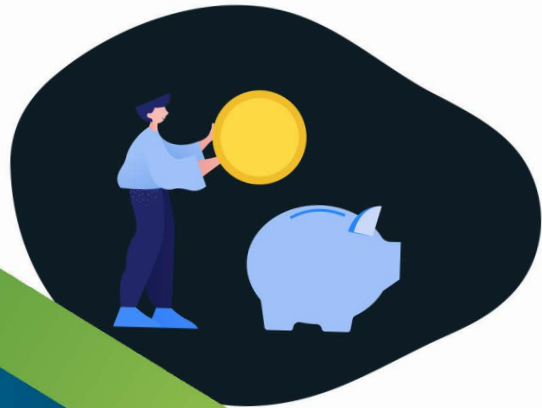




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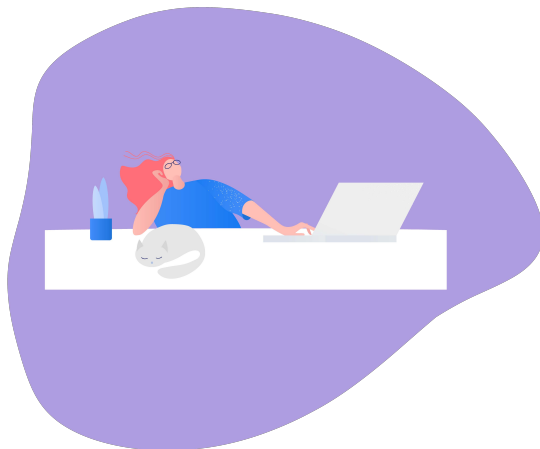
Purpose, not Perks

The science behind motivating your team



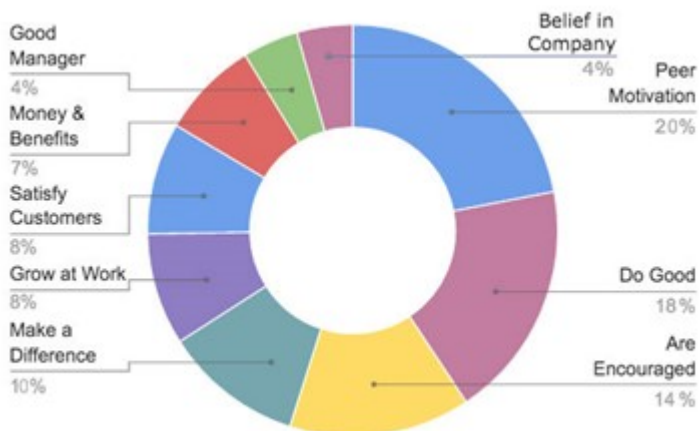
“Purpose, not Perks” “The science behind motivating your team”

Since tech companies are an easy target to pick on, let's go for it! How many tech companies have you seen out there that want to have a culture like Google, or Facebook or one of the Silicon Valley startups? We want a culture like everyone else's culture. Isn't that nice? Frankly, we think it's nonsense. Pizza parties, pool tables, ping pong tables, paintball events, and happy hour are the craze that many organizations like to shower their employees with. Basically, they are extra perks that are intended to make employees happy.



What we know through our research over the past decade is that happy employees do not become productive, but productive employees become happy. Happiness isn't a cause, it's an effect. So, what is with the idea of showering employees with perks? Do these companies think they can make these employees happy while working 80 or 90 or 100 hours a week? As you're reading this, you're probably thinking this is some kind of joke, but it's true. The conversation might go something like this, hey team we're going to have a pizza Friday every week for the foreseeable future, but I'm going to continue to be a slave driver and make sure that everyone works their asses off during the week and I expect to see everyone in here by 9:00 o'clock in the morning and not leave their desk until 7:00 o'clock at night. But there's more perks, someone in HR is planning a paintball outing and a sporting event.

Don't you also find it amazing that over the past several decades the scientific data has pointed toward everything other than perks and money as the motivating force behind why people like coming into work. The chart below proves the point that there are many other factors involved in motivating employees. But here's the problem. There are few organizations who understand how to do it. It's clear that the data shows what drives employee motivation, but the question is how do you go about becoming a good manager, get someone to believe in the company, get them to satisfy the customer, or make a difference, or even do good?





