Motivating Others

9

Learning Outcomes

Identify the factors that affect motivation and apply this in a coaching context.

What you will need:

Handout 23 – Maslow's hierarchy of needs

Handout 24 – Motivation activity

Content and suggested timings:

Introduction to motivation at work	15 mins
Maslow's hierarchy of needs	15 mins
Motivation activity	30 mins
Total duration:	**60 mins**

Note: If you want to spend some in depth time on this module, we suggest you extend it to 1 hour 30 mins. The materials are presented in such a way that you can do this by continually asking delegates for their thoughts and practical examples of motivated and de-motivated employees as you work through the module, you will find there is lots of opportunity for discussion and sharing of ideas.

Introduction

Understanding motivation when coaching others is very important as this may impact on the approach you take when coaching an individual.

Motivators are different for everyone; this can depend on age, lifestyle, responsibilities and personal values to name a few. Therefore, it is difficult to motivate a team with a generic 'reward' – a thank you to one person may be seen as 'wonderful' but interpreted by someone else as 'inadequate'. A prize incentive for one may be seen as a delightful gift to one, but a waste of time for another – you can't win!

There have been numerous studies done over the years to determine what motivates people. It is an area of ongoing research and debate and of all the management tasks in the workplace, working out how to motivate employees and then keep them motivated is probably one of the most challenging.

Write the following motivation factors on the flipchart and ask delegates, either individually or in pairs, what they consider to be the most important motivating factors.

The motivating factors are taken from the research work of John Purcell – Understanding the People and Performance Link – Unlocking the Black Box (2003).