



## TenStep Supplemental Paper

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29 February 2004

### Elementary Motivation

Organizations need to inspire confidence, courage and zeal among their employees. Managers need to boost employee morale, which is the foundation for increased productivity. Motivational principles help managers become more effective when working with people.

The following are some tips to improve motivational skills:

- **Be confident.** The more confident employees feel, the better they do.
- **Be patient.** Actively listening to employees motivates them. It not only allows the employee to clarify an act, but also shows empathy.
- **Be focused.** Employee problems need to be the focus, not the manager's assessment of employee attitude.
- **Be assertive.** Reinforcing a viewpoint means eliciting positive response for desirable performance. It also means that employees are encouraged to come up with a better quality of work.
- **Be communicative.** Open channels of communication help in setting goals.

#### Keys to motivation

Managers act as facilitators in this process by keeping in mind the following:

- **Compliance.** Desired behavior is often followed by a reward. However, there are other ways to obtain compliance.
- **Identification.** Adopting behavior that bonds the group gives a sense of identity and positive self-image.
- **Internalization.** Employees gain an even stronger positive self-image when their own beliefs match those of others. This process serves as self-motivation.

#### Ways to motivate employees

All of the following ways may not be appropriate to all situations. However, a combination of the following may work.

1. Learning what it takes for employees to do a good job and providing it to them.
2. Acknowledging the good work of employees.
3. Being open and friendly.
4. Soliciting opinions and ideas from employees.
5. Encouraging employees to become involved and offer their insights on assignments and projects.
6. Showing employees that management is concerned about their safety and health.



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7. Acting quickly on complaints to prevent a negative effect on productivity.
8. Avoiding favoritism and maintaining team spirit.