ORGANIZATIONAL BEHAVIOR 101:

# A LEADER'S GUIDE TO
# MOTIVATING EMPLOYEES
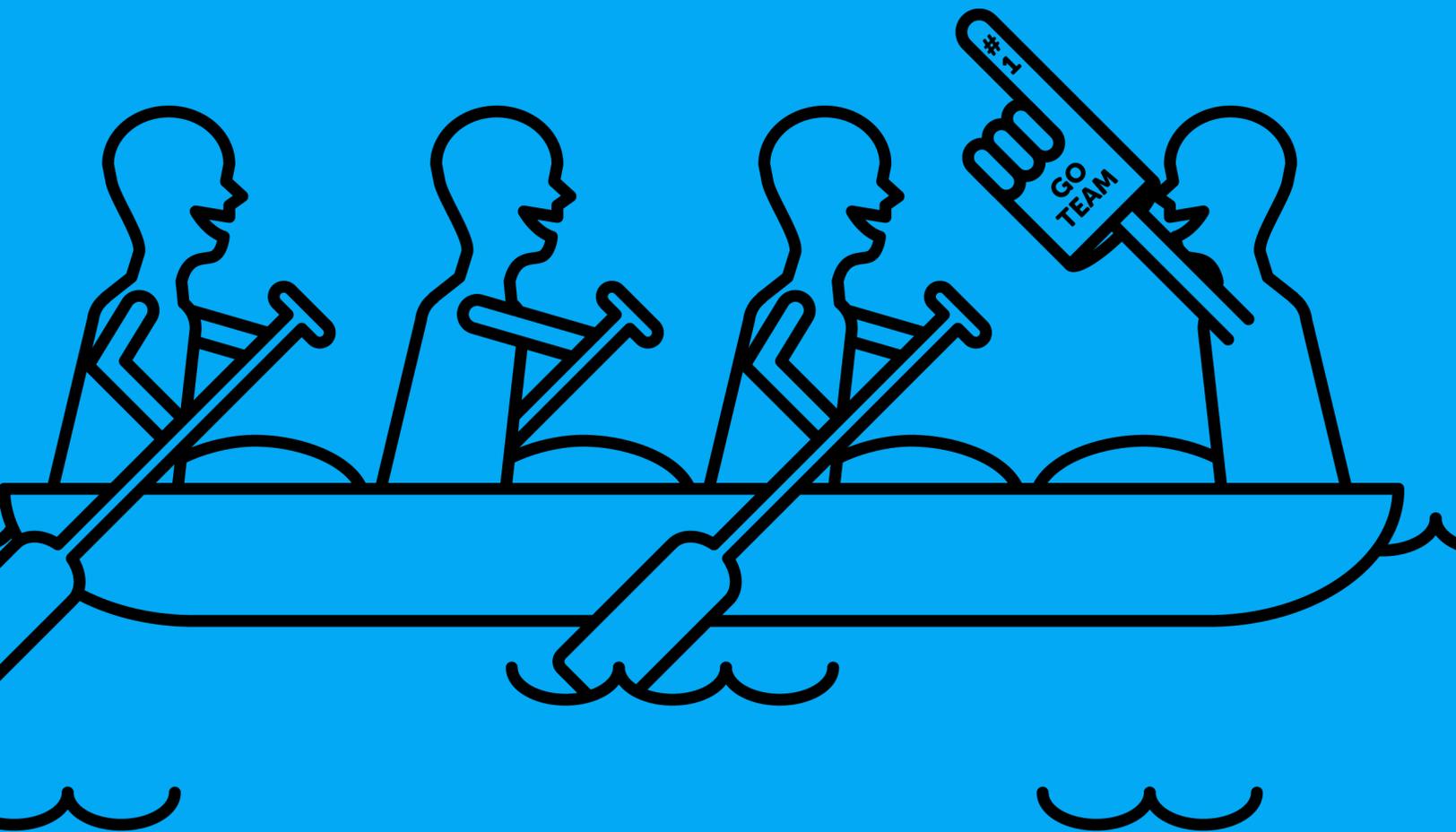
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# Introduction

Organizations are made up of people, and their individual and collective behaviors drive your overall success. Leaders can leverage the scientific study of organizational behavior, which examines how individuals interact in groups, to inform their structure, leadership styles, culture, and managerial practices.

In this guide, we examine key areas in this field of study and apply them to your nonprofit. The recommendations outlined are modeled after the ninth edition of *Organizational Behavior and Management* by John M. Ivancevich, Robert Konopaske, and Michael T. Matteson.

When you have a clear understanding of what motivates your team and why certain organizational structures produce particular outcomes, you can make more informed managerial decisions to ensure your employees produce desired results.

Let's get started.

# 1 | Effective Leadership

The leadership styles at your organization establish the environment in which your team members operate. Effective leadership has the power to create a culture that motivates employees to do their best work, and poor leadership can equally foster a toxic environment that stifles productivity and goal attainment.

But what does it mean to be an effective leader? The success of a leader is measured by the success of the group. Effective leaders use their influence to set frameworks that drive their team to achieve key results.

Warren Bennis, a famous scholar of leadership studies, claims that "virtually all leaders of effective groups share four characteristics:

1.  They provide direction and meaning to the people they are leading. This means they remind people what is important and why what they are doing makes an important difference.

