

Motivation and performance management during the crisis

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— Agenda

How did the COVID-19 crises effect motivation?

Leadership styles to motivate people best

Demotivators and potential traps

How to motivate for high performance?

How did the COVID-19 crises effect motivation?

What do we know of our colleague at the other end of the channel?



<https://theblog.adobe.com/6-covid-19-memes-that-prove-there-is-room-for-levity/>



— What do our teams face?

Increased pressure: home schooling, elderly, business

Part time employment: why me??

Fear from wrong decisions vs. critical innovative approaches

A real VUCA world now

Fear from losing jobs

Lack of F2F interactions with team and manager

Feeling of loss of control

Time spent on worrying, frustration



— Working from home is likely to reduce motivation

WORKING REMOTELY





Working from home is likely to reduce motivation



- Office environment is generally more motivating
- But even voluntary remote work is more motivating than no choice where to work

Note: Total motivation is based on a survey of 9,700 U.S. workers. Respondents were asked six questions about their motives for work; their answers were assigned a value using a 1-7 scale. The results were synthesized on a scale of -100 to +100 points. Motives are weighted according to the impact they have on performance.

Source: *Primed to Perform*, by Lindsay McGregor and Neel Doshi

How did the crises hit our human needs?



Loss of control and visibility, less chance for recognition

Limited social life (family, friends, colleagues)

Job losses, salary cuts, frightening viral disease

Stock-in purchase boom in March



Leadership
styles to
motivate
people best

***„What is the optimal leadership style in
COVID-19 to motivate people best for high
team performance?“***



Demotivators decreasing performance in the current crises

- Emotional pressure
- Economic pressure
- Inertia
- Too little or too much control
- Too much operational work, lack of focus on innovation, strategy
- Lack of TRUST
- Missing recognition and positive feedback

**Working from home
Day 1**

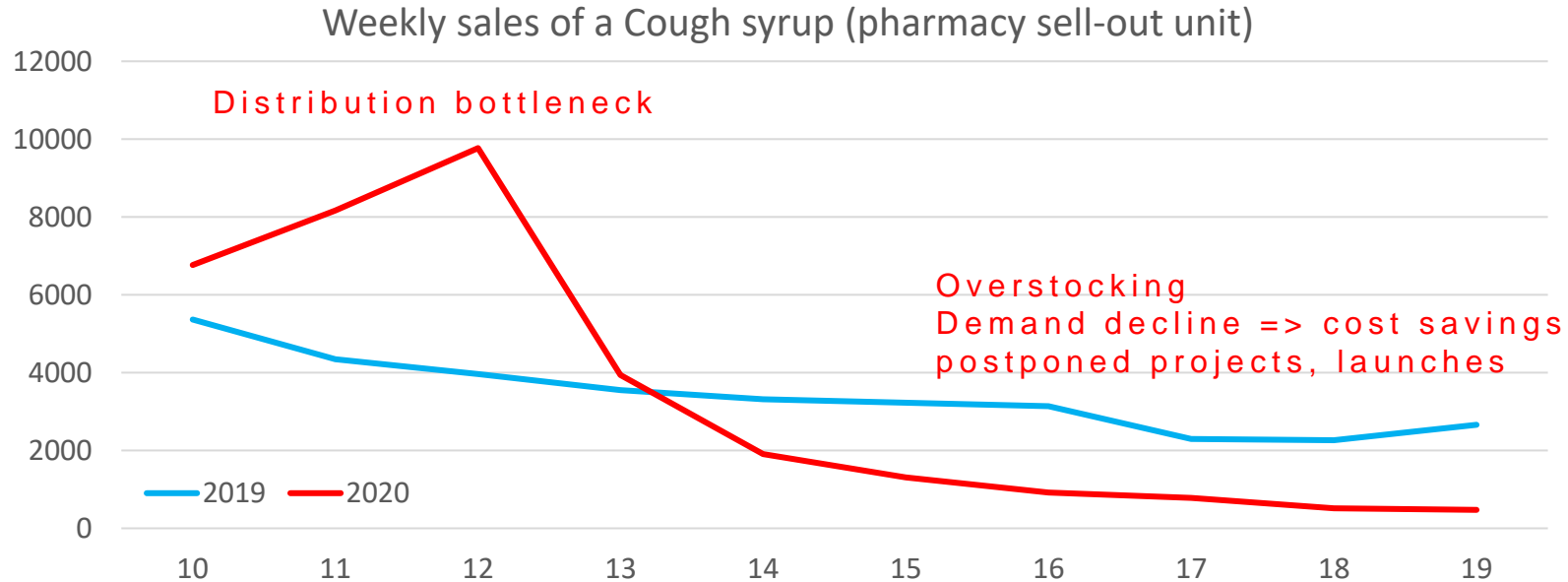


**Working from home
Day 5**





Business vs people focus?



