

# Motivating teachers and other staff

Employee motivation: The combination of fulfilling the employee's needs and expectations from work and the workplace factors that enable employee motivation - or not.

English UK Get Ready for Summer Conference

Steve Wheeler, 11<sup>th</sup> June 2017

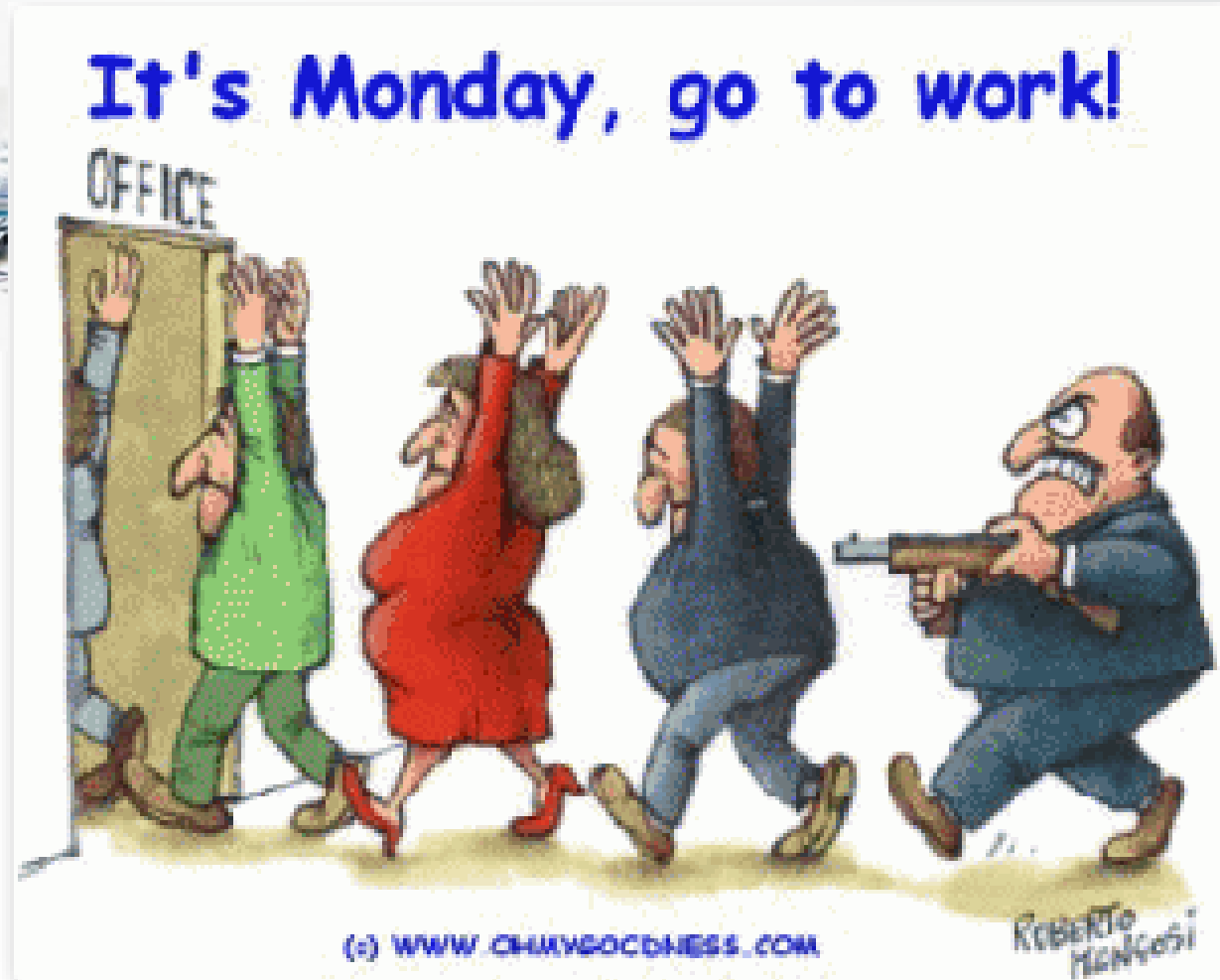
PEOPLE OFTEN SAY  
THAT MOTIVATION  
DOESN'T LAST. WELL,  
NEITHER DOES  
BATHING – THAT'S  
WHY WE RECOMMEND  
IT DAILY.

