Motivation & Development

Tuesday, April 22, 2025   FACILITATOR: Linda Rich

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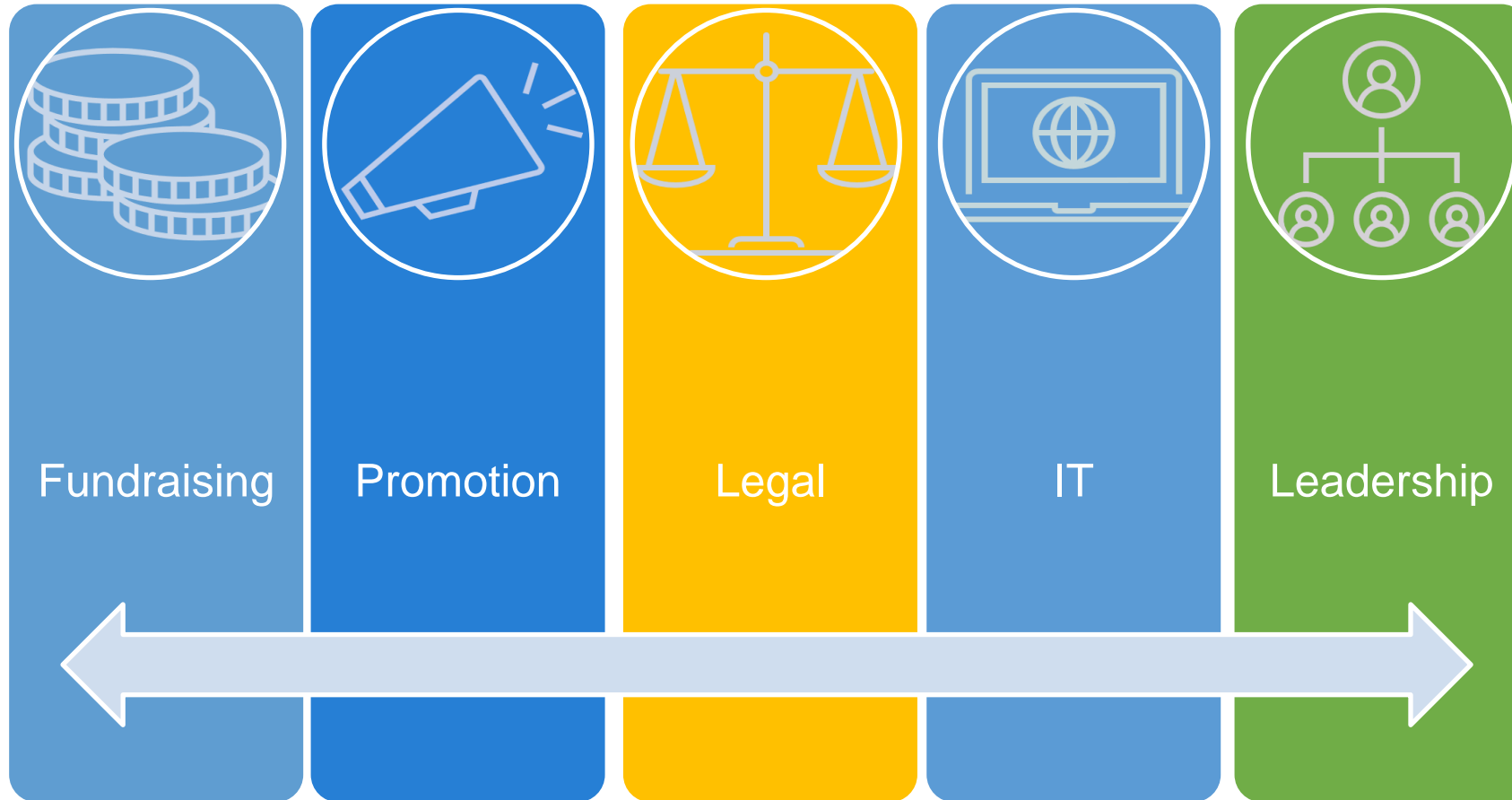
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Coming Up

