Chapter 1 : Deming's from the Bottom Up

Leading People to Be Highly Motivated and Committed takes you where other leadership books don't. It is the optimal reference guide for any manager seeking to turn around poor performance and create fully engaged workers who love coming to work.

Comment Oh dear! As you answered the questions, you probably had some insight into areas where the motivational practices you use could use a pick-me-up. The following is a quick summary of the main areas of motivation that were explored in the quiz, and a guide to the specific tools you can use for each. Providing Productive and Challenging Work Questions 1, 4, 15 Your score is 0 out of 0 The first step in building a highly motivated team is providing interesting work, which is well organized to meet the needs and desires of team members. No matter how self-motivated a person is, how challenging the goals he or she sets, or how wonderful the rewards, if the work is badly designed, it will be hard to motivate people and work will be less than ideal. Effective motivators understand that work design has a strong impact on performance. The more variety, challenge and autonomy there is to a job, the more intrinsically satisfying it will be. Our article on Job Enrichment details how to set up meaningful work assignments. Other articles of interest include Pygmalion Motivation , which addresses the impact that your work assignments have on conscious and unconscious motivators, and Dealing with Poor Performance , which outlines steps that you can take to ensure you have a good fit between the person and the job. Managing the goal setting process is essential for creating a highly motivating environment. The effectiveness of goal setting in motivation is a well-recognized fact, and by making goals specific, consistent, and appropriately challenging, you can set goals that are powerfully motivating. Specific goals are measurable, unambiguous and behavior-changing. They outline exactly what needs to be accomplished, and when it will be considered as "achieved. If goals are inconsistent, the resulting confusion and incompatibility would like cause the person to do nothing rather than work in different directions. Finally, challenge is important, due to the observation that we get what we expect. Up to a point , the more you expect from someone, the harder they will generally work. This has been shown time and again, and is explained by the idea of Expectancy Theory: With those two linkages established, people are motivated to work hard to achieve a positive outcome. Think carefully about the goals you set, and make sure you adapt them to circumstances in a reasonable way. Understanding Individual Differences in Motivation Questions 5, 9, 10, 11 Your score is 0 out of 0 Motivational techniques should bring out the best in people. Abraham Maslow and Frederick Herzberg are two famous motivation theorists who established that even if these sorts of things are not necessarily motivating in themselves, they have to be present in order to even think about enhancing motivation. However, the assumption in most modern workplaces is that these lower order, "hygiene" factors are being met, and that people are seeking the things that provide real motivation. These are things like challenging work, control, growth opportunities, and recognition for a job well done. To decide which motivating factors to provide you need to look at the individual employees. Some will be motivated by more time off, while others may prefer to gain status and recognition in the company. Understanding these individual needs is mandatory for building a motivating workplace, and is why question 11 above is a "trick question":

Chapter 2 : Why Employees Are Not Highly Motivated or Committed

Everything you need to know to create a highly motivated and committed workforce, whether you manage one or thousands. Learn from someone who managed people for more than 30 years and established the critical leadership skills and methods to increase productivity by % per person. Leadership.

The answer has to be yes. Most certainly, because everyone knows that highly motivated people are continually striving to do their very best. I would not want to appear to disagree with Mr. Either way, that is huge! Their brain is also the source of motivation and commitment. So why are employees not highly motivated and committed? Because most bosses use top-down, command and control management techniques. These techniques demean, disrespect and demotivate employees. Employees thus become highly frustrated and highly stressed. In order to protect themselves often become apathetic toward the workplace. In this state, bosses are lucky the person shows up for work much less applies their brainpower to the work or is highly motivated. The same goes for motivation and commitment. This is because motivation is created by the brain from a great number of considerations. Then what is effective? The answer is to allow employees to develop a strong sense of ownership of their work. Rental cars rarely last much beyond 2 years while cars individually owned last for 10, 20 and even more years. Have you ever seen anyone washing a rental car? Everyone is willing to apply themselves most diligently to something which they own, but far less so if that something is owned by someone else. This is human nature. Therefore, if employees feel a strong sense of ownership of their work, they will become highly motivated to do the very best work they can and will be up to 5 times more productive than if poorly motivated. Employees do feel a strong sense of ownership in organizations where the bosses: Regularly listen to what their employees say they need in order to do a better job and then give it to them. Have stopped shooting the messenger. Allow employees to control their own workplace while assisting them in any way they can to make the work easier and safer to accomplish. Prevent bureaucracy from frustrating their employees and actually force bureaucrats to serve employees. If you operate like this and get all of your subordinate managers operating like this, then you will be on your way to achieving a highly motivated and committed workforce. If you do the opposite or only deliver part of what employees need, then you demoralized and demean people, disable ownership and drive motivation and commitment down. So, then why is it that most employees are not highly motivated and committed? The answer is leadership, because rest assured they are highly motivated and committed about something, just not their work and for good reasons.