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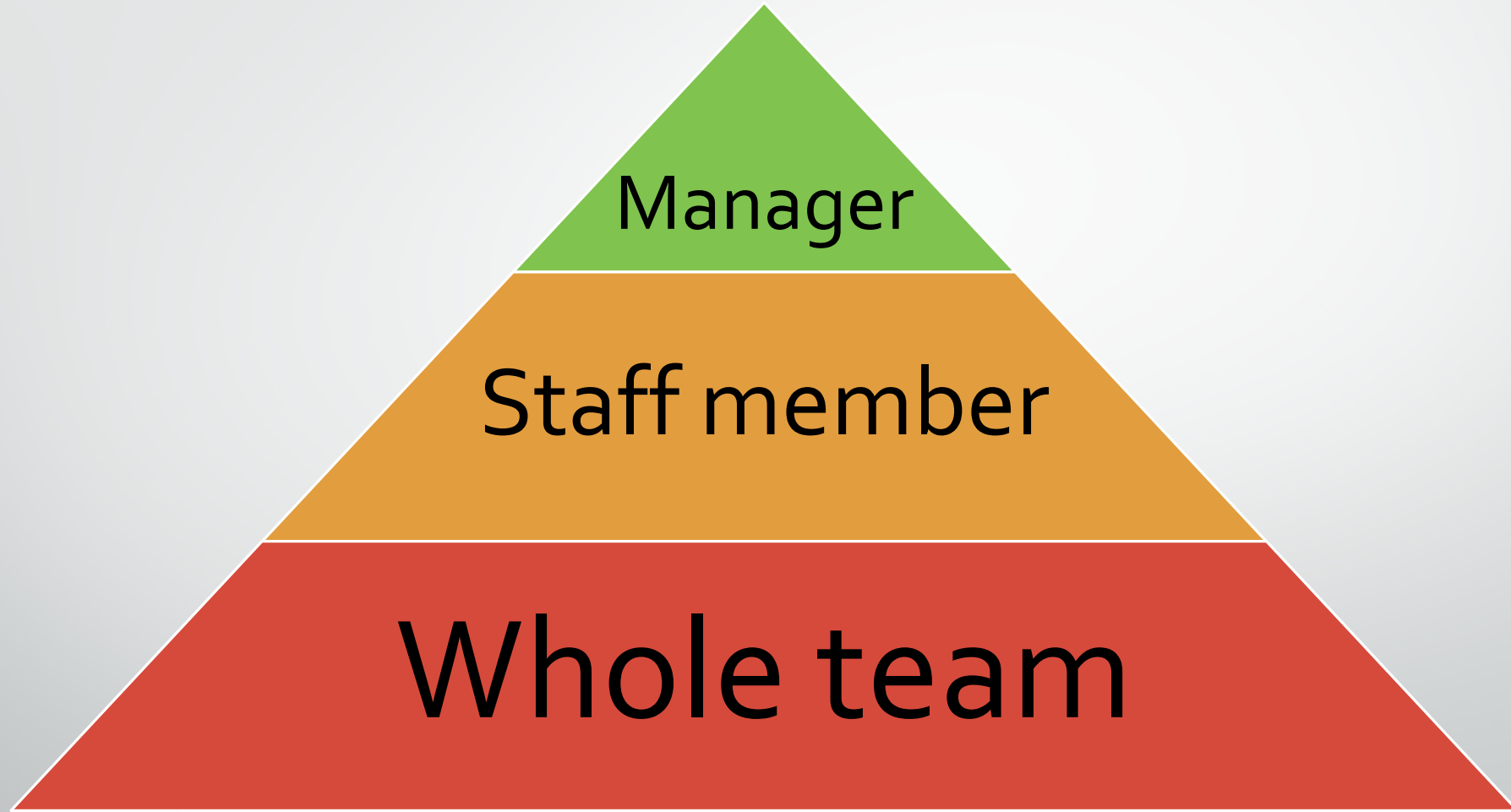
So what do you want  
your staff to look like?



