Motivation, Leadership, and Teamwork

chapter 8

Better Business

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Motivation

- Personal motivation
  - What drives you to do your best?
- Flow
- Organizational psychology

Motivation in the Workplace

- 73 percent of U.S. employees are not engaged in or are actively disengaged from their work
- SAS Institute in North Carolina fosters a creative environment by:
  - Keeping employees intellectually engaged
  - Removing distractions
  - Making managers responsible for sparking creativity
  - Eliminating arbitrary distinctions between "suits" and "creatives"
  - Engaging customers as creative partners
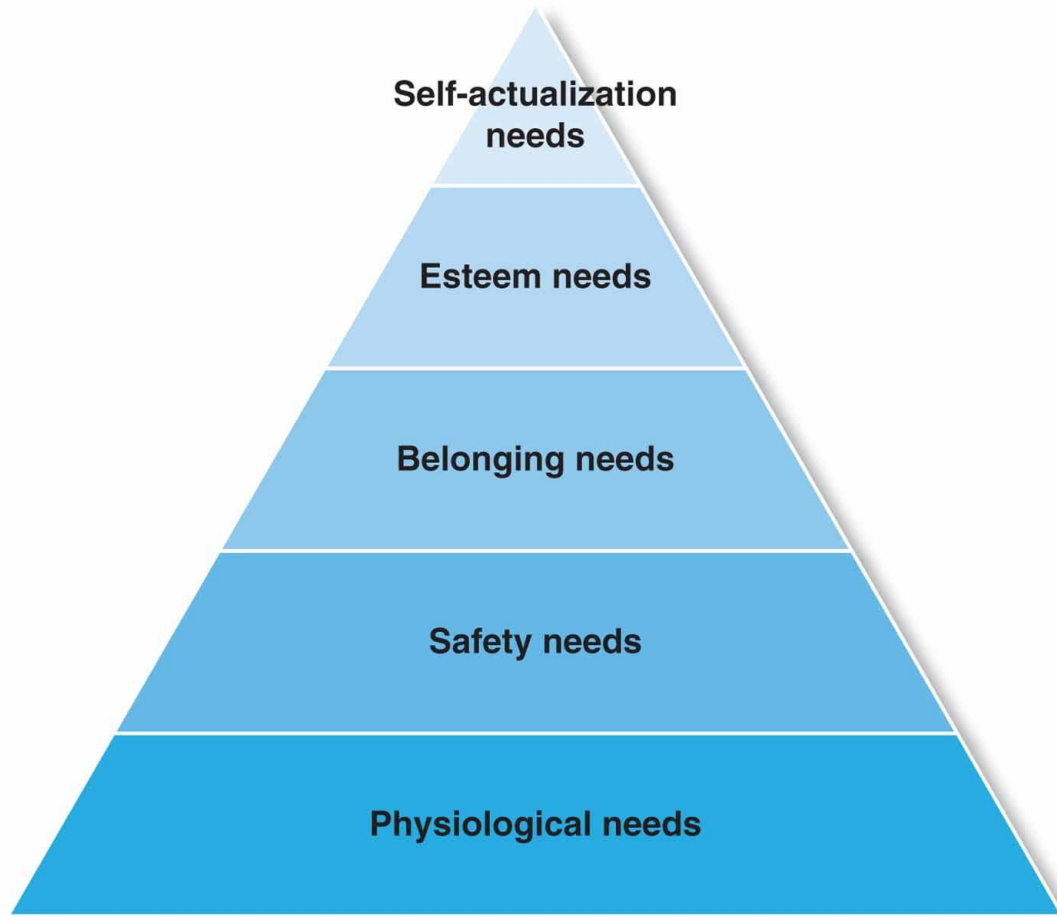 - Providing perks that increase job satisfaction