If my directs were 5% more motivated…

BOTH
universal
&
individual

Herzberg's 2-Factor Theory

factors that reduce dissatisfaction ≠ factors that increase satisfaction

Poor Hygeine factors

Acheivement Interest Responsibility Advancement

Motivation factors

Salary Conditions Policies Supervision
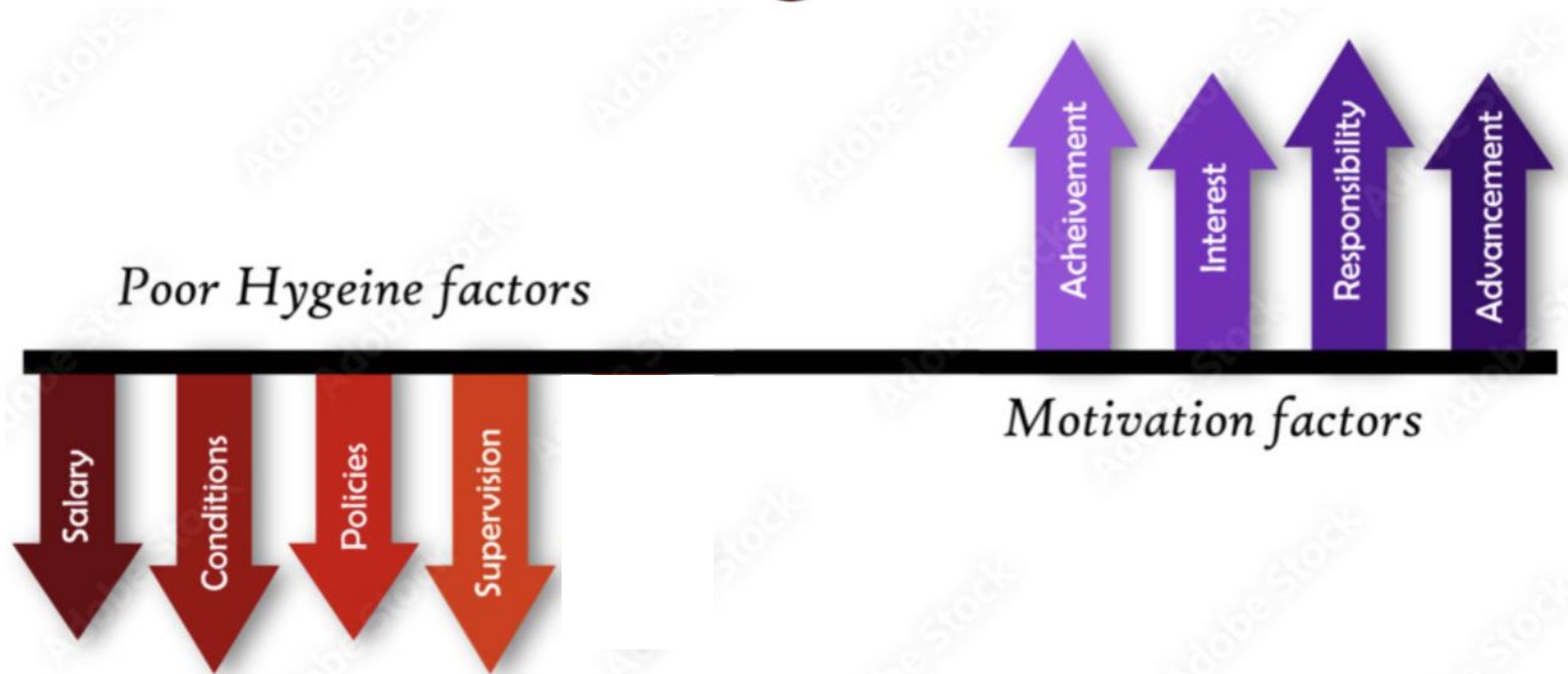
Universal Needs

Hogan	Meta/HBR
Getting ahead	Career
Getting along	Community
Finding meaning	Cause

