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Why are some people ready to go and willing to jump while others don't care to be ready nor want to jump? Some people go to work and are willing to perform their best, regardless of the job, and others will only do the bare minimum, if even that, and be satisfied to head home for the day at any given time. If you're a leader, manager, or supervisor and want to get the best from your people, you need to know what motivates them, as well as what causes them to become unmotivated. Here are some things that motivate people:

1) *Significant contributions.* People want to join in a group or pursue a cause that will have lasting impact. They need to see that what they are doing is not wasted effort, but is making a contribution. People must see value in what they are doing. Motivation comes not by activity alone, but by the desire to reach the end result.

2) *Goal participation.* People support what they create. Being part of the goal-setting process is motivating and it allows people to feel needed. They like to feel they are making a difference. When people have given input, they have a stake in the issue. They own it and support it. Seeing goals become reality and helping to shape the future is fulfilling. Goal participation builds team spirit, enhances morale, and helps everyone feel important.

3) *Positive dissatisfaction.* Dissatisfied people are highly motivated people, for they see the need for immediate change. They know something is wrong and often know what needs to be done. Dissatisfaction can inspire change or it

can lead to a critical point. It can lead to apathy or stir one to action. The key is harnessing this energy toward effective change.

4) *People want to be noticed.* They want credit for personal achievements and appreciation for their contributions. Often, giving recognition is another way of saying thanks. Personal accomplishment is motivating, but it is much more so when someone notices the accomplishment and gives worth to it. Recognition is one way to give meaning to a person's existence.

5) *Clear expectations.* People are motivated when they know exactly what they are to do and have the confidence that they can do it successfully. No one wants to jump into a task that is vague or a job where the description is uncertain. Motivation rises in a job when the goals, expectations, and responsibilities are clearly understood. When delegating responsibility, be sure to give the necessary authority to carry out the task. People perform better when they have some control over their work and their time.

While these five factors certainly contribute to a motivated workforce, it is also important to know the behavior patterns that are demotivating. Leaders can sometimes behave in the following ways without realizing the negative influences they have on others. Here are some things you *should not* do:

1) *Don't belittle anyone.* Public criticism and cutting conversations, even in jest, can hurt. We must be alert and sensitive. Taken to the extreme, belittling can destroy a person's self-esteem and self-confidence. If you have to give criticism, remember that it takes

nine positive comments to balance one negative correction.

2) *Don't manipulate anyone.* No one likes to feel manipulated or used. Manipulation, no matter how slight, tears down the walls of trust in a relationship. We gain more by being honest and transparent than we do by being cunning and crafty. Build people up through affirmation and praise, and they'll be motivated and loyal. If you give to them, they will give back to you.

3) *Don't be insensitive.* Make people your priority. People are our greatest resources; therefore, take time to know and care about them. This means being responsive in conversation, never appearing preoccupied with self or in a hurry. Stop talking and develop the art of really listening. Quit thinking of what you will say next, and begin to hear, not only what they say, but how they feel. Your interest in even insignificant matters will demonstrate your sensitivity.

4) *Don't discourage personal growth.* Growth is motivating, so encourage your people to stretch for the betterment of themselves and their organization. Give them opportunities to try new things and acquire new skills. We should not feel threatened by the achievements of others, but should be very supportive of their successes, as well as learn from their failures.

People will go as far as they want to or stay put for as long as they want to. If they're motivated they will go and if they're unmotivated they will stay. If you and your people want to succeed, then establish an environment that entices a high level of motivation.

~ The End ~