

THE MOTIVATION POCKETBOOK

2nd Edition

By Max A. Eggert BSc, MA, FCIPD, CFAHRI, ABPS, MAPS

Drawings by Phil Hailstone

“One of the best I have seen on the complex subject of motivation. Max has managed to integrate and synthesise a plethora of data into a compact, concise and very readable form. Good reading.”

Tony Grant-Salmon, Managing Director, Knowles Europe.

To the late great Hugh S. Knowles who not only knew all this stuff but was humble enough to put it into practice.

Special thanks to Caitlyn Barnier who created the WP version from both poor spelling and handwriting.

CONTENTS



INTRODUCTION

Definition, how to use this book, so many theories, seed analogy, assumptions

1



NEED THEORIES

Basic model, Pyramid Man, Three Level Man, Rat Man, motivation rules 1, 2 and 3, Pleasure Man, Token Man, Soccer Man, Social Man, Growth Man, summary of tips

9



PROCESS THEORY

Expectant Man

57



DISPOSITIONAL THEORIES: TYPES, DISPOSITION & PERSONALITY

61

Achievement Man, Self-Limiting Man, Fair Man, Gambling Man, Good Man/Bad Man, motivators for people types (security & comfort, affiliation & friendship, organisation & structure, status & authority, individuality & autonomy), disposition & motivation (helpful, directive, consolidative, adaptive)



MOTIVATING INDIVIDUALS AT WORK

89

Motivating words, what employees want, the sports coach approach, keeping yourself motivated, confidence activity, 100 ways of saying well done, nine rules of motivation

TYPES, DISPOSITION & PERSONALITY



DIFFERENT STROKES

Apart from formal theories, another way of thinking about motivation is to think about individuals, their differences and what might motivate them.

The difficulty with any particular theory is that it is supposed to work with everyone on a 'one size fits all' approach. Whilst there are some general rules which apply to everyone, most people are usually motivated **by what they perceive as rewards**. By and large, it is 'different strokes for different folks' to get them committed and motivated.

Obviously, there are going to be overlaps with the various theories covered so far but in this section we take a more individualistic view.

We examine two major approaches:

People Types and Dispositional Types

TYPES, DISPOSITION & PERSONALITY



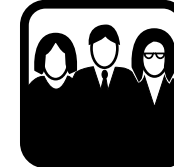
ACHIEVEMENT MAN

McCLELLAND'S THEORY

This theory suggests that at work employees have three needs:

- Achievement
- Power
- Affection

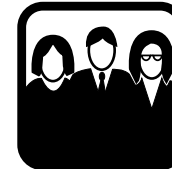
and, according to their personality, one of these needs will dominate the individual.



TYPES, DISPOSITION & PERSONALITY



ACHIEVEMENT MAN



The need for achievement (**n-Ach**)

This is the desire to take personal responsibility for resolving a problem and seeing a job or task through to completion. Thus, the individual gains a personal feeling of accomplishment from his or her success.

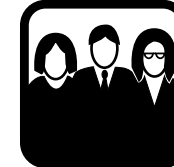
People with high **n-Ach** tend to set themselves goals which, although stretching, have a high possibility of success.

It is essential for these people to have feedback on their performance. They must know how well they are doing.

TYPES, DISPOSITION & PERSONALITY



ACHIEVEMENT MAN



The need for power (n-Power)

This is the desire to control and influence others. It is a real need to be in charge of others, irrespective of the situation. Such people will be hard so that they can obtain positions of influence and power over others.

The need for affection (n-Aff)

This is the desire to be liked and respected by others. It is the need to be wanted and recognised by others for who you are, what you do and the contribution you make.

Research suggests that effective managers are higher on **n-Ach** and **n-Power** than on **n-Aff**.