2.  They generate trust.

3.  They favor action and risk taking. That is, they are proactive and willing to risk failing in order to succeed.

4.  They are purveyors of hope. In both tangible and symbolic ways, they reinforce the notion that success will be attained." [1]

To see what these four things look like in practice, we'll review two components of effective leadership: power and emotional intelligence.

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[1]  Ivancevich, John M., Robert Konopaske, and Michael T. Matteson. Organizational Behavior and Management. Ninth ed. New York: McGraw-Hill Irwin, 2011. Print. Page 441.

# Power

To be perceived as a leader, you need to be perceived as powerful. Power isn't necessarily synonymous with aggression. Rather, *Organizational Behavior and Management* describes power as "the potential to influence, and influence as power in action." [2] The behavior of powerful leaders trickles down and prompts certain behaviors within their group.

The ability to influence others' behavior isn't random, it can be acquired through several different means.

## SOURCES OF POWER

According to John French Bertram Raven's 1960s study, there are five types of power a leader can possess, all of which fall into two groups: organizational power and personal power. Organizational powers are typically related to the structure of an organization, whereas personal powers are directly related to an individual's traits. [3]

## Organizational Power

### Coercive

An individual acquires coercive power through the fear of punishment. The ability to fire, demote, or give negative feedback to another is a coercive type of authority. In practice, a manager using coercive or punishment-based power would outline the repercussions of not meeting a goal or deadline and use them as the primary tool to motivate others.

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[2]  Ivancevich, John M., Robert Konopaske, and Michael T. Matteson. Organizational Behavior and Management. Ninth ed. New York: McGraw-Hill Irwin, 2011. Print. Page 361.

[3]  QuickBase, "The 5 Types of Power in Leadership." http://quickbase.intuit.com/blog/the-5-types-of-power-in-leadership

### Reward

Reward power comes from rewarding certain results or behaviors. A manager can exhibit reward power by presenting employees with benefits, such as financial bonuses, when they achieve a goal.

### Legitimate

Legitimate power is derived from occupying a position of authority within an organization.

## Personal Power

### Expert

Expert power develops over time as a result of experience in a particular field or subject matter. As an individual's knowledge of a particular topic increases, they become more powerful in that they are often consulted and asked to help others make informed decisions and meet related goals.

### Referent

Referent power is the result of being revered. When an individual is respected and trusted, they have power in the sense that their choices and opinions are highly regarded and considered in decision-making.

## HOW TO APPLY THIS TO YOUR ORGANIZATION

In order to be an effective leader, you must influence behavior. To influence behavior, you must derive power from one or more of these sources. Consider what types of power the leaders at your organization leverage to influence your team's behavior. For example, do any of your leaders exhibit legitimate power but lack personal power? This combination would suggest an ineffective leader and may warrant a reexamination of their role.

Also consider whether your leaders are truly helping your organization meet its goals. Could a shift in the source of their power impact your organization's culture and environment in a positive way?

It's also important to examine the degree of power that individual employees feel at the various levels of your organization.

"Two important factors in empowerment are helping organizational members feel confident about their ability to perform well and increasing the linkages between effort and performance." [4]

In your role as a manager, it's your job to empower your team and help them understand how their individual work contributes to the organization's success. Effective leaders delegate tasks in a way that emboldens their team members and gives them a sense of autonomy. An ineffective leader, on the other hand, micromanages their employees, causing them to feel there is a lack of trust and faith in their abilities.

In addition to power as a prerequisite to lead, research suggests that another key factor contributes to the success of a leader significantly: intelligence. And it's not the type you'd expect.

## Emotional Intelligence

Interestingly enough, research suggests that high emotional intelligence is actually more important for effective leaders than a high IQ. According to Daniel Goleman, a primary researcher in this field, "While there is some empirical support for the notion that good leaders are smart, the actual relationship between general mental ability and leadership effectiveness is quite weak." [5]

Emotional intelligence can be thought of as "control over his or her own emotions, as well as controlling other member's emotions." This results in a superior leadership style. [6]

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[4]  Ivancevich, John M., Robert Konopaske, and Michael T. Matteson. Organizational Behavior and Management. Ninth ed. New York: McGraw-Hill Irwin, 2011. Print. Page 361.

[5]  Zeidner, Moshe, Gerald Matthews, and Richard D. Roberts. What We Know About Emotional Intelligence: How It Affects Learning, Work, Relationships, and Our Mental Health. Cambridge, MA: MIT, 2009. Print. Page 268.

[6]  Zeidner, Moshe, Gerald Matthews, and Richard D. Roberts. What We Know About Emotional Intelligence: How It Affects Learning, Work, Relationships, and Our Mental Health. Cambridge, MA: MIT, 2009. Print. Page 270.

Leaders who use emotional intelligence find ways to develop trust with their employees, and thus tend to exhibit high referent power.

Goleman outlines five pillars of emotional intelligence. The first three have to do with controlling one's own emotions, while the last two pertain to impacting the emotions of others. [7]

### SELF-AWARENESS

When you're aware of your emotions, you're able to process them in a way that allows you to understand how they impact your behaviors and decisions, and how your display of these emotions might affect others around you.

### SELF-REGULATION

To self-regulate is to control your emotions and even change them. Self-regulated individuals also tend to process emotions before acting impulsively. They use their head, in spite of their heart.

### MOTIVATION

Emotionally intelligent leaders understand and leverage the feelings and motivations of others to attain a goal.

### EMPATHY

In order to impact others' emotions, it's important that you can first sense them. When you can put yourself in your employees' shoes and understand their perspective, you are in a better position to make informed decisions about how to motivate them.

