

Managing for Maximum Performance
UCSD Extension Business & Technology
Chapter 14 – Motivating Employees – Winter 08



Serving to Promote the Potential Of People & Organizations

Managing for Maximum Performance

UCSD Extension Business & Technology

Chapter 14 – Motivating Employees – Winter 08

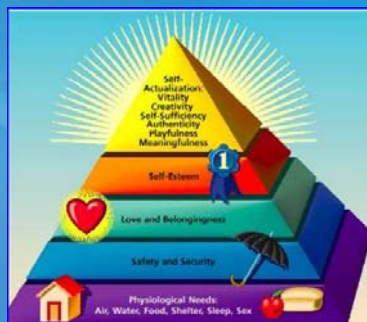
What does it mean to “Motivate an Employee”?

- Motivating – Latin word “Movere”
 - **Needs -> Drive -> Achieving goals**
- *Determining what employees respond to when executing tasks*
- *How to use those mechanisms to enroll them into the task, objective, and/or project.*

3

Marslow’s Hierarchy of Needs

- Motivation Theory: We never reach a state of complete satisfaction.”
 - **Money only satisfies a small portion of human needs**



- 5) Self-Actualization
- 4) Self-Esteem
- 3) Social
- 2) Safety
- 1) Physiological

4

Serving to Promote the Potential Of People & Organizations

Managing for Maximum Performance

UCSD Extension Business & Technology

Chapter 14 – Motivating Employees – Winter 08

Motivational Approaches

- **Scientific**
 - Money is the primary motivation.
- **Equity**
 - People want to be treated fairly in relationship to others.



5

Motivational Approaches (cont'd)

- **Achievement / Power / Affiliation**
 - People are motivated to satisfy their most intense needs.
 - Achievement – the desire to do something better or more efficiently than previously done.
 - Power – the desire to influence others.
 - Affiliation – the need to be liked or accepted.



Serving to Promote the Potential Of People & Organizations

Managing for Maximum Performance

UCSD Extension Business & Technology

Chapter 14 – Motivating Employees – Winter 08

Motivational Approaches (cont'd)

- **Motivation - Maintenance**
 - **Motivation Factor – High and Low (over time) motivation occurrences.**
 - **Maintenance Factor – attention to maintenance factors is necessary, but not sufficient to motivation.**



Motivational Approaches (cont'd)

- **Expectance**
 - **Expectancy – the value employees place on the outcome.**
 - **Instrumentality – attaining desired performance will lead to rewards.**
 - **Valence – performance may equal reward but does not lead to motivation of addition performance.**



Serving to Promote the Potential Of People & Organizations

Managing for Maximum Performance

UCSD Extension Business & Technology

Chapter 14 – Motivating Employees – Winter 08

Motivational Approaches (cont'd)

- Reinforcement
 - Behavior leading to **POSITIVE** consequence is likely to be repeated.
 - Behavior leading to **NEGATIVE** consequence is unlikely to be repeated.
- Four types of reinforcement
 - Positive / Avoidance / Extinction / Punishment



Factors of Motivation

- Achievement
- Recognition
- Challenging
- Increase Responsibility
- Opportunity for Advancement
- Opportunity for Personal Growth



Serving to Promote the Potential Of People & Organizations

Managing for Maximum Performance

UCSD Extension Business & Technology

Chapter 14 – Motivating Employees – Winter 08

Case Study 1

Mobile Marketing Nationwide (A Small Company)

- Scientific – applies to those who are in immediate and ongoing need of financial compensation to continue living situation
 - Drivers
- Equity – applies to those who enjoy their social work environment.
 - Owner, Administrative, Sales, Creative, Production, & Drivers
- Achievement / Power / Affiliation – applies to those who are directly responsible for the company's success or failure.
 - Owner, Sales, Production, Creative



11

Case Study 1 (con't)

Mobile Marketing Nationwide (A Small Company)

- Motivation / Maintenance – applies to those who want or need positive & constant encouragement to continue high performance.
 - Administrative, Sales, Creative, Production, & Drivers
- Expectance – applies to those who are performing for rewards.
 - Sales
- Reinforcement – applies to those who need feedback for continued performance.
 - Sales, Creative, Production, Drivers



12

Serving to Promote the Potential Of People & Organizations

Managing for Maximum Performance

UCSD Extension Business & Technology

Chapter 14 – Motivating Employees – Winter 08

Case Study 2

Fortune 500 Company

- According to employee survey, improved development opportunities including challenging work, on-the-job skill building through stretch assignments and other new experiences is top motivator.
 - Assumptions:
 - *Employee are paid by fair market value with good excellent compensation.*
 - *Employee are rewarded fairly.*
 - Research shows
 - *Employees are attracted to companies for the paid and compensation.*
 - *Employees stay based on development opportunities and work that aligns with their interests*
 - *Employee are encouraged for their development may see as much as a 25% increase in their discretionary effort*



Case Study 2

Fortune 500 Company (con't)

We have built an excellent culture in our management team which their top priority is to motivate their employees based on their needs – Solid People Relationship:

Feedback and Recognition:

- What types of recognition have the employee most appreciated for their efforts in the past, and in what ways could the manager better acknowledge the work they are doing?
- Managers are encouraged to understand additional feedbacks?

Job Satisfaction and Career Interests:

- What assignments have you found to be the most satisfying/frustrating? How would the manager support their work they have been doing? Anything the manager can do to improve?
- How can a manager help their employee think through their career goals?

Professional Development and Growth Opportunities:

- What capabilities does the employee feel are critical to their success in their current role?
- What skills or knowledge do they feel they need to acquire or expand upon to continue to grow and develop professionally?
- Are there any specific work assignments or training opportunities that interest them?



14

Serving to Promote the Potential Of People & Organizations

Managing for Maximum Performance
UCSD Extension Business & Technology
Chapter 14 – Motivating Employees – Winter 08



Serving to Promote the Potential Of People & Organizations

1253 Orchard Glen Circle, Encinitas, California 92024 Ph: 760-519-9360 Fx: 760-753-9380
greg@goatesconsulting.com www.goatesconsultinggroup.com