Staff Motivation in Management

*Importance of non verbal communication*

by

Dr Catherine MONNIN

EPFL
Ecole Polytechnique Fédérale de Lausanne
Staff Motivation in management

Theses and problems...

Importance of the body language-

vocal and gestural behavior in management

on the motivation of the staff as sign of

Recognition

The issue is to understand how, in management, the body language may influence somebody's motivation
Key elements of interpersonal communication

Myself  The other people
Communicating =
The term comes from the latin “communicare” and means relation
Develop a relationship with someone

Communication is exchanging information with others, building relationships with them and hence with yourself
Key elements of interpersonal communication

➢ The rule of « 3 V » (Mehrabian, 1967)

⇒ 7% verbal
⇒ 38% vocal
⇒ 55% visual

Non verbal communication … 93 % of impact on other people!!
Key elements of interpersonal communication

Individual expression in human interactivity

Behaviour approach
« systematic of relations » Palo Alto school (Bateson, Watzlawick, 1950)

Communication approach under psychological and behaviour angles
Key elements of interpersonnal communication

Non verbal indicators

- Context of the relationship
  - The venue
  - Roles
- Body language (Birdwhistell, 1952)
  - Facial expression
  - Visual Contact
  - Posture
  - Attitude
  - Gestures
  - Physical Appearance
- Silence
Key elements of interpersonnal communication

The setting in a good relation

Assertion of the coherence between verbal language and non verbal language - Congruence
To show empathy (Rogers, 1966) is to identify the emotion felt by the speaker

Emotions are expressed themselves in the body language, the voice and the verbal communication
Key elements of interpersonnal communication

✓ Right hemisphere and left hemisphere

Source: Centre for Research in Neuroscience - McGill University
Key elements of interpersonnal communication

✔ Right hemisphere

Wholeness / Globality
Sense of Synthesis
To let go
It is the most active in all unprompted situations
Round Gestures

Emotional, spontaneous approach
Key elements of interpersonal communication

✅ Left hemisphere

Analytical
Sense of thoroughness
Sense of detail
Control on situations
Works stage-by-stage
It is the most active in all situations of control
Straight Gestures

Rational approach
The hands

What hand is your colleague using when you speak together?

By the choice of the hand, indications are given to us on the way of which part of the brain is used:

- The person uses both hands
- The person uses the right hand
- The person uses the left hand
Key elements of interpersonal communication

Decision-making process

✓ The rational approach

- Lists the elements of a given situation
- Situation analysis
- Logical Conclusion

⇒ Left Hemisphere
Key elements of interpersonal communication

Decision-making process

✓ The right brain approach

- Find the right solution based on intuition
- Spontaneity

Trust intuition!

⇒ Right Hemisphere
Key elements of interpersonnal communication

Handshake

✓ Degree of “éléfaction” (raising)
  Importance of the Height of hands
✓ The more the hands are high and the more the protagonists appreciate each other

Rigid or broken Wrist?

Hold out your hand first…
Verb "Motiver " comes from "motive" and means “provide motive of”
By extension, it is to create the reasons for somebody to encourage him/her to act

Motivation = Need or wish which puts the behavior of an individual in movement with a view to attaining a fixed purpose
Behavior and motivation

Why look? Search for recognition!

Identity of the person < look of the other one

If look of the other people…

Impact produced on somebody else > valorisation of this person hence > improved self-esteem > motivation

Operational and successful person!
Recognition and motivation if...

look of the manager!!
Desk…a way of communication

« I am the boss! »

«I am the boss, but willing to discuss »
Desk…a way of communication

« Forget that I am the boss and let’s talk »
Desk...a way of communication

- Decoration of the office and identity (Kimberly D. Elsbach)

The elements of decoration of an office constitute marks of identity and influence the manner the occupier is perceived by his colleagues
Desk…a way of communication

Examples of identity in the decoration of the office

- **Photographs of family**
  Importance of the family – balances between job and family

- **Photographs and objects linked to a hobby**
  Sociability - personality in full bloom
Desk...a way of communication

- Harebrained objects
  Sense of humour – eccentricity

- Prices and certificates
  Ardour at job – success - claim

- Professional products
  Identification in the firm - functional competence
Staff Motivation in management

Conclusion...

Direct and indirect social involvements

✓ The necessary realizing of the manager to establish a social culture within the firm
✓ Listening of the individual for a collective performance
✓ Different but complementary personalities
  socio-emotional dimension
  result dimension
  relational approach and productivity approach

✓ The right person at the right place!
✓ Creation of a complementary and winning team!
Research subjects…

Body language
Organizational communication
Staff motivation
Team management
Decision-making process
...

Don’t forget…

To motivate the staff is a daily challenge for the manager.
The motivation of the staff is never acquired but must be triggered every day!

Thank you for your attention!
Références


Contact

Dr Catherine Monnin

Project manager and lecturer
Sciences of management - Organizational behavior and Communication

EPFL - Ecole Polytechnique Fédérale de Lausanne
PL OPP CCSAP
PB 19 (Pavillon B)
Station 5
CH-1015 Lausanne
Tél. +41 21 693 00 27 catherine.monnin@epfl.ch