INTRODUCTION

WHO THIS BOOK IS FOR

This book is for leaders and managers of people who want to know how to motivate their teams, improve their well-being, and feel motivated themselves.

You will:

- Learn how to tap into your team's core motivators and lead them to fulfil their purpose and potential
- Find out how to manage others in a way that enhances their well-being
- Understand more about your own motivation so you can make choices about your career and life that fit with who you really are

It is also a valuable resource for HR Managers, Executive and Life Coaches, and Learning and Development professionals.

WHY YOU NEED MOTIVATION

> In order that people may be happy in their work, these three things are needed: they must be fit for it; they must not do too much of it; and they must have a sense of success in it. *John Ruskin*[1]

Although Ruskin wrote those words over 150 years ago, they are still relevant today. Using our skills, having work-life balance, and feeling good about our work are important for motivation and well-being.

DOI: 10.4324/9781003286646-1

There are other things too that we need if we are to feel motivated:

- To have some choice and control in how we do our jobs
- To belong to the group and feel valued for contributing to it
- To use our talents and know we are good at our jobs
- To fulfil our potential and help others fulfil theirs

No one tells you how to motivate yourself or how to motivate others – you are expected to work it out for yourself. Many people never find out what really motivates them. They get bound up in being busy, in meeting demands and pressures from others, while leaving little time for doing the things that make them feel positive, confident, and truly themselves.

Yet being motivated is at the core of who we are. Motivation at work affects all of us, but few people really understand it and do not fulfil their potential.

One of my interviewees for this book[2] describes a "pivot point" in his career when he was offered an opportunity by his manager to study for a postgraduate diploma in Business Administration. Through this he learned more about leadership, "discovered a passion for developing people," and made a career change from leading a technical team to developing leaders. A brave choice, but one that paid off.

If you know what motivates you, you can make choices about your life and career that enable you to do more of those things and draw on that motivation to fulfil your sense of purpose, leading to greater happiness and well-being.[3]

If you manage others, you can do so in a way that enables them to give their best – engaging and inspiring them by tapping into their core motivation and leading them to fulfil their potential. They will be more productive and get more enjoyment from their work. What could be better than that? This is why motivation – for both your team and you – is so important.

It is often said that when people leave an organisation, they are resigning from their manager, rather than from the company. An alternative view, from research at Facebook,[4] is that people leave when "their job wasn't enjoyable, their strengths weren't being used, and they weren't growing in their careers." These are all things that managers can control and influence.

MANAGEMENT AND MOTIVATION

Tapping into your own and your team's motivation is a key capability for managers. But not everyone is motivated at work:

- Twenty-nine percent of employees say they are not motivated at work[5]
- Gallup reports that 80% of employees are not engaged at work[6]
- Just 15% of employees feel their employer is trying to understand what motivates them[7]

The Chartered Institute of Personnel and Development (CIPD) reports that motivated employees are essential for business success:

> Employees who have good quality jobs and are managed well, will not only be happier, healthier and more fulfilled, but are also more likely to drive productivity, better products or services, and innovation.[8]

The days of "command and control" management are long gone. Our organisations are more complex and our society more sophisticated. People expect more from work than just doing what the boss says. And indeed, in bringing their whole selves to work, they contribute more and feel more fulfilled. The role of the manager is not only to solve problems and make decisions so that the work gets done but also **to manage the human behaviours and relationships, the thoughts and feelings that exist in the workplace**.

What people expect of their manager is evolving, partly due to the COVID-19 pandemic. This made people question their assumptions about work. Large numbers of people worked from home, sometimes trying to home-school their children too. Flexible working and home working, which had been growing gradually, became the norm for many office workers. We started to rethink our values and re-evaluate how work fits into our lives.

It is estimated that 46% of the workforce will work partly from home,[9] making it more difficult for managers to engage and inspire people individually or create team spirit. In this environment, the

manager becomes less of an overseer of task completion and more of an **enabler of self-motivation**.

Alongside the move to hybrid working, there are also generational changes. Increasingly, Gen Z (born since 1997) report a desire for careers with a positive impact on society and the environment. They want to work for organisations that prioritise social responsibility. They also look for flexibility in how and when they work – as well as where – and they want fulfilment from their work.[10]

MANAGEMENT AND WELL-BEING

Employees, and especially millennials (born 1981–1996), want their managers to be more supportive and "empathic," someone who is concerned about their well-being.[11] People are now much more open about problems with mental health. It is estimated that at any given time, one in six working-age adults in the UK have symptoms associated with mental ill health.[12] Young people – the future workforce – appear to be experiencing more difficulties than previously and are more willing to talk about it. But:

- Only 35% of employees believe that work has a positive impact on their mental health (CIPD Good Work Index 2022)
- Only 26% said their employer was genuinely concerned about their well-being (Living to Work survey 2018)

A Gallup survey[13] of Gen Z and millennials found that the two most important things they want from organisations are that they care about well-being and demonstrate ethical leadership. Many current managers are millennials, so we can expect that they will want to manage others and be managed themselves differently from their predecessors. This book is a guide to doing that.

