

Team Management

Knowing how to motivate your staff and letting employees know how they're performing is the cornerstone of efficient management.

by Rudd McGary and Ed Wandtke

In the August issue, we started to talk about team management and the requirements for good hiring and interviewing.

We can assume that you have hired wisely and now are starting to have problems with motivation and retention.

In a team management system, there are certain questions that every member of the team asks, and a good manager will be responsive to these in order to make the team work well with a high motivational level. The biggest question is always, "What's in it for me?"

Owners often announce that they are building a team workforce that is as motivated as they are personally, as if that will take care of all of the problems facing the company.

If you have employees that are part-time, paid minimum wage, and working on an unset schedule, you can announce that you have put together a team all you want—but it won't help to motivate employees. You must make a personal commitment.

Ten commandments

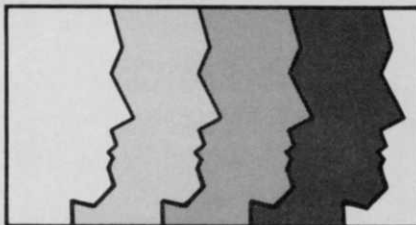
Many psychologists have studied mo-



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PART 2

TEAM MANAGEMENT



IN BUSINESS

tivation of employees, and their research, coupled with our own, has led to the development of the following list of 10 rules for motivation that you can follow to build a team atmosphere in your company.

■ **1. The manager has the responsibility for motivating the team.**

The key to motivation is communication . . . feedback, both positive and critical, helps let a person know that they are appreciated.

Don't believe you can recruit "self-motivators" all the time. There aren't that many around. If you won't take the responsibility for performance of the team, why should the team members?

■ **2. What is motivational to you may not be motivational to the team members.**

The "Golden Rule" works in a lot of situations, but don't think that team members are motivated by the same factors and rewards that you are. Many managers make this mistake and can't seem to figure out why the team is less than successful.

■ **3. Take care of basic needs first.**

If the team members are making a low salary, they will worry more about that fact than they will about whether the company is successful. Talk to your employees: they will usually tell you what they need to be motivated. If you can do something about these needs, you will have a better chance of motivating the team. You will still have to manage effectively to do so.

■ **4. Money, or salary, is not a motivator.**

If you think money is a motivator, ask yourself what would happen if you raised all the salaries 50 percent. Do you think you would get a 50 percent increase in output? Salary is something that we need to live on, not a motivational factor. Motivation comes from management, not money.

■ **5. The key to motivation is communication, specifically feedback.**

If someone knows that their work is being watched and appreciated, it is likely that they will work harder than if they simply go about their job with no feedback from their manager. Feedback, both positive and critical, helps let a person know that they are appreciated. This is called recognition.

■ **6. Most people in organizational life could wear a large sign on their forehead asking, "How am I doing?"**

Remember that feedback is neither positive nor negative. It is communication in both modes. Letting someone know how they are doing is a key to motivation.

■ **7. Set objectives that can be met.**

This seems so simple that many managers forget it. Give every team

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member an objective that he or she can reach. Simply telling them to "Be better!" or "Work smarter!" isn't managing, it's chanting slogans. If someone can achieve in your organization, they might want to stay.

■ 8. For many people, what they do to earn a living isn't what they do to establish their own personal image.

The higher up in an organization a manager goes, the more the job becomes a part of his or her total outlook. For entry level people, this isn't necessarily true. Don't confuse your personal commitment to the organization with the motivation of an entry level worker. They aren't the same.

■ 9. If your employees can't see how

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the goals of the organization meet with their own, they aren't going to be motivated.

By talking to your employees you can find out what they are trying to get by holding their job. Once you know the reasons that someone takes a job in your organization, you can be motivational.

■ 10. There is a big difference between motivation and inspiration.

Motivation occurs over a period of time and is a mixture of both internal and external forces. Inspiration is temporary. It can be used under high stress to get a team to perform at maximum levels, but it is very tiresome to have a manager who constantly tries to be inspirational.

Motivation requires the manager to manage, not to yell things in a loud voice. That's why it's so tough to bring about.

Motivation is a very complicated human process.

We wish we could write down everything it takes to be a good motivator. Fortunately it's hard, and this separates the good from the average. The good managers will take the time to motivate properly and the average ones won't.

It's a choice that every manager has to make, to be good or to be average. How about you?

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