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[7]  Concordia Online, "Daniel Goleman's Emotional Intelligence Theory Explained." http://education.cu-portland.edu/blog/reference-material/daniel-golemans-emotional-intelligence-theory-explained/

## SOCIAL SKILL

Social skills are an important part of working with others. Leaders can use them to gain trust and inspire desired behaviors and actions.

An effective leader is the sum of many parts. While experience and intelligence are certainly key levers of influencing others, your emotional intelligence also plays a significant role in understanding and inspiring others around you.

When you effectively demonstrate strong senses of power and emotional intelligence, you can build and participate in an environment of open communication, mutual understanding, and respect.

# 2 | Change Management

If there's one constant at every organization, it's change. What distinguishes great leaders from good ones is how they react to it. In order to effectively manage new developments in your organization or industry, it's necessary to understand what causes change and how you as a leader have the capacity to initiate and manage it. [8]

## Causes of Change

### INTERNAL

Internal sources of change are typically the result of operational problems. Examples include poor communication, as well as things like low morale and high turnover, which are both symptoms of deeper-seated issues. *Organizational Behavior and Management* warns that leaders often do not realize the need for an internal change until disaster hits (an employee strike, for instance).

### EXTERNAL

External sources of change stem from political, economic, social, or technological changes in the environment outside of the organization. Consider how your organization adjusts in the face of external circumstances. Nonprofits need to react to change quickly in order to stay relevant to their audience.

Take online fundraising, for example. As more and more people began to move online, it became clear that nonprofit development strategies needed to move from traditional direct mail and push-advertising methods to segmented engagement through online channels.

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[8] Ivancevich, John M., Robert Konopaske, and Michael T. Matteson. Organizational Behavior and Management. Ninth ed. New York: McGraw-Hill Irwin, 2011. Print. Page 526.

## Problem Diagnosis

In the 1950s, Taiichi Ohno, the former executive vice president of the Toyota Motor Corporation, developed a strategy for problem diagnosis called the "five whys" that is still used and widely taught in business operations classes. [9] Using this method, Ohno would urge his staff to ask "why?" five times in order to get to the root cause of a problem.

For example, if your organization is facing high turnover, your questions might pan out something like this:

**Why is there high turnover?**

Employees are unhappy with their work experience.

**Why are employees unhappy?**

Employees feel they lack opportunities for career development.

**Why do employees feel like they lack opportunities for career development?**

Paths for advancement are unclear to employees.

**Why are paths for advancement unclear?**

There exists no set educational process around career mobility opportunities.

**Why is there no set educational process?**

Educating employees on how to navigate career advancement has not been a priority at the organization historically.

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[9]  Toyota Global, "Ask 'why' five times about every matter." http://www.toyota-global.com/company/toyota_traditions/quality/mar_apr_2006.html

## Management Techniques

**DON'T RELY ON METHODS OF POWER**

Using methods of coercion, you can issue threats to manipulate your employees into changing their behaviors. While these tactics might yield desired results in the short term, they put your organization at risk for problems down the road due to low employee morale. *Organizational Behavior and Management* advises reserving these autocratic tactics for times of true crisis, such as when your organization's existence or the safety of your employees is at stake. [10]

**DO REEDUCATE EMPLOYEES**

Rather than forcing change with little explanation, or assuming that everyone will be on board with your logic, encourage an open dialogue and create an education program around the prospective change. By using this opportunity to acknowledge "the old way," and clearly spell out reasons for "the new way," you're more likely to get buy-in and give everyone a chance to voice concerns and ask questions.

## How to Combat Resistance

Change is a natural source of anxiety for many. It often requires facing uncertainty and navigating new terrain. Consequently, your team may resist change when it causes them discomfort, threatens their own authority, inconveniences their work, or appears illogical to them.

To prevent a combative situation with your employees, Bennis suggests that the more people involved in the change, the better. Everyone needs to understand the reason for change, so communication is an integral factor. Identifying "champions of change" can also help smooth the process. These individuals are well-versed with the problem and need for the new solution, and they act as models through the transition for others to mirror and reference.

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[10] Ivancevich, John M., Robert Konopaske, and Michael T. Matteson. Organizational Behavior and Management. Ninth ed. New York: McGraw-Hill Irwin, 2011. Print. Page 516.

Your organizational culture also plays a large part in how change is accepted at your company. If your culture supports change and innovation, it's also likely to accept failure and encourage experimentation. To build a culture that is conducive to change, you must facilitate opportunities to examine choices, learn, and move forward from failure. This approach will foster informed risk-taking that continuously drives your organization to seek best practices and innovate.

## Evaluating Success

Rather than assigning a solution, carrying it out, and moving on, your organization should first figure out how it will evaluate the success of your proposed solution. This practice saves your team from potential future strife should the solution only be a failure or short-term fix.

Identify how you will measure the results of the change once it takes place. When you check in on the results and measure them, you'll know whether the problem has been resolved or requires a new approach.

# 3 | Motivation and Incentives

Certain needs and motivations drive us to complete daily tasks. Whether we go grocery shopping because of our need to eat, or attend a networking event because of the desire to advance our career, we all have driving forces behind our behaviors.

When you understand what motivates people to act, you can build an effective incentive structure to reward behavior and encourage specific results.