Motivation and well-being are closely related – tapping into what motivates each person enables them to use their talents and fulfil their potential, and this can improve their overall well-being and happiness. The key question for managers is no longer

- *how can I get the most out of people?*

But rather:

- *how can I support people to perform at their best and fulfil their potential?*

One of my interviewees[14] for this book describes the changes in the retail motor industry:

> In the past Sales Executives could be accused of being preoccupied with money, status and having the best car, but there has been a shift; they now are less motivated by financial reward and are more concerned with work-life balance, a 5-day week, a nice car but not necessarily the best – they are more tuned into their own mental state and have a greater awareness of well-being. They want a conversation with a boss who is more genuine, caring, empathetic, and sympathetic, expecting their voice to be heard, so that they are both listened to and respected.

NAVIGATING THE MOTIVATION MINEFIELD

It's tough for managers. We place the responsibility for motivating and engaging people on managers, but they often have little training for this. The Chartered Management Institute in the UK estimates that up to four out of five (2.4 million) bosses in Britain are "accidental managers" – people who have technical training but are untrained in management.[15]

It is challenging for managers to navigate this minefield of responsibilities and expectations and fulfil their own potential too. But it is not impossible – allocating time to improving people skills is essential to good leadership. The consequences of poor management can be detrimental to the managers themselves, their teams, and their organisations.

Motivation has been studied for many years, and it continues to puzzle and fascinate people. It is the Holy Grail for psychologists – if only we knew what motivates people, they would work harder, get more done, be happier, have greater resilience, be less susceptible to poor mental health, and so on. In fact, much **is** known in the academic world about what gives people purpose and motivation. But this valuable knowledge has not filtered through to the broader population in a way that makes it usable and actionable.

Motivation: The Ultimate Guide to Leading Your Team bridges the gap between academic theory and management practice.

- You will find guidance on your role as a people manager in relation to your team and especially your role in creating the conditions for people to be motivated and have well-being
- You will discover the core motivators – freedom, competence, belonging, and fulfilling potential – and what that means for how you lead people and for what your team needs from you
- You will learn how to tap into the core motivators with specific guidance in four key management capability areas – how to engage, develop, delegate to, and connect with your team more effectively
- You will find simple tools and techniques to help your team (and you) sustain your motivation and be resilient through setbacks
- You will realise how your own top motivator impacts your leadership style and how to flex it to enable colleagues to harness their own motivation and maintain their well-being

HOW YOU CAN USE THIS BOOK

Motivation is a combination of purpose, persistence, and resilience, and the book covers these in sequence, linking theory to practical approaches.

Chapter 1: summarises relevant theories and frameworks to give insight and confidence in the practices that are recommended in later chapters.

Chapters 2 and 3: enable the reader to explore their own motivation and sense of purpose through self-insight activities, a quiz, descriptions, and case studies.

Chapter 4: covers the first component of motivation – purpose – and the practical tools to engage, develop, delegate to, and connect with people to tap into their sense of purpose.

Chapters 5 and 6: cover the other components of motivation – persistence and resilience – and the management practices, such

as setting goals, giving feedback and coaching, that enable these in others.

Chapter 7: discusses how your motivation impacts how you lead others and what they might need from you.

Read the book from cover to cover to get the most out of it. Alternatively, you can use it as a handbook and dip into the parts that you need most now. If you want to find out more about your own leadership style, read Chapters 1–3 and then 7. If you want practical guidance on specific situations, concentrate on Chapters 4–6.

The chapters include real-life case studies, mostly with names changed. Some case studies come from the people I interviewed for this book.

Self-assessment tools, models, and templates are used throughout the book. They are available in a Workbook as a free download from my website www.essenwood.co.uk.

The Appendix includes a lookup table with the key characteristics of each motivation pattern. There is also a summary of the most important theories of motivation and temperament theory, with references for anyone who wants to know more.

NOTES

1 Ruskin, J. (1851) *Pre-Raphaelitism*. Chichester: Wiley.
2 Phil Bradshaw, Talent and Executive Management Coordinator UK, Airbus.
3 https://theconversation.com/having-a-sense-of-meaning-in-life-is-good-for-you-so-how-do-you-get-one-110361.
4 Goler, L., Gale, J., Harrington, B., and Grant, A. (2018). "Why People Really Quit Their Jobs," *Harvard Business Review*, January 2018.
5 Living to Work Survey 2018.
6 The Gallup State of the Global Workplace 2021 Report.
7 Aviva/Robertson Cooper survey "Embracing the Age of Ambiguity" (2020).
8 CIPD factsheet *Employee Engagement and Motivation*, 2019.
9 Gartner (2021), https://www.gartner.com/en/human-resources/trends/remote-work-revolution.
10 CFA Institute Graduate Outlook Survey 2021 reported in *People Management* December 2021.
11 *Harvard Business Review* Survey 2021.
12 https://mhfaengland.org/mhfa-centre/research-and-evaluation/mental-health-statistics/. McManus, S., Bebbington, P., Jenkins, R.,

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13 https://www.gallup.com/workplace/336275/things-gen-millennials-expect-workplace.aspx.
14 Ashley Oates, Market Area Director (Audi), Jardine Motors Group.
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