

ITA GROUP EBOOK

# 50+ Ways to Motivate Your Employees for Measurable Results

*By ITA Group, with Insights from Social Scientist and New York Times bestselling author Dan Ariely*



# Table of Contents

Motivating the Masses: How Can You Get It Right? .....	3
A Key Consideration for Scaling Motivation: Motivation Is Personal.....	4
Intrinsic Motivators .....	5
Belonging .....	6
Mastery .....	8
Autonomy .....	11
Social Contact.....	14
Extrinsic Motivators .....	16
Praise and Social Recognition .....	17
Competition .....	20
Tangible Awards .....	23
Benefits .....	25
Scale Motivation for the Long-Term.....	27
How to Scale Employee Motivation in Large Organizations.....	2

# Motivating the Masses: How Can You Get It Right?

Now, more than ever, motivation and engagement are critical for long-term business success. After all, **increasing employee engagement by just 1% has the potential to unlock \$20 million in operating income for a \$5-billion organization.**

But creating engagement through employee motivation is tough—especially considering a majority of today’s multigenerational, multicultural workforce is dispersed throughout substantial corporations, some spanning countries and even continents. In modern-day workplaces that have been transformed by factors like telecommuting and artificial intelligence, aligning and motivating employees has never been more challenging.

**But it can be done.**

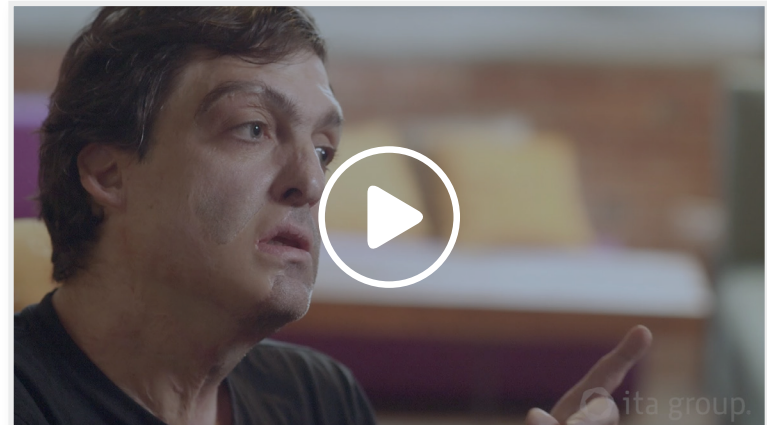
In his book ***Payoff: the Hidden Logic That Shapes Our Motivations***, social scientist and *New York Times* bestselling author Dan Ariely zeroes in on the essential human behavior that is motivation.

In our ebook, we’ll examine his ongoing research around the complex ways in which motivation operates. And we’ll show leaders everywhere how they can scale it—with measurable results—throughout their organizations. By the end, you’ll get powerful insight into why the concept of goodwill—in other words, gaining employees’ commitment, reciprocity and trust—is the key to true motivation.



Tip: Starting small is ok! Our ebook outlines a host of tips related to a handful of (but not all) intrinsic and extrinsic motivators. Pick and choose from them to start scaling motivation within your organization.

Hear why Ariely says the most interesting thing about motivation is how complex it is—and why some of the elements that impact it are not the ones we’d expect.



<sup>1</sup> Trends in Global Employee Engagement, Aon Hewitt

# A Key Consideration for Scaling Motivation: Motivation Is Personal

No two individuals are motivated in exactly the same way. Some are more intrinsically driven while others are fueled more by extrinsic factors, which is why motivating employee audiences should consider various engagement tactics.



## Intrinsic Motivation

Motivation that is fueled by internal drivers that give us inherent pleasure—things like **purpose, belonging, status, social contact, mastery, drive, autonomy** and **learning**.



## Extrinsic Motivation

Motivation that is driven by external factors and cause individuals to behave differently—things like **competition, praise, tangible awards, money, fear of failure, benefits, social recognition** and **advancement**.

