

MOTIVATION

What Our Employees Want In Order To Give Their Best



In this newsletter we publish an excerpt from the fifth chapter of the book "The New Leaders", where Paolo Ruggeri sets out the results of his investigation of the motivating factors that stimulate people into action and get them involved in the company's goals and activities.

THE INTERNAL CUSTOMER

Staff motivation is easier to understand if we compare it to a sale. In sales we try to make the customers make a financial effort in order to satisfy some of their needs. Likewise, in staff motivation we are trying to make our employees make an effort (be more organized, work harder, pay more attention to quality, visit more customers, be less critical, and so on). For staff members to make this effort, they have to perceive that they have some advantages to gain and that some of their needs will be satisfied.

In developing societies, the salary at the end of the month may be a sufficiently powerful driver for the employee to make this effort. If I lived in Senegal, where jobs are very scarce and the standard of living is fairly low, being employed and KEEPING my company job would offer me an ongoing opportunity to improve my standard of living and be of itself a powerful source of motivation. Unfortunately (or fortunately, since it would be hard to live without running water in the house or not to have suitable customers to sell our goods to), the inevitable result of improving standards of living in a country is that our employees will gradually view their salary more and more as something that is owed to them for "the time they spend at the company". Indeed, just a couple of months after starting the job, their salary begin to be less and less of a motivating factor. It is something they take for granted, or at least that is how the majority of employees come to regard it.

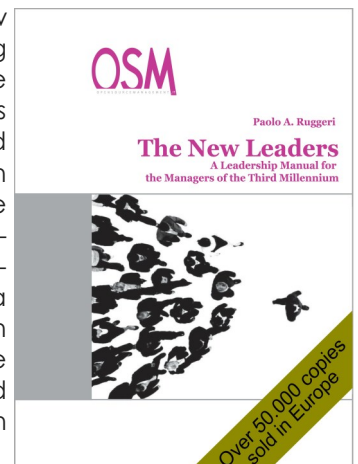
This is not due so much to the employees' lack of goodwill or bad intentions, but rather to the fact that **a)** often what we are offering them, they would also be able to get from other employers

THE BOOK

The New Leaders A Leadership Manual for the Management of the Third Millennium

Paolo A. Ruggeri is a leading authority on leadership, people management and training of personnel. He has been training business owners and professionals in Europe and the United States for over twenty years.

In his book *The New Leaders* he is making available to readers the successful techniques and actions developed in the course of fifteen years' work, which have helped numerous small-to-medium sized companies to achieve a leadership position in their own markets. *The New Leaders* has sold over 50.000 copies in Europe alone.



The New Leaders, a Leadership Manual for the Third Millenium Manager, is available on I-Tunes, at leading bookstores in the United States and directly from the author by writing to info@paoloruggeri.net.

For more information about Paolo Ruggeri's books and services visit www.paoloruggeri.net

Don't miss the opportunity to read Paolo Ruggeri's first and most famous book: *The New Leaders*. The book will help you improve your leadership skills. It cointains practical advice and smart tips you can apply immediately to increase your staff's effectiveness.

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(particularly for some types of jobs for which demand exceeds supply); **b)** the social security system, particularly in Europe, sometimes leads workers to wrongly regard the salary as something that can be taken for granted.

We are asking our employees to make an effort that often requires them to apply themselves energetically; it requires them to overcome some fears, some personal limitations, some mistaken ideas that have been deeply rooted in them for a long time. We are asking them to put themselves to the test, to change.

Some business owners, having got to this point in the book, will probably get angry and criticize what I am saying. "What do you mean?" they might object. "I'm already paying 4,000 Dollars a month for that lazy bones! He should work hard for the salary I give him, because I pay him at the end of EVERY month!", and other comments along those lines.

Such reactions, though understandable, are characteristic of the entrepreneurs who really need to continue to read this chapter. Indeed, by holding fast to these opinions they will no doubt have already had many failures in the management of their staff. Only in developing societies is the salary a truly motivating factor for employees and, even then, it is ONLY such up to a few months after they have been hired. After that, it loses much of its motivational appeal.

To get to the solution of the problem of motivation, we have to evolve and realize that we have to view the person we are managing as an INTERNAL CUSTOMER.

AN ERROR IN UNDERSTANDING THE CUSTOMER'S NEEDS INEVITABLY LEADS TO MISSING A SALE CUSTOMER

In any sales training course, we are taught that in order to achieve a sale you first have to understand the customer's needs. If I understand the customer's needs, I can position my product (and thus the financial effort the customer will have to make to buy it) as the system the customer has for meeting his own needs.

Let's suppose that I am trying to sell an entrepreneur my motivation and training services and that he, as an entrepreneur, views the fact that everything should be of the highest quality as the most important factor. I, the salesman, say to him, "Look Mr. Smith, I work quickly and my courses are inexpensive." Would he be motivated by my offer?

