

# The Five Factors Every Employee Wants From Work

How to maximize  
productivity and satisfaction

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# Elton Mayo: Western Electric



Whoops.

It *is* about  
*them*.

# Productivity & Job Satisfaction:

What Do You Think **Your** Employees Want?

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1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

(In order of importance, 1 =“most important”)

# Managers' Top Five

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1. Good Salary
2. Job Security
3. Growth/Promotion
4. Good Working Conditions
5. Interesting Work

# 664,000 Employees Worldwide (Really). . .



# Employees' Top Five

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1. Good fit in the organization
2. Be clear about the job *and* how it will be measured
3. Confident they are supported in their role
4. Know they are valued
5. Be inspired

Employees also believe. . .

# Immediate Boss

**most influential** in orchestrating the

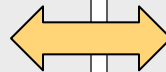
**5 Factors**

# To Maximize Productivity managers align:

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Job Satisfaction

“I like my work & do it well”



Job Contribution

“I help the organization  
achieve its goals”

# Majority of Employees:

**“My Manager will coach me”**



# Most Managers Actually Say:

**“I like to coach” but . . .**



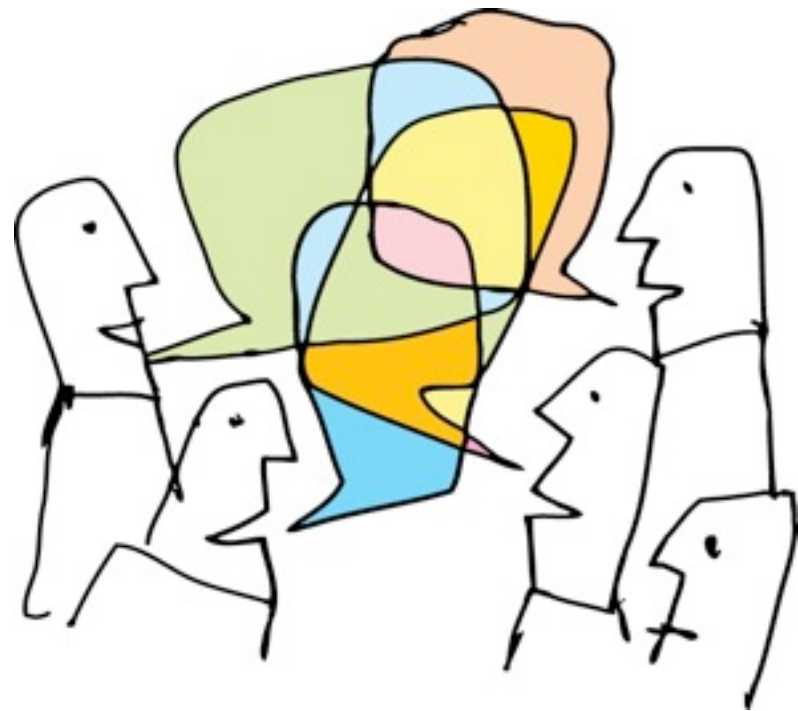
I don't have  
all the answers.”

# Good News

**Employees:** “I don’t want advice. I want to be stretched. Help me sort things out.”

# The Real Issue. . .

**Trust** through ongoing conversations.



# And The Topics Are. . .

1. **Good fit** in the organization
2. **Be clear** about the job *and* how it will be measured
3. Confident they are **supported** in their role
4. Know they are **valued**
5. Be **inspired**

# Good fit in the organization

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- ☑ **Starts with hiring:** “What’s your idea of a good fit for you?”
- ☑ What’s your culture and what kind of people make a good match?
- ☑ How do your departments differ?
- ☑ What does that mean for “good fit” when moving people around?
- ☑ **To employee:** What’s your idea of a good fit for you now?

# Be clear about the job & how it will be measured

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- Start with company goals
- Lay out the key performance goals
- Stop. Get reaction & discussion
- Agreement on commitment
- Agree on measures
- Discuss how often you'll discuss

The correct answer: *really* often

# Confident they are supported in their role

- Regular, *really honest* performance **conversations**
- Help get the right **resources**
- Run organizational **interference**
- **Get rid** of what's in the way

# Know they are valued

- “Thank you.” (Mentioned most often)
- Developmental discussions about what **they** are looking for.
- Stretch assignments & projects.  
(It’s now all about learning & expanding skills/value)
- Tangible rewards, even small

# Be inspired

- Clear **context**: job/mission
- Increasingly **challenging** work
- Exposure **“up”** (First-hand info)

**Think:** “Face-to-face”

# Employees want to Trust

Direct Manager: “Mediator of Motivation and Trust”

Effectiveness = ongoing conversations about:

1. **Good fit** in the organization
2. Be **clear** about the **job** *and* **how** it will be **measured**
3. Confident they are **supported** in their role
4. Know they are **valued**
5. Be **inspired**