

Module 7: Motivating Your Team

What is motivation? It's what makes you spring out of bed in the morning or smile when you see who's calling. It makes you willing to put in a long day to close that sale. In short, motivation is the reason you do what you do.

Motivation comes from internal and external forces—and those forces are unique to every person. But why should managers learn about motivation? For starters, motivated employees are more productive, happier at work, and stick around longer.

So, how can managers motivate employees? In this module, you'll review types of motivation. You'll also understand the unique forces that motivate individuals—and use that knowledge to everyone's advantage.

When you're ready to begin, click the *"Start eLearning"* button above or open the first lesson below.



What Is Motivation?



6 Strategies to Motivate Employees



Factors that Influence Motivation



Let's Practice!



Improving Employees' Job Satisfaction to Increase Motivation



Celebrating Wins



Summary



Knowledge Check



Module 7: Completed

What Is Motivation?



When There's a Will, There's a Way

Have you ever heard the saying, “Where there’s a will, there’s a way”? It means that if you’re motivated to do something, you’ll likely find a way to accomplish it.

Motivation is the force that compels you to take action, make a change, or keep going in the face of challenges. It’s what gives you the energy and desire to pursue a goal, solve a problem, and get things done overall.

Motivated employees are more productive, more satisfied with their jobs, and more resilient. That means that team managers who can better motivate their teams can create better team outcomes. It’s almost too good to be true.

However, to increase motivation, you first have to start with the basics. In this lesson, get an introduction to what motivation is and why it matters. Then, learn about the two different kinds of motivation and how to get to know what motivates your team members.





Watch this video to learn what motivation is, followed by the two different types of motivation.

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What Is Motivation?

What comes to mind when you think of a motivated worker? You might imagine someone who arrives early or stays late to meet a deadline, someone who is willing to help other team members, or someone who is goal-oriented and always working toward achieving bigger and better things. You might also think of someone who's passionate, engaged, and invested in the company and what they do. They genuinely care about their work and its impact.

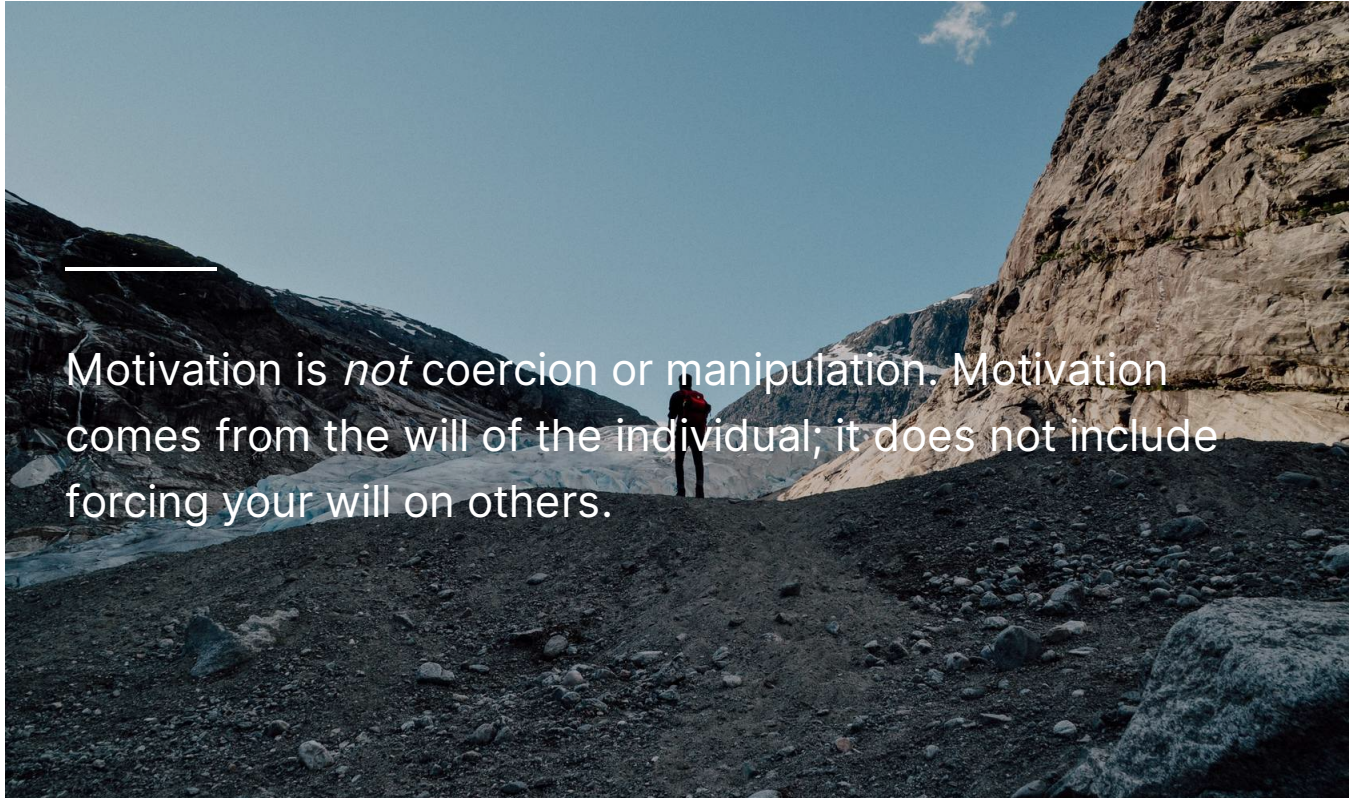


Motivation is what drives people to act. It refers to the underlying influences or forces that initiate behaviour

and move you to work toward something of value to you.

A Lack of Motivation

A *lack* of motivation, then, is a lack of action. An unmotivated worker is a person who shows up late, frequently calls in sick, shirks their responsibilities, and struggles to start new projects or get their work done. A lack of motivation can make an employee feel apathetic, lethargic, and uninspired.



How Motivation Impacts Your Business

Employee motivation has become a popular topic in team and business management studies. That's because employee motivation directly impacts your business's bottom line. For example, increasing employee motivation is known to:

- 1 Boost productivity.** Motivated employees are driven to do more work in less time.
- 2 Increase job satisfaction.** Motivated employees are more engaged at work, and they experience a greater sense of accomplishment and fulfillment. Increased happiness and job satisfaction rates can lead to higher retention and lower turnover rates.
- 3 Reduce employee absenteeism.** Motivated employees are less likely to miss days at work.
- 4 Improve performance.** Motivated employees are goal-oriented. They consistently make things happen, set new goals, and work to achieve results.
- 5 Promote a positive work culture.** Finally, a motivated employee's good work habits can rub off on teammates. Motivated employees contribute to building a culture that's based on productivity, accountability, and even passion, curiosity, or a desire to achieve.

Finding new ways to motivate your employees is good for business—but it's good for people, too. No one wants to dread going to work, just like no one wants to feel like they're just punching in and out of the clock. Most people want to feel like their work matters. They want to feel enthusiastic and personally invested in their work. All you have to do is figure out the best way to inspire them.

Two Types of Motivation

There are two main types of motivation: **intrinsic** (or internal) and **extrinsic (or external)**. Knowing the two types of motivation can help you brainstorm ideas about the different ways that you might motivate your team. It's also important to distinguish the two because one type of motivation can be more effective than the other depending on the situation. Expand the rows below to learn more:

Intrinsic Motivation —

Intrinsic motivation is when a person is motivated by internal factors, such as personal growth or satisfaction. For example, someone would be intrinsically motivated if they go on a run just because it makes them feel good or because they like to try and beat their personal record for how long or how fast they run.

Now, let's apply this to the workplace. People who are intrinsically motivated might do their work because:

- They find it meaningful, or they believe it's important
- They want to get better at skills that matter to them
- It makes them feel accomplished
- They want to learn something new
- They like it or find it interesting

With intrinsic motivation, there is no external reward or "carrot" that's convincing someone to act. They're compelled to act based on their own ambitions, passions, values, interests, or purpose. That's why intrinsic motivation is the more powerful and compelling of the two.

Extrinsic Motivation —

In contrast, **extrinsic motivation** is when a person is motivated by external rewards or incentives—such as money, status, or praise.

A simple example of an extrinsic motivator is your salary. You are extrinsically motivated to do your work to receive a paycheck and be able to afford your daily cost of living. But an external

reward doesn't always have to be tangible. A few more examples of extrinsic motivators at work might be:

- Praise from a boss or coworkers
- Status from earning a promotion, getting a new job title, or otherwise expanding your responsibilities and authority at work
- Receiving a bonus or salary raise
- Benefits like health insurance, retirement funds, or other workplace perks
- Gaining respect or reputation in your field

Avoiding punishment or painful experiences is another form of extrinsic motivation. For example, you might be motivated in your work to avoid getting fired, avoid criticism or avoid disappointing your boss or team. You might even pursue a certain career path because you feel pressure from society or your peers.