Hear about the difference between intrinsic and extrinsic motivation, and how your approach can be the difference between an individual's short- and long-term motivation.





# Intrinsic Motivators





# Belonging

Intrinsically, belonging is a basic human need—regardless of age, gender, culture and more. In fact, it's third on Maslow's hierarchy of needs for human satisfaction and fulfillment. And the more a company can offer its employees opportunities for meaning and connection, the harder those employees are likely to work and the more enduring their loyalty is likely to be, says Ariely.

# How To Scale **Belonging**

Creating a sense of belonging is about fostering a culture of inclusion—complete with open lines of communication and opportunities for camaraderie—that support individual perspectives while creating shared, meaningful experiences. Below are specific tips for scaling these concepts throughout your organization.

## Tell an intentional, defined culture story

Foster inclusivity in today's multigenerational, multicultural workforce with a story that features robust employee offerings—something for everyone, including:

- > Wellness and wellbeing clubs
- > Volunteer groups
- > Networking organizations
- > Committee leadership and involvement opportunities

## Offer a formal recognition program

- > **Objectify belonging.** Connect your mission, vision and values with individual or team performance. When all employees can be formally recognized by a peer for things such as teamwork, quality, empowerment, or any number of your organization's unique corporate values, it helps reinforce and strengthen the sense of belonging.
- > **Make it simple and accessible.** Host it online so both on-site and remote employees can easily issue and receive formal recognition.

## Create shared experiences

- > **Business-based events.** Events like quarterly business updates are a prime opportunity to enlighten all team members equally. Topics like business vision and results and organizational updates give all employees equal footing when it comes to corporate strategy.
- > **Role-based events.** From new-hire receptions to role-based networking events, your people can come together to find and create shared meaning.
- > **Celebrations.** Recognize noteworthy corporate achievements, business wins, employee anniversaries and more.
- > **Volunteer activities.** Bringing team members together in small-group activities that support a cause or a community need is foundational to instilling a sense of belonging in an organization.

## Communicate

Keep your people up-to-date with a communication strategy that supports timely, segmented messaging. Regular, weekly e-newsletters paired with e-newsflashes that disseminate more time-sensitive details work together to promote a feeling of informed inclusivity.



Tip: Identify team members who evidently live your culture story, and designate them as brand or culture ambassadors who may serve as on-boarding aides or culture enhancement advisors.





# Mastery

Mastery pays for organizational leaders who are willing to invest in the impact it brings to the table—especially in a market thirsty for disruptive innovation. The desire to get better and better at something that matters is one third of the trifecta that defines intrinsic motivation’s makeup. And according to motivation theory, intrinsically driven individuals almost always achieve more than their extrinsically driven counterparts in the long run.



## How to Scale **Mastery**

Focus on how team members learn individually. Create opportunities that challenge them uniquely and offer development opportunities, such as informal role-based mentorship, that promote individual growth (and foster team camaraderie). Furthermore, prioritize professional growth and development by tailoring individualized plans that include clear role-based training objectives for each team member.

### Formalize programs that foster mastery

- > **Training and development initiatives.** Create goal-based plans that support elite levels of certification within the organization and outside your walls within professional user group experts. Optimize the experience and the outcome by leveraging the technology and tools that help create and manage custom learning tracks.
- > **Tuition and professional membership reimbursement.** Fund experiences that allow your people to enhance their knowledge and skills, network with known experts and ultimately bring more advanced insight into your organization.
- > **Mentorship programs.** Formalize role-based mentorship, and dedicate resources to optimizing the experience for both mentors and mentees.



Tip: Tuition reimbursement is also a competitive employee benefit.

Hear why humans over-weight extrinsic motivation and under-weight things (like enjoyment) that define intrinsic motivation.



