

Beyond the Horizons Consulting

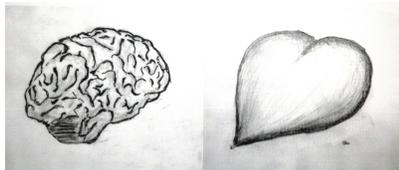
Volume 5, Issue 8

August 2008

Therapy for Business ®

Have you ever wondered why some organizations function so well, while others seem to have nothing but logjams? — Leaders need to have vision which they communicate clearly to their employees. Leaders also need to engage their workers emotionally in the tasks at hand. **Sometimes an organization needs a little therapy!**

In our August Newsletter we clarify each of the four factors which drive employee motivation. We again feature two illustrations which appear in our soon-to-be-released book *Soft Skills for Tough Issues: Fostering Interpersonal Communication in the Workplace*. [Our August article begins on page 2 of the Newsletter.](#)



Which motivates you to a greater extent — your feelings and personal values, or your thoughts and principles?

Beyond the Horizons Consulting offers a variety of services for individuals, teams, and organizations.

- ◆ Individual coaching for managers is a process that begins by identifying your style, what you want to retain and strengthen, and what you want to modify. Objective assessments are part of the process, as are also a mutual give-and-take process of creative problem solving and supportive guidance.
- ◆ We offer group seminars on identifying and dealing with stress in a relaxing and supportive environment.

- ◆ Our team building seminars will help your team or department run more smoothly, whether it is a brand-new team or one that has been put together after a reorganization.
- ◆ Our communication seminars identify crucial parts of the communication equation and help you put them all together by using role play, among other practical, hands-on experiences.
- ◆ Critical Incident Stress Debriefing (CISD) is a special tool we are equipped to provide to your business whenever there is a traumatic incident — death of a coworker, robbery, layoffs, etc. — in the workplace.
- ◆ We also offer group seminars utilizing excellent tools, including the Myers-Briggs Type Indicator or the DISC, to help you see *in black-and-white* differences in personality type and behavior.
- ◆ Our conflict resolution services help opposing parties identify mutual purpose(s) and restore harmony to the workplace.
- ◆ It is our pleasure to tailor a seminar to your company's, department's, or team's needs!

Our serene, off-site location appears featured in our May and June 2005 Newsletters.

Call us to schedule a complimentary consultation for yourself or your business!

Our helpful Office Administrator, Stan, will work with you to schedule a meeting time that fits your schedule.

Stan and Jean Eva can be reached at (505) 466-4990, or on-line at info@beyondthehorizonsconsulting.com.

Employee Motivation — Four Drivers

- **Clear and promising direction:** Clarity refers to an employee's understanding of how s/he can contribute to organizational goals. It presupposes that an employee understands what these goals and objectives are. In direct opposition to the "beneficent patron concept" of shepherding employees from one task to another, we now have the concept of an employee as a true adult in charge of his/her own career path. Such an individual accepts the responsibility of noting the dynamics of the workplace, of knowing where the organization is headed in terms of new initiatives, and of developing new skill sets as required.
- **Confidence in leaders:** Confidence in an organization's leaders means feeling that there are capable hands at the helm. The direction of the company, its health and stability, depend directly on the wellbeing of its leaders. Employees need to see their leaders taking care of themselves. This means appropriate time for meditation and relaxation, proper nutrition, stress management, and avoidance of excessive use of alcohol. If employees have doubts about the mental or physical health of their leaders, their confidence level will fall and so will company morale.
- **Collaboration and collegiality:** Collaboration and collegiality are important concepts in workplace atmosphere. Trust levels can be built up with team-building events and company recreational activities. Employees need to have a sense of others' good will. This intrinsic motivator will engender strong feelings of loyalty to coworkers and to teams. A great boon to developing collegiality is the staff or team retreat, during which there is ample time to get to know one another beyond the professional role.
- **Developmental opportunities:** These opportunities and challenges give employees hope that they will not only keep up with new challenges in the workplace, but that their skill levels will promote innovation and new problem-solving techniques. Their increased competence enhances their employability and confidence.

DEVELOPMENTAL OPPORTUNITIES ON DIFFERENT "CHANNELS"

It has often been demonstrated that receiving information on several "channels" ensures correct reception. Hearing alone is not sufficient to convey a concept or set of directions. Convince yourself of this by trying the following experiment:

Divide team members into three groups. Decide on a new procedure you want to communicate to team members. Give the **first group** verbal directions only. Answer their questions, but give no further input. Give the **second group** the same verbal directions, but add written directions and a useful diagram. Give the **third group** verbal, visual, and *hands-on* directions, by actually walking them through the procedure.

How do the groups compare in terms of comprehending the material?

How do they compare in terms of applying the material to their everyday work?

Here are four things *you* can do to successfully motivate your employees:

1. Support an employee's success by giving free rein and not micro-managing



2. Match the employee carefully to the role within the team

What is your style of management?

3. Create a work environment which facilitates productivity
4. Treat all employees with equity (pay, benefits, recognition, promotions, etc.)

We can't emphasize enough how important it is *not to micromanage* employees. An employee's sense of autonomy and creativity is one of the best intrinsic motivators. Of course mistakes will be made, but the acid test will be observing whether this particular employee who has gone out on a limb to come up with an innovative solution — and has fallen short of the mark — will learn from her mistakes. To take an analogy from parenting, you don't want to keep making your child's bed when he is already 10 years old. You let him make it in a rather sloppy fashion, praise his efforts, and show him how to fold over the sheet. Next time you praise his efforts and demonstrate how to tuck in the bedspread, and so on. Psychologists call this process "shaping behavior," and it works just as well with adults in the learning organization as with children at home!