OPENING KEYNOTE

# Motivation Drivers for Tech Talent

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# Motivating Your Tech Talent

## with Vanessa Judelman

MOSAIC
PEOPLE
DEVELOPMENT

Tech Talent North

WELCOME TO
NORMAL

The way we are
working…
is not working!

# Old vs New World of Work

| Old | New |
| --- | --- |
| In person or remote | Hybrid |
| Informal relationship building | Planned events |
| Predictability | Unpredictability and fatigue |
| Command and control leadership | Collaborative and caring leadership |

**Be the change you want to see in the world!**

***- Gandhi***

What's
the
plan?

**Motivate Your Tech Talent Plan:**

1. Build a high trust culture
2. Find out what motivates them
3. Develop your leaders
4. Leverage your passion
5. Take baby steps

## Motivate Your Tech Talent Plan:

1. **Build a high trust culture**
2. Find out what motivates them
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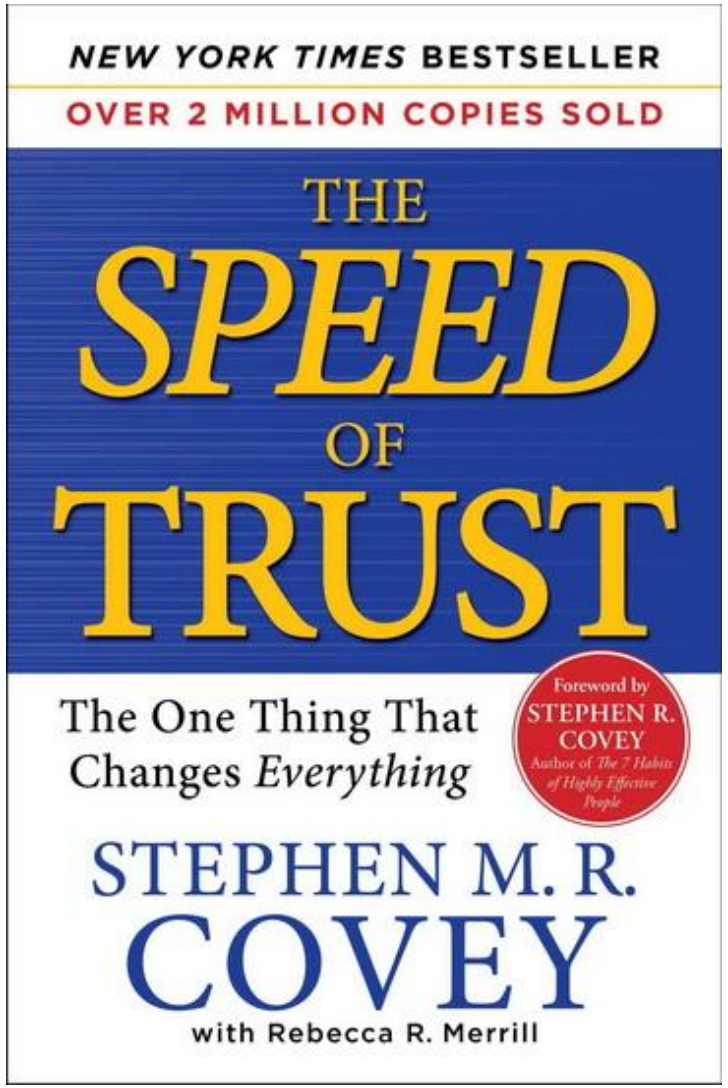
ADP Research INSTITUTE

National Employment Report®

“The most resilient employees were those who completely trust their team leader.

High levels of trust were not dependent on whether the employee worked from home or in the office.”


NEW YORK TIMES BESTSELLER
OVER 2 MILLION COPIES SOLD
THE SPEED OF TRUST
The One Thing That Changes Everything
Foreword by STEPHEN R. COVEY
Author of The 7 Habits of Highly Effective People
STEPHEN M. R. COVEY
with Rebecca R. Merrill

# TRUST

## CHARACTER

## COMPETENCE

Why do both of these elements need to be evident in order to have a trusting relationship?

| CHARACTER | COMPETENCE |
| --- | --- |
| Talks Straight<br>Demonstrates Respect<br>Creates Transparency<br>Rights Wrongs<br>Shows Loyalty | Delivers Results<br>Gets Better<br>Confronts Reality<br>Clarifies Expectations<br>Practices Accountability |

**Listens First, Extends Trust, Keeps Commitments**

# Your Trust Account

## Motivate Your Tech Talent Plan:

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# **Motivation**...

