

Human Resources Tools

Motivating People



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All booklets in the HR Tools Series are available on-line on the Information page of CCCO's website at www.workinculture.ca

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Introduction

One of the most important and common concerns of cultural managers is employee motivation, particularly in environments where significant financial reward is not an option, and where their staff is being over-stretched at work. Motivation in cultural organizations can also be more difficult given the often-differing priorities and mindsets of the artistic and administrative segments of the organizations.

Many studies have been made of management and people at work. The vast majority of these studies have been in the corporate sector but the findings are equally applicable to the cultural sector. Managers and employees face similar motivational issues regardless of where they work.

But some motivational issues may be more common in the cultural workplace than in other environments. For example:

- jobs are often vaguely or poorly defined, making it difficult for employees to focus their efforts in a satisfying way
- team members may become less effective, possibly due (among other reasons) to differing messages from artistic and administrative management
- employees in very small organizations may not feel connected to the larger arts world and hence not see the importance of their organization's (and their own) work
- workers may see limited opportunity for advancement, or a lack of knowledge of options for advancing their career in the arts

The aim of this book is to provide you with practical guidelines and suggestions for creating a more motivating environment for staff. We start by looking at some common "myths" about motivation and you'll complete a short quiz to assess your own motivation. Then we'll look at one of the most robust and practical theories of motivation and present ways you can put that theory into practice.

NOTE

In this guide you will be asked to consider aspects of motivation in your organization. This will help you to personalize the motivational "theory" and apply it in a practical way to specific issues in your cultural workplace.

Motivating People

Probably more has been written about motivation than any other area of management responsibility. There are several important theories of motivation but our concern here is management practice – how to get people to perform well. Despite the importance of the topic, several misunderstandings persist – especially among new managers and supervisors. Before looking at what you, as a cultural manager, can do to support the motivation of your employees, it's important first to clear up these common myths.

Myth 1:

“I can motivate people”

No, people have to motivate themselves. You can't motivate them any more than you can empower them. People have to motivate and empower themselves. However, you can set up an environment where they can best do that. The key is knowing how to manage the environment for each of your employees.

Myth 2:

“Money is a good motivator”

Not really. Certain things like money or an attractive working environment can help people from becoming *less* motivated, but they usually don't help them to become more motivated - at least not in the long term.

Many organizations have learned this the hard way. They have increased salary levels in response to employee requests, in an attempt to improve poor motivation and morale, only to discover six months later that motivation and morale had returned to the previous low level.

Myth 3:

“Concern about losing one's job is a very good motivator”

Possibly – but only for a very short time. That's why prolonged criticism and urgings to improve performance don't seem to “light a spark under” someone for very long.

Myth 4:

“I’m motivated by my love for the arts. My staff are too.”

Don’t count on it. Different people are motivated by different things. Many young people in the cultural workforce today are not necessarily committed to a career in the arts (although you may be able to initiate or nurture that interest). Some may be greatly motivated by getting time away from their work to spend more time with their friends or family. Others might be motivated more by recognition of a job well done. People are not motivated by the same things. Again a key goal is to understand what motivates each of your employees.

Myth 5:

“Increased job satisfaction means improved job performance”

Research shows this isn’t necessarily true. Increased job satisfaction does not necessarily mean improved job performance. If the values and objectives of employees aren’t in sync with those of the organization, then employees may not be working effectively *towards achieving the results you want*, although they may be enjoying their work.

Myth 6:

“I can’t understand employee motivation – it needs a psychology degree”

Not true. There are some very basic steps you can take that will greatly support your employees in motivating themselves to improve and sustain a high level of job performance.

Your Own Motivation

One way to think about motivation is in terms of different needs. We all have needs – at work and in our personal lives – and we are motivated to fulfill them.

The best way to learn about different types of needs is by analyzing your own needs – as a manager and a person.

On the next two pages is an exercise to help you learn about your own motivation needs at work.

There are 12 pairs of statements. In each case **SHARE 5 POINTS** between the two alternatives, depending on how much you agree with each. Possible scores are 5-0, 4-1, 3-2, 2-3, 1-4, 0-5.

