Map to the motivated mindset

Take a psychological approach to inspiring action

A resource from IML ANZ's Foundations of Intentional Leadership Course.

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The psychology behind job satisfaction

Most of us think of job satisfaction as states on opposite ends of a spectrum. However, according to renowned pyschologist Frederick Herzberg, to motivate teams, we need to address satisfaction and dissatisfaction as two separate needs.

Grievances

(What staff don't like about their job)

Motivators

(What staff like about their job)

We must first remove reasons why staff don't like their jobs before exploring what would motivate them to work harder.

For leaders, this means there are **two steps** to motivating their teams:

1. Eliminating job dissatisfaction

2. Creating job satisfaction

Using the following tool, you can analyse your current employee motivation status and create an action plan to better motivate your team in the long term.

1. Eliminate job dissatisfation

Ask each of your team members to fill out the tool on the following page individually to assess if you are driving your staff away from your organisation due to not meeting their maintenance needs.

What factors cause dissatisfaction?

Characteristics of a job that will lead to dissatisfaction are also known as **"maintenance factors"**. These are considered the first to address as they will demotivate employees if they're not maintained.

These include:

Company policies

Do they support them in doing their jobs? Are they hard to understand? Do they get in the way? Are they non existent?

Salary

Are they being paid what they're worth?

Status

Does their position reflect their contribution? Do they receive sufficient benefits? How does their status compare to their coworkers?

Relationships with supervisors and peers

Are the people they work with respectful, polite and courteous?

Working conditions

Is the workplace safe and clean? Are their hours restrictive? Are there sufficient facilities for staff?

Security

Is their job secure? Are they on a short-term contract? Are they employed casually?

Maintenance factor	Importance to you (1-10)	How well does your workplace meet these needs (1-10)
Company policies		
Relationships with supervisors and peers		
Working conditions		
Salary		
Job status		
Job security		

Putting it together

Once you receive the results back from your team, compare the differences. Any differences greater than 1 will need your attention as this may show that the employees needs are not met. Ultimately, this could drive good staff away from your business.

Maintenance Factor	Difference recorded	Actions to eliminate dissatisfaction
Company policies		
Relationships with supervisors and peers		
Working conditions		
Salary		
Job status		
Job security		

2. Create job satisfaction

Now the maintenance factors have been addressed, you can look at creating satisfaction through motivating factors.

Ask each of your team members to fill out the tool on the following page to individually assess how your business could be motivating staff.

These include:

- **Achievement**
  Can they reach their targets and goals?
- **Recognition**
  Do others notice their contribution?
- **The work itself**
  Is it meaningful?
  Do they enjoy it?
- **Responsibility**
  Are they given autonomy and ownership of their own projects?
- **Advancement**
  Do they have opportunities for career progression?
- **Growth**
  Can they see the impact their contribution has?

Motivating factor	Importance to you (1-10)	How well does your workplace meet these needs (1-10)
Achievement		
Recognition		
The work itself		
Responsibility		
Advancement		
Belief that I can make a difference		

Putting it together

Once you receive the results back from your team, compare the differences. Any differences greater than 1 will need your attention as this may show that the employees aren't being satisfied in the areas that matter most to them.

This is an opportunity to excite and engage your staff. However, remember that you can only engage with your staff after you have met their maintenance needs.

Use the following chart to record the results and note steps to increase satisfaction.

Motivating Factor	Difference	Actions to increase satisfaction
Achievement		
Recognition		
Advancement		
The work itself		
Responsibility		
Belief that I can make a difference		

Found this resource helpful?

Our map to motivation was developed from Frederick Herzberg's Two-Factor Theory by our team of leadership experts who also design and facilitate IML ANZ's suite of renowned courses.
Together, we work to transform professionals like you into lifelong Intentional leaders.

Find out more about our management and leadership courses.

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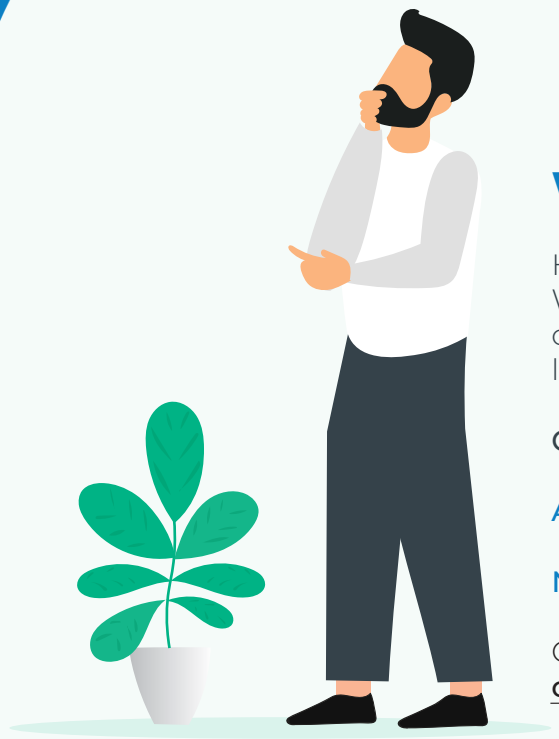

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