Not one answer

Not one approach

No right way

REWARDS
GOAL
SUPPORTIVE PEERS
ENCOURAGEMENT
MOTIVATION
FRIENDLY ENVIRONMENT
OPPORTUNITY
CHALLENGE
DETERMINATION

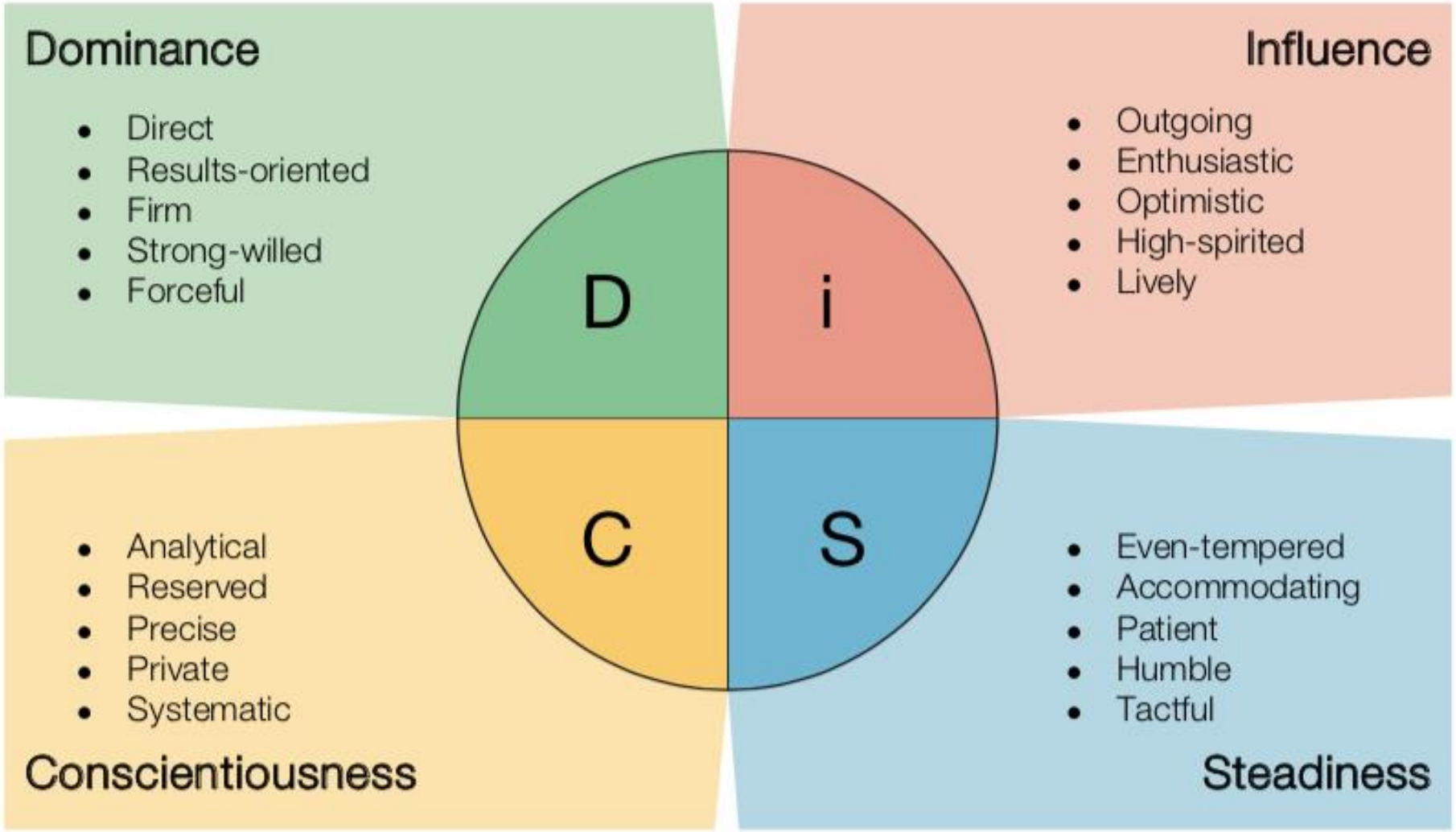
**What motivates you…might not motivate your tech team!**

# What motivates you?

1. Taking on a new challenge
2. Solving problems
3. Knowing you made people happy
4. Meeting new people
5. Being in charge
6. Building connections with coworkers
7. Making steady progress towards a goal
8. Being able to express your opinions freely
9. Getting public recognition
10. Analyzing all the options
11. Working on team projects
12. Being in a constantly changing environment
13. Helping others succeed
14. Getting closure on projects
15. Doing a high-quality job
16. Being in the limelight
17. Taking risks
18. Being the expert on a topic
19. Producing concrete results
20. Having freedom to do things your way

# What can you do?

- You CAN create an environment where people can find their own natural motivation
- You can address people's needs and preferences so they can do their best work


