


J.A. Strategies, LLC



KRIEGER SOLUTIONS LLC

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Motivating Staff in the New Normal

for Victim Assistance Programs Funded by:
New York State Office of Victim Services

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Upcoming Webinars

July 8, 2020 – [Building and Sustaining Personal and Professional Resilience](#)

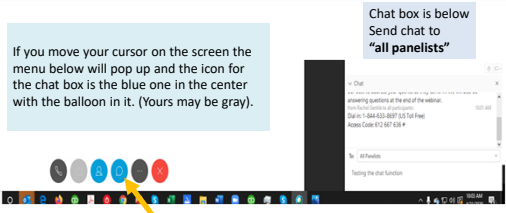
July 16, 2020 – [Coaching to High Performance](#)

July 22, 2020 – [Supporting Others in Managing Stress](#)

July 29, 2020 – [Evaluating Performance](#)

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If you move your cursor on the screen the menu below will pop up and the icon for the chat box is the blue one in the center with the balloon in it. (Yours may be gray).




Chat box is below
Send chat to
"all panelists"

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Webinar Goals

You will be better able to:

1. Identify what moves people to action.
2. Develop strategies to tap key motivators
3. Analyze and adapt for individual differences in motivation
4. Fully understand the supervisor's role in motivation and how it's changing in the new normal
5. Maintain your own motivation during times of stress




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What is MOTIVATION?

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What is MOTIVATION?

Motivation is something that causes a person to act.



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Poll

How motivated are your staff? (Please select only one)

- a. Most are highly motivated
- b. A few are highly motivated, most are motivated to some extent
- c. Most are somewhat motivated, but a few are unmotivated
- d. A few are motivated, but most are not

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Poll

What do you think motivates people to do their *best* work? (Select the top 2 **significant** motivators)

- a. Good pay
- b. Good benefits
- c. Good work relationship with supervisor
- d. Good work relationship with co-workers
- e. Feeling appreciated
- f. Being left alone to do my work
- g. Challenging work
- h. Meaningful work
- i. Opportunity to provide input/be consulted

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**Motivation:
WHAT employees most VALUE**

<p>What managers think motivates employees</p> <ul style="list-style-type: none"> • Good wages • Job security • Promotional opportunities • Benefits 	<p>What engaged employees say they value more</p> <ul style="list-style-type: none"> • Clear expectations • Tools/materials to do the job • Opportunity to succeed every day • Praise/recognition • Engaged supportive supervisor ■ Opportunity to provide input ■ Important mission ■ Motivated team ■ Feedback ■ Professional development
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What is MOTIVATION?

Motivation is something that causes a person to act.


<i>External</i>	<i>Internal</i>
<input type="checkbox"/> Money	<input type="checkbox"/> Needs
<input type="checkbox"/> Benefits	<input type="checkbox"/> Values
<input type="checkbox"/> Threats	<input type="checkbox"/> Attitudes
<input type="checkbox"/> Praise	<input type="checkbox"/> Expectations
<input type="checkbox"/> Challenging work	<input type="checkbox"/> Perception
<input type="checkbox"/> Friendship	

What motivates people to do their best work?
People take action to meet their own needs.



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Motivated Behavior




Feelings of:
Power, Respect, Safety, Stress, Appreciation, Fairness, Belonging

Our Individual:
Values, Needs, Attitudes, Expectations

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Leaders are more about "selling" than "telling".

A leader's role in motivation is creating a work climate...
in which employees work willingly to reach the goals of the organization...
because they get something they value as a result of their hard work.



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In the New Normal, Leaders are *still* more about *selling*” than *“telling*”.

A supervisor’s role in motivation is creating a work climate...

in which employees work willingly to reach the goals of the organization...

because they get something they value as a result of their hard work.

AND a climate where employees feel safe, appreciated and cared for.

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Work Styles and Motivation

Understanding different styles can help you tailor motivation strategies.

Are you motivated by:

- Action or stability?
- Autonomy or teamwork?
- Center stage or behind the scenes?

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Golden Rule

Do unto others as you would have them do unto you.



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Golden Rule

Do unto others as you would have them do unto you.

Golden Rule 2.0® 

Do unto others as they want to be done unto.