How do you know if you've  
got a motivated team?




# The Motivation Pyramid



# Motivation starts with the manager, so...

## *What makes a good manager?*

- What 'one word headlines' define the role of a manager?  
(e.g. teacher – facilitator, assessor, role model)
- Generally summer school managers fill the roles of leader, administrator, and expert
- Although the exact balance of these depends on your specific work context, all managers must take the time to fulfil all three roles
- The difference between a leader and an administrator is that administration is focussed on process, whereas leaders work with people



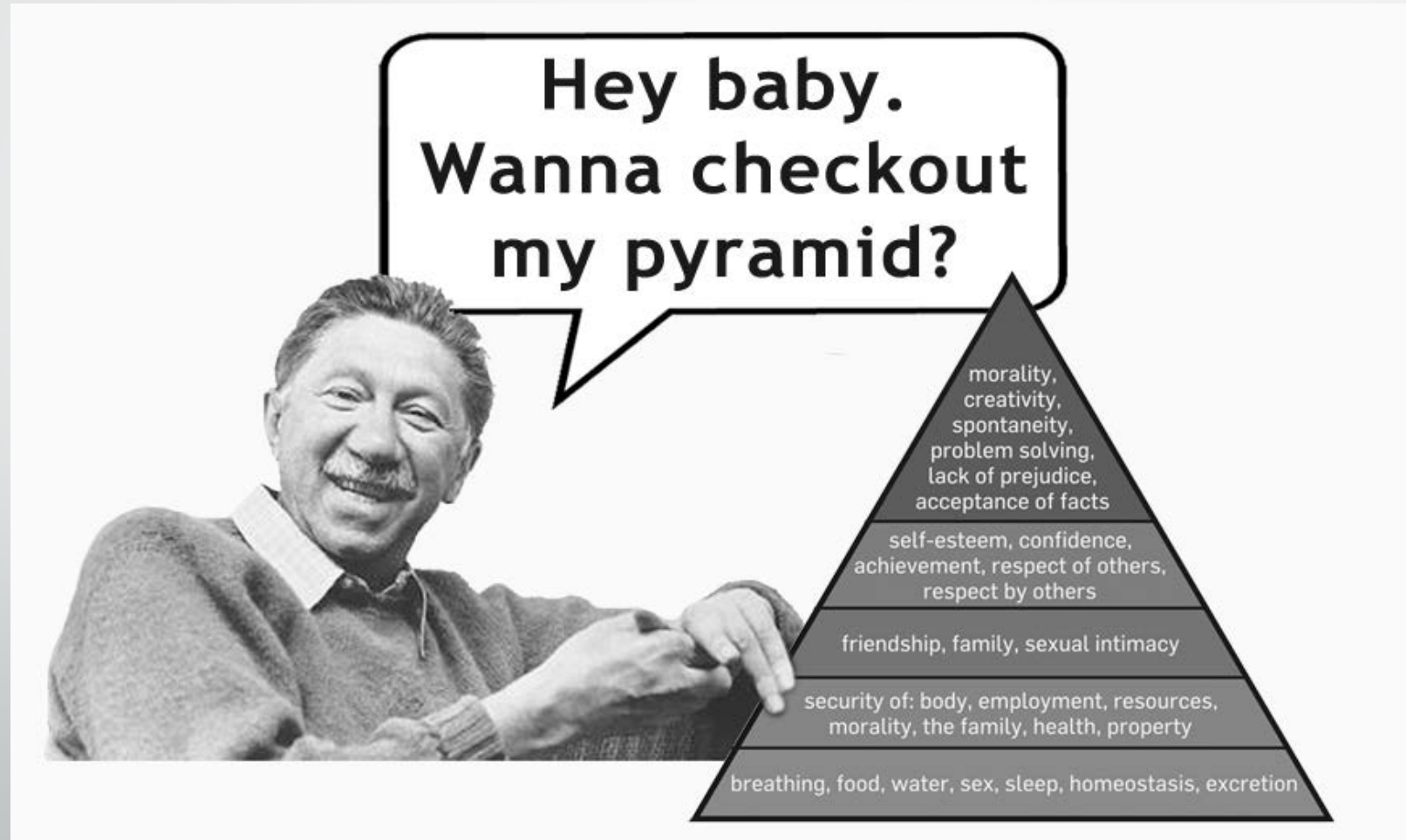
'One way of looking at the comparison is that management is very finite and definite. There is often a right and a wrong process to follow, and the manager upholds that. Leadership, by contrast, is much more open. Leaders ask questions, and listen to and empower people instead of just telling them what's expected of them.'