## How to Scale **Mastery**

### Offer hands-on training opportunities

- > **On-site events.** When new technology rolls out throughout the organization, or when your brand launches a cutting-edge product or service, take it on the road and formally introduce it to your people. Allow them to experience it in a way that offers expert insight into its full capabilities and functionality so they can speak to it and ultimately leverage it with other team members or customers.
- > **Off-site events.** Sponsor user conference attendance where your people can immerse themselves in the experience, test and expand their own knowledge, and network with fellow students of the trade.

### Feature on-site innovation labs

Create environments throughout your campus that foster inspiration and collaboration; areas that inspire creativity and changes in perspective where individuals and teams can brainstorm project solutions or long-term, visionary corporate strategies.

### Incentivize mastery efforts

Training and education course completion. Tiered certification achievement. On-site training attendance. Tie them to your formal recognition and/or incentive initiatives, so employees can pool point earnings and maximize reward potential.

Hear the upside (and the downside) of getting people to fall in love with their own ideas.





# Autonomy

Autonomy, not money, is the key to happiness at work.<sup>1</sup> And while that makes it a powerful employee recruitment and retention weapon in today's war for talent, affording employees the opportunity to act according to their unique interests or values is more than just a staffing play. When paired with mastery and purpose, autonomy drives, engages, and stimulates individuals to do their best work.<sup>2</sup>

<sup>1</sup> Quartz Media

<sup>2</sup> Edward Deci and Richard Ryan, University of Rochester psychologists



## How to Scale **Autonomy**

---

Empower your people—personally and professionally. Afford them the authority to drive project-related decisions, allow them to guide the direction of their professional development path, or offer flexible work arrangements that support their commute. Whatever it is that empowers them to do their best work, grant them freedom to succeed (and to learn from their failings). Below are specific tips for scaling these concepts throughout your organization.

### Offer employee programs that allow individuals to thrive autonomously within your walls

- > **Leadership and professional development programs.** Formalized tracks give emerging leaders the opportunity to demonstrate their personal leadership style. Along the way, they can develop valuable management skills and create alignment between their vision and that of the organization.
- > **Career-pathing initiatives.** Empower employees who may not have leadership goals to develop a vision for their path with the organization—and do it by allowing them to infuse their passions and specific skillsets into their long-term plan (a win/win when it comes to positioning yourself as an industry innovator).
- > **Training and education opportunities.** Allow employees to guide role-specific and cross-functional training on-site through a learning management system. Offsite, let them “create their own path” through user-guided conference and event attendance.
- > **Corporate-wide innovation initiatives.** Whether it’s a formalized incentive opportunity for optimizing a business process or a simple online suggestion box for enhancing your culture, give your people a platform where they know their voices (and their ideas) can be heard.
- > **Committees and clubs.** Wellness groups with lunch-hour fitness class offerings and education opportunities. Philanthropic organizations supported by volunteer-time-off benefits. Or a diversity committee with on-site education events. Whatever it looks like, maximize impact by giving your people a variety of ways to channel their passions.
- > **Flexible work schedules and remote work offerings.** Because no one’s 9-5 schedule looks the same, offer a variety of configurations that empower your people to do their best work—so your organization can do its best work.

## How to Scale **Autonomy**

### Tie participation to recognition and incentives

Formalized engagement opportunities are a powerful way to promote ongoing engagement.



Tip: Allow your people the freedom of choice when it comes to choosing their rewards

### Create a physical environment that promotes autonomy while fostering inclusivity

On-site innovation and creativity labs give your people an outlet to individually or collectively map out their unique ideas for driving your business forward.



Tip: Infusing the space with inspiring, relevant media and or technology may help further develop their vision.

**Hear how organizations are chipping away at autonomy and inadvertently crushing workplace motivation.**





## Social Contact

The more interconnected a group, the better it will perform routinely and under pressure, according to Gallup research. More than that, fostering social contact is one powerful way to combat the staggering loneliness epidemic plaguing American adults and their employers—even in an age of hyper-connectivity.



