

incentives

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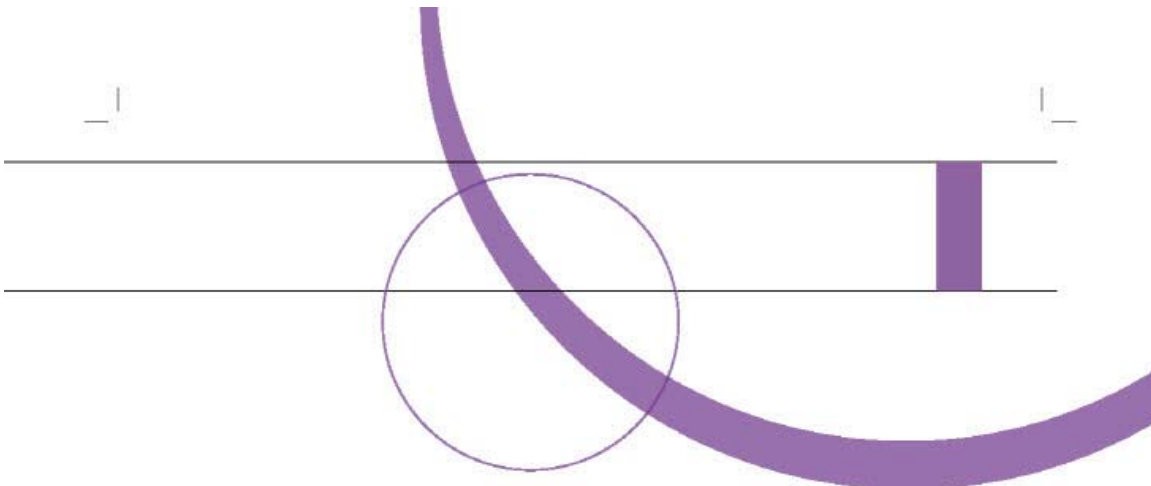
Motivation...

A New Perspective!

MOTIVATING employees is certainly not a new revelation. Ever since Eve tried to persuade Adam to partake of the hidden fruit one could say this was the beginning of motivation. Ever since human kind has realized there are rewards for hard work, trying to define what motivates people to action has been a goal of the global corporate world.

In an article published in The Harvard Business Review in the July-August 2008 edition authors Nitin Nohria, Boris Croysberg and Linda-Eling Lee, point out through extensive research that people are motivated by four emotional needs, or drives. These drives are best remembered as ABCD—The drive to: Acquire, Bond, Comprehend and Defend.

To put into practice and to satisfy what these four drives mean the authors completed two major studies. The first surveyed 385 employees of two global corporations. The second surveyed 300 employees from Fortune 500 companies. In order to define overall motivation the focus of the studies was on four measured workplace indicators: engagement, satisfaction, commitment, and intention (to quit). The two research studies pointed out that a businesses' ability to meet the ABCD drives explains on average, about 60% of



employees' variance on motivational indicators. They also found that certain drives can influence motivational indicators more than others. For example fulfilling the drive to bond has the greatest effect on employee commitment. The research provided insight into two other important factors: the fact that a company can best improve motivational practices by meeting all four drives by putting them into action together and that individual managers influence overall motivation regardless of organizational policy.

HERE THEN IS A LOOK AT HOW EACH OF THE ABCD DRIVERS WORK.

The Four Drivers That Stimulate Motivation In A Corporation

• A – The drive to Acquire.

As humans we are all driven to acquire "things" that satisfy our sense of "well being". We are happy or fulfilled when this drive is attained. When such things as food, clothing, housing and transportation are fulfilled we are content or satisfied and want more. Herein lies the Law of Satiation and can be fulfilled by reward from a corporation. This is why a formal, well-planned employee recognition program is imperative.

• B – The drive to Bond.

As mentioned earlier the drive to bond has a great effect on employee commitment. This drive accounts for the important feeling of motivation when an employee feels he or she is part of an organization and an emotional let down when they feel the organization has not done right by them. Because employees become close to other associates in a department or division this sometimes makes it hard for them to want to leave or go on to another area in the company. One way to create an environment for real bonding is through a formal employee recognition program where associates are recognized and rewarded for their efforts. Through the eyes of their peers this is a strong bonding vehicle.

• C – The drive to Comprehend.

There is nothing like a challenge to motivate an employee. These challenges according to the authors enable an employee to grow and learn, and when the challenges are monotonous or lead to mundane work often they leave their companies to find a new challenge elsewhere. Every employee wants to make an important contribution to the organization and be recognized for that contribution. And again this is where an employee recognition

program is so vital to the successful implementation of all four drivers.

• D - The drive to Defend.

People generally have a resistance to change. Therefore fulfilling the drive to defend brings out feelings of confidence and security particularly when a corporation has clear goals and inspires people to express their feelings, ideas and opinions.

To gain this new perspective on motivating your employees no matter what size your company all four of the drivers: Acquire, Bond, Comprehend and Defend (ABCD) must be launched at the same time. You can't expect one to work without the other. For instance, it would be difficult to offer a reward program without bonding or comprehension or defending. And you cannot just pay good salaries and expect your employees to feel good about their work if there is no support for the drive to bond.

These drivers according to the study are the fundamental needs warranted to motivate a workforce to perform above and beyond the predetermined goals management has established.

Have a Rewarding Day.