Consider This

Examine the difference between intrinsic and extrinsic motivations by considering the reasons a person might pursue a college education. Flip the flashcards below:

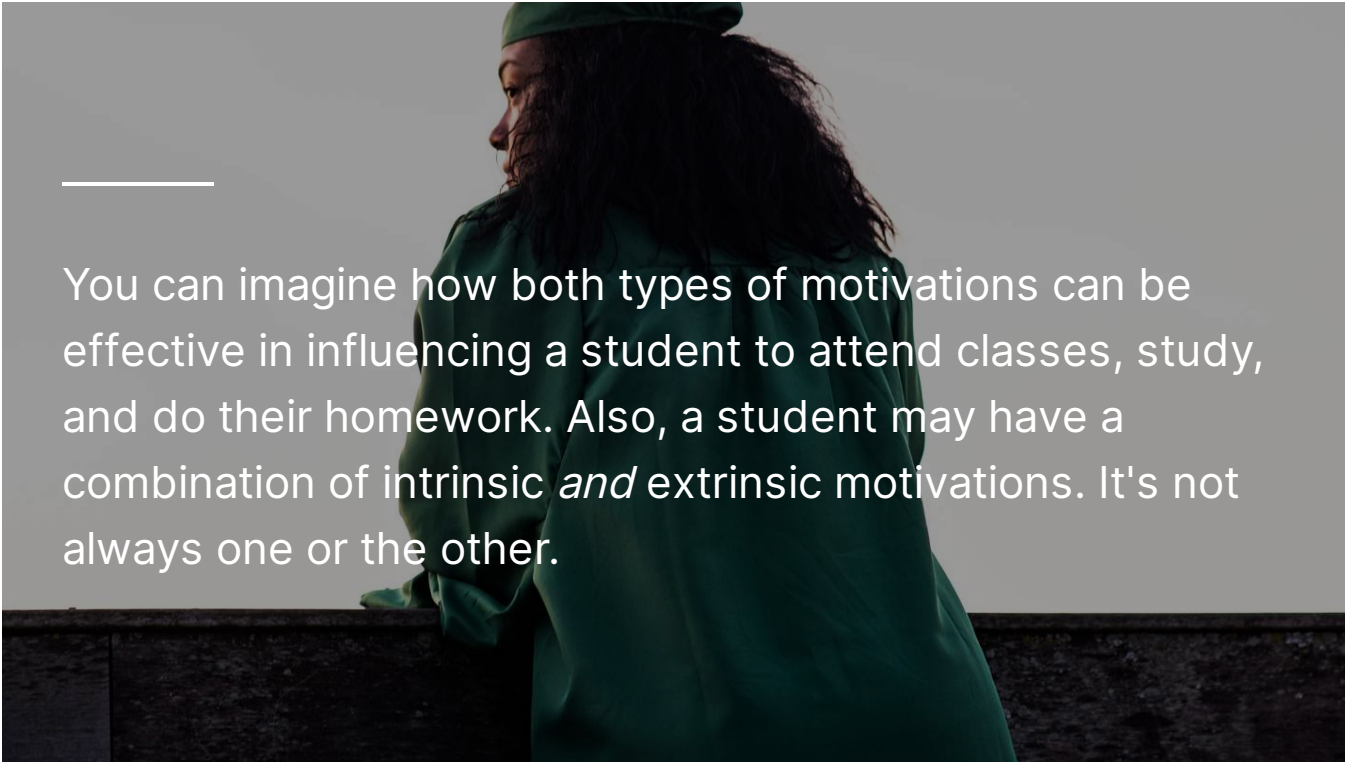
Intrinsic Motivation

Someone who is intrinsically motivated may pursue a college education because they enjoy learning new things, it's a personal goal, or they want to master new skills.

Extrinsic Motivation

Someone who is extrinsically motivated may pursue a college education because a degree may help them increase their earning potential.





You can imagine how both types of motivations can be effective in influencing a student to attend classes, study, and do their homework. Also, a student may have a combination of intrinsic *and* extrinsic motivations. It's not always one or the other.

Which Type of Motivation Should I Use?

Intrinsic motivation is self-directed. People are compelled to act based on their own interests, values, ambitions, and sense of purpose. Extrinsic motivation requires a more traditional, stick-and-carrot approach. So, which type of motivation is more effective?

As a general rule of thumb, intrinsic motivation is the more powerful and long-lasting of the two. Employees who are intrinsically motivated tend to fare better and stay motivated for longer. Extrinsic motivation may dissipate after the resource or reward is gone.

However, that's not to say that extrinsic motivation doesn't have any place or value on your team. For example, a high-performing team member may be intrinsically motivated to do good work, but they also might need occasional external rewards in the form of a pay bump, recognition, and opportunities to expand their influence to feel fully engaged.

Different People Have Different Motivations

The answer is there is no easy way to say what the best approach is to motivation. It depends on the person and the situation. While one team member may be really motivated by status and power, another may care less about those things. Moreover, the same person can be motivated by different influences at different times. For example, a new hire may be motivated by creating an impact in their new role. Five years later, the same person may be feeling stagnant and require a different type of motivation to stay engaged—such as a promotion, a mentoring opportunity, or more variety in their work tasks.

Get to Know What Motivates Your Team

Since different people have different motivations, the first step to motivating your team is to get to know what motivates them. Get started by clicking through the steps below.

Step 1

Check Your Assumptions

First, check your assumptions. Don't be tempted to project what motivates you onto your team. Remind yourself that different people will be motivated by different things. Try to think of yourself as a detective who's looking for clues or a journalist who's looking for facts to better understand a story. Throw out what you think your team's motivations are, and approach the next step with an open mind and a clean slate.

Step 2

Ask Questions

One of the best ways to get to know what motivates your team is to ask them directly. Interview individual team members or distribute a motivation survey or questionnaire. Ask questions about what motivates the individual, what their goals are, and what their priorities are in an ideal job or work environment.

For example, you might create a survey that lists different situations—such as training a new employee or getting recognised for an accomplishment—and asks employees to rate how much the situation would increase or decrease their motivation at work.

Also, consider asking employees how satisfied they are with their current state. You might ask, *“Do you feel like your job is important? Do you have opportunities to learn new skills?”* Or *“Are you recognised for exceptional results?”*

Step 3

Observe Behaviours

People aren't always accurate in self-reports. They may not have the self-awareness to understand their own motivations, or they may say what they think you want to hear or how they want to be perceived. That's why the next step is to observe your team members' behaviours.

Pay attention to spikes in individual productivity or effort. Notice when a team member gets excited about their work. What's the context? What changed, or what could have activated the increased motivation? Likewise, take note when an individual's morale or productivity take a dive. What factors, or lack thereof, might be decreasing their motivation?

Step 4

Test and Iterate Your Approach

Take what you've learned from your motivation questionnaire and notes on observed behaviours to experiment with different motivational approaches. Tailor your strategy to the individual, and don't be afraid to try new things. What works? What doesn't work? Iterate, or adjust your approach, and repeat.

Step 5

Keep Talking

The last step to understand your team's motivations is to keep talking and keep monitoring your team's motivations. Motivating factors and motivation levels may fluctuate over time. Conduct regular one-on-ones and performance reviews with individual team members to touch base and talk about how things are going. Make a conscious effort to address motivation in your regular feedback and conversations.

Summary

When it comes to motivating your team, knowledge can be powerful. Start by taking the time to understand your team's motivations. Throw out your assumptions and directly ask team members what motivates them. Compare their responses to any patterns you observe in their behaviours and productivity. Try out a few different motivational techniques based on your research and make adjustments as you go. Finally, conduct regular one-on-ones to keep communication lines open and keep talking about motivation.

Explore Different Theories

Note that there are various theories on motivation. Do some research and draw from the theories that speak to you and to your team's experiences. Again, you can always test and adjust your approach until you find the right blend.

CONTINUE



What Do You Do?

You're excited to try out some new motivational techniques on your team. Which of the following approaches will be most effective? Choose as many options as applicable.

- Recognition.** Try adding a weekly “kudos” to your stand-up or stand-down meetings in which you recognise the exceptional work of one member of your team in front of their peers.

- Financial incentives.** Develop a rewards program in which team members can earn bonuses for achieving specific goals or hitting specific performance metrics.

- Meaningful work.** Launch a communication strategy that connects employees with the impact of their work on the end user through stories, project summaries, and field visits.

- Peer-to-peer mentoring.** Start a peer-to-peer mentoring initiative that facilitates cross-departmental training and the mutual learning and sharing of skills.

- It depends** on the situation, timing, and motivations of your individual team members.

SUBMIT

Summary

Your team's performance is based on a combination of ability and motivation. They must have the skills and resources to do the job—but they also must have the motivation to act. Motivation and business outcomes like productivity and employee job satisfaction go hand in hand. Consider the different ways that you might inspire your team through intrinsic and extrinsic motivators:

- **Intrinsic motivators are internal.** They include the internal drive to improve, make an impact, achieve a goal, or feel a sense of pride in one's work. Work that's interesting or enjoyable for the individual is also an intrinsic motivator.

- **Extrinsic motivators are external.** They include external rewards such as financial incentives, status, recognition, or praise.

Motivations between team members can vary. What motivates you may not motivate your team. That's why it's important to understand your team's motivations by talking to them, observing their behaviours, testing different approaches, and checking in with them regularly.



Add and subtract. A simple way to approach motivation is to identify which factors add to—or take away from—employee satisfaction. For example, you might find that factors like a high level of autonomy and equity increase employee satisfaction, whereas a high level of uncertainty and bureaucracy decreases employee satisfaction. Then, try to increase the factors that add to satisfaction, and eliminate those that take away from it.

Understanding the difference between internal and external motivation is only part of the equation. Advance to the next lesson to learn strategies to identify your team's particular motivators.



Complete the content above before moving on.

6 Strategies to Motivate Employees



Motivation Comes from Within

You've seen what your team is capable of when they're motivated and giving a project 110%. You've also likely seen how productivity can grind to a halt from a "case of the Mondays" or when an employee's motivation otherwise takes a hit.

It's no secret that motivation is critical to success. The challenge is that you can't demand or manufacture motivation. No number of "sticks" and "carrots" can *force* people to feel motivated. The most powerful motivation is intrinsic: It comes from within.

So, how do you tap into your team's motivation? How do you light a fire under your employees' feet—call upon their innermost needs, drives, and ambitions—and inspire them? In this lesson, you'll learn six strategies to motivate your team, followed by a final checklist of motivation do's and don'ts.





6 Strategies to Motivate Employees

Watch this video to learn six strategies to motivate employees.

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Top Three Motivation Myths

First, let's debunk a few motivation myths. Review the top three motivation myths, as well as why they're misguided, in the explanations that follow:

1

Myth: Money is the single biggest motivator. While financial rewards such as earning a raise or bonus can motivate employees, motivation is much more complex than that. In fact, intrinsic motivators—such as the desire to do meaningful work, make an impact, or develop one's skills—are typically just as important.

2

Myth: Managers are responsible for employee motivation. A manager's role is to create a motivating environment and do what they can to engage team members' motivations. However, the

team member also has to be willing to work with you and take responsibility for motivating themselves.

3

Myth: Fear is a powerful motivator. Fear of punishment—such as fear of getting fired, demoted, or facing other professional consequences—can motivate employees in the short term to do what you want. However, using fear to motivate employees is not the ideal or most effective option.

All three of these myths rely on a “stick and carrot” approach to motivating employees—in which the manager either promises financial rewards or threatens punishment. Not only is this approach ineffective in the long term, but it also fails to consider the motivators that are unique to each individual.

6 Strategies to Motivate Your Employees

Look beyond the limited “stick and carrot” approach to motivation and practice the following six strategies proven to increase motivation at work. These strategies are:

1

Find out what employees want most.

2

Involve them.

