

# MOTIVATION - EXERCISE

### MOTIVATION IN MY TEAM

Looking at your overall team performance in the past year, what can you say about team members' motivation? What specific examples can support your analysis?

- What incentives did you use to keep members content and driven?
- What key assumptions (regarding your people's approach to work, needs, desires, and wants) guided your choice of incentives?
- How did these assumptions impact your management style?

### WIDENING OUR REPERTOIRE

- Based on your personal experience, what motivators at work appeal the most to you?
- How do the motivators centered around the thinking "if you do this, then you get that" (contingent motivators) make you feel?
- What areas may particularly increase your dissatisfaction at work?
- What messages coming from management do you find particularly inspiring?

#### Part 1: Reacting to the input and the handout.

- Which elements from the handout list personally resonate with you?
- What else would you add to these lists?

#### Part 2: Reflecting on your style with your team:

- Which of the areas suggested in the handout do you tend to emphasize when trying to motivate and mobilize your team?
- How aware were you of managing potential areas of dissatisfaction?
- To which extent did you use extrinsic motivators (motivating them by external rewards or fear of punishment) when trying to mobilize your team?
- In which circumstances did these approaches work or didn't work?

#### Part 3: Gathering insights:

- What insights do you take away from this reflection?
- Which practices are you ready to experiment with and add to your repertoire?

### ADDITIONAL EXERCISES

Read the handout for various approaches to motivation and a reflection on engaging and mobilizing your team members.

MOTIVATION - HANDOUT

VARIOUS APPROACHES TO MOTIVATION

There are a variety of different ways that can engage and mobilize individuals. We often tend to use only a few preferred approaches. By increasing our flexibility and building our repertoire of motivating messages and practices, we find more opportunity to truly engage and mobilize others. What other elements would you add to the list?

Potential Motivators (both intrinsic and extrinsic)	Potential Areas of Dissatisfaction	Motivating Messages
<div><input type="checkbox"/> A sense of achievement</div> <div><input type="checkbox"/> A sense of challenge</div> <div><input type="checkbox"/> A sense of mastery/expertise</div> <div><input type="checkbox"/> A sense of purpose</div> <div><input type="checkbox"/> Affiliation to a group</div> <div><input type="checkbox"/> Awards and Honors</div> <div><input type="checkbox"/> Autonomy</div> <div><input type="checkbox"/> Being sought for advice and feedback</div> <div><input type="checkbox"/> Cash rewards</div> <div><input type="checkbox"/> Clear expectations and deadlines</div> <div><input type="checkbox"/> Extra day off</div> <div><input type="checkbox"/> Fear of punishment or criticism</div> <div><input type="checkbox"/> Feedback</div> <div><input type="checkbox"/> Flexibility</div> <div><input type="checkbox"/> Gifts certificates</div> <div><input type="checkbox"/> Opportunities for advancement and promotion</div> <div><input type="checkbox"/> Opportunities for collaboration and networking</div> <div><input type="checkbox"/> Opportunities for initiative</div> <div><input type="checkbox"/> Opportunities for learning and knowledge sharing</div> <div><input type="checkbox"/> Performance review</div> <div><input type="checkbox"/> Power and authority to decide</div> <div><input type="checkbox"/> Private recognition</div> <div><input type="checkbox"/> Professional goals that are aligned with personal goals</div> <div><input type="checkbox"/> Public acknowledgment and praise</div> <div><input type="checkbox"/> Stress</div> <div><input type="checkbox"/> The work itself (how the role is designed, the skills it requires,...)</div> <div><input type="checkbox"/> Receiving feedback and coaching</div> <div><input type="checkbox"/> Responsibility</div> <div><input type="checkbox"/></div> <div><input type="checkbox"/></div> <div><input type="checkbox"/></div> <div><input type="checkbox"/></div> <div><input type="checkbox"/></div> <div><input type="checkbox"/></div>	<div><input type="checkbox"/> Company policies</div> <div><input type="checkbox"/> Supervision</div> <div><input type="checkbox"/> Relationship with supervisor and peers</div> <div><input type="checkbox"/> Work conditions</div> <div><input type="checkbox"/> Company culture</div> <div><input type="checkbox"/> Inconsistent (or ever changing) leadership</div> <div><input type="checkbox"/> Salary</div> <div><input type="checkbox"/> Job Status</div> <div><input type="checkbox"/> Job Security</div> <div><input type="checkbox"/></div> <div><input type="checkbox"/></div> <div><input type="checkbox"/></div> <div><input type="checkbox"/></div> <div><input type="checkbox"/></div> <div><input type="checkbox"/></div>	<div><input type="checkbox"/> Here is where we have been.... and here is where we are going...</div> <div><input type="checkbox"/> What we are doing is important because...</div> <div><input type="checkbox"/> Here are our values and what we stand for....</div> <div><input type="checkbox"/> Here is what I need from you...</div> <div><input type="checkbox"/> Here is how what you are doing contributes to our ultimate purpose...</div> <div><input type="checkbox"/> Here is how your role fits in our top strategies and initiative...</div> <div><input type="checkbox"/> Here are your key three objectives and how they fit in our overall aim...</div> <div><input type="checkbox"/> Your specific role consists of... and here is how it connects to our ultimate purpose and mission...</div> <div><input type="checkbox"/> Your contribution is essential to our team because...</div> <div><input type="checkbox"/> What support do you need from me?</div> <div><input type="checkbox"/></div> <div><input type="checkbox"/></div> <div><input type="checkbox"/></div> <div><input type="checkbox"/></div> <div><input type="checkbox"/></div> <div><input type="checkbox"/></div>