Dominance
Direct
Results-oriented
Firm
Strong-willed
Forceful
Influence
Outgoing
Enthusiastic
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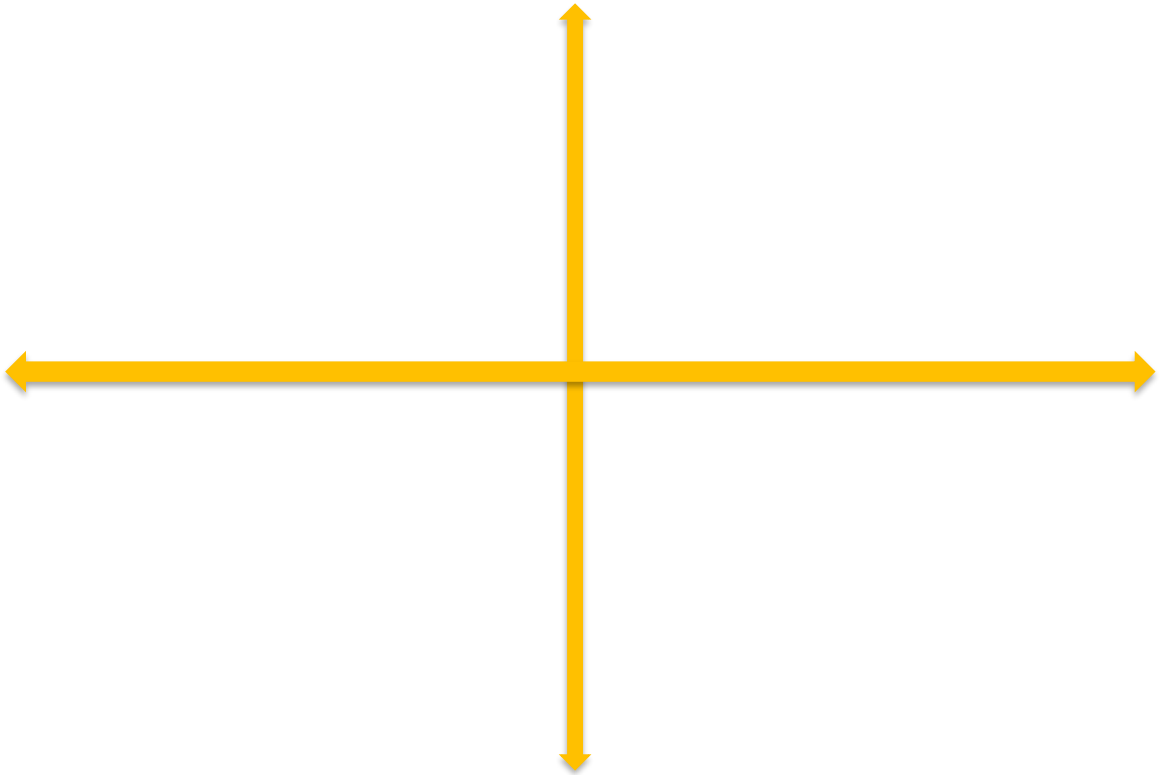
Reserved
Precise
Private
Systematic
Conscientiousness
Even-tempered
Accommodating
Patient
Humble
Tactful
Steadiness

# How Do You See Yourself?



# How Do You See Yourself?

**Fast-paced & Outspoken**

**Cautious & Reflective**

**Fast-paced & Outspoken**

**Cautious & Reflective**

**Questioning & Skeptical**

**Accepting & Warm**

# How Do You See Yourself?

D

Fast-paced &
Outspoken

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Questioning &
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C

