



7 Simple Ways to Motivate Your Team

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Service Desk Institute

In partnership with

CITRIX
GoToAssist

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Introduction

With budgets and time still tight and 'doing more with less' high on the agenda, motivating your team might not be top priority. A motivated team, however, is a powerful force that can actually change workplace culture and positively impact the entire company. Motivated employees are happier, more productive and have a strong desire to do the best job possible—even for less. This brief explores seven quick and easy ways to motivate your people.

1. Establish clear goals and leadership

As a team manager or leader, it falls on you to articulate an exciting vision, map career paths, provide real-time feedback and mentoring and create a high-performance environment in which team members feel engaged and valued. While the service desk environment might seem unemotional at times, it actually provides a unique opportunity to nurture emotional connections between people, process and technology.

It all starts with clearly articulated goals. Setting clear goals and objectives for individuals and the entire team gives employees valuable insight into business priorities and an understanding of how their individual roles and responsibilities impact these priorities. Everyone wants to be successful, but having individual goals that benchmark success will especially motivate everyone to reach for excellence on a daily basis. Establishing team goals based on a shared sense of purpose and tying them to incentives, such as group recognition or rewards, can further improve the motivation level.

What's your mission? A **service desk mission statement** can help create team cohesion by defining the service desk's reason for existing in a clear, simple and straightforward manner. It explains what the service desk does and why it does it. Be sure to regularly review your mission statement to ensure it's aligned with the organisation's business goals and supported by appropriate critical success factors and key performance indicators.

If you don't have a mission statement, create one with the help of your team. Take the time to get it right, make the team proud of it and encourage employees to meet its objectives in everything they do.

Mission Statement

Here are a few examples of service desk mission statements:

Our Mission is to provide our customers with a single point of contact for all IT-related issues. We will ensure that all calls are handled promptly and courteously, and are resolved or assigned to the correct team for resolution with the time frame established.

Our mission is to continually develop our service to meet and exceed customer expectations and contribute to the success of the University through the provision of timely, consistently high quality and professional IT support at every customer contact, underpinning the University's strategic plan.

Our customers succeed through the passion, commitment and world-class service excellence of our members.

To work closely with the business to deliver value for money ICT products and services which enable xxx to better service the people of xxx.

SDI's mission statement is:

To inspire service desks to be brilliant.



2. Listen with intention

It's natural to want to be heard. Your people are no different. Listening to them is one of the most important things you can do to understand what inspires and engages them. It shows you respect them and care about what they think and feel. When you really listen to what they're saying (or not saying), your team will be motivated to be the best they can be. Intentional, active listening can happen anywhere. Try listening during team meetings, at one-to-ones, while making tea or through employee moral and satisfaction surveys.

Online surveys are a great way to get quantitative and measurable feedback. The Authentic Staff survey is a free online survey produced by Happy People and Authentic Transformation that measures how happy your people are and how well they understand your organisation's values and believe the company is acting.



Here is a link to the free survey:

<http://www.happy.co.uk/happy-people/services/free-online-survey/>



3. Invest in your people

If you want your team to be motivated, engaged and interested, a good place to start is to take a genuine interest in them as individual people, not just the work they do for you. Opportunity for personal development has been shown to be a major factor in job satisfaction and happiness levels. Offer people ways to broaden or supplement the skills they need for their roles. Show that you support self-improvement even if it's unrelated to the service desk's targets. Investing your time, effort and trust in your team is one of the simplest and most effective ways to raise morale.

Career Progression

Most people on the service desk, just like in any position within an organisation, want to further their career. They are looking for opportunities to move up the career ladder and into roles that suit their skillset and support the growth of their development and progression.

Take an interest in and support the long-term ambitions and career plans of your people. As a manager, you should arrange regular one-to-ones and appraisals and encourage team members to share their own career aspirations, even if these sit outside of the service desk or even IT. It's important to create a structure around how to achieve agreed aspirations, which can then be included in a personal development plan (PDP). For career progression, targets and objectives should be focused on:

- Which skills or attributes need to be developed for the targeted role?
- Are there any secondments and opportunities for shadowing?
- What formal training or qualifications might be required?
- Are there any events, seminars or webinars that will increase knowledge of a particular area?
- What are the particular requirements of the targeted role?