## ENGAGING AND MOBILIZING YOUR TEAM

By taking the time to know our team members personally (their commitments and aspirations (both personal and professional), their personal style, their core values and motivators...) it becomes easier for us to understand how to best engage and motivate them.

Take the time to fill up the below table for each employee, describing as much as you can about them.

- Which specific team members are ones where engagement is already in place? What made this possible?
- In contrast, which members are ones where you know you need to focus?

Team Members (Names)	Their Core Values	Specific motivators (intrinsic and extrinsic) that could personally appeal to them	Potential areas of dissatisfaction for them	What are their key talents, skills and gifts?	What are their professional development needs?

### Reflection:

- How difficult was it to do the exercise? How well do you feel you know your team members?
- To which extent were you aware of the uniqueness of each member and how motivation differs among them?
- How would each team member have answered the above questions?
  - What would their self-stated motivational factors be?
  - How would your results and conceptions be different from theirs?
- How can you deepen your knowledge about what matters to each one of them and what they show the most enthusiasm for ?
- How did this exercise challenge your assumptions as to what motivate your team members and inspire them to work towards their goals?
- How can you use the specific insights on each individual gathered in the table above to motivate and acknowledge them without offending or demotivating others?
- How can you align overall team goals with the personal goals of each individual?
- What aspects of motivation are uniform for everyone on your team?
- How can you adapt the above approaches and processes to the ever-changing environment of the team (team cycle, periods of high stress, different types of goals and projects)?

# MOTIVATION- INPUT

## INTRODUCTION

Motivation is at the core of leadership work. When individuals are motivated and have their deepest desires and needs satisfied, work will come easy to them and they will feel that the energy and time invested are worth it. Motivation will also increase team morale, limit turnover, and improve leadership impact and presence. When our team is ready and eager to take greater responsibility and make continuous progress, this frees us from spending energy on managing complaints and firefighting to focus on our ultimate purpose. In this context, the assumptions we make as leaders as to what motivates our people will likely affect our management style and the overall drive of our team. Our ability to recognize these assumptions and challenge them will allow us to adapt our approach appropriately and inspire others to work towards their goals.

## MAIN IDEAS

The incentives that generate goal-directed behaviors and ensure a strong and productive relationship depend on the assumptions that leaders make about the team members they work with.

McGregor's theory on motivation (Theory X and Theory Y) outlines two different assumptions about human nature and work that generate different results and affect leaders' success in motivating others.

McGregor's Theory X Assumptions:	McGregor's Theory Y Assumptions
<ul style="list-style-type: none"><li>- Theory X is based on pessimistic assumptions concerning the average worker.</li><li>- Under this theory, people are by nature not very bright and are prone to be influenced by others.</li><li>- They are intrinsically lazy, and relatively un-ambitious. They dislike work and will avoid responsibility if they can.</li><li>- Workers are unmotivated and prefer to be directed. They want security above all else and work only for a sustainable income.</li><li>- Based on these assumptions, most people must therefore be forced with the threat of imminent punishment to work towards organizational objectives. This involves a conductive and teaching-based relationship and often a controlling supervision.</li></ul>	<ul style="list-style-type: none"><li>- Theory Y is based on the belief that effort in work is as natural as play and rest.</li><li>- Under this theory, people go to work of their own accord, because work provides them with a chance of satisfying their need for achievement and self-respect.</li><li>- They are internally motivated, and self-directed. They usually accept and often seek responsibility.</li><li>- They have the capacity to use a high degree of imagination and creativity in solving problems.</li><li>- They will apply self-control in the pursuit of goals and strive to improve themselves without external control or the threat of punishment.</li><li>- People's commitment to objectives is a function of the rewards (often internal) associated with their achievement. Theory Y therefore emphasizes self motivation and relates to the worker on a more personal and participative level.</li></ul>

**Reflection:** Think of some characteristics of a theory X manager and some characteristics of a theory Y manager. What does each manager expect from others? What are the implications of these expectations on the way he motivates them, and on their eventual performance? Which circumstances and considerations make each theory more appropriate?

