

CHAPTER 11

Motivating to Win

Quote

“Leaders must be close enough to
relate to others, but far enough
ahead to motivate them.”

John C. Maxwell Author and motivational speaker

Lesson Objectives

- Differentiate between the motivational role of a leader vs. a manager.
- Determine sources of personal motivation and analyze a framework you could excel in.
- Discuss situations in which goal setting strategies with stakeholders may differ.

Motivation

- **Motivation** is the willingness to achieve organizational objectives.
- Considerations
 - Intrinsic or Extrinsic? - what are you?
 - Situational factors - Motivate people to complete tasks or buy into a vision?
 - Relationships with people - how do you determine what makes them “tick”
 - Find that relevance to each person

Performance Equation

$$\text{Performance} = \text{Ability} \times \text{Motivation} \times \text{Resources}$$

Ability Versus Motivation

What's more adaptable?

- **High ability with low motivation?**
- **High motivation with low ability?**

Dr. M's Keys to success in ANYTHING require motivation

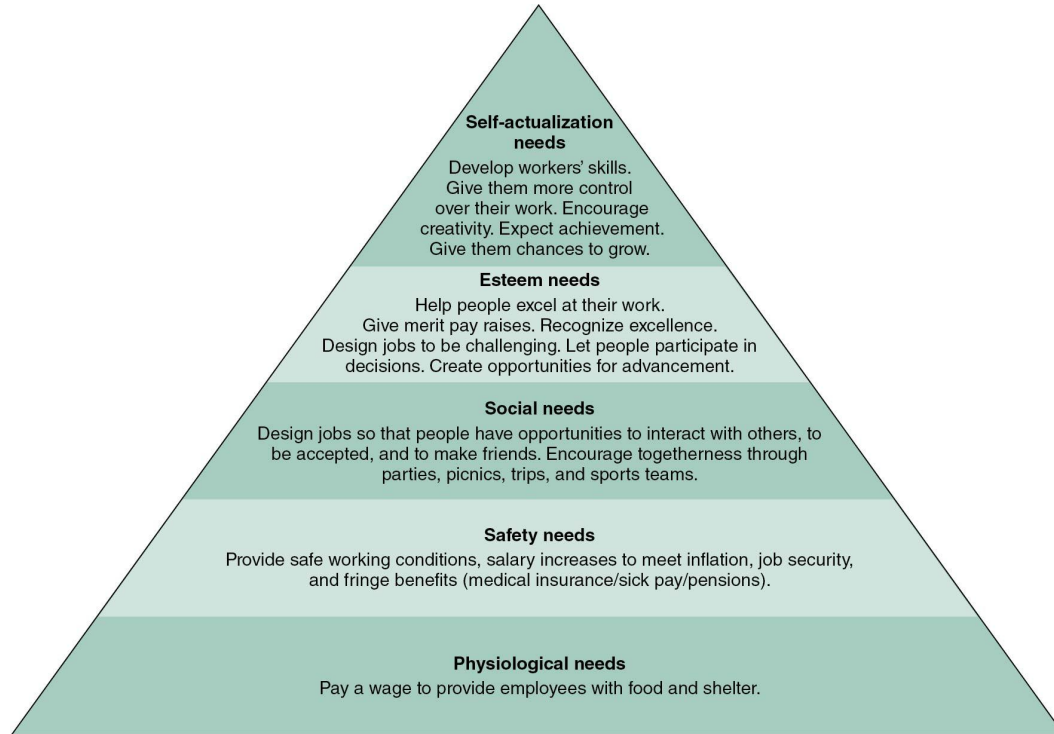
- 1. Attention to detail**
- 2. Appropriate sense of urgency**

Content-Based Motivation Theories

Identify and understand people's needs:

- **Hierarchy of needs:** People are motivated by five levels of needs: physiological, safety, social, esteem, and self-actualization (**Maslow**).
- **ERG:** People are motivated by three needs: existence, relatedness, and growth (**Alderfer**).
- **Two-factor theory:** Motivator factors (higher-level needs) are more important than maintenance factors (lower-level needs) (**Herzberg**).
- **Acquired needs:** People are motivated by their need for achievement, power, and affiliation (**McClelland**).

