

Motivating Employees

2006 Annual Meeting Keynote Speaker Provides Laughs, Insight

Association members were thoroughly entertained while learning how to become better leaders by keynote speaker Pat McGaughey at the I-NEDA annual meeting.

McGaughey, a self-described eastern Oregon farm boy, began his presentation by stating that expectations remain key to motivating others. “Simply taking the time to ask what others expect helps a leader understand what drives other people in the dealership,” he explained. “When you have understanding, you have the communication tools to motivate others in your dealership.”

He encourages supervisors to sit down with their employees to discuss not only what expectations you have for them, but what expectations they have for you. “If an employee responds, ‘I don’t know’ when asked what you expect of him/her, respond with, ‘Well, if you *did* know, what would you expect?’” said McGaughey.

“Continual discussion of the generational issues in today’s workplace will also improve any supervisor’s perspective and understanding of employee needs,” added McGaughey. He feels two critical generational issues include 1) understanding ourselves and 2) understanding the generation WE raised.

“Employees today also need things S.E.X.Y.,” stressed McGaughey. “They need Success in their employment, their Expectations fulfilled, Xtra-ordinary recognition and, most importantly, You.”

According to McGaughey, successful employment can be found under three V’s: visualization, verbalization and vitalization. “Supervisors and employees must be able to ‘see’ success first (visualization); speak from the same page (verbalization) and facilitate plans together (vitalization).”

McGaughey also stressed that when it comes to motivating employees, supervisors need to understand that employees want authorship and ownership. “If they write the plan, they will underwrite the plan.”

He recommends reviewing Abraham Maslow’s ‘Hierarchy of Human Needs’ to help understand what drives and motivates people. For example:

1. Physical Needs – The quality or lack of food, water and air may affect employees.
2. Safety Needs – Employees need a sense of security and support to perform well.
3. Social Needs – Employees use organizations for socializing and human interaction.
4. Esteem Needs – Employees that receive great recognition (self-esteem) perform the best.

5. Self-Realization Needs – A successful performance at work helps people find their purpose.

According to McGaughey, leaders work in and on the future while managers manage in the present. “A great CEO is working 20 years from now, while a great chief operating officer is working in the here and now. Leaders visualize trends, identify numbers and prepare a plan. Managers, on the other hand, know what we are meant to be, say what we are willing to do and implement plans with leadership skills. Often, individuals are required to do both roles.”

He added, “Creating a future is 100 percent of a CEO’s job. Communicating the future is the other 100 percent. If knowledge is POWER, then emPOWERment is transferring knowledge to others.” He feels training remains key to the empowerment of employees.

McGaughey emphasized that developing courage with employees begins with a clear vision, mission and planning. “One code of conduct and ethical standards is required to make courageous decisions. Developing an ethical standard requires a total group effort in defining the rules and standards so everyone is accountable,” he stressed. “Consistent ethical standards provide an organization foundation for honesty, fairness, goodwill and industry image.”

When it comes to trends, McGaughey firmly believes that production, innovation, technology and people will dictate the future of an organization’s development. He explained, “Innovation can be found by allowing open thinking, technology will improve when we train others with dignity in mind, and employee trends are found in recruitment, training and retention issues.”

He added that future trends involving people, technology and innovation all require change. “People don’t mind change, they just mind *being* changed,” he stressed. “Change is uncomfortable and people prefer to be comfortable. Use your ethical standards to support constant change. If the change is moral, legal and ethical, go forward.”

In closing, McGaughey offered the following advice to facilitate a future as a leader. “Create a vision together. Establish a mission together. Establish an emotional goal together. Develop difficult/achievable goals together. Establish meeting agendas from your goals.”