



## Motivation – TMA Workshop

Key areas of motivation worthy of reading or a Google search or book buying spree.:

1. Maslow
2. Frederick Herzberg
3. Taylor and Scientific Management
4. Behavioural Modelling
5. Goal Setting

A very helpful supporting tool is kaizen theory (continuous improvement).

At the Birmingham TMA workshop we focused on behavioural modelling.

The three key phases in effective motivation are:

### **1. Planning and briefing**

Setting clear expectations is vital if you want to shift behaviours. Involving the team in the planning process is good practice.

Thinking through the priorities of your business needs and including small step training goals in daily briefing is a very effective way of influencing the team. These only need to be ten minute focused briefings but be persistent. Think small and be persistent.

If you have contractors delivering key aspects of your customer service; e.g security, cleaning and facility management it is worth thinking about how you can ensure they are getting your briefings too.

Planning activities may include

- Vision & Mission setting – the clearer you are about your values the easier it is for the team to understand what you are trying to get done.
- Business goal setting
- Objective setting
- Organisational structure
- Participation in Work System design
- Shared strategic direction

Expectation setting activities may include

- Briefings
- Personal development plans
- Organisational development plans

- Goal setting
- Targets
- Standards
- Standard operating procedures
- Task setting

## **2. Behaviour observation**

There is no better alternative for assessing behavioural performance than expert observation. Walking the floors to see the team in service delivery is a key activity for good service management. Watching team and the customer behaviours will provide the best assessment of whether actual performance is matching intentions.

## **3. Reinforcement or consequence**

Providing positive, immediate, certain feedback is the third and final step. If you have staff doing a good job or effectively improving their performance make sure you recognise them for their achievement – no matter how small the gain if it is in the right direction reinforce it. This only needs to be the lightest of touches but you do need to do it.

This list of suggestions is not exhaustive and your own personal style will have a direct impact on what type of reinforcement you provide.

- Eye contact
- Verbal thanks
- Over the phone thanks
- Thank you notes
- Post cards
- E:mail thanks
- Make time to thank them face to face
- Go and see them where they are
- Sign the compliment mail so they know you know
- Fan mail board in the kitchen or corridor or staff room
- Recognition card
- Flowers
- Theatre tickets
- Tickets for elsewhere
- Praise in public
- Take them to lunch
- Let them buy their colleagues lunch
- Buy them your favourite book and sign the jacket
- Ask them for their advice
- Mention them at SMT meetings
- New software tool that they would like
- Smart new name badges
- Provide them with business cards
- Put them on the next project team
- Invite them to the next official reception
- Have a cup of coffee and ask them why they did what they did
- Empower, give them more power to look after key customers

- Increased budget responsibility – financial empowerment
- Personal development opportunities

### **Negative reinforcement**

Options include punishment or penalty neither of which are particularly good long term motivators.

Avoid long delays in feedback, the aim is to attach to positive reinforcement to the actual behaviour.

### **NOTES**

Do try hard to be consistent. Certain feedback or consequence will ensure that your standards are consistent. If you operate as a team of duty managers it is worth agreeing your plan and this tool together and acting together.

**Howard Raynor**  
**15 Jun 2006**

[www.worldclassservice.co.uk](http://www.worldclassservice.co.uk)