## How to Scale **Social Contact**

---

Intentionally manage your culture by fostering a sense of camaraderie that encompasses all team members—on site and off. Create open lines of communication throughout the organization—and among all levels of staff. And, proactively set aside time to celebrate success—together. Below are specific tips for scaling these concepts throughout your organization.

### Develop a strategic calendar of corporate events

Bringing people together in an interactive setting where the experience fuels contact is the key. Whether it's a committee-promotion fair where individuals can network with like-minded enthusiasts and collect membership info, or an annual social celebration packed with experiential activities, the potential for connectivity is high.

### Prioritize cross-functional projects

Empower your people to collaborate across the organization, and to expand their network of colleagues who may have similar skills and interests—professionally and personally.

### Look to technology to optimize social contact opportunities

- > **Virtual web- or cloud-based communities.** Project sharing and collaboration is optimized for on-site and remote employees, and increases the amount of information sharing, which fuels communication and ultimately increases social contact.
- > **Instant messaging.** Offer an email alternative that supports quick conversation—the kind of back-and-forth exchanges that don't require project documentation.
- > **Social media.** It creates an easily accessible platform for employees to connect based on shared experiences.

### Diversify your committee and club offering

The wider the scope, the more opportunity your people have to find something that resonates with them. Expand your offerings so your people can expand their networks.

- > Professional networking groups
- > Fitness and wellness clubs
- > Philanthropic organizations
- > Special interest committees



# Extrinsic Motivators



## Praise and Social Recognition

Employee engagement—driven in large part by employee motivation—directly impacts an organization’s bottom line. And according to Ariely, significant motivation is lost when employees are not acknowledged for their work. Moreover, a 2016 [Incentive Research Foundation report](#) shows top-performing organizations believe in the value, with nearly 80% of executives indicating recognition—in addition to rewards—are a critical tool in managing company performance.



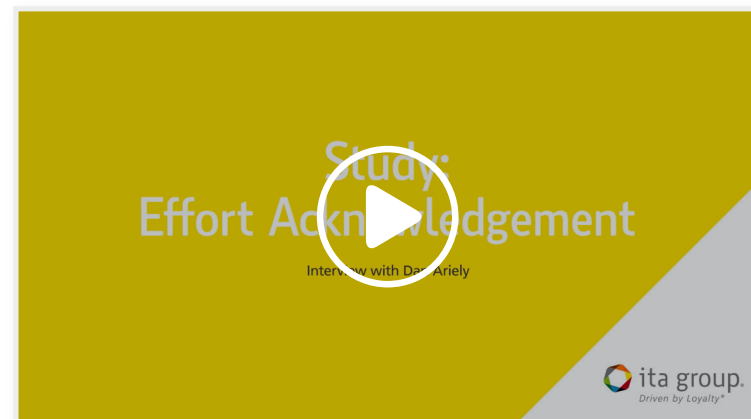
## How to Scale Praise and Social Recognition

Targeted, timely and specific feedback is significant when it comes to effective praise and social recognition. When leaders can specifically recognize team members' contributions in a timely manner—and relate them directly to the objectives they were tasked with—employees can identify what drove their success and tailor future efforts. Below are specific tips for scaling these concepts throughout your organization.

### Develop a formalized recognition program

- > **Create meaning.** Align your program with your organization's core values so employees are aware of how their contributions fall in line with and contribute to the organization's larger vision—and how their efforts can be categorically recognized.
- > **Make it accessible.** Host it online so both on-site and remote employees have the opportunity to issue and receive formal recognition.
- > **Infuse a hierarchical structure.** Offer leadership-to-employee and peer-to-peer opportunities that segment recognition significance from an organizational perspective.
- > **Communicate it.** Create a strategy that promotes the opportunity widely, and build it upon a brand that resonates with your audience.
- > **Socialize it.** Build in leader visibility and corporate-wide socialization (e.g. within a site newsfeed) capabilities that grant management awareness of their team members' cross-functional contributions, and promote achievements socially within the program.
- > **Recognize your people for their recognition efforts.** Really! For example, track recognition issuance (built-in system reporting can expedite the process) and recognize team members who exhibit the most buy-in to an initiative that ultimately drives business results.

