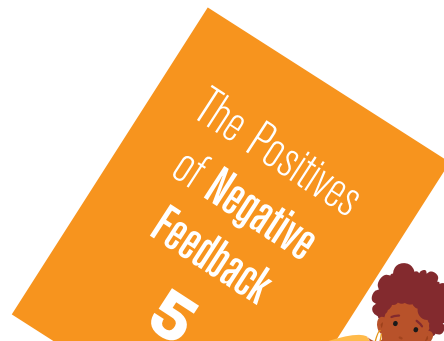


Strategies for Developing Self-Driven Teams





The Great Motivation Reset

Shifts that occurred during the global pandemic impact how managers should approach motivation and recognition.

BY PAUL NOLAN

It's a sign of the unique work world we are in that *The Wall Street Journal* introduced a new weekly podcast in March called "As We Work." Billed as "a new podcast for a new world of work," the show's host, Tess Vigeland, has promised to address the seismic shifts that have occurred and continue to occur in both blue-collar and white-collar workplaces.

The immediate transition to work-from-home set-ups for most office workers in March 2020 eventually initiated conversations about the way we work and what role our jobs should play in our lives. The pandemic — and the shifts that occurred during it — "led to unprecedented resignations and a change in the power dynamics between workers and management," the *Journal* states in an article introducing the "As We Work" podcast. "It has forced companies to rethink longstanding assumptions about how to recruit, how to promote and how to motivate."

There is some irony in the *Journal's* decision to hire Vigeland to host the podcast. After working as an on-air personality for public radio for 11 years, including six as the host of the nationally broadcast "Marketplace Money," Vigeland stepped away from the work world in 2012 without a "next step" in mind. She vagabonded around Asia for more

than a year, then returned to the U.S. and shared her thoughts on these life-changing decisions in a book entitled "Leap: Leaving a Job With No Plan B to Find the Career and Life You Really Want."

"I was a quitter before quitting was cool. It's weird to watch it happen, but now it's a norm," she said in an interview with Chris Hill, host of the podcast "Motley Fool Money." "This has been such a transformation in how people are thinking about the role of work in their lives."

That transformation has left managers wondering how to best keep their teams motivated as some workers return to the office, some work to reach agreement regarding hybrid arrangements, and some likely ponder the meaning of their jobs altogether and whether they want to continue performing them.

"It must be a nightmare to be a hiring manager right now because, depending on the role, it can be pretty easy to leave one job and start a new one," Hill said. "How do companies recreate the fun perks that require in-person gathering?"

"An even more baseline question is do workers even care about those things at this point?" Vigeland responded, adding later, "Everything is so weird!"

FEATURE STORY

Get Personal

The weirdness in the work world is reflected in the headlines and in conversations showing up in all types of media.

- A *New York Times* special report, “The Future of Work,” addressed the [age of anti-ambition](#).
- In an opinion piece written for *The Wall Street Journal*, Nitin Nohria, former dean of Harvard Business School, suggested that the post-pandemic office should function more as a clubhouse, where colleagues convene to engage in informal conversations “that might resemble what we think of as ‘happy hour.’”
- The Spring 2022 issue of *MIT Sloan Management Review* includes a report on research that shows [happy employees broadly outperform workers who are not happy](#). (See page 6)
- Always of interest is the annual Gallup poll on worker engagement. Gallup reports that the percentage of engaged workers in the U.S. [declined in 2021 to 34%](#), the first drop in more than a decade.

Perhaps the most important impact of the workplace shifts that have occurred during the last two years is an increased awareness of employers’ responsibility to monitor and even promote well-being.

Vigeland’s question whether perks such as free lunches and Friday social hours are desirable is a good one. Thought leadership emerging out of the COVID years is that what’s most important to emphasize is the human aspect of employer-employee relationships. In a [Gartner survey](#) conducted in January 2021, 47% of employees reported that their stress was higher than anything they’d previously experienced in their career, and only 37% agreed that their organization understood what they needed in their personal lives and for their families.

Managers have traditionally been cautioned about delving too deeply into workers’ private lives, but the Gartner report and an article in the March-April issue of *Harvard Business Review* promote [connecting more with employees’ lives](#) outside of work. “Employees want their managers to know about their personal commitments and to make accommodations where possible,” Dion Love, vice president in Gartner’s HR practice, told HBR.