4. Create a reward and recognition programme

When people think of reward and recognition, financial bonuses or gifts come to mind. Many service desks do not have a reward and recognition budget and therefore struggle to find ways to incentivise and thank their people without any financial outlay.

Here are a few ideas for free (or inexpensive) ways to reward people, though you are only really limited by your own imagination and that of your team. Involving the team and asking what they would like to be rewarded for can in itself help raise morale as people appreciate their opinions and preferences being taken into account.

- A verbal “thank you”.
- Thank-you card.
- Public praise. We all like praise for a job well done and taking the time to give public praise will boost a team member’s self-esteem. A mention in an email, newsletter or on the intranet are all simple ways to do this.
- Praise or recognition from management goes a long way to show how someone’s hard work has been noticed.
- VIP parking space.
- Training (internal courses, free online learning resources, etc.).
- Extended lunch break.
- Time off to participate in a charity event or volunteer for charity work.
- Time off from the phones to engage in project work that they’re interested in.
- Secondment opportunities or an afternoon spent with another team.
- Pizza power. Planning a lunch with the team either in or out of the office is a great way to boost morale.

Remember that the goal is to raise team morale. Rewards should be sympathetic, non-discriminatory and should not cause any discomfort within the team. Think carefully about each person and the group dynamic in your service desk when devising a new reward and recognition programme.

Here are a few examples of what can be rewarded and recognised:

Key performance indicators (KPIs):

- Adherence to schedules.
- Quality or adherence to process.
- Customer service experience.
- First-time fix.
- 0% sickness over a defined period (6 monthly or yearly).
- 0% lateness over a defined period.
- Open or pending ticket volumes.
- Aged tickets.
- Performance against SLAs such as call pick, on hold, wrap up, etc.

Adding value over and above KPIs:

- Receiving positive customer feedback.
- Creating new knowledge articles and gaining approval for use.
- Taking on new responsibilities.
- Picking up delegated tasks.
- Creating process or process improvement that is implemented.
- Training new staff.
- Gaining qualifications.



A reward and recognition programme can be as simple or complex as you want. You might even consider a gamification approach by combining a set of targets designed to drive the behaviours through to combining a number of KPI targets and value-add targets:

- Mission #10 – Bronze Star and 25pts
- Achieve 90% adherence to schedules
- Achieve less than 15 minutes wrap for the month
- Achieve 75% first-time fix on all fixable calls
- Oldest ticket open less than 1-month old
- Receive two positive pieces of customer feedback
- Create two new knowledge articles and get approval to use



5. Build a unified team

To improve morale, a team needs to pull in the same direction. This means not only encouraging individual successes, but also understanding the mix of skills and talents within the team and how they work together. Make sure that equal attention is given to every member of the team. The operative word here is team – a great team is more than the sum of its individual members. It's tempting to focus on certain individuals who are easy to get along with, or more conspicuously successful, but this is exclusionary and will, over time, create problems with morale and relationships on the service desk.

The abilities of your team will become apparent over time, but it's worth carrying out regular audits and developing a skills matrix. It is vitally important to understand who on the team has additional skills that can be useful from a technical viewpoint or from a soft-skills perspective.

From a technical standpoint, your team can be better understood through looking at the metrics for each particular analyst (time to answer, first-time fix rate, number of calls escalated, etc.) to help gauge how developed an analyst's technical skills are. It will also inform you as to whether analysts are using tools such as remote support to improve the first-time fix rate, and if they are not, prompt you to find out why they chose to use another method or channel.

The soft skills of your analysts will be established through call monitoring and customer feedback. Call monitoring (which can be undertaken either by sitting next to an analyst during a call; listening in on a call in real time; or reviewing a previous call) will help you understand how your analysts are relating and responding to customers. You will also hear whether they are using the standard greeting; how good they are at gleaning information from the customer and understanding what their issue is; and how they are closing the call.