Hear the impact of acknowledging—or not acknowledging—an individual's effort (and find out why ignoring an employee's contributions is almost as demotivating as destroying their work).



## How to Scale Praise and Social Recognition

### Create exclusive recognition opportunities

Throughout your organization, call attention to long-term exemplary performance.

- > **Corporate-wide nominations.** Empower peers who work alongside each other, day in and day out, to nominate one another for elite recognition, such as a team-member-of-the-year award, that correlates with core values.
- > **Executive-level nominations.** This is executive leadership's opportunity to weigh in with their votes on exemplary performance through management-to-peer interactions.

### Publicly recognize noteworthy achievements throughout the organization

In addition to individual reinforcement through certificates, plaques and trophies, public recognition helps generate greater awareness and excitement, and can be scaled through:

- > On-site digital video boards
- > Environmental graphics
- > Desk placards
- > Employee e-newsletters
- > On-stage recognition at corporate events

Hear why we treat recognition like it's more expensive than gold.



Looking for long-term engagement? Hear the value of social rewards.





# Competition

While the motto “winning is everything” doesn’t ring true for all scenarios or audience segments (it even has the potential to *diminish* intrinsic motivation, according to Ariely), it does play a key role in effectively motivating your people.

How to Scale Employee Motivation in Large Organizations.....20



## How to Scale **Competition**

First, understand how your people want to be challenged. Your more intrinsically motivated team members may shy from formalized competition. But there's no doubt a segment of your group is seeking the rush structured competition—a powerful extrinsic motivator—creates, and the measurable results it generates. Create a strategy that encompasses both, and infuse goal-based opportunities that can be tracked by tactics like on-site leaderboards and traveling trophies. Below are specific tips for scaling these concepts throughout your organization.

### Create incentive opportunities

Tie your offerings to strategic initiatives that support your organization and each team member—holistically—within it:

- > **Performance:** Sales and productivity.
- > **Career:** Training and certification.
- > **Wellness:** Fitness activity/minutes.
- > **Social:** Committee and club participation.
- > **Community:** Volunteer hours.

### Bring people together to compete

Fuel on-site competition among employees with experiential events that fuse collaboration with goal achievement.

- > Community or corporate fundraisers
- > Innovation hackathons

Hear why strategically communicating progress-to-goal activity impacts extrinsic motivation.



## How to Scale **Competition**

---

### Identify clear and strategic goals

Depending on the incentive or event, individual and group goals are a key part of the strategy that needs to be strategically identified and communicated.



