

Encouraging Concepts Associates

Human Resource Managers

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The Art of Encouragement Or How to Motivate Without Money

How do we motivate and encourage others?

Old methods and myths...

1. “Gold Star” approach:

Problems: short term
gimmicks
implies a contest
declares a winner

2. “Half Time” speech:

Problems: infomercial
psychic prediction
few specifics
skepticism
actions vs. newfound faith

Today’s Reality...

Implementing these ineffective methods requires time, energy and other resources that are often not available in today’s market.

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Top Ten Discouragers – Robert Nelson

1. Lack of sense of accomplishment in our life, our job.
2. Question the purpose, the value in what we do.
3. Sense of stagnation in our lives and work.
4. Experience few demands of our personal skills or creativity.
5. Feel no control over our work or life.
6. Sense we've been given no clear expectations.
7. Receive conflicting messages from those around us.
8. Receive inadequate recognition or little advancement for what we do.
9. Feel we've been treated disrespectfully, rudely.
10. Feel we've not been told the truth.

Others:

- Chemical or organic influences
- Personal affairs

Knowing this, then how do we begin the Art of Encouragement?

Tip #1 *Stop praising people. Start **encouraging** them!*

Encouragement

Versus

Praise

- is directed at the process

- speaks of the person

- is specific

- is for everyone

- is given any time, any place,
to anyone

- is directed at the product

- is about an object

- is general and vague

- is for the “chosen few”

- given after the product is
completed

Tip #2: *“And You Know What I Like ...”*

Helpful hints:

- “buckshot” encouragements
- 75% communicated nonverbally
- addresses our **need** to feel valued, wanted, trusted, respected

Need To Belong – Valued – Needed

Studies time and again show us that the most productive employees, most loyal, most committed are those who feel that they have been treated:

- fairly, honestly
- valued, trusted
- their presence wanted
- their work meaningful and valued

The root of most misbehaviors lies in their feeling that they are being:

- misused, mistreated, mistrusted
- treated disrespectfully
- not valued, wanted, lied to
- manipulated

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THREE TECHNIQUES THAT OTHERS WILL USE TO DISCOURAGE US FROM ENCOURAGING THEM

1. “Aw Shucks” A feeling of embarrassment—theirs and ours.

**You will recognize this technique because you will feel uneasy, maybe even uncomfortable.*

2. Suspicion A feeling that there is a string attached, something expected in return.

**You will recognize this approach because you will feel annoyed, angry, manipulated.*

3. Rejection Putting themselves down and rejecting what you have attempted to do to encourage them. Rejecting YOU.

** You will recognize this technique because you will feel hurt, rejected.*

Tip #3: *An Encouragement is **FREELY** given and **GIVEN** freely.*

Freely given – You choose to give the encouragement of your own free will

And

Given freely – No strings attached, you expect nothing in return.

Encouragement is a necessary management skill because without it, we are in danger of creating a cycle of misbehavior.

If others’ needs (Nelson) remain unmet, then ...

1. increased discouragement
2. increased misdirected behaviors
3. lost time, energy, off-task
4. lost productivity, PR, money, etc.