EXAMPLE

The most important thing to me about my work is:

- A** The office is pleasant and a short commute from home, and working hours are reasonable.
- D** I have a position of authority, controlling other people.

If you agree fairly strongly with D, and not very much with A, you would score like this

A	D
1	4

If you don't really agree with either but are slightly more inclined to A, you would score this

A	D
3	2

If you agree strongly with A, and totally disagree with D, you would score this

A	D
5	0

SHARE 5 PTS



1. It is more important to me that:
- C. I can make full use of my skills and abilities in my job
 - D. I have a chance to get right to the top of the organization
- | | |
|----------|----------|
| C | D |
| | |
2. The more important thing to me about a job is:
- A. There are good health and retirement benefit plans
 - D. I get results by directing or influencing others
- | | |
|----------|----------|
| A | D |
| | |
3. I am likely to make more effort and achieve more if:
- B. I can help other people do their jobs well
 - D. I am given a greater say in the overall running of the organization
- | | |
|----------|----------|
| B | D |
| | |
4. I get more satisfaction at work from:
- C. Knowing that I am doing a good job
 - B. Being accepted as a member of a team
- | | |
|----------|----------|
| C | B |
| | |
5. My motivation will suffer if:
- B. I'm in a "one person" job and there are no colleagues with whom I can discuss or share my work
 - A. The job I have to do is not clearly defined
- | | |
|----------|----------|
| B | A |
| | |
6. With a possibility of promotion I would be concerned about:
- D. Whether the new job provides a real challenge
 - A. Whether there is a risk of my being unsuitable in the new job
- | | |
|----------|----------|
| D | A |
| | |

7. I am likely to make more effort and achieve more if:
- C.** I am given the opportunity to work to high standards **C** **A**
 - A.** The organization is well-funded and successful and I am confident of my job security
8. I would be more likely to leave if:
- A.** There is too much pressure at work, with unreasonably long hours and not enough time for meals and other breaks **A** **C**
 - C.** The job doesn't provide the opportunity to use my skills
9. With a possibility of promotion I would be concerned about:
- B.** Whether I could continue to maintain good relations with my fellow workers **B** **C**
 - C.** Whether there is an opportunity to further develop my skills in the new job
10. My motivation will suffer if:
- D.** I am not given enough responsibility for managing people **D** **C**
 - C.** I am not given the right resources to do the best possible job
11. The more important thing to me about a job is:
- A.** It pays enough to meet my needs/the needs of me and my family **A** **B**
 - B.** I have close, friendly relations with my work colleagues
12. I would be more likely to leave if:
- D.** There is little or no opportunity for advancement **D** **B**
 - B.** There is a lot of personal conflict with other staff

After completing your 12 scores, turn to the next page and analyze your scores.

COMMENTS ON DIFFERENT PATTERNS

High achievement

This is profile for a “doer”, rather than a “teller.” It may describe, for example, a development specialist who is rewarded mainly by the results of *their own efforts* in raising funds for their cultural organization.

If you are high on achievement and low on control you may have difficulties being an effective manager (you try to do too much yourself vs. delegating). To be successful as a manager as your organization grows, you need to be able to focus less on personal achievement and more on getting results through other people.

High acceptance

If you are high on acceptance and low on control you may not make an effective manager for other reasons – e.g. - you may not find it easy to make unpleasant or unpopular decisions.

High control

Although cultural managers are not often viewed as control-driven people, a medium or high control need is usually necessary – particularly at Executive or Artistic Director level - for effective management, whether it be in the corporate, cultural or any other work sector.

The Needs of Individuals

How well we do at work and in our personal lives is determined by our needs. People are motivated to do their best when the right conditions and rewards are provided, to help them towards fulfilling their particular needs.

The key point here is that we are all different, both in terms of the types of needs we are motivated to fulfill, and the strength of each need.

As you saw in analyzing your own self-assessment earlier there are two main levels of need:

1. **BASIC NEEDS** → We all need reasonable earnings, security and working conditions – to provide the necessities of life for ourselves and family, and a sense of comfort at work.

Even in cultural workplaces where employees accept that they will likely not have a plush lifestyle, they still have minimum requirements. If they are unmet they will continue to be driven by unsatisfied basic needs (perhaps at a subtle level), usually to the detriment of their job performance.