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S

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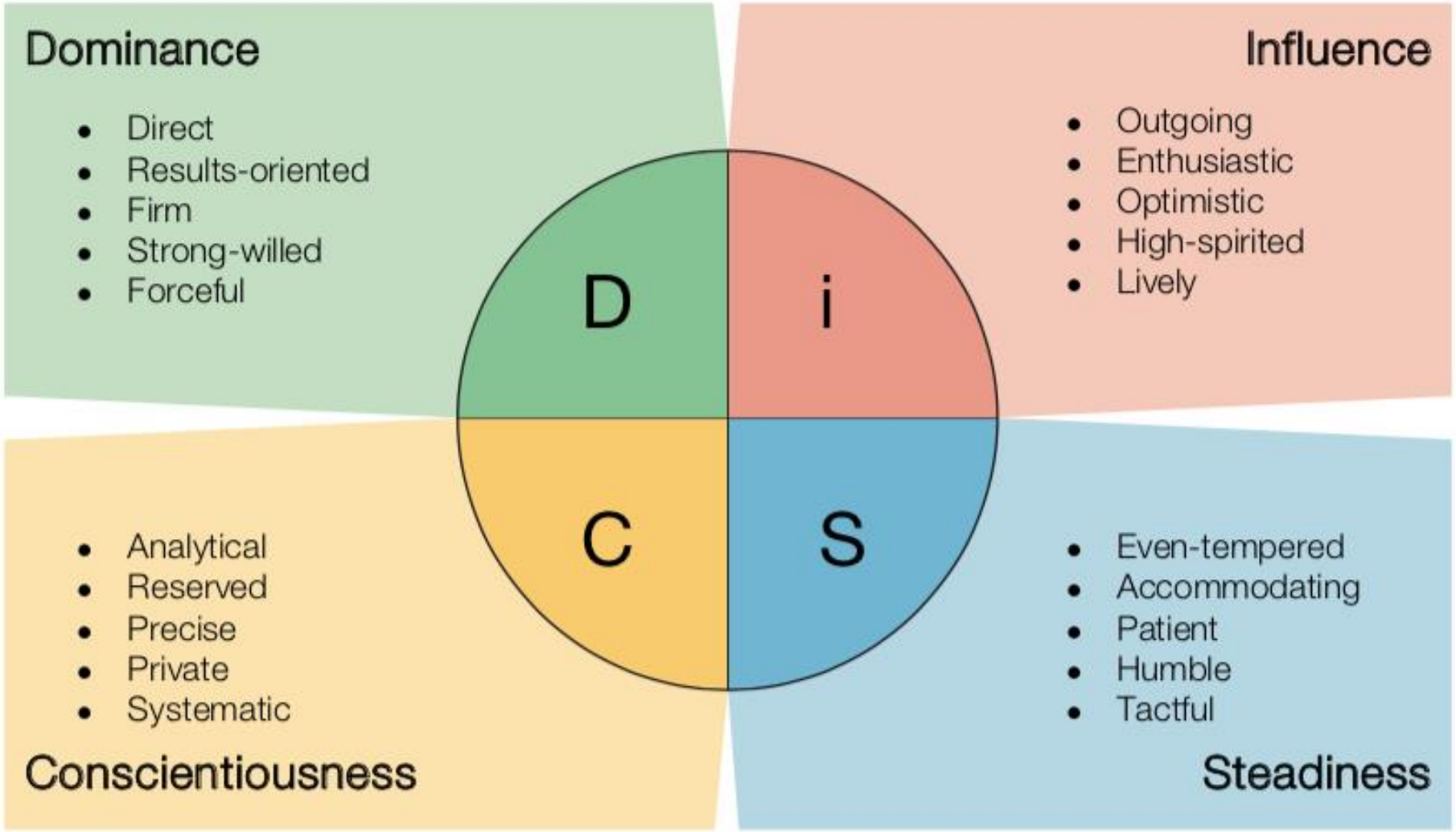
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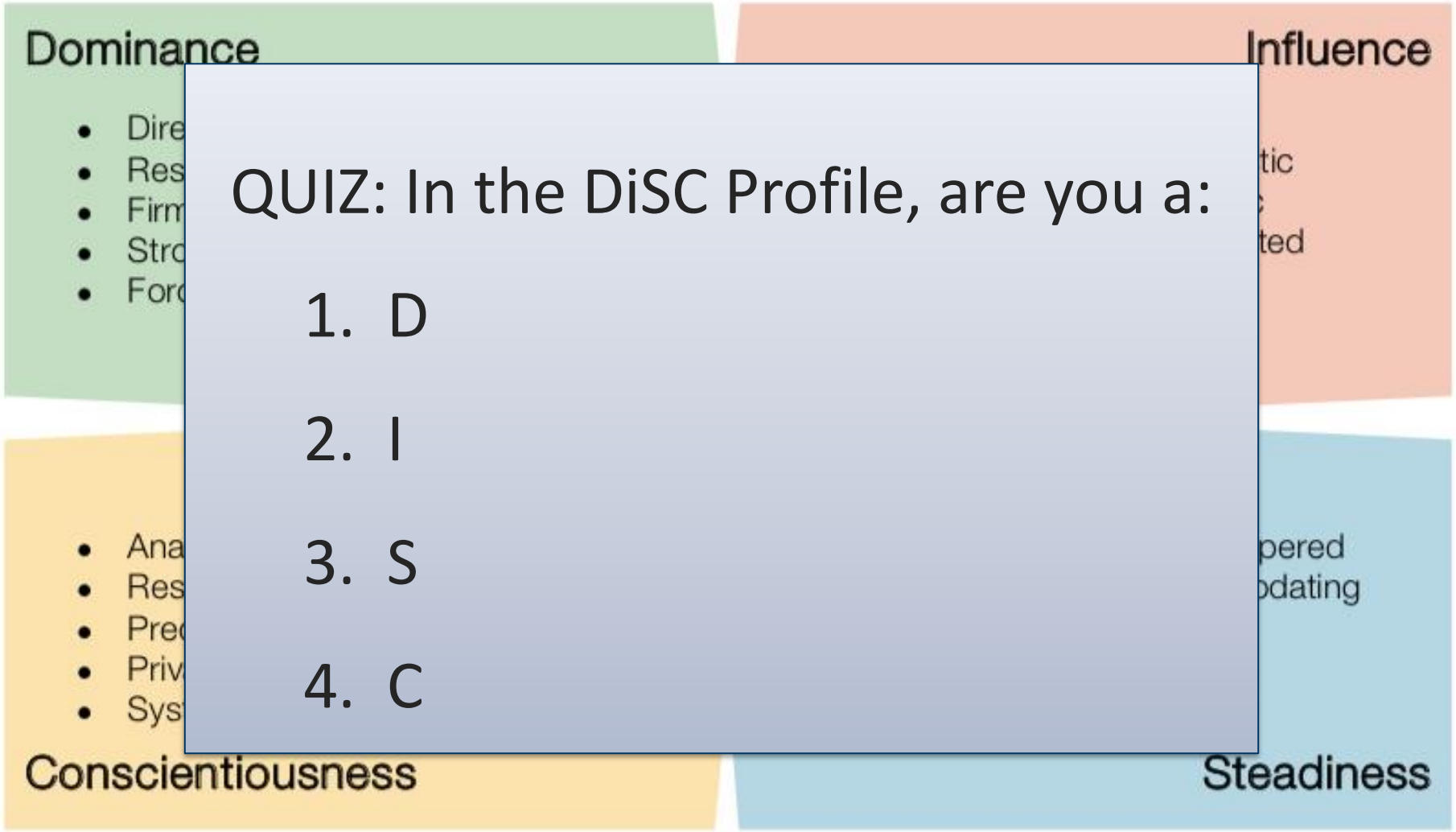
Dominance
Influence
Conscientiousness
Steadiness
QUIZ: In the DiSC Profile, are you a:
1. D
2. I
3. S
4. C