Benefits of Keeping Employees Motivated

- Workers are more productive
- Workers are more creative
- Retention levels are higher
- Companies benefit financially
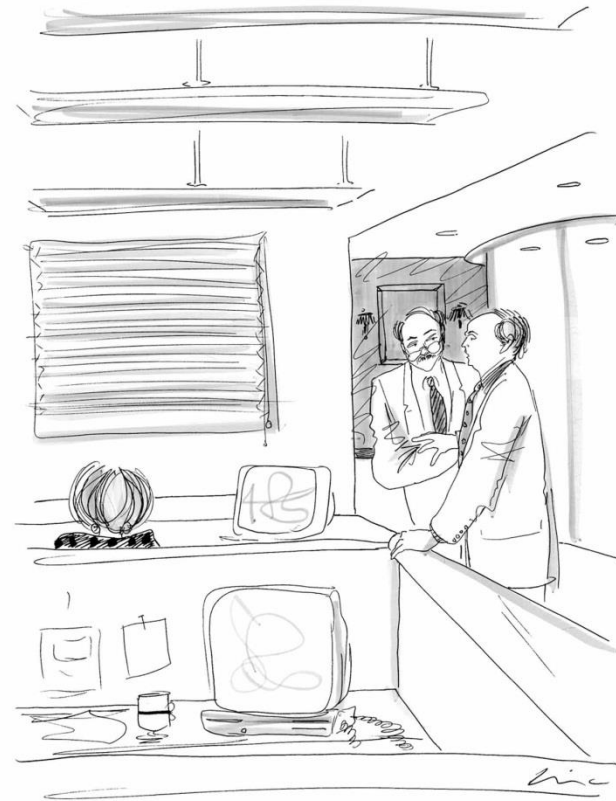
"We reward top executives at the agency with a unique incentive program. Money."

Theories of Motivation: Maslow's Hierarchy of Needs

Theories of Motivation: McClelland's "Three Needs" Theory

- The three needs
  - Need for achievement
  - Need for affiliation
  - Need for power
- Individuals tend to have a dominant need
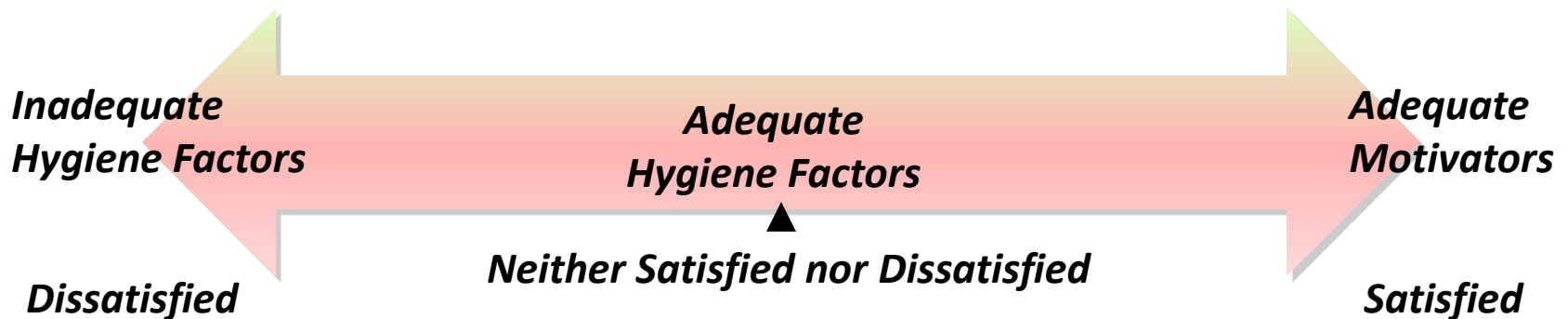 - This need will most influence motivation

Theories of Motivation: Herzberg's Motivator-Hygiene

Hygiene Factors

- Working environment
- Pay
- Benefits
- Relationships with co-workers

Motivators

- Recognition
- Responsibility
- Promotion
- Job growth

Inadequate Hygiene Factors

Adequate Hygiene Factors

Adequate Motivators

Dissatisfied

Neither Satisfied nor Dissatisfied

Satisfied

Applying Motivational Theories

- Motivational theories lead to different approaches to actually motivate workers
- Extrinsic motivation
- Intrinsic motivation