Figure 11.2 How Organizations Satisfy the Hierarchy of Needs



Hierarchy of Needs

- Self-actualization needs: Develop workers' skills. Give them more control over the work. Encourage creativity. Expect achievement. Give them chances to grow.
- Esteem needs: Help people excel at their work. Give more merit raises. Recognize excellence.
- Social needs: Design jobs so people have opportunities to interact, to be accepted, and to make friends. Encourage togetherness through parties, picnics, trips, and sport teams.
- Safety needs: Provide safe working conditions, salary increases to meet inflation, job security, and fringe benefits (medical insurance, sick pay, pensions).
- Physiological needs: Require breaks, and provide safe working conditions.

Process-Based Theories

Focus on how people choose behaviors to fulfill their needs:

- Equity: People are motivated when their perceived inputs equal outputs (Adams). **Am I getting (intrinsic/extrinsic), what I am putting in (time,effort, expertise)?**
- Goal setting: Difficult but achievable goals motivate people (Locke). **Is it fresh, challenging, stimulating?**
- Expectancy: People are motivated when they believe they can accomplish the task and the rewards for doing so are worth the effort (Vroom).

Reinforcement Theory

The focus is on consequences for behavior (Skinner):

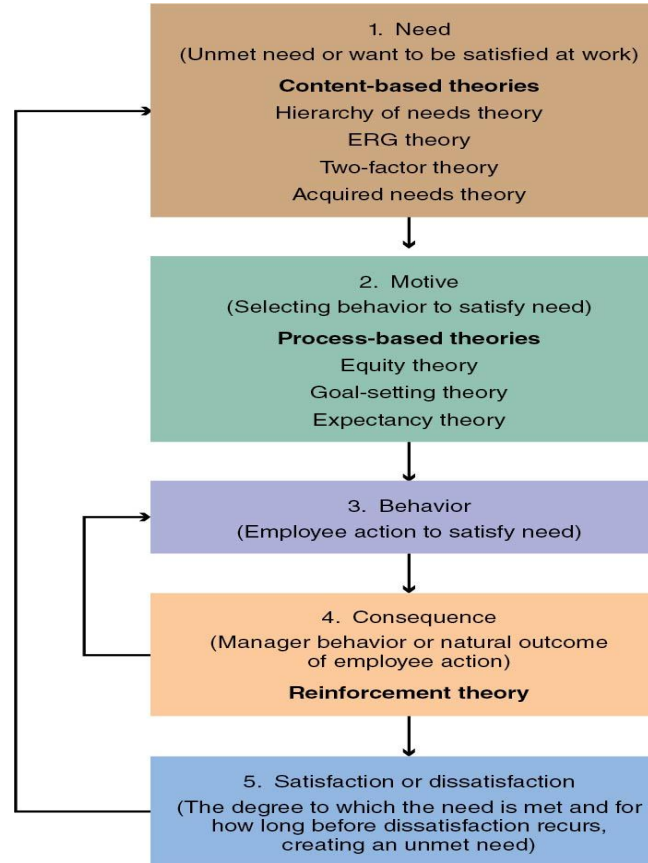
- Positive reinforcement: Attractive consequences (rewards) for desirable performance encourage continued behavior.
- Avoidance: Negative consequences for poor performance encourage continued desirable behavior.
- Extinction: Withholding reinforcement for an undesirable behavior reduces or eliminates that behavior.
- Punishment: Undesirable consequences (punishment) for undesirable behavior prevent the behavior.

Figure 11.5 Types of Reinforcement

Employee behavior	Type of reinforcement	Manager action (consequence)	Employee behavior modification
Improved performance	Positive	Praise improvements	Repeat quality work
Improved performance	Avoidance	Do not give any reprimand	Repeat quality work
Performance not improved	Extinction	Withhold praise or raise	Do not repeat poor work
Performance not improved	Punishment	Discipline action, e.g., written warning	Do not repeat poor work

Assuming that the employee improved performance, positive reinforcement is the best motivator.

Figure 11.7
Motivation Theories Within the Motivation Process



Discussion Assignment

- Scenarios (4 different discussions)
 - Skilled high school athlete not attending off-season workouts
 - Employee failing to show interest or ability at work
 - College student unmotivated to study for tests or get decent grades
 - Roommate unmotivated to stop abusing alcohol or drugs
- The scenario will then be posted online, each student will be responsible for thinking about what needs they can tap into to help motivate the person and discuss a starting point for goal setting to help the person improve. Each student will have to respond to each scenario. Respond to others and build upon each other.