3

Connect employees with the impact of their work.

4

Set incremental goals and give regular feedback.

5

Create a motivating work environment.

6

Reward employees.



Strategy 1: Find Out What Employees Want Most

Imagine This

You love learning and growing. There's nothing that motivates you more than development opportunities. So, that gives you an idea. What if you launched lunch-and-learns as a new motivational tactic for your team? Once a week, team members could take turns teaching the rest of the group about any topic or skill of their choosing over lunch.

Lunch-and-learns could help your team bond while also learning new things. What's not to love?

Jason's Experience

One of your team members, Jason, has a different perspective. Jason is a new dad. With a newborn at home, he's currently motivated by work-life balance. Sometimes, he works during his lunch hour so that he can go home a little early. Other times, he just appreciates having an

hour to himself—no coworkers, no clients, and no kids. The “exciting opportunity” of lunch-and-learns is actually demotivating to Jason.



Remember that **motivation ultimately comes from your employees**. They are the experts of what’s important and motivating to them. Also, their motivations may change depending on where they are in their careers and lives.

Go to the Source

That’s why the first, and most important, strategy to motivate your team is to go to the source. Find out what employees want most from their work by talking to them about it in one-on-one meetings, performance conversations, or even through employee surveys.

For example, you might ask employees a direct and open-ended survey question, such as, *“What do you want most from your work?”* or *“What are the top three things that motivate you?”* Or, you might give employees a list of common motivators, and ask them to rank them in order of priority. See the list of sample motivators below:

- Work that’s interesting or meaningful to me
- A strong work-life balance or high level of flexibility
- Learning, developing, and growing my skills

- Attaining a role with greater responsibility, authority, or power
- Advancement opportunities
- A sense of accomplishment and achieving big goals
- Working for a company and manager I respect



Strategy 2: Involve Them

Encourage Ownership through Active Participation

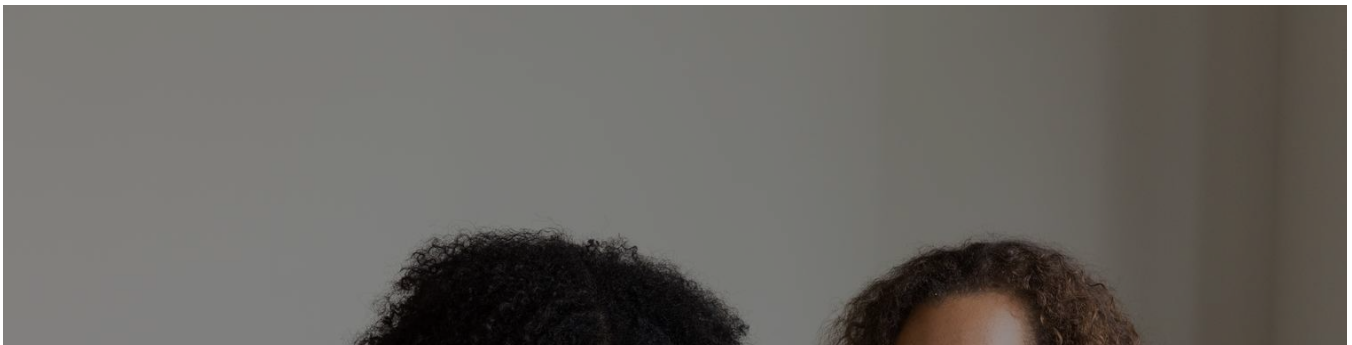
It's difficult to feel invested in your work or company if you're not an active participant in it. Likewise, it's difficult to get on board with a decision in which you had no say.


That's why the second strategy is to **involve your team** in major decisions or important projects as much as possible.

Here are some ideas you might try:

- Take a democratic approach to brainstorming ideas and making decisions.
- Ask employees to brainstorm and present their ideas to you for approval.
- Create a “first draft” and ask your team to review it and share their thoughts or edits.
- Invite your team to collaborate with you on big, exciting, or important projects.
- Delegate a decision or project to your team. Schedule checkpoints to review their work and redirect their efforts or give feedback as needed.
- Regularly ask for your team’s suggestions on how you can better support them or what ideas they have for the team or organisation to improve.

A sense of ownership can help to foster motivation. Instead of being told what’s going to happen or instructed on what to do, employees will feel like the decisions and projects are their own.





Strategy 3: Connect Employees with the Impact of Their Work

Work that Matters

People want to do work that's meaningful and impactful. They want to know that their work matters—and their efforts aren't in vain.

So, take every opportunity to communicate the impact of employees' work. Don't just tell employees what you want them to do—also explain to them *why* it's important and what the result will be. What's the vision? How will a project help your customers, grow the business, or disrupt your industry?



When relevant, connect employees *directly* to the end user. For example, if you work in a nonprofit or a healthcare organisation, share impact stories of the people your organisation helped. Or, if you work for a startup, regularly share testimonials or words of appreciation from customers using your product.



Strategy 4: Set Incremental Goals and Give Regular Feedback

Imagine This

Your friend invites you to go on a hike. Expand the rows below and reflect on the following three scenarios. Think about which scenario will give you the greatest sense of achievement, pride, and satisfaction. In other words, which scenario would be most motivating for you?

The Sidewalk Stroll

In the first scenario, the “hike” is not really a hike at all. You and your friend go for a stroll around your neighbourhood. The path is paved and flat. It’s comfortable—but also not very exciting.

The Steady Summit

In the second scenario, you and your friend set out on a moderate hike to reach a summit. There are plenty of opportunities to take breaks at smaller viewpoints along the way. It's challenging, but with patience and persistence, you can reach the top and be rewarded by the summit views.

The Everest Climb

In the third scenario, your friend asks you to climb Mount Everest with them. As incredible as that sounds, you don't have the physical stamina, gear, or technical know-how to make that trek. You gracefully decline the adventure.

Reflections

Again, which scenario gives you the greatest sense of accomplishment? The sidewalk stroll? The steady summit? Or, the Everest climb?

The sidewalk stroll is likely too comfortable—you don't really have an end goal or a challenge to pursue, so you don't try as hard. The Everest climb is too overwhelming—you don't have the resources you need, and the goal seems impossible to even try. But the steady summit hits the sweet spot. You have a big challenge that you're working toward, with smaller milestones and wins along the way.

Motivating your employees through steady goals and challenges works in a similar way. Give your

employees clear, incremental goals to work toward. Celebrate their wins and give them feedback as they go.



Consider the Culture

Fifth, examine the culture and environment in which employees are working. What factors are contributing to motivation? What factors might be hurting motivation? For example, consider the following tips:

- **Encourage open communication.** Encourage employees to share their ideas, concerns, and honest feedback with you. Don't react negatively to constructive criticism from employees. Create a safe space for employees to be radically candid.

- **Listen to employees.** However, open communication and honest feedback won't create a motivating team environment if employees feel like their ideas aren't truly considered. You need to really listen to employees, and also implement their ideas when it makes sense. Make employees feel like their ideas are heard and valued.
- **Eliminate signs of distrust.** People want to feel like you trust them and have confidence in their ability to do their jobs. So, eliminate signs of distrust, such as micromanaging employees or tracking their work hours.
- **Set and enforce ground rules.** Don't tolerate toxic work behaviours such as bullying, gossip, harassment, and discrimination. Hold all team members accountable for creating a respectful work environment that embraces and celebrates differences.



Why Reward Employees?

Finally, employees who put in extra effort to exceed their goals and increase their contributions to the company—but don't see any return on their efforts—may become discouraged or even wonder, *"What's the point?"* So, while external rewards aren't *everything*, they still play a substantial role in motivation.

Rewards come in many forms. Traditional rewards might include a raise, bonus, commission, or promotion. But rewards might also include greater flexibility, development opportunities, praise, or recognition—or even more responsibility, influence, or authority.



A reward might be the opportunity to work on an exciting or sought-after project. For example, imagine if you could only take two team members with you on a work trip to Paris to pitch to a major client.

Criteria for Effective Rewards

No matter how you decide to reward employees, make sure that the reward meets the following criteria:



The reward is valuable to the employee. The employee must believe that the reward is worth the effort.

- Employees understand how to earn the reward.
- The reward is perceived as attainable. Employees must believe that it's possible to meet the goals required to earn the reward.
- Everyone has an equal opportunity to earn the reward.



Check Your Understanding

Use the strategies you've learned from this lesson to determine whether the following factors are motivating or demotivating for employees. Check your understanding and sort each factor into the correct category below:

Demotivating

Reward systems that favour a select few

Empty promises

Fear of being fired

Over-ambitious goals

Tracking team's work hours

Assuming what motivates employees

Motivating

More responsibility

Employee involvement in decision-making

Regular praise and recognition for achievements

Setting incremental goals and moderate challenges

Listening to employees and asking what they want from their work

Connecting employees to the impact of their work

Summary

Both employees and managers should work together to help employees stay motivated and engaged in their work. The best way to motivate employees is to talk to them. Find out what they want most from their work, and then identify or connect them with opportunities that align with their interests, drives, or needs. You can also make it easier for employees to feel motivated by involving them in team or company decisions, connecting them with the impact of their work, setting incremental goals, giving regular feedback, and creating a motivating work environment that's built on trust, respect, and open communication. Finally, don't forget to recognise employees for their achievements and reward them for exceptional results. Helping your team stay motivated is a continuous and collaborative effort. Don't overlook the role motivation plays in driving employee satisfaction and success.



Discover what inspires and motivates you. Motivation can be contagious. When you're inspired, your team will draw off your energy and inspiration.



With your deeper understanding of motivational strategies, you're ready for tailored team incentives. Next, learn about subtle elements that influence work motivation.



Complete the content above before moving on.

