

McCombs Knowledge To Go



November 8, 2011

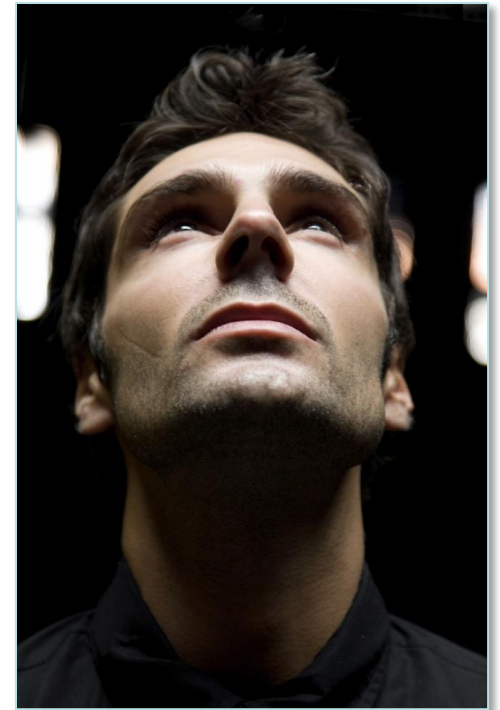
Motivation: Beyond Carrots and Sticks



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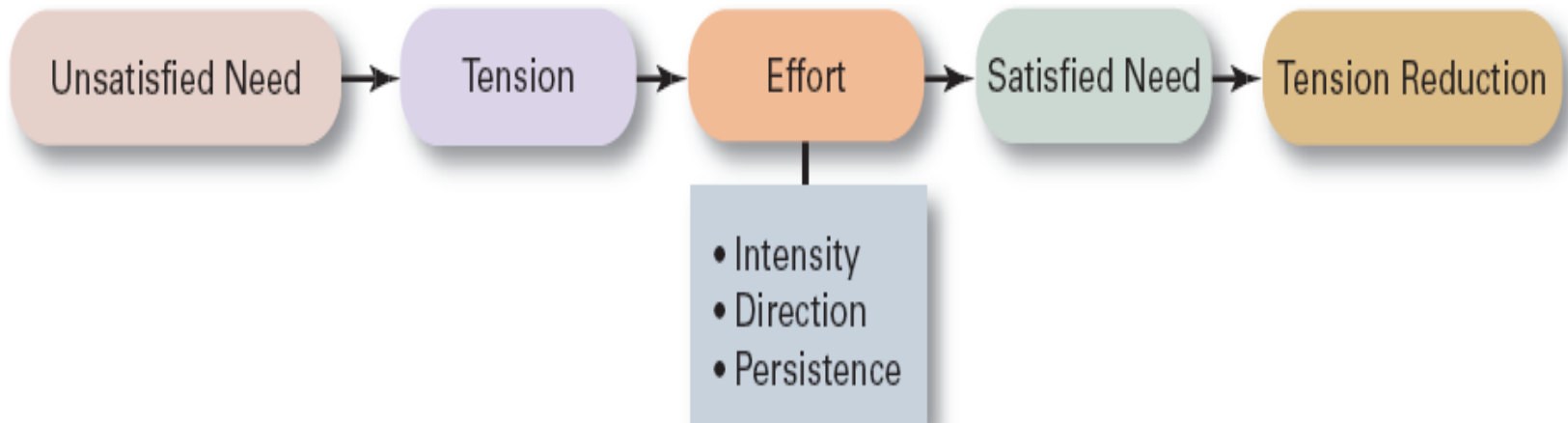
Agenda

- **Definition of motivation**
- **Three key themes of motivation**
- **Early theories of motivation**
- **Contemporary theories of motivation**
- **Applications**



What Is Motivation?

