

Anne Bruce

HOW TO MOTIVATE EVERY EMPLOYEE

24 proven tactics
to spark productivity
in the workplace

MIGHTY MANAGER



How to Motivate Every Employee

**✓ 24 Proven Tactics
to Spark Productivity
in the Workplace**

ANNE BRUCE

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How to Motivate Every Employee

H*ow to Motivate Every Employee* is a small but powerful book written to help managers like you utilize in your career the actions and motivational success strategies of world-class business icons, such as Disney, SAS Institute, Virgin Management Limited, Levi Strauss, Starbucks, Four Seasons Hotels, Capitol One, and more. In addition, there are creative, timely, and immediately applicable tips, tools, techniques, and suggestions—all presented in bite-size chunks—guaranteed to keep you and your employees from falling victim to mediocrity and complacency.

But, ultimately, none of these principles and innovative ideas will be worth anything unless you can translate them into fast action steps that affect your employees' behaviors today—right now! This book allows you to do just that.

Your expert skills and talents have gotten you this far. Now, let this handy, user-friendly book help

you apply the fast facts and quick guidelines to becoming even more successful and effective—as a motivating manager!

I believe in the power and the influence that today’s manager or supervisor can have on employee motivation. With the right set of techniques, like the ones included in this book, you can reawaken and revive the spirit in your organization. Not only that, you can inspire all those around you by creating an environment in which employees will tap their own motivational energy and perform their best work.

It’s my hope that you will find *24 Ways to Motivate Every Employee* an invaluable workplace tool and resource that you’ll refer to again and again. This is a book about managers creating an environment in which their employees feel passionate about doing their jobs and putting the best of themselves into those jobs. I hope you’ll feel passionate about the information in this book as well.

“Motivation is about cultivating your human capital. The challenge lies not in the work itself, but in you, the person who creates and manages the work environment.”

Motivation isn't your problem

Build a motivated workforce

Here's the million-dollar question: Who would want to be influenced and inspired by you? If you cannot answer this question, then you have no business managing anyone. As a professional speaker and corporate trainer, I have asked this question of thousands of managers and leaders across America and abroad, and you'd be surprised how difficult this question can be for some managers and supervisors to answer. Oftentimes the response is simply a stunned hush.

Here's why being able to answer this question is so important. Managers can't really do anything or be effective in their jobs, if their employees aren't motivated to perform well. So as a manager or supervisor, it's imperative that you continually look for ways to engage your people and rouse their

enthusiasm and commitment to the organization and its goals.

The fact is that people are motivated to do what is in their best interests. Your goal as a manager, then, is to help employees identify their welfare with that of the organization. When this happens, employees will naturally feel motivated to work hard, because it is in their best interest to do so.

All this is another way of saying that motivation is intrinsic. It's what drives us to accomplish our desired ends. Whatever we do, it's always because we believe it will fulfill some present or future personal goal or desire.

Contemplate this. When have you been most excited about your work? For most people that excitement comes from being involved with projects that were near and dear to us—projects we took personally, or in which we believed we could really make a difference and accomplish something for ourselves and others. By helping your employees to identify closely with the job they are doing, you will begin to reap the rewards of intrinsic motivation at work.

And when was the last time you thought about really trying to “turn on” your organization? You're the manager, right? Isn't that your job? Yes, but today motivation needs to be everyone's responsibility. As a manager, it is your job to help build a truly “motivating organization,” one that inspires employees to do their very best every day.

Understanding that the role you play as a leader and manager of people is one of extreme importance, here are three key points to help build that motivating organization:

Know why your employees would want to be motivated by you: When you can answer this important question, you will be better equipped to engage workers in their jobs more effectively and influence their behaviors to act more enthusiastically to meet company goals.

Recognize that real motivation is an inside job: People talk about motivation being either intrinsic or extrinsic. But it's really only intrinsic, within each of us. What we refer to as extrinsic motivation is really just external factors, like company perks, bonuses, and pay raises that ultimately affect our intrinsic motivation.

Turn employees on to what's important and meaningful: This requires managers to inspire their followers to be their best, to take risks, to think like entrepreneurs, and to unleash their limitless and synergistic potential.

“Men and women want to do a good job, a creative job, and if they are provided the proper environment, they will do so.”