Chapter 3 : Leading People to be Highly Motivated and Committed by Bennet S. Simonton

Are you sure you want to remove Leading People to Be Highly Motivated and Committed from your list?

Go to start of metadata Work Commitment "Individual commitment to a group effort -- that is what makes a team work, a company work, a society work, a civilization work. Studies showing instances of high work commitment have also proven to highly relate to organizational performance. It affects all organizations at some level and enables companies to evaluate issues like turnover during times of varying economic stability. The following information analyzes these attitudes as well as other organizational concepts, research, and real world applications. Importance of Work Commitment The success or failure of an organization is closely related to the effort and motivation of its employees. The motivation of employees is often the product of their commitment towards their job or career. Work commitment is an extremely important topic for organizations to understand. Communication is one of the best ways to keep employees engaged. It is important that employees are listened to, valued, and encouraged to provide feedback. By keeping channels of communication open, employers and employees can benefit from mutual trust and respect. In addition it is imperative that communication be across all levels of the organization, from top management down as well as internally and externally Stirling J. In short, the importance of work commitment is dependent upon the organization itself. If the organization wants to become competitive and grow, as in the example above, it will place a great deal of importance on the level to which employees are engaged in their jobs and how committed the employees are to the organization. On the other hand, if the organization is content with high turnover, low-producing employees, and high absenteeism, they should not be concerned with work commitment. However, the leaders of that organization must realize that, at some point in its organizational life cycle, the organization will undoubtedly have to compete with an organization that does place importance on work commitment, which could end up being detrimental to the continued existence of the organization. While it may be a common idea that every person possesses a certain level of need to work, this trait has differing levels ranging from individuals with very high levels, to individuals with very low levels, and to others that fall in between PSUWC, Through his work Weber sought to explain "the fact that people pursue wealth and material gain the achievement of profit for its own sake, not because of necessity" and felt that the Puritan "concept of calling for the individual to fulfill his or her duty in this rather than the other world" explained their behavior Furnham, Thus, he believed Puritans sought salvation "through economic activity" Furnham, Today, however, work ethic has little, if anything, to do with "being Protestant or even religious" Mudrack, , p. A more modern definition of work ethic places more emphasis on "dedication to hard work, deferment of immediate rewards, conservation of resources Characteristics of the work ethic construct are that it a is multidimensional; b pertains to work and work-related activity in general, not specific to any particular job yet may generalize to domains other than work - school, hobbies, etc. Accordingly, people who possess these values will have a strong work ethic Pogson et al. Failure to understand the effects of these factors, cause many to believe a person is lazy and has a low level of work ethic. Work Ethic Strengths and Weaknesses Strength of this concept is that it has been researched since the beginning of the twentieth century. According to Pinder, individuals have different levels of a need to work. A unique weakness of this concept was that it was only referenced to religion when first developed. Furthermore, societal viewpoints on the work ethics of an individual have played a negative role on the appraisal of work ethics. Examples of the elements are as follows: First of all Professionalism, involves aspects from the way you dress to the way that you present yourself. Respectfulness employs poise and diplomacy regardless of the deadline and mounting frustrations causing flaring tempers. Dependability accounts for timeliness and keeping your word in regards to completing assignments and gaining trust from customers and coworkers. Dedication is putting in the extra effort to complete tasks as best as possible even if it means working extra hours. Determination is considered as overcoming obstacles to push forward in achievement of success. Accountability is taking responsibility for