Theory X and Theory Y

Comparison of Theory X and Theory Y

Theory X		Theory Y
Not motivated: People naturally dislike working and avoid it when given the opportunity.	**Motivation**	**Naturally motivated:** People see work as a natural part of life.
Authoritarian: Managers must use heavy controls to get people to work efficiently.	**Management**	**Democratic:** Managers need not use heavy controls. Managers allow employees to create their own motivation.
Followers: Employees would prefer to follow the direction of management than solve problems on their own.	**Leadership**	**Leaders:** People are creative problem-solvers whose ideas can be used in the workplace.
Avoiders: People do not want responsibility and avoid it when possible.	**Responsibility**	**Seekers:** People inherently seek responsibility and are willing to accept it when asked.
Security: People are not complex and mainly want security in their jobs.	**Needs**	**Creativity:** People need to be intellectually stimulated and feel their ideas are utilized.

Theory Z

- Based on a Japanese management style
- Relies on collaborative decision making
- Employees tend to become generalists, not specialists
- Offers long-term employment with an emphasis on individual responsibility
- Workers are cooperative and loyal to the organization
- Benefits: low turnover, high productivity, and strong workforce morale

Vroom's Expectancy Theory

- Motivation =

Expectancy	*	Instrumentality	*	Valence
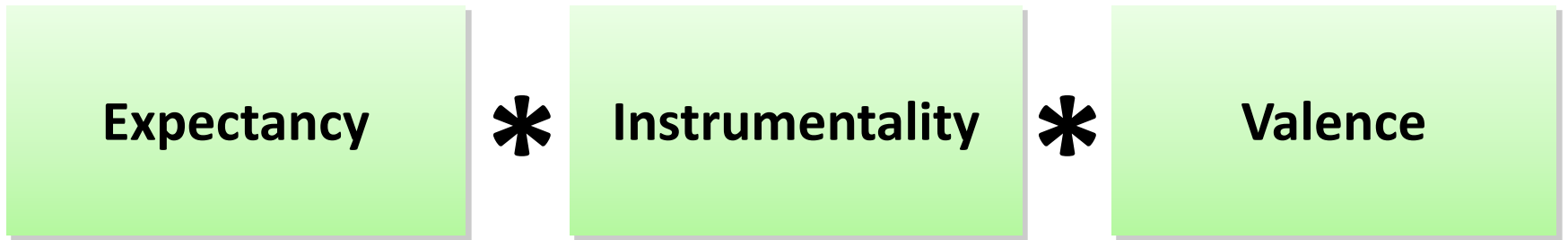
Expectancy: Will effort on my part impact the result I get?

Instrumentality: Will the result provide any reward?

Valence: Is the anticipated reward important to me?

High motivation: You answer yes to all of these questions

Low motivation: You answer no to all of these questions

Strength-Based Management

- The best way to help employees develop is to determine their strengths and build on them
  - People can learn the most about areas in which they already have a strong foundation
  - Provide training and support to further develop strengths

Evolution of Motivational Theories in Business

- Scientific management
    - Frederick Taylor
    - Increase productivity by training workers in the best methods to complete a task

- Industrial psychology (1920s and 1930s)
    - Frank and Lillian Gilbreath

- Human relations
    - The Hawthorne Effect

Motivational Theories for the Modern Workplace

- New ideas are still being developed in organizational and industrial psychology
  - Uncertainty management theory
    - Fairness becomes more important in uncertain circumstances
    - Perceived unfairness hurts job satisfaction and performance
  - Sociocracy
    - The interests of everyone are served equally

Leadership

"Management is doing things right; leadership is doing the right things." — *Peter Drucker*

- Resonant leaders
  - Highly aware of others' emotional states and skilled at inspiring people
- Emotional intelligence
  - Ability to understand both one's own and others' emotions

Styles of Leadership

▼ **Table 8.2**

Styles of Leadership				
	Democratic	**Autocratic**	**Affiliative (Laissez-Faire)**	**Visionary**
Leader characteristics	Is a • superb listener • team worker • collaborator • influencer	• Commands—"do it because I say so" • Threatens • Has tight control • Monitors studiously • Creates dissonance • Contaminates everyone's mood • Drives away talent	• Promotes harmony • Empathizes with others • Boosts morale • Solves conflicts	• Inspires • Believes in own vision • Is empathetic • Explains how and why people's efforts contribute to the "dream"
Benefits to style	Values people's input and gets commitment through participation	Soothes fear by giving clear direction in an emergency	Creates harmony by connecting people to one another	Moves people toward shared dreams
When style is appropriate	To build buy-in or consensus or get valuable input from employees	In a crisis, to kick-start an urgent turnaround, or with problem employees; traditional military	To heal rifts in a team, motivate during stressful times or strengthen connections	When changes require a new vision or when a clear direction is needed; radical change