Probably not. Since the most important aspect to him is quality, the fact that I work quickly and my courses are inexpensive has demotivated him. But the point is that I have "demotivated" him in terms of the purchase, while I was apparently saying something that, as far as I was concerned, should have motivated him. In other words, in my view, I was speaking well of my product.

We know very well, in fact, that the most important thing in selling is to find out the customers' needs and ONLY LATER to begin to describe our products and services SO THAT IT IS CLEAR TO THEM THAT THESE CONSTITUTE THE SYSTEM THAT WILL SATISFY THEIR NEED.

Although what I am saying is simple, indeed almost obvious, in practice this is THE MISTAKE THAT MOST OF US MAKE IN STAFF MOTIVATION.

THE EVIDENCE

A DRASTIC CHANGE OF APPROACH

Everything we are saying requires a radical change in the manager's approach. We have to change an idea that we frequently hold as crucial and, as such, influences the vision we have of our work. The manager's approach has to shift from

MANAGER WHO DOES THE WORK

to

MANAGER WHO HAS OTHERS DO THE WORK AND CREATES PRODUCTIVE PEOPLE

And this is what we should do if we wish to boost our staff's motivation drastically. Every one of us has to single out five or six good individuals and devote ourselves entirely to them as if we were coaches, to enable them to grow and eventually become winners. We will only get a group of strongly motivated people if we devote ourselves virtually full time to our role as coach.

The manager who takes on all the work because "I'm the only one in here who knows how to make things go the right way", or because "I'm forced to do this job myself; my staff would never be able to do it" IS ONLY SHOWING EMPHATICALLY THE FACT THAT HE IS LACKING IN MOTIVATION AND THAT THOSE JOBS ARE HIS WAY OF SHOWING HOW GOOD HE IS. This kind of manager ends up being overloaded with work, works every weekend and always has to deal with crises. Furthermore, he will always and invariably find himself with demotivated workers.

Do we know the goals and ambitions of all the key individuals working for us? Do we notice their emotions and pay attention to their problems? Do we make them our own?

Managers frequently say that they can't take a personal interest in their staff because they don't have the time and they are overloaded. Since they don't motivate people, they will always end up with all sorts of setbacks that they will have to deal with themselves.

WHAT MOTIVATES OUR INTERNAL CUSTOMER (OUR STAFF)

We conducted a survey on motivating factors, i.e. the drivers that spur people into action. In this very extensive investigation we submitted a questionnaire to members of staff from various different categories, asking them WHAT THEY WANTED FROM THEIR SUPERVISORS.

We conducted the survey using a vast and representative sample of workers from diverse business sectors and doing a variety of jobs, though all of them of a subordinate nature. The questionnaire we submitted to the employees contained a list of 10 motivating factors and we asked all these employees to rank them in order of importance from 1 to 10, where 1 would be what they most wanted from their supervisors and 10 what they least wanted from them.

We also got the company managers involved in the survey, asking them what they believed their staff wanted.

The results of the survey were surprising and made us realize that in the majority of cases, when business owners or managers were trying to motivate their staff, they were going fishing with "strawberries hooked to their fishing lines".

MANAGERS WHO DEMOTIVATE EMPLOYEES WHILE THEY THINK THEY ARE MOTIVATING THEM

While conducting this study we realized that the factors ranked at the top by managers often did not coincide with what their staff actually wanted. Due to this, we had managers interacting with their staff, thinking that they were motivating them, whereas in fact they were demotivating them.

We must point out that this was not one of those typical political surveys conducted over the phone or where the individuals are handed a questionnaire to fill in. It took years of work to collect the data and test it. However odd the results may seem (but, you'll find that you will eventually agree with them), each time we tried to do something without taking into account the values that emerged from the survey, we ended up with highly demotivated staff.

As the results of this survey gradually emerged, my and my colleagues' first reactions were of surprise and disbelief. We could not understand how the staff could prefer certain specific stimuli rather than others. It didn't seem to be consistent with what our staff themselves were telling us. It was as if, in a hypothetical survey conducted with fish, the latter were telling us that they preferred strawberries and cream, but then in practice would only move into action if we were giving them worms. In other words, employees **want their supervisors to tell them about the things they have done well and not only those they have done poorly.**

People will not do everything they do in a day wrong. They frequently also do some things well. They may sometimes be behind schedule on specific tasks. But very often they ARE on schedule or even ahead of schedule.

The fact is that when our staff do something well, THEY WANT US TO TELL THEM ABOUT IT AND TO POINT IT OUT TO THEM.

WHAT MOTIVATES OUR INTERNAL CUSTOMER (OUR STAFF) THE CONSEQUENCES OF OUR STAFF'S DEMAND FOR FULL APPRECIATION

But on closer examination, our employees' demand that we show them full appreciation extends further than our saying "well done" to them when they do things well. Looking at the matter superficially, a manager might wonder, "But does having to express Full Appreciation for the work of my employees mean that if one of them accidentally knocks over a wall with a forklift truck, I should go up to them and say, 'Great, well done! You could have knocked down the whole warehouse, instead you managed to only knock down a wall. Congratulations again! ???'"