## D

- Let them know the value they bring
- Let them work independently
- Challenge them with concrete goals
- Explain the big picture & bottom line purpose of new projects

## I

- Let them collaborate with you
- Encourage their positive energy
- Let them be in the limelight
- Provide time to socialize without compromising results

## C

- Explain the purpose of tasks logically
- Take the time to listen to their insights
- Convey your expectations clearly
- Give them time to process information
- Give them challenging work

## S

- Avoid rushing them for results
- Reward their steady contributions
- Plan ahead when changes occur
- Ask for their ideas, which they might not share independently

# What environment do you create?

- Your workstyle creates a certain type of environment for the people around you – it can be motivating or demotivating
- What environment do you create and what's the impact on the people around you?

Find out what motivates them!
Have you asked?

## Research on top motivators:

1. Being in on things
2. Doing interesting work
3. Learning & growth
4. Recognition
5. Money/Benefits

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"Employees were more engaged and less likely to quit if their manager checks in with them for 15 minutes, one-on-one each week."

# Leaders set the tone.

# Leaders create the culture.

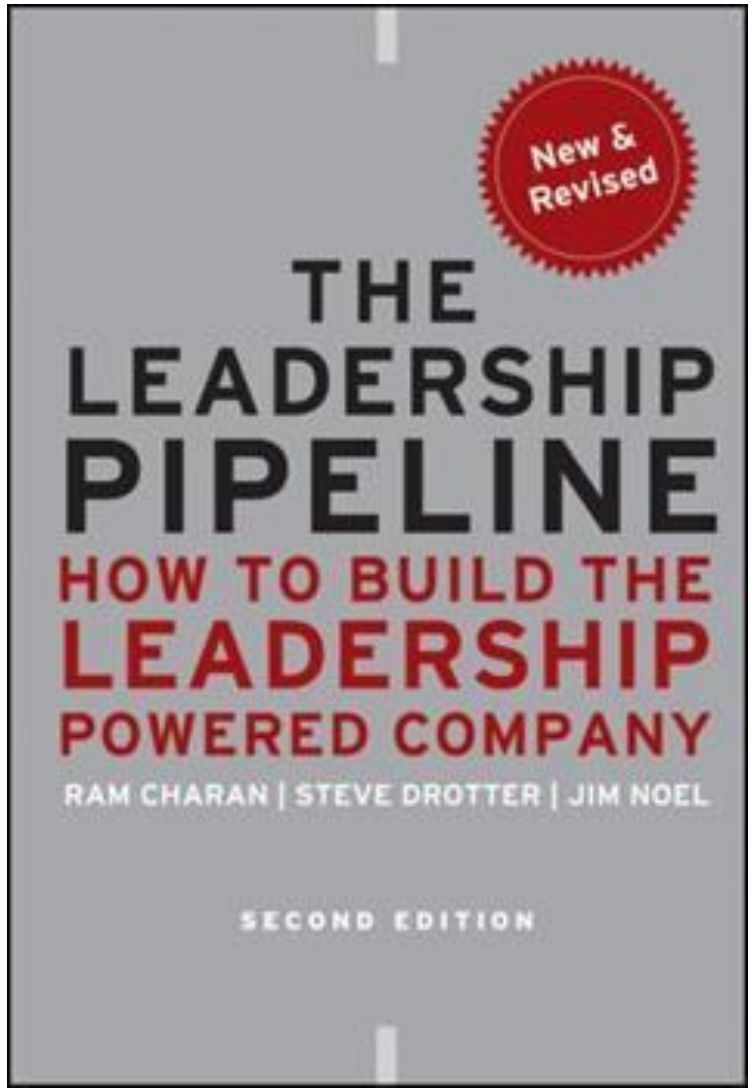
(how we do things around here)

