



Performance and rewards

Creating an engaged and motivated culture in the third sector when times are tough

Kimberly Bradshaw

Managing Director

Buzzacott HR Consultancy

Buzzacott

CHARTERED ACCOUNTANTS

Contents

⦿ Setting the scene

⦿ Motivation

- What is it, why do we need motivated employees, what motivates people?

⦿ Engagement

- What is it, why do we need engaged employees, what engages people?

⦿ What can you do?

⦿ Conclusion

Employee relations in challenging times

Putting it into the charity context:

- ⦿ 180,000 charities
- ⦿ 2.7% of UK workforce
- ⦿ 20% drop in donations
- ⦿ Increase in costs of £2.3 billion
- ⦿ Increase in pressure through demand


Employee relations in challenging times

- ⊙ **Employee buy-in is key**
- ⊙ **Higher levels of job satisfaction and motivation**
- ⊙ **Environment more open to influence**
- ⊙ **Roles more flexible**
- ⊙ **Strong value-based purpose – make the world better**

The motivation and engagement equation



What is motivation?

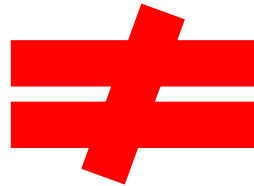
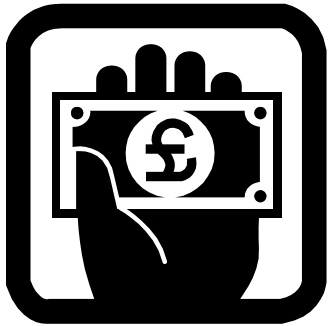


The process that initiates, guides and maintains goal-orientated behaviours

Why do we need motivated employees?



What motivates people?



Motivation Theories

McClelland

**'Acquired
Needs'**

Alderfer

**'ERG
Theory'**

McGregor

'X and Y'

Vroom

**'Expectancy
Theory'**

Adams

**'Equity
Theory'**

Skinner

**'Reinforcement
Theory'**

Buzzacott

CHARTERED ACCOUNTANTS

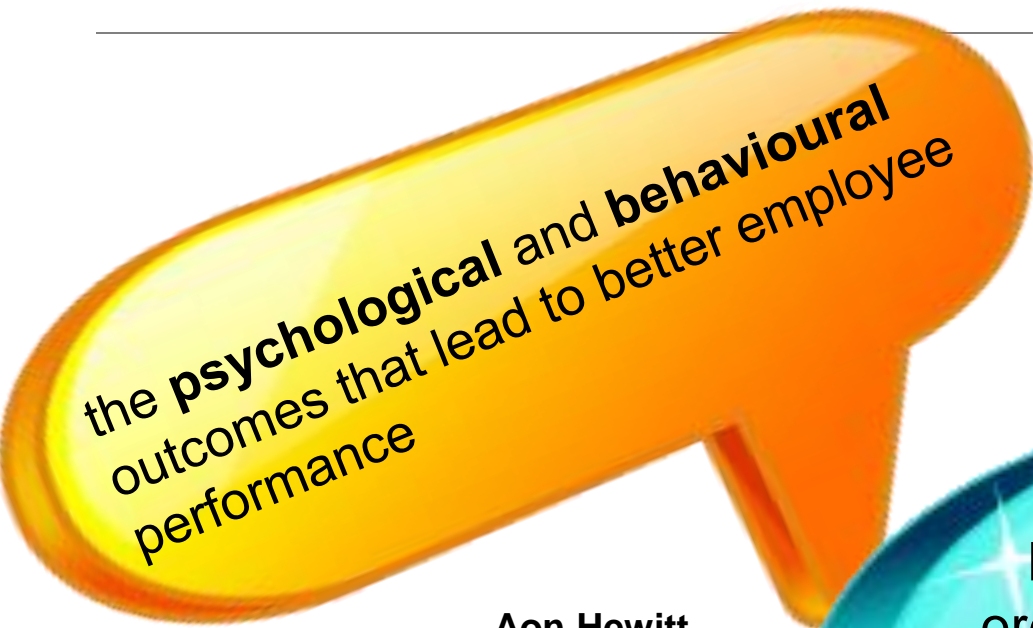
Herzberg's Motivation and Hygiene Factors

Motivation factors	Hygiene factors
Achievement	Supervision
Recognition	Working conditions
The work itself	Interpersonal relationships
Responsibility	Pay and job security
Advancement and growth	Company policies

Managing motivation



What is engagement?