your own actions regardless of making mistakes or undesired outcomes that may result. Finally, Humility is ensuring that all involved receive credit for their hard work from management as well as encouragement and appreciation from you. Also, you are willing to learn from others and accept criticism Whitmore, An article by Robert Vaux, Demand Media lists different aspects that show negative work ethic. Lack of productivity, such as, rushing through assignments or waiting until the last minute to complete them often turns in lower quality work, as well as running the risk of missing a deadline. Attendance can reflect negative work ethic if they take full advantage of sick days or arriving late to work. Politics can also be a sign of poor work ethic by fueling the fire of discrepancies among coworkers causing management extra work by trying to return the work attitudes to normal. Much of the research suggests a link between work ethic and conservative attitudes Atieh, et al. Some research indicates those with a strong work ethic may tend to have negative attitudes toward the poor and unemployed Christopher et al. As a result, "organizations have become interested in identifying employees who are committed to the inherent value of work in general i. Career commitment is moving with the economic times and focused less on human relationships PSUWC, If a person enjoys accounting as a profession and has aspirations to become a partner in a large accounting firm, they are probably more likely to move to multiple organizations and take various accounting roles within these different companies during their working life to best position themselves to reach their goals. For example, nurses may stay within the medical realm for a longer time period than a marketing company executive. Each career has its limitations on upward mobility, amongst a vast number of other variables. The typical American will change their career seven times during their adult working life Campus, In this research they found that organizational commitment was greatest at higher-level positions in the reviews of accountants, this would be the partner level and professional commitment was higher for lower level positions entry level accounting positions in companies. This makes sense because the higher one is within an organization; the chances are that they are reaching their goals along their career path. With more of their professional goals met, there is now a sense of identifying more with an organization. In addition, based on a series of studies, Goulet and Singh concluded that, "if an individual is attached to his job and organization, and he likes what he does in that position, he is more likely to present a high level of career commitment" Career Commitment, , p. Interestingly, scientists disagree on what type of commitment affects another: Organizational commitment refers to the extent to which an employee develops an attachment and feels a sense of allegiance to his or her employer PSUWC, The emotional attachment that one may form with their company would help build a stronger commitment. Allen and Meyer have defined organizational commitment as a psychological link between an employee and his or her organization that makes it less likely that the employee will voluntarily leave the organization. However, commitment can be applied to the entire organization, whereas satisfaction is applied to the specific job. Organizational commitment is viewed as more stable than satisfaction. An individual also relates commitment to job involvement and the level of job involvement. Within this theory, the concepts applied to the commitment to an organization are the work ethics of individual and the intensity of participation by said individual. These concepts can determine the level of commitment to an organization. However, the application of these concepts can be directed by several variables such as age, culture, emotions, personality traits, desires, and individual differences among other factors and can be present to a certain degree in many situations. These theories are not strict categories of commitment. Often times there is overlap among them. This type of commitment is typically the result of a supportive work environment in which individuals are treated fairly and the value of individual contributors is embraced. For example, an employee that has already vested many years in a company building up years of leave, employee benefits such as pension and salary. It would not be beneficial for this employee to leave, so he stays because he has to, not because he wants to stay loyal to the company. While employees may remain with an organization, they do not necessarily feel compelled to perform at a high level. These feelings of obligation may come because the employer took a chance on the employee when nobody else would. In turn, the employee feels indebted to the employer. Therefore, by a show of loyalty and duty, it would be difficult to leave. They may fear the potential disappointment in their

