**Motivating Teams**

Motivation levels drive so many of a Contact Centre’s metrics including levels of customer service, attendance and staff retention. This makes the ability to motivate others a key part of the manager’s skill set.

This module will help you to-

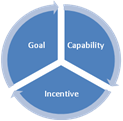
• Identify what motivates people.

• Identify why people can become demotivated and how this can be avoided.

• Create plans to achieve short and medium term targets

**Rounded Motivation**

For effective motivation it is recommended that a rounded approach be taken.



The three areas that need addressing are:

The goal needs to be clearly stated – Where do you want to get to

Capability needs to be addressed – Has your team got the tools they need

Incentive – A reward that is practical and attractive needs to be agreed.

If any area is neglected you are unlikely to achieve the desired improvement in performance.

**Hygiene factors**

Frederek Herzberg, a clinical psychologist came up with the theory of hygiene factors after extensive research into job enrichment. His theory essentially ruled that there were some factors that only impacted morale if they were taken away, while other factors could be used to significantly boost morale and performance.

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| **Hygiene Factors** | **Motivators** |
| Policy  Relationship with supervisor  Work conditions  Salary  Company car  Status  Security  Relationship with subordinates  Personal life | Achievement  Recognition  Work itself  Responsibility  Advancement |

The factors that had little impact on long term morale were known as hygiene factors or maintenance. The empowering news for managers is that most of the motivators are things we can deliver to our teams.

* How can you give responsibility to members of your team?
* What can you do to recognise achievement?
* How can you support advancement?

**Consequences**

Consequences are key to motivation and encouraging people to consider consequence is a great way to motivate them to change their behaviour.

• Consequences can be positive or negative – reward or punishment

• Consequences can be immediate or future – today or next autumn

• Consequences can be certain or uncertain – definitely, or could happen

Their impact also varies with the most persuasive consequence being one that is positive, immediate and certain.

E.g.-If you achieve top sales today (immediate) this will definitely (certain) get £100 bonus (positive)

Is significantly more compelling than

If you don’t improve your sales performances over the next month (future) you may (uncertain) face disciplinary action (negative).

How can you create compelling consequences for your team to improve their performance?

**3 things you must remember**

In order to motivate effectively here are three key points

1. Only the motivated can motivate

2. Motivation requires a clear goal

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| Only the motivated can motivate | It is vital that you are motivated as a manager to inspire motivation. Your personal motivation will be shown in your body language and your spoken word. Before you enter into an individual or a group motivation establish why success is important to you and focus on this. Deliver the message with passion and enthusiasm and as with so much in life you need confidence. Even with a stretching goal you need to communicate your confidence that they can achieve it. |
| Motivation requires a clear goal | **How clear is the goal?** It needs to be measurable and this doesn’t mean numbers. It means you need to be able to able to clearly distinguish between achieving and missing. **How are you going to communicate the goal** and how will you maintain focus on the goal. Perhaps a catchy slogan or motto could help here. Could you break the main goal down into weekly, daily targets, so smaller chunks which might be more appealing to your teams? Success hangs on people knowing what they’re trying to achieve. |
| Motivation never lasts | This doesn’t sound very positive, but we need to remember that you can’t motivate once and then leave it. You have to regularly refresh and remind people. Quick reminders of the target, updates on progress and public praise are all good methods to keep motivational levels topped up. Maintenance is key! |

3. Motivation never lasts

**But incentives cost money**

They don’t have to. A great deal of motivation comes from recognition. Awards can be titles, a trophy that is circulated, certificates, or even just a handshake and a well done from a senior manager. What else could you do that will cost nothing, but could make someone’s day?

**What will work for you?**

Often we work form our own filter. Which means we assume other people work like us. They will have the same ambitions and be excited by the same incentives. This is rarely the case. When we consider motivation we need to consider how our subject is motivated. Here are a few examples of how people can be wired...

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| **Problem focus** | **Solutions focus** |
| **Towards-**Someone with this driver will be motivated towards something positive happening. E.g.-. *Achieve this target and you will be well placed for promotion.* | **Away from-**Someone with this driver is motivated to action by the threat of an unpleasant action. E.g.-. *If you fail to achieve this your status as top seller is going to be undermined* |
| **Long-term-**This subject plans for months or years in advance and so a reward that is less immediately tangible could motivate them.  E.g.- *Achieving this will really help your career prospects with us* | **Short term-**This subject needs more immediate gratification. Days rather than weeks and weeks rather than months**.**  E.g.-*If we hit this target then I will fund a night out at the end of the month.* |
| **Big chunk-**Often linked with long termism this subject is attracted by a big target and can aim accordingly.  E.g.-*Over the next quarter you need to raise your sales volume by 8%* | **Small chunk-**This subject will prefer goals that are broken down into smaller pieces.  E.g. -*You need to raise your sales by 8%, which means generating an additional £100 per day, or £3 per call.* |

Of course if we’re trying to motivate a group we need to make sure that all bases are covered and there is an incentive for each type.

**Key Learnings**

• Remember to boost performance you need to have a Goal, you need to develop capability and you need to have a relevant incentive

• Always consider how your subjects are wired before you motivate so the motivation is appropriate

• You must make a strong link between action (or non action) and consequence

• Remember the three key points-Only the motivated can motivate, motivation requires a goal and of course it never lasts!

• Work hard on keeping the momentum going-how can you refresh it every day,

This has kindly been supplied by Rob Wilkinson

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