

How to Motivate Millennials...

And Just About Everyone Else!



January 10, 2017

by Garold L. Markle
Energage, Inc.

Hosted by: **Terryberry**
recognized



Agenda

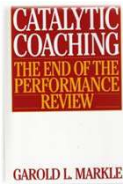
1. Millennial Mythology
2. Essentials of Motivation
3. Faulty Foundations
4. The Coaching Solution



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WOW! us
...and **Win!**

If we address your question during today's live broadcast, you'll receive a complimentary copy of *my book*.



Q & A will take place at the end of the webcast, but you can submit questions any time using your tool tray on the right side of your screen.



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Millennial Mythology

1



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Defining Terms

mo·ti·vate

mōdə'vāt/

Verb

1. provide (someone) with a motive for doing something.
2. stimulate (someone's) interest in or enthusiasm for doing something.

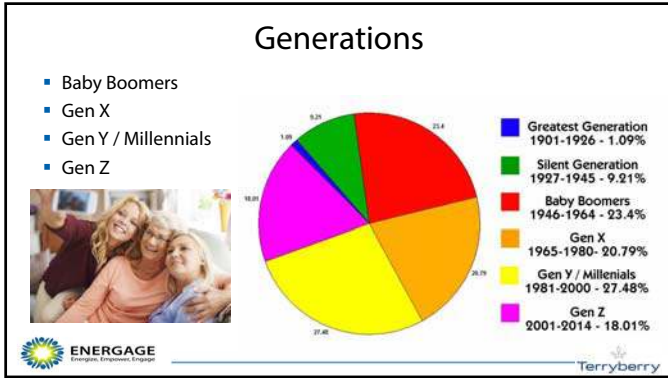
Synonyms: prompt, drive, move, inspire stimulate, influence, activate, impel, push, encourage, excite



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Exactly what is a Millennial?



Millennial Characteristics

PROS

- Technologically Savvy
- Socially Connected
- Confident
- Team-Oriented
- Achieving
- Pressured

CONS

- Special
- Sheltered
- Lazy
- Narcissistic
- Entitled
- Selfie-Lovers

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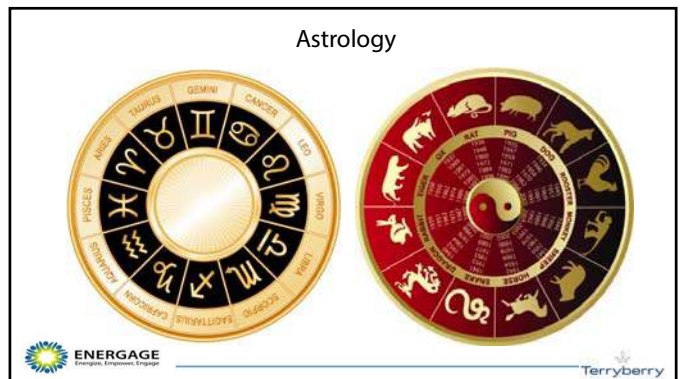
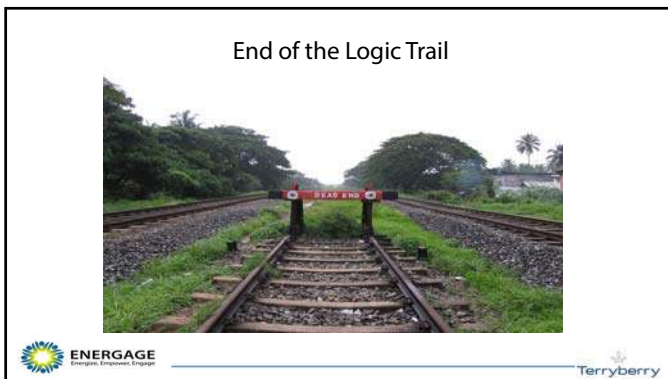
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Endless Comparisons