Factors that Influence Motivation



Introduction

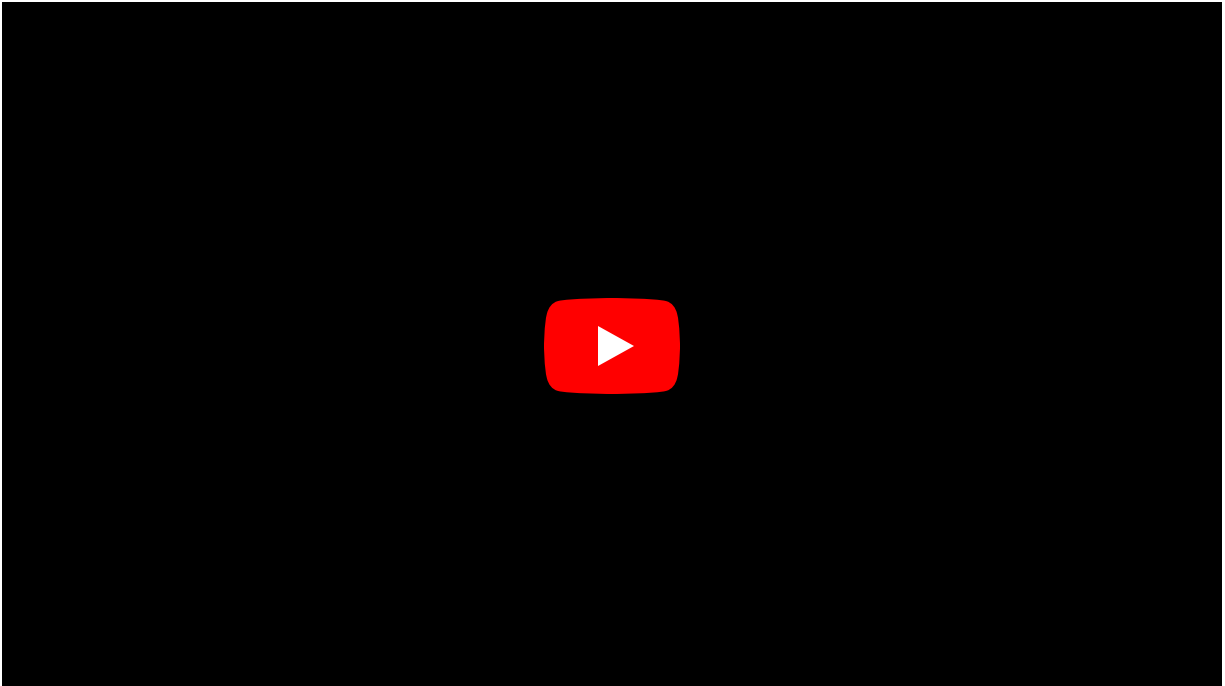
In lesson one, you learned that motivation can be internal—such as an employee who takes personal pride in their work. Or, it can be external—such as the boost in motivation that comes from a raise or promotion.

Different forces influence how motivated an employee feels at any given time. In this lesson, you'll learn about the top four factors that influence employee motivation:

- 1 Environment and leadership style
- 2 Nature of the job
- 3 Work relationships
- 4 Reward systems and advancement opportunities

By getting familiar with some of the factors that influence employee motivation, you'll be better equipped to maximise the factors that *motivate* your team to achieve their work goals, while eliminating the factors that may *demotivate* them.

 **YOUTUBE**



Factors that Influence Motivation

Watch this video to learn about four factors that influence employee motivation.

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Disclaimer

There are many different, and sometimes conflicting, theories about what motivates or drives people to act. The following lesson is meant to be a starting point for understanding a few of the most common factors that impact team motivation. No single factor or theory can explain all of human motivation. So, take a combination approach, and experiment with different motivational methods to find what works best for each team and individual.

Factor 1: Environment and Leadership Style

Imagine this: You work for an early-round startup company that believes Ping-Pong tables can replace healthcare benefits and retirement plans. You're underpaid and overworked, and it seems like the company is always on the verge of a crisis. There's no planning—your team is always in fight or flight mode—and it feels as if leadership is forever scrambling to get the next product shipped. How motivated do you feel about working hard and helping the company achieve its goals?

This is an example of how an employee's **work environment** can impact motivation. A manager's **leadership style** and management practices directly shape the work environment. Obviously, this example shows how a poor leadership style and organisational climate hurt motivation. So, how can you adopt a leadership style and create a team environment that increases motivation? Start with the tips below:

- Express confidence in your team's abilities.
- Promote a respectful and inclusive team environment.
- Invite team members to share their ideas and weigh in on decisions.
- Treat employees fairly and equally.
- Communicate your appreciation of your team's work.



Never tolerate bullying, harassment, or discrimination in the workplace. Don't belittle, insult, or yell at team members. Also,

aim to eliminate workplace gossip and politics.

2

Factor 2: Nature of the Job

Another factor that influences employee motivation is the nature of the job or work itself. It's difficult to be motivated or get excited about menial, repetitive, easy, or dull tasks. In contrast, other types of tasks may naturally be more exciting and enjoyable for employees. For example, tasks that are different, challenging, or creative often elicit higher levels of motivation. Improve team motivation by assigning work that is:

New or Exciting

Mix it up. Avoid assigning the same tasks to the same people day in and day out. A different task, or a project that engages new skills, can help an employee wake up and get excited about their work.

Important, Meaningful, or Impactful

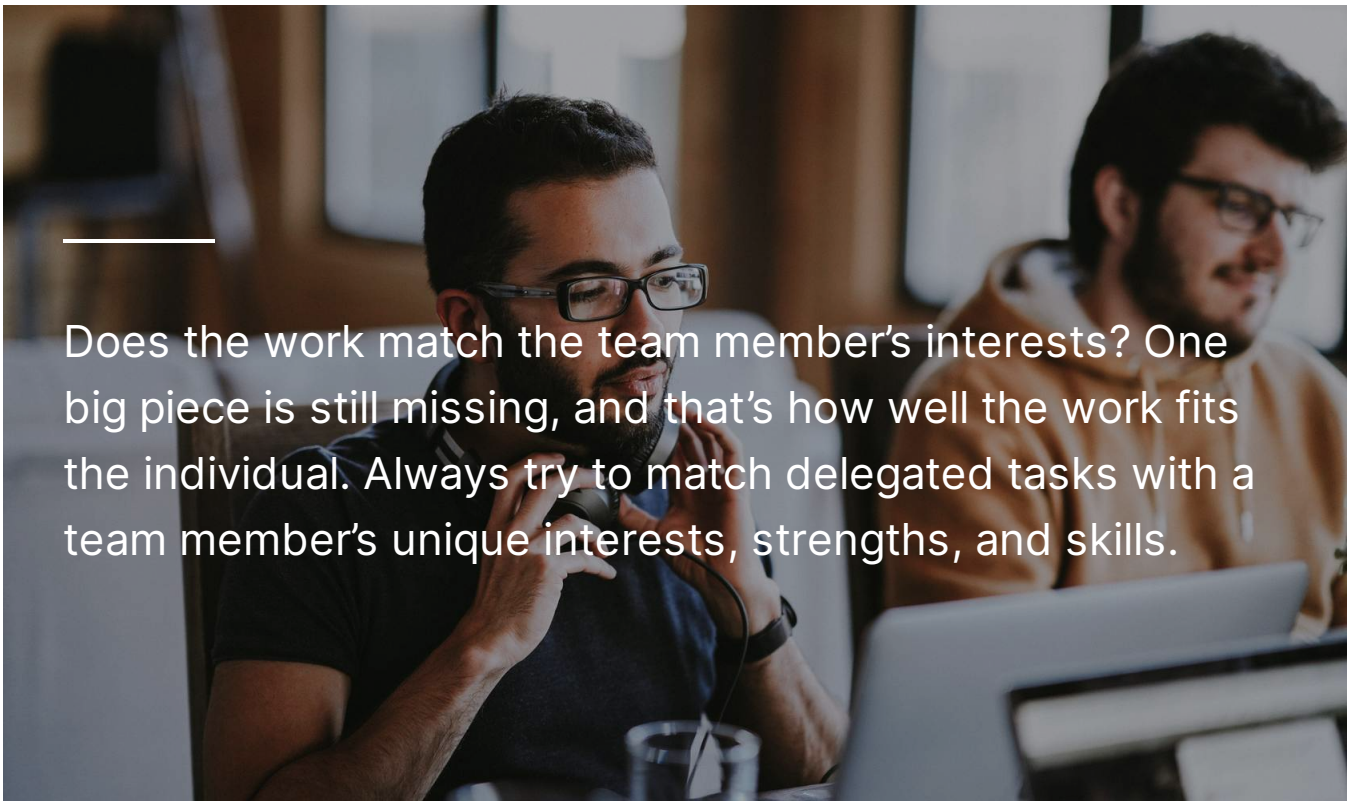
Tasks that are more important, meaningful, or impactful can also be more motivating. Your team members may be motivated by the opportunity to receive recognition, make an impact, or increase their visibility within the company.

Challenging

Easy or mindless tasks can quickly lead team members to tune out and lose motivation.

Consider assigning more challenging work that stretches or expands your team's skills and keeps them on their toes.

Does the work match the team member's interests? One big piece is still missing, and that's how well the work fits the individual. Always try to match delegated tasks with a team member's unique interests, strengths, and skills.



Factor 3: Work Relationships

The third factor of employee motivation is workplace relationships. How do you feel when you're working with a group of people you respect, who inspire you, and who you genuinely enjoy working with? In contrast, how do you feel when you're working with people you don't trust, like, or get along with?

Work relationships and rapport between team members can grease the wheels of motivation or grind it to a halt. Consider how you can improve work relationships—and, in turn, improve motivation—with the following tips:

- Emphasise shared goals and encourage collaboration between team members. Avoid playing favourites or pitting team members against one another.
- Assign clear roles and help everyone on the team value one another's contributions.
- Invest in team-building or team-bonding activities.
- Train or coach employees on how to navigate disagreements and work with people who have different communication styles.

Factor 4: Reward Systems and Advancement Opportunities

Finally, don't overlook the role that reward systems and advancement opportunities play in team motivation. Unfair and unequal compensation can make employees feel undervalued and unmotivated. Likewise, employees who feel like they're stuck in their career—and there's nowhere to move up or grow—may question the point of working harder.

In contrast, establishing systems that reward and recognise team members for their efforts and contributions can encourage them to up their game. Follow these tips:

- Recognise and reward team members for exceptional performance.
- Help team members identify advancement opportunities.
- Coach team members to set development or career goals—and create a plan for achieving them.

A photograph showing two people shaking hands in a meeting. The person on the left is wearing a light-colored sweater, and the person on the right is wearing a dark sweater. They are standing in front of a laptop. The background is a bright, modern office setting.

Keep in mind that rewards can come in many forms, including a raise, advancement opportunity, praise, or other perks.



Check your understanding by answering the question below...

Which of the following factors have the biggest impact on employee motivation?