Susanne Madsen, 2013

# How to be an effective manager

- The first step in motivating your staff is to make sure you are an effective manager
- Effective managers motivate their staff by getting the balance right between being a leader, organiser, and expert
- Leadership and administration are both important parts of management, one is not 'better' than the other
- There are plenty of 'good' people who aren't good managers – who don't take care of the processes or admin. Poor organisation is definitely a demotivator!
- It is also essential that your staff see you as an expert in your area, as otherwise they will feel they can't get the support they need
- Your guiding principle should be that issues of leadership take priority over issues of administration unless you are dealing with something that has a hard, imminent deadline. Your focus should always be first and foremost on your people

# Individual Motivation





# What motivates you?

- Think about the places where you have worked in the past – where did you enjoy working the most? Where did you have the least enjoyable time?
- What specific things meant that you had such a positive experience in the best place that you have worked?
- What conclusions can you draw from this regarding what motivates people at work?

## Factors for Satisfaction

Achievement

Recognition

The work itself

Responsibility

Advancement

Growth

# What demotivates you?

- Now think about the place where you least enjoyed working.
- What specific things meant that you had a negative experience?
- What conclusions can you draw from this regarding what demotivates people at work?

## Factors for Dissatisfaction

Company policies

Supervision

Relationship with supervisor and peers

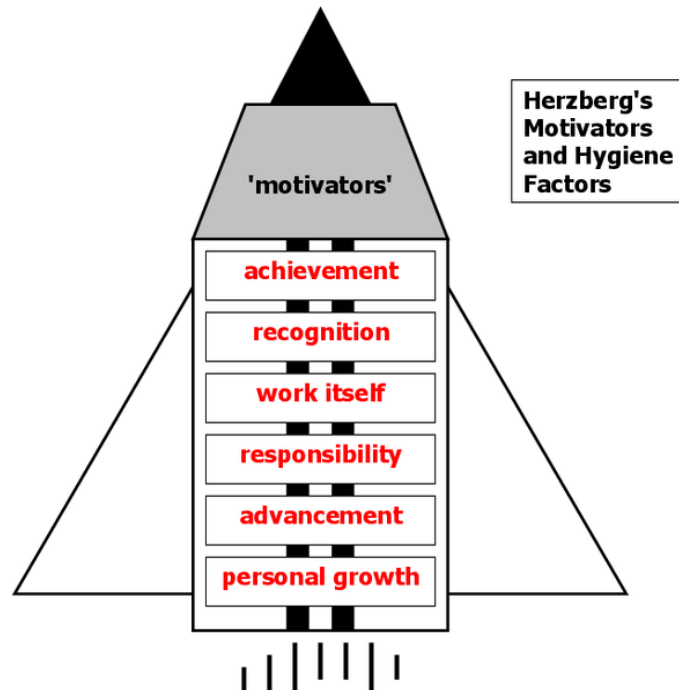
Work conditions

Salary

Status

Security

# Herzberg's Two Factor Theorem



Herzberg's  
Motivators  
and Hygiene  
Factors

'hygiene' (or 'maintenance') factors			
status	security	relationship with subordinates	
personal life	relationship with peers		salary
work conditions		relationship with supervisor	
company policy and administration			supervision

Hygiene factors are merely a launch pad - when damaged or undermined we have no platform, but in themselves they do not motivate.

What action should we as managers take on the basis of Herzberg's Theorem?

