

# Effective Motivation Techniques

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## Motivating for Performance Objectives

- Identify, discuss and question traditional concepts of motivation.
- Identify the source(s) of all human motivation.
- Study different motivational concepts based on the nature of people.
- Discuss applications of motivating for performance.

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## Motivating for Performance

- The traditional definition for motivation is:

Motivation is making people \_\_\_\_\_?

*Help me fill in the blank.*

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## Motivating for Performance

- Motivation is making:
  - people happy
  - others care about their work
  - others do what you want them to do
  - people are about their work
  - subordinates work harder

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## Motivating for Performance

- Having defined it, let's try it.

Motivate me!!!

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## Motivating for Performance

- Today motivation is better defined as “the **willingness** of a person to exert high levels of **effort** to satisfy some individual **need** or want.”

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### Motivating for Performance

- **Effort** is defined as a measure of intensity.
- **Need** is defined as some internal state that makes certain outcomes appear attractive.

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### Motivating for Performance

- First, you must believe that you \_\_\_\_\_ motivate anyone to do anything!

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### Motivating for Performance

- First, you must believe that you **cannot** motivate anyone to do anything!

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- First, you must believe that you **cannot** motivate anyone to do anything!
- Second, motivation comes from \_\_\_\_\_ a person and not from the \_\_\_\_\_.

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### Motivating for Performance

- First, you must believe that you **cannot** motivate anyone to do anything!
- Second, motivation comes from **within** a person and not from the **outside**.

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### Motivating for Performance

- Third, motivation is a person's **internal** reaction to **external triggering stimuli**. (a need or strong want)
- Fourth, motivation is a 'product' or 'result' of how a **person chooses** to 'release' his or her own private motivation in any given situation.

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### Motivating for Performance

- Lastly, you can only TRY to stimulate or influence others to motivate themselves.

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### Motivating for Performance

- If we go back to our definition, what can we discover about what motivates?

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### Motivating for Performance

- Motivation is the willingness of a person to exert high levels of effort to satisfy some individual need.
- We do have a right to expect high levels of effort; however, the other part of that equation is that we have to help them meet some individual need.

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## Motivating for Performance

- If we go back to our definition, what can we discover about what motivates?

Needs and Strong Wants

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What makes people “GO?”  
What turns them “ON” and “OFF”?

- Positive Stimuli - People in General
- Negative Stimuli - People in General
- Positive & Negative Stimuli for your Best Follower
- Positive & Negative Stimuli for your Worst Follower

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## Motivating for Performance

- Let's look at just a couple of models for motivation to try and get a better understanding of what we can do to motivate others.
- The models we use are:
  - Maslow's Need Hierarchy
  - Aldefer's Need Model
  - Herzberg two factor model
  - Equity theory
  - Expectancy theory

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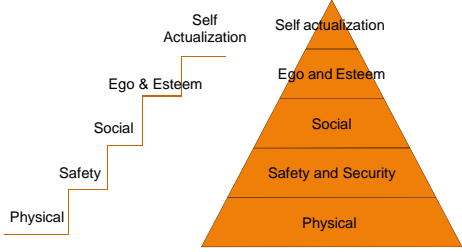
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# Maslow's Hierarchy



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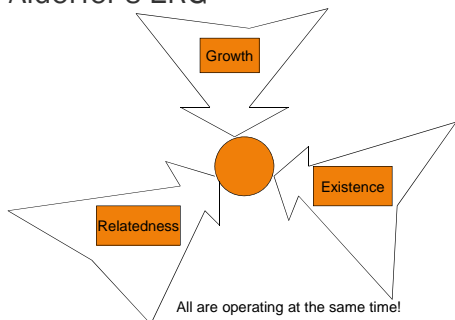
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# Alderfer's ERG



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### Motivating for Performance

- What can we take away from these two models that will help us understand motivation?

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### Herzberg's Two Factor Model for Understanding Motivation

- Question:
  - What is the opposite of satisfaction?

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### Herzberg's Two Factor Model

- Okay,
  - What is the opposite of dissatisfaction?

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### Herzberg's Two Factor Model

- Herzberg would disagree – and please work with me on this.
  - The opposite of **satisfaction** is **no satisfaction**
  - The opposite of **dissatisfaction** is (you guessed it) **no dissatisfaction**.
- Confused? Let me explain!!!

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### Herzberg's Two Factor Model

- **Hygiene Factors leading to No Dissatisfaction**
  - **Company policy**

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### Herzberg's Two Factor Model

- **Hygiene Factors leading to No Dissatisfaction**
  - **Company policy**
  - **Administration**

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Herzberg's Two Factor Model

- **Hygiene Factors leading to No Dissatisfaction**
  - **Company policy**
  - **Administration**
  - **Supervision/leadership**

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Herzberg's Two Factor Model

- **Hygiene Factors leading to No Dissatisfaction**
  - **Company policy**
  - **Administration**
  - **Supervision/leadership**
  - **Working conditions**
  - **Salary**

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Herzberg's Two Factor Model

- **Motivating Factors leading to Satisfaction**
  - **Achievement**

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Herzberg's Two Factor Model

- **Motivating Factors leading to Satisfaction**
  - **Achievement**
  - **Recognition**

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Herzberg's Two Factor Model

- **Motivating Factors leading to Satisfaction**
  - **Achievement**
  - **Recognition**
  - **Work Itself**

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Herzberg's Two Factor Model

- **Motivating Factors leading to Satisfaction**
  - **Achievement**
  - **Recognition**
  - **Work Itself**
  - **Responsibility**
  - **Opportunity for Advancement**
  - **Growth**

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### Herzberg's Two Factor Model Comparison

- **Hygiene Factors leading to No Dissatisfaction**
  - **Company policy**
  - **Administration**
  - **Supervision/leadership**
  - **Working conditions**
  - **Salary**
- **Motivating Factors leading to Satisfaction**
  - **Achievement**
  - **Recognition**
  - **Work Itself**
  - **Responsibility**
  - **Opportunity for Advancement**
  - **Growth**

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### What do People Want from Their Jobs?