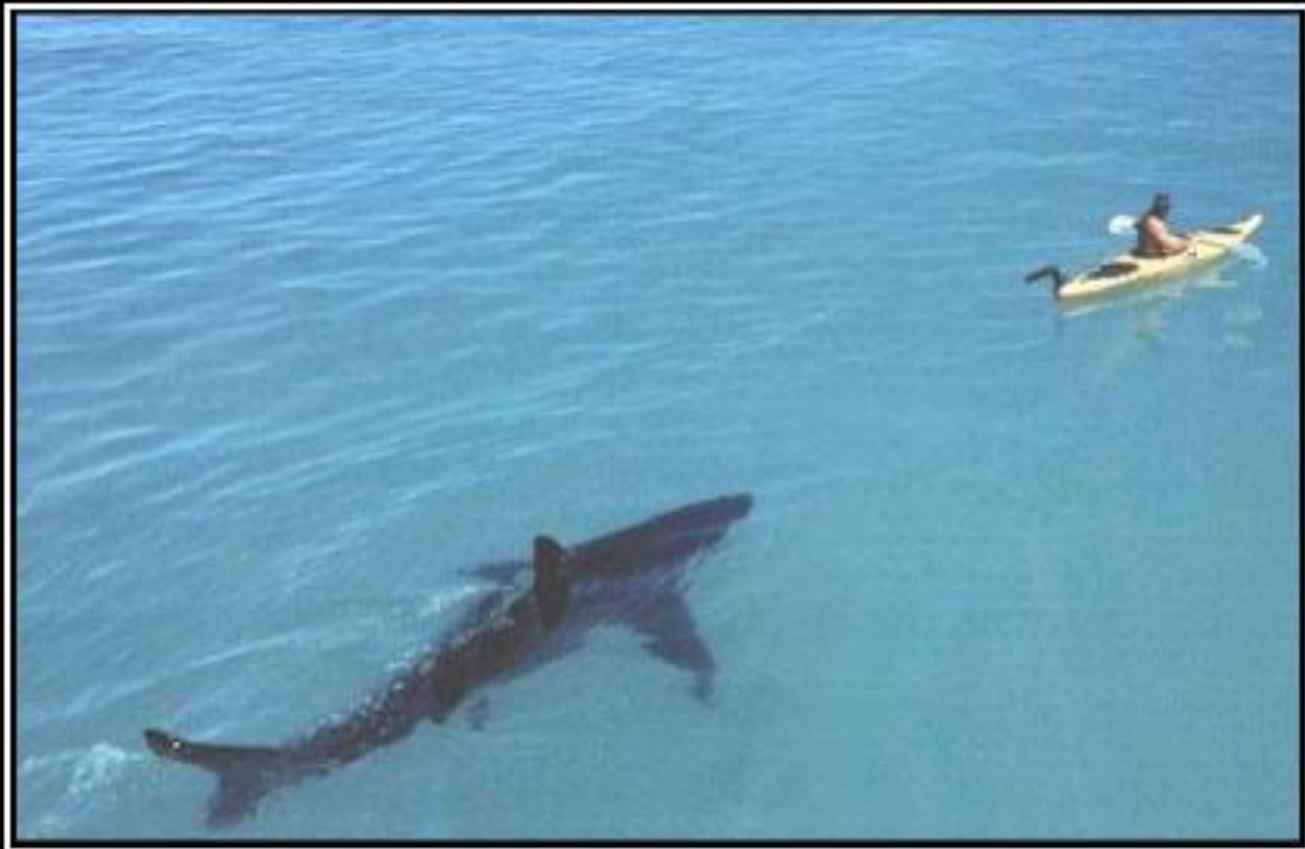
- Processes that account for your willingness to:
 - exert high levels of *effort*
 - to reach *organizational goals*
 - conditioned by satisfaction of a *need*





MOTIVATION

It's not that I'm lazy, it's that I just don't care.



MOTIVATION

Some People Need More Than Others

Three Key Themes to Motivation

1. Motivating requires a relationship

- Assume person is competent, trustworthy, willing to cooperate
- Find something to value