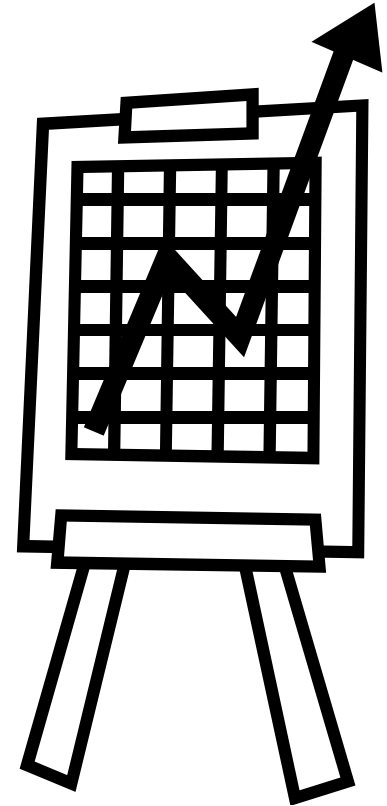
Aon Hewitt



Why do we need an engaged workforce?



=



Psychological contract

“...the perceptions of the two parties, employee and employer, of what their mutual obligations are towards each other.” (Guest)

Positive Outcomes if Upheld	Negative Outcomes when Broken
Increased commitment	Lower commitment
Increased satisfaction	Lower satisfaction
Positive impacts on business performance	Lower engagement

What engages employees?

What We Want Ranking	The seven key factors for motivation and engagement	What Organisations Rely On Ranking
1	Challenging/interesting work	2
2	Opportunity to learn continuously and develop skills and knowledge	5
3	A high basic salary	6
4	Having the authority to run 'my own show'	15
5	Clear career advancement within the organisation	8
6	Knowing my decisions have an impact on the organisation	14
7	Performance-related pay/incentive schemes	1

What engages employees?

- ⦿ **Visible and empowering leadership**
- ⦿ **Engaging managers**
- ⦿ **Organisational integrity**
- ⦿ **Employee voice**

Do you view work as a Job, a Career or a Calling?

Job

- Done for financial reward
- a necessity rather than a choice
- not a major positive or priority of life

Career

- Investment in work
- A focus on advancement and achievement

Calling

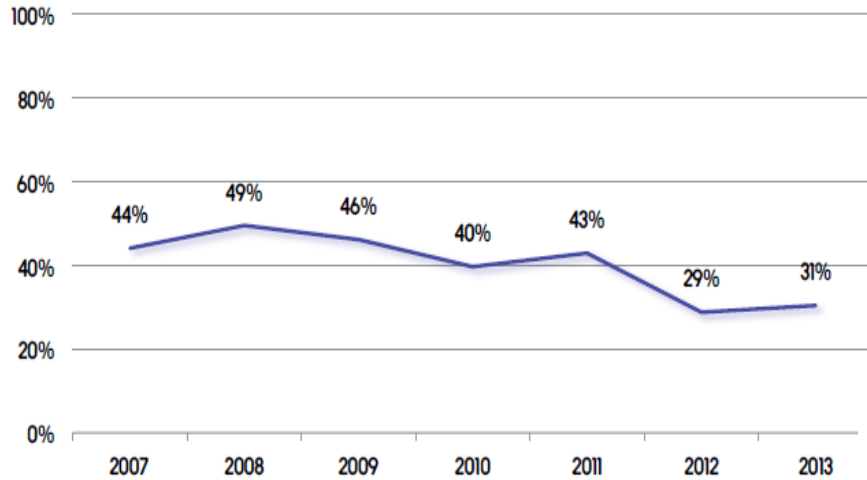
- Work gives life meaning and purpose
- Draws on their personal strengths and values
- The focus is rewarding work and an end in itself
- A means of self-expression