In addition to Theory X and Theory Y, various motivational theories were developed to study what incites individuals to act in certain ways. Popular ones include: Maslow's hierarchy of needs, Herzberg's two factor theory, Adam's equity theory.

Regardless of the approach or theory you follow, it is important to keep in mind the following:

**Different individuals have different needs and wants when it comes to motivation.** While some are self-motivated, others will need direction and managerial input to perform. The **Pygmalion Effect** can be a useful tool to understand how to manage both groups. Pygmalion motivation outlines the importance of expectations in impacting performance. The theory was based on studies first done on teachers expectations of their students. Results of this study show that positive expectations motivate performance positively, whereas negative expectations influence performance negatively. Therefore, in a leadership context, leaders expectations of others can be a key motivator. When leaders set and communicate high performance they will receive better performance from their team.



## **There are no magical tricks to motivate an individual, let alone a team.**

Motivation is an evolving process, not the end result of repetitive tasks. Engaging and motivating members in a team happens one individual at a time, not with an impersonal "them." It involves establishing a resonant working environment that cultivates and enables the intrinsic and personal motivational factors of each team member (Refer to Handout for an exercise).

The practice of resonant leadership (Boyatzis and McKee) also increases the motivation required to maximize performance and achieve success and includes:

- Providing consistent and reliable leadership through the life of the team
- Reconnecting personally and mutually with team members
- Appreciating the uniqueness and gifts of each member and encouraging them to engage in tasks that tap on their strengths
- Including team members in the decisions that will affect them directly
- Investing in ongoing professional development for your team
- Improving communication frequency and quality
- Setting measurable yet meaningful goals
- Aligning team goals with the goals of the individuals
- Rebuilding confidence that is based in real performance
- Providing regular positive feedback, reminding team members that their work is noticed
- Celebrating successes and learning from failures

## **EXPECTED LEARNINGS AND OUTCOMES**

1. Understanding the importance and complexity of motivation
2. Introducing McGregor's Theory X and Y and the Pygmalion Effect
3. Understanding the effect of "resonant leadership" on motivation
4. Reflecting on one's approach to motivating team members

*"The task of leadership is not to put greatness into people, but to elicit it, for the greatness is there already."*

*John Buchan*

MOTIVATION - RESOURCES

GENERAL LEADERSHIP RESOURCES

Title	Author	Publisher	Year	Link
Understanding People's Motivations	McGregor's Theory X and Theory Y	Mindtools		<a href="#">Link</a>
Theory X and Y		The Economist		<a href="#">Link</a>
Learn how to Motivate Your Team	Herzberg	Mindtools		<a href="#">Link</a>
Resonant Leadership	Boyatzis and McKee			<a href="#">Link</a>
Extrinsic vs. Intrinsic Motivation: What's the Difference?	Kendra Cherry	VeryWell Mind		<a href="#">Link</a>
The puzzle of motivation	Dan Pink	TEDGlobal	2009	<a href="#">Link</a>
Motivation: Try Praise	Bob Nelson	INC	1996	<a href="#">Link</a>
Theories of Motivation		Creative Commons licensed	2012	<a href="#">Link</a>
Designing a Motivating Work Environment		Creative Commons licensed	2012	<a href="#">Link</a>
Group Motivation		Creative Commons licensed	2012	<a href="#">Link</a>
Understand your motivations				<a href="#">Link</a>

QUOTES

- “Desire is the key to motivation, but it’s determination and commitment to an unrelenting pursuit of your goal — a commitment to excellence — that will enable you to attain the success you seek.”– Mario Andretti
- A leader is best when people barely know he exists, when his work is done, his aim fulfilled, they will say: we did it ourselves. Lao Tzu
- “You add value to people when you value them.” - John Maxwell
- “You need to be aware of what others are doing, applaud their efforts, acknowledge their successes, and encourage them in their pursuits. When we all help one another, everybody wins.” Jim Stovall