And this leads us to the management of mistakes or of the less effective members of staff. Sometimes I realize that looking at the work of some of our staff, we just can't find anything to congratulate them about, or they make mistakes. How do we behave? If we limit ourselves to pointing out their mistake, they will tend to become demotivated.

If, however, we say "Well done" and overlook it, they might persist in making the mistake. In other words, how do we apply this principle of Full Appreciation to staff who are not very effective?

To understand this, we have to analyze in more detail the meaning of the fact that our staff ranked Full Appreciation for the Work Done as the top motivating factor. The fact that Full Appreciation for the Work Done was ranked first means that OUR STAFF MEMBERS WANT A BOSS WHO ENABLES THEM TO RECEIVE EXPRESSIONS OF "WELL DONE!". In other words, our employees want supervisors who help them get results, who turn them into winners. They want coaches!

MANAGERS WHO TRY TO GET THEMSELVES MOTIVATED BY THEIR STAFF

In spite of the fact that what we have just said also clearly applies to ourselves, every time I walk into a company I meet managers and supervisors lacking in motivation who GO TO THEIR STAFF IN ORDER TO GET THEMSELVES MOTIVATED.

It is not a paradox. It really does happen. You might, for example, have a Sales Manager going out with their sales reps in a support capacity. He is not truly motivated. Before they get to the customer's place of business, this Sales Manager says to his rep, "You keep quiet, I'll do the talking now." Or a couple of minutes after they have gone in, he takes charge of the conversation and conducts all the negotiations himself. He closes the deal or gets the order.

When they leave the negotiating table, what does this not-very-motivational sales manager say to his rep? He says, "See how it's done?" What does the salesman answer him? "My goodness, you're brilliant!!!!" Now the sales manager, having received full appreciation for the work he has done, has motivated himself. What this sales manager has failed to notice is that his salesman is often saying something else as well: "It will be extremely difficult for me to become as good as you are..." Why?

Because we have just BRUTALLY DEMOTIVATED HIM! Our job as managers or supervisors is to SHOW HOW GOOD HE IS, it is to put HIM in a position to receive expressions of appreciation. Our job is ABSOLUTELY NOT to show how good we are! Because that way we are trying to get ourselves motivated by our staff instead of us motivating them.

The true leader is the person who turns others into winners.

FEELING THAT YOU ARE THE EFFECT WHEN YOU ARE ACTUALLY THE CAUSE

We can say that one of the biggest problems of human beings is to consider themselves the "effect" of things of which in actual fact they are the "cause". If I consider myself the "effect" of something of which I am in fact the "cause", I am getting myself bogged down in a problem that can never be resolved. I will never be able to resolve it if I continue to blame others for it, because it is me who is creating the problem.

When I don't express full appreciation to my staff, when I fail to involve them and don't take a real interest in them, I am causing them to be less motivated and, therefore, less productive. And if I then "go around the company catching people when they do things wrong", I constitute one of the main factors of demotivation in my company.

The problem is not my staff. It is not my hiring procedures. The real problem is me. Yet the managers who go about their work without bearing in mind the factors we have pointed out thus far will continue to say or think that "the real problem is their staff". It is a classic example of how one considers himself to be the effect of things of which in actual fact one is the cause.

Such managers will frequently feel hostile towards their staff, will get upset about their mistakes and, by so doing, will exacerbate not only their staff's situation but also their own state of mind. Our employees are our internal customers. They give their devotion and their hearts to the leaders-coaches who enable them to get on the stage and be winners, and who, by involving them and taking a genuine interest in them as individuals, make them feel part of a group.

We may ignore what has been discussed in this chapter. We can disregard all the market research and continue to fail to provide our staff the stimuli which they regard as motivating. In that case, however, we must not wonder why we feel alone in the management of our company.

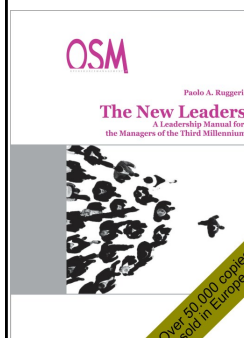
From the fifth chapter of "The new Leaders" written by Paolo Ruggeri

Paolo Ruggeri

For more information about Paolo Ruggeri's books or to inquire about booking Paolo for a speech visit www.paoloruggeri.net or write to info@paoloruggeri.net

THE BOOK

BECOME A LEADER



Do you have any troubles managing your employees? Do you want to learn how to motivate and make them more productive? Do you want to find out what factors can increase their engagement and motivation? ?

Learn how to manage your team. Become a true leader!



Don't miss the opportunity to read Paolo Ruggeri's first and most famous book: The New Leaders. The book will help you improve your leadership skills. It contains practical advice and smart tips you can apply immediately to increase your staff's effectiveness.

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