4 Levels of Motivation

Because it makes a difference

Because I want to

Because you want me to

Because you told me to
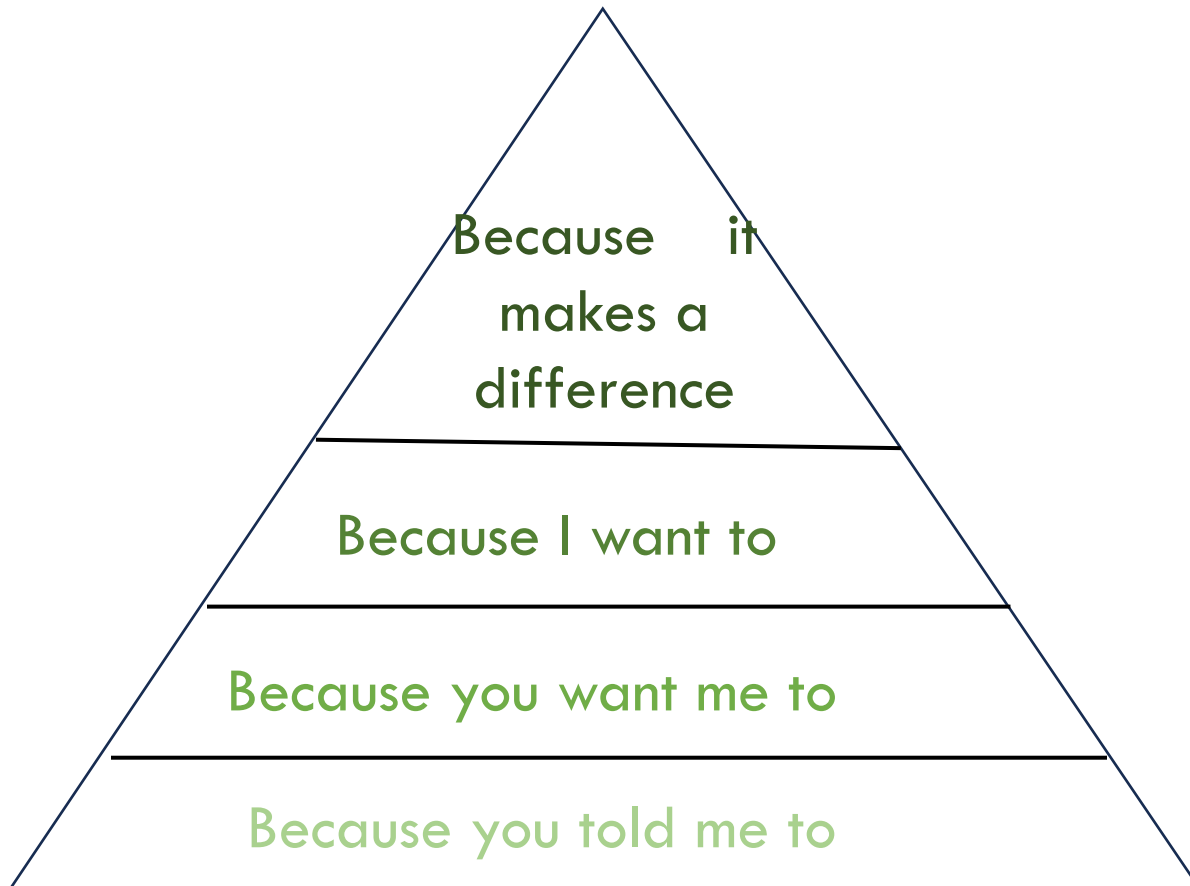
There is only one way to get anybody to do anything: Make the other person want to do it.

Dale Carnegie

Joel Trammell

Autonomy

direct our own lives

make decisions & exercise judgment

ownership & responsibility → intrinsic motivation follows.

NO MICROMANAGEMENT!!

Individual Motivational Factors

- **Development/mastery**

- **Job advancement**

- **Challenge**

- **Recognition/appreciation**

- **Work circumstances (remote/hybrid)**

- **Connections**

- **Security/stability**

Round of applause: When an employee completes some-thing really worthwhile or difficult, have the whole team applaud them (literally) at your next team meeting.

Motivation Conversation

- *What do you like best about your job? What is it about that…*
- *If you had a great day at work, what likely happened…*
- *… 'If I could do this all day, every day, I'd be happy'?*

- *What do you NOT like doing? What is it about that…*
- *What strengths do you want to use/develop?*
- *How might we incorporate more of that into your job?*

Each Is Different
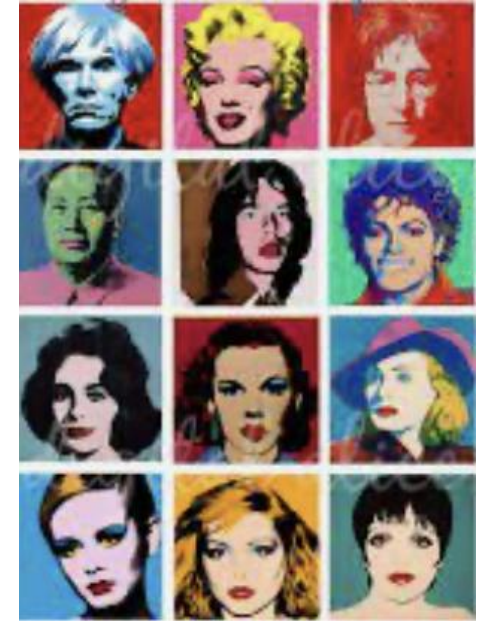
They still talk about 'our engineers.' And I say:

"Brother, you don't have engineers.
You have Joe and Mary and Jim and Bob, and each is different."