This applies to both full-time and part-time staff. You need to resolve everyone's basic needs as far as possible.
2. **HIGHER LEVEL NEEDS** → Higher level needs are different – they fuel a drive for satisfaction in the work we do.

There are three main types of higher level need:

 - ACCEPTANCE** – being accepted by others
 - ACHIEVEMENT** – doing a job which suits us, and doing it well
 - CONTROL** – influencing and controlling people and events

As stated earlier we all have these needs, but in different strengths. It is important to be aware of each employee's strongest type of need, in order to decide how best to motivate them.

Before turning the page, consider each of the following questions in the context of your own cultural workplace and note down your answers.



1. What sorts of signals are you likely to get from a member of your staff who has very strong BASIC needs (overriding their higher level needs)?

2. What sorts of signals are you likely to get from a member of your staff who has a dominant, strong ACCEPTANCE need?

3. What sorts of signals are you likely to get from a member of your staff who has a dominant, strong ACHIEVEMENT need?

4. What sorts of signals are you likely to get from a member of your staff who has a dominant strong CONTROL need?

In reviewing the signs of strong basic and higher level needs on the next two pages, think about whether – in what you recorded above - you have missed important signals in your own staff that might help you to understand and address specific motivational problems.

Basic Needs

At the most fundamental level these are survival needs – being able to provide a roof, warmth, food and clothing for ourselves and our family. They are also ‘comfort’ needs – a drive to maintain the sort of life and living standards we want both now and for the future.

Basic needs at work relate to earnings, security and comfort, through individuals’ needs for:

- ▶ A level of pay to satisfy ‘living needs’
- ▶ A sense of job security
- ▶ Well-defined job requirements
- ▶ Resources (equipment, services, other staff, volunteers) provided when they are needed
- ▶ Reasonable working conditions
- ▶ Competent and fair supervision
- ▶ Pleasant working relations and atmosphere

SIGNS OF STRONG BASIC NEEDS

These signs suggest that an individual’s strongest needs are basic ones



- ▶ Expresses continual concern about earnings
- ▶ Wants to be reassured about job security
- ▶ Needs to have duties clearly defined
- ▶ Expresses concern about working conditions
- ▶ Follows instructions, but does not go beyond them

If people have severe worries or pressures outside work (e.g. financial, domestic or health problems) their basic needs will be strongest. Also, it’s important to realize that the balance between basic and higher level needs can change at any time, sometimes dramatically. Marriage or a new relationship, pregnancy, a crisis in their lives, etc. may lead people to revert to basic needs for a period.

The distinction between basic and higher level needs is important. Everyone has basic needs, but if they are far from being satisfied they will predominate, possibly to the exclusion of the other needs. On the other hand, if basic needs are satisfied people will seek to fulfill their higher level needs and there is a real opportunity to stimulate them to do their best and grow.

Higher Level Needs

An individual's higher level needs will be a mix of three types. One or two types may be stronger, or the needs may be balanced among all three.

NEED FOR ACCEPTANCE

This is the need to be accepted by other people. There are different levels of need, from being embraced as a member of a group – in the organization or perhaps in the broader world of the arts - to being respected for one's particular contribution.

SIGNS OF STRONG ACCEPTANCE NEED



- ▶ Doesn't like upsetting people
- ▶ Doesn't give direct and necessary feedback
- ▶ Stresses need for good relations
- ▶ Likes helping others
- ▶ Hesitant to make decisions
- ▶ Seeks acceptance through involvement in groups (project teams, committees, arts associations, etc.)

NEED FOR ACHIEVEMENT

People with strong achievement needs get satisfaction through succeeding in things they do themselves, rather than through other people. At the simplest level they want to be in jobs that make the best use of their abilities, where they can excel. They need feedback on how well they are performing. At a higher level they want to continue broadening and developing their skills, working to fairly challenging goals and achieving them.