—Bill Hewlett, Co-founder, Hewlett-Packard



They do it for you

They do it for themselves

As a manager, if you really want to influence people's motivation, you have to uncover their reasons for doing things. You have to question their purposes and their causes. People aren't going to be truly motivated for *your* reasons and objectives. Employees ask themselves, "What's in it for me?" Knowing this upfront, it's your responsibility to find out what your employees' motives are, then help them connect those motives to your organization's goals and activities. When you do this, you also will be positively affecting each worker's performance on the job.

How do you know that you are doing this well? You'll know when your employees start asking the question, "What's in it for *us*?" By looking out for your people and their best interests, your employees will begin to see that looking out for others and the organization as a whole is how they ultimately

look out for themselves. Sure, it can take some time for this to happen, but if you persist, employees will see the light and it will be worth the wait.

Most managers attempt to influence employee motivation using both positive and negative approaches. As a manager or supervisor, it is important that you understand clearly the three very different techniques used to influence the motivation of people in today's workforce, and, thereby, evaluate their pros and their cons. By studying the three primary ways leaders use to influence their workers, you will find greater opportunity to lead and bring about more positive results when it comes to uncovering your worker's intrinsic motivators.

Here's what works and doesn't work in positively influencing employee motivation:

Fear and manipulation don't work very well: When workers are motivated by fear and manipulation, they are not so much trying to achieve something as they are looking to avoid losing their jobs. This approach often leads to resentment of managers by employees, which then undermines communication and cooperation. The results of trying to scare employees to perform also typically won't last and eventually will almost always backfire on the organization and its managers.

The carrot on a stick seldom works well: Also known as incentive motivation—this technique can

also eventually undermine performance. Sure, people will temporarily work harder to get the reward, but what happens afterwards? You will have to keep coming up with new and better rewards—sweeter carrots—because your employees will expect more and more to go beyond the minimum work required.

Set up an approach that promotes personal growth and purpose: What you want to do is help employees appreciate that they have something to contribute and you want to help them do that. When you emphasize personal growth and development as a way to influence employee motivation, not only do you help employees maximize their contribution, you also are improving the productivity of the company. It's a win for everyone.

“Our chief want is someone who will inspire us to be what we know we can be.”

—Ralph Waldo Emerson



Don't worry about what drives people

Know what drives people

Managers need to know what drives their employees. Do you?

For starters, if you put people in jobs where they can meet their individual needs while doing the work that's important to the organization, you'll have employees who are more motivated to perform at their best.

Managers have to make work a place where employees feel good about themselves and where the work people do helps them to feel good inside as well. When your employees come to work, they can't turn off their human side, in other words, their human nature. Employees' needs don't shift when they walk through the workplace door. To get people to perform at high levels, you must plug into

their human side, or their human nature, affirm them, and help them meet their own needs.

Start by paying attention. Watch people doing their jobs. What gets them excited? What turns them on? What turns them off? Encourage employees to try out their own methods, provided those methods are compatible with effectively getting the job done.

Next, send out an employee survey about attitudes in the workplace and ask for suggestions for improvements. Once you get this feedback, don't ignore the results. Use the findings to make changes that will improve everyone's working conditions, including yours.

Of course, you can't help every employee meet every need. And there are certain dangers in expecting an employee's job, no matter how gratifying, to constitute his or her entire life. However, there are certain steps that all managers can take to help their employees meet some, or even several, of their inner desires that will drive them to do their best work and find greater motivation in the process. Here are three main ways to go about doing this more effectively:

Appreciate everyone's uniqueness: By acknowledging to your staff that everyone is unique, you will be demonstrating that you honor and appreciate the individual talents and differences all employees bring to the organization. And who knows, you might even uncover a diamond in the rough.

Brainstorm for greater fulfillment: One great way to brainstorm and, thereby, motivate workers is to set up employee focus groups. By doing this you will begin to discover what employees would like to get from their work. Ask employees to brainstorm ways to make work more fulfilling. Then don't forget to take action and move forward with ideas and suggestions. When you receive employee ideas that are not appropriate, always explain why and hold out for reconsideration at a later time.

Assume that meaningful purpose is important to people: Always assume that things like personal growth and recognition, creativity, and meaningful purpose are as important to your workers as they are to you. Ask employees to describe their ideal job and what they like or don't like about their work and then use what you learn to make work more fulfilling.

“Ultimately, we're talking about redefining the relationship between boss and subordinate.”

