

Skillbook

Motivating Your Team

Team Management
Skills



Mindtools

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1. Introduction

We've all heard the expression, "You can lead a horse to water but you can't make it drink." Similarly, you can encourage the members of your team to take certain actions but, when it comes to delivering their best at work, they need to motivate themselves.

Humans are hardwired to be motivated. We get up every morning for a reason (even if it's just the need for coffee or food) and we're motivated to go to work (for the paycheck, if nothing else!). However, to build an effective team, you need people who want to achieve more than these basic requirements.

People who are motivated to this higher level are engaged at work, and they're interested in making their organization better. It's your job to inspire and develop this kind of motivation, and to make sure that your team members are fired up and working passionately toward a shared vision of the future. You can do this by providing an environment rich in motivating factors, aligning your team members' objectives with organizational goals, and communicating an inspiring vision.

In this Skillbook, we'll explore the theory behind motivation, and we'll identify how you can create a richer motivational environment for your people. Specifically, you'll:

- Learn about Maslow's and Herzberg's theories of motivation in the workplace.
- Find out how effectively you're motivating and satisfying members of your team.
- Discover some tools to increase workplace motivation.
- Develop a plan to put these strategies in place.

Let's start by looking at the importance of motivation.

2. What Is Motivation?

This simple equation shows the importance of motivation:

$$\text{Job Performance} = \text{Ability} \times \text{Motivation}$$

When your team members are motivated, they'll likely experience:

- Higher morale.
- Improved performance.
- Deepened appreciation for internal and external customers.
- Increased energy levels and resilience to stress.
- Improved attention to quality.
- Increased creativity and good humor.

You may also see:

- Better employee retention.
- Decreased absenteeism and burnout.
- Improved customer care and service delivery.
- Enhanced teamwork, with more trust and enjoyment at work.

Next, we'll explore how you can achieve these benefits.

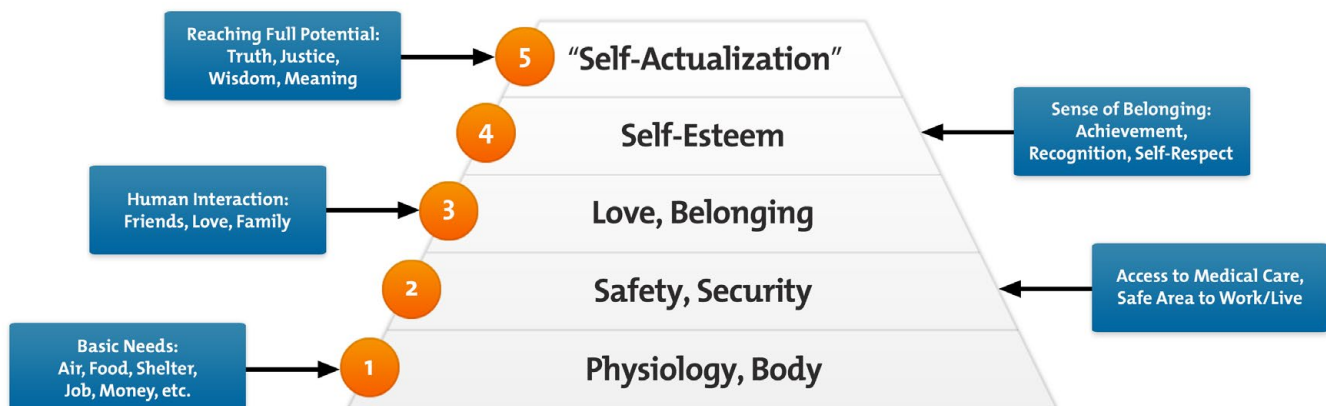


3. Motivation in Theory

Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs is one of the most popular theories of human motivation. Abraham Maslow grouped together the various needs that people have, and represented them as five distinct levels in a pyramid:

Figure 1: Maslow's Hierarchy of Needs



This theory contends that, as we strive to meet our most basic needs, we also seek to satisfy a set of higher requirements. The first level of the pyramid represents our physiological need for food, water and shelter, and this is followed by our safety and social needs. (Maslow believed that the higher-level needs, such as self-esteem and self-actualization, could only be met after the lower ones had been satisfied. That's not necessarily what people think now.)

When we're satisfied at work, we're free to be fully productive and effective. When we aren't, we'll likely become preoccupied with finding other ways to fulfill our needs, we may lose interest in our jobs, and our productivity, engagement, morale, enthusiasm, and enjoyment can all suffer.

Clearly, motivation in the workplace is very important. But how can you provide a motivating environment that caters to each person's individual needs?

This is where Frederick Herzberg comes in...