employer or teammates. Click here for a video on Normative Commitment Organizational Commitment Strengths and Weaknesses All three-commitment components have been negatively correlated to turnover within organizations. This entails that the increased level of commitment decreases the possibility of turnover. People who progress in a career with a particular organization usually acquire more organizational commitment than those who join along the way Africa News, The causality of the relationship between job satisfaction and organizational commitment is difficult to determine. Nevertheless, it has been shown that these commitment levels do correlate with job satisfaction. Someone who has a high level of job satisfaction is also likely to have a high level of job involvement and organizational commitment PSUWC, According to Redmond PSUWC, , employees who have an elevated continuance of commitment possibly will not participate at work as required by the organization. Employees in this category only stay with the organization because they have to, are often not devoted to the organization in a satisfying way, and may leave when another opportunity presents itself. Government employees are thought to have a higher continuance commitment than other sectors based on the relative job security they feel they possess Mowday, et al. Organizational commitment involves more than just company loyalty; it is the employee intrinsically wanting to defend against criticism both internal and external Business Daily Review, From an individual perspective, organizational commitment has been linked to intrinsic motivation and job satisfaction. Some scholars have found that a moderate amount of job insecurity leads to improved work performance, while others have found that it can lead to decreased work performances Africa News, It is therefore assumed that any organization that is downsizing or laying-off employees will notice a significant decrease of trust between management and employees. As a result, those employees who remain on the job after downsizing and corporate restructure often experience sharp drops in organizational commitment Africa News, At the foundation of organizational commitment is out motivations and job satisfactions with those. Attitude has direct impact on job satisfaction. It is our individual motivations that shape our job satisfaction. Job satisfaction then positively affects commitment and finally, turnover. Characteristics of the work ethic construct are that it a is multidimensional; b pertains to work and work-related activity in general, not specific to any particular job yet may generalize to domains other than workschool, hobbies, etc. Commitment behavior is reflected in the way we perform at our jobs. High job satisfaction equals higher performance, this then supports the perspective of motivation as a mediator. Robert has proven the doctors wrong - in a big way. Robert is an exceptional example of a person who demonstrates affective commitment to an organization. He does not just identify with Ideal Way; he is the face and the voice of Ideal Way. Those values include caring, integrity, courage, and progressive Ideal-Way, n. As an organizational leader, he believes in creating a collaborative environment in which diversity is valued, and in which staff and volunteers are empowered to take the bold steps needed to effect change. As a peer, he inspires passion, spirit, determination, and courage Ideal-Way, n.

