MOTIVATION
MATTERS MOST

By: Randy Grieser

In May 2016, ACHIEVE Centre for Leadership & Workplace Performance completed a yearlong survey that gathered opinions and perspectives about ten key leadership principles. 1,063 leaders and 648 employees provided responses. Survey results clearly indicate that motivation is the highest priority on the minds of both leaders and employees

Of the leaders surveyed, 56 percent identified motivation (empowers staff through support, encouragement, and autonomy) as one of the top three principles that are most important to them. Likewise, 66 percent of employee respondents identified motivation as one of the top three principles they would like to see in their leaders.

Leaders and employees both want the same thing. This is good news! However, there appears to be a gap between desire and reality. In the same survey, 30 percent of employees identified motivation as one of the top three principles their leaders are lacking. This is the second most common principle identified by employees as lacking in leaders. And the most common, organizational health, directly impacts motivation.

LEADERSHIP SURVEY QUESTIONS

The survey posed the following question to leaders:

• Identify three principles from the list below that are most important for you as a leader.

The survey posed the following two questions to employees:

• Identify three principles from the list below that are most important for you to see in your leaders.

• Identify up to three principles below that you feel are lacking in your leaders.
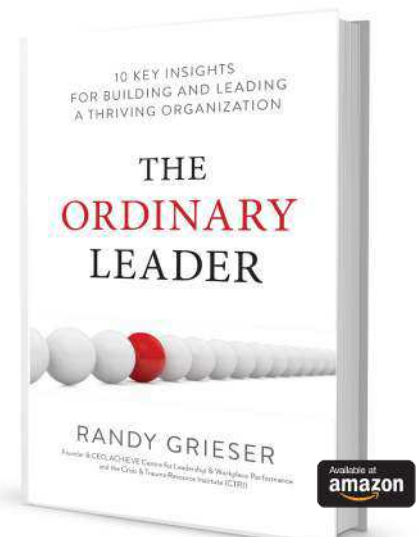
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The survey instrument randomly selected the order for the choices listed below for each respondent.

- **Motivation**: Empowers staff through support, encouragement, and autonomy.
- **Organizational Health:** Cultivates a happy and supportive workplace.
- **Self-Awareness**: Keen awareness of strengths and weaknesses.
- **Vision:** Thinks strategically about the future.
- **Team Selection:** Builds the right team and finds the right fit.
- **Delegation:** Knows what, who, and when to give tasks to others.
- **Passion:** About one's own work and the work of the organization.
- **Productivity:** Articulates and drives the achievement of goals.
- **Innovation:** Focus on creativity and efficiencies.
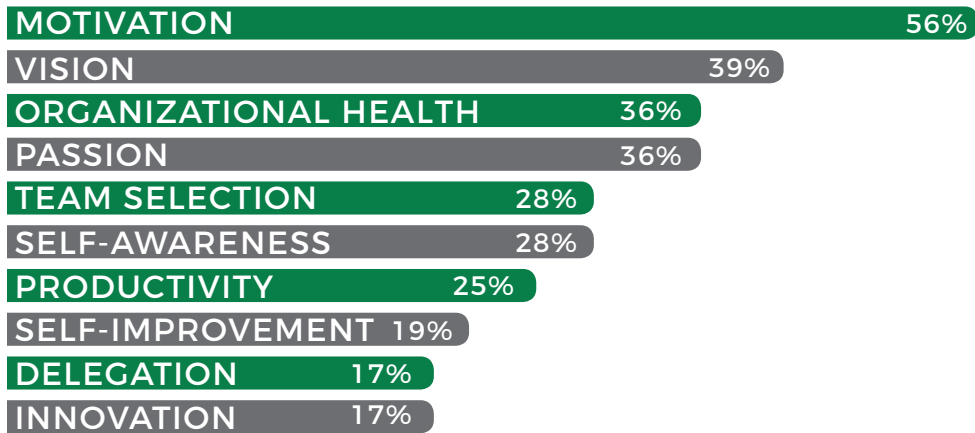- **Self-Improvement:** Is curious, seeks inspiration, and stays current.

Each respondent was also given space to provide written feedback.