- Work environment and leadership style.
- Nature of the job.
- Work relationships.

- Reward systems and advancement opportunities.
- It's a combination of factors, and it depends on the person.

SUBMIT

Summary

Understanding the factors that influence employee motivation can help you pinpoint why a team member may be feeling unmotivated and what you can do to improve employee motivation. Review the four factors of employee motivation and ask yourself the prompts below:

- Work environment and leadership style.** Is it a “good” working environment? Does your leadership style create an environment that’s respectful, inclusive, inspiring, and empowering?
- Nature of the job.** Is the team member’s work interesting, enjoyable, meaningful, or challenging?
- Work relationships.** Does the team member have strong working relationships and close ties with other team members?
- Reward systems and advancement opportunities.** Is the team member compensated fairly? Are they rewarded and recognised

for their contributions? Do they know how they can advance within the company?

If any of the boxes are left unchecked, then brainstorm ways that you can improve that category and transform it from a demotivating factor to a motivating factor.



Ask employees about motivation in team surveys or one-on-ones. You can always ask employees how motivated they feel, or what motivates them as an individual, in one-on-one meetings or anonymous team surveys. Ask what factors are currently hurting motivation as well as what you could do to improve motivation.

Multiple factors can affect a team's motivation, offering clues on how to get them pumped up. Continue to the next lesson to try out what you've learned so far.



Complete the content above before moving on.

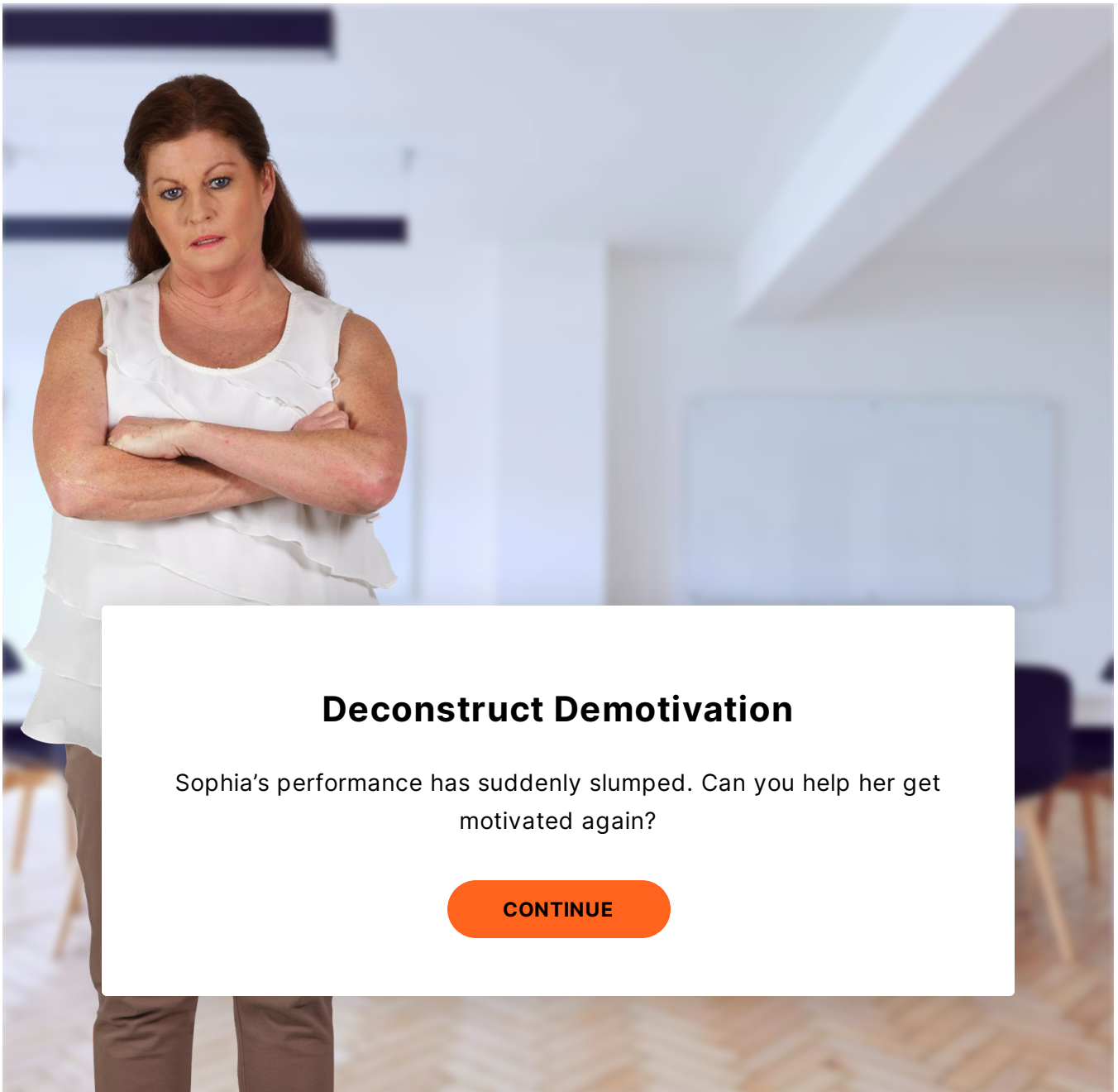
Let's Practice!



What Motivates Your Team?

You're worried about Sophia, a sales associate on your team. Once a model employee, she now shows up late and zones out in weekly briefings. Her sales are down and you've even had a few clients complain that she doesn't follow through.

Apply what you've learned so far with this practice scenario:



Deconstruct Demotivation

Sophia's performance has suddenly slumped. Can you help her get motivated again?

[CONTINUE](#)

Scene 1 Slide 1

[Continue](#) → [Next Slide](#)



Sorry I'm late again. I just can't get my head in the game.

1

You're never going to hit your bonus this month if you don't step it up. You don't want to get in trouble, do you?

2

I've noticed you haven't been very motivated lately. Can you tell me what's going on?

3

We want you to succeed. What if I schedule the meeting a little later?

Scene 1 Slide 2

0 → Scene 1 Slide 3

1 → Scene 1 Slide 5

2 → Scene 1 Slide 4

Carrots and Sticks

You've assumed that extrinsic factors like bonuses or punishment will motivate Sophia. While external motivation can work in the short term, you haven't solved Sophia's deeper issue. Try again.

[CONTINUE](#)

Scene 1 Slide 3

[Continue](#) → [Scene 1 Slide 2](#)

Scratching the Surface

You may have solved Sophia's tardiness issue, but the underlying problem is poor motivation. How can you get Sophia to give 100% like she used to? Try again.

[CONTINUE](#)

Scene 1 Slide 4

[Continue](#) → [Scene 1 Slide 2](#)



Ever since we changed our bonus structure, I can't seem to hit my numbers. I've never had this problem before. I feel like I can't win.

1

Thanks for bringing that up. What if we consider a different reward for you?

2

Terry is hitting his numbers. Maybe you should talk to him.

3

Look, you're in sales. This is the way we do things.

Scene 1 Slide 5

0 → Scene 1 Slide 6

1 → Scene 1 Slide 8

2 → Scene 1 Slide 9



Great Plan!

Find out what motivates Sophia by asking her directly.

CONTINUE

Scene 1 Slide 6

Continue → Scene 1 Slide 7



What Motivates Sophia?

You talk with Sophia and learn she recently enrolled in evening business classes. She's interested in a leadership role and feels the classes will give her the skills she needs.

[CONTINUE](#)

Scene 1 Slide 7

[Continue](#) → [Scene 1 Slide 10](#)



Unsolved Mystery

Sophia may get some good tips from Terry, but what works to motivate him might not work for her. What else could you try?

CONTINUE

Scene 1 Slide 8

Continue → Scene 1 Slide 5



Hard-Line Breakdown

Sophia is usually a model employee, so you don't want to risk losing her. Taking a hard line demonstrates you're not listening and may push her away. How could you show you hear her concerns?

CONTINUE

Scene 1 Slide 9

Continue → Scene 1 Slide 5



You mentioned a different reward structure. What did you have in mind?

1

Since you're in school, what if we offer flex-time? You don't have to be here 9 to 5, as long as you hit your numbers.

2

What if we lay out a career plan that aligns with your leadership goals? Hitting your numbers will be part of your advancement plan.

Scene 1 Slide 10

0 → Next Slide

1 → Next Slide

You Helped Sophia!

Surprise! Both answers were correct. You addressed Sophia's internal motivation—to gain leadership skills and advancement opportunities—and offered two ways to achieve her goals.

START OVER



Scene 1 Slide 11

Continue → End of Scenario



Great job! You helped Sophia get her mojo back.
Continue to the next lesson to learn how to improve
your team's job satisfaction.



Complete the content above before moving on.

Improving Employees' Job Satisfaction to Increase Motivation



Introduction

Some tasks are naturally more exciting than others. Imagine the last project that inspired you. Maybe it was a project for a big client. Maybe it was a task that challenged you to flex new skills or get creative. Or, perhaps you were motivated by the impact of your work.

In contrast, some tasks feel inherently unenjoyable. Think about the last task or project that you were dreading or dragging your feet on. Perhaps it was mindless data entry, a weekly report, or a project that otherwise felt tedious, repetitive, and dull—even arbitrary.

The nature of a person's work matters for motivation. Some tasks inspire us to work harder than others. And by understanding what kinds of tasks inspire and motivate people most, you can sculpt employees' jobs in a way that increases job satisfaction, productivity, and performance.

In this lesson, learn about five ways that you can improve employees' job satisfaction, and in turn, motivate them to achieve more.





Improving Employees' Job Satisfaction to Increase Motivation

In this video, learn five ways that you can help to increase employee job satisfaction-and, in turn, improve motivation.

VIEW ON YOUTUBE >

Imagine This

Expand the rows below to compare and contrast the experiences of two employees: Tina and Jose.

Tina —

Tina assembles parts in a factory. For the most part, she repeats the same tasks day in and day out. She has strict protocols she must follow. Her job requires specialised knowledge, but there's little variety. If there's a problem, she takes it to her boss. Tina sometimes feels like she's just another cog in the machine.