Herzberg's Motivators and Hygiene Factors

Frederick Herzberg extensively researched human needs at work, and developed his Motivation and Hygiene Factors Theory based on his findings. He argues that people have two types of needs:

- Hygiene needs (fundamental factors that must be in place before any motivational approaches will work).
- Motivational needs.

Hygiene factors relate to working conditions, while **motivational** factors refer to elements that enrich a person's job.

Herzberg uses the terms "job satisfaction" and "dissatisfaction," and it's important to note that these aren't opposites. For example:

- Team member **dissatisfaction** comes from hygiene factors. Dealing with these won't actively improve motivation, but you won't be able to motivate people until these are out of the way.
- Team member **satisfaction** comes from motivational factors. Once the hygiene factors are addressed, people can then be motivated by higher-level elements such as added responsibility or opportunities for advancement.

Examples of Factors for Dissatisfaction (Hygiene Factors)	Examples of Factors for Satisfaction (Motivational Factors)
Unnecessary policies and practices.	Meaningful work.
Inadequate compensation.	Recognition of achievement.
Job insecurity.	Opportunity for advancement.
Uncooperative coworkers.	Responsibility.
Unpleasant supervision.	Personal development.
Uncomfortable working environment.	Training.

When you provide a work environment that's rich in motivational factors, your team members will likely experience increased job satisfaction, and they'll be free to contribute fully to the team and focus on achieving its goals.

4. Improving Motivation

Next, we'll explore how you can improve your team members' motivation by taking these seven steps:

1. Assessing hygiene factors.
2. Resolving hygiene factor issues.
3. Recognizing achievements.
4. Investigating other options to motivate people.
5. Looking at compensation.
6. Improving your leadership style.
7. Taking action!

Note:

You may not be able to complete this section fully in one go, but it's fine to come back to it later on.

1. Assessing Hygiene Factors

Action:

Spend a few minutes thinking about your current work environment. Consider the hygiene factors listed on page 4, and assess how these could affect each member of your team. On the next page, list any issues that may be objectively problematic, undermining to morale, or liable to cause unhappiness. Use the table on page 4 as a starting point, but consider other team-specific factors.

Don't worry about improving satisfaction and motivation at this stage, as we'll come back to this later.



Tip 1:

You may not be fully aware of the issues that people are experiencing. At an appropriate time, have a quiet chat with trusted team members to learn what people are thinking.

Remember, different people in different situations and at different stages of their lives have different needs.

There will likely be specific issues that we haven't included in our general list of Hygiene Factors. Think about any that may be relevant to your industry or situation, and include them.

Possible Hygiene Factors

2. Resolving Hygiene Factor Issues

Once you've identified your team's hygiene factor issues, dedicate a suitable chunk of time to addressing them. This is an essential and easily justifiable task – after all, it's your responsibility as a manager to help your team members perform at their best.

Remember, it's important to address hygiene factor issues first, according to Herzberg, or your efforts to increase motivation will likely fail. After all, team members who are fundamentally dissatisfied aren't likely to respond to any efforts to improve their motivation!

3. Recognizing Achievements

Recognizing achievements is a simple and extremely effective way to motivate your team members, and it's shockingly underused in many workplaces. Many people get so caught up in their own work that they forget this simple courtesy. You can easily say "thank you" or compliment someone on a recent achievement – it costs **nothing** and it means **everything**! These actions help your people to feel valued and motivated, so that they want to perform well.

Make sure that you congratulate your team members as soon as they experience success. Don't assume they know that you're happy with their work – tell them!

When you regularly recognize people's achievements, it becomes second nature. What have your team members done well? How have they exceeded your expectations? Do people know that you value their work? Have you recognized their achievements? If in doubt, make a conscious effort to reward people's efforts from now on.

Effective recognition should demonstrate the following six qualities:

- **Genuine** – it should not be forced or have an ulterior motive. Find something genuinely good, so you won't feel the need to qualify your praise.
- **Spontaneous** – over-planned efforts may seem false.
- **Personal** – it must mean something special to the recipient, and they should be singled out for praise. (Not, "You guys did a great job controlling the reporters today." Say instead, "Rashid, the way you handled those journalists was awesome.")
- **Specific** – your recognition should be more than "good job" or "way to go"; you're acknowledging a specific action.
- **Timely** – make it as close to the event as possible, to reinforce spontaneity.
- **Public** – recognition is often reinforced by public acknowledgment. But be aware that some people may feel uncomfortable about being singled out, so choose the right moment.

To get into the habit of doing this, why not put a regular reminder to recognize your team members' achievements in your calendar or To-Do List, and ask yourself each week, "Who deserves praise for their successes?"

4. Investigating Other Options to Motivate People

Next, we're going to look at other ways you can motivate your team members.

