

# Motivation: A Structured Look at Motivation & Incentive Programs

Presented

By

**James M. Griffith**

**Sr. Consultant**



- Define motivation.
- What are positive indicators of motivation.
- How do we as safety professional motivate our employees.
- Motivational models.
- What elements are necessary to achieve the desired results.
- Incentive programs.

- Motivation involves moving people to act in support of achieving desired goals.
- Motivation changes behavior and attitudes in three ways:
  - Direction of behavior
  - Intensity of action
  - Persistence of the effort

# Direction of Behavior

- Actions people take to accomplish defined objectives.
- Requires:
  - Must first specify the behavior to be achieved
  - Employees must clearly understand “How” to achieve the desired objectives
  - Employees obtain the necessary knowledge

# Intensity of Action

- The amount of personal attention and thought given to performing goal-oriented actions.
- Requires:
  - Extra time to incorporate into routine work patterns
  - New behavior may be required
  - Management must reinforce required behaviors
  - Increased communication of results

# Persistence of Effort

- The desired performance through time.
- Requires:
  - Employees must be willing to modify personal behavior
  - Management must be visibly committed
  - Management must actively support the efforts

- Specify safety objectives for program

## Examples:

- Maximize safe performance
- Adherence to procedures
- Identify unsafe conditions
- Using proper PPE
- Increased employee involvement

- Reinforce desired behaviors
  - Requires positive and timely feedback by management
  - Positive reinforcement
    - Personal Recognition
    - Performance Awards
    - Group Recognition
  - Measurement of progress towards the safety objective
    - Safe vs. at-risk observations



# Motivational Steps cont

- Attain commitment and involvement
- Requires employee and management commitment to and involvement in the behavior change process
  - Breaking old habits
  - Accepting “new” safe habits

# Motivational Models

Organization Behavior Model (OBM)-uses reinforcement and feedback to modify behavior.

Total Quality Management (TQM)-adjusts attitude to achieve quality improvement goals.

# Comparison of OBM vs. TQM Approaches

Motivational Variable	Supporting Action	Safety Emphasis OBM Model	Safety Emphasis TQM Model
Direction of Behavior	Specify Objectives & Provide Training	Behavior & Behavior Training	Attitude/Behavior Process Education
Intensity of Action	Give Reinforcement & Maintain Feedback	Behavior Occurrence & Behavior Data	Process Improvement & Operating Indicators
Persistence of Effort	Commit Employee & Commit Management	Behavior Change & Style Change	Continuous Improvement & Cultural Change

# Incentive Programs

- Historical Perspective
  - Focus on trailing indicator
  - Usually based upon a reduction
  - “Work Safely”; threats
  - No tools to prevent injury
  - Luck
  - Not repeatable with certainty
  - Substitute for safety management system
  - Promotes hiding injuries and illnesses

# Steps to Incentive Programs

1. Establish your objectives
2. Conduct a baseline analysis
3. Create a method of measurement
4. Establish resource needs
5. Communicate
6. Provide training
7. Feedback to employees
8. Evaluate

# Incentive Programs

- Effective Programs:
  - Clearly developed and stated goals
  - Meaningful to employees
  - Long term commitment
  - Kept exciting and fresh
  - Make it a priority communication
  - Requires all of management to be involved

# Review Incentive Plans

Many different options are available

- Programs tied into other areas
  - Tied in with production, quality, (equal value)
- Sustainment programs
  - Safety Dollars
  - Bingo
  - Crossword
  - Giveaways (Milestone attainment)

Remember it should have value to the employee



# Incentive Resources

- Internet
- NSC Library
- Professional Organizations
- Friends in Safety
- NSC



Thank You  
For Your Participation!

*Have a Safe  
Day*