

The background of the image features three large, interlocking grey gears. Three business professionals are running on these gears. At the top, a man in a white shirt and dark trousers runs while holding a red briefcase. On the left, another man in a white shirt and dark trousers runs while holding a smartphone. At the bottom, a man in a white shirt and dark trousers runs while holding a laptop. The overall theme is business, motivation, and progress.

100 Ways To Motivate Your People and Keep Them Motivated

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WERNER HESS

ANALYSING MOTIVATION

1. If you do not know what motivates a person, just ask
2. Assess your own motivation levels as well as those of your staff
3. Use persuasion and influence in order to encourage self-motivation
4. Establish what the needs of your staff are, and assist in meeting them
5. Remember that making work fun does not mean making it easy
6. Try to motivate through the use of voluntary social and sport activities
7. Use inter-team competitions to help stimulate team spirit
8. Keep the number of supervisors to a minimum
9. Remember that different people are motivated in different ways
10. Be aware that the systems that your staff use may be demotivating
11. Look for positive responses to any criticisms, they are good signs of motivation in staff
12. Maintain eye contact with your staff whenever you speak with them
13. Ask your staff if any changes at work would help to motivate them
14. Learn to see the difference between work problems and personal ones
15. Keep work as varied as possible to avoid causing demotivation
16. Treat departures and absenteeism as warning signs of demotivation



BUILDING MOTIVATION

17. Ensure staff know both their role and its importance
18. Demonstrate your competence at every opportunity
19. Improve order and control by using collaborative management
20. Do not just assume you are “visible”, ensure that it is true
21. If bad results occur, review your own motivation as well as employees’
22. Show respect to your staff, and they will show it to you
23. Strengthen your message by using several means of communication
24. Deliver in-company communications as soon as possible
25. Encourage your staff to participate in decision-making
26. Keep staff informed wherever possible, uncertainties are very demotivating
27. Encourage disagreement, it often paves the way to consensus
28. Make time to stop and chat rather than simply greeting staff
29. Always ask staff for their opinion about decisions that affect them
30. Be aware of office politics, and set an example by never taking part yourself
31. Do not gamble, but combine risks with excellent planning
32. Praise work well done, even if some targets are missed
33. Take risks only when the chances of success are high



BUILDING MOTIVATION CONT.

34. Be firm but fair when you are drawing attention to error, and do not pull any punches
35. Find the root cause of repeated complaints, and eradicate it quickly
36. Always check that your wishes have been understood
37. Inform staff of the use of their ideas, and success rates
38. Have a good reason and an explanation for refusing a request
39. Never offer to finance anything unless you can raise the funds
40. Consider ideas from staff at all levels of seniority
41. Make use of the positive elements of each person
42. Give people the opportunity to use their own initiative whenever possible
43. Acknowledge all suggestion box ideas immediately, handle any rejections tactfully
44. Encourage staff to achieve by setting high but realistic targets
45. Do not be too fast in accepting "No" for an answer



GETTING THE BEST FROM PEOPLE

46. Stretch people with goals that push them to perform better
47. Make the most of new staff by first making them feel welcome
48. Form your own opinions of your colleagues and staff
49. Be as natural as possible, but tailor your approach to each individual
50. Remember that what you measure and reward is what you get
51. Do not put a ceiling on incentives, it limits motivation
52. Ambition dictates achievement, so be sure to encourage big ambitions
53. Confront trouble-makers as soon as you become aware of their presence
54. Cure any bad systems as a first step to conquering poor morale
55. If demotivation occurs, consider changing your business system
56. Do not wait for annual appraisals to talk about staff performance
57. Talk about work-related problems to prevent them from becoming more intense
58. Allow people to talk about what demotivates them, and listen carefully
59. Bad news always travels fast, so deliver it as quickly as possible
60. Emphasise to staff the benefits of all reforms, however unwelcome



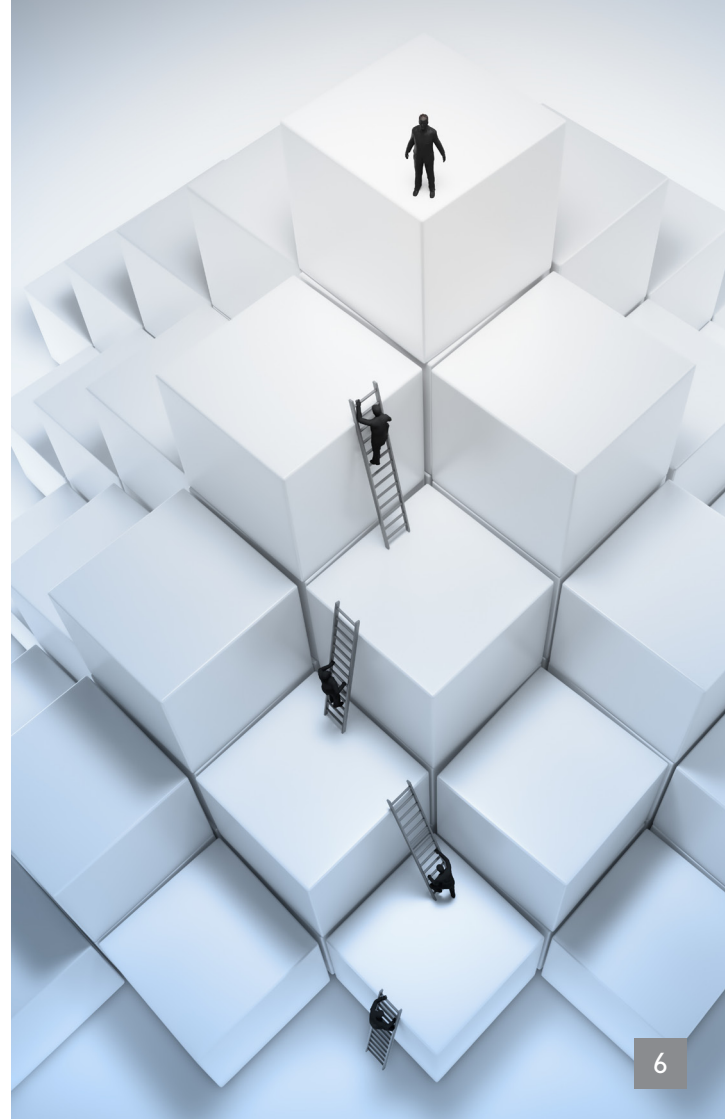
GETTING THE BEST FROM PEOPLE CONT.

