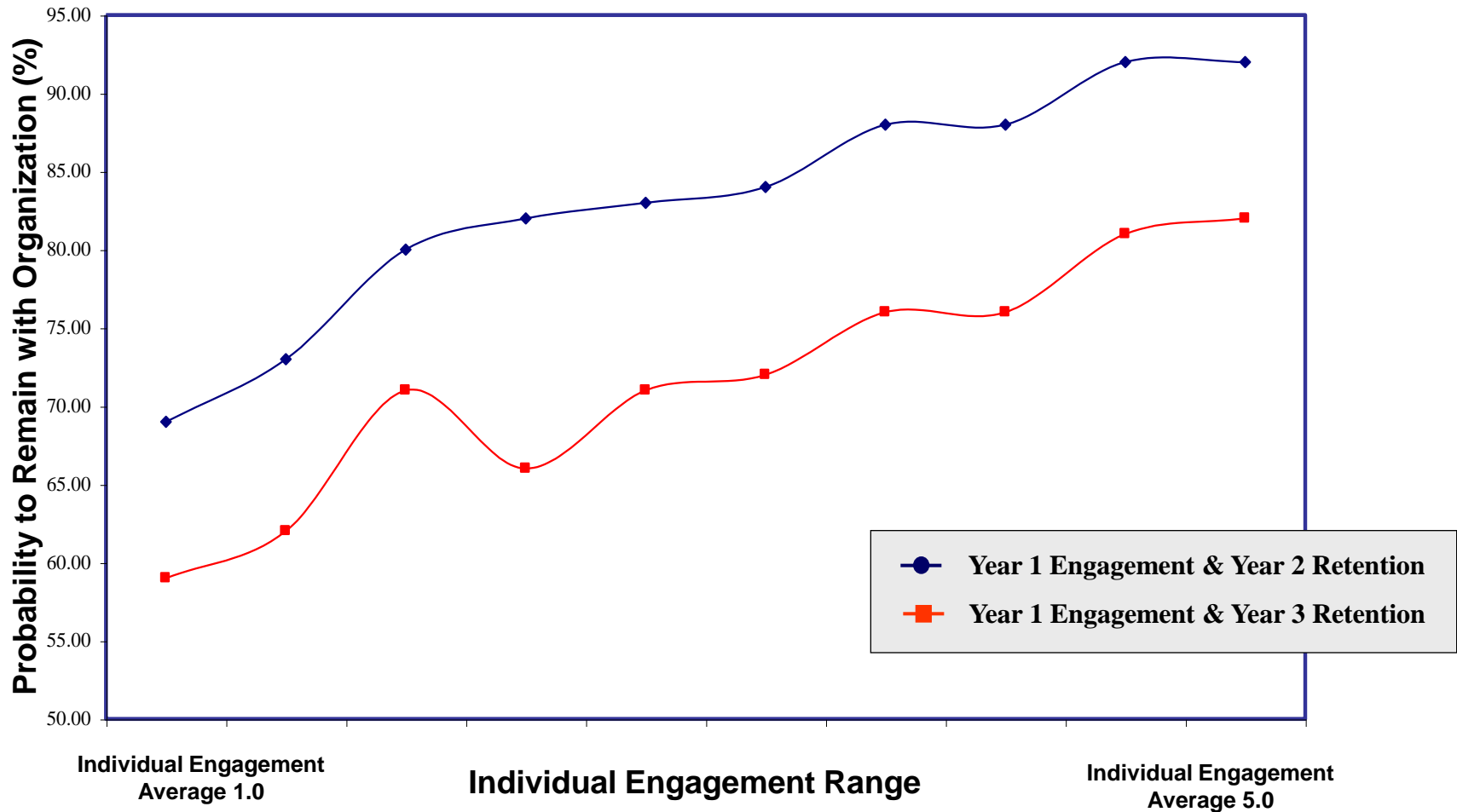
- **Yes, it is different.**
  - Satisfaction simply measures how a group rates survey questions
  - Satisfaction averages all questions across a group and does not weight the importance of questions to an individual
  - Satisfaction provides overall direction of needed programs, but cannot identify programs that will most likely improve retention or productivity