—Jack Welch, Former CEO, General Electric



Make employees feel like subordinates

Make employees feel like partners

If you want your employees to be motivated to do their best, and if you want them to be the most valuable asset on your balance sheet, then let them feel and experience ownership in the organization.

The best managers make every employee feel like a business partner. Why? Because when people feel ownership of something, they look out for it, protect it, and pour themselves into it.

One way world-class organizations and their managers help create workplaces alive with entrepreneurial thinking and a sense of ownership (aside from the usual profit-sharing and stock options) is to retitle their employees' positions. For example: Starbucks and TDIndustries refer to their employees as *partners*. Guidant, famous maker of pacemakers,

uses the term *employee-owners*. And LensCrafters, Marriott, W.L. Gore, Publix Super Markets, and Capital One all call their people *associates*.

Making everyone feel like a partner in the business is one way managers empower their people. Here are some other ways you can do the same:

Encourage entrepreneurial thinking: This goes beyond profit sharing and stock options. It's about the attitude instilled in others by you, the manager. Instilling an entrepreneurial mindset requires employees to think like business owners, not employees. The term also conveys a sense of feeling joint ownership and caring about the success of the business and happiness of its people. When employees feel like entrepreneurs, they're motivated to take exceptional pride in their work because they are treated like business partners, not hired help.

Explain how the business is run: Help employees better understand what's going on outside the walls of your department. When employees know how they fit in and the difference they make, they can do their work more intelligently. Give employees information about the organization's history to help establish a greater sense of pride and identity. Instruct employees on how to read the company's annual report, if one is available. Point out the CEO's message to help clarify organizational goals, mission, vision, and progress. Encourage employees

to identify things they can do to contribute directly to achieving the organization's strategic goals. Then let them act on their ideas.

Help employees feel as if they own the business: If you want your employees to put more of themselves into their work, help them find more of themselves in the work they do. Here's the key: if you want your employees to be motivated to perform at their highest levels, then help them gain more control of their jobs; help them feel as if they belong to a community, and most of all, as if they own the business!

“It's surprising how much you can accomplish, if you don't care who gets the credit.”

—Abraham Lincoln



~~Keep employees in the dark about operations~~

Show employees how the business operates

To succeed in today's business environment, your employees need to know far more about the business than just how to do their jobs. They need to know how it operates.

Influential managers must take the responsibility to help workers better understand the entire organization, gain a clearer perspective on just how the business operates, analyze the competition, learn to take risks, and inspire innovative thinking.

As a manager, you understand how your organization operates and manages its finances. That's your job. So you might not realize what it's like to work without knowing how every person and every job impacts the bottom line. When your employees learn how the organization runs and how it spends

and brings in the money, they become more motivated to help make a difference.

Start by arranging for a business basics training program for all workers. There are several on the market that can be customized to your organization's needs. These programs may use a game format to explain how your organization operates and how it makes and loses money. This can be an enjoyable and fun way to teach employees the business of being in business. And here are a few other suggestions to get people moving on understanding business basics:

Talk money: Share the monthly departmental profit-and-loss statements with your employees. This can quickly help workers to better understand how their jobs and specific duties fit into the overall workings of the organization, their neighborhoods, and even their communities. Take time to analyze scenarios that show the impact one person has on the entire organization. This can be a real eye-opener! The point here is to help your employees see how one person's attitude and behavior might directly impact the organization's bottom line, potential pay raises, bonuses, profit sharing, and so on.

Encourage "open-book managing": The idea of *open book management* has become quite popular. This concept involves sharing the organization's financial data and operational strategies with

employees and then showing them specifically what they cost and what value they add to the organization. Some companies go as far as to post everyone's salaries! A good resource for learning about this approach is the 1992 book, *The Great Game of Business*, by Jack Stack. Information is also available on the Internet at <http://greatgame.com>.

Help people see the big picture: By showing your employees how to see the big picture and understand the monetary domino effect of every action they take, you instill in them an entrepreneurial mindset that creates a motivated organization. Your purpose here is to develop smarter, more skilled, and highly motivated employees who understand their role in helping the organization succeed, today and into the future. Helping your employees to see the big picture, and not just a myopic view of their specific tasks, can help make that happen.

“Trust—the glue that binds followers and leaders together.”