TYPES, DISPOSITION & PERSONALITY



SELF-LIMITING MAN

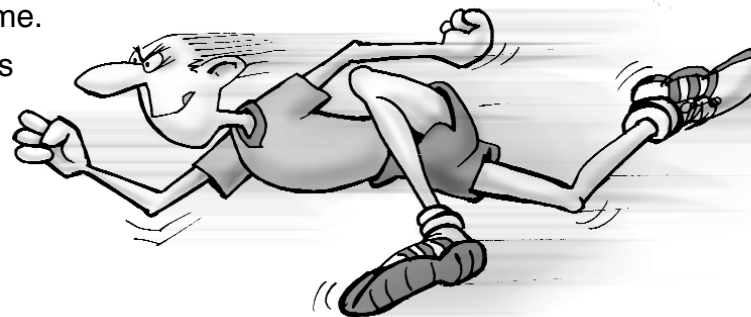
SELF-CONFIDENCE THEORY

“If you think you can or if you think you can’t, you’re right”, said Henry Ford and, in so doing, captured the essence of this theory.

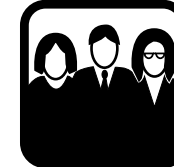
Many people are self-limiting in their views about their own ability and capacities. They have the mind-sets ‘I can’t do that’ and, consequently, they either fail or don’t even try in the first place.

When Roger Bannister first broke that impossible target of the four-minute mile, three other people did the same within the following 12 months and now there are hundreds of sub-four-minute milers. Bannister, by doing it first, broke not only a time barrier but also a psychological barrier, thus encouraging other athletes to think they could do the same.

To motivate people, a manager’s job is to encourage people to be positive about themselves and believe in what they can do, so that they will challenge what they previously thought impossible.



TYPES, DISPOSITION & PERSONALITY



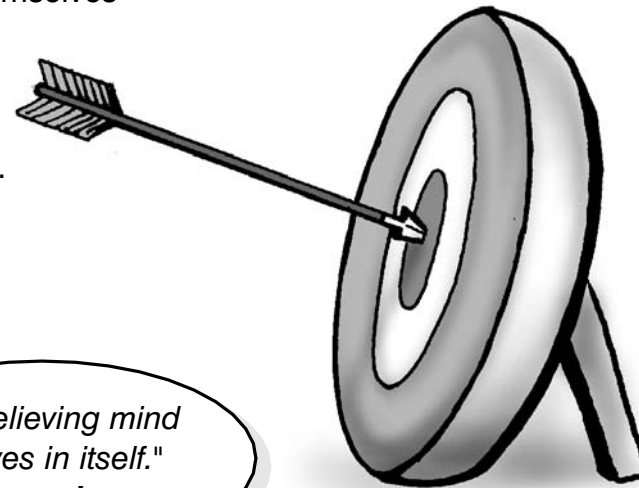
SELF-LIMITING MAN

MANAGEMENT TIPS

- Set targets that reasonably stretch employees
- Encourage employees to believe in themselves
- Reward employees for trying, as well as for successful performance
- If possible discuss with employees to achieve ownership and commitment.

Remember, employees can only succeed in the targets that they believe they can achieve. If they don't own it, they won't do it.

"The believing mind believes in itself."
Zen saying

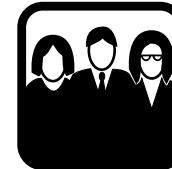


TYPES, DISPOSITION & PERSONALITY



FAIR MAN

EQUITY THEORY



We do not work in isolation and being aware of what others do and how they are rewarded has an effect on our motivation. We compare what we get with what others receive. We also compare how hard we work with the amount of effort others put in. We balance this information to see if the rewards/effort relationship is fair, thus creating a rough and ready formula that looks something like this:

