

# Planning for a 21st Century Workforce

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**TALENT**  
is the primary,  
long-term,  
sustainable,  
advantage  
for any organization

A common issue for all  
organizations:

***How do I motivate my employees and  
retain the best talent?***

# Two Commonly Held Beliefs about Motivation:

1. If you Reward something, you get more of the behavior you want.
2. If you Punish something, you get less of the behavior you do not want.

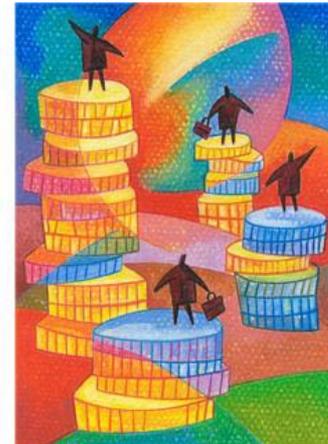
Also known as:

The carrot and the stick



# Massachusetts Institute of Technology (MIT) Study

1. Took group of students and gave them a set of challenges:
  - Memorizing strings of digits
  - Solving word puzzles
  - Spatial puzzles
  - Physical tasks like throwing a ball through a hoop
2. Gave three levels of reward:
  - Pretty good performance = small reward
  - Medium performance = medium reward
  - Really good performance = large cash prize



# Results of the MIT Study

1. As long as the task involved used ONLY Mechanical skill, bonuses worked as expected → The higher the pay, the better the performance
2. Once task called for even rudimentary Cognitive Skill, a larger reward lead to poorer performance

# Replicated the study in rural Madurai, India

## Rewards:

- Small performance – 2 weeks salary
- Medium performance – 1 month salary
- Top performance – 2 month salary

## Results:

- Medium reward lead to no better performance than small reward.
- Top reward led to worse performance.

# Fact:

Money is a motivator at work.



If you don't pay people enough, they won't be motivated.

***However, if you pay people enough, you take the issue of money off the table.***

# Types of Motivation

## 1. Biological



## 2. Rewards and Punishment



## 3. Intrinsic (internal interests)

# What truly motivates workers?

1. Autonomy



2. Mastery



3. Purpose



# Herzberg's Two-Factor Theory of Motivation

## Hygiene Factors (Dissatisfiers)

- Company policy
- Supervision
- Relationship with Boss
- Relationship with Peers
- Work conditions
- Salary

## Motivation Factors (Satisfiers)

- Achievement
- Recognition
- Work itself
- Responsibility
- Advancement
- Growth

# Questions to Consider...

- Think about the best leader you ever had. What qualities did the leader possess?
- What are the characteristics of people you see as ineffective leaders?
- What are the experiences that got you to where you are today?
- Are there organizations that you view as very successful? What do you see that they do?

# More Questions to Consider

- What are your greatest challenges in motivating, attracting and retaining a qualified workforce?
- Given these challenges, what do you do to motivate employees?
- What actions do you take to develop your employees?
- What would your employees say about you as a leader?

# More Questions to Consider

- What do you consider, for you as a leader, the most important obstacles to reach the goals for your institute?
- Which errors, as they relate to leadership, would you have liked to have undone?
- If you were to retire in the next year, would you have someone who could take your place and keep the organization moving forward?
- What advice would you give your successor?

# 4 Steps to Help You Build Talent

1. Quarterly training sessions
2. Action learning projects
3. Feedback and development planning
4. Mentoring and coaching

***Thank You***