2. True change/learning comes from inside a person

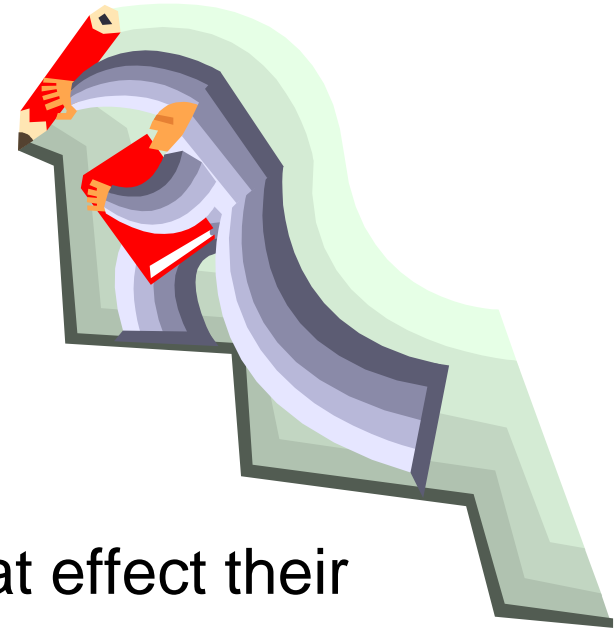
- Focus on increasing
 - Autonomy (responsibility, achievement)
 - Mastery (achievement, personal growth)
 - Purpose (link between organization and personal goals/values)



Three Key Themes to Motivation

3. A change in behavior is as much emotional as it is intellectual

- Negative emotions do not engender positive changes
- You can force compliance, but never commitment
- Use empathy and active listening
- Involve employees in decisions that effect their work whenever possible
- Focus on the goal, let employees set the path (don't micromanage)