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Effective Motivational Strategies

Increase staff's sense of:

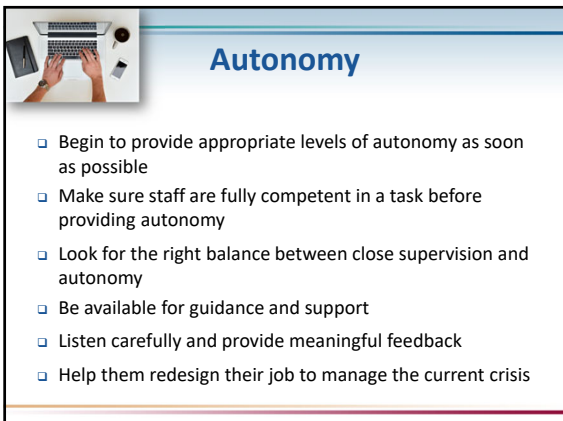
- Competence 
- Autonomy 
- Belonging 

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 **Competence**

- Orient new employees to policies and procedures
- Help new staff learn how to apply existing skills to your programs and clients
- Assess new hires and provide any needed training and coaching
- Provide refreshers to keep skills current
- Coach staff to handle new types of crises – for clients and themselves

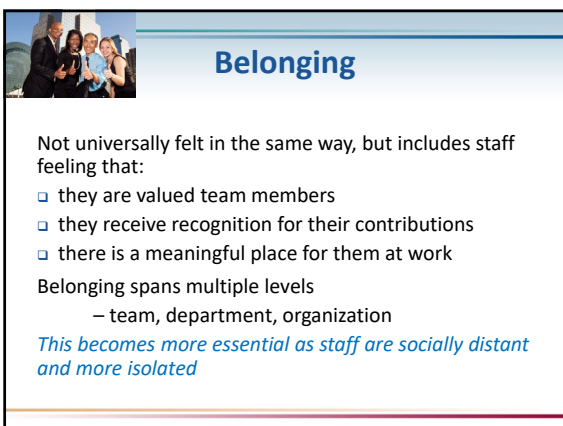
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Autonomy

- ❑ Begin to provide appropriate levels of autonomy as soon as possible
- ❑ Make sure staff are fully competent in a task before providing autonomy
- ❑ Look for the right balance between close supervision and autonomy
- ❑ Be available for guidance and support
- ❑ Listen carefully and provide meaningful feedback
- ❑ Help them redesign their job to manage the current crisis

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Belonging

Not universally felt in the same way, but includes staff feeling that:

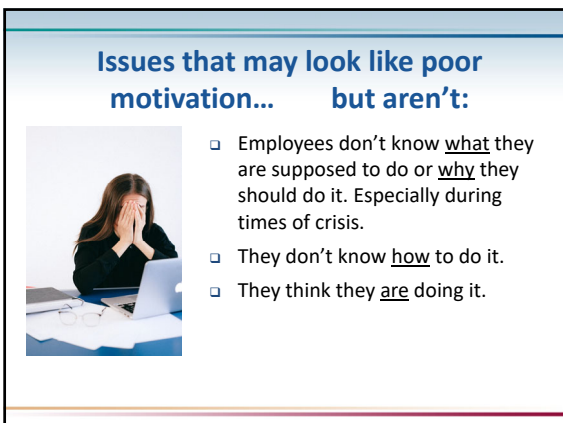
- ❑ they are valued team members
- ❑ they receive recognition for their contributions
- ❑ there is a meaningful place for them at work

Belonging spans multiple levels


- team, department, organization

This becomes more essential as staff are socially distant and more isolated

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Issues that may look like poor motivation... but aren't:



- ❑ Employees don't know what they are supposed to do or why they should do it. Especially during times of crisis.
- ❑ They don't know how to do it.
- ❑ They think they are doing it.

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Issues that may look like poor motivation... but aren't:



- ❑ Employees don't know what they are supposed to do or why they should do it. Especially during times of crisis.
- ❑ They don't know how to do it.
- ❑ They think they are doing it.

These are motivated employees... doing the wrong thing!

Solution: Good orientation, clear performance expectations, regular feedback, training, and open communication

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Trust and Respect Issues

They know what you *want* them to do and how to do it, but:

- ❑ They think your way will not work or their way is better.
- ❑ They think something else is more important.

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Trust and Respect Issues

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- ❑ They think your way will not work or their way is better.
- ❑ They think something else is more important.


Again, we have motivated employees, but they don't trust your leadership.

Solution: Careful listening, clarifying priorities and explaining why, taking responsibility, driving out fear, experimenting, regular check-ins

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Mixed Up Consequences

There may be no positive consequence for doing the job well... *or there even can be a negative consequence (getting more work) for doing a good job ...*



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Mixed Up Consequences

There might be no positive consequence for doing the job well... *or there even can be a negative consequence (getting more work) for doing a good job ...*

We might have motivated employees, but they are not rewarded for good work.

Solution:


- Praise and promotion as a reward for hard work
- Coach to turn around poor performance, don't pass off to others
- Where coaching fails create true consequences



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Other issues that may look like motivation... but aren't:

1. Obstacles beyond their control
2. Personal limits prevent them from performing
3. Personal problems




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Other issues that may look like motivation... but aren't:

1. Obstacles beyond their control
2. Personal limits prevent them from performing
3. Personal problems

Solutions:


- Remove the obstacle if possible
- Provide training where needed
- Reassign them to another area
- Recast the job or schedule
- Provide emotional support and EAP referral



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Old Way vs. New Way


My way or the highway.