# Assess Your Gaps!

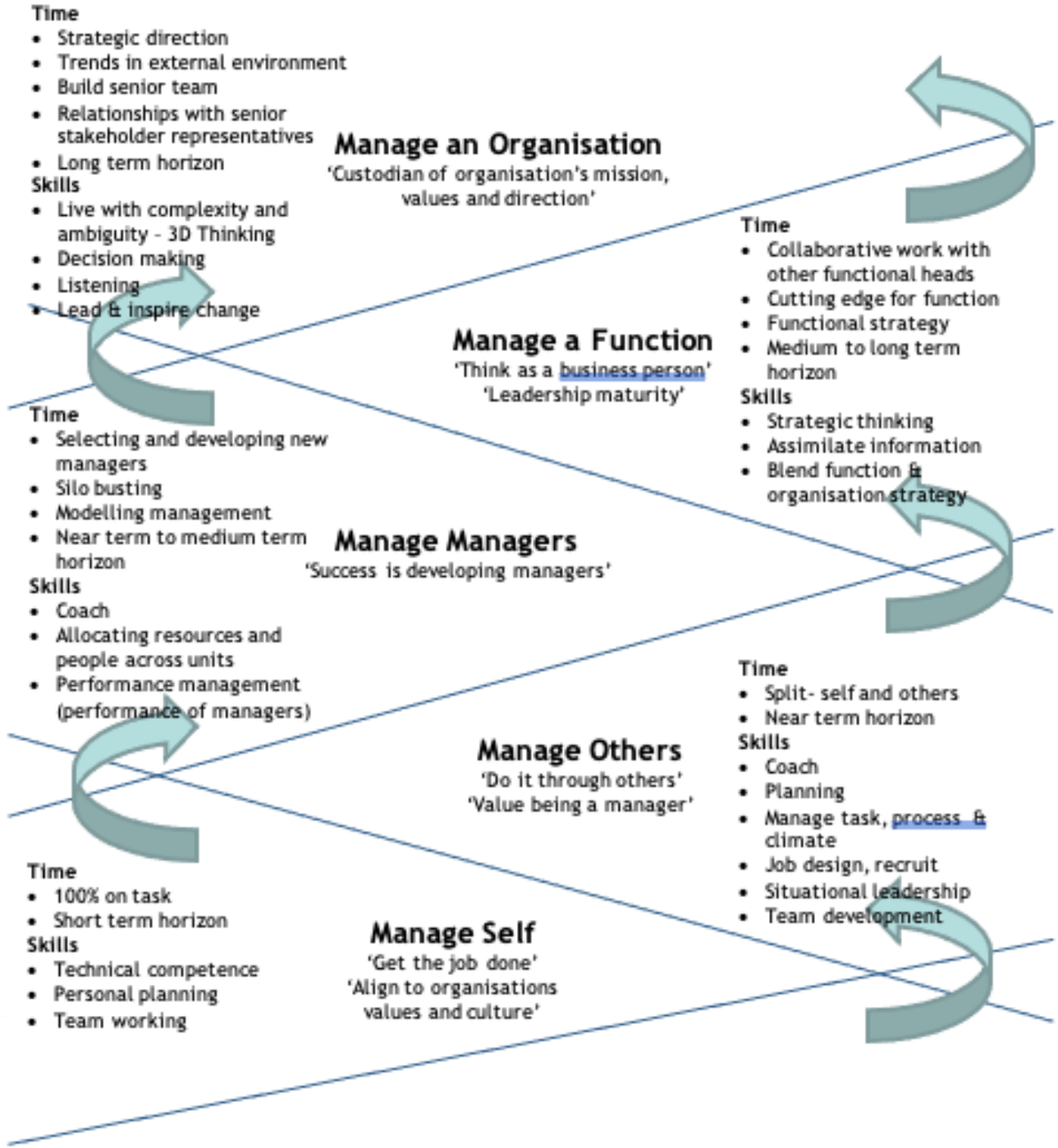
# Assess Your Gaps: What skills or behaviours do your leaders need to create a motivating culture?

