



# The Blake Group

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September 2014

Dear Matthew,

## Trying to Motivate Employees



For Individuals

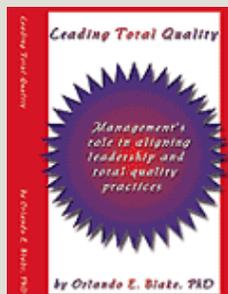
During a recent Leaders Path Coaching Retreat, the group of executives was discussing motivation. **They all shared the same concerns and experiences of "trying to motivate employees" across generations.**



For Organizations

Traditionalist 61+ years old 1900-1945	Baby Boomers 60-42 years old 1946-1964	Generation Xers 41-26 years old 1965-1980	Gen Y 25-6 years old 1981-2000
<b>Experiences:</b> -Great Depression -Pearl Harbor -WWII -D-Day -FDR dies 	<b>Experiences:</b> -U.S. sends ground troops to Vietnam -Martin Luther King Jr. and Robert Kennedy assassinated -Woodstock 	<b>Experiences:</b> -Roe vs. Wade -John Lennon shot and killed -Space Shuttle Challenger disaster -Fall of the Berlin Wall <b>People:</b> -Michael Jordan -Bill Gates -O.J. Simpson -Princess Diana 	<b>Experiences:</b> -Oklahoma City bombing -Clinton/Lewinsky scandal -Columbine High School shooting -Sept. 11 terrorist attacks <b>People:</b> -Britney Spears -Tupac Shakur -Barney -Tiger Woods 
<b>Generational Personality:</b> -Loyal -Formal -Cooperative -Respect rules -Duty before pleasure -Patriotic -Leaders lead and troops follow	<b>Generational Personality:</b> -Highly cooperative -Optimistic -Idealistic -Started the workaholic trend -Personal growth and gratification -Challenge authority	<b>Generational Personality:</b> -Skeptical -Independent and self-reliant -Entrepreneurial thinkers -Challenge command -Disagree with "pay your dues" mentality -View lifetime careers with the same employer as unrealistic	<b>Generational Personality:</b> -Realistic -Practical -Well educated -Prefer coaching management style -Technology-savvy -Civic minded -Contributor

**Leading Total Quality:  
Management's Role  
in Aligning  
Leadership and Total  
Quality Practices**



I asked them to reflect on what they were saying and how they were expressing the concept of motivation. "It sounded like motivation is something you do to someone," I reflected back to them. I asked them to think about how we might think of motivation differently and what they believed motivated their employees.

**I suggested that by knowing more about what motivates people at work, they may be more effective in meeting goals and provide a workplace that people wanted to join. I suggested we consider what they believe about people.**



Click the book to read an excerpt

How do some organizations consistently achieve high quality products and services? In concise and straightforward language, Dr. Blake explains how the best organizations combine total quality and great leadership practices to create and sustain total customer satisfaction.  
by: Orlando Blake PhD

### Testimonials

"Open minded presentation that lead to empowered conversations and discussions"

- **Mike Kyle,**  
**Managing Director,**  
**Insync Interactive Services**

"You were a big hit with our members and guests! Your program and evaluations were excellent! Your topic was one of great interest and your presentation skills were recognized as being exceptional."

- **Kathi Sanders,**  
**Professional Development Chair**

### Stay Connected

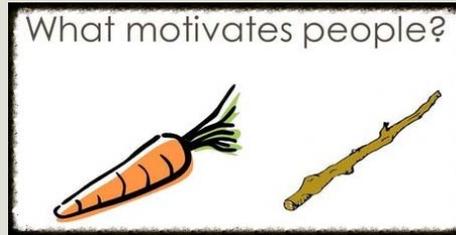


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## The Delegation Dilemma

I asked the group to consider this study of 10,000 workers at Texas Instruments.



**Supervisors were asked to rank what they believed motivated employees. Their employees then rated what motivated them. Do you see a difference**

**between what supervisors believed is motivating and what employees believed was motivating?**

Motivator	Employees Ranking	Supervisor Ranking
Feeling of Being in on Things	2	10
Job Security	4	2
Interesting Work	6	5
Personal Loyalty to Employees	8	6
Tactful Disciplining	10	7
Good Working Conditions	9	4
Promotions and Growth in the Company	7	3
Good Wages	5	1
Sympathetic Help on Personal Problems	3	9
Full Appreciation of Work Done	1	8

**What does this mean to you?** -- Salary alone is not a motivator.

**What do you do?** -- What we learned is that people will react to the way that their managers treat them.



**Recognizing that what the groups of managers believe about people will directly affect the way they treat their employees. In addition, recognizing that salary alone is not a motivator, we generated the**

## Dr. Orlando Blake

Dr. Blake's 25 years business of experience includes senior executive positions for Warner Bros, Mercantile National Bank and Guess? Inc. He provided key executive career and leadership coaching for Lee, Hecht, Harrison and Right Consultants in Southern California. Orlando is a Founding Fellow of the Institute for Professional Coaching Association.

following list of things they could do immediately to create a motivating workplace.

**Here are the top 11 things you can do to motivate today's employees:**

1. Personally thank them. Do it timely. Do it sincerely - verbally or in writing.
2. Be willing to meet with them and listen - as much as they need or want.
3. Observe and provide specific feedback about their performance and job related behaviors.
4. Encourage new ideas and innovation.
5. Work at creating an environment that is open, trusting and fun.
6. Provide information that links people to the organization. Give them information about how the organization makes and loses money. Tell them about upcoming products, competitive strategies, the marketplace, and how what they do fits into the operation's objectives.
7. Involve people in decisions that affect them.
8. Provide people with a sense of ownership in their work and the workplace.
9. Recognize, reward and promote people based on performance. Deal with marginal performers - help them develop so they improve or leave. Recognition creates role models and communicates the standards.
10. Give people an opportunity to grow and learn new skills. Show how personal and professional development can help them meet their goals.



as well as the organization's goals.

11. Celebrate successes - of the company, department and individuals. Take time to build morale.



**You can create a highly motivate workforce by creating a highly motivating workplace environment.** By making employees feel valued so they want to do their best work every day you will see increased individual performance. **Focus more on how you treat people and pay them fairly.**

Sincerely,

*Orlando Blake, PhD, CPT*

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