

From Next Element Consulting

Motivating Employees Without Monetary Incentives

© 2009, Next Element Consulting, LLC

If you've ever been in an administrative role, you've probably heard an employee say, "You're not paying me enough to do this!" And you've probably struggled with how to maintain competitive pay and benefits to attract and retain talent, especially during an economic downturn. The bad news is that focusing on wages may have less bang for your buck than you think. The good news is that there are less expensive ways to keep your best people.

A recent study conducted by Kelly Services, a world leader in workforce management services, outlined a global shift in workforce dynamics driven not by pay, but by a desire for jobs that fulfill vital psychological needs. Looking across cultures and across generations, the study found the following:

- 51% of Gen Y responders are prepared to accept a lower wage or lesser role if their work contributes to something more important or meaningful.
- 62% of Gen X plan to look for a new job within a year.
- 46% of baby boomers, 35% of Gen Y, and 42% of Gen X say their career goals are not being advanced in their current job.

The overriding theme of the study was that people want their jobs to provide a degree of emotional fulfillment, even if it means sacrificing money and status to achieve it. What does emotional fulfillment mean? How can a supervisor or employer contribute to a more fulfilling and meaningful workplace for their employees?

We have had considerable success applying Dr. Taibi Kahler's model of motivation and communication, called the Process Communication Model® (PCM), to increase engagement. PCM outlines six distinct personality types, characterized by specific psychological & motivational needs which must get met positively in order for a person to function well and feel fulfilled. These six clusters of motivational needs have been observed across many cultures and generations for over 30 years and predict with amazing accuracy whether employees are engaged, whether they will sabotage themselves and their company, and what positive interventions will achieve the greatest success.

One group of employees is motivated by recognition for work and time structure. Getting unambiguous feedback about task and time expectations, having opportunities to contribute their ideas, and knowing when they have done good work is the most effective avenue to engagement. The second type of employee is motivated by recognition of their values and conviction, and are engaged by knowing their opinions matter, their conviction is respected, and that the mission of the organization is being upheld. Another type are motivated by playful contact, preferring that their interactions be upbeat, fun, and stimulating. They are most productive when they are having fun. A fourth personality type is motivated by knowing that they are unconditionally valued as a person. Pats on the back and "job well done"

From Next Element Consulting

compliments are not why they work hard. They engage every day when they feel part of a caring work family. A fifth group of employees are motivated by solitude. They do their best work when given clear direction and then left alone to do it. Finally, the sixth type of employees are motivated by incidence, lots of action in a short time-frame. Excitement, the thrill of the chase, and the unexpected challenge is what gets them up every day. A workplace that offers opportunities to take action and lead with charisma are highly engaging for this person.

These six motivational clusters described by PCM are the building blocks for creating a work culture that engages employees, leverages individual gifts towards group goals, and increases productivity. Although it doesn't have to cost much money, it does require behavior change among leaders. Everything from redesigning company reward systems, to training supervisors on how to identify and communicate with all personality types, to rewording the mission statement, can affect engagement. Even something as simple as how leaders begin a meeting can make a difference. We leave you with this example of how to begin a meeting in a way that values each personality type. Notice the boldface words:

"We have **a lot to cover in a short time** and **you'll be out of here to make it happen**. I appreciate **each of you** who came today. **Thanks for being on time, here is our agenda**. Your **dedication and commitment** to our company does not go unnoticed. We're going to **mix it up today and have some fun**. You will **leave with clear direction** on what to do next so you can be **on your own** until we meet again."

As a **Keynote** presentation we'll provide a dynamic and lively introduction to Process Communication by exploring six different personality types in the workplace, and offering suggestions to engage and motivate without spending extra money.

Next Element Consulting offers a complete range of PCM seminars, training and coaching to help people effectively inspire all personality types. We have three certified PCM trainers on our staff.