There is also a big difference in suggesting how to motivate employees and actually doing it. What you really want to do is making impactful change in the individuals who work for your organization so that they were motivated to work together, breakdown silos, feel as though they're cared for, and play a bigger part in organizational decision making. You can easily research dozens of charts and how to motivate individuals in your organization just buy searching your favorite search engine. What is the formula that gets everyone in the organization to pull for one another, support one another and be engaged in their work daily?

There are four steps you can follow to begin the process of motivating your team or organization.

First, you should visualize your entire organization as though it were a single person, doing its best work on its best day to achieve all its promises and accomplish all its goals. What would that person be like? How do we personify this entity? We use a four-factor model of behavior that typifies the personality of an individual and turns it into a virtual person that everyone in the organization can aspire to be like. Our four factors are the following: innovation or creator, harmony or caretaker, precision, or expert, and resolve or drivers.

There are specific attributes for each type of personality, such as a caretaker may follow the rules, treat everyone with empathy and understanding and so on. An expert may pay very close attention to detail and analytics, see a project through to completion and try to eliminate mistakes of any kind.

The second step is to calculate the responses, plot on a quadrant chart that mimics the four-factor mode. Once you have all the responses plotted, average out where the collective responses land on the chart. Follow that up by conducting a consensus role target meeting to determine where the organization aspires to be in the future. This process engages the participants along the way.

The Third step is the process of building 7-10 “aligned inspirations or organizational commandments”. In other words, who are we when we are doing our best work on our best day and how do we behave, or as my friend, Ed Wallace puts it, how do we show “worthy intent”?



The fourth step is paydirt, you speak with everyone in the organization about the 2-3 behavioral changes they can make each day to become more like the “role target” we all aspire to be like. Again, worthy intent.

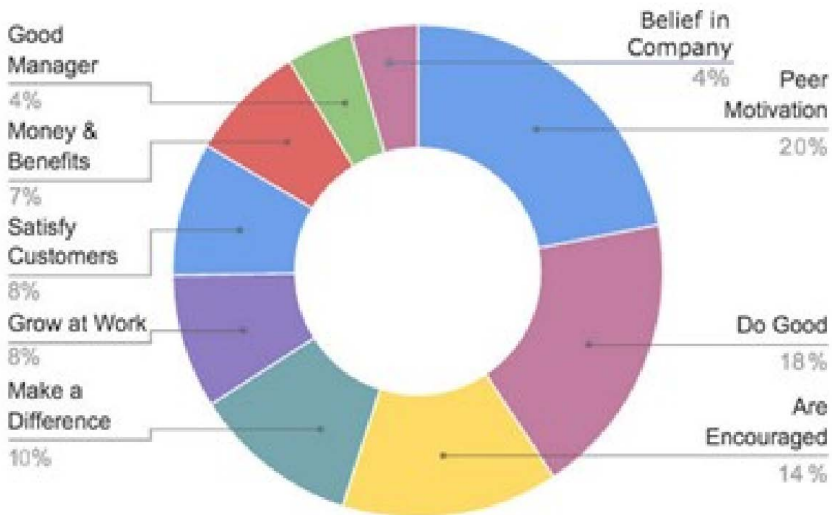
Remember, we learn by observing the behavior of others and it becomes contagious to the point where people feed off the positivity of one another. Our group becomes better, and we become better.

We would never suggest doing away with perks, but please understand that they are more social event oriented. Don't get caught up in the notion that perks create employee engagement, motivated employees, loyal employees, breakdown silos, or help build better team collaboration. That's not how it works. You need find purpose for your team or your organization, or your business will not succeed.

Exercises;

#1: Workplace Motivators

Starting with this motivators identified in this article's survey results:



Write two lists: of the motivators you find in your place of work, and of the de-motivators.

Do you feel comfortable discussing the de-motivators with your supervisor/ manager?

If not, make a list of the reasons for your hesitation.

Is there anyone in your company you feel comfortable discussing this with?

Exercises;

#2: Purpose Not Perks

Think of some recognition, award or bonus given to someone in your company.

Was it clear to you and everyone that they earned it?

Was the decision to award it made objectively?

How did it make you feel when you learned about it?

Extra Credit: if YOU were the recipient, do you feel you deserved it?

Or do you think the award was given to manipulate your feelings about your job?

If the latter, how did you feel about receiving the award?