# The Leadership Model

| | | |
|---|---|---|
| Know My Leadership Style | Coach for Impact | Lead Change |
| Develop My Mindset | Develop My People | Prioritize and Delegate |
| Acquire Trust | Create High Performance | Execute Strategically |


New & Revised
THE LEADERSHIP PIPELINE
HOW TO BUILD THE LEADERSHIP POWERED COMPANY
RAM CHARAN | STEVE DROTTER | JIM NOEL
SECOND EDITION

# The Leadership Pipeline – 6 Passages

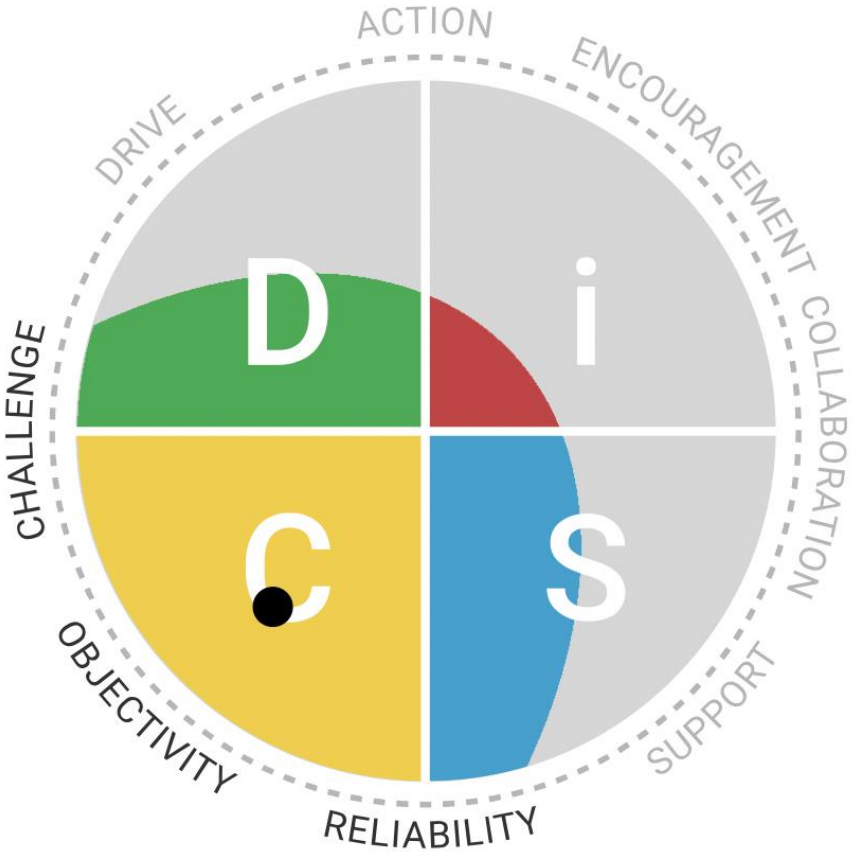

Time
Strategic direction
Trends in external environment
Build senior team
Relationships with senior stakeholder representatives
Long term horizon
Skills
Live with complexity and ambiguity – 3D Thinking
Decision making
Listening
Lead & inspire change
Manage an Organisation
'Custodian of organisation's mission, values and direction'
Time
Collaborative work with other functional heads
Cutting edge for function
Functional strategy
Medium to long term horizon
Skills
Strategic thinking
Assimilate information
Blend function & organisation strategy
Manage a Function
'Think as a business person'
'Leadership maturity'
Time
Selecting and developing new managers
Silo busting
Modelling management
Near term to medium term horizon
Skills
Coach
Allocating resources and people across units
Performance management (performance of managers)
Manage Managers
'Success is developing managers'
Time
Split- self and others
Near term horizon
Skills
Coach
Planning
Manage task, process & climate
Job design, recruit
Situational leadership
Team development
Manage Others
'Do it through others'
'Value being a manager'
Time
100% on task
Short term horizon
Skills
Technical competence
Personal planning
Team working
Manage Self
'Get the job done'
'Align to organisations values and culture'

## WHAT DO YOU ENJOY ABOUT MANAGING?

Different people find different aspects of their work motivating. Like other people with the C style, you may enjoy that managing allows you to ensure high-quality results and logical solutions. In addition, you may appreciate that you can provide a reasoned, balanced perspective on various ideas and help pick the best course of action.

**You probably enjoy many of the following aspects of your work:**

- Creating efficient systems or procedures
- Catching errors or flaws in design
- Setting high standards
- Implementing rational ideas
- Ensuring quality
- Providing in-depth analysis
- Emphasizing accuracy and precision
- Developing solid proposals
- Creating a reliable setting for yourself and others



## WHAT DRAINS YOUR ENERGY AS A MANAGER?

Then there are those management responsibilities that are stressful for you. Because you focus on tasks and logic, you may find it draining to deal with interpersonal issues or conflict among team members. Furthermore, because of your high standards, you may find it distressing when you're pressured to improvise or when people don't take the time to do a quality job.