Only 1/3 of employees feel their work as a 'Calling'

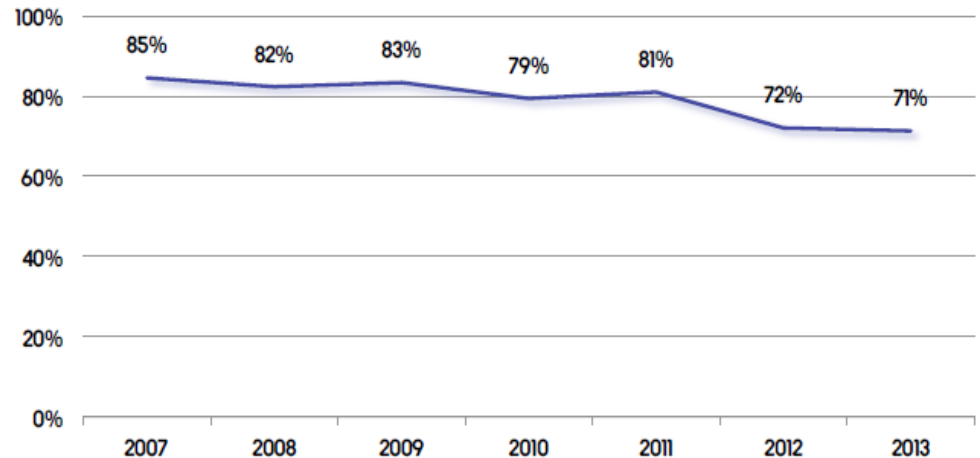


How motivated and engaged are your employees?