It is easy and a natural temptation to focus on these immediate business challenges (=problem solving mode)

How to
motivate for
high
performance?

Why and how to take care of people?



WHY?

- People first! People = core asset
- Come back to business without people?

HOW?

- First: YOURSELF!



How does Pink's theory work now?



Autonomy

Delegation
No micro-management
Mandate
Manage my own time

Mastery

The right competences
(knowledge, skills, strengths)
The right experience
The right tasks
The right support
Time enough („bandwidth“)

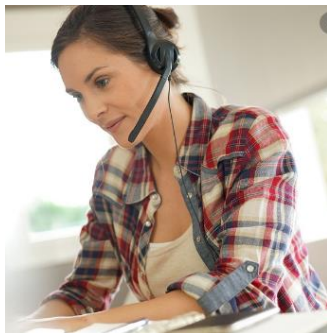
Purpose

For me
For the task
For the department
For the company

- Key: PURPOSE, strong VISION
- Additionally: **PLAY, INNOVATE, EXPERIMENT**



What's up
group for quick
exchange of
innovative
ideas



Switch to
telesales



Weekly GM Conference with
country best practice sharing and
selected additional participants



Virtual Cycle
Meeting



Webinars for
education

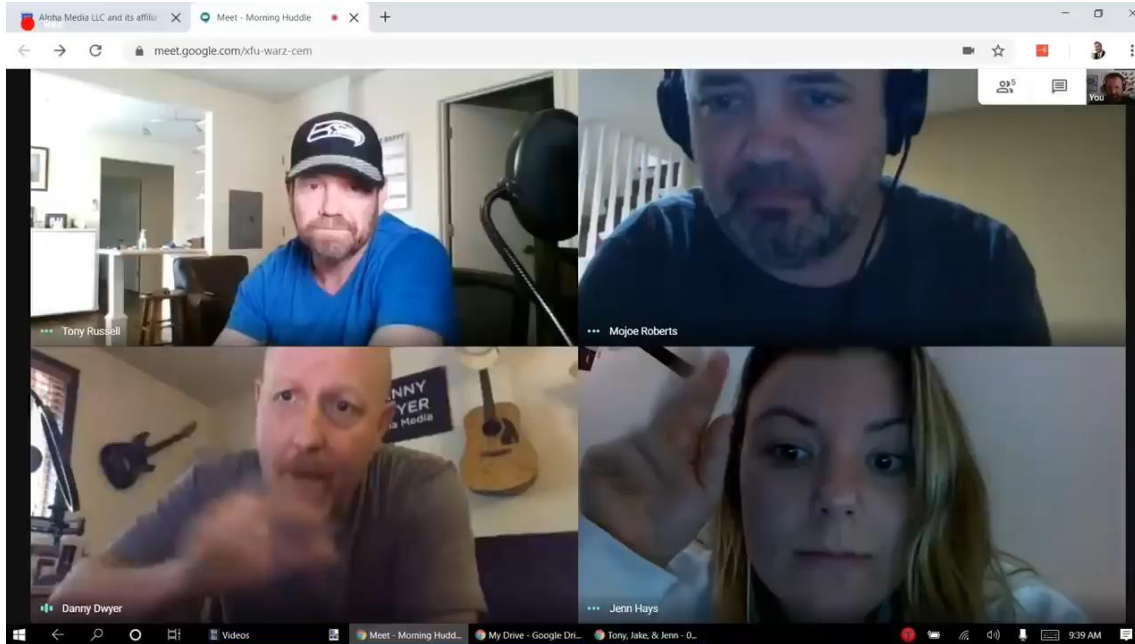


Social Media with
online sales
conversion



Virtual Miami
international
conference => more
participants

— And when things don't work out... take it easy 😊



WORK FROM HOME
- CORPORATE ATTIRE -



f t y @sskaitcomics

<https://www.youtube.com/watch?v=48KjeTeWe7Y>

Keeping high performers on top



Confirm your
talents
selection

Focus your
resources

Crises/change
management
team



Empowerment

Communicate
authentically

Seek and
reward input

Leadership
values



— Don't hide bad news in times of crises

Price of hiding bad news?