—Warren Bennis



The competition is irrelevant

Know your competition

When employees pull together to compete in the marketplace, their level of motivation rises proportionately when they understand just who and what they are competing against. Nothing brings a team together like the challenge of performing at higher levels than its competitors and then helping the organization grow as a result.

Is having your employees know more about the competition dangerous? Possibly—especially when it comes to unveiling such information as employee incentive plans, salaries, and other perks. But remember, the point of having your workers get to know the competition is so that you, as the manager, can use this information to take specific steps to make your company a better place to work. The ultimate goal, of course, is to help create a work environment where employees feel motivated by

much more than incentive plans or slightly higher wages.

Helping employees to better understand the competition doesn't necessarily require taking a "rah-rah" attitude either, as if organizations were high-school football teams. This is just another way to help your employees get the big picture because your competitors are a part of that picture.

You will get to know your competition by researching what they are doing and then using that information to improve your own organization. In that spirit, here are some ways both you and your employees can learn a bit more about your competitors.

Help employees to compete in the marketplace: Show your employees how to compete more effectively in the marketplace by encouraging them to learn more about your industry and staying current with industry changes. Budget for employee membership in your industry's professional associations and then give people an opportunity to read their trade publications. Encourage employees to copy and distribute industry news, overviews, and relevant case studies (in some cases you may need permission from the publisher to do so). Suggest employees join Internet discussion groups on subjects dealing with your industry and its management in general.

Start competitor files: Put someone in charge of obtaining the competitor's promotional literature; then have someone investigate their Web site and obtain a copy of their annual report, if possible. In addition, a competitor file should include copies of advertisements, profiles of top executives, and the organization's awards and recognition. Assign a team to take it all a step further and determine the competition's strengths and weaknesses in the marketplace, market share, and global reach.

Know your competitors and how you measure up against them: A quick and easy way to do this is to have your employees simply ask your customers to evaluate how your organization measures up to the competition. Tell them to be specific. Find out what your customers have to say about your competitor's pricing, customer care programs, product quality, etc. Have employees document the feedback and use this as a basis for internal improvements within your department.

**“Next to knowing all about your own business”
the best thing is to know all about the other fel-
low's business**

—John D. Rockefeller, Founder, Standard Oil



Punish risk taking

Encourage intelligent risk taking

Have you ever asked yourself, “Why aren’t more of my employees willing to take risks?” Perhaps it’s because the few times they tried and things went wrong, they were either disciplined or perhaps even fired. Even when employees succeed at something risky, with a pat on the back for the result, they may also get chastised for taking the initiative. After all, there are channels and chains of command, assigned responsibilities, managers paid to take risks, and so on. Even in more recent years, management has sent out a mixed message to employees: *We want you to feel empowered and take risks—just don’t screw up or you’re out of here!*

Let’s face it, everyone makes mistakes. The best managers know that, but they also recognize that developing a risk-taking mentality is part of helping employees develop an entrepreneurial approach in

their work—and that’s motivating! So it is important for you as a manager and leader to support, encourage, and reward intelligent risk-taking behaviors.

The only way to get better is to try new things and organizations that don’t innovate stagnate. They may even go out of business.

So how can you create a culture that encourages employees to take intelligent risks and feel comfortable doing so? Here are some ideas to consider:

Tell employees risk is a four-letter word for success: Creative and calculated risk-taking can improve any organization. That means that managers and supervisors should help employees try new ways of doing their work, of experimenting to make improvements, and encourage and support them in taking those risks. And what if things don’t work out as planned? That’s OK because it means they’re trying new things. And sometimes things don’t work out. When employees are allowed to be human and make mistakes, the recognition for having taken the risk is what they’ll remember.

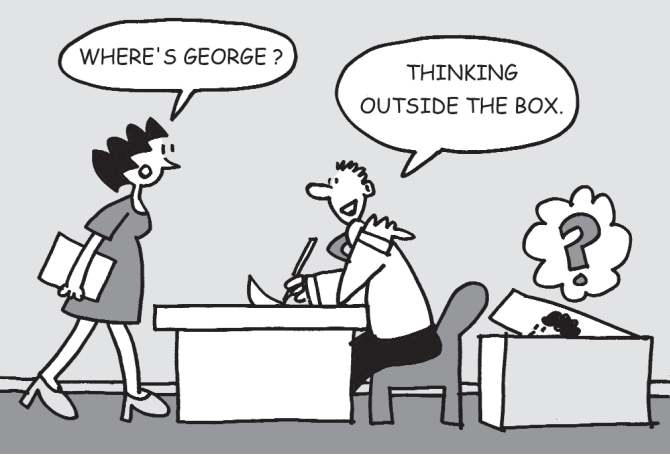
Empower employees to take risks: Do this by allowing employees to take an active role in decision-making that involves risk. As a leader, you can set the example by trying new things. Demonstrate to employees how to evaluate whether or not to take a risk. Look for the critical issues, assess opportunities against objective criteria to determine the

potential return, then decide whether the risk is worth it and if the organization can stand behind whatever results.