Jose

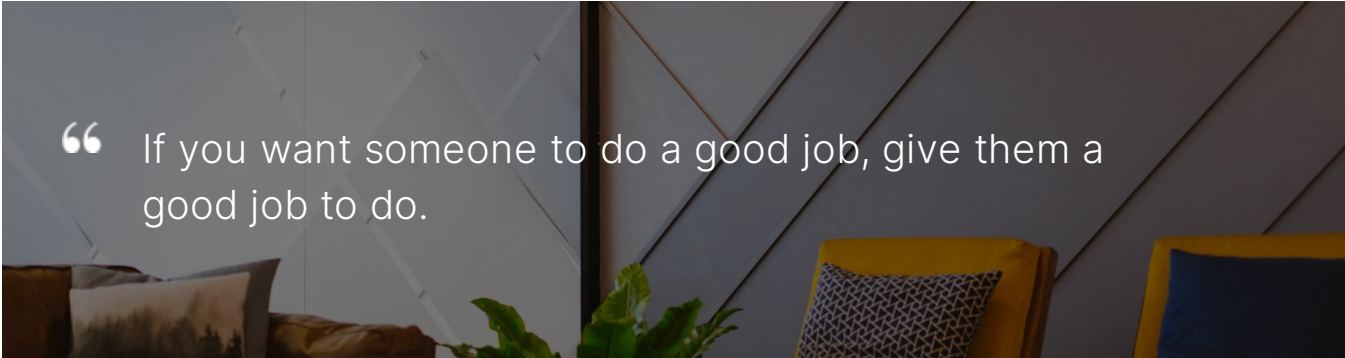
Jose works in customer service. For the most part, his responsibilities stay the same—he answers customer emails and phone calls. However, customers reach out to him with a range of questions and problems. Some questions are easier to answer than others. Jose is encouraged to use his discretion to best serve the customer, and he takes pride when he can resolve a customer issue and provide a positive customer experience. Sure, he's not changing the world—but he does see how his actions help customers.

Sometimes, Jose is even assigned special projects. Recently, he was asked to gather and present data on customers' top questions and pain points, and last quarter he created a new online resource for customers to answer their own questions.

Compare and Contrast

When comparing Tina's and Jose's experiences, who do you think will be more motivated in their work? Who is more likely to go above and beyond? Who will take pride in and ownership of their tasks? Who would you rather be?

While it's obvious that Jose is more likely to feel satisfied and motivated in his work than Tina, the reasons why aren't always as apparent. In the next section, we'll break down a few factors that can increase employee job satisfaction and improve motivation.



“ If you want someone to do a good job, give them a good job to do.

5 Ways to Increase Employee Job Satisfaction

Everything that follows in this lesson is based on a simple premise: Employees who enjoy their work are more motivated to work.

Engaged employees are more productive. And employees who find their work interesting or meaningful are more likely to care about their work results.

So, here are five ways that you can help to increase employee job satisfaction to boost motivation and performance:

Change It Up —

Jobs that have variety are often more satisfying and exciting, whereas jobs that are predictable, routine, and repetitive often lead to boredom and low levels of motivation. That's why the first strategy is to change it up.

You might change it up by:

- Assigning employees new tasks that require new skills
- Providing opportunities for cross-functional training
- Reducing repetitive or routine work
- Setting stretch goals or assigning challenge exercises

Increase Autonomy —

The second strategy is to increase autonomy. Autonomy is the level of freedom, control, responsibility, or ownership a person has over their work. How much freedom does the employee have to make decisions and determine how to produce the best outcomes?

Giving employees more autonomy can make them feel trusted, and motivate them to live up to your expectations. It can also speed up work processes when employees no longer need to ask for permission or wait for approval from upper management.

You might increase work autonomy by:

- Giving employees authority or decision-making powers
- Involving employees in the decision-making process
- Giving employees flexibility over their schedule or working hours
- Removing yourself from having to review or approve employees' work
- Letting employees determine the best method or approach to a problem or project
- Putting an employee in the role of the team or project lead

Amplify the Impact —

Another way to increase job satisfaction is to increase the impact. That means you need to find ways to help employees feel like their work is meaningful, important, or impactful. It's motivating to work on a task that will propel the company forward or radically improve your customers' experience. In contrast, tasks that feel redundant or pointless are much more difficult to get excited about.

You might amplify the impact for employees by:

- Delegating tasks that are highly visible or influential in the company
- Helping employees see the impact or results of their work
- Explaining how employees' work fits into bigger company goals
- Giving employees tasks that are relevant to their values or what they find personally fulfilling
- Involving employees in all steps of a project—from beginning to end
- Increasing visibility of performance data so that employees can see how their efforts translate to results

- Recognising and praising employees for their accomplishments

Create Alignment —

The fourth strategy is to create alignment. People are more satisfied and motivated by work that aligns with their strengths, interests, and goals.

For example, if an employee wants to develop their skills in managing client relationships—and they dream of opening their own consulting business—then they will be more motivated by tasks in which they meet with clients or gain experience in business operations. Alignment happens when an employee's job maximises their strengths and advances their goals.

You might create job alignment by:

- Talking to employees regularly about their strengths, interests, and goals
- Delegating work that aligns with an individual's strengths, interests, and goals
- Explaining how an employee's current work will help them build the experience, skills, or competencies they need to reach their future goals

Make It Challenging —


Finally, work that is challenging is often more engaging for employees and gives them a greater sense of accomplishment, pride, and payoff for their efforts. If you challenge an employee to reach an ambitious goal or stretch their skills—and express confidence in them—they're more likely to rise to the occasion.

Challenging work gives employees the satisfaction of learning and growing. Mindless or easy work can lead to complacency and motivation stagnation.

You might make employees' work more challenging by:

- Setting ambitious and incremental goals
- Giving less direction—letting the employee decide how to approach a task
- Assigning tasks that require advanced skills

- Assigning tasks that require creative thinking or problem-solving
- Giving corrective feedback

A woman with long dark hair is sitting at a wooden desk in a high-rise office. She is smiling and looking at a laptop. There is another laptop open in front of her, and a white mug on the desk. The background shows a panoramic view of a city with many buildings and a river.

Think about how you might structure employees' jobs differently to add more variety, create alignment, make work feel more challenging or meaningful, and promote autonomy.

A Note on Limitations

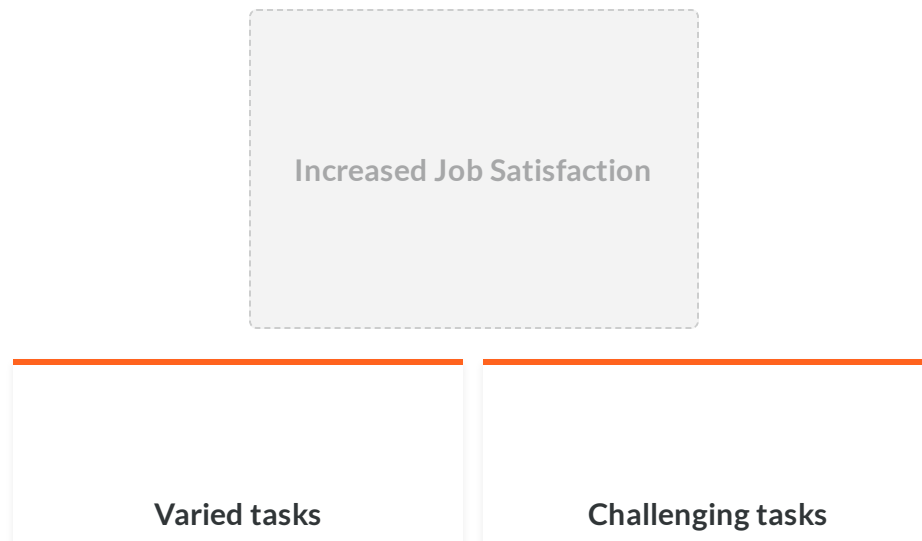
In an ideal world, all employees would be doing work that's interesting, impactful, and challenging. As a manager, you'd love to give all of your employees more autonomy and only delegate work that aligns with employees' interests. However, that isn't always realistic or possible. Some employees may not have the knowledge, skills, or abilities to take on tasks that are more challenging or influential for the company. Likewise, not every employee can handle greater autonomy over their work schedules or decisions.

So, apply these ideas when you can and where they're most relevant. Regularly look for opportunities to make employees' work more satisfying.



Check Your Understanding

Complete the following sorting activity to check your understanding of which job characteristics may be helping or hurting your employees' motivation.





**Responsibility and ownership
over work**

**Work that's meaningful or
impactful**

**Being part of a project from
beginning to end**

Decreased Job Satisfaction

Repetitive tasks

Routine or simple tasks

Little control over work

**Projects with little influence
or low visibility in the
company**

Being part of an isolated
segment of a project

Summary

If you're looking for new ways to motivate your team, then try examining the work they're assigned. It's difficult to motivate employees whose work feels dull, repetitive, pointless, or dictated to them. Instead, look for ways to make employees' work more satisfying by:

- Changing it up.** Increase the variety of tasks and skills used on the job.
- Increasing autonomy.** Give employees more decision-making powers and ownership over their work.
- Amplifying the impact.** Assign projects that are more influential in the company, or communicate the impact of employees' work.
- Creating alignment.** Look for opportunities to align employees' work with their unique strengths, interests, and goals.
- Making it challenging.** Challenge employees to reach incremental goals and delegate tasks that require advanced skills.

Pay attention to your company's upcoming projects, needs, and opportunities. Then, volunteer for your team to take on tasks that may give them the variety, autonomy,

impact, alignment, or challenge they need to stay motivated.



Start small. You likely can't overhaul an employee's job entirely or give it more variety, autonomy, etc., overnight. So, start small. Ask yourself: "What's one thing I can do?" For example, it could be as simple as asking for your employee's input on a team decision that you would have typically made yourself.



Complete the content above before moving on.

Celebrating Wins



Introduction

As a manager, you're always looking ahead at where your team is going, what needs to happen next, and how you can continuously improve performance.

Sometimes, you can get so focused on the future that you forget to take time to pause and think about how far you've come—and truly celebrate your team's success.

You've worked so hard to motivate your team, and they're performing at their best. In this lesson, you'll explore why it's important to take time to smell the roses—or appreciate the progress and achievements of your team that may otherwise go unnoticed and unacknowledged. You'll then learn some creative ideas and practical tips to help you celebrate your team's wins in ways that make them feel special and appreciated.

"Take time to appreciate employees and they will reciprocate in a thousand ways."