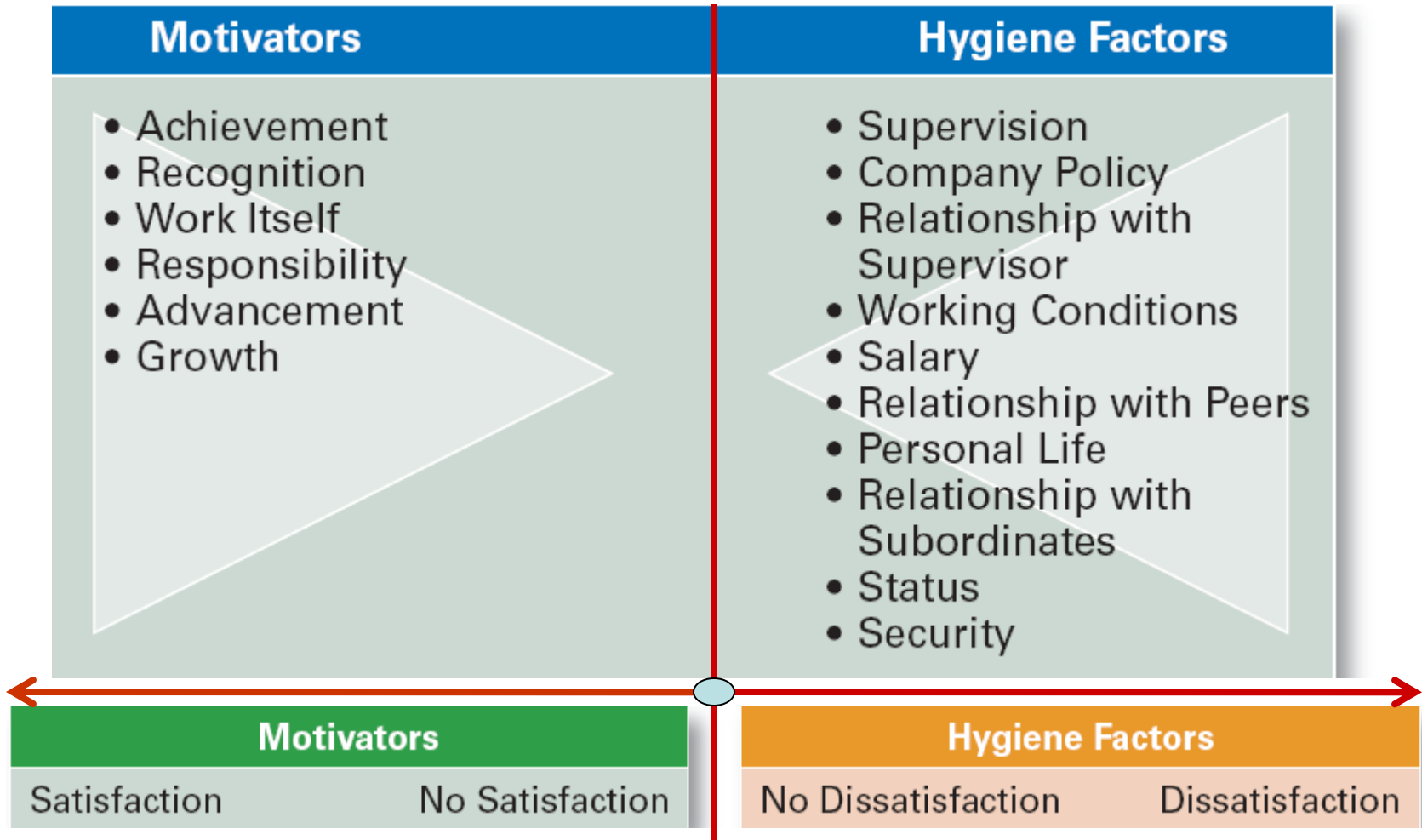
Early Theories of Motivation

- Herzberg's Motivation-Hygiene Theory
- McClelland's Three Needs Theory



Two-Factor Theory

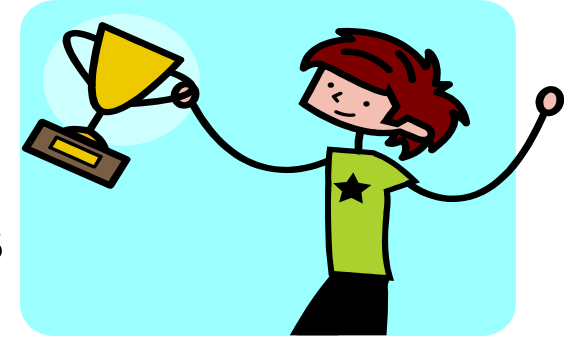
(Frederick Herzberg, 1968)



McClelland's Theory of Needs (1961)

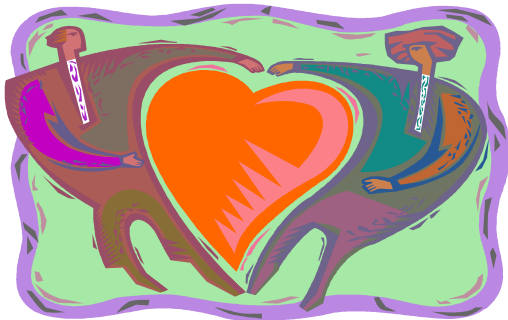
- **High Achievers motivated by:**

- Achievable standards (avoid too easy or too difficult)
- Delineated roles and responsibilities
- Concrete, timely feedback.