Among several theories on motivation that exist in the context of organizational behavior, one of the most widely accepted is Maslow's theory, which is based on a need hierarchy. [11]

## What Motivates People

**MASLOW'S NEED HIERARCHY**

Maslow's theory organizes needs into a hierarchy which can be represented in a pyramid. Before advancing up to higher levels, people attempt to meet fundamental or more basic needs first. Leaders should consider how their employees' needs are met on each level to effectively provide for and motivate their employees.



SELF-ACTUALIZATION

ESTEEM

BELONGINGNESS, SOCIAL, & LOVE

SAFETY & SECURITY

PHYSIOLOGICAL

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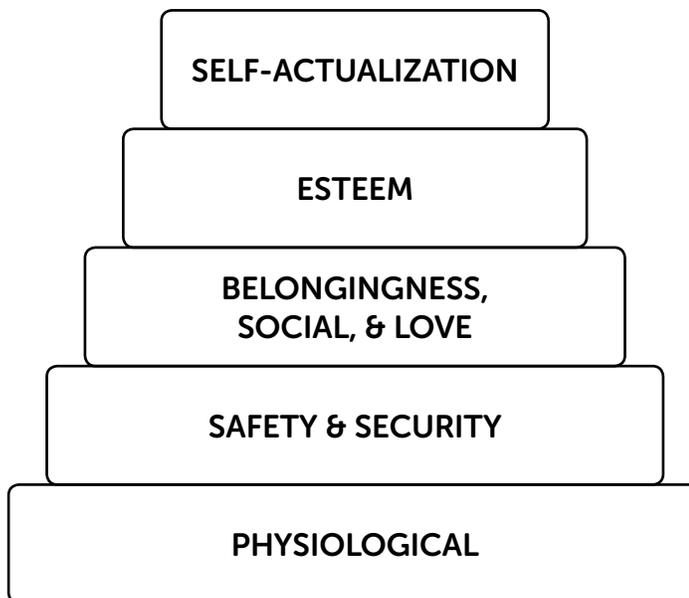
[11] Ivancevich, John M., Robert Konopaske, and Michael T. Matteson. Organizational Behavior and Management. Ninth ed. New York: McGraw-Hill Irwin, 2011. Print. Page 123.

**Physiological**

These needs are fundamental to an individual's existence, driving the need for employment in order to meet basic needs such as food, water, and shelter. The need for relief from physical or psychological pain is also included in this category.

*Organizational example: a livable salary.*

**Safety and Security**

This includes the need to escape and evade potential threats to your person.

*Organizational example: healthcare and benefits.*

**Belongingness, Social, and Love**

This includes the need for a sense of affiliation, comradery, and closeness with others.

*Organizational example: belonging to a cohesive team and feeling supported and respected in the office.*

**Esteem**

The need to hold one's self in high esteem and receive approval and acceptance from others around you.

*Organizational example: receiving a positive performance review from a manager.*

**Self-Actualization**

This the "highest" need on the pyramid, as it's typically sought after all "lower" needs are met. This involves using your skills and abilities to reach your utmost potential as an individual.

*Organizational example: being promoted to a higher position within the organization.*

According to Maslow's theory, once a need is met, it no longer serves as a source of motivation. It's worth noting, however, that individual needs both vary person to person and change over time. For example, not all employees will be as motivated by financial incentives as others, and an employee that previously did not highly value health insurance, may suddenly find that it's much more important to them.

To meet and leverage your employees' needs, it's crucial to have an open dialogue and use information about each individual to prompt certain behaviors. Needs that go unsatisfied can lead to voluntary turnover and unsatisfactory performance. But when you can tie the completion of work and tasks to the various needs and desires of your employees, you align the interests of both parties.

One way organizations try to meet the diverse needs of their employees is by offering what is called a "cafeteria-style benefits plan." These plans include a menu of different benefit options so that employees can select what is most important to them.

By having a continuous open dialogue with your staff about their motivations, you can better inform your incentive structure.

## Using Incentives to Drive Desired Outcomes

While commission-based financial structures are less common at nonprofit organizations, there's no reason why a nonprofit can't look to the for-profit world for best practices on how to incentivize their staff to achieve the organization's goals.

There are several different ways you might drive performance with incentives.

### MONEY

Before you consider offering bonuses or raises for meeting certain objectives, first examine your employees' base salaries. Does your organization offer competitive salaries that attract all-star performers? While resources are typically more limited at nonprofits, competitive salaries can be used to attract top talent that may not have considered a career in the nonprofit sector. This talent in turn can help your nonprofit succeed and scale.

Keep in mind that when you use competitive salaries to attract talent, these same employees may require continuous financial incentives to be "kept hungry," which is where bonus programs become a great option.

While financial incentive structures might not be very common at nonprofit organizations, it's important to consider that they can align both personal and organizational interests and push employees to produce the best work for your cause.

### PAID TIME OFF

If your organization is not in a position to offer financial incentives to your employees, there are several other options to consider. For example, you might award your employees additional paid time off if they meet the year's development goals.