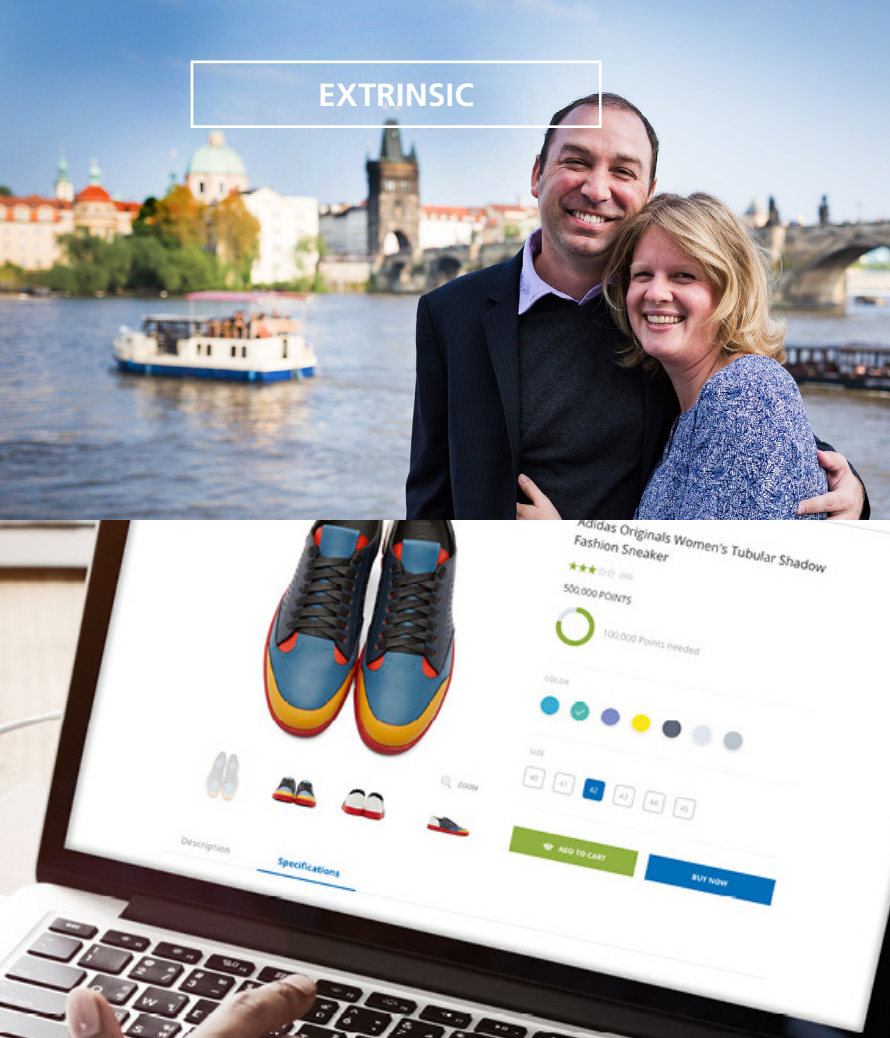
Tip: Use your unified web platform to host an online awards offering where team members can browse the tangible awards they're working toward and redeem at their convenience.

### Promote interactive engagement

Centralize all offerings on a unified web platform where employees can connect anytime, anywhere. And whether it's peer-versus-peer or peer-versus-self, give them the ability to interact with an opportunity via tactics like:

- > Online leaderboards
- > Progress-to-goal indicators
- > Badging
- > Gaming
- > Social media

EXTRINSIC



## Tangible Awards

Tangible or non-monetary awards—things like merchandise, travel rewards and gift cards—are central to your people connecting their achievement with your brand. They're also lucrative drivers of employee motivation. According to the [Incentive Research Foundation's 2016 recognition and reward strategy report](#), top-performing organizations see clear value, and therefore put rewards in reach—for all employees—and prioritize higher value payouts. All in the name of company performance via employee motivation.

How to Scale Employee Motivation in Large Organizations.....23



## How to Scale **Tangible Awards**

---

Start by offering awards with meaning. This means knowing your people and what fuels their performance. Creating a selection that features choice is a strategic way to accommodate your people's diverse interests, personalize the experience and ensure the effort equals the award. Below are specific tips for scaling these concepts throughout your organization.

### Offer a diverse selection

Creating a collection of awards spanning multiple categories and values creates widespread appeal. Electronics are huge—with everything from the latest smart home gadget to wearable technology—but are just the tip of the iceberg. Everything from designer travel accessories to home and garden goods to corporate-branded apparel options may make up your selection. And don't discount experiences—experiential travel is a hot commodity among consumers (i.e. your employee base).

### Make redemption easy

- > **Online awards.** Bring your selection online and—even better—make the catalog mobile-friendly so your people can browse and redeem instantly. Or, at their convenience.
- > **Categorization.** The experience is everything, so make it easy to navigate the options and allow your people to sort by product category or by value, or a combination of both.