Often, people instinctively assume that compensation and benefits are the only motivators. But these aren't always viable options, as managers may only have very limited discretion to increase compensation.

So your job is to use the satisfaction factors listed on page 4 to motivate your people.



Action:

Using Maslow's Hierarchy of Needs and Herzberg's Motivators and Hygiene Factors, brainstorm ways you can improve your team members' motivation and write them in the box on the next page. Remember to include factors that may be specific to your industry or situation.

Make sure that you consider the following options:

- Entrusting individuals with new responsibilities.
- Organizing a team social event to celebrate a project success.
- Encouraging people to make suggestions and implement their own ideas to improve the workplace.
- Brightening up the office with a new coat of paint, pictures or posters chosen by the team, or some plants.

5. Looking at Compensation

Although using compensation and benefits to motivate your team members isn't always possible, it is important. Your top performers' achievements should be acknowledged, and you may have to fight to get them the financial recognition they deserve.

In larger organizations, you may only have the authority to increase financial compensation if you directly influence HR policy. In smaller teams within global organizations, you may have limited control over compensation or performance-related pay. In small businesses, however, these options may be within your reach.

Let's look at some common compensation and benefits practices that you can use to motivate people.

Compensation:

- Performance-related pay, profit-related bonuses, stock option plans, and profit sharing.
- Paid leave banks.
- Achievement-based rewards, such as gift certificates, tickets to cultural or sporting events, and so on.

Working hours:

- Flexible schedules.
- Compressed workweeks.
- Job sharing.
- Remote working.
- Sabbaticals and unpaid leave.

Training and development:

- Developmental opportunities, such as skills training.
- Career planning.
- Internal advancement opportunities.

Different things motivate different people, which is why personalized rewards programs that offer individuals a choice of compensation are often particularly effective. For example, some people are highly motivated by the opportunity for career development, while others may value flexible working hours, or the option to work remotely.



Action:

Consider whether the options above might benefit individual members of your team. Write down your thoughts below. (Clearly, you'll need to discuss these with your HR department!)



Tip 1:

Remember, pay increments are expected, and their motivational impact can be short-lived. Didn't you feel like your past incremental raises were deserved? Did they actually motivate you? Pay and conditions are often hygiene, not motivational, factors.

It's also easy to focus on the higher levels of Maslow's Hierarchy when you're in a secure position. However, money quickly becomes very important when you're not.

6. Improving Your Leadership Style

Following these steps helps to ensure that your team members are happy, fulfilled and motivated. However, it doesn't guarantee that they're emotionally fired up and working passionately toward an inspiring, shared vision of the future.

There are two important leadership theories you can use to inspire your people. These are Management by Objectives and Transformational Leadership.

1. Management by Objectives

This type of management aligns team members' objectives with organizational goals. It allows you to translate the company's mission into a format that will inspire individuals, and increase their motivation, dedication and loyalty. You keep people informed about strategy, regularly remind them about the corporate mission, and invite them to participate in some business decisions.

When you do this, people are clear about their work and how it benefits the organization, they understand the purpose and meaning of what they do, they take responsibility for their performance, and they can see how their achievements affect the company as a whole.

2. Transformational Leadership

Taking steps toward becoming a transformational leader will help you to develop and communicate an inspiring vision of the future. As a transformational leader, you remind people of the purpose of their work, show integrity, and "walk the walk," so that you demonstrate the high standards you expect from others.

This type of leader has high expectations, but they set clear goals and provide support, encouragement and recognition. They create an inspiring vision, motivate people to buy in to it, manage its delivery, and inspire trust and loyalty in their people.



Action:

Consider how you can use Management by Objectives and Transformational Leadership to inspire your team members. Write your thoughts below.

Management by Objectives

Transformational Leadership

7. Taking Action!

Now, think about how you'll apply what we've covered in this Skillbook, add actions to your To-Do List, and get on and do them!

5. Key Points

Motivated team members are satisfied, and they tend to be much more productive than people who aren't happy at work.

In this Skillbook, we looked at Maslow's Hierarchy of Needs and Herzberg's Motivators and Hygiene Factors Theory, which help you to identify sources of satisfaction and dissatisfaction for your team members. First, you need to deal with any hygiene factor issues, so that people's basic needs are met, before you can motivate them further.

Next, you need to recognize your team members' achievements, as this is the ultimate source of motivation. Fortunately, this is free and easy: just keep reminding yourself to say "thank you," and it will become a good habit.

You can also motivate your team members without great expense by applying Herzberg's theory. However, compensation is an important hygiene factor, so you may need to fight to ensure that your high performers are paid fairly.

Finally, use Management by Objectives to translate your organization's mission into a format that will inspire people, and take steps toward becoming a Transformational Leader, so that you can develop and communicate a shared, motivational vision of the future.