

**Lead with Purpose: Engage and Motivate Teams
UNC Center for Leadership and Governance**

Agenda

9:00 am Introductions and Welcome

9:30 am What is the Supervisor’s Role in Motivation?

10:00 am Creating a Culture of Engagement/Case Study #1

11:00 am The Path from Job Misery to Engagement

11:30 am Age Old Myths about Motivation

12:00 pm LUNCH

1:00 pm Case Study #2/The Six Needs for Engagement

2:00 pm Identifying Solutions to Build Engagement

3:00 pm Appreciation vs. Recognition

3:30 pm Taking it Home and Wrap-Up

4:00 pm Adjourn

*\*There will be a 10 minute break approximately every hour.*

## Case Study #1

**Background:**

Jim has worked for the City of Hopeful for 7 years as Building Inspector. Before joining the City he had a General Contractor’s license and worked at a family-owned business building residential homes. He joined the City after a downfall in the economy when home-building was almost at a standstill and he needed a job with stability and good benefits. Since joining the City, Jim has worked to receive his Level III Building certification (the highest possible certification) and has developed a good reputation among the local builders who consider him a fair but firm inspector. He has also been helpful in training new inspectors. Construction is booming once again in the City and Jim is the only Level III Building Inspector you have. This means Jim is the only qualified staff person who can inspect and approve a couple of large commercial buildings that are being built in your City.

**Problem:**

Jim comes to your office today to tell you that he has been recruited by several national home building firms, and one of them made him an offer he is considering. He says he doesn’t like the idea of starting over at a new job, but the job offer comes with a much higher salary and a company vehicle, and “the money is too good to turn down.” Jim reminds you that he has a child starting college in a few months and says he might consider staying if the City can “do something” to make him change his mind.

**Questions to Consider**

* What steps will you take as the supervisor?
* What will you say to Jim?
* Do you think there is any way that City will be able to keep Jim?

## Case Study #2

**Background**

Chris has been working in the County Finance Office for 2 years, as an Accounts Payable

Technician. She has an Associate’s degree and is attending on-line classes to complete her Bachelor’s degree in accounting. She is a reliable employee who is self-motivated to do a good job. She knows what it takes to meet the important deadlines for getting the weekly checks processed to vendors and for ensuring accuracy in her work. You rarely have to speak with her about anything work-related because she is so dependable and reliable, and she gets along well with everyone in the office.

Chris works remotely 2 days a week (like others on your team of 5) and is in the office the other 3 days of the week. While staff on your team seem to like her, she keeps mainly to herself and does not participate in the office chitchat. You recognize that because of your own workload demands, you have not had as many check-ins with Chris as you probably should have over the last year. After all, she’s been doing her work while you’ve had to focus what little time you have on another employee who has not been meeting expectations.

By chance, you happen to be friends with Chris’s aunt. (You learned this after you hired her.) You saw your friend yesterday who casually said to you “I’m sure you want to thank me for talking Chris out of quitting.” You were stunned by this comment and just said “thank you” before moving on to another topic, but now you’re concerned about Chris.

**Questions to Consider**

What are your next steps?

What specific actions will you take to try to keep Chris on your team and build her engagement?

**Needs for Engagement**

 **Safety and Security (Basic Needs)**

Do I have a safe workplace? (Physical safety and Psychological Safety)

Are the pay/benefits competitive and fair for the work required?

Do I have ample resources to do my job?

**Significance and Purpose**
What is the Purpose of my Job? Why am I here and what am I here for?

Am I making a contribution that is meaningful? How?

How does my job fit into the bigger picture?

**Autonomy and Control**

Do I have freedom to make decisions about how I do my work?

Where can I make decisions about my job and exercise choice?

Am I allowed to use my own judgment and critical thinking in this role?

**Acceptance and Relatedness**

Do I feel as though I belong?

Am I included as part of the group?

Are there opportunities to make connections and build relationships at work?

Do I have good relationships with colleagues, supervisors and others at work?

**Attention and Recognition**

Is my work valued?

Am I cared about as an individual?

Am I recognized for my unique contributions?

How can I use my strengths in this job and make it “my own”?

**Competence and Growth**

How do I develop the skills needed to be competent in this position?

What opportunities are there to learn new skills and grow in this role?

How can I grow and develop?

**How are you addressing these needs with your team?**

* Do you know which needs are most important to your staff?
* Make a list of what you are currently doing and determine where there are gaps.
* What can you start (or stop) doing to build a more engaged team?