

What is Important for Job Satisfaction?

Tuesday August 17, 2010



What do you think?

- I shouldn't be expected to “motivate” people. True False
- The style in which I lead has impact on organizational performance. True False
- If I build a great culture, then comp and benefits won't matter. True False
- People get into a routine and things like vision and purpose become less important. True False



Building a Culture of High Motivation

The Big 5: Five Principles of Motivation

- #1: Motivation is complex and each person is different
- #2: The most important factor in raising performance is:
Setting Goals!
- #3: Performance improves in relation to the
Quantity of Feedback!
- #4: The absence of feedback results in
High hostility and Low confidence
- #5: High performance is based on a
Psychological contract
The psychological contract is a
Set of expectations
Motivation happens when the expectations are
Mutually understood



Right People on the Bus

Spending time and energy trying to “motivate” people is a waste of effort. The real question is not, “How do we motivate our people?” If you have the right people, they will be self-motivated. The key is to not de-motivate them.

Jim Collins, Good to Great



Six Leadership Styles

	Coercive “Tyrant”	Authoritative “Sherpa”	Affiliative “LoveCat”	Democratic “Meeting Guy”	Pacesetter “Racer”	Coaching “Mentor”
Leader’s M.O.	Demands immediate compliance	Mobilizes team towards vision	Creates harmony and emotional bonds	Forges consensus through participation	Sets high performance standards	Develops people
The style in a phrase	“Do what I tell you”	“Come with me”	“People come first”	“What do you think?”	“Do as I do, now”	“Try this”
When the style works best	Crisis; turnaround; with problem employees	When changes requires a new vision, or when a clear new direction is needed	To heal rifts or motivate during stressful times	To build buy- in or consensus; or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall Impact on climate	-.26 Negative	+.54 Most Strongly Positive	+.46 Positive	+.43 Positive	-.25 Negative	+.42 Positive



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- I know what is expected of me at work
- I have the materials and equipment I need to do my work right.
- At work, I have the opportunity to do what I do best every day.
- In the last seven days, I have received recognition or praise for doing good work.
- My supervisor, or someone at work, seems to care about me as a person.
- There is someone at work who encourages my development.
- At work, my opinions seem to count.
- The mission or purpose of my company makes me feel my job is important.
- My fellow employees are committed to doing quality work.
- I have a best friend at work.
- In the last six months, someone at work has talked to me about my progress.
- This last year, I have had opportunities at work to learn and grow.



The Gallup Organization and First Break All the Rules: *What the World's Greatest Managers Do Differently*, by Buckingham, M., Coffman, C., Simon & Shuster 1999.

Employee Satisfaction: Interesting data points*

Very important aspects of job satisfaction:

1. Job Security (63% answered “very important”)
2. Benefits (60%)
3. Compensation (57%)
4. Opportunity to use skills (55%)
5. Feeling safe (54%)
6. Relationship with supervisor (52%)
7. Recognition of performance (52%)
8. Communication (51%)
9. The work (50%)
10. Autonomy (47%)

Least important:

1. Commit to green workplace (17%)
2. Networking (22%)
3. Career development opportunities (29%)
4. Paid training and tuition (29%)
5. Commitment to professional development (30%)



*2009 SHRM Survey

Comments and Questions