Discovering how different analysts use the software solution and deal with particular problems can also reveal useful tips that they can share with the rest of the team.

Once this information about your team has been correlated, you can then input this data into a skills matrix. A skills matrix provides a record of your team's abilities and allows you to identify where the gaps are and how these can be improved through training. The skills matrix can also be a good objective foundation when creating personal development plans (PDPs). You can build different grading levels into PDPs depending on personal attainment levels. Concrete, quantifiable goals make for a more motivating improvement journey than qualitative or speculative feedback alone, since progress can be tracked and evidenced.

The auditing and assessment process will also reveal any hidden or overlooked talents on your team. One great way of utilising your team's talents is to make them a product expert for a specific technology such as iPhones or mobile devices. Not only does this give analysts additional responsibility – a great motivational tool – but it also ensures that you are realising the full potential of your team's talents and abilities.

6. Give everyone a chance to shine

Something that will very quickly destroy morale is evidence (perceived or otherwise) of favouritism. This problem can be exacerbated when reward and recognition programmes always seem to benefit the same people week after week or month after month. This is very discouraging for the rest of the team, even though a particular person is usually only the best at certain things. So how do we mitigate against our stars always shining brightest and causing dejection amongst the rest of the team? Below are some tips:

- Regularly change the reward criteria. Don't just focus on stats or who answers the phone the quickest.
- Add in some other criteria such as knowledge article creation, process development, customer-satisfaction ratings or specific mentions.

By broadening the criteria, you provide opportunities for other members of the team to shine in their own way.

Assign tasks that take people out of their comfort zone. Some people are not naturally comfortable with pushing themselves and trying new things. Ask for volunteers to deliver a presentation and you may be faced with a reticent response. However, using your own judgement and sensitivity, it is possible to push people a little bit further than they would normally go. Obviously you don't want to frighten people or make them uncomfortable, but if you encourage people to do something different, they may just discover a hidden talent and will appreciate the empowerment and trust you have placed in them.

7. Say thanks

Don't underestimate the power of a verbal "thank you". You will be amazed just how far a simple "thank you" goes, particularly when it's linked to something specific like the impact their work or behaviour has on you, the service desk or the organisation or how it supports the mission of the service desk or overall goals of the organisation.

Conclusion

It doesn't take a big budget to keep your team motivated, engaged and connected to delivering the goals of your service desk and your organisation. It does, however, require a commitment in time, energy and effort to deliver clear goals, listen with intention to understand what makes your people tick, create a unified team with a clearly articulated mission statement and fairly recognize individual and team contributions. Use these seven tips to create a motivated and focused team and a brilliant service desk environment where everyone can shine.

About SDI

The SDI company mission is to inspire service desks to be brilliant. To achieve this mission SDI has developed a set of goals by which it aims to inspire service desks to:

Embrace: To raise the quality of service delivery by valuing best practice

Engage: To create an inspiring and engaging customer experience

Invest: To empower their teams to be inspired, take action and be better

Shine: To demonstrate and deliver exceptional business value

SDI sets the globally recognised best practice service desk standards that provide clear and measurable benchmarks for service desk operations and professionals. The standards are designed to encourage service desks to embrace and value best practice in order to raise the quality of service delivery.

For more information about SDI please visit www.servicedesk institute.com

How Citrix GoToAssist gives IT professionals freedom & flexibility

Providing your staff with the tools they need to serve customers efficiently plays an important part in keeping staff motivated.

Remote-support tools such as Citrix GoToAssist offer increased flexibility and convenience, especially with the rise of remote working and mobility that we've seen over recent years.

GoToAssist provides easy-to-use cloud-based solutions that enable organisations of all sizes to connect with customers, employees and machines online. With GoToAssist, IT professionals can deliver fast, secure remote support and monitor IT infrastructures from anywhere.

And GoToAssist is recognised as the worldwide market leader by IDC and ranked highest in customer satisfaction according to TSIA research. To learn more, visit www.gotoassist.co.uk

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