To that end, the Gartner report recommends that company leaders promote personal growth in addition to training that fosters professional growth. That can mean creating entry ramps for workers to community service or covering the cost of education that is not work-related, such as language courses.

Finding Purpose

One of the biggest workplace buzzwords to emerge from the last two years is “purpose.” To be sure, the movement to make work matter started before the global pandemic, mostly at the urging of millennials and Gen Z workers. The purpose of

Why Best Friendships at Work Matter

Would you be comfortable asking your team members whether they have a best friend at work?

Officials at Gallup made it part of their workplace engagement survey a few years ago and got some pushback from managers who felt it was too invasive. The [importance of the question](#), according to Gallup, is evidence of a link between having a best friend at work and improved performance, particularly among women. Women who strongly agree they have a best friend at work are more than twice as likely to be engaged (63%) compared with the women who say otherwise (29%).

Gallup’s employee engagement database shows that a mere two out of 10 U.S. employees strongly agree they have a best friend at work. By moving that ratio to six in 10, organizations could realize:

- 36% fewer safety incidents
- 7% more engaged customers
- 12% higher profit

The goal is not to manufacture friendships. Rather, Gallup suggests employers could foster friendships among coworkers by promoting open communication, collaboration and promoting participation in social activities.



work — a company’s mission and its impact on the world — is more top-of-mind than ever.

Just as the line between our work world and personal lives has blended, so too has the line between work and larger societal goals. According to the Gartner report, employees want to feel invested in their organization’s purpose. Approximately 53% say they want their leaders to take a stand on societal issues they care about. Seventy percent of employees say they feel included when their company takes a

FEATURE STORY

stand they approve of, and 68% feel included even when they disapprove of that stand.

Business strategists Scott Goodson and Chip Walker of the marketing agency StrawberryFrog published their book, “Activate Brand Purpose” last year. In it, they provide a road map for corporate leaders to identify their company’s larger purpose and drive home that meaning to the people who matter inside the company and out.

One example they give is from StrawberryFrog client SunTrust Banks, which introduced onUp, a national movement the company launched in 2016 to help the 75% of Americans who reported experiencing financial stress. The program provided online resources available to anyone to help them take the first step toward financial confidence. In addition, the program provided financial wellness workshops through employee volunteer efforts and offered a not-for-profit workplace financial wellness program, Momentum onUp, to other companies.

“All of a sudden, [SunTrust] employees had a much better idea of why it is they get up and go to work in the morning,” Walker said in a [podcast interview with Sales & Marketing Management](#). “It started to inspire actions internally.” He adds that, as with the SunTrust example, a company’s purpose should be connected to the business in some way or it risks being called out as inauthentic.

“More people are thinking of their work as a career and not work as something that is just for a paycheck,” said Ayelet Fishbach, a behavioral psychologist, professor at the University of Chicago Booth School of Business and author of the book “Get It Done: Surprising Lessons from the Science of Motivation,” which was published earlier this year. “Purpose is

a way to get people to understand what they are contributing that is beyond themselves and the daily tasks,” she said in an interview with SMM.

In a [multi-story special report](#) on finding purpose in corporate America that was published in the same spring issue of HBR, Harvard Business School Professor Ranjay Gulati states the most compelling purpose and mission statements have two basic and interrelated features. They delineate an ambitious long-term goal for the organization, and they shape that goal so that it commits to the fulfillment of broader social duties.

Set Goals, Not Chores

Fishbach points out that one common mistake managers make when aiming to motivate through goal setting is to create goals that feel more like a chore rather than an aspiration. Emphasizing benefits over actions captures the purpose behind an action, describing what you’re trying to achieve rather than the actions that need to be taken to achieve it. “An abstract goal identifies the purpose of a goal, while a concrete one identifies the path to get there; it’s a means,” Fishbach states in her book.

Fishbach also recommends framing goals as “do” goals rather than “do not” goals. “For the goal to inspire, it needs to be framed in terms of gains, not losses. It needs to be something that you’re excited to do, not something that is awful,” she said.

One last point on the subject of goals—and this is something that has been identified by incentive program providers—is that self-selected goals are more effective than goals that are set by someone else, such as a manager.