Morale in this charity is high

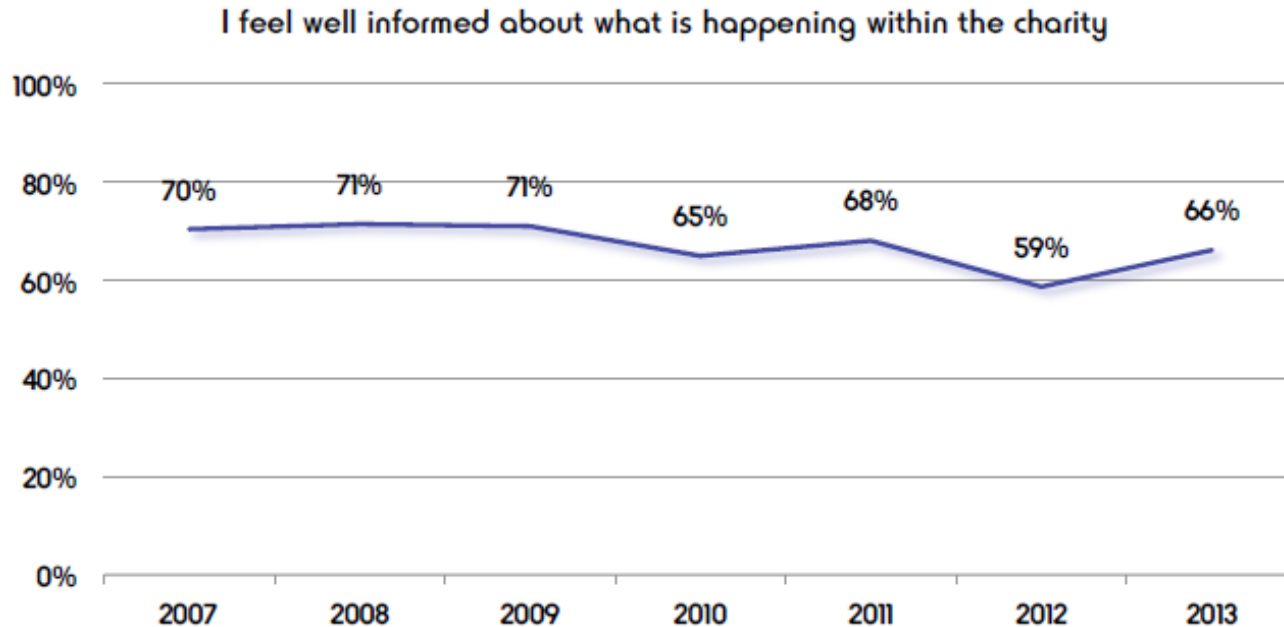


I am proud to work for this charity



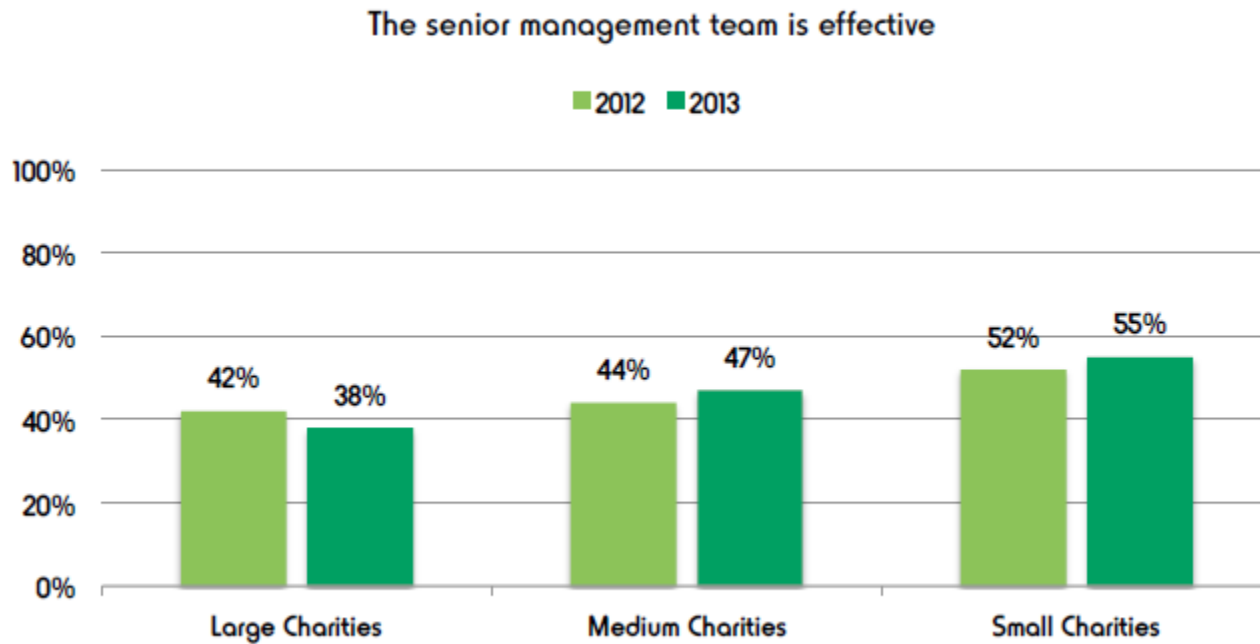
What can you do to increase engagement?

