

What motivates your staff?

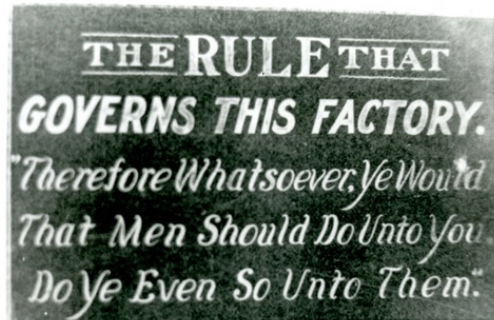
Torgny Veibäck

Welcome to this seminar in Staff development in our Business Coaching Programme. My name is Torgny Veibäck. I will speak about What motivates your staff.

The golden rule

**“So whatever you wish that others would do to you, do also to them, for this is the Law and the Prophets.
(Matthew 7:12)**

**What does it mean to you as a manager according to your
– Employees**



Jesus says in the "Golden Rule" that you should do to others what you wish they do for you. What does that mean in accordance to your employees? You have a stimulating job as manager. Haven't you? So you wish also that your employees have a great job. Don't you? You want them to be motivated, satisfied and stimulated by their job.

Stimulating job

Staff
development

Oldham & Hackman

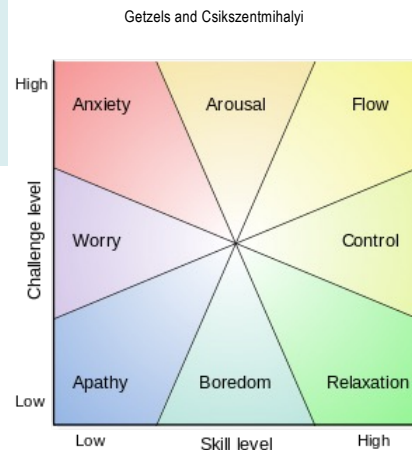
1. **Skill variety – use of several skills and talents**
2. **Task identity – responsible for entire process**
3. **Task significance – useful for others**
4. **Autonomy – act after your own understanding**
5. **Feedback – information about own effectiveness**

Here is five factors which are very important for being stimulated by the job. This five Job characteristics influencing motivation according to research is useful to have in mind when you organise your business and design the workplaces.

Work engagement

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1. **Vigor**
a sense of personal energy for work
2. **Dedication**
a sense of pride and challenge
3. **Absorption**
use of skill and challenge – Flow



To bring the question of a good job to a even higher level, I will say that you love your job. You are not just stimulated you are really engaged in what you are doing. Aren't you? You have a vigor – a sense of personal energy for you work. You go to your work with great joy. You are dedicated to your work. You want also that your workers ought to be dedicated to their work. To be proud of their work. If they also are challenged by their work it is good. They might be almost absorbed by their work. If they also use their skill so much as possible they will get what the physiologists call flow.

Look at this picture. The X-axel is level of skill and the Y-axel is the level of Challenge compared with their capability. Down in the corner with low level of Skill use and low challenge its dull to work. You get a feeling of apathy and don't want to work. But if you use your full capacity of skill and you are really challenged by the task you may forget of everything else and just work and work. You will be really engaged. You can't be in Flow-situation all the time you will be exhausted.

This is what happens for the young gamers. They cant stop playing because they get flow. The work may become like a drug almost. – "Workoholics".

Employee satisfaction

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1. **Respect** – good leadership
– respected leader
2. **Teamwork** – socialise with teammates, helping each other
3. **Influence** – be part of decisions, use my skill and creativity
4. **Positive feedback** – recognition from mates and managers
5. **Benefits** – be awarded after merit
6. **Communication** – be informed of what's going on
7. **Comprehensive view** – understand my role in the company
8. **Specific goals** – know what is expected of me
9. **Personal growth** – learning new skills, getting more experience
10. **Actions** – be useful for others, be proud of my achievement

According to research in Sweden the 10 most important factors for employees to stay motivated for work. They asked more than 300 employees in different branches to det this top-ten list. The most important factor is Respect. Both that the leader respect their workers and that the workers regard and respect their leaders. Very important.

Hinders for motivation

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Demotivators

- Unfair leadership
- Conflicts and intrigues
- Punishments
- Bad working conditions
- Unsafe employment
- Low wages in relation to others



Here is also some demotivating factors which hinders my interest for work and doing a good job.

Coaching questions

- **How can you rise the satisfaction among your employees? Now and in the long turn!**
- **How can you reorganize the jobs so they become more stimulating?**
- **Are there something that makes your employees de-motivated?**
What can you do to change that situation?
- **How can you give more positive feedback to those who need it most?**

Here is some coaching questions to reflect over. Do it together with your coach.
Thank you very much. God bless you.