My Remuneration

My Effort

Should Match

Your Remuneration

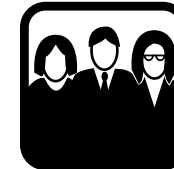
Your Effort

TYPES, DISPOSITION & PERSONALITY

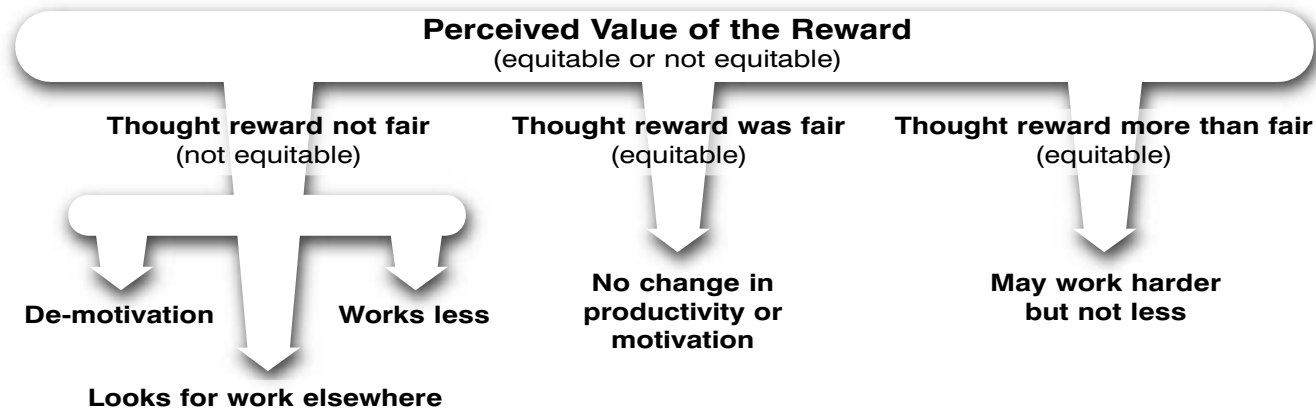


FAIR MAN

EQUITY THEORY



Equity theory for employee – three possibilities four possible outcomes:



'Perceived value' because employees rate their remuneration subjectively as to what they feel is fair.

TYPES, DISPOSITION & PERSONALITY



FAIR MAN

EQUITY THEORY



J. Stacy Adams originally developed this theory, and called it Equity Theory. When we make the comparisons and feel that we come off worse, we perceive our situation as lacking in equity. Not only do we feel frustrated but our motivation is affected. We may respond in one of several ways:

- Reduce our input (effort) until the rewards are seen as fair, ie: decrease motivation
- Do what we can to increase our rewards or our remuneration, ie: increase motivation

If this is not possible we might even resolve our frustration by leaving the organisation.

Sometimes people will distort their view of their own or others' performance to achieve fairness. If you are doing well in the equation you tell yourself that it is because you work harder, or are more experienced, or have more responsibilities than the person to whom you are comparing yourself. Alternatively, if you perceive them as better off you may think that their work is not as enjoyable or as interesting as yours, or that their family life suffers.

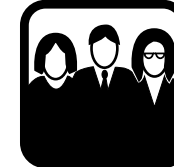
TYPES, DISPOSITION & PERSONALITY



FAIR MAN

MANAGEMENT TIPS

- Recognise that people will make comparisons about job and remuneration levels
- Identify areas where employees will have knowledge of pay levels
- Ensure bonuses match perceptions about effort, experience, responsibilities, etc
- Ensure that job titles, spans of control, budget authority, etc, are comparable one with another, and form sensible levels of differentials, that are perceived to be fair



About the Author

Max A. Eggert BSc, MA, FCIPD, CFAHRI, ABPS, MAPS

Max is a management psychologist specialising in assisting individuals reach their maximum potential. Besides being retained by major international corporations as coach, mentor and strategist, he has been interviewed frequently on TV, radio and in the print media both in Australia and in Europe. His work and publications have been reviewed both in the professional journals and the specialist media. He has also lectured at premier universities as well as leading many professional conferences.



Max has degrees in psychology, industrial relations and theology. He has fifteen books in print in twelve languages, one of which is a standard text and two are frequently in the ten best business books. Several of his books are on the recommended reading lists of Sydney, London, Harvard, Westminster and Sussex Universities. In the Pocketbook Series he has also written: The Assertiveness Pocketbook, The Managing Your Appraisal Pocketbook and The Resolving Conflict Pocketbook.

Contact

Transcareer Pty Ltd
Level 31
88 Phillip Street
Sydney
NSW 2000
AUSTRALIA

Tel: +61 2 8211 0500
Fax: +61 2 8211 0555
Mobile: 040 360 2286
Email: max@transcareer.com.au

*"Max is an international
psychologist who has the gift of
making the complexities of human behaviour
understandable and relevant to business."*
Financial Times, London