# Categories Of Engagement

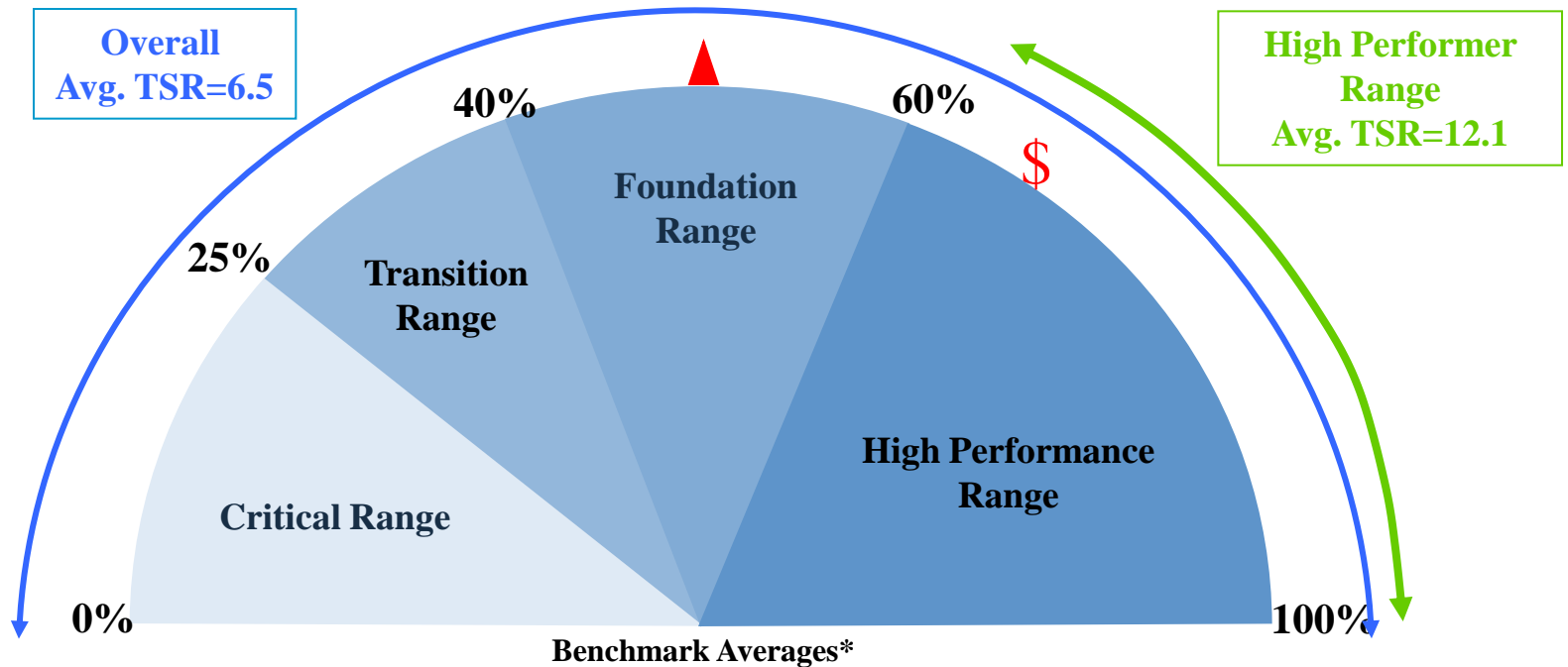




## Engagement Connects Retention & Desire



# Engagement Ranges - Percent of Employees that are engaged based on survey responses



▲ Average Global  
Benchmark (51%)

⌘ Average High Performing  
Company (70%)

**TSR = Total Shareholder Return Annualized over a Five  
Year Period**

## Interactive Survey – Engagement Works Best When Tailored



What do you think your Employees top three motivational drivers are?

1. Pay
2. Benefits
3. Recognition
4. Work/Life Balance
5. Learning Opportunities
6. Advancement Opportunities
7. Nature of Work (work processes, activities, resources)
8. Quality of Supervision
9. Co-Workers
10. Other

## Interactive Survey



What are the top three motivational drivers that you can influence?

1. Pay
2. Benefits
3. Recognition
4. Work/Life Balance
5. Learning Opportunities
6. Advancement Opportunities
7. Nature of Work (work processes, activities, resources)
8. Quality of Supervision
9. Co-Workers
10. Other

## Interactive Survey



Looking in to your own crystal ball how long do you think the current state will last?

1. 6 months
2. 1 year
3. 2 years
4. 3-4 years
5. The new normal

# Survey Says?



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