## SPECIAL PERKS

You can also use smaller event-based perks to motivate your team. Link their positive performance to the ability to attend a conference, staff trip, special dinner, or chance for additional one-on-one time with top executives or board members.
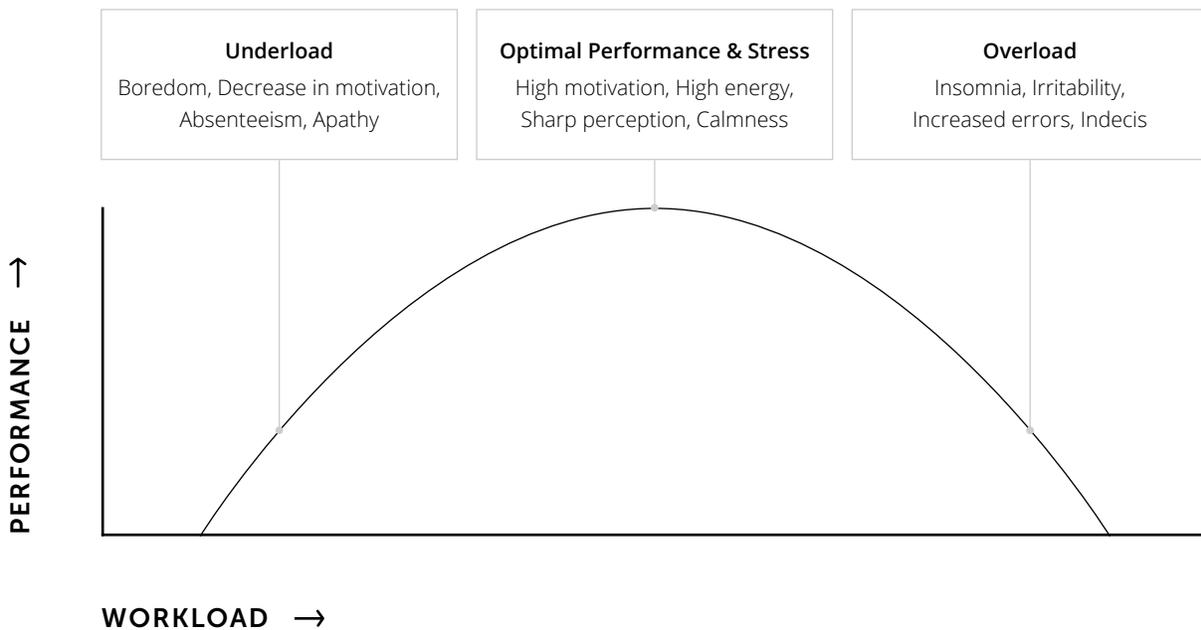
## CAREER DEVELOPMENT

Employees motivated by the opportunity for self-actualization and career advancement need to feel their effort on the job is linked to the potential for career development. Be sure to outline how each individual's role could evolve.

Whatever combination of incentives you use, the most important thing is to keep an open dialogue with your employees. Make them feel heard and that their needs and aspirations are appreciated and supported, and you can create a positive work environment that fosters success.

# 4 | Stress in the Workplace

According to the American Psychological Association, "more than $500 billion is siphoned off from the U.S. economy because of workplace stress, and 550 million workdays are lost each year due to stress on the job."[12]

| Underload | Optimal Performance & Stress | Overload |
|---|---|---|
| Boredom, Decrease in motivation, Absenteeism, Apathy | High motivation, High energy, Sharp perception, Calmness | Insomnia, Irritability, Increased errors, Indecis |



PERFORMANCE ↑

WORKLOAD →

Similar to how coercive power uses intimidation and fear to motivate, stress can also be seen as a negative stimulant to produce results among your team. Too much of it actually ends up losing your organization money, rather than earning you more. The good news is that research suggests an optimal amount of stress can lead to maximum efficiency.

When employees' time and efforts are underutilized, they can feel like they lack enough tasks to remain engaged in their work. They become less productive and less motivated.

[12] Harvard Business Review, "Proof That Positive Work Cultures Are More Productive." https://hbr.org/2015/12/proof-that-positive-work-cultures-are-more-productive

Conversely, when employees feel overloaded with work, they exhibit certain behaviors as a result of too much stress. These behaviors include a propensity to make mistakes, a general sense of irritability, insomnia, and indecisiveness. [13]

Employees who experience an optimal amount of stress are highly motivated, energetic, and generally calm. As a manager, you should strive to strike the right balance for your team. An under-worked team leaves money on the table, while an overloaded team underperforms as well.

Voluntary turnover at nonprofit organizations was 19 percent in 2014, which may possibly be a result of the amount of stress and dissatisfaction employees feel in their roles. [14] To mitigate stress and create an environment that drives your team productively, it's important to understand the common causes of stress in an organization.

## What Causes Stress

According to *Organizational Behavior and Management*, stress can be categorized into three types: group, organizational, and nonwork. The authors list eight types of "significant stressors" to stay aware of as you work with your team. [15]

### PARTICIPATION

This type of stress develops in those who value participating in the decision-making process but do not feel included; those who feel upset by the time it could possibly take to make a decision; or those who feel that their decision or opinion can be undermined by the group.

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[13] Ivancevich, John M., Robert Konopaske, and Michael T. Matteson. Organizational Behavior and Management. Ninth ed. New York: McGraw-Hill Irwin, 2011. Print. Page 247.

[14] Nonprofit HR, "2015 Nonprofit Employment Practices Survey Results." http://www.nonprofithr.com/wp-content/uploads/2015/02/2015-Nonprofit-Employment-Practices-Survey-Results-1.pdf

[15] Ivancevich, John M., Robert Konopaske, and Michael T. Matteson. Organizational Behavior and Management. Ninth ed. New York: McGraw-Hill Irwin, 2011. Print. Page 248.

