

DSC SPEED READS

MANAGEMENT

Motivating Staff

Chrissie Wright

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DIRECTORY OF SOCIAL CHANGE

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Introduction

Who is this book for?

This practical guide will help managers who are responsible for the performance of others. In particular, it will support individuals who are new to management and add value to more experienced managers.

What will it give you?

This book demonstrates that you can help to motivate people and that the skills to create the right conditions for this to happen can be learned. It teaches you how to get the best out of your staff, emphasising communication, good processes, a culture of learning and development and a belief in people as the keys to effective motivation. In addition, it will help you to deal with obstacles to active motivation, whether they arise from work or home.

Chapter 1

The basics

This chapter covers the what and why of motivation and who is responsible for motivating staff.

What is motivation?

Motivation is what makes people do things: it is what makes them put real effort and energy into what they do. So, to motivate people means to give them a cause to do something. It also means to encourage the interest of a person, and stems from the Latin *movere*, 'to move'.

Why should you motivate people?

Not everybody believes that you should invest time in motivating people or that you *can*. Some people may think that there are those who are naturally lazy and don't want to work, and that the only way to get these people to do what needs to be done is the threat of a reprimand for not getting a job done (see more on this on p. 30).

The premise of this book is that there *are* things that you can do to create an environment that will allow the vast majority of people to become self-motivated and interested in their work. Further, the benefit of making these changes is that people can perform better, will achieve a lot more and are happier when they are motivated.

Case study



Julian did his job with a sense of keenness and always wanting to do well. However, after a couple of years his manager left and a new manager started. She didn't communicate with him well and tried to micro-manage his workload, despite his proven track record. He became apathetic and cynical and the problem was never addressed. Eventually, he left the organisation.

Top tip



It is not the job of the human resources (HR) function to motivate staff. HR can advise and guide line managers about best motivational practice, but it is the line manager's job to create the right climate for motivation in their teams.

**Heather Brierley,
Training Consultant,
DSC**

Who is responsible for motivating people at work?

People often believe that motivation comes from within, and while this is true to some extent, external factors and conditions can deeply affect people's levels of motivation. Consider the following two things:

- 1 the word demotivate
- 2 creating a motivating environment.

First, demotivate: this means 'make less likely to work or make an effort', which implies that if someone is demotivated the trigger is external. If someone in your team shows a sudden change of behavior and signs of demotivation then, as their manager, it is your responsibility to try and find the cause and, if possible, to work with the team member to resolve the situation. The causes may be many and complex, including the current management style and approach.

Second, a motivating environment. Motivating people is not about doing anything to people; it is about creating the right environment that allows people to give their best: one in which people feel valued and freed up to use their knowledge and skills and to develop their creative abilities in a purposeful way, with a clear sense of why and what they are doing.

Creating this motivating environment is your responsibility, and also the responsibility of everyone in the organisation.

DSC Speed Reads

Aimed at people who are short on time and need to absorb information quickly, these indispensable guides are:

- **Accessible** – practical guidance on a wide range of subjects
- **Condensed** – distilling experience and expertise in just 32 pages
- **Clearly signposted** – Top Tips, Case Studies and Where Next ideas

Covering a wide range of topics and building into an invaluable library, Speed Reads are an essential addition to any bookshelf.

Motivating Staff

All managers can help to motivate their staff by creating the right conditions at work. This book shows you how to get the best from your team members, emphasising good communication, a learning and development culture, an understanding of different motivations and a belief in people's potential. Whether you are new to management or building on previous experience, this practical book will support and guide you.

Chrissie Wright is Director of Training Services at the Directory of Social Change. She has over 22 years' experience in learning and development as well as many years at senior management level. She was Director of Open Courses at the Industrial Society for 10 years and has worked as both a teacher and a freelance consultant and trainer.



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