Peter Drucker, the Post-Capitalist Executive, HBR

Development - Chat

CHAT

Share:

an area where you want to develop or help someone else develop

Some Development Areas

- **Build self-awareness**

- Project mgt
- Finance
- Fundraising

- Negotiation
- Networking

- Handing difficult clients/partners
- Interviewing new hire candidates

- Running a meeting
- Developing direct reports

- **Communication (*specify*)**

- **Interpersonal skills (*specify*)**

Communication Skills

What isn't "communication"?

Clearly identify and communicate key points, eliminate non-essential info, especially in interactions with senior management.

Be shorter and sharper.

Keys to Success

Target

Variety

Accountability

Manager: help determine development targets,
explore how to reach them,
provide support, ensure accountability

Development Discussion – Target

Where do you want to develop now?

Where might you go in the longer term, what skills might you need?

If you had time/money to take any course, what would you choose?

Of these 3 possible goals, which is most meaningful to you?

*How will we **measure/demonstrate** success?*

Address Weakness or Strength?

Assumption: we grow most in our areas of greatest weakness

Consider: *How would it benefit me to grow further in my areas of strength? What if I did more of what's natural for me?*

It is far more lucrative and fun to leverage your strengths instead of attempting to fix all the chinks in your armor.

- Tim Ferris

Tactics: **How We Learn**

COURSEWORK & TRAINING 10%

DEVELOPMENTAL RELATIONSHIP 20%

CHALLENGE ASSIGNMENTS 70%
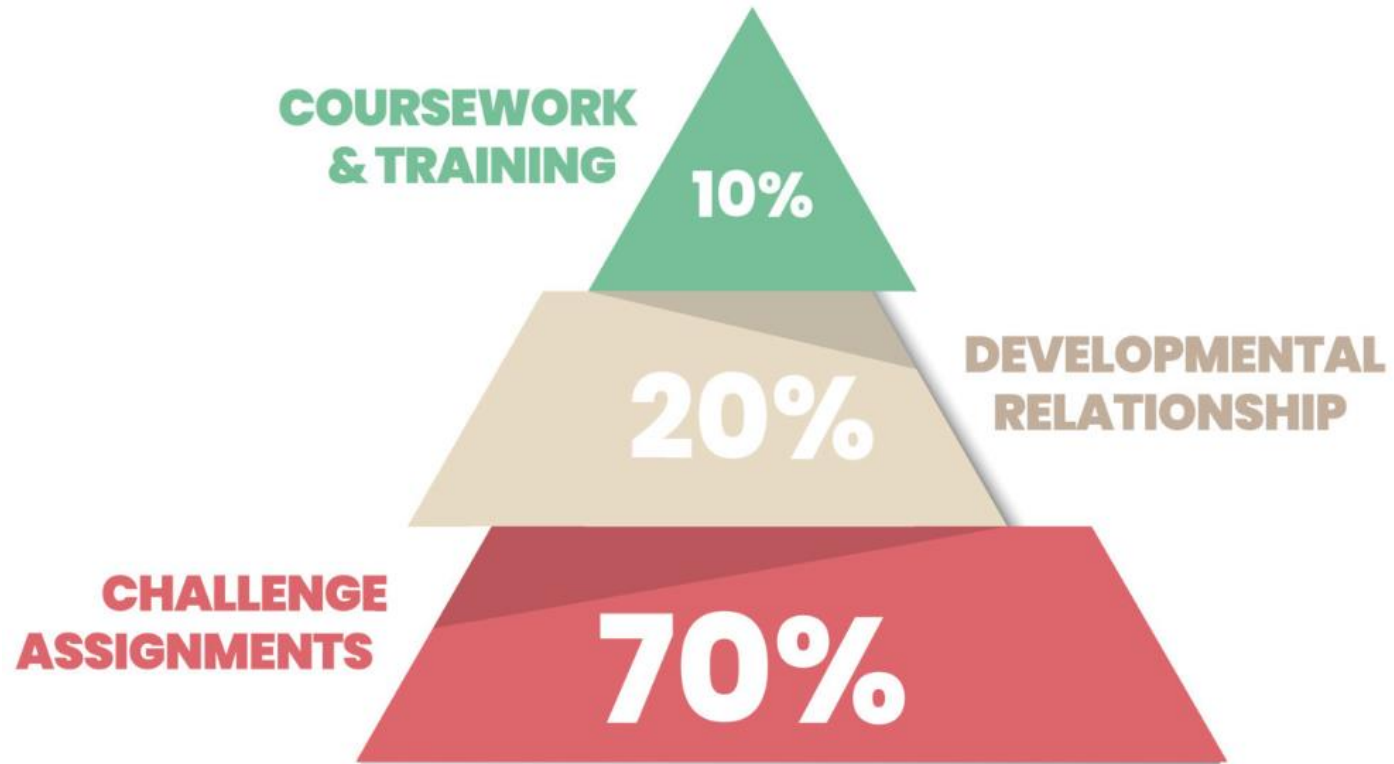
Alternatives: Offload, Avoid