# Guidelines for Employee Motivation

Below is a list of objectives that you should aim to meet based on Herzberg's Two Factor Theorem:

Motivators	Actions
Achievement	Regularly provide staff with meaningful praise and rewards, especially in front of their peers
Recognition	Communicate with and listen to employees in a transparent way as often as possible, ideally through individual meetings Treat all employees with respect, including talking to them when issues arise, for example with student issues
Work itself	Ensure that employees are effectively supported in their work, help with planning
Responsibility	Involve employees in decisions about their work and schedule Minimize the number of rules and policies in an environment that demonstrates trust for employees
Advancement	Positively manage employees within a framework of clear goals and expectations
Personal Growth	Provide feedback and coaching on an on-going basis Ensure there are plenty of opportunities for CPD throughout the summer

As you meet with and talk to staff, keep a close eye on motivation and take action if you notice any dissatisfaction has crept in.

# Not all staff are the same!

Judgers	Introverted	Thinkers
Ambitious, determined, organized, and decisive. They make meticulous lesson plans, their workspaces are covered in to-do lists, work schedules, and reminders of deadlines. They don't have to desk share with less tidy colleagues.	Introverts are thoughtful, reserved, and focused. They're often recognized as the "loners" in the office because they thrive when working independently.	Analytical, objective, rational, and tough-minded employees who love to get into the nitty-gritty details. They want to know as much as possible about a particular topic and constantly look for ways to add to their knowledge base.
Perceivers	Extraverted	Feelers
Typically open-minded, adaptable, spontaneous, and flexible, they tend to respond well to unpredictable situations. This makes them ideally suited to a work environment where things are always on the go.	Lively, energetic, quick-witted, and clever, Extraverts are always looking for ways to interact with their co-workers. In the office, they thrive when sharing ideas with colleagues and enjoy collaborative ways of working and contributing.	Passionate, empathetic, warm, and supportive, feelers look for ways to impact others' lives. They are distinguished by their ability to see things from other people's perspectives and understand differing points of view.

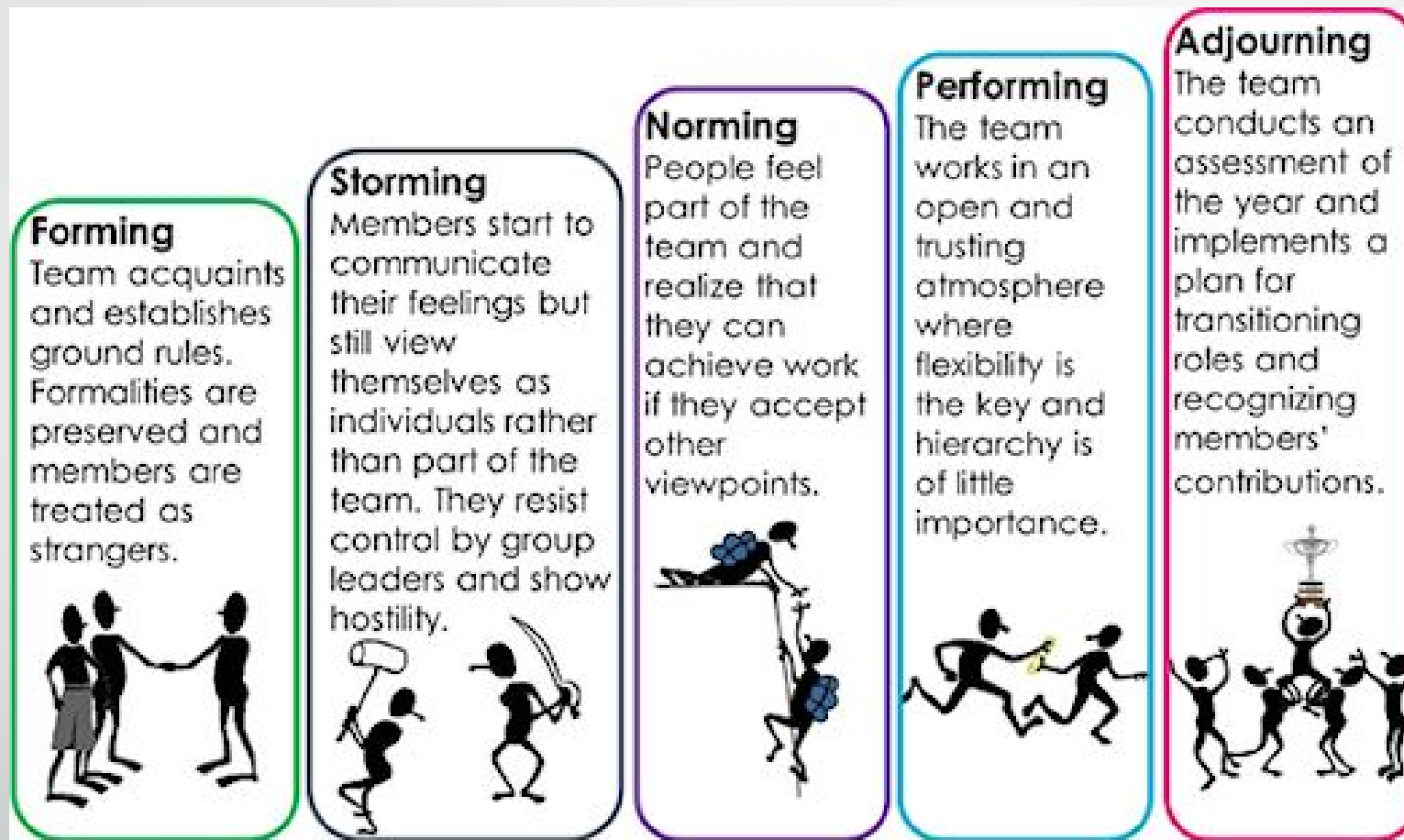
- Perceivers will be happy with change and being asked to do things at short notice, a judger will need more notice and won't take as well to being asked to do something they hadn't anticipated
- Extraverts are happy working in a noisy staff room, introverts may need to plan somewhere quiet
- You could ask staff to take an online personality test as part of their CPD! If you don't feel comfortable with this, at least make an effort to get to know each of your staff
- An understanding of individual staff personality differences will help you ensure the whole team stays motivated