### LACK OF DEVELOPMENT OPPORTUNITIES

If your employees feel like there isn't adequate opportunity for personal career growth and advancement, this can be a source of frustration and disappointment. Additionally, if the path to advancement is unclear, it can also cause stress.

### INSUFFICIENT PERSONAL FEEDBACK

Without performance reviews, your team will likely feel unsure about how their work is measuring up to expectations. This uncertainty can cause stress and misalignment between personal tasks and team goals. Additionally, if the manager provides feedback in an unconstructive or overly critical way, it can also cause a great deal of anxiety and stress for the individual.

### RELATIONSHIPS

Many things factor into how a relationship is perceived between two individuals on a team. Sources of stress in relationship may include a perceived lack of respect, trust, or support.

### CULTURE

Leadership styles set the environment and tone of your organization. Domineering managerial styles create a culture of fear and anxiety.

### POLITICS

The perception of political behavior at an organization can be a large source of stress for employees. Often stemming from power dynamics between individuals and groups, politics tend to result in actions that appear unfair and unethical.

### JOB SECURITY

The fear of losing your livelihood and being let go by an organization is also a very real cause of stress. It may be tempting for nonprofits to reduce their overhead expenses by restructuring in a way that eliminates staff members or cuts their pay. This fear contributes to a negative

work experience for individuals, as downsizing often feels out of an employee's control, and it becomes difficult to feel invested in a job that might terminate you tomorrow.

**EXTERNAL STRESS**

We all face circumstances in our personal lives that impact our professional lives. Whether it's an extreme event such as a family tragedy, or a fender bender on the way to work, it's nearly impossible to separate external events from our minds at the workplace. While managers aren't as able to help mitigate this type of stress, simply acknowledging it as a part of life can often go a long way.

# Stress Optimization

As a leader at your organization, there are certain methods you can take to avoid unnecessary stressors for your team while motivating them to do their best work.

**FOCUS ON EMPLOYEE-CULTURE FIT**

Your culture is your organization's secret weapon to help employees mitigate stress. "Cultures sustain people throughout periods of difficulty and serve to ward off anxiety."[16] While it's developed over time and contributed to in part by all members of a group, your leadership has by far the most control and influence over your organizational culture.

According to *Organizational Behavior and Management*, "organizations can achieve effectiveness only when employees share values. The values of an increasingly diverse workforce are shaped long before a person enters an organization. Thus, it is important to recruit, select, and retain employees whose values best fit those of the firm."[17]

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[16] Ivancevich, John M., Robert Konopaske, and Michael T. Matteson. Organizational Behavior and Management. Ninth ed. New York: McGraw-Hill Irwin, 2011. Print. Page 46.

[17] Ivancevich, John M., Robert Konopaske, and Michael T. Matteson. Organizational Behavior and Management. Ninth ed. New York: McGraw-Hill Irwin, 2011. Print. Page 60.

This is called person-organization fit: "the extent to which a person's values and personality are perceived to fit the culture of the organization." [18]

To ensure this type of fit, follow Southwest's strategy and "hire for attitude and train for skill." [19]

When you incorporate strategies into your hiring process that address employee-culture fit, you can solve for many sources of stress before they can even begin.

Here are just a few of the 13 questions recommended in an *Inc.* article by Young Entrepreneur Council that can be leveraged in the interview process to assess culture fit: [20]

*If you won a million dollars, what would you do with the money?*
*What personality traits do you butt heads with?*
*What can your hobbies tell me that your resume can't?*
*What is one thing you believe that most people do not?*
*What's the greatest work day of your life?*

Carefully develop a set of questions that will reveal characteristics that align (or don't align) with your organizational culture. This practice is in the best interest of both the interviewee and your organization as it helps to weed out candidates that would be subject to cultural stress if hired, and thus underperform.

## PROVIDE EMPLOYEE FEEDBACK

As outlined in what causes stress, a lack of employee feedback can lead to feelings of confusion, speculation, and misalignment. To help your team understand how they are stacking up against

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[18] Ivancevich, John M., Robert Konopaske, and Michael T. Matteson. Organizational Behavior and Management. Ninth ed. New York: McGraw-Hill Irwin, 2011. Print. Page 47.

[19] Ivancevich, John M., Robert Konopaske, and Michael T. Matteson. Organizational Behavior and Management. Ninth ed. New York: McGraw-Hill Irwin, 2011. Print. Page 42.

[20] Inc., "13 Questions to Screen Potential Hires for Culture Fit." http://www.inc.com/young-entrepreneur-council/13-questions-to-screen-potential-hires-for-culture-fit.html

their personal goals, and the entire organization's goals, set up frequent meetings to review performance. Transparency around the timing of these meetings and individual expectations and goals will empower employees by providing a sense of ownership over their work.

It's also important to understand how each team member best receives feedback and praise. Maybe they are best motivated by private acknowledgement of a job well done by leadership. Maybe they'd prefer to be applauded in front of the entire team. When you provide both praise and constructive feedback in a setting that is valued by the employee, they derive a greater sense of satisfaction.

Set up a structure for reviews and feedback on tasks and projects and communicate this standard to team members. Regular meetings, such as quarterly check-ins, will allow for course-correction of lackluster performance and a chance to realign goals and gauge performance measures.

### OFFER A WELLNESS PROGRAM

According to a recent article in the *Harvard Business Review*, "Health care expenditures at high-pressure companies are nearly 50 percent greater than at other organizations."[21]

In efforts to help employees maintain an ideal work-life balance and improve their health and well-being, many organizations have started offering wellness programs to their employees as part of their company perks and benefits. Programs that promote mental and physical health can improve quality of life for employees and ultimately benefit the overall organization since healthier, happier employees tend to save the organization turnover costs and are more productive.

