



Center for Training and Professional Development

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MOTIVATING AND REWARDING STAFF IN TURBULENT TIMES

Thursday, April 7, 2011

9:15AM – 10:30AM

10:45AM – 12:00PM

Definitions

MOTIVATION – The internal human energy available to inspire a person to act

MOTIVATORS – Anything that increases motivational energy

RECOGNITION – A positive consequence provided to a person for a behavior or result

REWARD – A value item or experience provided for desired behavior or performance – often accompanying recognition

What Do You Think?

	Employee Ranking
Interesting work	
Good working conditions	
Sympathic help on personal problems	
Good wages	
Promotion/growth opportunities	
Full appreciation for work done	
Job security	
Feeling "in" on things	
Personal loyalty to workers	
Tactful disciplining	

More Information on the Four Temperaments

PRESERVERS

Preservers prefer the concrete over the abstract, order over flexibility, and past experiences over future possibilities. They like making clear-cut decisions rather than mulling multiple options. Preservers' daily activities are driven by responsibility, obligation, and duty – what they "should" do. They endlessly try to ensure that stability prevails.

Preservers are willing to follow established business protocol, often without question. Other people may consider it blind allegiance to authority, but Preservers view it as their duty to carry out the organization's policies, procedures, and plans.

Preservers also tend to focus on present issues and are guided by past experience to solve problems. They may not see the big picture or new alternatives, because they focus on the here and now. They avoid taking risks.

Most Important Reward for All Types:

Spend as much uninterrupted time with them as you can, i.e. coaching, mentoring, etc.

Other Possible Rewards for Preservers

- Write letters of praise--email is O.K. but handwritten is better--to recognize specific contributions and achievements
- Recognize their company tenure, i.e. plaques when they reach ten, fifteen, twenty, or more years in service
- Take time to acknowledge their individual achievements, such as cost-saving measures, productivity increases, or thoroughness
- Use tangible awards such as a company coffee mug, plaque, T-shirt, or jacket to mark a project completion or for a job well done
- Give public recognition (double check – some Preservers may prefer private recognition)
- Give one-on-one verbal praising – one-on-one is their preference

Ask Preservers to:

- Create job aids on how to handle procedures and policies.
- Write critical incident reports such as documenting a successful customer service experience.
- Write unit newsletters.
- Assign them special projects (long-term projects where you can offer consistent assistance).
- Assign projects that occur on a consistent basis, i.e., annual, quarterly programs - they will need little guidance from you.

STRATEGISTS

Strategists are visionaries and architects of change. They are imaginative and analytical, exploring all possibilities inherent in any situation. They like to build systems for the future. While planning for the future is a good thing, it can be a problem if a Strategist ignores today's details while searching for tomorrow's perfection.

Strategists relish ideas. They love the work of solving complex theoretical problems that require innovation and creativity. They work tirelessly on change that improves the system.

Strategists tinker and revise until they get things just right. With their eyes fixed on the future, it's easy for Strategists to forget that others do not see change in this way. In fact, others may feel as though they've just been flattened by a steamroller.

Most Important Reward for All Types:

Spend as much uninterrupted time with them as you can, i.e. coaching, mentoring, etc.

Other Possible Rewards for Strategists

- Allow flexibility to set their own schedule and work plans, if appropriate
- Allow opportunities for them to telecommute or work at home, if feasible
- Support their attendance at on-campus conferences and forums (off-campus if affordable)
- Pay their membership dues for a professional organization
- Buy them a subscription to a professional magazine, journal of their choice
- Send thank you notes – email is O.K. but handwritten is better
- Give public recognition (double check – some Strategists may prefer private recognition)
- Give verbal praising (one-on-one and in front of others)

Ask Strategists to:

- Share their thoughts and ideas on your unit's strategic direction and future.
- Serve on task forces and committees—especially sharing their area of expertise and contributing to future planning.
- Test a new process and procedure for effectiveness and future use.

MAVERICKS

Mavericks prefer action over reflection, quick response over planning and the concrete over the abstract, and today over the past or the future. They are the ultimate negotiators and troubleshooters. Give them a problem to fix – especially a concrete, hands-on task. Mavericks are the ones to call to respond to crises.

The most pragmatic of the four temperaments, Mavericks possess a keener sense of current reality than the others. In the workplace, they use their quick sense of the obvious to scan the environment and determine the best way to out-manuever an adversary.

Mavericks will strive to perfect a particular skill, but once perfection is achieved they may never be interested in doing that again. They are ready to move on to new challenges, perfecting new skills along the way.

Most Important Reward for All Types:

Spend as much uninterrupted time with them as you can, i.e. coaching, mentoring, etc.

Possible Rewards for Mavericks

- Turn to them when quick decisions are needed
- Allow them to take leadership roles in times of crisis
- Support their attendance at on-campus conferences and forums (off-campus if affordable)
- Allow flexibility to set their own schedule and work plans, if appropriate
- Find ways for them to continuously learn **new** knowledge and skills
- Send thank you notes – email is O.K. but handwritten is better
- Give verbal praising (one-on-one and in front of others)

Ask Mavericks to:

- Take on “Stretch” Assignments – an opportunity to stretch past current abilities (i.e., chair a meeting, etc.).
- Assign special projects that challenge them and have aggressive deadlines.
- Provide opportunities for them to be “first adapters” in processes, products, and procedures. Note: They will want to move on once they have learned as much as they can.
- Negotiate on behalf of the unit with other units, customers, vendors, etc.

ENERGIZERS

Energizers prefer the big picture over details, fairness over consistency, ideas over policies, and the future over present and past experience. As people pleasers, their first and last concern is always centered on people and relationships. They constantly strive for superior customer service, harmony in the work group, and self-actualization for themselves and others. They deal with people with great enthusiasm and passion. They like to champion people, causes, and anything new.

Energizers would rather focus on ideas than on tasks. They have trouble fitting into large, impersonal, bureaucratic organizations where the traditional ways of doing things are the norm. Energizers’ idealism and enthusiasm for change may be appreciated more in a creative work environment that encourages personal freedom.

Most Important Reward for All Types:

Spend as much uninterrupted time with them as you can, i.e. coaching, mentoring, etc.

Possible Rewards for Energizers

- Give personalized gifts that recognize their contributions—particularly in customer service and teamwork
- Coordinate meetings for them and top managers in order to receive congratulations on their hard work and recognize specific achievements
- Send them to on-campus seminars, workshops (off-campus if feasible)
- Let them organize your unit’s social events
- Provide opportunities for them to network outside the unit

- Send thank you notes – email is O.K. but handwritten is better
- Give public recognition (they like public recognition)
- Give one-on-one verbal praising

Ask Energizers to:

- Take on special projects – their best areas of expertise are making improvements in people relationships, customer service, teamwork, etc.
- Assign “Stretch” Assignments – give an opportunity to stretch past current abilities (i.e., chair a meeting, etc.).
- Provide job shadowing opportunities to learn new knowledge and skills—then share with the group upon their return.
- Give them opportunities to mentor others.

List of References

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Kaye, Beverly and Jordan-Evans, Sharon, **Love’ Em or Lose’ Em—Getting Good People to Stay**, (Berrett-Koehler Publishers, Inc., 2008)

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