

Session Builders

103 Enhancing the Motivational Climate

Purpose/Objectives:

To help managers or supervisors apply the theories behind the concept of motivation to their personal job situations. Participants are able to reinforce motivational climate in their own area. By choosing from a list of possible ways of doing this and applying the methods to the projects and people under them, participants can begin to see, firsthand, the impact of putting the knowledge to work that they have gained.

Type: Application
Time Required: In session—30 to 45 minutes
Out of session—45 minutes

Group Size: 5 to 25

Some ways to use this Session Builder include:

- An action plan to be given following a session on motivational theories and their use. It provides an opportunity to reinforce the material presented in the session by applying it to the personal job situation.
- A learning aid for managers or supervisors needing assistance in learning better motivational techniques to build and support a motivational climate in their areas.

Preparation:

- Prepare enough exercise sheets for the number of participants in your session.
- Provide pens or pencils for participants.
- Have a chalkboard/chalk or flip chart/markers available to use when the material is discussed in your next session if this option is chosen and conditions permit such arrangements.

Process:

- Pass out the exercise sheets, giving one to each participant.
- Tell participants that this exercise is designed to help them put their new knowledge about motivation to work by applying the principles and theories to their own job situations. Explain that it will take some thinking, but the work they do on this plan can be applied to their own personal action plan.
- Suggest they carefully read over the list of ways to motivate people and choose one item that seems to be the most critical to all their projects and their people. Then develop an action step to implement the item chosen.

- If your schedule permits it, you can provide effective follow-up by asking participants to bring the exercise back to the next session. If the group is large, tell them you will discuss five of the steps that were submitted. The remainder will be reviewed after the session and returned to them with comments. (See Notes section.)
- Questions will arise on how they can choose just one item when others are just as important. Suggest to them that they work on one step at a time. After they have become familiar with working on the details of implementing one step, they can proceed to the others. You might add that building and supporting a motivational climate is an ongoing responsibility of a manager or supervisor, and new ideas/techniques will be needed continuously.
- If you do not have the participants for continuous sessions, it will be helpful to have them share their action plan with their supervisors. This will give participants feedback on their plans as well as increase their learning experience.

Discussion:

- Prior to the opening of the next session, collect all of the plans. This can be done as participants enter the room. Begin to look over what they have submitted, and choose five different action steps to discuss with the group. Look for ones that are both good and poor examples of what can be done.
- Begin the session by telling participants the five areas that you would like to see discussion. Mention to the group that these seem to be the most common areas involving people. Examples of such areas might be:
 1. building morale through reward and recognition
 2. helping employees feel part of the big picture by keeping them informed
 3. reducing needs and frustrations by taking the time to actively listen to employees
- Ask for volunteers to offer input as to how they might have handled any one of the five areas. For instance, a participant might say he/she had given his/her employees a chance to comment on how a project would be done by calling a meeting and letting everyone involved take part in the planning process.
- Others in the session will start to identify with the related incident, apply it to their own situation, and come up with similar ideas how they handled their own ideas.
- If participants are familiar with each other and their work, they will be able to more readily evaluate whether such a step is feasible. If it appears that further explanation is needed, ask the person who submitted the action step to explain how he/she chose this particular step.
- Look at how the action step relates to the motivational factor being used. Does it meet the criteria, or does it encounter other problems which may have been overlooked? Ask for more information if the step listed is not clear. Ask others in the room how they would have handled the same motivational factor.
- Continue this process until examples of all five action steps have been analyzed and discussed. Explain to the class that you will review and comment on the remaining exercises that have been submitted. Return the exercises to them at the next regular session.

Options/Variations:

- If the group is small (7 or less), let each participant present his or her own action step to the session. Handle this discussion the same way as outlined in the Discussion section. Remember if you plan to review this material at the beginning of another session, you don't want to use all the class time on prior material.
- As a learning aid, it can be given to a manager or supervisor requesting help in understanding how to use motivational theories on the job. Give the exercise to the manager. Let him or her take it home, work on it, and return it to you for comment. Discuss the answers with the manager. When he or she feels comfortable with it, ask the manager to try working on another motivational area. Follow the same process.

Notes:

- Going over participant responses individually can create more work for the Trainer or Facilitator. However, the extra time spent is rewarding because participants receive a significantly increased learning experience.

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You have learned the theories behind the concept of motivation. You are aware of the satisfaction that is felt when the motivational climate is working at its best. Understanding how to apply these theories to build and support the motivational climate in your projects and assignments is the next step. In this exercise, you will apply what you have learned about motivation to your own job situation. Do both Part A and Part B.

Part A

Begin by listing ongoing projects or assignments your division, department, or section is working on and the person working on each. If possible, list at least five.

<u>Assignment</u>	<u>Assigned to</u>
1.	
2.	
3.	
4.	
5.	

Part B

Below are some of the possible ways a manager or supervisor can enhance the motivational climate within an organization. Put a checkmark in front of the one item on this list that seems to be the most applicable to the people and assignments you listed in Part A. If you're not in management, check the one that seems to be the most important for you.

1. Encourage employees to participate in goal setting, planning, and decision making.
2. Give appropriate credit.
3. Help employees to see their contribution as it relates to the financial institution as a whole.
4. Delegate whole units of responsibility with appropriate authority.
5. Keep employees informed about things that affect their jobs.
6. Have time to listen to employees.
7. Welcome diverse opinions in an atmosphere of approval.
8. Be open and candid with employees.
9. Give fair and consistent performance appraisals.
10. Use aptitudes of employees wherever possible.
11. Provide opportunity for employees' ideas/publications/suggestions.
12. Encourage job transfers/promotions.
13. Support educational/professional development pursuits of employees.
14. Encourage employee membership in trade/professional organizations.
15. Give appropriate discretionary awards.

On the spaces provided below, write at least one specific action you can take to implement that item on your job. For example, if you checked number 3, "Help employees see the big picture," and one of your people is working on a project involving several departments, one specific action step might be "Include (name of employee) in the next project review meeting."

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