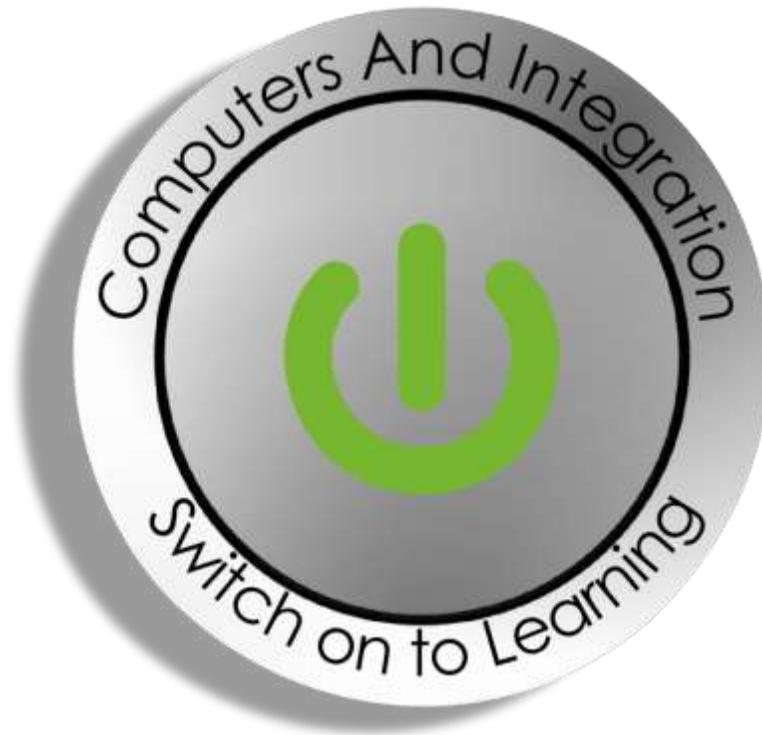


# How to increase motivation in a workforce

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## **Preface**

Being able to maintain motivation throughout a workforce, or team, is the key to success. Basically, maintaining motivation tends to facilitate high moral amongst the workforce, which contributes to increased productivity, and as a result leads to increased product quality and ultimately higher profits for a business.

Therefore, maintaining motivation is a serious responsibility for a manager. Put simply, maintaining motivation is the consistency of worker moral in an entity (or team), and consistency is important because it contributes to the overall wealth of an entity.

## **Use Deming's System of Profound Knowledge**

Moreover, many theorists have developed different methods in order to ensure the consistency of motivation. One such theorist is W. Edwards Deming. Basically, Deming developed a system to facilitate the management of entities, or parts, with a scientific approach, and it is commonly referred to as the System of Profound Knowledge.

Furthermore, Deming's System of Profound Knowledge consists of four elements: the system, variation, psychology and the theory of knowledge. Moreover, these four elements were the ones Deming felt contributed the most to managing an entity, and its parts, scientifically, and in addition maintaining consistency in motivating a workforce, or team.

## **Manage the system by creating a common aim**

In relation to the System element, maintaining motivation can be achieved by ensuring everyone within an entity (system), or team, is working towards the same aim, or goal, and in addition ensuring there is a common shared strategy amongst the workforce. As a result, this helps achieve consistency in a system, and in addition, as consistency allows people to know what to expect, then ensuring consistency leads to an increase in worker confidence, and indeed moral. Therefore, contributing to higher profits for a business.

Basically, ensuring consistency tends to lead to an increase in worker moral because generally people don't like change; they like consistency. For example, when something is consistent, people tend to be confident about doing it. Subsequently, when a task is consistent worker moral is increased, and as a result an increase in motivation occurs.

Sub-optimisation is another method of increasing motivation in relation to Deming's System component. More specifically, sup-optimisation is the process of subdividing an

entity, or even a team (system) into various parts. Basically, by subdividing a system, a manager's job is subsequently easier as the one whole system as been broken up into several more manageable bit-size chunks! In addition, as people are working in smaller groups, then they will feel more confident. As a result, worker moral will be increased, therefore ultimately leading to an increase in motivation throughout the workforce.

The drawback with subdividing a system into smaller parts is that it can cause each part to become isolated from the whole. Thereby reducing co-operation and interoperability amongst the system as a whole. As a result, potentially contributing to overall productivity loss of the system's workers, and subsequently reduced profits.

Therefore, to avoid component parts becoming isolated from the rest, a manager should manage the interconnections – links - between the parts. In other words a manager should ensure that co-operation between the component parts is achieved, and if not, a manager should work to ensure co-operation and interoperability between the parts prevails!

In relation to a specific team, assigning roles to each member is the equivalent of sub-optimisation, and the interconnections are the equivalence of each team member communicating with the other team members.

Basically, it's important that managers and/or team members understand that the interconnections are more important than the component parts, as just concentrating on the component parts will not ensure co-operation in the system as a whole.

## **Manage variation to improve worker performance**

Variation in an entity also affects motivation. Basically, there's variation in everything we do, and variation is like noise – it's undesirable. In a nutshell there is two different types of variation – special cause and common cause. Common cause variation is common to the system and is usually found in a stable environment. In other words, it's a manager's responsibility to find and correct common cause variation, bearing in mind that it's impossible to remove all variation, therefore where common cause variation exists a system is considered stable.

Moreover, special cause variation is found in unstable systems and it's the responsibility of the workers to solve these problems, as it's the workers that best understand what problems could have caused the variation.

Basically, motivation is affected by variation. For example, if a manager incorrectly recognises variation as having a special cause when actually it's a common cause problem, then workers will get the blame. This wrongful assignment of blame could contribute to reduced worker moral, therefore ultimately leading to a reduction in motivation throughout the workforce.

Generally, there are two types of motivation in relation to psychology: intrinsic and extrinsic motivation. Basically, extrinsic motivation is where people are working for something, for example, to meet a target or receive a reward; and intrinsic motivation is where people are willing to go the extra yard just for personal satisfaction.

Intrinsic motivation is obviously the desired form of motivation in relation to psychology because you want people to be willing to do something without invoking bribery. However, in situations where extrinsic motivation exists it's difficult to eradicate. For example, if a manager suddenly removes extrinsic motivation, a workforce is likely to cease functioning – the workers will think there's no point in doing the job anymore. Therefore, the solution is to work to increase intrinsic motivation gradually, thereby gradually reducing extrinsic motivation. Basically, intrinsic and extrinsic motivation is a delicate balance.

### **Encourage your workers to confidently build knowledge**

The theory of knowledge is the last component in Deming's System of Profound Knowledge. Basically, the theory of knowledge in relation to motivation is merely the need to learn (gain knowledge). For example, if people love learning and have a quest for knowledge like there's no tomorrow, then they'll be intrinsically motivated. In addition, the more knowledge and understanding people have about a particular subject matter, the less variation there is in existence within our teams, departments and/or entities. With regard to the system, people should have the knowledge and understanding that the looking after the interconnections is the key to ensure co-operation and interoperability prevails! Moreover, managers should have a little bit of knowledge about all aspects of the System of Profound Knowledge to ensure motivation is high, and ultimately ensuring success is achieved.