- What **Supervisors** thought employees wanted:
  - High wages
  - Job security
  - Promotion in the company
  - Good working conditions
  - Interesting work
  - Personal loyalty of supervisor
  - Tactful discipline
  - Full appreciation of work done
  - Help on personal problems
  - Feeling of being in on things

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### What **employees** say they wanted!

- Full appreciation of work done
- Feeling of being in on things
- Help on personal problems
- Job security
- High wages
- Interesting work
- Promotion in the company
- Personal loyalty of supervisor
- Good working conditions
- Tactful discipline

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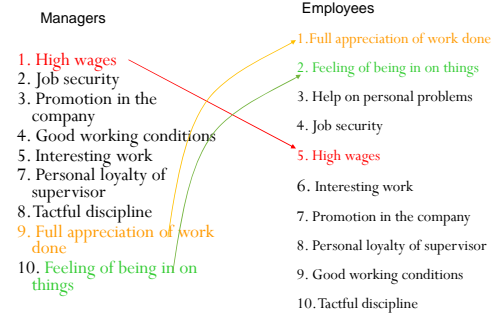
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## Results . . .



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## What are our take-away(s)?

1. Needs motivate
2. Motivation is internal to the individual
3. Different people have different needs
4. So may try to motivate with hygiene factors and it will not work for the long term
5. There are multiple way to help others meets their individual needs.
- 6.
7. As a leader, my task is to create an environment where others will motivate themselves.

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## Equity Theory of Motivation

- Individuals compare their job inputs and outcomes with those of others and then respond so as to eliminate any inequities.
- Equity theory recognizes that individuals are concerned not only with the absolute amount of reward for their efforts, but also with the relationship of this amount to what others receive.

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## Equity Theory of Motivation



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## Possible Actions to the Equity Theory

- Change inputs
- Change outcomes
- Distort perceptions of self
- Distort perception of others
- Choose a different referent point
- Choose to leave the field - quit

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## Motivating for Performance

- What can we take away from the equity theory to help us do a better job toward motivating our workforce?
  - 1. People want to be, need to be, treated fairly – but it is also perception.
  - 2. Weigh what is being measured.
  - 3. Resolve by help other party discover equity.

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## Expectancy Theory of Motivation

- And let's look at our last one and see what we can learn about expectancy.

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## Expectancy Theory Relationship #1

- Motivation is the strength of the drive toward an action. There are three expectancies working in this model. Here is how it works.
  - Effort will yield a **performance**
    - If one puts forth the effort, can the expected performance be achieved?

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## Expectancy Theory Relationship #2

- **Performance will yield a reward**
  - If one achieves the level of performance, will there be a reward?

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### Expectancy Theory Relationship #3

- **The reward will satisfy a need**
  - Will the reward satisfy some need I have?
  - Needs, after all, is what motivates.

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### Expectancy Theory Summary

- Effort will yield a **performance**
  - If one puts forth the effort, can the expected performance be achieved?
- Performance will yield a **reward**
  - If one achieves the level of performance, will there be a reward?
- The reward will satisfy a **need**
  - Will the reward satisfy some need I have? Needs, after all, is what motivates.

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### Motivating for Performance

- So, what can we take away from this theory?

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### Suggestions for Motivating Employees

- Recognize individual differences
- Match people to jobs
- Give recognition when deserved
- Use goals and ensure that goals are perceived as attainable
- Individual rewards
- Link rewards to performance
- Check the system for equity
- Don't ignore money (Peyton Manning=\$98 Mil)

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### Your Challenge

- Develop a motivational plan for each employee/associate under your direction.

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### Motivational Plan

**Employee** **Desired Action** **Active Needs** **Plan of Action** **Progress & Adjustments**

Employee	Desired Action	Active Needs	Plan of Action	Progress & Adjustments

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### Summary

- Discover motivational needs based on internal drives

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### Summary

- Motivational drive is different for every individual.
  - It's different strokes for different folks
    - leadership and motivation

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### Summary

- Discussed five different views of motivation
  - Maslow's Need Hierarchy
  - Aldefer's Need Model
  - Herzberg two factor model
  - Equity theory
  - Expectancy theory

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### Summary

- Developed a motivational plan
  - Use of improving a behavior
  - Use for performance evaluation
  - Use for identifying training needs
  - Use for motivational purposes – goals
  - Use for developing leadership skills
  - Use for a communication tool

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### Motivating for Performance

- It is what one does not have that one wants.
- One works to achieve that which one needs.
- Hence, if we know what people need and want, then we know what they will work for and like working for, and so work well to achieve.

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### Motivation: List Three Important Points

- 1.
- 2.
- 3.

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