# Teamwork!



- Not only do individuals have a specific personality, but teams also take on a personality over time
- A team's personality is a combination of the personality types in the team, and the experiences that the team has been through
- These factors make some teams more motivated than others
- Leaders need to understand the dynamics at play in the development of their team to keep that team motivated – this is especially true in the case of a temporary summer school team

# Group Development



To be an effective manager of a temporary team at a summer centre, you need to have an understanding of the stages in group development and the strategies to deploy at each stage

# Motivation Strategies - Forming

- Provide direction to your staff and make sure they start to gel as a team.
- Start to build a common sense of purpose – what are the aims / mission statement of the school.
- Make sure everyone knows how you expect them to work together and with managers.
- Ensure that student expectations are clearly laid out for staff.
- Get to know your staff, and understand their personal expectations and interests.
- Assess resources: see who has what to contribute.



# Motivation Strategies - Storming

- Raise issues that have become difficulties and coach your team through struggles. Involve everyone in the discussion.
- Look into differences of opinion closely and work with staff to resolve. Include all ideas and opinions.
- Define how you expect your staff to work with you, their students and each other more clearly.
- Seek further clarity about what the school is trying to achieve.
- Develop a common approach to meeting objectives.

# Motivation Strategies - Norming

- Develop processes for information sharing, feedback, and resource distribution.
- Seek staff opinion on how things are going through open forums / whole school and team meetings.
- Make sure that you're eliciting student feedback and that it's being dealt with efficiently and transparently.
- Keep staff focussed on both the big picture and the details of how they should be working - negotiate new ways of working where appropriate.
- Use a facilitative style to create the opportunity for others to lead.

# Motivation Strategies - Performing

- Continuously seek to improve tasks and relationships.
- Continue to assess and evaluate student feedback and other metrics (e.g. test results) against the school's purpose, taking into account any external forces, to judge success.
- Celebrate successes – reward and recognize a job well done by both the team and individuals.
- Continuously check for better methods and approaches.
- Keep actively checking the team's shared sense of purpose, interdependent relationships, and other conditions to make sure there isn't a shift back to an earlier stage.

# Motivation Strategies - Adjourning

- Think about the lasting impression you want staff to have, and do what you can to finish on a high.
- Identify and celebrate successes together.
- Provide feedback to staff on both an individual and group basis to wrap things up.
- Be prepared for a sense of bereavement as the summer period comes to an end.
- And lastly, find out who might want to come back next year and make sure you get their details!

Thanks for listening!



Any questions?