61. Assess the reasons for demotivation before considering any action
62. Consider all the options before losing valued team members
63. Keep the appraisal relaxed and friendly , do not make it an inquisition
64. Take the chance to improve yourself by asking staff to appraise you, too
65. Always start appraisals by discussing the progress made and success achieved
66. Find out about the quality of support given in the job
67. Provide training in small, regular doses rather than one long course
68. Follow up on any courses to check their quality and staff responses
69. Give staff chances to use and increase their expertise
70. Sit in on training courses to ensure the quality is high
71. Regard grading and similar systems with caution, not as sacred
72. Pay your staff members for responsibility and contribution, not for seniority and status
73. Do not allow job specifications to be perceived as “straitjackets”
74. Ensure that jobs offer a wide range of stimulation and variation
75. Get the money right, or everything else could easily go wrong



GETTING THE BEST FROM PEOPLE CONT.

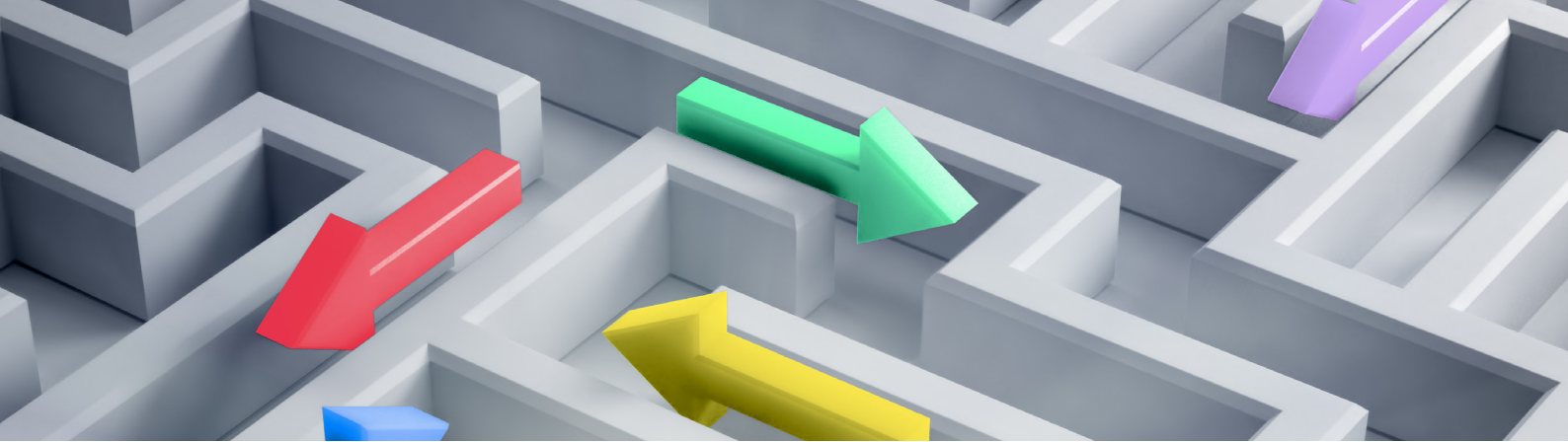
- 76. Watch costs of fringe benefits, unwatched, they tend to soar
- 77. If you are the highest payer, be sure to get the highest results
- 78. Delegate whole tasks to improve efficiency and motivation
- 79. Give staff every opportunity to use newly acquired skills once training has finished
- 80. When an idea is accepted, let its creator implement the suggestion
- 81. Ensure your staff do not suffer under externally imposed limitations
- 82. Find out about a job from the person doing it
- 83. Find an assignment for anyone who has not had one in the past year
- 84. Encourage your staff to enrol for regular training, it will pave the way to future success
- 85. Do not under use people, it causes them as much stress as overuse
- 86. Utilise as many of each person's skills as possible



REWARDING ACHIEVEMENT

87. Seek early chances to promote able, younger members of your staff
88. Use monetary rewards as flexibly as possible to get the most of their motivational value
89. Use taskforces to develop your best people
90. Take every chance to preach quality and practise improvement
91. Take on major change, while also going for many small ones
92. Ensure that all staff members are involved in quality-improving schemes
93. Make sure that the rewards you give are the icing, not the cake
94. Look first at those rewards that do not cost anything to supply
95. Make contests for non-financial rewards as much fun as possible
96. Do not let sliding-scale cash rewards become source of demotivation
97. Give performance-related rewards, not just pay rises, where possible
98. Use certificates and engrave presents as reminders of high achievement
99. Change your own working methods if it will improve staff motivation
100. Check on morale levels by talking to members of staff on a regular basis





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