**SIGNS OF STRONG
ACHIEVEMENT NEED**



- ▶ Shows a competitive spirit
- ▶ Takes pride in their job skills
- ▶ Shows enthusiasm for the work (provided it is the right job for them)
- ▶ Likes to know how well they are doing
- ▶ Wants recognition for their contribution
- ▶ Sets their own 'achievement goals'
- ▶ Shows initiative to do more than required
- ▶ Works well without close supervision
- ▶ Task-oriented, focuses on results

NEED FOR CONTROL

People with a strong control drive want to influence others and obtain acceptance for their point of view. At a higher level they want to have power over people and events. As stated earlier, a reasonably strong control drive is usually an essential requirement for being successful in a top position in any organization, including the cultural sector.

**SIGNS OF STRONG
CONTROL NEED**



- ▶ Knows what makes an organization work
- ▶ Is sensitive to internal politics
- ▶ Wins arguments
- ▶ Seeks involvement in groups, to influence people
- ▶ Seeks leadership of informal groups
- ▶ Values status, to demonstrate their importance

Satisfying Basic Needs

Satisfying basic needs can be a major challenge in cultural organizations that are not only cash-strapped, but whose very existence and future are always uncertain. However difficult it may be to satisfy basic needs, remember that they will dominate your employees' motivation until they are reasonably well met.

Some issues you should consider in working towards satisfying basic needs are:

EARNINGS AND BENEFITS

⇒ It is vital to people that they earn enough money to meet their 'living needs', so money is very important. You need to do everything you can to meet peoples' basic financial needs.

Also, health and other employee benefits are becoming increasingly popular and common in cultural organizations, even small ones. Options include providing matching RRSP contributions, or an amount to apply to any professional/cultural development activities, health benefits or educational pursuits. Many cultural organizations are finding that the pay-off in terms of employee commitment and motivation – and their improved ability to attract first-class cultural employees - outweighs the cost.

JOB SECURITY

⇒ People want to earn enough for their present living needs, and they want the security of knowing that they will continue to do so in the future. The best way to fulfill this need is to give as much reassurance as you can about future employment.

Example (for an established company): "We do of course rely on our box office and government grants. But we've been a vibrant and valued part of the community for (x) years and are very excited about our future."

WORKING HOURS



Working excessive hours is a “given” in many cultural sub-sectors. Employees are required to attend theatre openings, film premieres, exhibitions and fund-raising events in the evenings, and to contribute to other evening or weekend events. If people are expected to work excessive hours (paid or unpaid) for any length of time, this creates pressure on their domestic and social life.

There is a misperception among some cultural administrators that their young or unattached employees have more free time to devote to their employer – and the cultural art form in which they work. In fact, these employees need every bit as much personal time as their married/partnered colleagues - to spend with their friends, enjoy and develop their future lives.

If employees have to work long hours – and in many cases it is “part of the job” and unavoidable - try to:

- ▶ make arrangements that will cause minimum disruption to their personal lives, and be flexible wherever possible
- ▶ develop a *formalized and published* plan to give staff extra time off in the “off-season” or when work demands are less (e.g, – close office on Friday afternoons, or get Fridays off by working four 10-hour days in summer). If this plan is well-thought-out, it should result in virtually no negative effect on organizational effectiveness and have a major positive impact on employee commitment and energy.

THE PHYSICAL WORKPLACE



It is up to you as manager to make the workplace as pleasant as possible. If conditions are poor, with uncomfortable work areas and facilities, and unattractive surroundings, there is little chance of meeting basic needs.

(Suggestions:

Let staff arrange their own workspace; set up a small coffee/lunch/break area; buy attractive plants; paint office in bright, warm, colours).



A feeling of being fairly treated considerably strengthens an employee's sense of comfort.

Fair treatment means:

- ▶ Ensuring that they fully understand what is expected of them, and keeping them informed about organizational activities and developments
- ▶ Being open with them, giving regular feedback about their performance
- ▶ Transparency – clear policies, fair allocation of work, supervising and handling problems without favoritism



Ongoing change and disruption can make people feel insecure – unless they are in that minority who thrive on constant change!

Multi-tasking and flexibility are the order of the day in most cultural workplaces. However, to achieve an atmosphere of order and stability you should carefully consider, and try to minimize any disruptive impact of:

- ▶ Major changes in duties
- ▶ Changes in workload
- ▶ Changes in work teams
- ▶ Changes in working practices
- ▶ Disruption to work flow
- ▶ Changes in reporting structures

We are not suggesting that you do not make these changes, but only that you keep changes and disruptions to an acceptable level, and consider carefully how and when you introduce them.