Sit On the Footlocker

In their 1997 book “Contented Cows Give Better Milk,” authors Richard Hadden and Bill Catlette share the story of Major General Melvin Zais, commander of the 101st Airborne Division in Vietnam, circa 1968. Zais said in a speech about keeping his troops motivated, “If you’ll get out of your warm house and go down to the barracks...and just sit on the footlocker...you don’t have to tell ‘em they’re doing a great job. Just sit on the footlocker and talk to one or two soldiers and leave. They’ll know that you know that they’re working hard to make you look good.”

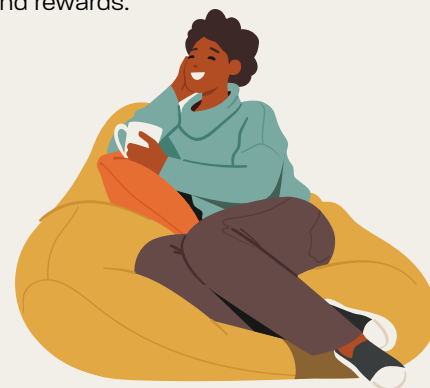
This story came to mind after reading a recent response that behavioral

economist Dan Ariely provided in his *Wall Street Journal* column, “Ask Dan.” The questioner shared a story of a new member of his work team who was offered a free upgrade on a flight with colleagues and he turned it down. The questioner couldn’t understand why.

More leg room and free drinks sound like the more enjoyable experience, Ariely agreed, “but your coworker might have decided that staying with the team was of greater importance.”

He explained that in a 2014 research paper called “The Unforeseen Costs of Extraordinary Experience” it was shown that “while certain

experiences may be amazing, they can also have a downside when they are not shared by everyone in a social group.” It’s a timely reminder to be mindful of inclusivity when structuring incentives and rewards.



FEATURE STORY

“When I teach persuasion, I tell my students that persuasion is really successful when the person you are trying to persuade feels like they persuaded themselves. When it gets to motivation, this is even more extreme, because a goal that I personally commit to is so much more motivating than doing something because you asked me to do it,” she said.

The Impact of Progress on Motivation

An important insight that Fishbach shares in her book is that progress increases commitment to achieving a goal, but so can lack of progress. Each action that leads one closer to a finish line is a powerful motivator to continue making progress. Even an illusion of progress can have a positive impact.

Researchers partnered with a New York café to test the impact of illusory progress in a customer loyalty program. Half the group of customers were given a reward card offering a free coffee after they bought 10. The other half received a card that required 12 purchase stamps but two “bonus” stamps were already provided. The requirement for 10 purchases was the same for both groups to receive the free coffee, yet those participants who felt they were given a head start with the two bonus stamps came back to the café more often and filled in their reward card more quickly than those who did not receive a head start.

People become more committed to a goal that they are already invested in, Fishbach explains. (See the “Points Program” story on page 9 for more insights on how progress impacts motivation.)

Lack of progress can also be motivating. Fishbach says her studies show that novices — people with lower commitment — work harder when you emphasize what they have accomplished. Experts (or more experienced individuals) respond more if you highlight what is missing or what they have left to achieve. Paying attention to what you haven’t yet accomplished can encourage one to seek change and move forward. “You’re eager to either move up or move out,” she said.

Recognition Still Matters

All of this is not to suggest that companies can disregard staying competitive with salaries, stop offering employee perks or short-shrift celebrating achievement with non-cash rewards. “Instead of building a portfolio of ever-increasing offerings, benefits managers should focus on a ‘human deal’ that makes employees feel cared for financially, physically and emotionally,” the HBR article on rethinking the employee experience states.

The [Incentive Research Foundation’s 2022 Trends Report](#) reports that overall incentive budgets are expected to increase by 34% in 2022, with per-person spend increasing to \$806 from \$764 the prior year (although these budgets will need to accommodate price increases resulting from workforce, inventory, and supply chain challenges).

The report notes a shift to an employee-centric approach to recognition that aligns with the more personal management

style already discussed. “While many incentive programs have traditionally focused on top performers and senior team members, incentive program owners are now working to close the gap between what tenured members of leadership teams value in terms of culture and what their employees value,” the report states. “Newer outcomes might include buy-in on return to office, a fully engaged remote workforce, and embracing evolving corporate goals.”

The global pandemic triggered a massive introspection on what work means and left people asking how much it should impact how they identify themselves. It also awakened business leaders to the fact they need to walk their talk when they say, as many have for so long, “our people are our most important asset.” **SMM**

The Positives of Negative Feedback



Many managers hesitate to give negative feedback out of fear it will drag on workers’ motivation. There is some truth to that, says psychologist Ayelet Fishbach, but learning from error is imperative to growth, and managers and employees alike must embrace the positives of negative feedback.