Chapter 4 : 3 Ways to Become Highly Motivated for Your Job - wikiHow

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In that process, consensus should not be confused with agreement. Everybody on the team must commit to deliver on the agreed-upon goals, even if they do not personally buy into them or it hurts their personal ambitions, Rakesh said. Below is an edited version of the interview. Could you explain what lesson you have learned here? Firstly, it seems fairly presumptuous of someone to hand a company a set of strategic choices, when there has to be a strong correlation and a congruence between capabilities and conceptualization of the strategy. Strategy is not going to be adequate unless it is combined with capabilities and culture of the company. Secondly, the best way for people to embrace or believe in a strategy is when the CEO involves them in defining it. You have to share the process, guide it, and shape the strategy. The best answers come when you get a team of highly engaged, talented people in the room, and have an open dialogue and debate and discussion about strategic choices. You then have a team with people that have already bought into it, because they feel part-owners of the strategy. How does the process of defining a strategy with this committed group of people work? Typically, you have multiple ways to define limited priorities and then try to marry them with the direction that the businesses are moving in. It is about mapping where we stand today â€" what are those changes and the forces that our clients are dealing with, and how can we equip ourselves to become able partners with them? In this process, you do scenario planning, but more importantly, you try to map where we are today with outlines. Where are our clients headed? Identify those common themes. Identify the upward trends, and take a bet on what are those choices that you will have to make from a technology perspective, and derive those answers. Then again, you set strategies within a set of choices. What things would you choose to do, and what would you choose not to do? We follow that process over six months, and effectively answer questions like what industry segments or geographies we are most closely aligned [with]. How do you align your capabilities? How do you then derive a common message that you can take to all stakeholders? This is one of those lessons that was hard for me to learn. Then I realized that the real answer really is not in trying to motivate people all day long, but to get a team of self-motivated people together, set their priorities and then let them free to work their magic. All this while, you continue to give them guidance and anchor them. You then put in place some control mechanisms. But more importantly, getting a team together of highly self-motivated individuals is a much better way than trying to motivate everybody on the team that may or may not have the self-motivation. How do you define the attributes of people who should be on the leadership team? What do you look for? Secondly, from that ability to see it as an opportunity comes the passion to work for the clients and for the employees. Thirdly, to marry those two, [you need] the ability to execute on the vision, which means to align with the vision and the goals. Opportunities are executed in a way that you can make something happen for the business, because in the end, we do work for our stakeholders. You also need people who see beyond personal ambition. Ambition has to be foremost about the company. When you get very highly motivated, passionate people together in a team, one of the biggest challenges that leaders face is getting consensus, and getting all the people on the same page. What is your approach to that? How strongly do you feel that people should have the ability to disagree, both with you, as well as with one another, in getting to where you need them all to be? My personal managing style has always been one of openness and transparency. I have always fostered a culture of debate. When you get a set of highly talented, self-motivated people in the room, you expect them to bring ideas and opinions, and it is incumbent that you have the openness and the culture of debate to drive the right decisions. Part of my learning was to go through the culture of debate and openness, and you, in the end, decide that this is the direction you should go into, unless you forcefully and practically drive this agreement to commit. You need to have them to commit, and you could move forward with the decision you made. Commitment and Ambition Knowledge Wharton: We were discussing as part of one of our strategic sessions the opportunity offered by various segments of the

cloud in a competitive market. When you are trying to form a business that is future-ready, you have to discuss and debate every possible segment of the market. We debated on which segments of the market are most suited and have the best answers for us to succeed. At the end of the discussion, we decided that we would not play in two segments. It may not have been in alignment with their personal opinion, or in one case, in their personal interest, because we were asking one person to let go of the bulk of business that he had built fairly recently. The way you drive that is to think of the institution first, by putting the corporate objectives first. Eventually as CEO, my job is to then step in and help break the tie in some of these decisions and carry them to total commitment and execution. So very consciously and very openly driving this culture of debate, yet [securing] commitment on the final decision once a decision is made, is a subtle but very important difference. The question that arises is how you get people with the right kind of ambition involved? What kind of ambition do you want for people who are on your team? Ambition and aggressive ambition are often misunderstood. We definitely want people who are ambitious and who have the hunger and the passion to try hard. That ambition, first and foremost, has to be about the company, and not about individuals. If you align everybody in that direction, then you cut away a lot of the cross-purpose effort or one-upmanship or the gamesmanship â€" and essentially, that becomes the very principle you embrace. This is not easy. In many cases, you will ask people to let go of something that may hurt them in the short-term, but the real answer is really in the long-term. If we do the right thing for the institution, everybody will benefit, everybody will get along better, and everybody will have an opportunity to grow. Finding the Right Successor Knowledge Wharton: One of the hardest decisions for any CEO is finding a successor. What are your views on that? When you think about your own leadership journey â€" not just at Mphasis, but even before that â€" what is the biggest leadership challenge that you have faced? How did you overcome that challenge? What did you learn from it that you can share with other leaders? One of my biggest learnings, having lived through at least two different organizations is firstly, the only problem you want to ever strive for is the problem of growth. Then you have the reverse situation, which means when you have negative growth, you create a set of problems for which you are hard pressed to find solutions. I had to live through that phase for a couple of quarters. It puts immense pressure on the organization, on the leadership team, on the CEO, the relationship between the CEO and his team and also the relationship between the CEO and the board and the shareholders. Do you have any final comments?

