

Stellar Leadership Podcast No.1 - Transcript

Stellar: *Welcome to Stellar Leadership Podcast No.1. This podcast is based on an interview with Richard O’Rawe on the subject of Motivating People.*

R’O’R Some people believe that managers can directly motivate their staff. Others believe that motivation comes entirely from within and that managers can only create or provide an environment within which people will feel motivated.

Either way, it is important for organisational success and in the organisation’s interest that employees are motivated to use their talent and achieve their full potential.

What motivates any individual can seem something of a mystery to which there is no ready solution. We know that individuals are motivated by different things and in different ways. It can be a complex process that will require more than one approach.

The ability to motivate those working for you is a key aspect of leadership and has a powerful effect on both your own performance as a manager, and the performance of individuals in your team.

A highly motivated individual or group can improve product or service quality and process efficiency, saving time and effort in every way.

Stellar: *So what is Motivation?*

R’O’R: Well, developing Motivation might be understood as getting others to do something because they want to do it. An intricate part of this involves recognising how people are motivated.

A starting point for motivating staff is to recognise that your job is to obtain their commitment, not just their compliance. This is usually achieved by providing them the opportunity to do interesting and challenging work that they are capable of doing and in an atmosphere that is supportive.

Your ability to motivate is measured by how you excite and move people to action and achievement whilst satisfying their needs.

To understand how to motivate people is to know how you can get people to work willingly and productively to achieve the results that you and the organisation want them to achieve. It might seem a little too obvious but simply asking them directly about their needs, desires and expectations at work can go a very long way to understanding them. This is why one-to-one review sessions have become such an important part of the leadership role.

Stellar: *What motivates employees?*

R’O’R: Here are four approaches to motivating a group of people who may have different motivational fuses or drives:

1. **Achievement-orientated:** These individuals need to perform well, and are motivated by achieving challenges that they have set for themselves. Self-motivated, they take great pleasure in a job well done, and work best when they are in control of their own tasks.
2. **Affiliation-orientated:** These people need to develop and maintain good relationships with work colleagues. Highly sociable, they drive social interaction within their teams, and enjoy interaction whilst avoiding conflict.
3. **Security-orientated:** Security-orientated people need to feel that their job, and the future of the organisation, is secure. They are motivated by the recognition of their skills by others, and resist challenges in the interest of being sure that they will deliver the task comfortably.
4. **Influence-orientated:** These people are motivated by the need to impress others through power and influence. They regularly take control of groups, and like to present their activities to management. They are consistent volunteers for leadership positions, and will try to draw others to their point of view. They enjoy debate and competition, and are keen to maintain high status at work.

For a manager, motivation means helping people to satisfy each of these these drives so that they will work to meet organisational goals. In simple terms, for people to perform effectively they must know how to do their job, must want to do their job and must have a conducive, well-supported environment. If any of these factors is absent, it is unlikely that people will be truly effective.

Five things that we would recommend you look at to create a motivating environment are:

1. Create a sense of meaning and purpose for people by demonstrating the importance of their work in accomplishing the mission and realising the strategy of the organisation
2. Offer people challenge in their work – so that they can grow and develop
3. Ensure that they are competent and capable in their role
4. Where possible, give them control or at least some autonomy in making decisions about the work they do
5. Engage with them in a way that they feel the organisation values and listens to them.