

DRIVING RESULTS

Competency Development Guide

Driving Results Defined

A leader's capability to encourage and motivate employees to perform effectively to reach organizational goals.

Motivation is a choice. A person makes a decision – consciously or subconsciously – to put the effort into accomplishing something.

Motivation and drive come from many places. In fact, both internal and external factors can cause people to want to achieve goals and do their best.

It's common, and accepted, to speak of motivating people, but the truth is, no individual can actually motivate another. That's because motivation comes from within.

People are motivated by their own unique desires and goals. Even so, as a leader, you still have the most critical role in the motivation process. Your actions set the tone and create the environment that motivates – or fails to motivate – employees.

Extrinsic vs. Intrinsic

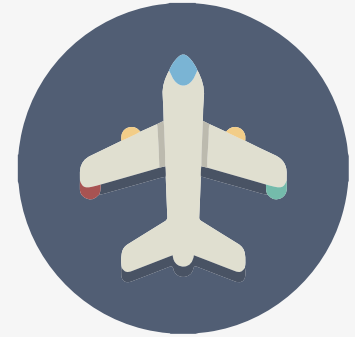
Motivators are generally categorized as being extrinsic or intrinsic. Extrinsic motivators are enticements external to the individual. They represent the value the organization places on the employee's work and the outcome of that work.

Intrinsic motivators are based on internal feelings employees find personally rewarding, such as a sense of accomplishment, and can be harder to identify. These are things like the opportunity to take on greater responsibility, or interesting and challenging work.

Extrinsic motivators only work if employees want them. Extrinsic motivators, like compensation, aren't strong motivators by themselves – although inadequate compensation can definitely demotivate people. Salary, benefits, and other compensation measures are a matter of organizational policy. The things that tend to motivate people most are intrinsic motivators that tap into their unmet needs.

According to **Maslow's Hierarchy of Needs**, people's needs fall into five categories arranged in a hierarchy, with physiological needs at the bottom, then safety needs, belonging needs, self-esteem needs, and self-actualization needs. The lower needs in the pyramid are the most basic needs. These must be filled before the higher needs will motivate a person.

You can relate Maslow's Hierarchy of Needs to your employees' extrinsic motivators. For instance, comfortable working conditions would be included at a low level in the hierarchy and are like compensation – they're necessary to satisfy these basic needs but their presence isn't a strong motivator.



“As a leader,
our job is to encourage,
support, and nurture the
factors that
lead to deeper commitment –
helping people see the big
picture, bringing the right
people to the table, giving
them a chance to make a real
difference, letting them care.”

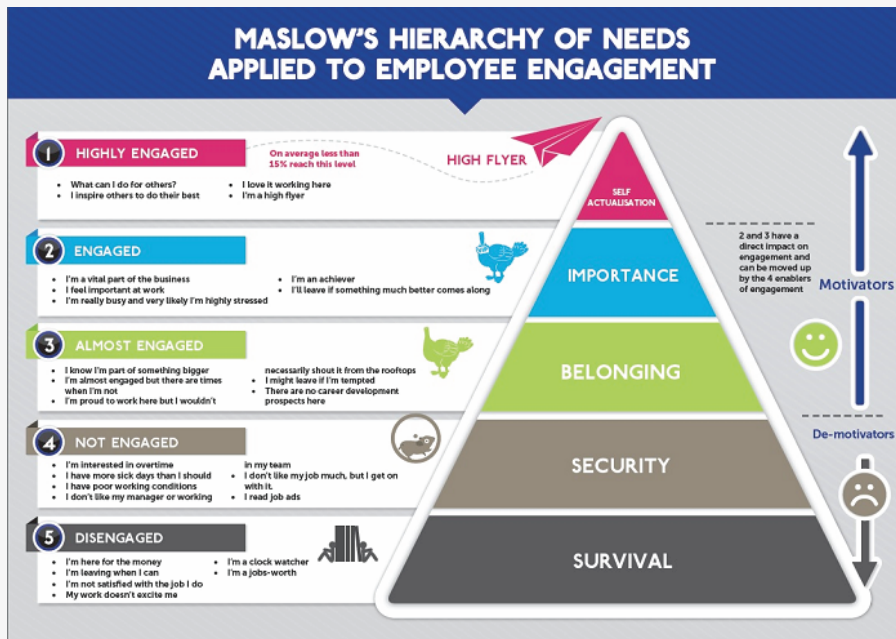
- Kevin Eikenberry

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Extrinsic motivators don't always have to be rewards – there are also negative motivators. For instance, fear of punishment and coercion are extrinsic motivators.

The infographic below shows how Maslow's Hierarchy of Needs applies to employee engagement.



[Click here to view full size image](#)

“Vision is a destination - a fixed point to which we focus all effort. Strategy is a route - an adaptable path to get us where we want to go.” Simon Sinek.

3 Strategies to Drive Results and Motivate Employees

There isn't a specific procedure for driving results and motivating employees. What works for one organization might not work for another. To drive results your motivational strategy must do three things: it must involve, validate, and develop employees.

Involve

People like to feel they're an important part of the organization, which is why it's important to involve employees. A great way to foster a sense of involvement is by delegating, which gives employees a sense of choice and control over decisions.

SUPPORTING BEHAVIOR STATEMENTS

To identify competency skill gaps consider outlining key supporting behaviors that are important in your organization.

You can assign a basic Likert scale to each behavior statement (examples outlined below) and have the employee and the employee's manager rate proficiency.

ACHIEVING RESULTS

Addresses performance problems promptly.

Sets clear, well-defined desired outcomes for work activity and tracks progress.

Seeks and gives performance feedback to others.

Sets challenging goals and demonstrates a strong sense of urgency and persistence about accomplishing them.

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SUPPORTING BEHAVIOR STATEMENTS

Involving employees also means allowing them to set their own goals or participate in the goal-setting process. If you want people to be driven, give them the opportunity to choose for themselves. Demonstrate confidence in your employees – research has proven that when you expect people to perform well, they do.

Validate

People are intrinsically motivated by recognition for the work they do, so it's beneficial to reward and acknowledge employees. To help employees feel validated tie rewards to performance, let employees hear directly from your clients and other employees, and give feedback.

Develop

Address employees' needs for self-actualization by challenging them with new tasks and providing opportunities to develop new skills and knowledge.

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Extrinsic and Intrinsic Rewards
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MOTIVATING OTHERS:

Acknowledges achievements and contributions of others.

Communicates a vision of excellence for others that motivates them to improve.

Encourages others to do their best.

Helps others identify their wants and needs.

EMPOWERING OTHERS:

Allows others to make mistakes and take risks to learn and grow. Gives others the freedom to have control of their tasks and duties. Provides guidance and support for others as they take on new challenges.