Satisfying Higher Level Needs

These two pages describe some of the ways you can help to satisfy an individual's higher level needs.



ACCEPTANCE



Individual recognition – Show that you recognize their value to your organization by appreciating their needs, seeking and respecting their views, and acknowledging their contribution. This recognition may be made individually, in group meetings and/or in organization newsletters and announcements.

Team work – Arrange for them to work in group or team activities. This is one of the great advantages of working in a *small* cultural organization – “teams” can include everyone (or close to it) in the organization.

Special groups – Involve them in project groups; invite them to special events.



ACHIEVEMENT



A satisfying job – Make sure that they have a job that makes full use of their skills and aspirations, a job in which they can see and be pleased with the results of their work. Check this in annual performance reviews by asking: “Can the organization *help you?*”

Proper resources – Provide them with the right resources and materials, when they need them, to do an effective job.

Recognition – Recognize the value of their contribution, either through some form of financial support (e.g. – attending a cultural conference, or external training event) or another benefit that has meaning and value to the individual.

Development – Encourage them to re-design, develop or expand their job, or to develop their own skills and abilities to new and challenging levels.

Initiative – Allow them scope and freedom to plan and organize their own work (within, of course, organizational constraints).

CONTROL



Although options for increased control are often limited in small cultural organizations, you need to be constantly on the lookout for opportunities:

Increased responsibility – Give them more responsibility, particularly if the added responsibility gives them greater influence over others (“You’re in charge of this now”)

Advancement – Promote them to a higher level with the opportunity to have greater control over events.

Status and authority – Publicly recognize their status through job title, additional authority, etc.

Involvement – Involve them in broader organizational issues and decision-making.

Additional ways to make work a rewarding experience for people are through:



Regard for individuals – Paying positive attention to people is one of the simplest and best ways to motivate them.

Ideas include celebrating birthdays, holiday parties, personal notes to staff thanking them for exceptional efforts, etc.



Organizational prestige – The grapevine is powerful. A cultural organization’s standing and reputation as an employer influences people’s commitment.

A positive reputation can be the result of *the organization’s management*, as well as its artistic creativity. As a reminder of your organization’s prestige, you can send out (or read at meetings) letters from happy donors or patrons, or great reviews.



Artistic and Administrative Messages – Good communication between artistic and administrative staff will ensure consistent messages to employees.



Advancement Opportunities – Identify skills development opportunities with a view to long-term career development.

Creating A Motivating Environment

Perhaps the employee who poses the biggest problem in a cultural organization is the one who does the minimum necessary and shows little enthusiasm for their job. This may be a person with no further promotion or developmental prospects, or a younger person who feels frustrated.

In either case, not only is the work not getting carried out as you would like, but the individual is contaminating an atmosphere that you want to keep positive, energized and creative, often in the absence of many material benefits.

Below are guidelines for creating a motivating environment, for individuals who exhibit different symptoms of “demotivation”:

SYMPTOM	THEIR FEELINGS	WHAT TO DO
WINDING DOWN - hopes of promotion or job growth not realized	Frustrated, disappointed or excluded	Try to give them more responsibility, setting tasks that will give a sense of achievement.
WITHDRAWING - thinks they have been pushed aside or “passed over”	Alienated, neglected or rejected	Make every effort to show interest in the individual. Pull them into activities which require them to work closely with others, to develop a sense of belonging.
WORK AVOIDANCE - finds their work boring, preferring extra-curricular activities	Bored, indifferent or uncommitted	Involve them in some of your decision making and problem solving. Give them complete responsibility for performing measurable tasks, to encourage them to develop self control.
WHINING - thinks they are getting a “rough deal”	Hurt, unappreciated or envious	Make a point of praising them for good performance, acknowledging their contribution. Show you value their contribution by being considerate, appreciative and respectful.
AGGRESSIVENESS - thinks they have been mistreated	Hostile, vindictive or cheated	Talk regularly and openly to them, to try get their specific grievance into the open. Help them to develop a more realistic view of options open to him. Always act positively towards them.
WORRYING - thinks they can’t cope	Out of date, unimportant or intimidated	Show interest and belief in their capacity to perform well, and to grow. Develop a supporting, coaching relationship with them.

