



Motivation After a Hiring Freeze - The Challenge:

"I am trying to keep my people motivated after announcing a hiring freeze."

While some Biotechs are experiencing great growth, others are maintaining their current size and still others may be downsizing. You may find yourself with a highly motivated workforce with no place to go. If you find opportunities for promotion, or expanded responsibilities have vanished, and the hope of additional resources quickly diminishing, you may find motivation to be a challenge. Here are some tips to keep people going.

1. Communicate, communicate, communicate. Let people know what the plans are. What milestones need to be met to enable growth to occur? What is the cause of the freeze?
2. Take the time to understand what motivates your people. Do not assume they are motivated by the same things you are. Their motivational needs may be more challenging work, recognition and appreciation, professional growth and development, greater flexibility, increased autonomy, visibility, etc. If your people can't tell you what motivates them, observe their behavior. What kinds of things are they doing when they are giving 110%? What are the circumstances that create this level of motivation in them? Create that situation for them.
3. Set short-term goals. Keep people focused on these and celebrate your successes.
4. Get creative. Go to the team and ask them for ideas. If they want professional growth opportunities and you have no budget, you can begin a mentoring program, cross train your employees, have employees deliver mini-seminars in their area of expertise, create a book club and discuss the best ideas from business books, etc.

Motivation Tip:

Communication is the key to motivation!