Experience and expertise make people more comfortable with negative feedback. People who are committed and confident in their ability to achieve goals are more likely to view negative feedback as providing useful information. In fact, it could even increase that person’s motivation, Fishbach says.

She recommends that managers couch negative feedback as a lack of progress, not a lack of commitment, especially for those who are in the early stages of a job.

Also, look for opportunities to put distance between the experience of failure. For example, workers may learn from others’ failures whereas they may tune out if the focus is on their own failure. More experienced and confident workers may be OK holding up some of their failures to help the whole team learn.

In fact, says Fishbach, we don’t share enough about our failures, and failures generally provide much more valuable insights than successes. The variance between successes is narrower than between failures. Negative information on failures tend to be unique and, while it is rarer, it is also more elaborated.

Listen to a podcast interview with Ayelet Fishbach.

Happy Workers Are the Highest Performers

The emotional toll the pandemic has had on work life, combined with a tight labor market, has business leaders more focused than ever on promoting workplace satisfaction. Many leaders believe it's intuitive that happy workers are more productive, but researchers Paul Lester, Ed Diener and Martin Seligman wondered whether happiness begets workplace success or if it's the other way around.

To find out, they followed approximately 1 million U.S. Army soldiers across a wide range of duties for nearly five years. They tracked their well-being along with other optimism, and measured that against which soldiers received awards based on job performance. Their conclusion: workers who are initially happy are most likely to be top performers.

Only 12% of the large study group received an award of any type during the research period. The researchers report that four times as many awards were earned by the initially happy soldiers compared with those who were unhappiest initially. Their findings are reported in "[Happy Soldiers are Highest Performers](#)," a report published in the Journal of Happiness Studies.

The researchers state that military members are an apt model to study for workers in the business world because the U.S. military is the biggest business by an order of magnitude, and it has 190 distinct job categories.

"Within the workplace, we know that happier employees are more likely to emerge as leaders, earn higher scores on performance evaluations, and tend to be better teammates," the researchers write in a summary of their findings in [MIT Sloan Management Review](#). They add that happier employees have lower rates of absenteeism, are highly motivated to succeed, are more creative, and less likely to leave a company.

Can managers develop happier employees? The authors say academic studies repeatedly show that training initiatives and a focus on regularly expressing gratitude to others for their efforts are two inexpensive ways to increase happiness among a work force.

They write, "Our recommendation: First, measure well-being. Next, start with the easy exercises to demonstrate that the company values employee well-being. Then start investing in the more formal programs over time as happiness increases."

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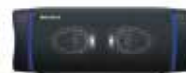
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Recognition Remains a Priority Budget Item

Companies are trimming daily perks, but maintaining spending on incentives

Meta, the parent company of Facebook, made headlines in March when it announced it was eliminating the free laundry and dry-cleaning service it had long offered employees, and pushing the start time for free dinners in the company cafeteria to 6:30 p.m. from 6 p.m.

The *New York Times* reports the new dinner start time was strategically set, as the last company shuttle that takes employees to and from their homes typically leaves Meta HQ at 6 p.m.

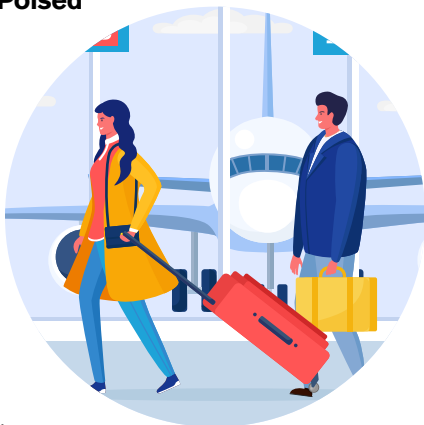
The changes at Meta are part of a larger trend in Silicon Valley and beyond of cutbacks in employee perks that were designed to reward workers who put in long hours at the office. Though companies are requiring workers to return to offices, many are acquiescing to high demand for hybrid work models that let employees work remotely a couple days a week or more.

According to the Incentive Research Foundation (IRF), while some daily office perks may be disappearing, employee incentives and rewards are more important than ever due to a willingness by workers to change jobs and the seeming ease that many can find new work. The IRF's [Industry Outlook for 2022](#) reports that overall incentive budgets are expected to increase by 34% in 2022, with per-person spend increasing to \$806 from \$764. Here are some trends the IRF report highlights.