Summary

We have covered the main ways that peoples' motivational needs can be satisfied. The reality in the cultural community is that organizations are often limited in their ability to fully satisfy these needs. However, although choices may appear to be limited, you need to be constantly on the alert for creative opportunities. To maximize your impact on employee motivation you need to think carefully about the options we've outlined and consider:

The organization's role 	How well does your organization (i.e. – the whole management team - artistic and administrative - and Board) currently do in meeting this motivational need? How, specifically, could it improve? Although you may not have full control over organizational initiatives, what can you do to help make change happen? What recommendations could you make?
Your role 	How effective are you <i>personally</i> in meeting this motivational need for your staff? What can you do, specifically, to help create a more motivational environment?

IMPORTANT FINAL TIP

Don't try to determine by yourself what will most effectively motivate your staff. Ask them what motivates them. You can do this in group meetings or individually (annual performance reviews provides an excellent forum for this). You may learn about actions you can take that will positively influence several of your staff. Equally important, you may learn that an initiative that you had been considering might *not* be effective. For example, you may have been considering introducing a benefits scheme that, although attractive in terms of long-term protection, would result in lower take-home pay for staff. In discussing it with your staff you may find that younger employees are not so concerned about long-term benefits, instead preferring the larger present-day pay packet. In this case, installing the benefits program could actually be a demotivator.

Appendix I outlines 10 moneyless motivators for cultural organizations, as developed by Brett Hendrie, Managing Director of the Hot Docs Canadian International Documentary Festival. It contains many valuable suggestions and explains how they are successfully applied in practice at Hot Docs.

In this guide we have presented a simple framework - of basic and higher level needs - for looking at how to motivate people, and more specifically how you can apply those principles in practice to motivate employees working in the cultural community.

Remember that the most successful cultural managers (and organizations) are constantly on the lookout for creative, effective and efficient ways to keep their staff motivated, happy and performing to their full potential. Make this your goal too.

NOTE

As stated at the beginning of this guide, many books and articles have been written on the topic of motivation. If you wish to explore the topic further, *Appendix II* provides a selection of books on the subject, looking at motivation from different points of view.

**Developed by Brett Hendrie, Managing Director,
Hot Docs Canadian International Documentary Festival for CCCO's
Annual HR Swap Meet**

1) Provide staff with clear goals and timelines for responsibilities.

Everyone benefits when tasks and processes are clear: employees have a framework for expectations, and managers know what they should be receiving/seeing. It can be helpful to give direction about a preferred approach to a task, and specific things they should avoid doing. At Hot Docs, staff work on 'critical path' with their supervisor for all levels of tasks and deadlines, reviewed before a season begins.

2) Recognize that the quality of supervision is reflected in the performance of the employee.

More direction, help and active management can help ensure problems are avoided and the best results come from work. At Hot Docs, mostly an annual event, we don't benefit much from addressing problems on 'scheduled review' basis. We try to give active feedback, to guide staff, and prevent bad surprises.

3) Ensure staff know that feedback mechanisms exist for them to suggest ideas and contribute to the organizations' plans.

No one wants to be a cog in a machine, and great ideas come from unexpected places. Formal or informal 'doors open' policies generate results, and keep staff thinking about the next great idea and the big picture. At Hot Docs, annual reports by all staff are required, not just to review what employees did and how they did it, but also to provide ideas for improvements. We develop an atmosphere where ideas are brought up for consideration at regular meetings, or sent around via email.

4) Staff benefit when they feel that they receive fair treatment, support and that workload or workplace issues can be talked about.

Transparency and equality are benchmarks to strive for, especially with benefits, salary, evaluation, etc. Hot Docs tries to ensure consistency across employees of equal standing/seniority. With so many stakeholders (public, industry, sponsors, media, etc.), staff must know their 'voice' has commensurate weight. Encourage staff to speak with management if they feel issues/obstacles have made goals, timelines or the environment unworkable. Try to gently ask "Do you need help?", when it is in everyone's best interests (and if staff might feel uncomfortable doing the asking).

