

**Scenario:** A unit supervisor knows that motivation matters, yet because he is busy, he has not paid much attention to his intentions to keep his team's morale high. As a result, team performance is poor and he is worried that he will be judged on their results. He knows that every member of a team can be motivated by something. But he does not know where to start.

**Your Concern:** A demotivated team will bring greater demands on the supervisor's time. He must find time to help his team; otherwise, this situation could get out of hand.

**Some thoughts before you begin coaching:** As a coach, you must engage the supervisor's thinking and ask questions to help him understand the situation, select an action plan, and agree to move quickly on the plan.

**Your Target Outcomes for the coaching engagement:**

Raise the supervisor's awareness about his team's need to feel motivated (reflects his elevation in emotional intelligence) and what benefits he believes this will bring to his team and ultimately to him as well.

Things to keep in mind:

- The supervisor needs to keep the 'people' aspect firmly in mind at all times. If he is aware of his people, he will know that applying motivation 'a little and often' is an effective way to maintain good performance. When he becomes aware of all possible motivational actions – large and small – he will want to stay *involved* in motivating his team.
- A 'one size fits all' policy is not the most effective. It is a big mistake to assume that everyone is motivated by the same things – for example money and status. A supervisor should consider other things, such as praise, awards, rewards, increased responsibility, empowerment, or a challenge.
- Praise is one of the greatest motivators – whether it is said privately, publicly, in writing – it is always welcome. Recognition, appreciation and thanks when team members perform well will do wonders for morale for individuals or the team as a whole.
- The team should understand how their work fits into the scheme of things (alignment). Each member should be aware of why their part of the process is essential to the team as a whole, what the right actions are, and the appropriate way to carry them out. Knowing that they (employees) are an important part of the organization is very desirable. The team leader should ask for their input, ideas or suggestions, and *listen* to what they have to say.
- Supervisors should know that devoting time to maintaining high motivational levels will make the effort worthwhile. No one works well in a situation where there is 'doom and gloom'. It is always important to inject a 'fun' element into work. This could involve competitive tasks, intellectual challenges, social events, or some other team building activity.