



HOW TO MAKE PEOPLE WANT TO WORK

ABSTRACT

Bribery, just passing the time or the designed work environment?

Motivation Matters Limited



Introduction

Before we launch into “how to” we should ask how we tell if people want to work. Perhaps even consider the possibility that something about their work environment puts them off fulfilling that want. But then why should we worry about what our people want? Surely all that matters is that the work gets done?

The three motives

Bribery

Here people work for money. More money more work, so people will do as little as possible for as much money as possible.

The only way to lift people out of this “do as little as you have to” mind-set is to dangle a life changing amount of money: bankers’ bonuses and relatively poor countries’ economic migrants who can send rich rewards home.

This is a crazy system don’t you think?

Passing the time

In the UK today people don’t have to work to receive their basic needs. One definition of a civilised society I think.

So long as someone is being paid the going rate for the job they turn up for work. What they do at work is another matter.

If you’ve been clever the work has elements of a game which helps turn work into play. That means the work provides small wins and has no big losses.

Some people want to do a type of work. Whether brain surgeon or bookmaker, some people have grown into wanting to do those things. If you put a person in their dream role they will get pleasure from the work activity – at least until the novelty wears off.

As an enhancement of a dream role some people just want to be involved with horses, IT or baking! It will be enough to be around those activities, be involved and learn about the favourite subject.

Then we have people who work in their dream job with a passion.

Volunteers for the Olympics, taking food aid to Africa or so many, many other activities are done for no pay, but because the job is worth doing.

Not many of us can work for a traditional “good cause”. We still want to feel that our work day has resulted in a useful contribution to humanity – putting it broadly. We want to feel we have made a difference, made something better for someone. We could be engaged in almost any





Designing the work environment

activity which is eventually consumed by someone. We make their experience better and so their life a little brighter.

We want our part in the work to be valued, not just paid for. Most people want to do good things and their work is the means for them to fulfil that dream.

If you are the boss or a manager you have a big say in the work environment, how it is designed and, therefore, its impact on the people working in it.

The environment needs to be built on the principles of positive management – catching people doing right – to create the motivational forces.

The work environment can be difficult to get right though. Our employees are carrying around all the prejudices, instructions and biases that have accrued throughout their lives so far.

It takes months for people to change their beliefs.

Ten Tips

1. Pay at least the going rate for the job
2. Use simple gamification techniques
3. Make individual contributions to the organization visible to the individuals
4. Give everyone access to company data
5. Delegate decision making
6. Give resources for experimentation and innovation
7. Have a worthwhile mission to make me proud of my part in it
8. Criticise behaviour, not the person
9. Praise the person, not the behaviour
10. Never pay for behaviour, no payment by results schemes





MOTIVATION MATTERS LIMITED

VISION

Inspiring good management, and thus achievement, within organizations will improve employee attitudes, engagement and job satisfaction to create stronger companies with more productive people.

More productive companies build competitive advantage creating a sustainable business with safe growth, healthy profits, secure well paid jobs and contribute to the well-being of the UK.

PARTNERS



Anne Walker



Stephen Walker

CONTACT DETAILS

Telephone: +44 (0)1787 378851

Email: Enquiry@motivationmatters.co.uk

Website: www.motivationmatters.co.uk

