

WORKING WITH OTHERS

Develops, motivates and supports others

Motivation and Support – Giving Informal Feedback

Power/Status

Being heard and seen
Rewards

Affiliation

Relationships

Achievement

Getting things done

What do you reward and what do you sanction? Another way of thinking about this is what or who pleases you at work, and what irritates you or you may simply think is less important? Often, it seems easier to manage those who have the same motivations as you do. This may be because your support is naturally aligned with their needs. It's easy to forget (unintentionally) others with different motivations.

Feedback which accounts for different motivational drivers will sound different.

Examples:

- For the achievement-driven – Well done, tasks complete on project x. We are ahead of schedule because of your hard work. Great work.
- For the power/status-driven – Impressive work on project x. I'd like you to present our findings to the Board. I think you'll make a good job of it.
- For the affiliation-driven – Thank you for holding the team together through the high stress moments of project x. I really appreciate it.

We are all motivated by each of these different aspects to different degrees. And generally we each have a particular preference.

However we are motivated, the need for positive feedback is universal. An individual whose work is appreciated and recognised feels supported and resourced and is clear about what is expected of them. A supportive culture is more able to bounce back when things go wrong. Regular positive feedback allows the manager to encourage desired behaviours directed towards an appropriate goal. It also promotes confidence and an expectation of mutually supportive behaviours between colleagues. Giving feedback is also an opportunity to ensure your staff are getting the support they need to perform at their best. It is important not to make assumptions about what support needs your team have, especially if you don't know them well.

ACTIVITY >>>

How well do you know what motivates the individuals in your team? List each staff member under one of McClelland's motivation preferences. Include yourself.

Power/status

Affiliation

Achievement

Have a go adjusting your informal feedback to your team members over a week and see if it makes a difference. Spend a few minutes at the end of each day, evaluating the effect.

Effects:

Day 1

Day 2

Day 3

Day 4

Day 5

Note what positive changes you have seen, if any.

Key changes:

How can you embed this knowledge to improve your team's motivation? Is it worth it? Have a professional conversation with a trusted colleague to discuss this.

Notes:

When was the last time you checked your team's support needs? Do a quick team audit. Note whatever actions emerge and take action where appropriate.

Notes:



Complete the Reflection sheet