5) Contextualize small tasks and details by associating them with a 'big picture' concept, and encourage information sharing.

Superior employees are informed and educated employees. It is easier to intelligently plan your own areas (and forecast potential conflicts) if you understand what is happening in other departments and on the desk beside you. Hot Docs has twice a week 'Status Meetings' for management to discuss major initiatives, goals, and current issues (a regular agenda cuts back on the number of issue specific meetings required between the same management team members). We also have once-a-week 'All Staff' meetings that are informal, but chaired by a senior manager. Staff are encouraged to explain tasks and events occurring that week, so all learn about colleagues' responsibilities and current focus. We keep the tone fun and lively, "team" focused, and avoid pre-planned agendas.

6) Provide staff with ownership of their responsibilities.

Different employees with varying levels of experience and differing skill sets will, of course, require varying levels of supervision and direction. A good manager should be able to judge what levels of supervision works best, but, micromanaging can be a terrible working relationship for the employee. Allowing staff members to 'run with things', and empowering them officially to make judgment calls (without fear of ramification) can keep them motivated. At Hot Docs, some of the most successful employees have been those who have been free to reinterpret 'standard' ways of addressing tasks and goals. This allows them to meet goals in a way that makes sense to them, and often creates a sense of personal pride in their daily work.

7) Help get staff invested in the event by helping to provide access to their friends and families.

People will naturally seek to excel when they feel their work is something that can be enjoyed and respected by their friends and families. At Hot Docs, we guarantee that all levels of staff are provided with passes and tickets to the festival they can distribute as they see fit. This has the added benefit of being great word-of-mouth outreach and promotion for the festival, and helps to develop a 'core', dedicated audience.

8) Provide staff with adequate tools and resources for their task, and where limitations exist, recognize these.

Reasonable goals and timelines must also be attached to the proper equipment, information and manpower to reach the desired outcome. Even the most innovative employee cannot compensate for considerations that are beyond their control. At Hot Docs, as a non-profit arts organization, we try to actively recognize that we're working with limited resources to achieve (sometimes and virtually) limitless goals. Our team should have enough at their disposal to do what's required, but when they don't, we try to consider "the best we can do" as something better than a compromised result.

9) Actively provide encouragement and recognition for all employees, and showcase exceptional performance.

Direct and to-the-point motivational feedback, even for de rigueur tasks, can be an important way to keep a team encouraged through the most stressful and busy periods. At Hot Docs, we try to ensure that all staff are provided with recognition for their efforts through All Staff meetings, organization email distribution, and also by name recognition in our published materials (e.g.: programme book, website, etc.). As well, supervisors try to give positive feedback in an honest and context-driven (e.g.: "This is great because...") way.

10) Provide valuable (and valued) professional development opportunities.

Many large organizations invest in professional development programs, courses and tools. For groups with less at their disposal, smaller and cost-effective ways can help staff expand professional horizons. Hot Docs tries to incorporate 'extra' staff members into meetings outside their immediate domain. This can mean bringing a junior employee to meeting with an important external stakeholder (so they can both make a connection, and learn how these meetings operate). Also, we learn from seeing how other festivals operate: we try to provide full-time staff with opportunities to travel to other cities to see first-hand what's happening.

Following is a selection of popular books on the topic of motivation in the workplace:

“Great Motivation Secrets of Great Leaders”

Author: John Baldoni (ISBN 0071447741)

- stories of effective motivational practices as described by leaders who used them.

“Intrinsic Motivation at Work: Building energy and commitment”

Author: Kenneth W. Thomas (ISBN 1576752380)

- stories of effective motivational practices as described by leaders who used them.

“Leadership and Motivation: The fifty-fifty rule and the eight key principles of motivating others”

Author: John Adair (ISBN 0749447982)

- an excellent outline of the work of the two best-known motivational theorists (Maslow and Herzberg) and their role in action-centred leadership.

“The Big Book of Motivation Games”

Authors: Robert Epstein and Jessica Rogers (ISBN 0749447982)

- activities to energize and motivate your staff in group meetings

“The Tao of Motivation: Inspire yourself and others”

Author: Max Landsberg (ISBN 1861976550)

- uses a case study to illustrate how motivational theory works in practice