Incentive Travel Is Poised for a Rebound

The resurgence in air travel dating to last summer indicates individuals' desire to hit the road again. Business travel remains limited, but vacationers are heading back to both cities and all-inclusive resorts, according to travel industry trackers.

Incentive travel has long topped the list of desirable recognition and reward choices (aside from cash, which is a knee-jerk response when workers are asked how they want to be rewarded). The IRF trends report states the world hasn't sufficiently emerged from the pandemic to say confidently that people are ready to embrace group incentive travel immediately. In addition, local regulations, variants, supply chain and labor disruptions



make planning and operating events challenging, both for planners and their partners. There is also the matter of some people deciding to not get vaccinated, which could leave them unable to participate in a travel program with venues that demand it. The IRF report predicts these obstacles will eventually disappear.

“Overcommunicating with attendees will help them understand and anticipate what the experience will be like onsite, enhancing their comfort level,” the report states. “Providing attendees with detailed information ahead of the event helps manage expectations and empowers attendees to make decisions for themselves.”

Motivating Remote Workers

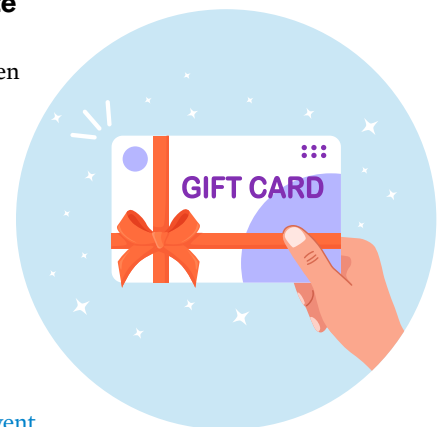
Now that they've gotten the taste of working from home, many workers don't want to give it up. Companies are complying with their workers' desire to not work in the office — at least not all the time.

An [IRF report on event alternatives](#) predicts that incentive users will leverage points platforms, choice of merchandise, creative gifting experiences, gift cards and individual or family experiences (including travel) as much or more than they did before the pandemic.

“Well-designed programs will link employee decisions, behaviors and actions to the firm's pandemic recovery strategy and priorities,” the trends report states. “With a remote workforce, fostering a feeling of connectedness is an important part of any incentive program. Frequency is key to making employees feel like part of the team and encouraging desired behaviors. Frequent, broad-based recognition increasingly includes rewards of token tangible value, but high social value — such as in points or spot reward programs offering travel, merchandise, gift cards, time off and other items.”

Increased Importance of Personalization

“Participants experience greater personalization based on their individual preferences in day-to-day shopping experiences, and they expect the same from their incentive programs. This permeates into all solutions and capabilities, including points

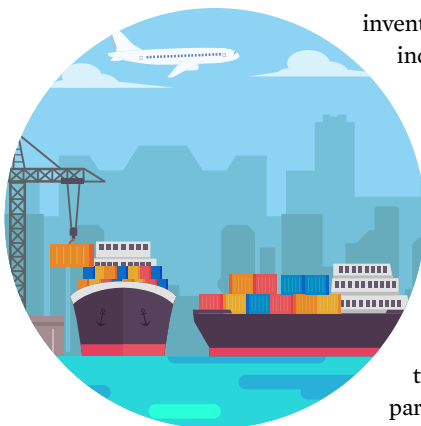


programs, travel, events, recognition, rule structures, and communications,” the IRF trends report states.

A key to effective personalization of employee reward programs is data collection. Capturing worker profiles, preferences and behavioral information is a must. Program sponsors are collecting and analyzing participant data through their recognition portals, event registration platforms and surveys.

Supply Chain Delays Persist

Like much of commerce globally, incentive programs have been impacted by compression of hotel



inventory, availability of merchandise, price increases and a reduced workforce. This can negatively impact program profitability and the overall participant experience. Communication with vendors, suppliers and partners is critical to knowing merchandise availability and realistic delivery times. This may impact a decision to move forward with a program or delay the timing.

Incentive program owners would be wise to communicate candidly with program participants and help set expectations. Honesty is the best policy, and usually increases participant understanding when hiccups occur. **SMM**

Points Programs Play Important Role During COVID

Programs that award points to employees when they achieve goals have been part of companies’ recognition mix for decades, yet they played an elevated role in the past two years, as team celebrations in person have been mostly on hold.