Encourage risk-taking behavior as a learned behavior: Risk-taking is something we learn over time, one step at a time. Remind your employees that there is risk in much of what we do in our daily lives, whether that's getting married, having a baby, buying a house, changing jobs, buying a new car, or moving to another city. The more risks we learn to take over time and the greater those risks become, the easier it is to take on a risky situation that has potential and payoff for the entire organization and its people.

“Not failure, but low aim, is crime.”

—James Russell Lowell



Downplay creativity

Inspire creative and innovative thinking

When you find an organization that survives and thrives over time, it's usually because managers like you have learned how to adapt to their changing circumstances and sometimes even keep ahead of the changes taking place around them. Managers who encourage creativity and innovative thinking among their people are natural-born motivators.

Start by addressing and eliminating any fears employees may have about creative thinking. Some people, for example, don't think they're capable of being creative. Others tend to focus on areas of practicality, analyzing and judging ideas as quickly as they arise. Let your employees know that it's time to lighten up and not to assume that something won't work because nobody's tried it. Have your employees suspend critical judgment when someone presents what may seem to be an off-the-wall or different kind

of idea than what's been proposed in the past. Have employees concentrate on how they can make new ideas work and not what's wrong with them.

Motivating managers pride themselves on providing a free and open environment that inspires employees to offer whatever ideas and suggestions may occur to them—no matter how “impractical” they may seem at first. It's in this type of environment where employees will feel motivated to stretch themselves and use their imaginations to help the organization (and themselves) succeed. Here are some ways to encourage creativity:

Think big. Think virtual: Today, employee brainstorming can be done over long distances through the use of cyberspace auditoriums and virtual conference rooms. Virtual meetings are proliferating and can function just as effectively and synchronously in cyberspace as they can in the office conference room down the hall. Just think, it is now possible for your employees to hash out ideas with colleagues in the UK, get input from other team members in Burlington, Vermont, go over a game plan before a meeting with other employees in Honolulu, and kibitz with a new member of the team in Melbourne, Australia.

Use tools for creative and innovative thinking: Begin by setting aside time to brainstorm with employees and investigate innovative and creative new approaches and ideas. Not only should you sup-

port innovative thinking, but as the manager, you should also help implement new ideas. Make books available to your employees on the subject of creativity, such as *A Whack on the Side of the Head* by Roger von Oech, *Thinkertoys* by Michael Michalko, or *How to Think Like Einstein: Simple Ways to Break the Rules and Discover Your Hidden Genius*, by Scott Thorpe. Through special announcements, newsletters, e-mails, and day-to-day conversations, praise the innovation of your team.

Emphasize positive aspects of innovative solutions:

Continually emphasize the positive aspects of innovative solution finding and the disadvantages of always doing the same things in the same way. Refrain from penalizing anyone for trying something new that may end up a big mistake. Instead, encourage others to learn from their mistakes. It's your responsibility to encourage freedom of expression and congratulate those who possess unique, one-of-a-kind creativity and out-of-the-box thinking skills.

“There is nothing that is a more certain sign of insanity than to do the same thing over and over and expect the results to be different.”

—Albert Einstein



Ignore the link between motivation and performance

Affirm the link between motivation and performance

As a leader, you need to know that there is a direct link between employee motivation and employee performance. In fact, it can be a positively outrageous connection depending on the culture of your organization and the enthusiasm and excitement your company's culture instills in its people.