Hit today vs. reputational
gain of future?



Role of psychological
safety

Earn your credibility and
your team's TRUST



— Don't hide bad news in times of crises

Price of hiding bad news?

Hit today vs. reputational
gain of future?



THE CONTERGAN SCANDAL

Role of psychological
safety

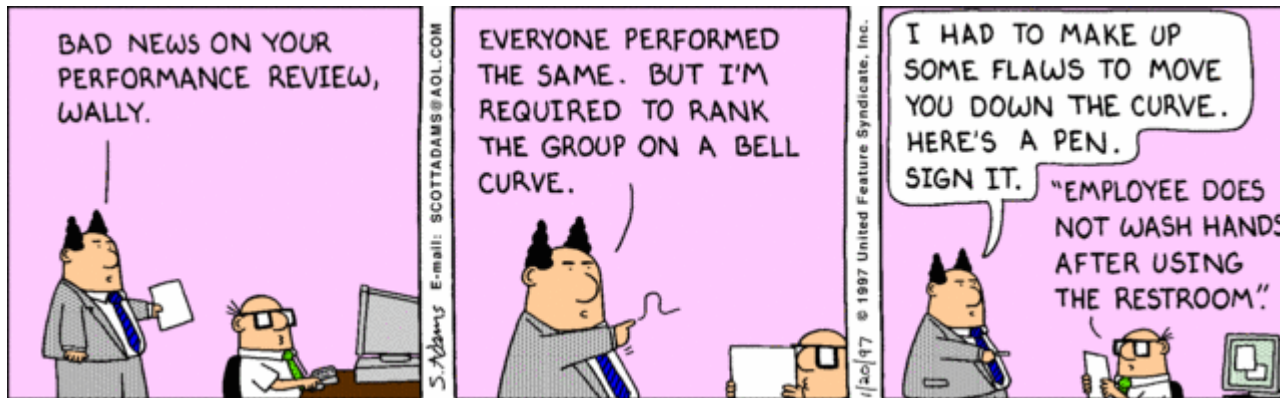
Earn your credibility and
your team's TRUST

Excellent time to release...