Wanting to learn more about the psychology that drives points reward programs, The Incentive Research Foundation (IRF) surveyed more than 1,000 workers during 2021, nearly 70% of whom had participated in a work-sponsored points reward program. While individuals seem inundated with similar points programs offered through consumer goods companies as customer loyalty efforts, the IRF found that respondents who work for companies that use points reward programs have higher levels of several desired emotions when compared to workers who have not participated in points reward programs. This includes:

- Higher intrinsic motivation
- Higher organizational identification
- Higher employee engagement
- Greater satisfaction with their rewards and recognition
- Greater preference for working for an organization with a points reward program

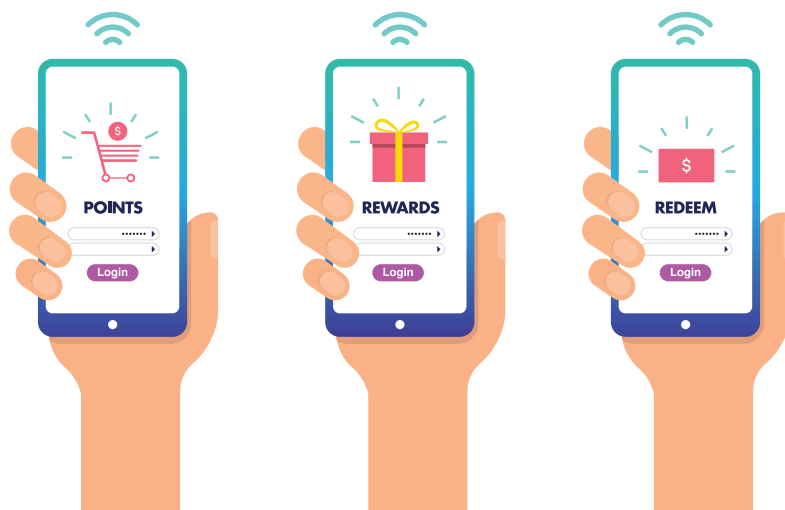
Depending upon how an employer structures its program, points can be redeemed for gift cards (including cash-equivalent cards), merchandise, travel and experiences, such as movies, restaurants, concerts, sports and other events.

“There is a psychological aspect to points reward programs that goes beyond the basic transactional elements of receiving and redeeming points for

tangible rewards, and even past the well-known psychological benefits of receiving recognition and appreciation,” the IRF report states.

Other key findings of the IRF survey support earlier research on the psychological aspects of points reward programs, including the insight that program participants tend to be more engaged in the program if they start from a point of already being invested. That is, starting each program participant with some points already deposited in their account will often result in better results.

It’s also important to include an element of peer-to-peer recognition. When the giving of appreciation is restricted only to leaders and managers, impact is limited. “There are few things more powerful in building trust than getting appreciation from your colleagues,” said Allan Schweyer, chief academic adviser for the IRF. **SMM**



Effective Communication Is Vital to Employee Morale

BY EMMA LAKNA



Studies show that a strong internal communications strategy in a company enhances business success. While this is reason enough to make it a priority, it is not the only benefit of effective internal communications. Here are additional reasons why internal communication is critical in today's changing workplace.

It provides a feeling of direction for employees.

Employees want to know what their goals are, how they will achieve them, and how important their contributions are to those goals. They want to be respected, heard and a part of the team. This is especially true for millennials and Generation Z, who appreciate feedback and face-to-face interaction. Since they grew up in the digital age of social media, they've been accustomed to a continual stream of comments, sharing and criticism. Announcing information about a team's successes on a regular basis is both beneficial and inspiring. A sense of teamwork and progress is fostered by achieving specified goals as a group.

It increases the power of middle management.

Communicating only from the top down often results in a trickle of information that can produce delays, limited feedback and complete reliance on each individual in the chain's own

communication efforts. Conversely, decentralized or location-specific communications channels facilitate the flow of information from HQ to frontline employees by enabling middle management. This allows for more efficient knowledge dissemination as well as the opportunity to improve management skills. It's especially crucial for millennials and Generation Z, who frequently feel unprepared for their new obligations.

It assists in delivering on your brand promise.