Wellness programs can take many shapes and forms. A recent Rise article suggests several ways to incorporate wellness programs into your workplace.[22]

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[21] Harvard Business Review, "Proof That Positive Work Cultures Are More Productive." https://hbr.org/2015/12/proof-that-positive-work-cultures-are-more-productive

[22] Rise, "6 Great Examples of Workplace Wellness Programs." https://rise.xyz/blog/workplace-wellness-programs/

**Fitness Perks**

Whether it's in the form of an on-site gym, or a discounted rate to a yoga studio, there are several ways to promote exercise for your employees. Consider polling your organization to see what types of exercise perks they'd be most interested in.

**Transportation**

Many organizations now offer transportation programs that ease team members' commutes. This could include things like a bike-sharing program, car-pooling system, or parking passes.

**Smoking Cessation**

Smoking remains the leading cause of preventable death. [23] Accountability and coaching programs coupled with pharmacological aid could be the help your employees need to improve their quality of life and save themselves and your organization from tobacco-related health care expenses.

**Healthy Foods**

Many organizations offer food programs that provide healthy meals and snacks to employees while they're at the office. Another example includes keeping your company kitchen stocked with healthy breakfast options, which also helps promote staff coming in earlier to enjoy the provided food.

**Massage Therapy**

This might sound a tad superfluous, but holistic services such as massage and acupuncture therapy can be another option to consider when building a wellness program. According to Mayo Clinic, research has linked massage therapy with reduced stress and tension. [24]

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[23] Center for Disease Control and Prevention, "Diseases and Death." http://www.cdc.gov/tobacco/data_statistics/fact_sheets/fast_facts/

[24] Mayo Clinic, "Massage: Get in Touch With Its Many Benefits." http://www.mayoclinic.org/healthy-lifestyle/stress-management/in-depth/massage/art-20045743

## EDUCATE YOUR STAFF ON STRESS MANAGEMENT

Another idea is to provide your employees with the knowledge to help themselves manage stress. The best way to deal with stress varies person to person, but there are common methods worth noting and sharing that many find effective.

### Cognitive Techniques

According to *Organizational Behavior and Management*, cognitive techniques, or individual approaches to stress management, can be used to change how people process and react to different situations. Cognitive distortions such as magnifying, overgeneralizing, and personalization of problems are all thought processes that lead to destructive thoughts that amplify stress. [25] If you can understand how to combat these thoughts, you can feel prepared when they occur and be less likely to fall prey to them.

### Psychotherapy

Let employees know how they can access counselors and psychiatrists if they'd ever like to seek professional assistance in dealing with stress and feelings of depression.

### Relaxation Training

Meditation and breathing exercises can be used to reduce feelings of stress and anxiety and lower your heart rate and blood pressure. Consider offering a class on how to use these techniques to personally combat moments of intense stress and promote general well-being.

### Power Posing

Made famous by social psychologist Amy Cuddy's TED Talk, power-posing, or taking certain physical poses that embody confidence, is scientifically proven to lower levels of cortisol (a hormone produced in the body in times of stress). [26]

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[25] Ivancevich, John M., Robert Konopaske, and Michael T. Matteson. Organizational Behavior and Management. Ninth ed. New York: McGraw-Hill Irwin, 2011. Print. Page 265.

[26] TED, "Your Body Language Shapes Who You Are." https://www.ted.com/talks/amy_cuddy_your_body_language_shapes_who_you_are?language=en

# 5 | Socialization

A key part of maintaining your organizational culture is the process by which you introduce and integrate new employees. According to *Organizational Behavior and Management*, and first suggested by Van Maanen and Schein, there are several ways organizations can bring new employees into their organization. [27]

## Socialization Methods

### THE COLLECTIVE METHOD

With this method, you group new employees together for training and expose them to the same experiences. Organizations that do this plan their hiring accordingly so that any new employees all start at the same time.

### THE FORMAL METHOD

In the formal method, you separate new employees from preexisting employees for a set period of time and then integrate them into the work environment after they've received adequate training.

### THE SEQUENTIAL METHOD

This method gives new employees a set number of steps to complete before they are deemed ready to integrate with the full staff.

### THE FIXED METHOD

The fixed method involves following a certain timeline before integration can occur, such as a two-week orientation program.

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[27] Ivancevich, John M., Robert Konopaske, and Michael T. Matteson. Organizational Behavior and Management. Ninth ed. New York: McGraw-Hill Irwin, 2011. Print. Page 48.

## THE SERIAL METHOD

The serial method appoints current employees to act as role models and mentors and lead new team members through the onboarding process.

## THE INVESTITURE METHOD

This method seeks to embrace the unique characteristics of the individual and cater the orientation to their specific goals and needs. Consider the way an academic advisor might help a college freshman navigate their first semester.

The alternative to the above methods is a "sink or swim" approach, which "may work but often results in poorly adjusted new employees who may end up being mentored by the 'wrong employee.'" [28] While there's something to be said for a hands-on approach and "learning on the job," take time to think through any repercussions of this approach. While it might seem like the quickest way to integrate a new employee, it actually has the potential to harm your organization by distracting your existing team members who will undoubtedly be fielding questions until the new hire is acclimated. Designate a set process that paces in a time-efficient manner.

