

## Deciding How to Motivate

Getting to know your employees is the first step in deciding what kinds of motivation they need. As a new manager, you can't rush this process. Accept that it takes time to get beyond the superficial with anyone, let alone people who are trying to show you their best side.

Written surveys can help you gather information on what people are concerned about, but be sure to sit down with your crew members individually and find out in detail what they like about their jobs, what worries them, what kind of recognition they prefer, and so on. The more time and attention you apply to getting acquainted, the more you will be able to deliver meaningful recognition and rewards.

### Find out what people care about

Begin gathering information by adapting the following questionnaire for your group:

**Compensation.** *Concerning your salary, benefits, and other material rewards:*

- Are your pay and benefits reasonable given your job's demands of effort, time, and responsibility?
- Do you feel that you're appropriately recognized and rewarded when you put in more effort than you strictly have to?
- What changes would you like?

**Job.** *Concerning the work you do and what you accomplish:*

- Does your work contribute to your self-esteem?
- Does it help you develop your professional and personal potential?
- Is your job enjoyable to do day-by-day?
- Do you feel you accomplish something meaningful for yourself and the people who depend on you? For the company? For your customers?
- What changes would you like?

**Social experience.** *Concerning your relationships at work:*

- Do you feel accepted and valued at work by your coworkers? The company?
- Do you receive adequate training, resources for your job, and support from your coworkers?
- Does the company provide adequate recognition and rewards for good performance?
- Does the social atmosphere produce the kind of workplace camaraderie and friendships you like?
- What changes would you like?

**Leadership.** *Concerning your organization's leaders:*

- Do you feel that company leaders keep you informed about business realities, strategic plans, important decisions, and the reasons behind major changes?
- What changes would you like?

### Develop motivation profiles

People respond to the pressures of work in different ways. Some get frenzied; others become more focused. Some get fatigued; others become energized. To effectively motivate, study your staff and look for the motivation needs listed below. Document what you find and update each worker's profile throughout the year.

- **Workers who need support.** Individuals in this category range from those who are insecure to those who feel victimized because they've been asked to take on greater duties. They need someone to reassure