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Share How recruiters can become a hero of your hiring managers by dramatically reducing the number of hours that they have to spend motivating and watching their employees If you are a corporate manager, you already know that you routinely spend a significant portion of your time trying to motivate your employees. These type of employees are not a myth. They are called self-motivated or intrinsically motivated people. Imagine what it would be like as a manager to have a team full of employees who not only automatically did the work that they were assigned but who would also proactively seek out new work that needed to be done. I simply hire self-motivated people. They had simply never considered a recruiting solution to this universally difficult problem note: Since that time I have researched the concept and I found that there are in fact self-motivated people and that it is relatively easy to find, recruit, assess, and hire them. The inability to successfully motivate their employees is one of the reasons why managers are frequently listed as the No. What Exactly Is a Self-motivated Individual? A self-motivated recruiting prospect, candidate, or employee is an individual with a track record of having the internal drive and motivation to begin and continue tasks without external prodding or extra rewards. Just be satisfied with the fact that it is something in their character, upbringing, training, or attitude that drives them to work without any external stimulus or threat. But if you are cynical, I have listed below some of the many benefits that come from hiring self-motivated people. That means that once they are on board as an employee, they will continue to work without needing to be prodded or watched over every year of their tenure. As a result, you need to multiply the added value of hiring a single self-motivated individual by the number of years that they are likely to stay. There are no wasted hours â€" the primary measurable benefit of hiring self-motivated employees is that, because they continuously work hard, there are simply no wasted hours where they are paid but they are not working at their maximum. The term for describing these unproductive hours is compensation waste. Fortunately, at least one academic study from the University of Jaffna revealed a direct positive connection between self-motivation and higher on-the-job performance. Because the self-motivated are willing to put in so many uninterrupted hours at percent speed, this factor alone almost assures that they will be above-average performers. If you offer them supplemental rewards for working hard, some may even take it as a personal affront that you think that they need external rewards just to do their job. But they do produce high returns. First because they produce more output because they work at percent speed without interruption but also because they free up so much expensive management time that otherwise would be spent on motivating them. Taken together that make their net ROI extremely high. This drive to succeed means that most of them are also problem solvers and self-directed continuous learners who know how to adapt after they have learned. If they are visible to your customers, their visible work ethic may also impress your customers. That may result in more sales. In my experience, the best recruiting approaches for the self-motivated include: A Tutorial A successful recruitment plan is more than just numbers. Vacancies and recruiting budgets form the basis of recruitment plans, but employing good hiring practices can elevate them. Get a jumpstart on , by taking a look at a comprehensive tutorial on how to develop your recruitment plan. The best recruiting approach for them and almost all top performers is an excellent employee referral program. You should begin the process by looking at the resumes and profiles of your own self-motivated employees to see which key indicators they have. If you want to be proactive, specifically request applicants to directly provide supplemental evidence of self-motivation as a required part of their application package. If self-motivated is not in the top five, be wary. You should also obviously ask them behavioral interview questions related to work situations where they performed continuously without external rewards, support, or supervision. Because self-motivation is not limited to the workplace, you should also explore areas outside of work to look for indications that they were totally committed to other difficult

things like learning a language or running a marathon. And finally, be careful that you do not assume that someone who is energetic and excited during an interview will also act the same way on the job. Interviews are artificial situations where most people act completely differently for a short period of time. As a result you should search their social media pages and profiles for indications that they are self-motivated. Obviously you can also ask your own social media contacts who know them to rank their self-motivation level on a scale of 1 to You want to hire someone if self-motivated ranks as No. Simply contact the best that left within the last three years and ask them if they are willing to return. However, if you are a corporate manager, you will probably find that very few if any position descriptions at your firm even mention the need to be self-motivated. Because recruiting self-motivators is rare in the corporate world, you will invariably have to work with recruiting in order to develop your own process and tools. Finally, if you are one of the many recruiting leaders and recruiters who are constantly complaining that they get little support and respect from hiring managers, developing a hiring program for the self-motivated might get you on their good side. There is little doubt in my mind that this alone will make you a hero!

Chapter 6 : How CEOs Can Align their Leadership with Corporate Goals

"Leading People to be Highly Motivated and Committed" By Ben Simonton. The Whats, Whys and Hows of Achieving Productivity Gains Through Freeing People From The Bondage Of Following.

