The 3 M’s of Employee Motivation: Mastery, Membership, Meaning

Betsy Webb, Ed.D, SPHR
Professional Development & Training
Montana State University
406-994-4275
elizabeth.webb@montana.edu
Through discussion, video, and engagement theory, participants will have a greater understanding of employee motivation and why it matters.

How will we do this?
First, engagement (some statistics)
Then, motivation (yes, theory here)
And, what you do now and what you can do.
I Love My Job...

https://www.youtube.com/watch?v=5D11e424M_Q

When was the last time you felt this way and what was happening at the time?
3 M’s
Mastery, Membership, Meaning

“People happy in their work are often found in mission driven organizations where people feel they have positive impact on social needs.”

Mastery:

Help people develop deep skills

• Stretch goals
• Pride in constant learning
• When people are given difficult problems to tackle, with appropriate tools and support, they can do things faster, smarter, and better
Membership:

Create community by honoring individuality

• Allow the whole person to surface
• Know what else people care about
• Bring outside interests to work
• Opportunities to meet people across the organization
• Get out of their way – no micromanaging
Meaning:

Repeat and reinforce a larger purpose

- Emphasize the positive impact of the work they do
- How your products or services improve the world
- Mission and purpose can make even mundane tasks a means to a larger end

Uber’s mission: *To bring transportation as reliable as running water to everyone, everywhere.*
Dyad or Triad talk

• Which of the 3 M’s, Mastery, Membership, Meaning, do you presently enjoy in your current position?
• Pick a partner (or two) and talk about your experience
Happiness at Work is Rare

• Only 30% of employees are engaged
• A whopping 52% of employees are disengaged
• 18% of employees are actively disengaged
• Costs employers $450-$550 billion each year in lost productivity

Actively disengaged employees are emotionally disconnected, “retire on the job,” and likely to negatively influence their co-workers, miss workdays, and drive away customers.

Gallup 2013 – State of the American Workplace
More Statistics – why it matters

- Top 25% of teams – best managed
- Bottom 25% of teams – worst managed
- Top 25% have nearly 50% fewer accidents, 41% fewer quality defects, less healthcare costs

Too few engaged employees mean our workplaces are less safe, employees have more quality defects and disengagement – driving up healthcare costs.

Gallup 2013 – State of the American Workplace
Engagement Categories

1. **ENGAGED**: work with passion and feel a connection to their organization.

2. **NOT ENGAGED**: “checked out.” Sleepwalking through their work day, putting time – but not energy or passion – into their work.

3. **ACTIVELY DISENGAGED**: not just unhappy, act out their unhappiness. Undermine what their engaged coworkers accomplish.

Gallup 2013 – State of the American Workplace
Gallup Engagement Questions

Q1. I know what is expected of me at work.
Q2. I have the materials and equipment I need to do my work right.
Q3. At work, I have the opportunity to do what I do best everyday.
Q4. In the last 7 days, I have received recognition or praise for doing good work.
Q5. My supervisor, or someone at work, seems to care about me as a person.
Q6. There is someone at work who encourages my development.
Q7. At work, my opinions seem to count.
Q8. The mission or purpose of my organization makes me feel my job is important.
Q9. My fellow employees are committed to doing quality work.
Q10. I have a best friend at work.
Q11. In the last 6 months, someone at work has talked to me about my progress.
Q12. This last year, I have had opportunities at work to learn and grow.

Gallup 2013 – State of the American Workplace
Cluster Discussion

How engaged are you?

In your cluster, please discuss:

1. Your level of engagement
2. How engaged you see your “team” in your work
How to Motivate Employees...  
Hint... Not Money $$

- Video clip: [https://www.youtube.com/watch?v=u6XAPnuFjJc](https://www.youtube.com/watch?v=u6XAPnuFjJc)
- Daniel Pink, Drive: The surprising truth about what motivates us

- Money is **not** the primary motivator to improve performance. Research says that these are:
  - Challenge and Mastery
  - Autonomy and Ability to be Self-Directed
  - Purpose
Motivation Theory

Frederick Herzberg – Motivator-Hygiene Theory

Motivators: related to content of job, lead to satisfaction and productivity.

Hygiene Factors: related to context of job (salary, supervision, policies), lead to levels of dissatisfaction.

- If Hygiene Factors are not present, employees will experience job dissatisfaction.
- If present, there will be no dissatisfaction, but increasing them will not lead to satisfaction.
- Herzberg - $$ Money is a hygiene factor and should not be used to motivate workers
In your clusters...

• What employee motivation strategies have you seen WORK?

• What employee motivation strategies have you seen FAIL?

• Pick **one or two things** that you discuss in your cluster and be ready to **report** them to the larger forum
Goal-Setting Theory

Goal Setting has a powerful effect on performance

Performance is greatest:

• When workers are given **specific goals** (not vague)
• When the goals are **difficult** but not unreasonable
• When workers **accept** the goals as their own and feel a **sense of ownership** in accomplishing them
• When the workers are **dedicated** to reach the goals

Combine with feedback and incentives
The Triangle of Motivation

- AUTONOMY
- PURPOSE
- MASTERY
Purpose

• Why do I care?
• Why does it matter?

Find ways for staff to be aligned with the big picture purpose
Mastery

• To get better at the job
• To learn and improve

Providing feedback and professional coaching to employees seeking mastery has big potential to drive even higher performance for the whole team.
Autonomy

- Self-directed
- Self-determining

The opposite of micro-management. Trust and respect to get the job done.
Strategies:

• Empower your employees—give your employees the authority they need to participate in making decisions about how goals will be achieved

• Model your values

• Transparent communication

• Provide regular feedback

• Revisit goals

• Manage conflicts

• Deal with performance problems

• Reward your employees
Find ways to connect with each employee

• Each person has different needs and expectations
• Age, gender, tenure and other variables play a role
• Every interaction with an employee has the potential to influence his or her engagement and inspire effort
Workplace Incentives

• **Flex time** – strongest relationship to overall wellbeing among employees

• **Remote work** (those who spend < 20% working remotely are most engaged)

• **Development and Ongoing Learning Opportunities**

• **A career path**

• **Strengths-Focus**
Focus on Strengths

- 61% of employees feel their supervisor focuses on their strengths or positive characteristics.
- 38% feel they are actively disengaged.
- 22% feel not engaged.
- 45% feel engaged.

- 57% of employees feel their supervisor focuses on their weaknesses or negative characteristics.
- 40% feel actively disengaged.
- 2% feel not engaged.
- 1% feel engaged.

- The chart shows the percentage of employees who feel their supervisor focuses on their strengths vs. weaknesses and the level of engagement.
Lack of Motivation

• **No carrots:**
  – Are employees praised or rewarded for good work? Positive reinforcement is a powerful motivator.

• **No sticks:**
  – If there are no penalties for poor performance, employees may feel they can “get away with” shoddy work

• **Burnout:**
  – If an employee seems bored or “burned out,” it is the manager’s job to try to help re-energize them.
What about the Millennials?

Ron Garrow, MasterCard CHRO on what millennials want (HBR March 21, 2016, Nicola Middlemiss)

• Millennials want to work hard but hierarchy doesn’t resonate – no issue meeting with head of HR or the CEO
• Millennials want to be part of something they’re proud of – something that’s bigger than themselves – know their job is having an impact
• Millennials want to focus on career development and creating more opportunities
In your clusters...

- What have you **learned** or **re-learned** in this session?
- What will you **apply** in your work setting?
- What is one question that you still have about employee motivation?
MOTIVATION?

IT’S RIGHT INSIDE YOU!!

THANK YOU!!