### Feature point pooling

- > **Earnings from all employee initiatives.** Allow your people to maximize their reward potential by combining all corporate or individual incentive opportunities, plus recognition awards. The approach boosts employees' buying power, creating enhanced meaning and value that, again, tie your people back to your brand.
- > **Centralized bank.** Funnel all award points into a centralized, personalized bank where employees can view their current balances and link directly to your awards offering.

### Communicate it

Promote your award offering throughout your organization so employees have ongoing awareness of the opportunity—plus all the autonomous ways they can maximize their award potential throughout the year—with tactics including:

- > Employee e-newsletters
- > On-site digital video boards
- > Your intranet

A collection of piggy banks, mostly white, with one prominent red one. The piggy banks are arranged on a light surface, and the red one stands out as the only one of its color.

EXTRINSIC

## Benefits

An organization's benefits offering can serve as a significant competitive advantage. According to Glassdoor's 2015 Employment Confidence Survey, 80% of employees would choose additional benefits over a pay raise, and approximately 60% report that benefits and perks are a major factor in considering whether to accept a job offer.

## How to Scale Benefits

Scaling your benefits offering starts by offering a competitive standard benefits package. Medical, dental and vision insurance, a 401(k) retirement plan and annual performance bonuses are all competitive offerings—and often expectations—in today’s candidate-driven talent market. But a competitive, scalable benefits package also includes a understanding what motivates each team member uniquely. Whether it’s a flexible work arrangement or comp time in lieu of overtime pay, offering benefits tailored for an individual is often central to maximizing discretionary effort. Below are specific tips for scaling these concepts throughout your organization.

### Clearly communicate benefit details across the organization

- > **New-hire education.** Use the employee onboarding process as an opportunity to formalize benefits education.
- > **Online employee handbook.** Make benefits details easily accessible for all employees by hosting an online employee handbook that offers a total view of your benefits offering—including plan details and enrollment instructions—for all employees.
- > **Regular reinforcement.** Leverage existing corporate-wide communications to promote unique benefits inclusions throughout the year.
- > **Total compensation statements.** Distribute personalized year-end total-compensation statements that demonstrate the value of your total benefits package.

### Formalize what might be considered “perks”

Even though they may not offer monetary value, offerings like the following are in fact part of your total benefits package—a package that helps define your brand within the talent market.

- > Flexible work schedules
- > Casual dress codes
- > Work-from-home options
- > Volunteer hours

### Creatively promote your offerings within the market

Which inclusions within your standard offering might be considered differentiators? Maybe dependent care coverage is exceptional or higher education tuition is 100% reimbursable. Featuring them in employee recruitment communications may be the difference in landing a top industry recruit.

### Keep benefits relevant to your workforce

- > **Focus groups.** Conduct regular focus groups with representatives across the organization to ensure your offerings are timely and relevant in a multigenerational, multicultural workforce.
- > **Trending enhancements.** Consider emerging benefit trends that may allow you to enhance your current offering. Paid paternity leave, for example, is an offering on the rise among employers nationwide.



# Scale Motivation for the Long-Term

To motivate people effectively, says Ariely, we should “provide a sense of connection and meaning” in their work. That’s why it’s important for organizational leaders—those who strive to motivate teams and individuals to achieve greater levels of performance and productivity—to consider a broad approach by understanding the hidden forces of motivation.

Because trust and goodwill create the foundation for effective motivation, nurturing an environment that fosters them is critical. This can be achieved by creating emotional connections among employees and establishing a sense of belonging within the organization. Blending other individualized motivators, whether for an individual or at scale, fosters reciprocity and commitment, leading to enhanced productivity.

**Find out why goodwill is a human energy that’s ultimately the key to true and lasting motivation—especially as you strive to motivate and engage your people through events, incentives and recognition.**



# Ready to master motivation throughout your organization?

Let's talk.

*The content presented here is for informational purposes only and is not intended to serve as legal advice or counsel; such advice and counsel may be obtained by contacting an attorney or legal professional. Use of and access to this content does not result in an attorney-client relationship.*