Self awareness

How We Learn

Experience – on the job: **70%** jobs, assignments, projects, volunteering outside work	**Exposure** (others) – near the job: **20%** bosses, mentors, role models, coaches, peers, feedback givers
Education – off the job: **10%** formal classes & workshops, e-learning, research, reading, with/without discussion	**Other:** assessments journaling affirmations

COURSEWORK & TRAINING 10%

DEVELOPMENTAL RELATIONSHIP 20%

CHALLENGE ASSIGNMENTS 70%
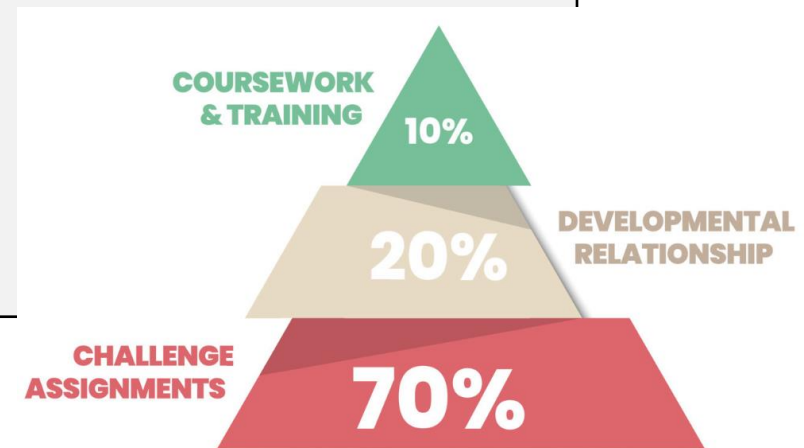
Accountability (+ Support)

ACCOUNTABILITY IS THE GLUE THAT TIES COMMITMENT TO RESULTS.

Keeps on track, encourages, ensures goals are met

- **Deadline(s)**

- **Boss – Coach – Mentor**

- **Peer/partner/group**

Accountability PARTNER

Manager: What's a reasonable timeline?

How can I best support you?

Competency: **Developing Direct Reports**

… holds frequent development discussions;
knows each direct's career goals;
builds compelling development plans;   is a
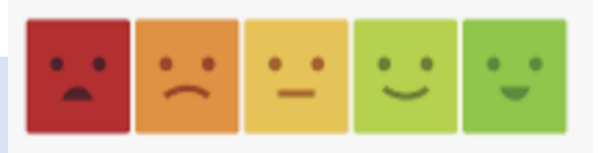people builder

UNSKILLED: … doesn't see long-term development as their job; thinks development means going to a course – doesn't know how development really happens…

- Leadership Architect
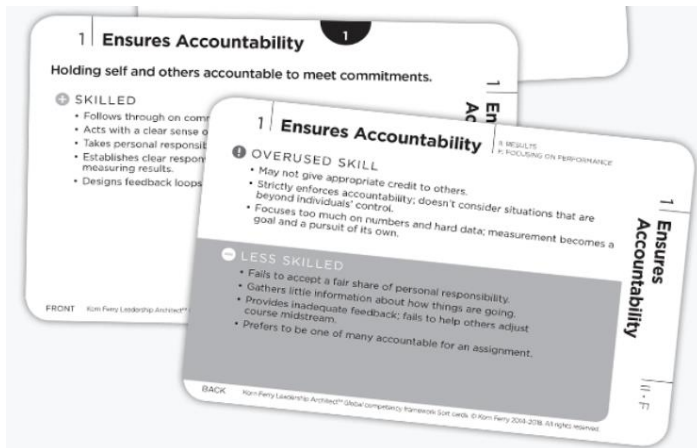
How Often Do I ... ?

1. Create a **culture** of eagerness to develop/use increased skills and to take on more challenging assignments

2. Employ a **variety** of activities/approaches to employee development

3. Provide clear **feedback** on progress; guidance throughout

4. **Transform** average performers into higher performing employees

1	2	3	4	5
never	rarely	sometimes	often	always

Development Plan: Example

Target	Improve networking skills, deepen professional network. Measure/demonstrate: Make 5 new good contacts, and be more comfortable introducing myself to new people
Variety (of tactics)	Get feedback, ask role models what works for them, observe, peer coaching, reading, TED talks, attend professional events, practice
Accountability	Work with peer, complete in 3 months

Q&A
THANKS FOR JOINING US!

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