

Keep them happy and they will stay productive and loyal

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you can look forward to improved employee loyalty and reduced attrition – good news for training and recruitment

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DRIVE: my tips to ensure your motivation strategies don't stall



THE tools and initiatives to maintain high employee motivation should never stand still.

Sure, there are a number of fundamentals. However, running the same motivational strategies over and over again will ultimately lead to de-motivation. Moreover, critical to future proofing the way in which call centre employees are motivated is to ensure the strategy remains fresh.

A good place to start when determining your motivational strategy is to review the theories of management guru, Frederick Herzberg.

He talked about two types of factors which influenced employee motivation, hygiene and motivational factors. Hygiene factors are the necessary foundations before being able to raise motivation. These include job security, pay and policies and procedures. Motivational factors to focus on – providing the hygiene factors have been achieved – include achievement, recognition and responsibility.

Herzberg's theories have never been more relevant during recent times and still form the basis of numerous motivation strategies. A way to review your motivation strategy to use this model:

D.R.I.V.E (Jonathan George, 2007)



Define Identify what you want to achieve from your motivational strategy or tactical motivation incentive

Review Utilise a formal team to generate ideas to achieve the objective



Implement Launch the initiative

Validate Monitor the success; seek feedback from the formal team. Assess whether any changes are relevant to achieve the objective

Evaluate Analyse whether the objectives were achieved, track all learnings and utilise for future incentives

This process should be undertaken quarterly, or less, dependant on your objective. In addition, these tips can be used to ensure your motivational strategy is effective:

- It is imperative to create a formal team to help design the motivational strategy. This can help build knowledge and understanding of what successfully motivates others. It is also more likely they will know what motivates their peers. In some organisations this team is referred to as the 'Ministry of Fun', which helps remind everyone of their ultimate objective.
- Use online survey tools such as Survey Monkey to gain valuable feedback on the motivational initiatives you have introduced. Share the feedback with everyone, especially testimonials from individuals who took part.

- Be creative. Initiatives do not always require a financial element. Consider initiatives such as peer recognition schemes, call centre director taking calls, innovation idea scheme or providing time to support a local charity. You can also theme your motivation in conjunction with a national activity to gain PR, e.g. World Cup, National Customer Service Week.

- Plan your motivational strategy for the next 12 months. This ensures you are better prepared and it helps ensure the activity happens.

- Utilise all available communication channels to ensure everyone is fully aware of your motivational activities. Utilise the formal incentive team to generate a buzz around any motivational activities.

Motivating others is not simple. Having a strategy which is employee led, is regularly reviewed and adapted according to your employee needs will ensure the focus and momentum is maintained.

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