Employee Attributes	Gen Y	Millennial Generation
Location	• Work in the office, usually from 9am-5pm	• Work from anywhere at all times
Device Type	• Work using a desktop PC • Use a flip phone, usually use a mobile	• Always carry with me the Blackberry computer, the latest mobile phone
Efficiency and ability	• Privacy is an important value • Not everything should be shared with anyone	• Always bragging • Privacy is an oxymoron
Work and Performance	• Want to earn money, do it right and finish the job every time	• Love to see their co-workers brag with nothing to back up their bragging • Want to earn money, but not to work
How does he/she recognize	• I want the organization	• My employees are lucky that I'm working for them
Importance of their family applications	• Need someone to support • I don't have anyone to turn to for support	• For me, don't bother my wife • Don't bother my kids • I don't have anyone to turn to for support

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Profiling Based on Age



Heir Unapparent



Golden Rule Leads to Ruin

- 1. Top Sales Agent
- 2. Promoted to Sales Manager (More money and a car)
- 3. Unhappy About Loss of Travel and Role as "The Closer"
- 4. Resigned and Took Position as a Traveling Sales Agent in Similar Company



Essentials of Motivation

2



If you had to guess...



What if... we treated each individual as a Sample of One?



What if... we treated each individual as a Sample of One?
and inferred behavior to a Population of One?

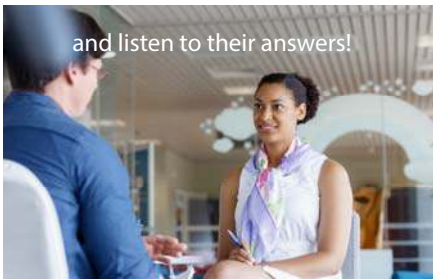


We'd have to talk with them...



We'd have to ask them questions...

and listen to their answers!



The Employee Iceberg

The Worker

Family

Health

Finances

Pets

Hobbies

Individualization



Changing Challenges



Marketing Juggernaut




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Quick Pulse

1. How well does your company promote individualization?

- We're Awesome
- Above Average
- Middle of the Road
- Below Average
- We Stink



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Faulty Foundations # 3



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Feedback ≠ Motivation



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PD@GE

- New cellphone based app
- Anyone can evaluate anyone
- Boss CCed on feedback
- "Millennials want "Real Tim feedback
- Really?
- How much does this weigh



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Atlassian

- 2011 Self-Reported "Moonshot"
- No Grades or Labels
- No Ties to Salary Admin
- Monthly "Guided Conversations"
- Most Enlightened Guess Yet




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Atlassian's Big Experiment with Performance Reviews
Motivate people to conquer mountains!

The history...
Do you think traditional processes are marred by the distribution curve and forced rankings, huge time investments, de-motivated staff and only small performance improvements?
We learned that many organizations face similar issues. We also know that it's tough to turn your performance review process and reward strategies upside down, and it is a challenge to convince people to change a model without any evidence or proven alternatives.
Please, let us be your guinea pig!


In the meantime, we'd love to know about your experiences with performance reviews, and your ideas on how we can ensure we keep all the positive elements of traditional reviews alive in this new model.

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Atlassian

- Australia's #1 Best Place to Work
- Logarithmic Growth
- Four Years Later...
 - No longer doing it
 - Looking for a replacement!




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Quick Pulse

- Have you changed your performance management system within the last three years?
 - Yes
 - No
- Do you plan to change our performance management system in the next two years?
 - Yes
 - No
- Both of the above.
 - Yes
 - No



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The Coaching Solution # 4




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Keys to Motivation?

- Job Descriptions
- Performance Evaluations
- 360 Degree Feedback



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Prevailing Strategy: Narrow the Perfection Gap




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The Weakness Trap


- You're great at these things
- You're bad at those things
- Now... Work on what you're bad at!



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Primary Focus



Evaluating
Coaching

Operational Definition of Coaching

- Take these resources (people, equipment, \$) and get your team to work together in a way that allows them to win.
- If you're not winning, I want to know what changes you're making.
- If you're still not winning and I lose faith in your proposed changes, I'm going to get a new coach.



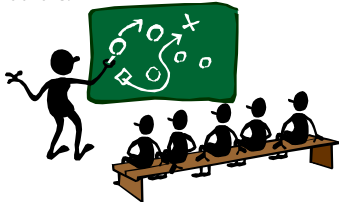
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A Coach is...