*Results of the survey are reviewed in more detail in the book **The Ordinary Leader – 10 Key Insights for Building and Leading a Thriving Organization**. You can purchase this book on Amazon.*
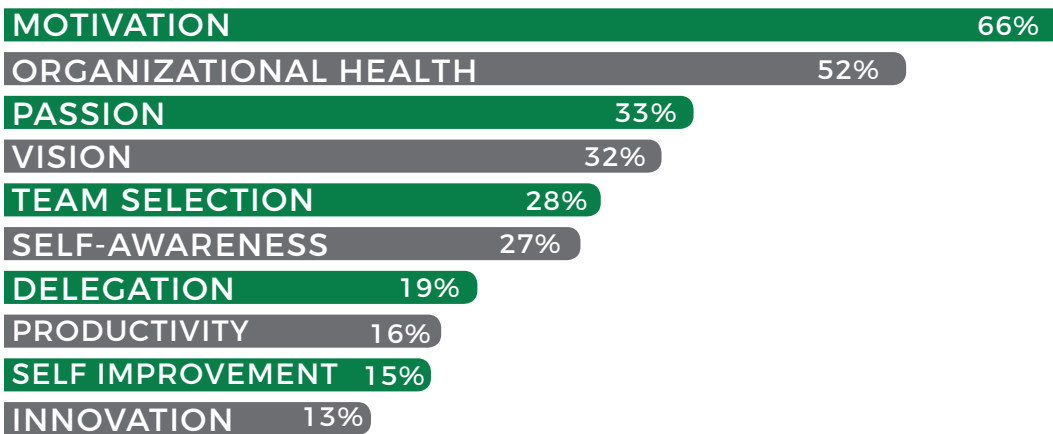
Author: Randy Grieser, Founder and CEO ACHIEVE Centre for Leadership & Workplace Performance and the Crisis & Trauma Resource Institute Inc.
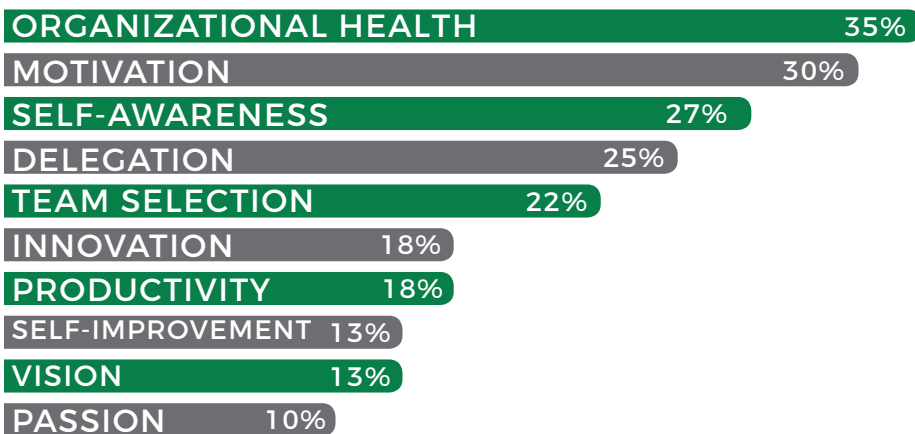
MOST IMPORTANT LEADERSHIP PRINCIPLES TO LEADERS*

- MOTIVATION — 56%
- VISION — 39%
- ORGANIZATIONAL HEALTH — 36%
- PASSION — 36%
- TEAM SELECTION — 28%
- SELF-AWARENESS — 28%
- PRODUCTIVITY — 25%
- SELF-IMPROVEMENT — 19%
- DELEGATION — 17%
- INNOVATION — 17%

MOST IMPORTANT PRINCIPLES FOR EMPLOYEES TO SEE IN THEIR LEADERS**

- MOTIVATION — 66%
- ORGANIZATIONAL HEALTH — 52%
- PASSION — 33%
- VISION — 32%
- TEAM SELECTION — 28%
- SELF-AWARENESS — 27%
- DELEGATION — 19%
- PRODUCTIVITY — 16%
- SELF IMPROVEMENT — 15%
- INNOVATION — 13%

WHERE EMPLOYEES FEEL THEIR LEADERS ARE LACKING***

- ORGANIZATIONAL HEALTH — 35%
- MOTIVATION — 30%
- SELF-AWARENESS — 27%
- DELEGATION — 25%
- TEAM SELECTION — 22%
- INNOVATION — 18%
- PRODUCTIVITY — 18%
- SELF-IMPROVEMENT — 13%
- VISION — 13%
- PASSION — 10%

* Each bar represents the percentage of leaders who chose that option as one of their three most important principles.

** Each bar represents the percentage of employees who chose that option as one of their three most important principles.

*** Each bar represents the percentage of employees who chose that option as a principle their leaders are lacking. (Note that for this question, percentages are lower because respondents could choose up to three principles or none at all.)