



## TenStep Supplemental Paper

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### The Three R's of Motivation

The greatest untapped resource to its full potential in any organization is its work force. It has been estimated that an average employee at any given time works at less than 50% of his capacity. If this were true a good manager can increase productivity by:

- Helping the organization make a profit.
- Motivating the sales team to achieve its full potential.

Conventional wisdom dictates that money and benefits are all that are necessary to attract and maintain a world-class sales organization. The truth is that beyond a certain point, money and benefits are important only in keeping employees satisfied. Then what is it that motivates people?

#### The Three R's

**Recognition:** Managers reinforce employees' desire to continue doing the right things by focusing on and rewarding positive behaviors, appreciating and being attentive to the good things employees do. This builds a positive self-image, leading to a positive attitude.

Unfortunately, most autocratic leaders tend to criticize, condemn and complain, never forgetting a negative performance ignoring good performances. Lee Iaccoca said many years ago, "When I reprimand, it is always orally and in private; when I praise someone, it is always in writing as well as in public."

**Rewards:** Napoleon observed, "Men will die for ribbons." Telling employees you appreciate them is a good beginning, but etching it in stone is even better. A personal thank-you card that recognizes in detail a special accomplishment gives the recipient a form of praise that endures. It can be shown to colleagues, friends and family. A certificate or plaque is a permanent reminder!

**Reinforcement:** Singling out an associate every month for praise is probably the most popular form of individual recognition, as with a salesperson - or employee-of-the-month programs.

Any form of reward can be effective - some for short periods, others for much longer. Regardless of how managers recognize achievement, they must consciously reinforce the behaviors associated with peak performance.

#### Best Motivator of All

Motivation is more than a well-thought-out reward program. To really stimulate a team, a climate of self-motivation that promotes growth and personal development should be created.

The best way to motivate employees is to build their self-confidence. That's why provide employees the skills needed to excel in their profession.



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Continuous training and education are necessary to keep a company thriving. The highest compliment an organization can pay its employees and the greatest message it can send to the entire staff is, "We believe in your potential; our future and yours are long-term. Therefore, we are investing in your personal development, which ensures our company's growth and yours."