Corporate Leaders and Styles of Leadership

Robert Nardelli

- Former CEO of Home Depot
- Authoritarian leadership style
  - Alienated employees and customers
- Required detailed store performance measurements, replaced full-time workers with part-time
- Home Depot's board forced his resignation in 2007, after 7 years as CEO

Jon Huntsman

- CEO of Huntsman Corp.
- Coaching and affiliative styles of leadership
  - Emphasizes the importance of being ethical, respectful, and charitable
- Wrote book, *Winners Never Cheat*, in 2005
- Company rebounded from virtual bankruptcy and went public in 2005

The Big Five Personality Traits

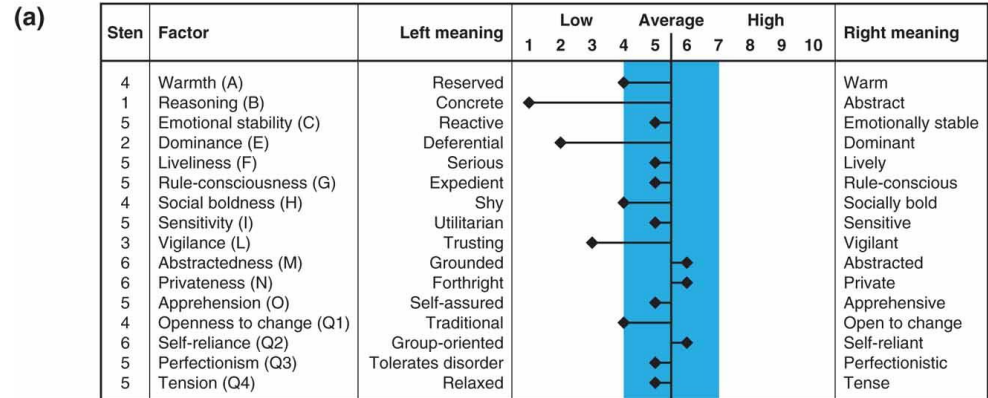O Openness

C Conscientiousness

E Extraversion

A Agreeableness
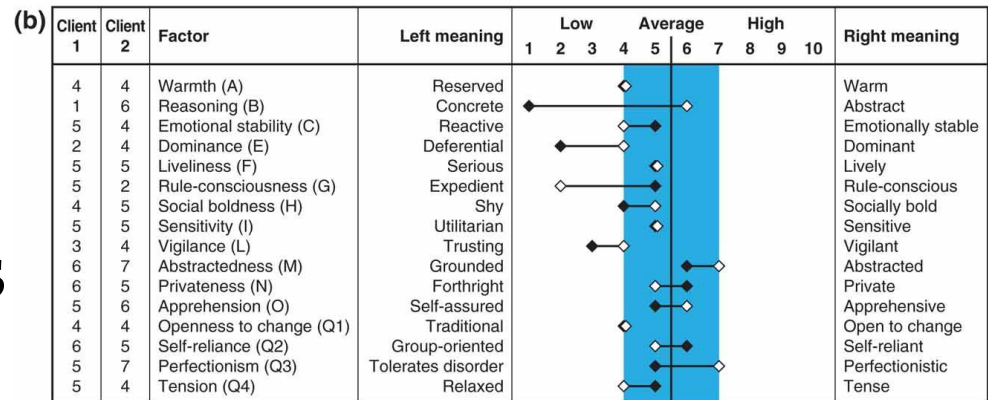
N Neuroticism (Emotional Stability)

The Cattell 16 Personality Factors

- According to this model, each of us has a consistent and constant underlying personality

- The model is often used in hiring or in promotion recommendations as well as to improve relationships

16PF Profile

(a)

