Today’s Presenter

Rachel G. Rubin
MLIS, PhD,
Director of Library and Information Services,
Capital University (OH),
most recently, Director,
Bexley (OH) Public Library
MORE THAN #MOTIVATIONMONDAY: HOW TO MOTIVATE YOUR TEAM EVERY DAY

PRESENTED BY:
RACHEL G. RUBIN MLIS PH.D
08/17/17
WHO AM I AND HOW DID I END UP HERE?
Why do you work?
Why do you work hard?
FOUR CRITICAL EMPLOYEE ATTITUDES

1. **Motivation:** The willingness to work hard.

2. **Satisfaction:** Affective condition regarding an employee’s feelings toward the job.

3. **Commitment:** Desire to stay with the organization.

4. **Citizenship:** Engagement in “above-and-beyond” activities that improve the efficiency and effectiveness of others and of the organization.
When you think about a “motivated employee” - what does that mean to you? What does it look like?
YOU CAN SEE MOTIVATION

• **Direction:** The choice among alternatives
• **Persistence:** How long the effort is maintained
• **Continuing motivation:** Returning to the task
• **Intensity:** How focused the effort
• **Performance:** How well is the task performed
What are some of the challenges you face when trying to motivate others?
EVERYONE IS DIFFERENT (MCCLELLAND)

- Affiliation
- Task orientation
- Power

http://lakeforestanimalclinic.com/services.html
Fit Matters

https://www.zazzle.com/s/avocado+we+go+together+mugs
THE WAKE-UP TEST

http://www.fredandfriends.com/table/wake-up%21/WAKEUP.html
WORKPLACE FACTORS AFFECTING MOTIVATION

Two basic components:

- Hygiene factors
- Motivators

HYGIENE FACTORS / SOURCES OF DISSATISFACTION

• Policies
• Security
• Supervision
• Working conditions
• Pay (absolute value, pay level and range, pay rules, pay comparison)
MOTIVATORS

• **Variety and challenge**
  The need to set goals that are specific, difficult and challenging

• **Opportunities for advancement**
  Rising in the pyramid vs. developing and recognizing mastery

• **Recognition**
  The “rewards” of work

• **Opportunities for growth**
  Horizontal vs. vertical expansion of the job
MOTIVATORS - CONTINUED

Responsibility/Autonomy

• Task identity: completing a task from beginning to end
• Task significance: task has a significant effect on others
• Task interdependence: others rely on the task being completed
• Task variety: variations in tasks (not fragmentation)

The Work Itself

• Make goals and values clear
• Make tasks interesting
• Orient and train
• Create challenging goals
• Create opportunities to build social bonds
EXTRINSIC REWARDS

• Rewards external to the tasks of the job.
EXTRINSIC REWARDS

• Rewards external to the tasks of the job.
• Good pay and benefits
• The chance to develop relationships with other staff and supervisors
• Opportunities to move up
• Job Security
**INTRINSIC REWARDS**

- Rewards related to the job itself.

- **The job is:**
  - Personally fulfilling
  - Challenging
  - Gives people a sense of felt responsibility
  - Feedback and recognition is provided
  - Provides variety and opportunities for creativity
  - Makes use of an individual’s strengths
REWARDS AS MOTIVATORS

• Focus is on the future, not the past.
• Reward can be for more than job tasks, e.g., competence building and citizenship.
• Reward is based on clear expectation that increased performance actually leads to increased rewards.
• Rewards are perceived as fair.
CAREER STAGE

• Stage One: Pre-Entry
  ▪ Includes recruitment, application process, interview and decision process. (What are you doing to ensure pre-entry motivation?)

• Stage Two: Initiation/Onboarding
  ▪ Includes early experiences, orientation, interesting work, felt responsibility, social bonds. (What are you doing to ensure entry motivation?)

• Stage Three: Career Development
  ▪ Includes opportunities for growth, advancement, professional development, respect, salary, recognition of mastery. (What are you doing to ensure career development motivation?)
STAGE FOUR: EMPLOYEES ON THE PLATEAU

• Entrenchment
  ▪ Includes close friendships, social networks, retirement issues, mentor-mentee relationships. (What are you doing to ensure motivation during entrenchment?)

https://www.moovvital.com/stuck-on-the-crossfit-plateau/
TYPES OF PLATEAUS

**Structural:** Lack of positions in the organizational pyramid.

**Content:** Employee has mastered job content and is bored.

PLATEAU-TIVATION

- Cross training and job rotation
- Increased participation in decision making
- Reduce focus on promotion as key reward
- Allow employees to serve as mentors
- Increase attendance at conferences and workshops
- Ask employees what they would like to do
- Enrich or redesign jobs
- Stress management training
- Provide supportive outplacement
WHY PEOPLE CHANGE JOBS

75% of workers who voluntarily left their jobs did so because of their bosses and not the position itself.

"People don’t quit jobs, they quit bosses."


For more info and content, contact us

REDROCK international

www.redrockinternational.com
AND NOW...

What will your next step(s) be?
HAVE FUN

http://twentytwowords.com/ultimate-list-of-funny-pie-charts/
I am a tiny potato
And I believe in you

YOU CAN DO THE THING

Shun
QUESTIONS?

THANK YOU!!

Rachel G. Rubin
rrubin@capital.edu