At top companies, where the inspired use of metrics helps to identify potential leaders and develop their skills, the answer is yes. Nevertheless, few such measures directly answer a key question that is frequently on the minds of the senior team: Do we have enough leaders, and the right leaders, to run our business both today and in the future? Many CEOs cite the lack of qualified leadership talent as the most significant constraint on growth. Bureau of Labor Statistics. Thus the pressure on company decision makers to rethink their leadership development strategies is greater than ever. Instead, companies must be rigorous and focused in their assessment of leadership talent, aided by tools tailored to help achieve that end. They must hold leaders accountable for cultivating others, diagnosing gaps in execution and capability, and redirecting resources as business needs change. HR and business leaders also need insights into where they have succeeded in building leadership and critical talent pipelines and where there are potential risks. Research Updates from Get semi-monthly updates on how global companies are managing in a changing world. Sign up Please enter a valid email address Thank you for signing up Privacy Policy Because such a process, though vital, is not easy, companies often overrate their ability to measure the right things for the right reasons. For example, many generate piles of reports on senior management attrition instead of considering the actual flight risks of their critical talent; or they measure easy-to-track metrics, such as time to fill jobs or number of training hours, without regard to the quality of those placed into jobs or whether a development workshop produced any meaningful change. Even at companies that already have comprehensive leadership strategies, expanding the use of data and fine-tuning metrics should be a high priority. Considering that the very essence of a measurement mind-set is to constantly question, challenge and use data to guide processes and drive decision making, one should expect nothing less of a company committed to identifying and growing effective leaders. Leaders leading the way. A focus on talent. The top companies do more to identify, develop and reward top talent; differentiation of top talent is a given. Practical and aligned programs and practices. Leadership development, performance management, succession planning and recruiting all work together to help people in the business achieve their goals. In short, the top companies make leadership a way of life. They make deliberate efforts to reinforce leadership expectations through top-down communications, promotion decisions and variable pay. In big and small ways, top companies let it be known what they expect of their leaders and are relentless in creating an environment that fosters the development of leadership talent. Hewitt first began its top-companies studies in But for many, the right metrics still remain elusive. The Importance of a Holistic Framework Remember shopping for your first house and walking through it with the building inspector? You received a detailed analysis of the quality of the roof, the age of the pipes and the potential for water damage in the basement. All of this information was important, but not enough to tell you if you should buy the house. The Holistic View At top companies, a measurement mind-set guides the leadership actions of four key groups â€" people managers, key talent, business leaders and HR professionals. Below, we describe how some of the top companies are creating a measurement mind-set for each of these four key stakeholder groups. People Managers A measurement mind-set is essential to making people management decisions that are fair and meaningful. It serves as a discussion guide to help us understand who the high potentials are. Some top companies use focused surveys to take the pulse of key staff in order to proactively address their specific development requirements. Although such feedback should always be included in planning efforts, most companies are unaware of and disconnected from the actual viewpoints, experiences and expectations of their leaders and high potentials. Bringing a strong measurement mind-set to the leader development process is a powerful antidote to the bias of prior experience. Toward that end, Caterpillar Inc. How they go about achieving results, and whether they exemplify integrity, excellence, teamwork and commitment. If work

