

## MOTIVATING YOUR STAFF



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**68** Fight for fair pay for your staff. It's important — not because money is a motivator but because its absence is demoralizing and unjust.

**69** There are two kinds of motivation: intrinsic, the best kind, comes from within each person; extrinsic comes from outside forces, such as rewards and punishments.

**70** Competence is an intrinsic motivator. It feels good to do things we do well, and all journalists want to do more of what they are good at. Reinforce what staffers are doing well, tell them why and give assignments that play to their strengths.

**71** Great bosses don't take motivation away by micromanaging; they know how to convey their expectations and give their employees maximum latitude on how to reach goals.



**72** Great bosses help people see and feel the meaning in all sorts of work, from the most mundane to the most heroic.

**73** Managers who believe humiliation is a motivator generally motivate people to look for better managers.

**74** Fear can be a great motivator — as long as it is the fear of letting others down and not the fear of being yelled at or humiliated.

**75** Boost intrinsic motivators by knowing each person's personality, preferences and life experiences and then playing to his or her strengths.

**77** There is a difference between loyalty to a boss and loyalty to a company. People leave bosses, not companies. Conversely, bosses are the ones who can get them to stay.

**76** As a boss, don't think that what motivates you is also what motivates others. Take the time to try to understand each person's prescription for motivation.

