[Developing, Leading and Engaging People]

Lecture Title:

14. [Engaging People – Motivation Techniques]

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Date: 22 June 2026 13.00hrs-17.00hrs

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Learning Objectives

- Following this session students will be able to

- Motivate people effectively through understanding their needs, goals, and what drives them.

- Foster engagement in team members: *Create a Shared Vision; Build Trust and Positive Relationships; Recognize and Reward Achievements; Provide Opportunities for Growth; Leverage Intrinsic Motivation; Use Transparent and Effective Communication; Foster a Positive Environment; Understand Individual Needs.*

Learning Method

- **Lecture focused on learning objectives and core content** as a key instructional process.

- **Formative assessment through participative learning tools and activities** will be utilised evaluating students' comprehension and academic progress throughout - with respect to understanding and applying HRM concepts.

The Art and Science of Motivation

- Motivation - The Key to Engagement
- Understanding Needs, Goals, and What Drives People

“Leaders become great, not because of their power, but because of their ability to empower others.”

John Maxwell

Why Motivation Matters

- Highly motivated teams are more productive and innovative.
- Engaged employees lead to better business outcomes.
- It fosters a positive work environment and reduces turnover.

What is Motivation?

- Motivation is the reason behind our actions.
- It's the internal drive that pushes us to achieve our goals.
- It can be internal (intrinsic) or external (extrinsic).

Understanding Needs

- People are driven by fundamental needs (e.g., Maslow's Hierarchy).These include security, belonging, esteem, and self-actualization.

- Addressing these needs is the first step to motivating someone.

The Power of Goals

- Goals provide direction and a sense of purpose.
- They turn abstract needs into tangible actions.
- Effective goals are specific, measurable, achievable, relevant, and time-bound (SMART).

What Drives Them?

- Intrinsic Drivers: Internal factors like passion, curiosity, and personal growth.
- Extrinsic Drivers: External factors like money, promotions, or public recognition.
- The most powerful motivation often comes from a combination of both.

Fostering Engagement

- Engagement is the emotional commitment an employee has to their organization.
- It’s a direct result of effective motivation strategies.
- Let's explore key strategies to foster this engagement.

- CIPD (Chartered Institute of Personnel and Development) often discusses motivation within the broader context of employee engagement.

- The CIPD's research consistently links motivation to an employee's psychological state and their willingness to put in discretionary effort.

- The CIPD defines employee engagement as:

"Being positively present during the performance of work by willingly contributing intellectual effort, experiencing positive emotions and meaningful connections to others."

Strategy 1: Create a Shared Vision

- Define a clear and compelling vision for the team and organization.
- Communicate how each person's role contributes to this larger goal.
- A shared vision unifies efforts and provides a common purpose.

The Power of a Shared Vision

- It moves people from simply doing a job to being part of a mission.
- It provides a framework for decision-making.
- Teams with a shared vision are more resilient and collaborative.

Exercise

- Identify a company that has successfully shared the vision with the employees?

- How do you know that they have been successful?

Strategy 2: Build Trust and Positive Relationships

- Trust is the foundation of any effective team.
- It's built through consistency, integrity, and reliability.
- Positive relationships make collaboration enjoyable and productive.

How to Build Trust

- Be transparent and honest in your communication.
- Show respect for every team member.
- Follow through on your promises and commitments.

Strategy 3: Recognize and Reward Achievements

- Acknowledge and celebrate progress, big or small.
- Recognition validates hard work and boosts morale.
- Rewards should be meaningful and tailored to the individual.

Effective Recognition

- Provide specific, timely feedback.
- Praise can be public (team meetings) or private (one-on-one).
- Consider non-monetary rewards like extra time off or new responsibilities.

Strategy 4: Provide Opportunities for Growth

- Invest in your team's professional and personal development.
- This shows you value them and are invested in their future.
- Growth opportunities prevent stagnation and fuel ambition.

Examples of Growth Opportunities

- Mentorship programmes
- Training and workshops
- Cross-functional projects
- Encouraging new skills and certifications

Helping Employees Experience Their Dream Job | P. Seth Yelorda | TEDxClaremontGraduateUniversity

- https://www.youtube.com/watch?v=3D82ZOgmH5o

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Strategy 5: Leverage Intrinsic Motivation

- Give team members autonomy and ownership over their work.
- Connect their tasks to a greater purpose.
- Provide opportunities for mastery and skill development.

Strategy 6:
Use Transparent and Effective Communication

- Communicate openly and frequently about team and company performance.
- Listen to feedback and act on it.
- Clarity in communication reduces anxiety and builds confidence.

Strategy 7: Foster a Positive Environment

- Create a culture of psychological safety where people feel comfortable speaking up.
- Encourage collaboration over competition.
- Celebrate successes and learn from failures together.

Strategy 8: Understand Individual Needs

- Motivation is not a one-size-fits-all solution.
- Take the time to understand each team member's unique goals, strengths, and challenges.
- Tailor your approach to meet their specific needs.

- CIPD research identifies several factors that contribute to motivation and engagement, which can be seen as the practical application of various motivation theories.

- These include:
- **Strong Leadership:** A clear strategic narrative from leaders helps employees understand their role in the bigger picture, providing a sense of purpose and direction.

- **Supportive Line Managers:** Managers who provide support, empower their teams, and offer quality feedback are crucial for building trust and encouraging high performance.

- **Employee Voice:** Giving employees a platform to express their opinions and involving them in decision-making makes them feel valued and heard.

- **Organizational Integrity:** When a company's stated values align with its actions, it builds trust and fosters a sense of fairness, which is a powerful motivator.

- A SHRM-featured quote on engagement by Allan Steinmetz of Inward Strategic Consulting emphasizes that

"employee engagement must be part of an integrated approach to improving the corporate culture in profound ways"

- through commitment to meaningful engagement, broad communication, and employee and manager training, creating a virtuous cycle that can revolutionize a company's business practices.

https://www.shrm.org

Conclusion: The Motivated Leader

- Effective leaders are also effective motivators.
- By focusing on a shared vision, trust, growth, and individual needs, you can build a highly engaged and successful team.
- The key is to lead with empathy and understanding.

6 Ways to Motivate Your Team | Brian Tracy

- https://www.youtube.com/watch?v=_z7AC8yJxRU

References

- Armstrong, M., Taylor, S., 2020. Armstrong's Handbook of Human Resource Management Practice.15th ed. London: Kogan Page.

- https://www.cipd.org

- https://www.shrm.org

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