climate issues surface, leaders are expected to address them with action plans, log their progress throughout the year and utilize best practices for building commitment. The ratings are made public, which sends a strong message to the entire staff about the importance of leadership and the accountability of the general managers. Clearly, another way to hold key talent accountable for developing others and demonstrating leadership behavior is to link effectiveness in these areas to pay. In fact, half of the top companies do so, compared with about one-third of other companies. For example, at American Express Co. At Capital One Financial Corp. As part of the process, senior leaders work with HR to conduct a rigorous assessment of the top talent at the company twice a year; the assessment includes a review of quantitative measures such as time in role and performance ratings, as well as qualitative measures such as potential and promotability ratings. The result of these calibration sessions and talent discussions is a comprehensive review of talent and development potential â€" focused on future movement for senior talent. General Mills also measures movement in the talent pool, reporting the percentage who have been promoted, the percentage who have participated in significant development activities and their retention rates. Within this measurement framework, the company has the flexibility to focus on skills that are of particular interest â€" for example, it can identify leaders with a global mind-set by tracking global assignments. Over the past several years, the ability to bring complex modeling tools into work force planning has enhanced the ability to integrate business forecasting with leadership development. One area where we see this concept taking hold is in planning for rapid growth in emerging markets. For example, one high-tech manufacturer estimates that its demand for leaders in Asia is 10 times greater than its current talent pool there. Another area where predictive modeling is affecting leader development strategies is the analysis of work force demographics. Once that baseline is in place, it can be used to forecast company needs over multiple time frames say, 5-, and year intervals in accordance with a variety of plausible scenarios. HR Professionals While HR professionals have hundreds of metrics at their disposal for evaluating leadership development programs, the simple measures â€" such as the frequency of talent review meetings, implementation of planned moves or performance evaluations of leaders who are promoted â€" are the best indicators that managers are having performance discussions and then using them to drive actions. Building a Measurement Framework: As a result, the HR team has developed a set of measures to track stock options, long-term incentives and other retention vehicles. At many businesses, such as American Express, a core component of leadership metrics is training program evaluation. In that spirit, three months after training she and her team reach out to the training participants â€" as well as to their direct reports â€" to ask them about any subsequent changes in behaviors and to assess the impacts on the business, such as customer satisfaction, employee productivity and cost savings. Another important impact is employee satisfaction: The first step is defining the questions, from the perspectives of different stakeholders, which the business needs to answer in building its leadership strategy and programs. People Managers Where are the biggest leadership gaps on my team? What are the actions needed to fill them? Who are my high potentials and what are their development needs? When will key talents on my team be ready to move on to new roles? To what extent have we fulfilled our leadership development agenda? Key Talent Do leaders take responsibility for their own development and that of their people? Do leaders contribute to the development of talent as a corporate resource? Do leaders help maintain an environment that is engaging and inclusive? Business Leaders What business trends most influence our leadership strategies? What are our current and future leadership gaps? What are their potential risks to our business? Do our leadership programs deliver a steady supply of qualified candidates? Are we hiring the right people for our future? Are we retaining our critical leaders? Are we developing talent fast enough and in the right areas? Do they help us strengthen our connections with employees? Do employees participate in our leadership processes? Do these processes contribute to the quality of our decision making about talent? Are we developing people at the right rate? What can we do to accelerate career growth? Some business leaders feel overwhelmed by the prospect of instituting metrics in the leadership arena. But as one can see from the table, there are better reasons for getting started today than there are to delay. Nor would they jump into a deal without defining beforehand the

critical action steps and expected results. Why should an investment in leadership talent be treated any differently? Engaging staff in the consideration of leadership metrics deepens the quality of company processes for specifying goals, building strengths and seizing opportunities. Senior HR and business leaders need to equip their people with measurement mind-sets that give them the discipline and insights for developing the next generation of leaders. Robin Guarnieri is a research consultant at Hewitt Associates. Comment on this article or contact the authors through smrfeedback mit. Subsequent undertakings in and further expanded our examination of successful leaders and their impacts on the organization and provided the foundation for our global study. This is the version of the nine-block framework used by many of the Top Companies for Leaders.

Chapter 7 : Leading People to Be Highly Motivated and Committed |

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Chapter 8 : Motivated to innovate

- Ben Simonton, author of Leading People To Be Highly Motivated And Committed "Always treat your employees exactly as you want them to treat your best customers." - Stephen R. Covey.

Chapter 9 : How Good Are Your Motivation Skills? - from calendrierdelascience.com

"TURNED ON people figure out how to beat the competition, TURNED OFF people only complain about being beaten by the competition." - Ben Simonton, author of Leading People To Be Highly Motivated And Committed.