

Carrot OR the Stick? And are the REWARDS enough?

Motivation is different for everyone. Some people are motivated by negative forces and some by positive. It is important to create an environment where you address a range of possibilities.

The Carrot can be:

- Clear concise vision and objectives
- Inspiring Position Description (PD)
- Key Performance Indicators (KPIs) that are aligned to accountabilities
- Salary and Bonuses
- Progression and Opportunity
- Rewards & Recognition program

The Stick can be:

- Performance based culture
- Being held accountable for deliverables
- Regular Performance Reviews
- Integrated HR Policies and Procedures

Before people will accept true accountability for their role they need:

- The knowledge about the work to be performed
- The skill/training to carry out the role
- A certain level of experience and context for the role
- To be asked what else they need to take accountability for

Many people start out a new role enthusiastic about the possibilities of succeeding. Over time it can be challenging to maintain the enthusiasm and unless there are external forces provided by the organization or management the morale and performance will waiver.

To be clear Management is NOT a 'popularity competition', although some organizations do subscribe to this approach to culture, it is possible to maintain healthy relationships with the people you work with OR for you, along with a high standard of performance and delivery. There needs to be a clear and measureable definition of success for each role.

Therefore, an assumption that I make when taking on a management role and a team is that a maximum of 10% of the people in the team will be motivated right off the bat. They will approach you and will want to get aligned immediately to your vision so they can get moving on their own reward and recognition program.

Once identified, these individuals will start achieving so it is important to set them on the path of 'quick wins'. They will be the standard by which you can guide the rest of the team, the examples. A further 30% will notice that there is opportunity available

to jump onboard and will join the other 10% and become known as the ‘in the boat and rowing’ group.

An additional 30% of the team will be seen as ‘in the boat’ and they will be observing however, they will not be so easily convinced. You will need to spend a bit more time with them through positive re-enforcement and at times you will be tested. When the testing occurs you will need to bring out the STICK and put in motion the most appropriate response.

The final 20% will be ‘hanging on to the boat’. The challenge here is that you need to decide who needs to let go. This is where the CARROT and STICK will get used the most. It is important to use both and regularly. Here are some day-to-day ways in which to accomplish this:

- a. One on One meetings
I always suggest the first one-on-one meetings are held in a meeting room. Bring with you a copy of the PD and any data that you have on current performance. You need to demonstrate that you are prepared, interested in the individual and know what you expect from them. They need to know that you are trying to make them successful.
- b. Move around the office
Take the opportunity to work with one of your direct reports at their desk for a day. You will get to hear and see what is going on in the team. Always go out to see a person at their desk, observe their environment and get to know something about them.
- c. Challenge negativity
It is important to address any comments (even those in jest) to ensure that you encourage a supportive and open work environment. The negative people are usually those that are most risk-averse. They need to be part of a Risk Assessment meeting and all mitigation strategies are put in place.
- d. Build integrity and trust
Whatever is discussed with you must be in confidence. Encourage this by sharing information, letting people know what is public information to be shared and what is private. You will need to give trust to earn it and built it within the team.
- e. Always document the commitments
Whenever you meet with a person, follow up with an email on the actions you agreed and the dates. This helps the hangers on get in the boat.
- f. Create the surprise factor
Learn when to be, and when not to be, predictable. Most of all as a manager/leader you will need to develop a variety of ways to appeal to your people and understand what motivates them.
- g. Be open and give a person the opportunity to leave
Always ask if a person is happy in their job. Sometimes it can be quicker to move them on and both will be happier.
- h. Always give people something for nothing.

At some point you will have to ask people to go above and beyond, and if you have done that for them, then it will be easy for them to reciprocate.

Sometimes a person may choose to move on before making the necessary change, supporting a person in moving on, for whatever the reasons ensures you have a lasting positive impact.

The most satisfaction I have had from managing, is converting the 'hangers on' to be in the boat and rowing. In building a CARROT and STICK environment the rewards are amazing.