A conveyor of reality. Someone who tells the truth for the benefit of the:

- Team
- Player




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Catalytic Coaching is...

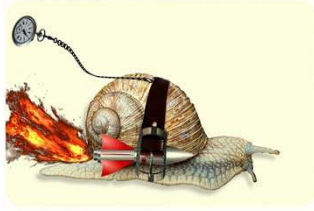
designed to help you say **TO** someone what you are more comfortable saying **ABOUT** him behind his back.



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Definition of "Catalytic"



"Speeding the pace of significant change."



A Key Objective of Catalytic Coaching

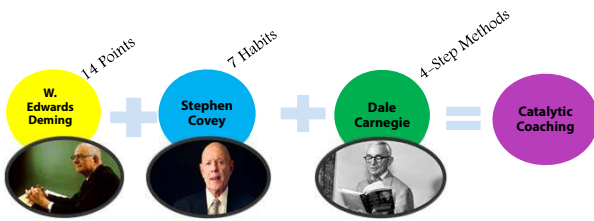
Spend more time with **GOOD** employees...



by spending less time with **BAD** ones.



Chemistry of Catalytic Coaching

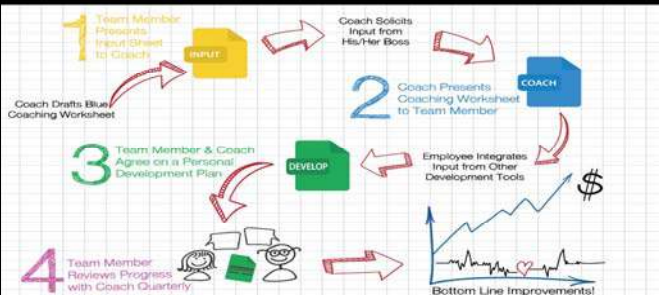


Formula for Catalytic Coaching

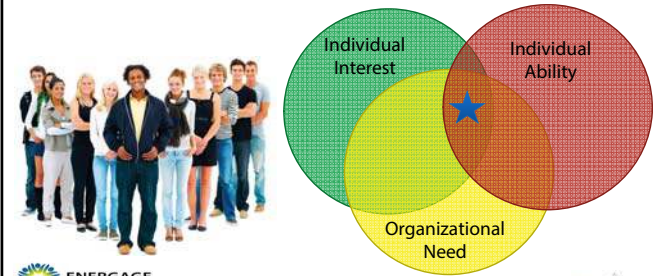
3 Forms
+
4 Meetings
+
5 Hours/EE/Year



Catalytic Coaching Process Overview



When Coaching, Aim Here



Dealing with High Potentials

- It's more important what you're becoming than what you're getting!
- Stephen Covey
- When a high-achieving, high-potential employee stops learning, she starts looking!
- me



The Martin Agency



The Martin Agency - Diversity Personified

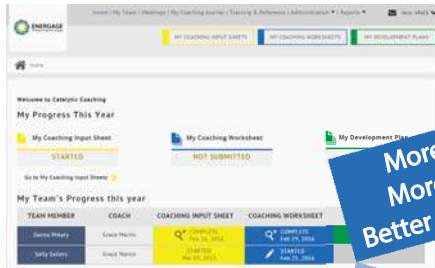


Scalability: The Ultimate Challenge

1. Can you coach?
2. Can you teach others to coach?
3. Can you teach others to teach others to teach others to coach?
4. Can you construct and nurture a coaching culture?
5. Logarithmic impact



Catalytic Coaching Online!!



**More Efficient
More Effective
Better Conversations**



Evolution from a Bowling Team into an Orchestra



Summary

1. Millennial Mythology
2. Essentials of Motivation
3. Faulty Foundations
4. The Coaching Solution



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Questions?



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For More Information

- Website (Energage.com)
- Social Media
 - [LinkedIn](#), Youtube, Facebook
- Book
- Software (CatalyticCoaching.com)



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**This program is pre-approved for
ONE General HRCI Credit and
ONE SHRM PDC**



HRCI ORG-PROGRAM:
305063



WorldatWork Society of
Certified Professionals.



SHRM Activity:
17-WUARB



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