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[28] Ivancevich, John M., Robert Konopaske, and Michael T. Matteson. Organizational Behavior and Management. Ninth ed. New York: McGraw-Hill Irwin, 2011. Print. Page 49.

## The Role of Mentors

To ensure your employees are mentored by the "right people," you can appoint exemplary individuals as models for certain subject matter or behaviors. This way, you can avoid bad habits from being passed on. *Organizational Management and Behavior* warns, however, that mentor program participation should be voluntary in order to create a productive match.[29] Not every employee will qualify to be a mentor, and mentees should have the opportunity to learn from someone truly willing to participate in the relationship.

In addition to teaching best practices, mentors also help model and pass on organizational culture and serve as a tool for identifying talent. Keep in mind that mentorship programs don't need to be limited to newcomers. Implement this program at all levels of your organization to strengthen relationships throughout the organization vertically.

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[29] Ivancevich, John M., Robert Konopaske, and Michael T. Matteson. Organizational Behavior and Management. Ninth ed. New York: McGraw-Hill Irwin, 2011. Print. Page 535.

# Conclusion

Now that you know what it takes to be an effective leader who motivates employees to perform at an optimal level, you're ready to apply these theories to your organization. When individual self-interests throughout your organization align with achieving your mission, everyone wins. You can help employees feel respected and that their effort directly correlates to the organization's success, and you'll be able build the culture that your cause needs—one that adapts to change, innovates, and is full of like-minded individuals eager to get to work.
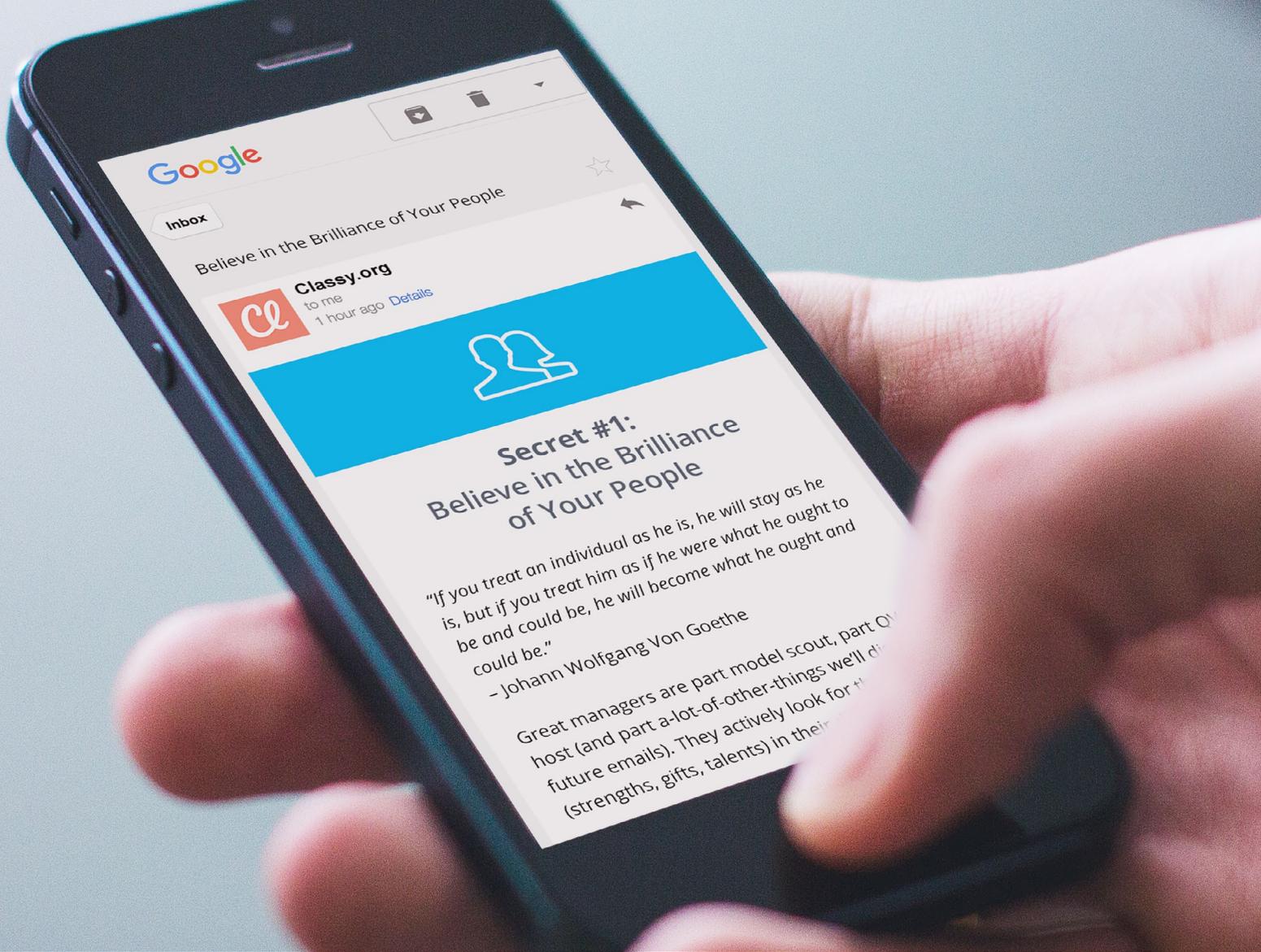
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