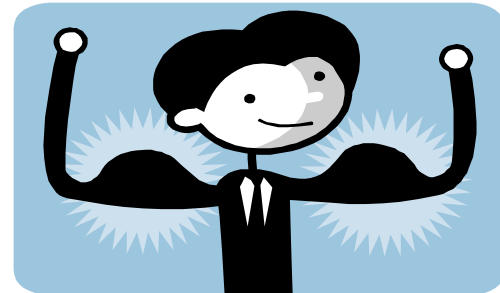
- **High Affiliators motivated by:**

- Working with people they know and trust



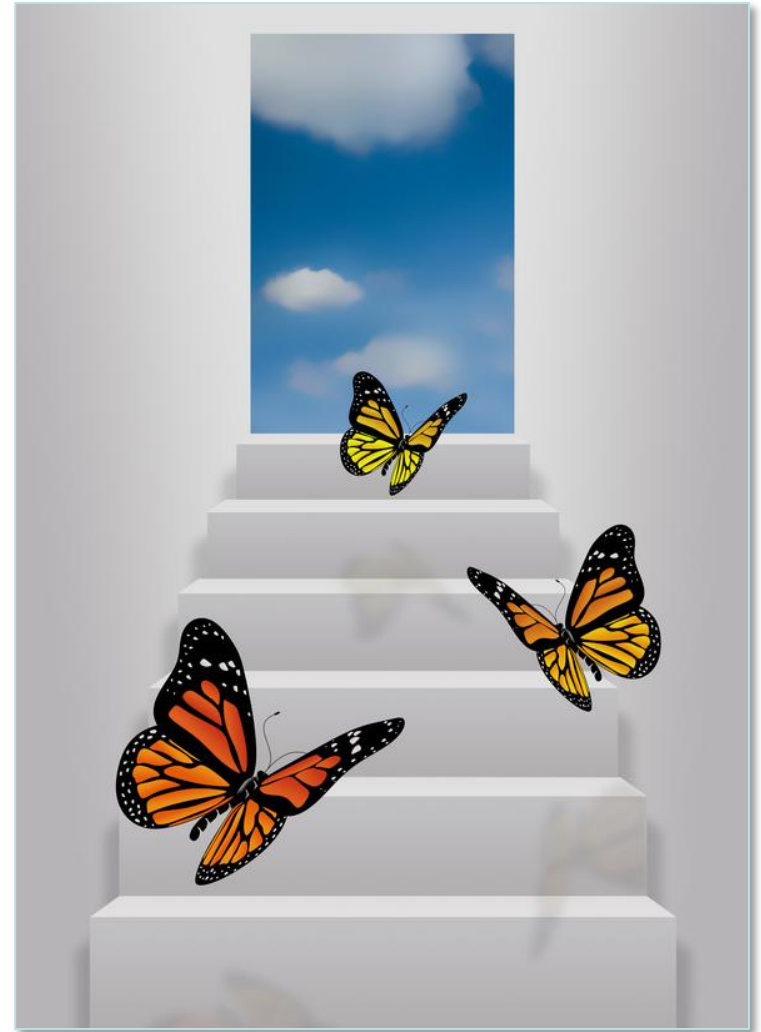
- **High Power motivated by:**

- Having an impact
- Impressing those in power
- Beating competitors



Contemporary Motivation Theories

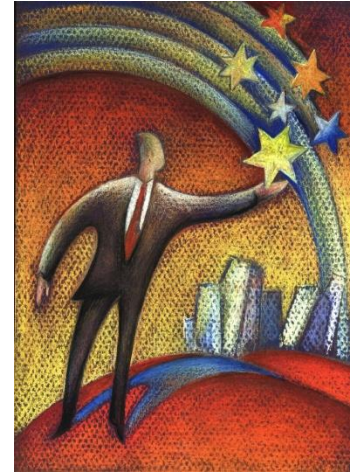
- Goal-Setting Theory
- Reinforcement Theory



Goal-Setting Theory

(Edwin Locke, 1990)

- **Specific goals with feedback lead to increased performance**
 - What gets measured, gets done
- **Difficult goals, when accepted, → higher output than easy goals**
- **Culture bound to USA/Canada**
- **Requires**
 - Public, self-set goal
 - High internal locus of control
 - Achievers – don't like hard goals, must accept them to be motivated



Reinforcement Theory

(Foundation: Skinner 1953 & 1972)

- **Behavior**
 - Is a function of its consequences
 - Externally caused
 - If reinforced, likely to be repeated
- **Timing – to best shape behavior:**
 - Consequences closely follow behavior
- **Positive focus**
 - People tend to exert more effort on positively reinforced tasks
 - Punishment may create additional dysfunctional behaviors
- **New perspective**

Video: [Motivation Research](#) (4'15")