**Many of the following aspects of your work may be stressful for you:**

- Making decisions without time for analysis
- Managing a chaotic environment
- Meeting new people
- Dealing with conflict
- Being wrong or unprepared
- Working under time pressure
- Being forceful or insistent
- Giving enthusiastic praise or public recognition
- Building a collaborative environment

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***- Gandhi***

**What kind of culture inspires and motivates YOU?**

**Guess what…you get to help create it!!**

Caring Environment

D and I

More women on your tech team or in senior positions

More fun

Creating Impact

Flexibility

Community work

What’s on your list?
• Recruitment
• Onboarding
• Performance
• Development
• Leadership
• Succession

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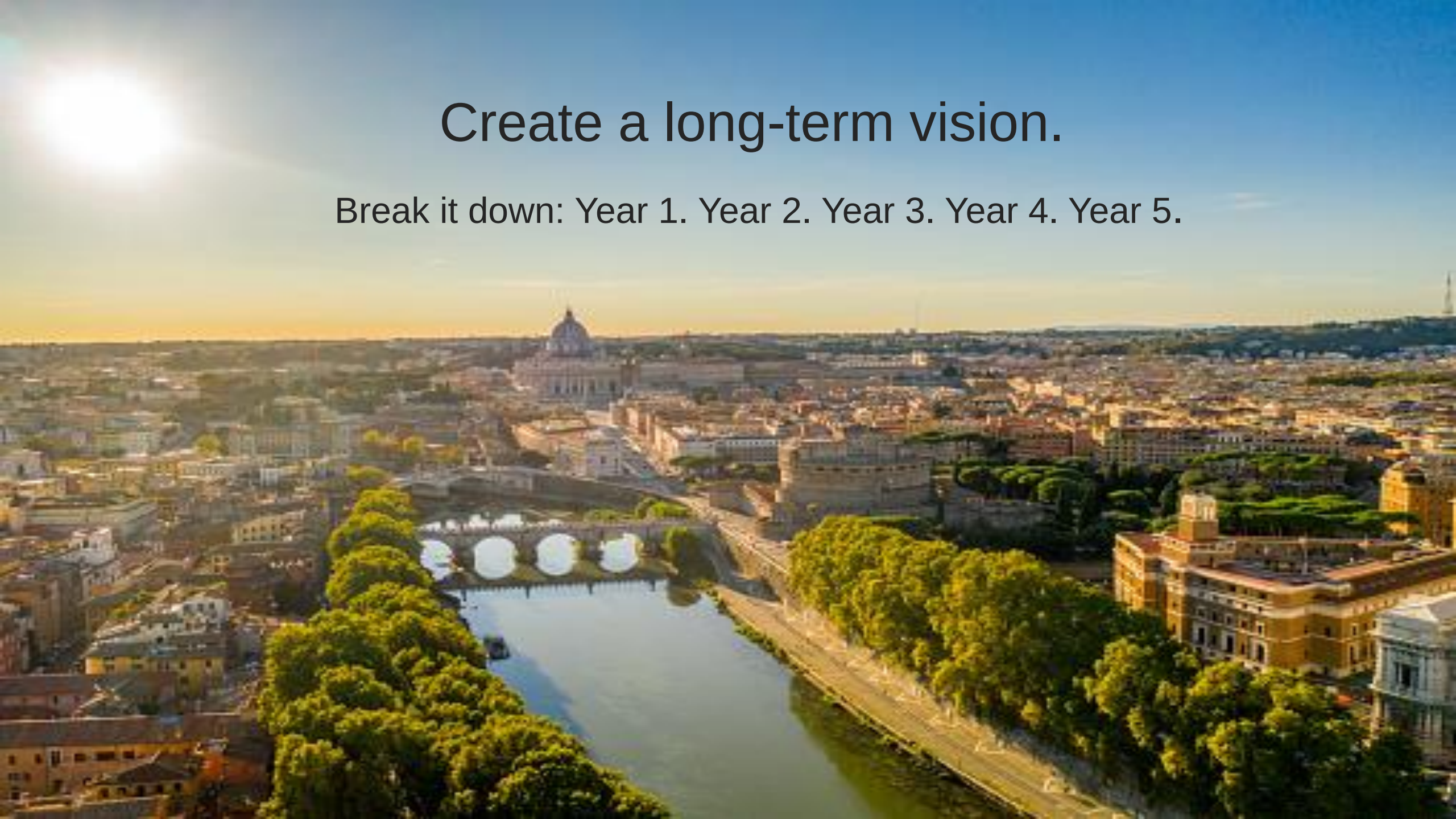
Rome was not built in a day.

# Create a long-term vision.

Break it down: Year 1. Year 2. Year 3. Year 4. Year 5.



# Thank you!

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