

MOTIVATION

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The BRIGHTON GROUP

 Partners Inc.

The Brighton Group/OI Partners Inc. is a locally owned and managed consulting firm specializing in career and organizational transition services. In-depth, one-on-one consulting is the core of our distinctive approach.

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There are times in all organizations when external events, like today's economy, conspire against success. When adversity approaches the doorstep, it fosters seeds of doubt, lack of hope, deep anxiety, and a loss of focus in employees. Demotivated and uncertain, the workforce withers under the blistering heat of anxiety and change. But adversity can also breed resourcefulness, capability, and high levels of engagement.

Employees have a deep desire to be fully engaged in their work, yet often struggle when adversity strikes. They can perceive their fragile work existence is threatened. During such times, employees no longer hold their breath expecting leadership to deliver answers. Getting people to do their best work in trying times is one of leaderships' most significant, enduring, and elusive challenges.

Often looked upon as the responsibility of the wider organization, motivation is, in fact, at the leader's fingertips. While some leaders hide behind the mask of protocols and procedures, those that "get it" appear to jump at the opportunity providing motivational activities, even in the most imperfect of corporate mazes. Seasoned leaders recognize this is precisely the time to lean forward. But what practices do leaders take to directly increase their employees' engagement and motivation during challenging times?

Great leaders, striving to boost morale, anchor to the conventional wisdom that a motivated workforce translates into better corporate performance. In these trying days of uncertainty, we see capable leaders using tools, both new and some old standbys, which infuse personal motivation and grounding. They:

- Go beyond the media sound bite and establish a compelling purpose for the organization's existence that captures the employee's attention and demonstrates hope for the future.
- Allow employees the opportunity to make a personal contribution to organizational success by being creative and innovative, while being less dependent on the structures and policies that constrain and restrict.
- Establish an organization of forward-thinking gurus by recognizing people for their achievements and allowing everyone to have an area of expertise for which they are known and appreciated.
- Give people a place to go to voice their worries and concerns, either individually or collectively, while encouraging accountability for behavior in themselves and others.

The relationship between leader and employee is the compelling key to creating a context for motivation and engagement that drives results, even in the most adverse chapters of organizational history. At the foundation, the greatest tools for motivation remain in the hands of leadership. The newly engaged, high-spirited employee directs their energy toward overcoming the newest challenge, critical project or an unexpected crisis.

"A better human experience...for a better business outcome"

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