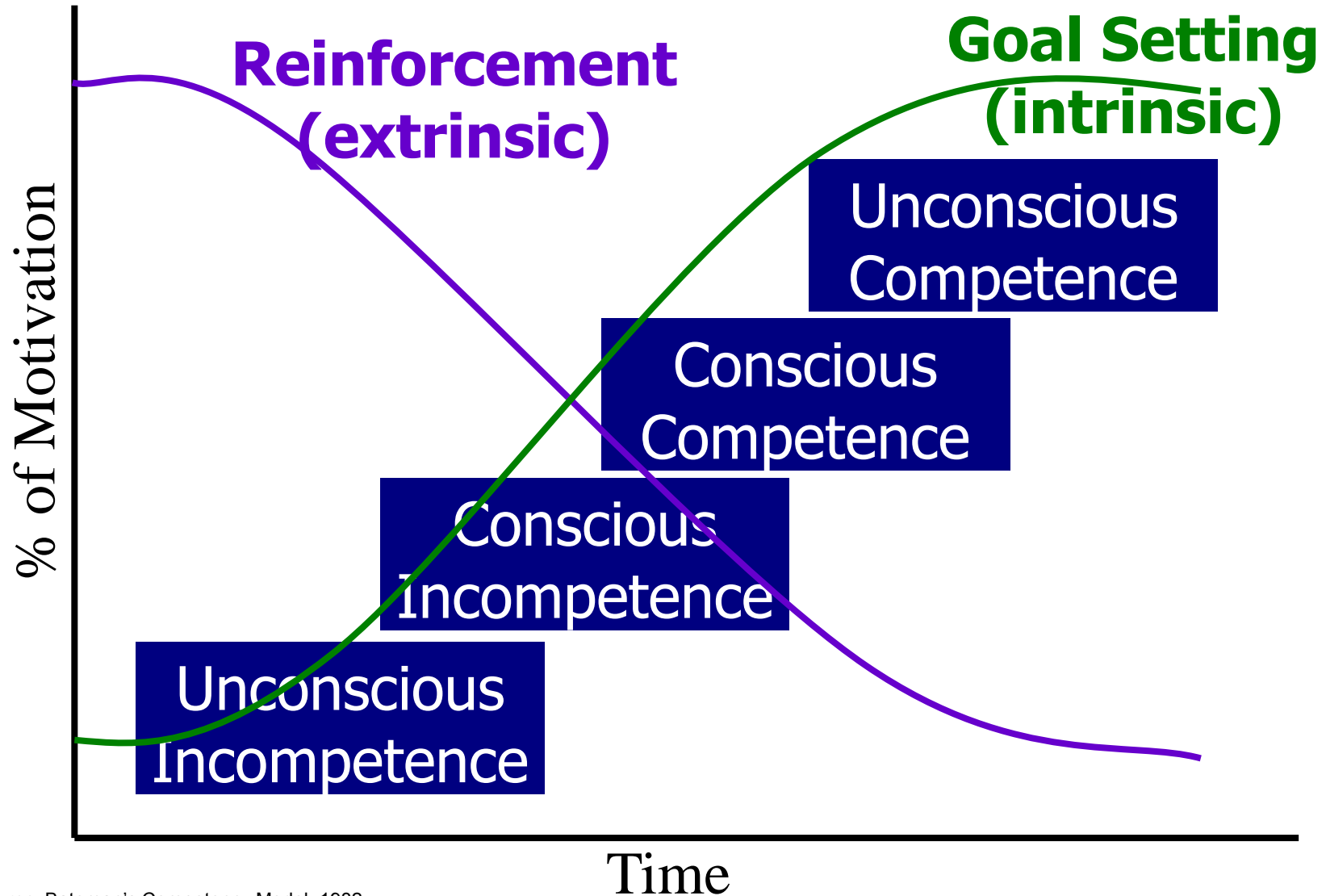


Application

- When to use extrinsic vs. intrinsic motivators
- Motivational job design
- Motivational job programs