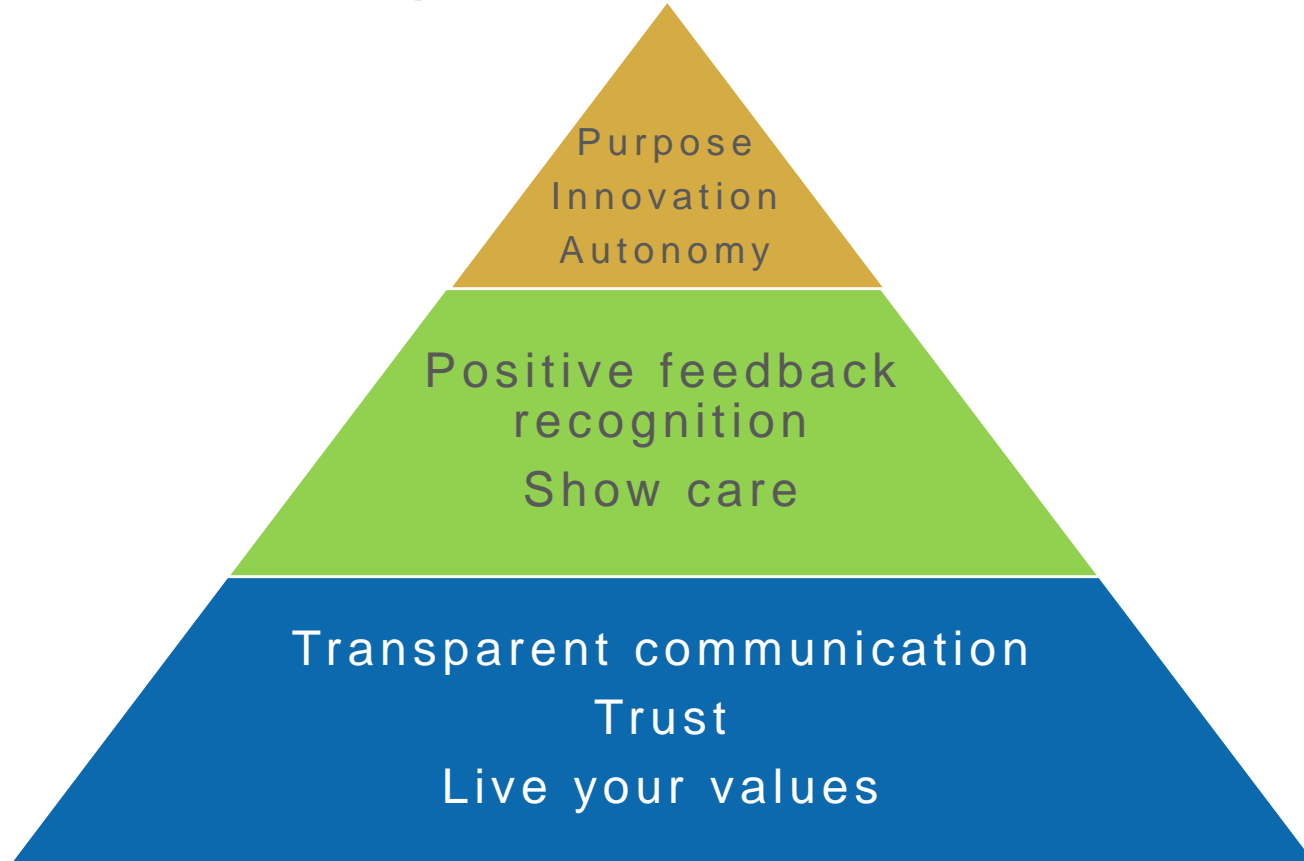
slackers



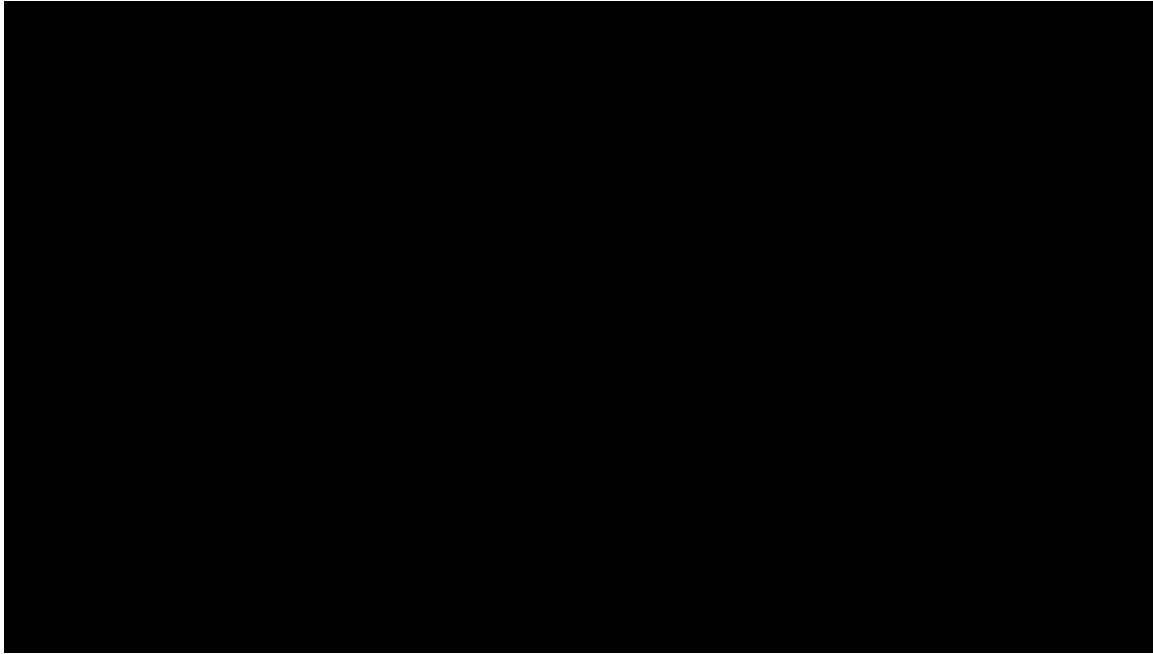
- Use the change to challenge the status quo
- When you have to cut, do it disproportionately: release low performers



**Summary: How to keep motivation high to
raise performance in the current crises?**



— ...your motivated TEAM after the Webinar 😊
CONGRATULATIONS!



<https://www.youtube.com/watch?v=MNSdUEkZsf0&t=1s>

— Any Questions?