Perhaps you've seen companies like Disney, Saturn, SAS Institute, Southwest Airlines, Starbucks, USAA, Rosenbluth International, and The Ritz Carlton (just to name a few) that always seem to go the extra mile for their customers' satisfaction and happiness and whose employees are upbeat and glad to be working there. And without even thinking

about it, you somehow know there is a direct connection between how those employees perform on the job and just how motivated they are about their work. It's practically palpable—you can feel it! That's because these employees are motivated to do these things, and it shows up in the quality of their work. In other words, if you don't think motivation and performance are connected, think again. Here are three important factors to consider when it comes to linking the motivation of your people to higher levels of performance and productivity:

Know the impact you're having on people: All managers occasionally feel as though they are having little or no impact on the motivation of their employees. Let's face it: you can't always change or control certain factors that affect your employees' enthusiasm for their jobs. Some things, such as working conditions, specific assignments, salaries, and benefits you can provide, but other factors can simply be out of your control. Still, as the manager, you have a direct impact on linking employee motivation to performance. Learn some of the effective techniques that are working for other managers and then try them when they seem appropriate for your employees. Be willing to commit to a strategy so that employees don't feel your approach is simply a "flavor-of-the-week" series of gimmicks. You'll be pleasantly surprised to find that you can influence your employees' motivation and improve their pro-

ductivity and attitudes when you try appropriate, innovative techniques and use them with your own personal style of leadership, business sense, and people skills.

Make sure employees know what performance is: Never assume that your employees will automatically know what you mean by “performance.” It’s your responsibility to clearly define performance standards for them. You need to think of performance in your own terms and then clearly and precisely explain what that means to your employees. Only then will you be capable of linking performance to motivation successfully.

Tell people what’s expected of them and be specific: Here are the questions every manager must be able to answer for every employee: “What’s expected of me?” “What is my role as a part of the group and the organization?” “What’s considered unacceptable performance?” “What must I do to reach your standards of performance?” Be explicit! The more detailed and explicit the expectations, the greater the chance the employee will meet or exceed them.

“No person who is enthusiastic about his work has anything to fear from life.”

—Samuel Goldwyn



Let employees worry about their performance

Help them achieve greater performance

In the beginning lessons of this book, we focused on helping employees become intrinsically motivated. We also focused on how you as a manager or supervisor can more effectively influence the forces that compel others to do the things they do to the best of their talent. In this lesson and the preceding one, we're shifting our focus to getting employees to take *direction* and then stretch themselves in order to turn motivation into stronger performance and higher productivity. Here are some ways to consider doing this:

Stretch people beyond their perceived limits: Take your employees above and beyond the status quo of just doing the same job the same way. Make their

work challenging, and help them to see the bigger picture and the part they play in it. They may resist if they feel that higher expectations are being imposed on them. Let your employees know that you are simply trying to help them stretch and grow for their own benefit. They will love you for it! You can do this by helping them set individual performance goals that exceed the existing requirements of their jobs. Further, when you can explain how their work adds value to the organization and how what they do affects the work of others, your employees can begin to figure out different ways to improve and grow their talents on their own.

Set standards and be clear: Identify those standards for a particular job and be specific about the outcomes that characterize outstanding as well as unacceptable performance. Involve your employees in doing this. Employees who are involved in developing standards are more likely to discuss the obstacles that might impede their efforts along the way, allowing you to handle those issues head on before things get out of hand. Involved employees are also far more likely to understand the standards and reasons behind them, so you won't have to work so hard to communicate these standards again and again. And these employees are far more likely to accept such guidelines for success and be motivated to meet them to the best of their ability.

Define employees' scope of responsibility: Make sure everyone understands who is responsible for each job activity. When employees know their roles, this reduces confusion and gives them a better sense of how they might work with their fellow employees to meet their individual objectives. Once you've done this, you've set up the next step, which is to help employees broaden the scope of their responsibilities and open new opportunities for them. As an employee responds, you might want to suggest that he or she assume greater decision-making authority on a certain project. But be careful. Your goal is not to heap more work on the shoulders of your employees. They need to know that you genuinely appreciate their efforts and want to provide them with the opportunity to learn more and excel on the job. You want your employees to feel that it is in their best interests to go the extra mile.

“All of us do not have equal talent, but all of us should have an equal opportunity to develop our talent.”

—John F. Kennedy



~~Don't worry about
employee buy-in~~

**Get employees to buy
into your ideas—and
theirs**

The more input an employee can provide about the job he or she is expected to perform, the more likely the employee is to buy into your ideas for how to do it well. When they know you actually care about their performance and are willing to listen to their ideas for improvement, they'll be motivated to accept your suggestions as well.