Using Learning Process to Guide Motivation



Source: Bateman's Competency Model, 1982

Job Characteristics Model

Hackman & Oldham, 1976

1. Skill variety

- High – business owner
- Low – assembly line

2. Task identity

- High – cabinet-maker
- Low – machinist

3. Task significance

- High – nurse
- Low – chicken sexer

4. Autonomy

- High – commission sales
- Low – telemarketer

5. Feedback

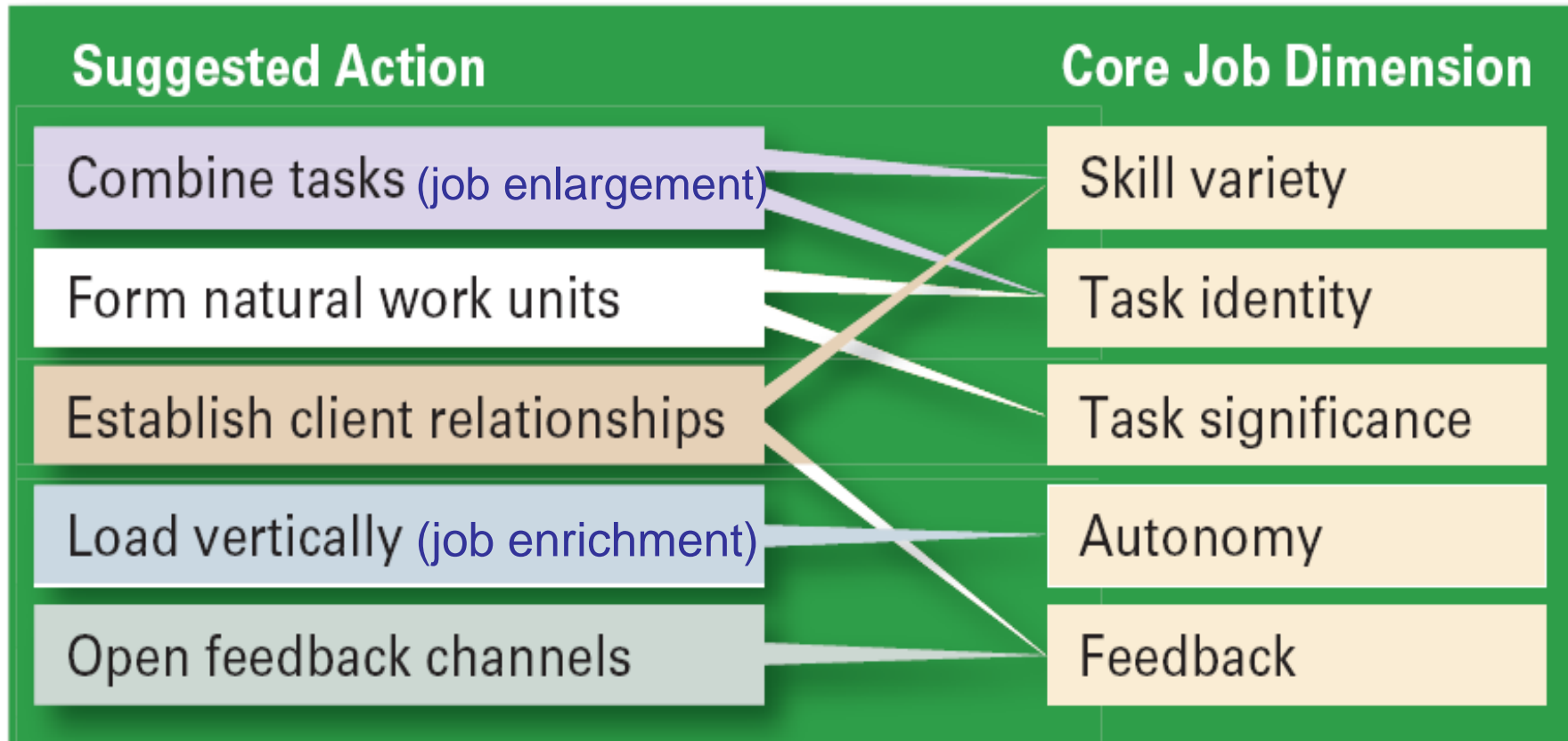
- High – auto mechanic, student
- Low – assembly line, transcription

High on one

High on both

Job with high motivating potential

Using Job Theory for Job Redesign



Source: J.R. Hackman and J.L. Suttle (eds.). *Improving Life at Work* (Glenview, IL: Scott, Foresman, 1977). With permission of the authors.

Applying Motivation Theories:

Reward/Compensation Programs

■ Employee Recognition Programs

- Reinforcement theory (extrinsic motivation)
- "A sincere compliment is one of the most effective teaching and motivational methods in existence." - Zig Ziglar

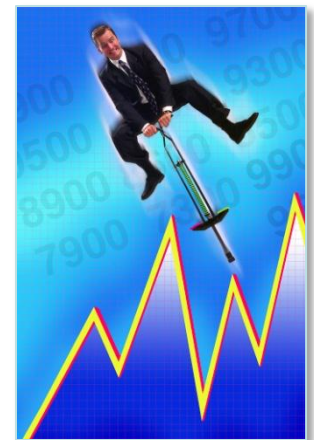


■ Pay-for-performance/Skill-based pay plans

- Reinforcement theory

■ Stock Option Programs

- Reinforcement theory
- Up market = motivator
- Down market = demotivator



Applying Motivation Theories:

Employee Involvement Programs

■ Examples

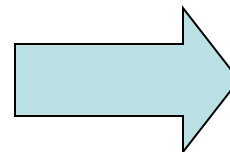
- Participative management
- Quality circles/total quality improvement
- Shared/Self governance, work councils

■ Theoretical support

- Herzberg's Two-factor Theory, Goal Setting Theory, Job Characteristics Model
- Intrinsic motivator



Increasing employee autonomy and control over work



Increased motivation, productivity, job satisfaction, OCB

Ending Thought



Motivation is the art of getting people to do what you want them to do because they want to do it.

- Dwight D. Eisenhower

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