

WAO 2010, Daejeon

Thursday, April 15, Parallel Discussions

Motivation

A small, but motivated group discussed problems related to motivation of co-workers.

In almost every operations group there is typically at least one operator who does not contribute as much as he could. Some strategies on how to motivate him might include:

- **Social support** to develop group spirit
 - Social gathering - going out after work with the whole group
 - Encouraging a shift crew to cook and eat together during shifts that may be less busy.
- **Recognition** shows that those who work harder are recognized
 - Promoting and rewarding good operators and not making this a secret
 - Giving good operators credit for their good work in public/weekly meetings.
- **Assignments** to redirect attention and refocus
 - Have the unmotivated operator report about a certain operational problem in a public meeting – such as operations critique meeting with engineers and physicists.
 - Split the reporting (log entry and discussion) at shift change between all the operators, so that everyone has to be informed well enough to be able to contribute.
 - Involve the less motivated operator in new projects rather than in routine operation.
 - Assign the person a specific little project, like ‘improvement of the operability of the injection into the booster’. The person will have to meet with systems experts to gather research.
 - Assign the person to a project that requires him to work with another group to learn the system.

During all conversations with a less motivated operator the tenor should never be ‘you are lazy’, but more like ‘I want to focus you’.

One other problem mentioned during the discussion was a lack of motivation of a group leader, especially when it comes to routine duties. Reminding group leaders by e-mail does not work for all. Discussing the situation with them face to face might seem critical and should be done incidentally.