

DIAMOND MOTIVATION™ & TEAMS

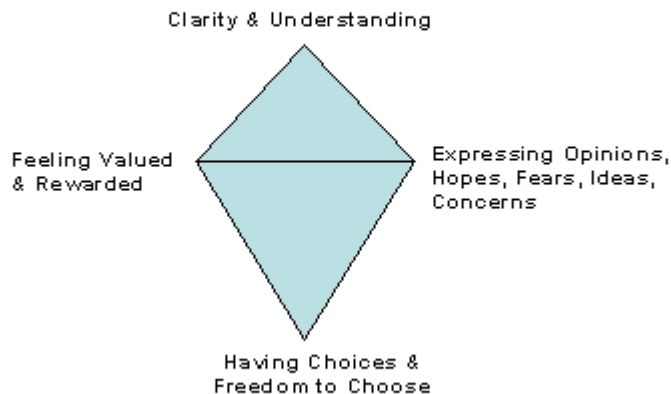
Motivation is a subject that is constantly on the lips of managers and their direct reports. It can be a topic that usually confuses more than enlightens when discussed at length. Theories such as Maslow's Hierarchy of Needs or Herzberg's Hygiene Factors Model are regularly trotted out to explain what motivates individuals. Many people find these interesting but potentially baffling, in terms of what it actually means for them in their place of work or what these theories mean for their teams.

Several years ago I was introduced to a simple model of motivation entitled the Motivational Triangle (Mackintosh A.M, The Successful Coaching Manager, Troubador Press.) where the model stipulated that there were three distinct motivators that humans needed addressed before they would be motivated.

- Understanding and Being Understood
- Freedom to Choose
- Feeling Valued.

In this short article I would like to further explain this powerful model in a form I have developed called "Diamond Motivation". Let's look at how this simple model of motivation applies to teams.

Diamond Motivation™



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Clarity and Understanding.

It is vital for teams to have clarity in what their purpose and goals are and what their performance measures and targets are. Without this clarity the team will be confused, demotivated and will always be just a group of people as opposed to a true team.

Managers must strive to ensure that their teams have clarity at all times in everything they do and this must be checked at regular intervals and particularly through times of change. Get them to work on what their purpose is, what their goals and aims are not forgetting that it is

vital that they discuss how best they will work together in terms of common values and positive behaviours.

Expressing Opinions, Hopes, Fears, ideas and Concerns.

The second aspect to 'Diamond Motivation' is that humans need to express themselves. And so it is with teams. If they are dictated to, then, not only do they feel under-valued, they feel frustrated in that they are not offered the opportunity to outline their hopes and concerns.

Managers should ensure that time is put aside and/or processes put in place that allow teams to express their hopes, fears, ideas and ambitions. Without this they will 'bottle' it all up and fears will become 'exaggerated' and ideas will be lost.

Having a Choice in Decisions.

Managers should enable their teams to make their own decisions (within the boundaries set out by the company) and they should employ coaching as a skill that enables the team to analyse their situations and come up with their own solutions. Ensuring that the team has a decision making framework as well as skill in making decisions is important in this aspect!

The Team should always feel that it is they who have made the choice or decision and when this is the case, they are more liable to make that decision a reality in that they will act on that decision. They made it, so they have ownership. If the manager just tells the team what to do, then the chances are that the team and the individuals within it, won't act as quickly as perhaps the manager would like!

Feeling Valued and Recognised.

There are some extremely simple ways to make the team feel valued. It is as simple as saying 'thank you and 'well done'. It is also very powerful to simply listen and understand the team and this process alone is a sure way of making the team feel valued. Regular motivational team meetings can be make teams feel valued as long as they are listened to and are able to make decisions. You should consider some form of regular team reward and recognition in order that the successes of the team (however small!) are highlighted and celebrated.

This short article was written by Performance Coach, Allan Mackintosh and was part of the August 2007 'Build A Successful Team' e-newsletter. You can subscribe to the newsletter via <http://www.teambuildersinternational.com/>.