Essential Management Skills

Part 3 - Understanding Others And How To Motivate Them

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It's time for session 3 and the chance to get to know what makes other people tick and how to use this information to get the best out of them.

Let's jump straight in!

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Do you understand what makes other people tick?

They stand out a mile away don't they? What am I on about? Well, I'm on about the great motivators!

They seem to just effortlessly be able to motivate and get the best out of their teams without even trying!

How do they do this?

The answer lies in their ability to read other people and to be able to know what motivates them, what gets them out of bed every day and what their management styles and learning styles are.

And then the manager tailors the way he/she approaches them and communicates with each person differently.

So how do you understand what makes people tick?

Well, here are just a few of the criteria that make up someone else's world - entire books have been written about this subject, but here is a concise guide:

Other peoples values

This is all about standards and evaluations.

Values are our attractions or repulsion's in life. They are all about what is important and what is good or bad for us. Because values are about things that are important to us, they have a great impact on our motivation.

If one of your managers values security for example and you value adventure, you might not see eye to when it comes to implementing a new pay structure based upon commission alone!

Question

What do you value in life?

If your manager had to get the best out of you, how could they do this by knowing what you value in life?

Beliefs

A belief is a feeling of certainty of what something means to us. All human behaviour is belief driven. Beliefs are the presuppositions that we have about the way the world is.

Depending upon what they are they can either create or destroy our own personal power to do something.

Beliefs are essentially our on/off switch for our ability to do anything in the world.

There's an old saying that "Whether you believe you can or you cannot, you're absolutely right."

When communicating to someone it is important to elicit their beliefs of WHY they have done what they have done.

On the flip side, when motivating someone, you might also want to find out the disempowering beliefs that have stopped him or her from doing what they want to do.

Management Styles

Not everyone manages and leads the same way. Good job I say!

There are 6 main managerial styles that your managers can come under.

Let's have a brief look at them:

Coercive Style - The DO as I say manager

Authoritative Style - The FIRM but fair manager

Affiliative Style - Manager who likes to keep HARMONY in the team

Democratic Style - Seeks CONCENSUS before making decisions

Pacesetting Style - The FOLLOW ME I'll show you manager

Coaching Style - Approach based upon the PROFESSIONAL growth of employees

Now, there are no right or wrong managerial styles - let me make that clear.

But you will have a preferred and natural style that you use most often.

And every situation requires a different approach and style!

For example, if you hear a fire alarm you as a manager will not make a committee decision as to what to do! (DEMOCRATIC STYLE)

Instead you'll use a COERCIVE STYLE - "Let's get out of here NOW!"

I'm not going to go into the ins and outs of each managerial style in this email course but what I would like you to start to do is categorise your managers and staff into the 6 main styles and then say to yourself:

Question

"How can I get the best out of this person now that I know the way he/she likes to manage? What work can I give them? How can I communicate more effectively with them?"

Okay - now onto learning styles...

Preferred learning style

In short this is how your staff prefer to learn new things.

When coaching and managing it is vital to understand what makes others tick and their preferred styles of learning.

Think of a time when you have had to assemble a wardrobe or set up a VCR – How did you do it?

Did you:

- Go full steam ahead, ignore the instructions and go for it? Or
- Did you take your time and read the instructions and go about it in a methodical manner?

Think of a time at school when you learned the most out of a lesson –

Was it:

- When you sat listening to the teacher explain the theory? Or
- When you did an experiment and found out for yourself?

You see, we ALL have different preferred ways of learning. We all learn in different ways.

Do you know what your direct reports preferred learning styles are?

Do you communicate and give them pieces of work that will play to their strengths or improve upon their weaknesses?

Do they like to sit back and evaluate things before making a decision or to learn?

Or do they like to roll their sleeves up and get on with it?

Question

Think about your members of staff and what their learning styles are? Are you making the most out of them?

How your staff think

You can recognise the thinking process of a person by listening to the verbal indicators that they use in everyday speech and then using this information to tailor the way that you communicate to them.

Remember, people like people who are like themselves! People think in 3 main ways:

1. In Pictures (VISUAL)

2. They Hear Sounds (AUDITORY)

3. They Get A Feeling (KINAESTHETIC)

For example if we meet someone who makes decisions because "It looks right" and uses mainly visual words when talking, we will find it easier to communicate to and explain things to that person if we show him/her a diagram or by painting them a picture in his mind's eye.

If someone else makes a decision by "it feels right" then we want to talk about how he/she will feel when communicating to them.

Listen out for the words that people use when talking because they will actually tell you how they think by the vocabulary that they use.

Here are some examples:

VISUAL PEOPLE USE THE FOLLOWING WORDS:

See, Look, View, Appear, Show, Dawn, Reveal, Envision, Illuminate, Imagine, Clear, Foggy, Focussed, Hazy

AUDITORY PEOPLE USE:

Hear, Listen, Sounds, Make music, Harmonise, Tune in/out, Be all ears, Rings a bell, Silence, Be heard, Resonate, Deaf, Mellifluous, Dissonance

KINAESTHETIC PEOPLE USE:
Feel, Touch, Grasp, Get hold of, Slip through, Catch on, Tap into, Make contact, Throw out, Turn around, Hard, Unfeeling, Concrete, Get a handle

Motivating others

So, is it your job to motivate your team?

Well, your job is to ENSURE that they ARE motivated whether you actually do the motivating yourself or not.

You have got to make sure that the team get on as a whole and that they are rowing in the same direction!

This means motivating them yourself and getting fellow team mates to motivate them also.

In addition to this there has also got to be an element of self-motivation in there as well.

How well do you ensure that your staff understand themselves?

Do they know their own motivations and values?

Do they know how to use this knowledge?

You role as a manager is to professionally develop your staff so that they have the drive and purpose to be self-motivated to achieve their own goals as well as the organisations.

I'll be showing you some tools to be able to do this in the next session which is all about understanding yourself!

About MTD

Sean McPheat | **in**

Chief Executive Officer

MTD Training Group

Email: sean.mcpheat@mtdtraining.co.uk

Sean McPheat is the **Chief Executive Officer** of the multi-award winning **MTD Training Group**.

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