Vertex Management Development Program

Participant's Guide

Vertex
Management Development Program
"WHERE CREDIT UNION STARS CONVERGE"

SERVISTAR
CONSULTING
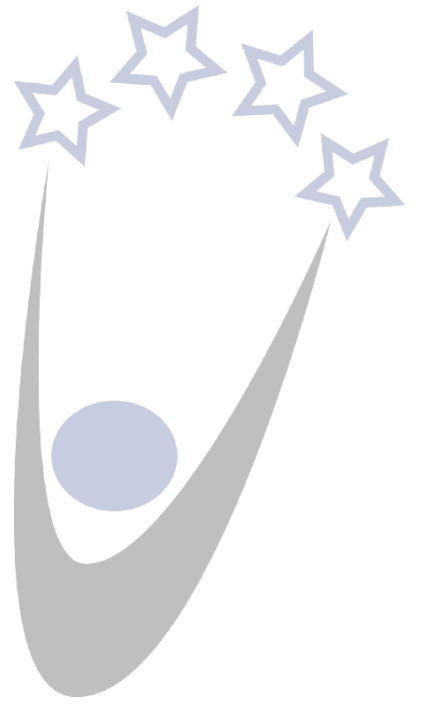
Employee Motivation

What is Motivation?

Working definition- The desire to **perform** at a level that meets or exceeds expectations regardless of **obstacles**.

1. The best way to ensure you have motivated employees is to hire for **core values** and enlist the right **employees** – don't just fill a void.

2. However, you have who you have so we need to learn how best to **create motivation**.

Engaging Team Members
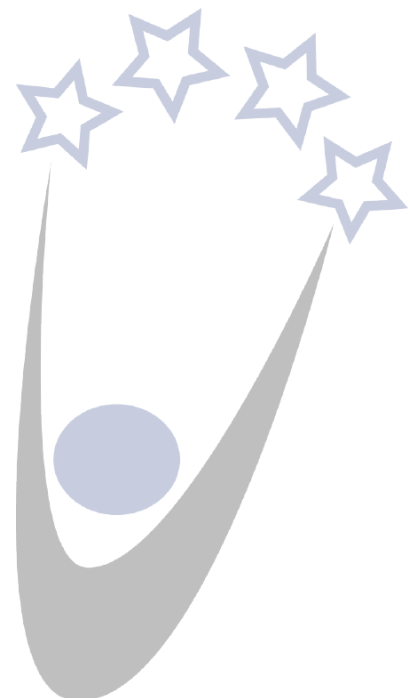

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| Engaged | Not Engaged | Actively Disengaged |
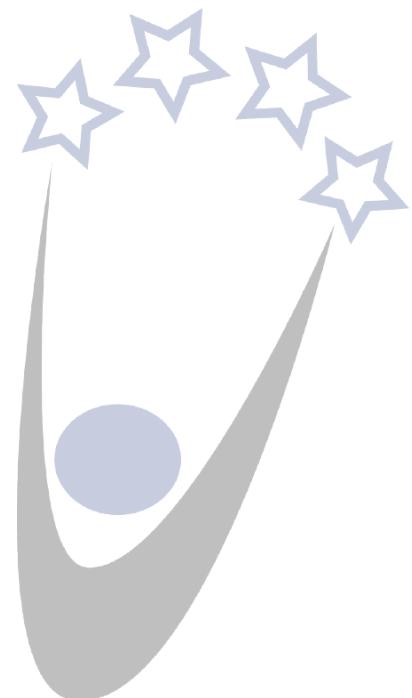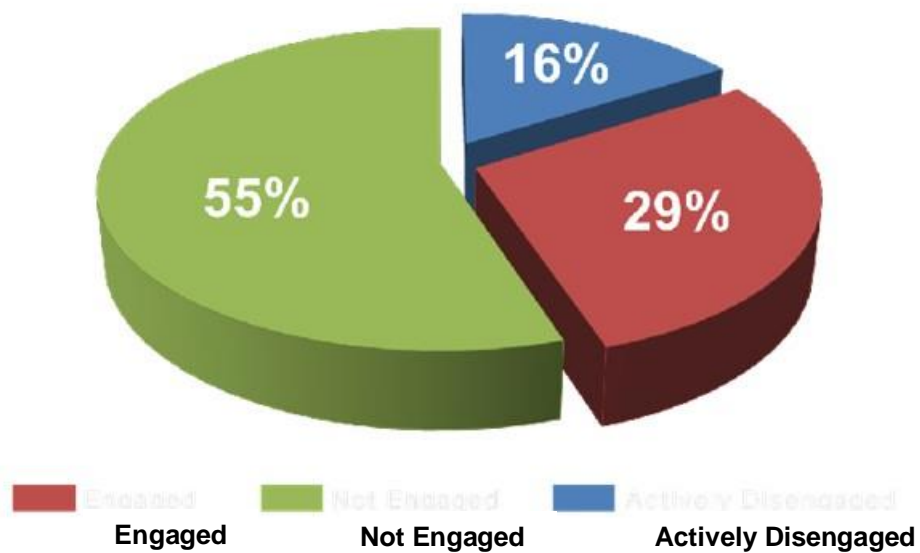
A Survey of Credit Union Employees Reveals…

- 73% of employees say they are **less motivated** than they used to be.

- 84% say they could perform **significantly better** if they wanted to.

- 50% are doing **just enough** to keep their job.

