



CLI Whitepaper

Optimizing Motivation in Your Organization: What Works?

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As an organization dedicated to developing performance potential in organizations, CLI truly believes that a company's number one asset is their employees. As the lifeblood of the company, corporations need to find different ways to motivate their employees.

We have seen the impact that younger generations are making at work; a demand for flexible work hours and locations, regular performance appraisals to master their goals, autonomy to work their own way. These needs are core strength in the organizational cultures of many successful companies today.

According to classic Herzbergian Motivation Hygiene Theory,

- The employees' job and everyday tasks should have adequate challenges, causing the employee to utilize their full ability.
- If an employee demonstrates increasing levels of ability, then in return, management should offer them increasing levels of responsibility.
- If an employees' skill set is not fully utilized, then an issue with motivation will arise. If a job does not intend to use an employee's full abilities, then management should replace the employee with one who has a lower level of skill and move the employee to a location where their skills will be fully utilized.

In compliance to Herzberg's model, CLI suggests the motivation will occur by:

- Helping leaders identify areas in which employees can contribute and make an impact.
- Leaders must personally meet with followers to gain a foothold on what follower's feel will motivate them, at work.
- Look for new opportunities to challenge the followers to learn new skills and contribute to corporation performance.

CLI interviewed a professional in the tech consulting industry. According to Paul Hillman, of CDH Technology Consultants, "Motivation comes in many shapes and sizes. We try to tie in what the individual would appreciate." By using creative management tactics, Mr. Hillman suggests that being flexible with employees can raise motivation and productivity. "Part of our goal, to gain motivation, is to pay for certification tests and training programs, and offer small rewards for passing these tests."

CLI also conducted an interview with business psychologist Dr. John Cwiklik, an organizational consultant and appreciate inquiry expert, who agreed fully with Paul Hillmans' statements. According to Dr. Cwiklik, "Employees are always looking for a way to become more valuable. By increasing value, they are also increasing job enrichment." Dr. Cwiklik adds by saying, "Companies need to encourage their employees to continue their education by paying for advanced certifications and ongoing training."

CLI has developed several suggestions and new approaches to help employees stay motivated, and to keep performance from lagging:

1. Raising performance will mean talking with your people about whether they feel stuck, victimized or excited and anticipatory about their work. We suggest that leaders meet with their followers to help them sound out hidden feelings and performance concerns.
2. Take action: if your budget allows, offer training or offsite sessions. CLI offers many options at your location or ours. Consider taking a step towards risk and stretch comfort zones as a group by attending a high ropes course session at CLI. This will increase trust, communication, motivation and collaboration.
3. Gets serious about short term, "little winners": that your company can achieve this fiscal year. Identify short---term goals, and ensure that staff has the resources to accomplish them.
4. Remove boundaries, lower suspicion, increase trust, and open communication by offering a town hall meeting. This meeting allows concerns as well as possibilities to be shared.

With the help of CLI, 2015-2016 can be breakthrough years to remember. We hope this paper caught your attention and was interesting to you. If you would like more information please feel free to contact Dr. Susan Cain by email at: scain@corplearning.com or by phone: (630) 347-6333.

For Further Reading

Herzberg's Motivation-Hygiene Theory: Two-Factor Theory. (2007). Retrieved February 13, 2009 from-NetMBA website:
<http://www.netmba.com/mgmt/ob/motivation/herzberg/>

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