Dr. Bob Nelson



Celebrating Wins

Watch this video to learn when and how to celebrate your team's wins.

VIEW ON YOUTUBE >

Imagine This

Your manager assigns you a project that's a little out of your wheelhouse. It requires more creativity and out-of-the-box thinking than your typical tasks, but you're up for the challenge. You really make an effort to do a good job, and you even put in some extra hours outside of work to get it just right. It was fun to try something new, and you're proud of what you've accomplished. You turn it into your manager, and anxiously await their reaction:

Your Manager's Reaction —

Your manager replies, *"Great, thanks."* And that's it.

You don't hear anything else about the project—no, *"I know this was a challenge, and I appreciate you taking this on."* No, *"Great Work! I loved how you"* And definitely no public praise or sharing of your work.

While you weren't expecting your manager to throw you a party over the project, a little recognition would have been nice. You went out on a limb to impress your manager. And frankly, it makes you a little less willing to put forth so much time and energy into a task if your hard work will go unnoticed.

What We Can Learn from This Scenario

This scenario is all too common, and it shows how a little recognition can go a long way. It's often the recognition of a job well done that keeps people going or makes the effort feel worth it. It feels good to be validated, to be told you're doing a good job, or to be celebrated and appreciated for your work. Celebrating your team's wins is important because it:

1

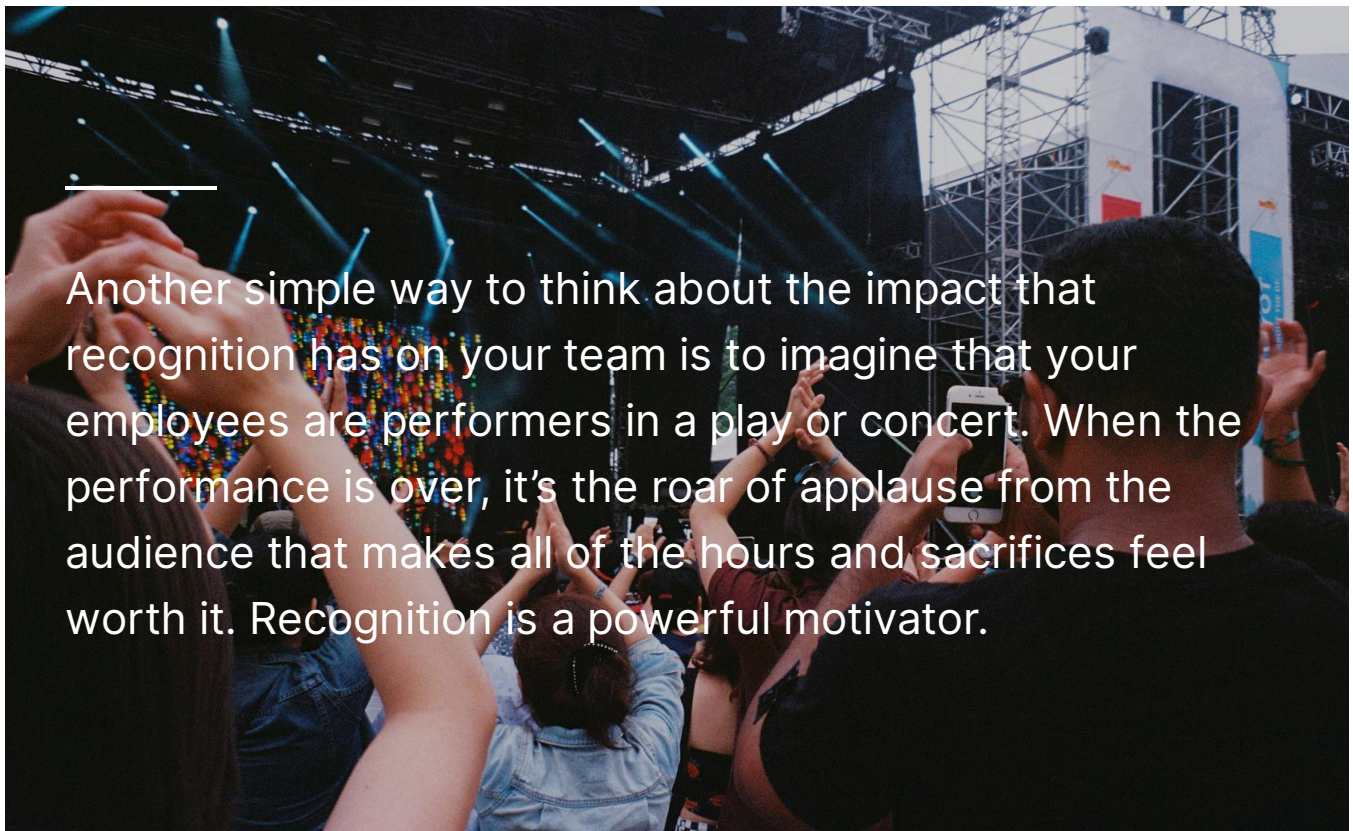
Increases motivation. Employees may chase the feeling of pride, achievement, or even status that they get when they're recognised for their work.

2

Boosts morale. Talking about progress, wins, and strengths helps employees maintain an optimistic attitude in their work. Also, thanking them for their contributions will make them feel appreciated and valued.

3

Reinforces positive behaviours. Finally, pointing out what your team is doing well will reinforce those positive behaviours. Praising success begets further success.



Another simple way to think about the impact that recognition has on your team is to imagine that your employees are performers in a play or concert. When the performance is over, it's the roar of applause from the audience that makes all of the hours and sacrifices feel worth it. Recognition is a powerful motivator.


Reasons to Celebrate

Most managers know to celebrate big wins—such as when your team secures a large contract or launches a new product that's been 18 months in the making. But did you know that it's also important to celebrate the small wins?

Celebrating small wins can help to sustain your team's motivation and morale, and it fosters a more encouraging work culture overall. So, expand your definition of what's cause for celebration, and review the list below for reasons you might celebrate with your team:

- When you receive positive feedback from customers or clients
- When team members speak up by making an independent decision, voicing problems, sharing suggestions or ideas, or even asking for help

- When team members go out of their way to help other team members
- When your team takes on an especially difficult problem or task
- When team members take on a leadership role (such as in a presentation or project)
- When team members try something new or do work that's outside of their comfort zone or job description
- When team members put in extra energy or hours to achieve the desired result



“ Keep your eyes open and try to catch people in your company doing something right, then praise them for it.

Tom Hopkins

Ways to Celebrate

Celebrating your team's wins doesn't have to be extravagant or costly. Also, not every accomplishment is going to be big enough to warrant a team party, financial bonus, or public announcement. So, get creative, and explore some different ways that you might celebrate your team by expanding the rows below:

Verbal or Written Recognition —

First, you might celebrate your team's wins by giving verbal or written recognition.

Verbal recognition. Verbalise your praise, thanks, or appreciation for an employee's work. This can be as simple as calling an employee into your office to tell them, "I've noticed that you've been going out of your way to help Chris with his presentation. Nobody told you to do that, and it says a lot about who you are as a team member. I really value your mentoring skills as well as your willingness to help others."

Written recognition. Or give an employee written praise, thanks, or appreciation. Send a direct message, write an email, or give a handwritten thank-you note.

Public Recognition —

You might also celebrate an employee by publicly announcing their achievements to the rest of the team or company. For example, you might recognise a team member's creative problem-solving during a team meeting. Or you might share how your team hit a major benchmark on company messaging channels or through a company-wide email blast.

Hold a Party or Event —

For significant team accomplishments, consider holding a party, dinner, or event. For example, you might host a launch party to announce the release of a new product your team has been working on. Or you might take your team out to dinner to celebrate the successful completion of a particularly challenging and time-consuming project.

Give Rewards —

Also, you might explore what rewards you can offer your team.

Financial rewards. Money talks. For significant accomplishments, you might explore offering a raise or setting up a bonus or commission program. You can also explore smaller tokens of appreciation, like giving out gift cards to a nice restaurant or tickets to a sporting event.

Alternative rewards. Or you might get creative and explore alternative ways to reward your employees. For example, you might let employees leave work early, come in late, work on a highly sought-after project, or give them flex time.

Facilitate Peer-to-Peer Recognition —

Finally, you can also create a culture of celebration on your team by facilitating peer-to-peer recognition. Give team members an easy way to publicly recognise their peers and highlight their exceptional efforts or work. It can be as simple as asking team members to give one “kudos” each week to a team member of their choice during your team meeting.

3 Rules When Celebrating Your Team

For the most part, there’s no wrong way to celebrate. If you’re highlighting something good that your entire team or an individual team member has done, then you’re on the right track. What matters most is that recognition is:



Specific. Instead of saying, *“Nice work this week!”* Be specific and say, *“You really kept your cool and handled that customer complaint about X effectively. Awesome job!”*



Timely. Don’t wait to celebrate your team’s accomplishments until the end of the year—or even the end of the quarter. Recognise and celebrate wins while they’re fresh so that they will have the greatest impact.



Authentic. And most importantly, be authentic. Give praise that is thoughtful and sincere.

"Nothing is more effective than sincere, accurate praise, and nothing is more lame than a cookie-cutter compliment."

Bill Walsh



Check Your Understanding

Keisha is a client account manager on your team. Apply what you've learned about celebrating wins to the following scenario.

You've noticed that Keisha has been staying late and working extra hard to take care of a demanding client. You think she deserves some recognition. What should you do to celebrate her wins?

- Nothing. Taking care of the client is part of Keisha's job. Don't give praise unless it's warranted and authentic.
- Pull Keisha aside and tell her that you've noticed and appreciated how many hours she's been putting in to take care of the client.
- Take the whole team out to dinner to blow off steam and recognise them for their efforts.
- Recognise Keisha's work ethic and incredible attention to detail with her clients in front of the whole team. Promise to give her some flex hours after the client work winds down.

SUBMIT

Summary

Celebrating your team's wins isn't just fun—it's also a great way to keep team members motivated and reinforce positive team behaviours. So, give praise often and sincerely. Recognise individual or team achievements publicly. Take your team out to dinner, host a party, or even offer a bonus for more significant accomplishments. And finally, make celebrating wins a whole team affair by encouraging peer-to-peer recognition. The more you celebrate your team's wins, the more eager your team will be to give you reasons to celebrate.



Tailor your celebrations to your team and company culture.