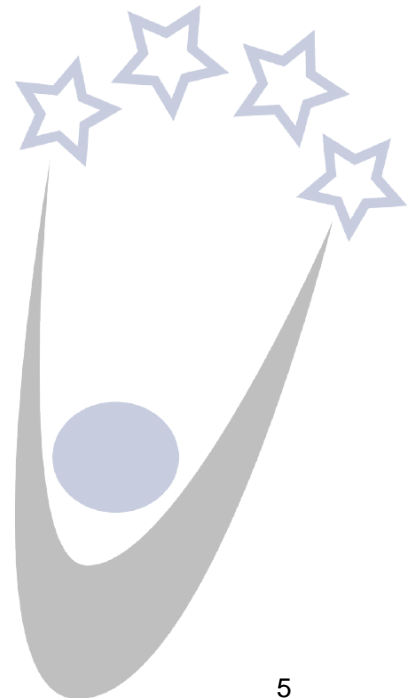## Seven Keys to Creating a Motivating Environment

1. Clear **Expectations**.
2. Trust
3. Respect
   - You are fair, knowledgeable and consistent.
4. Develop Employees
   - You provide knowledge and resources. You **enable** them.
5. Have **High** Standards
   - Winners follow someone who makes them better.
6. **Optimism**
   - Have a can-do attitude.
7. Catch People Doing It Right
   - I want you to appreciate my efforts.

1. Clear Expectations

- Surveys show this is the number one thing that defines a **bad boss**.

- Employees spend inordinate amounts of time trying to figure out **what you want.** Tell them!

- Develop and be able to verbalize your most important **performance behaviors** that define an effective employee.

- Meet with your employees, one-on-one to share these with them.

- Ask them to share with you, "What are the most **important** behaviors of an effective manager?"

- Ensure you list skills and behaviors, and fully define **attributes**.

- Skill – Be to work on time, Be accurate in your work.

- Attribute – Respectful, for example, before you leave the work area ask, "Is there anything I can help with before I go to lunch?"
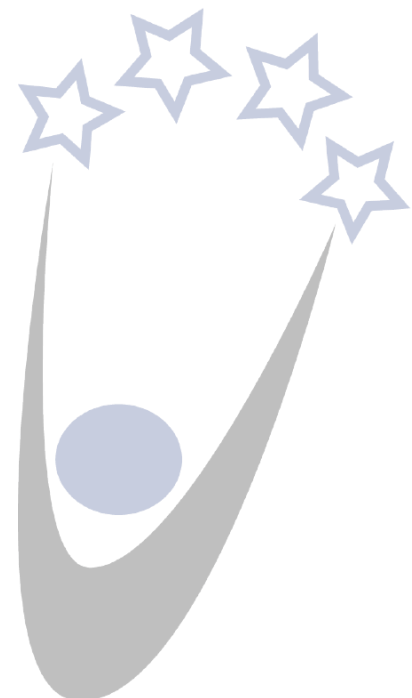
2. Trust

A key element in building trust is that employees **perceive** their manager will do whatever it takes to solve problems and move the company forward.

A study by Leadership IQ revealed only 20 percent of employees **trust** their manager.

Keys to Developing Trust:

- Ask your employees regularly, "What do you need to be able to do your job **more effectively**?"

- Do what you say you will do: **gain trust** by following through on commitment.

- Find an **alternative way** to solve problems when the first solution can't work.

- Never allow yourself to be put in a position that will cause you to **break trust** – "Can I talk to you about something if you promise you won't share it with anybody?"

3. Respect

- You are fair, knowledgeable and **consistent**.

- Have an **operational** knowledge of the details of the work being accomplished within your department.

- You don't have to be **better** at it than the employee.

- You never raise your voice or behave **unprofessionally,** regardless of what happens.

- You treat everyone with **respect,** even if they don't deserve it.

- You make **decisions** that are based on what is best for the member and for the team.

- You **energize** employees by building them up and focus on the **solution** and not the problem.

4. Develop Employees

- You provide **knowledge** and **resources** so they can grow.

- Make sure you know what each of your employee **desires** as for their next career step at the credit union.

- Ensure you are **honest** with them in letting them know what they must do get there.

- If you feel the employee is an effective performer in the current job, begin to allow them to **learn** some aspects of the next job.
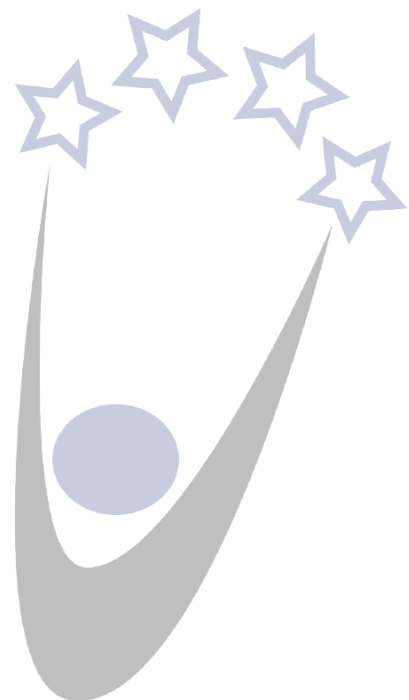
5. Have High Standards

- **Winners** follow someone who makes them better.

- Don't use the lowest common denominator as the **standard** for your expectation.

- What you are willing to accept becomes your standard.

6. Optimism

- Good managers are **optimistic**. Great managers are insanely **optimistic**.

- Sometimes a "realist" sounds a lot like a "pessimist."

- **Communicate** a "can do" attitude in every aspect of work.

7. Catch People Doing It Right

- I want you to **appreciate** my efforts.

- When you catch employees only doing it **wrong**,
  they will only learn what you don't want. They will never learn what you do want.

- Even if the **improvement** is incremental, notice it.
  "I noticed the improvement in your sales results. Keep it up and you'll meet your goal."

- Make sure you catch them doing it right and **tie it back** to the core values.
  "That was a great job of treating that member with respect by addressing them by their name."