The term “buy-in” is one that every manager uses at one time or another, but often not in the same way. If you think that getting your employees to buy into a program means somehow compelling them to accept it, you're likely to run into problems. Employees truly buy in when they decide to invest

their individual abilities and energies, as if they were business owners making a financial investment in a joint venture. So give your employees the opportunity to get involved. If you do, they will be motivated to buy into higher standards of performance on every level. Here you can contemplate other ways this can be carried out successfully:

Give employees a role in raising workplace standards or performance: When you include your employees in raising workplace standards or performance levels, they'll eagerly share with you their ideas and suggestions for improving the process. Keep in mind that almost all employees have a strong desire to play a role in raising their own performance expectations and, when allowed to do so, will set the bar higher than you might have anticipated.

Document what you and your employees agree on: Develop a written list of performance standards for meeting and exceeding the expectations you've agreed upon with your employees. Remember, you want your employees to continue to stretch, yet you want to be certain they can attain their goals. This is key in staying highly motivated. Next, be specific about what it's going to take to actually reach those goals, in each area or each job function. Document and then give a copy of those expectations to every employee. At your next employee performance review or upon completion of a project, this docu-

ment will serve as the basis for you and the employee to discuss and measure what was accomplished. Remember, what gets measured is what he or she will be most motivated to do.

Plan a course of action, then get moving: Once the standards are set, review the specific tasks of each person's job. Identify and discuss the areas in which each person is skilled and qualified. Plan a course of action and delegate based on each employee's experience and level of competence. Next, let each employee know that once he or she has started the project and gained greater insight into the intricacies of the job, you will be willing at that point to revise the expectations accordingly. Be sure to keep the goals challenging, yet realistic. Now get moving, but take time to observe and follow up. Don't wait until the end of a project to check in with your employees. Following up is an important way you give your employees the feedback they need concerning their performance as it's happening. It's also a great way to demonstrate that your job as manager is to help each employee succeed—reinforcing their motivation to perform.

“Every manager knows how to count, but smart managers know what counts.”

—Anonymous



~~Don't worry about rewards and recognition~~

Be clear about rewards and recognition

Let your employees know up front what to expect if they meet or exceed the standards of excellence you've set for them with their help. Be clear about potential rewards for hitting those goals. In other words, let employees know what's in it for them, then plan on them succeeding beyond your wildest imagination. Sure, it may be less expensive for the organization if employees fall slightly short on meeting your expectations, because then you'd be saving on those rewards. But the smartest managers know that success, even when it entails additional expense, breeds greater success and motivation among the ranks.

When your employees do hit the target and meet a standard you've set for them, reward them

immediately. Never stall. By doing this, you help employees directly connect the reward with the behavior and higher performance they've attained.

Never make a promise without a plan to deliver. When that happens, it sends a message to employees that you can't be trusted and that you really don't have faith in them. On the other hand, don't make the promise of rewards the main reason for employees to perform. What you want is for employees to know that rewards are recognition of a job well done and not simply the goal of doing the work.

Think about the people behind the performance. Rewards and recognition should fit the achievement, but also the employee. If you want to reward a telemarketer, for example, he or she may appreciate a weekend getaway with meals and accommodations provided. However, if you are rewarding a traveling sales rep, such a prize may not excite him or her who spends a great deal of time in hotels and restaurants anyway.

Here are some positive forms of reinforcement that aren't expensive and will help get the point across to your employees that you want to recognize a job well done:

Create greater autonomy: This tells employees that you trust them to make decisions that affect their work. It also conveys a sense of additional responsibility.

Increase visibility within the organization: Send an e-mail or memo to others publicly recognizing the good work of someone. When you help increase the visibility of an employee who's done a good job, you're reinforcing that good work by your praise and recognition. If it's in the budget, another way to appreciate a job well done is to provide that person with additional resources, such as a new computer system, software, an assistant, or monies for books and seminars.

Showcase success: Showcasing success often calls for special recognition, like a framed certificate or an engraved plaque or trophy. Sometimes managers like to showcase success on a quarterly basis with "Walk-the-Talk" awards or gift certificates for the team. In some cases, managers let the employees themselves showcase their hard work and special accomplishments by asking them to present a special case study at a prestigious management conference or leadership meeting.

"There are two things people want more than sex and money ... recognition and praise."

—Mary Kay Ash, Founder, Mary Kay Cosmetics

