Motivating Others

Building Connections: Community Leadership Program

Making Others Want to Do More

“Between stimulus and response is our greatest power – the freedom to choose.”

– Stephen Covey

Today’s Objectives

• Identify and define motivation
• Analyze and discuss theories of motivation
• Activities – Putting motivation to work – What motivates you?

• What does it mean to motivate?
Motivating Others

- Can you really motivate someone else?

- Where does motivation come from?

Motivation
- Anything that affects behavior in pursuing a certain outcome.
- The Motivation Process — people go from need to motive to behavior to consequence to satisfaction or dissatisfaction

Motivation Feedback Loop
- Satisfaction or Dissatisfaction
- Feedback
- Need → Motive → Behavior → Consequence → Dissatisfaction
Three Theories of Motivation

- Maslow – Hierarchy of Needs
- Herzberg – Two-Factor
- McClelland – Acquired Needs

Maslow – Hierarchy of Needs

- Developed in 1940 by Abraham Maslow
- Based on 4 major assumptions:
  1. Only unmet needs motivate
  2. People’s needs are arranged in order of importance (basic – complex)
  3. Lower-level needs must be met first
  4. There are 5 classifications of need

Hierarchy of Needs

1. Physiological:
   - Primary or basic needs, i.e., air, food, shelter, sex and relief or avoidance of pain
2. Safety:
   - Once the physiological needs are met, the individual is concerned with safety and security

Hierarchy of Needs

3. Belongingness:
   - After safety needs, people look for love, friendship, acceptance and affection – social needs
4. Esteem:
   - After social needs, the individual focuses on ego, status, self-respect, recognition for accomplishments and feeling of self-confidence and prestige

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Hierarchy of Needs

5. Self-Actualization:
   - Highest level of need is to develop one’s full potential. To do so, one seeks growth, achievement and advancement.

The Model

(Self-Actualization)

Esteem

Social

Safety

Physiological

How it Works

• When using Maslow’s hierarchy, there should be every attempt to meet individual’s lower needs first.
• You must be able to get to know and understand people’s needs and meet them.

Herzberg Two-Factor

• Developed in the 1960s
• Two levels of need
  – Lower-level: hygiene or maintenance
  – Higher-level: motivators
• People are motivated by motivators rather than by maintenance factors
**Motivating Others**

### Maintenance – Extrinsic Factors
- Motivation comes from outside the person and the job itself
- Include: pay, job security, title, working conditions, fringe benefits, and relationships
- All factors related to lower-level needs

### Motivators – Intrinsic Factors
- Motivation comes from within the person through the work itself
- Include: achievement, recognition, challenge and advancement
- All factors related to higher-level needs

### The Model

<table>
<thead>
<tr>
<th>High Maintenance Factors</th>
<th>Low Maintenance Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>(extrinsic motivators – physiological, safety, and social needs – existence and relatedness needs)</td>
<td></td>
</tr>
<tr>
<td>Pay, benefits, job security, working conditions, company policies</td>
<td></td>
</tr>
<tr>
<td>Not Dissatisfied (with the maintenance factors)</td>
<td>Dissatisfied</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Motivator Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>(intrinsic motivators – esteem and self-actualization needs – growth needs)</td>
</tr>
<tr>
<td>Work itself, recognition, achievement, increased responsibility, growth</td>
</tr>
<tr>
<td>Satisfied (Motivated)</td>
</tr>
</tbody>
</table>

### How it Works
- Looking beyond external or extrinsic motivators
- However, lower level extrinsic motivators have to be satisfactory for there to be a higher level of intrinsic motivation
Motivating Others

Herzberg Self-Assessment
- Take a few minutes and work through the Job Motivators and Maintenance Factors Exercise

Job Motivators and Maintenance Factors
- Did the outcomes surprise you? Why or why not?
- How do you see this taking effect in your everyday life?
- Do you feel these are important considerations when trying to motivate others?

McClelland – Acquired Needs
- Developed in the 1940s
- Classified as both a trait and a motivation
- Needs are based on personality traits
- All people have the need for achievement, power and affiliations

High Achievement
- Tasks must be challenging with clear and attainable objectives
- Fast and frequent feedback is a must
- Continued increases in responsibility are important
High Power

- Need to be able to plan and control
- Need to be included in decision making necessary, especially when affected
- Best performance is alone vs. in a team
- Assign whole tasks, not parts

High Affiliation

- Must work as part of a team
- Satisfaction derived from people, not the task
- Needs lots of praise and recognition
- Delegate responsibility for training and orientation
- Good buddies and/or mentors

McClung Motive Assessment

- Take a few minutes and complete the Motive Profile

Motive Profile

- Did the outcomes surprise you? Why or why not?
- How do you see this taking effect in your everyday life?
- Do you feel these are important considerations when trying to motivate others?
The 3 Theories

- Your team has been hired to address motivation in the workplace
- Each team is assigned a specific model or theory of motivation
- Devise a plan for addressing motivation

Objective Review

- What does motivation mean? How might it be defined?
- What is one theory and how might you use it in the future to address motivation?