A company's reputation is determined by its brand promise. With each meeting, customers may expect to receive this value or experience. Clear goals, well-trained workers, and friendly faces will significantly improve a customer's experience and increase income.

Its importance in a crisis is unmistakable.

To avoid escalation of a crisis, prompt and careful communication with employees and external stakeholders is critical. Internal communication helps with both short- and long-term crisis management, as well as influencing the narrative in crisis situations. Short-term management is concerned with the problem, while long-term plans are more concerned with preserving the company's image and putting in place

measures to prevent bad situations from recurring.

It serves as a retention tool.

Millennials and Gen Z workers are known for a willingness to shift occupations. In the next two years, up to 40% of respondents say they're open to changing careers. Internal communicators are responsible for decreasing these figures by providing continual feedback and engagement opportunities for employees, which helps to minimize attrition rates.

Transparency is improved.

Creating trust among your work team is critical. Internal communication is a key pathway to achieving that. Employees place a high importance on transparency in dealings with all levels of management, ranking it as the most significant factor in determining their satisfaction and fulfillment at work. Providing both a rumor-free environment and transparency is crucial for a generation of employees that are skeptical to the core. **SMM**

Emma Lakna is a business analyst and digital marketing specialist on a mission to revolutionize the internet advertising industry by making it simple for businesses to promote their products in front of interested potential buyers.

Encouragement Is the Essence of Strong Management

Encouragement invites others to think differently about themselves, says Dan Rockwell, keeper of the [Leadership Freak blog](#). In a post about making encouragement count, Rockwell offers these three tips:

Novices need more encouragement than experienced workers. Experts are more confident in their abilities and crave corrective feedback to help them get better. Newer workers should be comfortable learning from mistakes, but managers should be sure to emphasize missing the mark is not a matter of lack of commitment or “want to.”

Understand discouragement before rushing to encourage. “A cheerleader who doesn’t understand the game offends players. Encouragement without understanding trivializes encouragement,” Rockwell states. Do the groundwork to understand what’s behind discouragement.

Give encouragement its own legs. “It’s manipulative to use encouragement as a platform to give correction,” he states.

Discouragement can be twice as impactful as encouragement, so Rockwell warns managers to avoid actions that can



discourage team members. This includes doing an employee’s job for them; excluding them; discounting effort when results fall short; taking credit and giving blame; dwelling on the past.

The essence of good management is in the Ralph Waldo Emerson quote, “Our chief want is someone who will inspire us to be what we know we could be.” **SMM**

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Using Psychology to Motivate Your Sales Team

BY TRAVIS DILLARD

Psychology and sales work well together. Sales psychology uses regular and behavioral psychology to ensure sales and make the consumer feel good about their decision.

Of course, your sales reps can use help and motivation, too. They're bombarded every day by factors that affect their workflow and enthusiasm. To sell confidently, your reps must be well-rested, hyped up and ready to make a sale at any time.



Involve All Relevant Departments

When things go wrong, the sales team may point fingers and pass the blame to other departments. You can work against this outcome by encouraging communication between teams. Sales, marketing, customer support and engineering must work well together if you want to enjoy growth.

Nurture a Culture of Recognition

Celebrate your wins. It's nice to feel recognized when completing a goal or target, both individually and as a team. A team-oriented mindset for the sales department is helpful in creating a cohesive work environment. Praise people in front of their peers so the whole team can celebrate and be inspired to work harder.

Be Creative with Rewards

Commissions and bonuses are table stakes. They can also be a bit blah. Work with your team to learn how they like to be rewarded. Ask for input, but also come up with rewards they don't think of. When it comes to recognition, exceed their expectations. **SMM**

Travis Dillard is a business consultant and an organizational psychologist based in Arlington, Texas. He writes regularly about new business strategies and digital marketing for [Seoturnover](#).

Here are some psychological tactics you can implement to improve your sales team and get better sales in the process.

Establish Purpose

Gallup research shows that organizations with low employee engagement experience a productivity decrease of 18%. As a manager, you must keep your team engaged. A good start is showing your team what your business is all about. Explain your business mission plainly and why it matters. Emphasize that each person plays an important part in the success of achieving this mission.

Build Trust

Dan Tyre, the first salesperson at HubSpot, says, "[the foundation of motivation is trust.](#)" Effective leaders build trust by being straightforward, especially in tough times. Focus on solving problems and helping those who need to improve. Build an open environment where your sales department feels listened to, appreciated and understood.