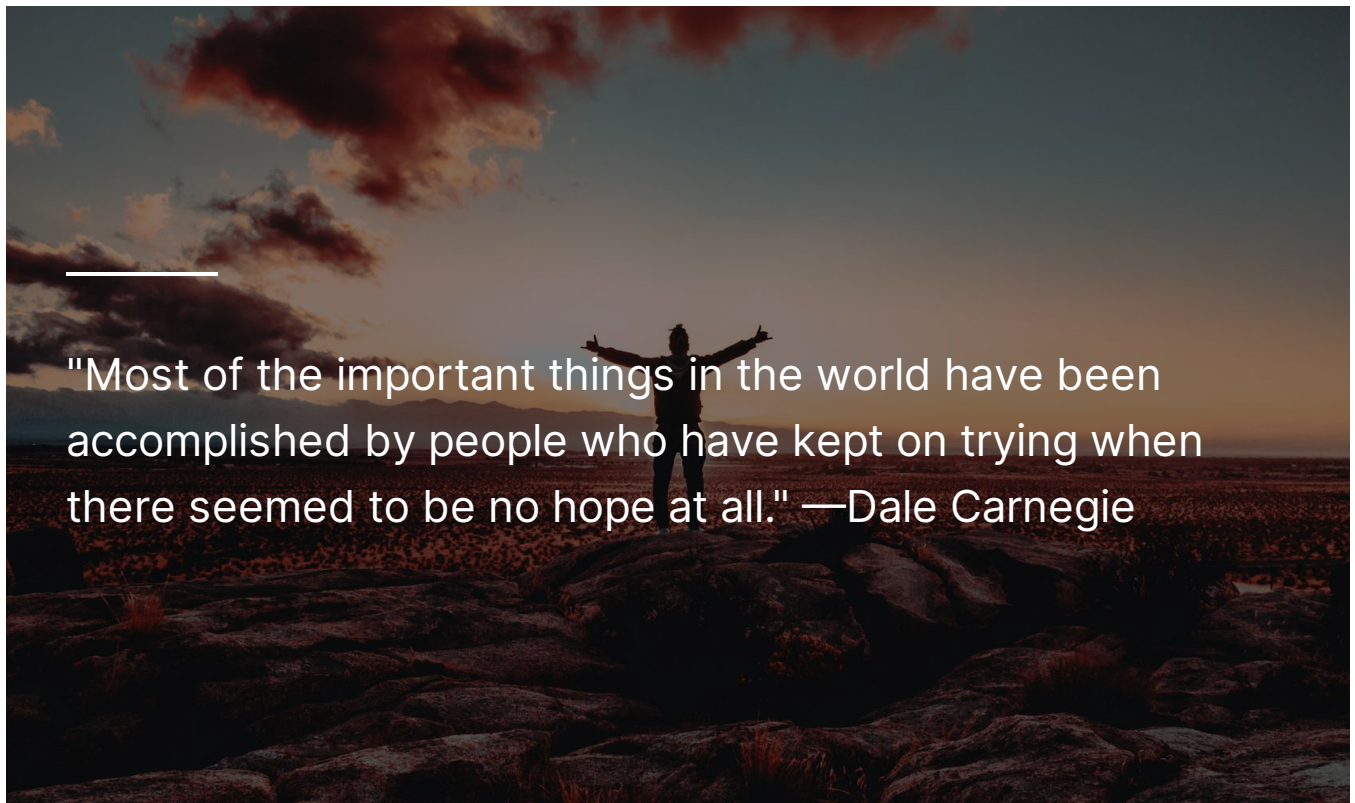
Choose how you celebrate based on the person you're celebrating as well as your company culture. What would the team member like best? Also, how might you bring your company values into your celebrations? For example, a company that values social responsibility might donate to a nonprofit of the team member's choosing as a reward.

High-five! You're nearly finished with the module.
Continue to a summary of what you've learned.



Complete the content above before moving on.

Summary



"Most of the important things in the world have been accomplished by people who have kept on trying when there seemed to be no hope at all." —Dale Carnegie

Who's Feeling Motivated?

Leaders with full motivational toolkits keep their teams more engaged, productive, and positive at work.

Still, motivation is a two-way street. To get the most from your team, partner with each member to discover—or create—unique motivational sources. It's a journey, and one you must stick with for the long haul if you want results.

“People often say that motivation doesn't last. Well, neither does bathing—that's why we recommend it daily.”

Zig Ziglar

Key Takeaways

- Motivation is intrinsic (internal) and extrinsic (external). We often think of the “carrot and stick” to spur others on—but finding your team's internal motivators will yield the best outcomes.
- Start by asking your team what motivates them. Ask questions like, “*What do you want from your work?*” or, “*How would you feel about . . . x motivator?*” Combine your questions with observation to find places where answers don't match behaviour.
- Don't wait for an annual review or a huge product launch to let people know how they're doing. Give your team feedback regularly and celebrate little wins.
- Make the workplace as inviting as possible. Nix toxic behaviour and treat employees fairly and respectfully.

- Not all jobs can be a thrill a minute. Still, do what you can to keep it interesting—mix up tasks, add challenges, or connect jobs to a meaningful outcome.
- There are myriad factors that motivate people: flexibility, autonomy, variety, high praise, and personal passion. Don't assume money and status is everyone's goal.



Thank you for completing this module. Now check your knowledge!



Complete the content above before moving on.

Lesson 8 of 9

Knowledge Check



Module 7: Review Questions

Question

01/10

Talking about progress, wins, and strengths helps employees maintain a/an _____ attitude in their work.

- Spontaneous
- Interested
- Optimistic
- Pessimistic

Question

02/10

_____ work gives employees the satisfaction of learning and growing.

- Structured
- Challenging
- Directive
- Easy

Question

03/10

Always try to match delegated tasks with a team member's _____ interests, strengths, and skills.

- Individual
- Personal
- Shared
- Unique

Question

04/10

_____ is the force that compels you to take action, make a change, or keep going in the face of challenges.

- Motivation
- Management
- Morality
- Persuasion

Question

05/10

A _____ of motivation is a _____ of action.

Collection

Pile

Mound

Lack

Question

06/10

_____ motivation is when a person is motivated by internal factors, such as personal growth or satisfaction.

- Internal
- External
- Extrinsic
- Intrinsic

Question

07/10

_____ motivation is when a person is motivated by external rewards or incentives - such as money, status, or praise.

- Internal
- External
- Extrinsic
- Intrinsic

Question

08/10

Remember that motivation ultimately comes from your _____.

- Employees
- Management
- Leader
- Supervisor

Question

09/10

A sense of _____ can help to foster motivation.

- Responsibility
- Ownership
- Leadership
- Urgency

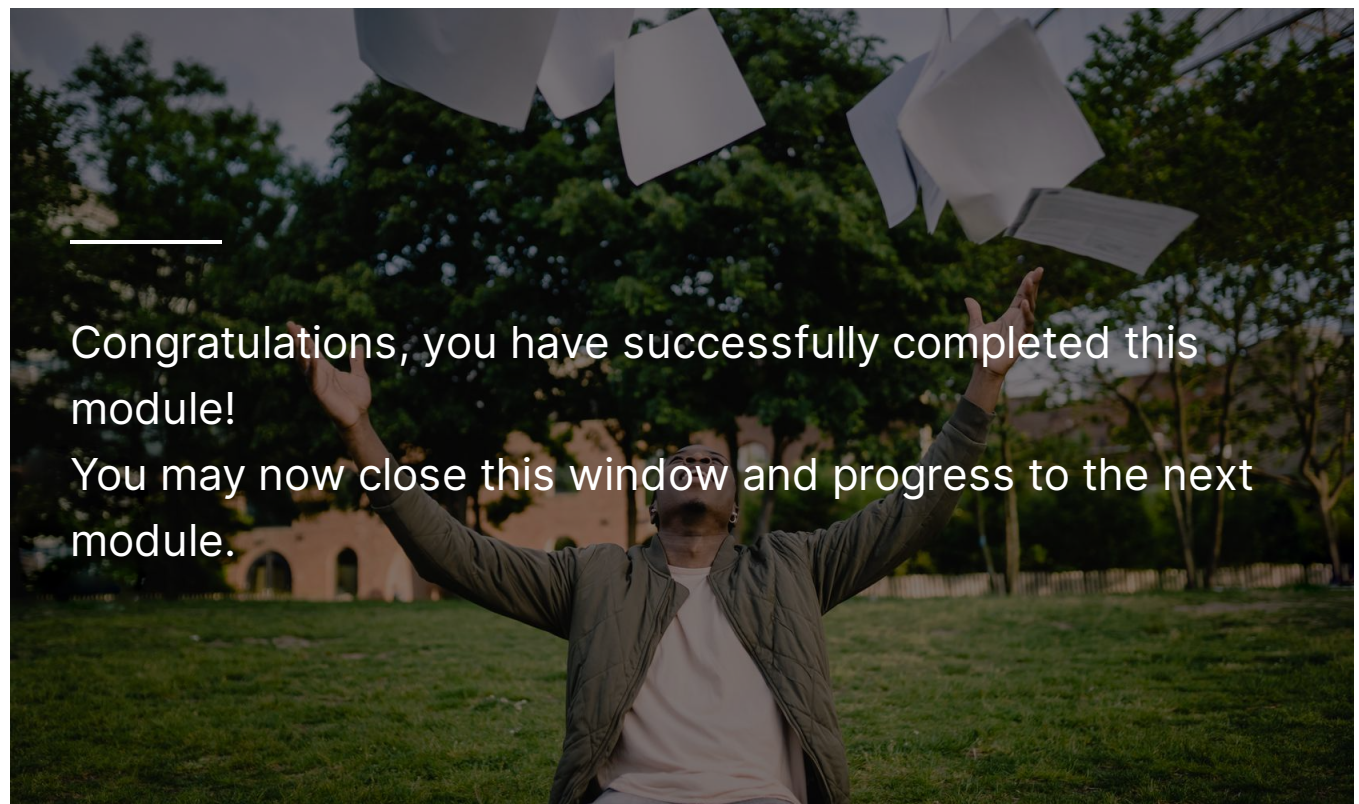
Question

10/10

Easy or _____ tasks can quickly lead team members to tune out and lose motivation.

- Minor
- Challenging
- Mindless
- Difficult

Module 7: Completed



Congratulations, you have successfully completed this module!
You may now close this window and progress to the next module.