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Old Way vs. New Way

~~My way or the highway.~~



Employee Centered Leadership



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Creating a Motivational Work Climate...

Tap into five internal motivators:

1. Build connections with staff as individuals.
2. Be clear about performance expectations and drive out fear.
3. Provide positive feedback.
4. Provide training, coaching and corrective feedback.
5. Engage employees - provide appropriate challenges.

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Effective Motivational Strategies

Increase staff's sense of:

Competence



Autonomy



Belonging



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Build Connections

- Golden Rule 2.0®
- Build trust – do what you say you'll do; listen
- Work from feelings of mutual respect




As a result, staff feel valued and appreciated

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Performance Expectations


- Performance expectations:
How you expect people to act and the results you expect
- **Use to guide and coach, not to punish**



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Positive Feedback

Provide feedback that is specific and is based on achieving Performance Expectations



Adapt to individual styles:

- Some want it short and direct
- Some want it more effusive or personalized
- Some want it more detailed

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Provide Training, Coaching, And Corrective Feedback Where Needed

Training and Coaching help build competence, which allows for greater autonomy, and more appreciation from peers (belonging)

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How corrective feedback is motivational:

1. Employees may not know how to do it right, and are afraid to ask for help.
2. Employees think they are doing a great job because they misunderstand the expectations. Feedback clarifies.
3. Employees may feel unappreciated and corrective attention is better than no attention at all. Corrective goals, set the stage for positive feedback.

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5 Motivational Challenge

To best engage employees - provide appropriate challenges.

- ❑ Tap into their individual interests and motivators
- ❑ Work collaboratively to come up with interesting challenges
- ❑ Check in frequently to be sure challenges don't negatively impact core work
- ❑ Use positive feedback generously
- ❑ Don't neglect coaching and corrective feedback

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Tammy, Advocate

- Moderately motivated, 8 year employee
- Bored, knows job well, isn't challenged
- Would like to be promoted
- Isn't very talkative with coworkers or managers
- While working remotely, hardly talks to anyone at work, including you, her supervisor
- Doesn't like being in any meetings, especially Zoom meetings and seems very uncomfortable.



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April, Attorney



- Been an attorney for 5 years
- Great technical skills
- Used to try hard and was very thorough
- Felt no one noticed
- Has been taking on the work of others who are overwhelmed working remotely; feels taken advantage of
- Frequently complains

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Stop and Think

What might be a motivational strategy you can use with one of your skilled staff who might becoming bored with their job? Is there a challenge you can give them or other actions you can take to help them re-engage and re-energize?

Make notes for yourself and give this a try in the next week!

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Keeping Yourself Motivated!

Same basic strategies:

- Get support to learn new skills you need to manage in this new normal – feel competent!
- Make sure you have solid, supportive connections – that you “belong” and have someone you can vent with, and get feedback, appreciation and guidance from
- Be clear about your agency’s guidelines so you can operate with clear autonomy
- Take breaks! De-stress. Self-care. Set boundaries.

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Recap/Review



- What is motivation?
- What are not motivational issues?
- How differences in preferences relate to motivation
- **Three core goals: Increase staff's sense of:**
 - Competence
 - Autonomy
 - Belonging

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Recap/Review – 5 Strategies to Positively Motivate Staff

1. Build connections
2. Be clear about expectations
3. Provide powerful positive feedback
4. Coach to develop competence and to correct poor performance
5. Engage and provide meaningful challenges

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  **Office of Victim Services**

Training & Technical Assistance Request

- Training and Technical Assistance at NO COST to OVS funded VAPS
- Training, coaching and consulting can all occur remotely
- For more information:
<https://ovs.ny.gov/training-technical-assistance-request>

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Sample TTAR Projects

- Staff Team Building Retreat (via Zoom) to help staff who have been isolated re-engage and build team motivation
- Consulting to help you think through motivational strategies to use with some of your more challenging staff
- Customized training for leadership to help supervisors enhance their skills including:
 - Learning more about the T.E.A.M. Communication Styles®
 - Performance management, setting expectations and providing feedback
 - Coaching and motivating staff to high performance

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Individual Coaching

- No project application required
- Individual Coaching
 - Independent “ear” during transition
 - Explore new strategies and problem-solving ideas

<http://www.calendly.com/ovs-ttarp>

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Questions & Concerns?

**Type them into the Chat Box
or email us or schedule a phone call**

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**Thank You
for your time and
participation!**