Sten	Factor	Left meaning	Low / Average / High	Right meaning
4	Warmth (A)	Reserved		Warm
1	Reasoning (B)	Concrete		Abstract
5	Emotional stability (C)	Reactive		Emotionally stable
2	Dominance (E)	Deferential		Dominant
5	Liveliness (F)	Serious		Lively
5	Rule-consciousness (G)	Expedient		Rule-conscious
4	Social boldness (H)	Shy		Socially bold
5	Sensitivity (I)	Utilitarian		Sensitive
3	Vigilance (L)	Trusting		Vigilant
6	Abstractedness (M)	Grounded		Abstracted
6	Privateness (N)	Forthright		Private
5	Apprehension (O)	Self-assured		Apprehensive
4	Openness to change (Q1)	Traditional		Open to change
6	Self-reliance (Q2)	Group-oriented		Self-reliant
5	Perfectionism (Q3)	Tolerates disorder		Perfectionistic
5	Tension (Q4)	Relaxed		Tense

16PF Profile

(b)

Client 1	Client 2	Factor	Left meaning	Low / Average / High	Right meaning
4	4	Warmth (A)	Reserved		Warm
1	6	Reasoning (B)	Concrete		Abstract
5	4	Emotional stability (C)	Reactive		Emotionally stable
2	4	Dominance (E)	Deferential		Dominant
5	5	Liveliness (F)	Serious		Lively
5	2	Rule-consciousness (G)	Expedient		Rule-conscious
4	5	Social boldness (H)	Shy		Socially bold
5	5	Sensitivity (I)	Utilitarian		Sensitive
3	4	Vigilance (L)	Trusting		Vigilant
6	7	Abstractedness (M)	Grounded		Abstracted
6	5	Privateness (N)	Forthright		Private
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Thematic Apperception Test (TAT)

- Like the Rorschach, or ink blot test, but with actual images
- Shows an individual pictures of persons participating in various activities
- The individual describes the picture
- The individual's description provides clues about his or her personality and needs

The Advantages of Teamwork in the Workplace

- In good, working teams, there's agreement on the objectives at hand and on the best approach to solve the problem.

- Teammates depend on one another's ideas and efforts to complete tasks successfully.

- There is a sense of accountability, and members are committed to one another's success.

The Challenges Teams Face in the Workplace

- Teamwork does not always bring more creative output.

- If teams are not carefully selected, groupthink can occur.

- Different generations in the workforce may have different styles and expectations.

Best Practices for Teams

- Group flow occurs when a group knows how to work together so that each individual member can achieve flow

- Characteristics of such a setting
  - Creative spatial arrangements
  - Playground design
  - Constant focus on the product's target group
  - Heavy use of visualization and prototyping to construct early models

How Managers Can Form the Best Teams

- Some important considerations in forming a team
  - **Size**
    - Too large: struggle with cohesiveness
    - Too small: lack diverse perspectives
  - **Time**
    - Some teams' projects may have a short time frame
    - Some teams work together for long time periods on everyday tasks
  - **Status**
    - Formally created teams provide updates and have access to company resources
    - Less formal teams will have to work more at communication

Belbin's Team Roles

Belbin's Nine Team Roles

Role	Personality Traits
Plant	Creative and imaginative
Resource investigator	Extroverted and communicative
Coordinator	Mature and confident
Shaper	Challenging and dynamic
Monitor evaluator	Serious and strategic
Teamworker	Cooperative and diplomatic
Implementer	Disciplined and reliable
Completer finisher	Painstaking and conscientious
Specialist	Dedicated and self-starting

