

MOTIVATION



What is Motivation

- Drive
- Impetus
- Impulse
- Stimulus
- Incentive
- Inspiration
- Enthusiasm
- Driving Force

In other words

It is what gets your juices flowing

Individual Motivation

Where does motivation come from?

Can it be developed?

Can you train someone to be motivated?

What influences motivation?

Individual Motivation

Who is your role model?

What about that model drives you?

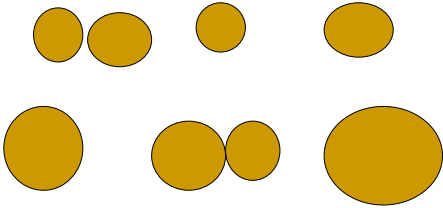
Exercise 1

Quote

I have goals that I set up. I've won a lot, and I realize how much winning means to me. It never gets old. Actually, it makes me want more of it - it's an addicting feeling. I know there are more records I can break and I want to see how good I can be. I feel like all my hard work that I've put in, I'm now seeing the results and I know I have not reached my peak yet so I'm going to push and push, and see how far I can go.

Bubbles

Everyone is different!



Understanding the bubbles

Everyone's bubble is based upon their upbringing.

Thus, people see the same things differently

People like or dislike based on their individual bubble makeup and interactions

What Happens When Bubbles Collide

Co-existence and cooperation

- love
- partnership
- common goals and achievement

Conflict and Chaos

- Chain reaction of perceptions and actions
- People create their own misery



Conflict and Chaos

Comes from listener reading motives into questions and then acting on them

Why does it take 6 months to do an audit?

Questioner perspective

Listener perspective

Conflict

Conflict comes from power struggles, misunderstandings, or calculated moves to subvert one's activities.

Quote

If you are intelligent and know how to apply your intelligence you can accomplish anything. If you don't work your hardest you will never succeed.

Individual Motivation

Do you have a 5 year plan for yourself?
Do you have goals?
Do you have a plan for achieving them?
Do you energize yourself or wait for others?

Individual Motivation

Why do you do what you do?
Because you want to or because you have to
When are you the happiest?—when something is happening for you or when you are making someone else happy

Quote

I'm so competitive I can't play backgammon with my wife without trying to beat her brains out.

Motivating Others

Do you understand the other bubble?

As a supervisor what are you trying to do?

Positive reinforcement vs Negative punishment

Motivating Others

Do you know why employees do what they do?

As a supervisor, do your employees know your expectations

General Expectations

- As managers and in-charges of performance audits you have accepted a responsibility to conduct one of the most important audits in the audit plan.
- Since these audits can be complex it is imperative that the audit be planned, executed, and written well.

General Expectations

It is expected:

- A planned research phase to include identifying steps to determine how you are going to learn about the audit topic
- Formulating a survey audit program to gather information and substantive data to determine if audit issues have potential for reportable issues

General Expectations

- Meet frequently with the auditee to discuss audit results as you are developing them
- These meetings should be offered to highest level managers at least every 3 weeks during audit progress
- Meet with the County Auditor at critical phases in the audit to discuss results and get input

Specific Expectations-Senior Auditor

- Conduct audits independently under the general supervision of the County Auditor
- Draft audit reports should be relatively error free regarding spelling, grammar, and statistical information (totals, formulas etc.
- Develop audit issues for future plans

Specific Expectations-Senior Auditor

- Supervise the performance of staff members (at least one) assigned to your audits

Specific Goals-Senior Auditor

- Complete at least 2 audits through fieldwork stage and at least one through report issue stage.
- Identify at least 3 new audit topics for the audit inventory
- Obtain agreement to at least 85% of report recommendations
- Complete required CPE training hours

Motivating Others

If employees do not perform satisfactorily do you:

- question their competence
- get stressed
- browbeat the employee
- increase training and oversight
- do the work for them and hope you don't get them again

Motivating Others

How you view the job can materially affect how the staff views it.

Is this job a job or a passion? Are you here because it puts food on the table?

Or, because you want to improve government?

Motivating Others

Dealing with nonperformers or slackers

Tact and diplomacy are important and so is respect—all to a point.

Continued nonperformance calls for stricter consequences.

Motivating Others

The key is to treat the employee with the same respect you want to be treated.

Attempt training and education to get them to perform better—Tell them about the mandated deadlines.
Not just ours, but the feds

Let them know the value of their work and how it improves governance and the team process includes all members

Motivating Others

Make an attempt to determine why the nonperformer or slacker is that way.

Ask them if they understand their assignment
are getting resistance to data requests
understand their role in the big picture of the audit

Difficult and Uncooperative Staff

There is a reason for this attitude and it may not be you!

Like children they will test you

Difficult people thrive on intimidation

Difficult and Uncooperative Staff

When all else fails YOU have to be the tough one

YOU counsel them and lay out the expectations from that point forward

YOU give them the appraisal that reflects the performance.

Supervisors Must

Understand they are part of management not staff

Project the organization's goals, objectives and mission over personal wants and needs

Recognize they need to convey the corporate message to the staff

Quote

I have been in this business for nearly 40 years and I still love it. It is the thrill of the hunt and satisfaction that I can create change.

Hints

Lack of motivation=lack of interest

Lack of interest=low productivity

Low productivity=job dissatisfaction

Some people cannot be motivated!

Some have achieved the level they want to be

Some are in the wrong job period

Hints

If they can't be motivated don't waste your time

If there is a reason you can address to make them want to be motivated—try

Approach your work with enthusiasm

Refrain from spreading rumors or talking about others

Hints

YOU have a big responsibility in shaping the attitudes and understanding by the staff

This responsibility should entail getting the staff on board with the office mission and enthusiastically support the work we do

If you're not making a difference, you're wasting time