Communicate and give recognition



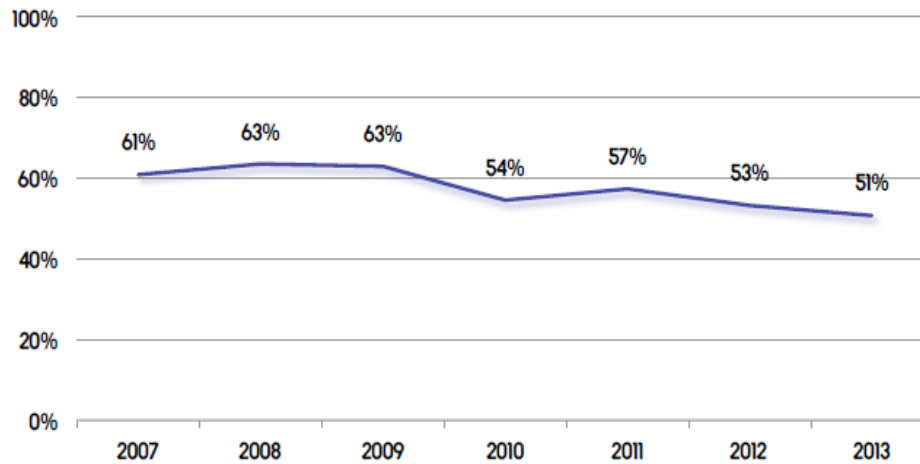
What can you do to increase engagement?

Be a role model

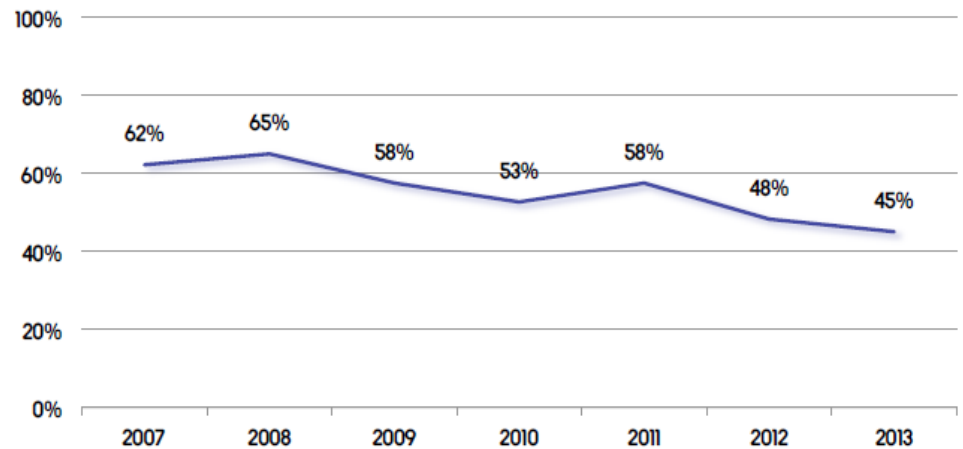


Support your employees

I get the support I need to do my job well



I receive sufficient training/development to enable me to do my job well



Steps to engagement!



Top tips for the voluntary sector

1. Face-to-face time
2. Practical responses
3. Communication
4. Role-modeling
5. Conversation
6. Trusting
7. No one-fits-all
8. Design for the future
9. Development
10. Engage
11. Celebrate!
12. Manage performance

Tips for success when budget is restricted

- ⊙ **Challenging work**
- ⊙ **Interesting opportunities such as secondment**
- ⊙ **Lateral move**
- ⊙ **On the job training**
- ⊙ **Strengthen employee skills**
- ⊙ **Clear goals**
- ⊙ **Transparent processes**
- ⊙ **Flexible work systems**
- ⊙ **Participative management**
- ⊙ **Positive reinforcement**
- ⊙ **Coaching and mentoring**
- ⊙ **Learning and development**

What have we covered...

⦿ Motivation

- What is it?
- Why do we need motivated employees?
- What motivates people?
 - Monetary vs. non monetary factors
- Theories of motivation
 - Herzberg's Motivation and Hygiene Factors
- Managing motivation

What have we covered...

⊙ Engagement

- What is it?
- Why do we need engaged employees?
- What engages people?
- Psychological contract
- Job, Career or Calling?

⊙ What can you do?

- Steps to engagement
- Top tips for the voluntary sector
- Tips for success when budget is restricted

Revisiting the motivation and engagement equation



Thank you



Questions?