Source: http://www.belbin.com/content/page/731/Belbin_Team_Role_Descriptions.pdf

The Effect of Technology on the Design of Teams

- Virtual teams
  - Needed because of increased globalization
  - Tools aid implementation
    - Conference calls
    - E-mail
    - Video conferencing
    - Live broadcasting
    - Web casts
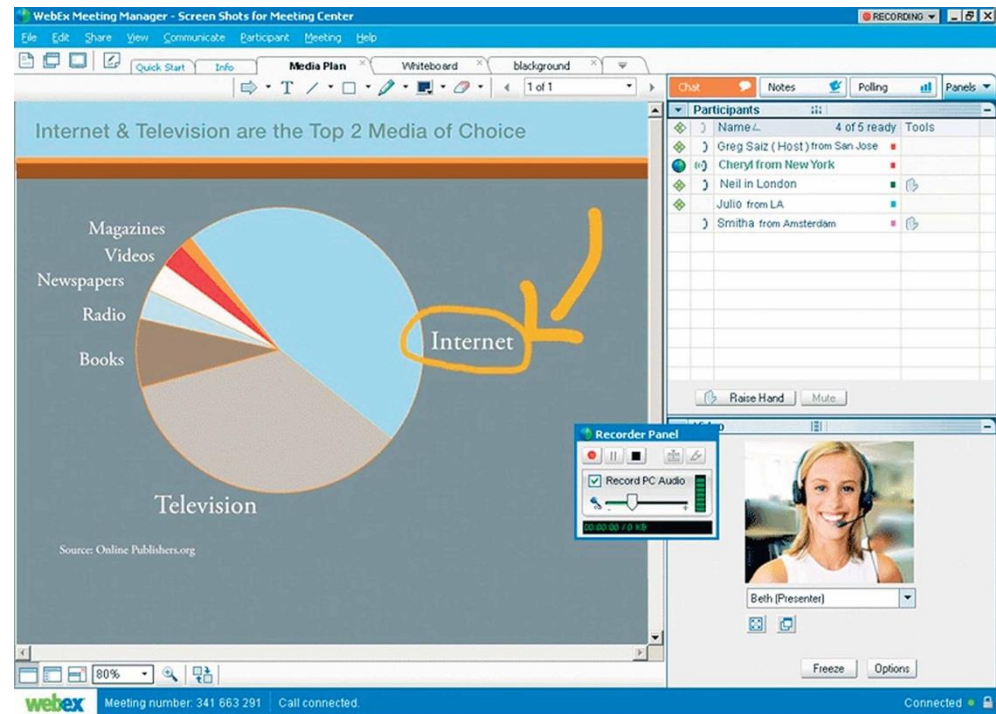
Stephen Covey's 7 Habits of Highly Effective People

1. Be proactive
2. Begin with the end in mind
3. Put first things first
4. Think win–win
5. Seek first to understand, then to be understood
6. Synergize
7. Sharpen the saw

Chapter Summary

1. How do motivation and work environment encourage "flow"?

2. What are the intricacies of Maslow's **hierarchy of needs**, McClelland's **"three needs" theory**, and Herzberg's **motivator-hygiene theory**?

3. What are the distinguishing factors between **extrinsic motivators** and **intrinsic motivators**?

4. What are the implications of **Theory X**, **Theory Y**, **Theory Z**, and the **Vroom model**?

5. How have motivational theories and **industrial psychology** changed the work environment since the early 20th century?

6. What are the various identifiable leadership styles and personality traits, and how do they affect business leadership?

7. What are the best ways to create, manage, and participate in teams, taking into account factors such as technology, **group flow**, Belbin's nine team roles, and Covey's **seven habits model**?

Beyond the Book

If You Want to Be a CEO (and a Leader) in the Future

- Start building relationships that lead you upward, both externally and internally

- Start becoming visible to senior decision-makers in your company and to influential people outside it

- Analyze what makes for success at the highest levels of your company and think about how you can apply your talents at that level

Team Building in Paradise

- 200 Seagate Software employees participate in "Eco Seagate" in New Zealand annually
  - 2,000 employees from all levels in the organization apply for the opportunity
  - The 200 are split into carefully selected four-person teams within four tribes
  - They train for a week and then compete in an extreme triathalon of hiking (with orienteering), ziplining, biking, kayaking, etc.
  - Seagate CEO Bill Watkins believes the unfamiliar situations of the week create more teamwork back at the office

New Leadership in Baseball

- Jon Daniels is Major League Baseball's youngest General Manager at age 30
- His participative style with the Texas Rangers improves the team and the office
  - "I like to think of myself as a collaborative decision maker, not a power-hungry boss," he says. "I want everyone's opinion."
  - "I'm obviously in charge," Daniels says, "but a good leader knows his limitations and doesn't try to hide them. He trusts the people around him."
  - "Everything we do depends on open and honest input," says Daniels.