

How to motivate Millennials

by Harban Singh

INTERPERSONAL SKILLS OF A MOTIVATOR

Interpersonal skills are an important yet underestimated trait. Most managers lack these skills due to ignorance and the fact that they find it difficult to change their characteristics.

All employees expect their superiors to have good "people skills." It is not difficult to single out managers who lack these characteristics. Those who do not have interpersonal skills often lack in wit, composure and charisma to lead high-performing individuals and teams.

By being people-oriented, you show to your team that you can be depended on. You advocate working in a cohesive team, which will synergise and stimulate its members.

Generally, people-oriented managers, such as Richard Branson and Tony Fernandes, create a "fun and people-oriented environment", which is much welcome in today's workforce.

TALENT MANAGEMENT: DEVELOPMENT OF STAFF

All employees seek career advancement. No one wants to be stuck in his or her current position, hence it is imperative that your organisation plans human resources development programmes for them.

These include attending conferences, seminars and trade shows, as well as undergoing job rotations, corporate exchanges, transfers, on-the-job training and MBA programmes.

Keeping your employees abreast of industry changes and developments in the department and organisation is vital. The development has to be mutual.

Be prepared to mentor high performers for promotions. Employees expect tangible rewards for their good performance. You should be prepared to lose an employee to another department than to another organisation. Besides, you will gain respect and so will your department. There will be a contagion ripple effect, which can create a high-performing team in your department where competitiveness and high productivity are the likely outcomes.

EMPOWERING AND LEADING CHANGE

While change is constant and inevitable, it can also create tension and uncertainty. It is the job of an efficient manager to lead change and plan ahead so that the mechanism of change is accepted and appreciated by staff and they give their full cooperation. This is when change is looked at as an opportunity. Employees do not wish to hear about changes through the grapevine but wish to

participate in work that involves them directly. An effective management will ensure that it communicates with its teams regularly and candidly to enable them to embrace changes instead of resisting them.

Four-Es. (Personal energy, energising others, the Edge to make difficult decisions and the ability to consistently execute)

Jack Welch, one of the most dynamic chief executive officers in General Electric, emphasises four "Es" as GE's values.

- 1- The first E is the personal energy needed for a leader to exhibit, harness and deal with changes.
- 2- The second trait is the ability to create an atmosphere to energise others.
- 3- The third trait is to take key decisions and the final trait is to execute what has been agreed upon.

It is of no use if excellent decisions are taken at the board level but are not implemented. This is where regular and effective communication and follow-ups by managers are necessary. The four Es combine to create a vibrant environment that spurs productivity in an organisation.

MOTIVATION COMES IN MANY FORMS

There are other key motivational factors that can be used to develop

millennials:

- Engage them and let them know what is expected of them;
- Show your confidence in them via coaching;
- Let them leverage their work based on technologies and new tools;
- Empower them to be independent;
- Set realistic and attainable goals;
- Distribute work fairly;
- Capitalise on their multiskilling and diverse abilities;
- Provide work-life balance at the workplace;
- Identify their competency levels and develop them;
- Encourage constant learning such as reading bestsellers and pertinent articles;
- Recognise high performers and reward them; and,
- Teach them technical and soft skills.



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