

Module #13:
Motivating Self and Others

Module Objectives,

- Complete a personal brief self-assessment,
- Understand belief systems and their influence on self and others,
- Identify significant "modal operators" which impact goal setting and attainment, and

Use a Motivation Model to practice how to identify and respond to motivational situations which encourage the development of people.

Module Description

This Management Development Module focuses on the concept of Motivation. This module examines a model of how both the Manager and the Associate contribute to the work environment that is created. Factors identified include: Control Orientation, Empowerment Orientation, Reactive Behavior and Proactive Behavior. Participants will have an opportunity to become aware of challenges that they face as they attempt to motivate self and others. An emphasis is placed on individual and small-group "hands-on" activities which apply and reinforce the concepts.

What Motivates You?

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When we speak of **Motivation**, we are interested in *behavior* as opposed to attitudes. What we are interested in is why people do what they do! Following is a survey which has been conducted nationally among hourly employees, middle-management and upper management from American corporations. This survey examines a variety of motivators that are important to people and gives each of us a chance to rank-order them in importance to us.

Directions: Please take a few minutes to think about "What you want from your job" and rank order the outcomes you prefer, starting with the most preferred outcome as #1 and ending up with the least preferred outcome as #10.

1. ____ Achievement or sense of accomplishment
2. ____ Interpersonal relationships or friendships
3. ____ Job or company status
4. ____ Job security
5. ____ Opportunity for growth
6. ____ Pay or monetary rewards
7. ____ Provision for family
8. ____ Recognition from community and friends
9. ____ Responsibility or control
10. ____ Support for hobbies or avocational activities

Our Survey Said...

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| | A* | B* | C* | |
|-----|----|----|----|---|
| 1. | 2 | 2 | 2 | Achievement or sense of accomplishment |
| 2. | 9 | 8 | 9 | Interpersonal relationships or friendships |
| 3. | 7 | 7 | 8 | Job or company status |
| 4. | 10 | 10 | 4 | Job security |
| 5. | 1 | 1 | 1 | Opportunity for growth |
| 6. | 5 | 6 | 6 | Pay or monetary rewards |
| 7. | 5 | 3 | | Provision for family |
| 8. | 8 | 9 | 10 | Recognition from community and friends |
| 9. | 4 | 3 | 7 | Responsibility or control |
| 10. | 6 | 4 | 5 | Support for hobbies or avocational activities |

Key: A=Upper Management B=Middle Management C=Hourly Employee

Discussion

1. How do your individual scores compare with your work group above?
2. What differences can be found between middle management and hourly employees?
3. How might a manager use this information to motivate their staff?

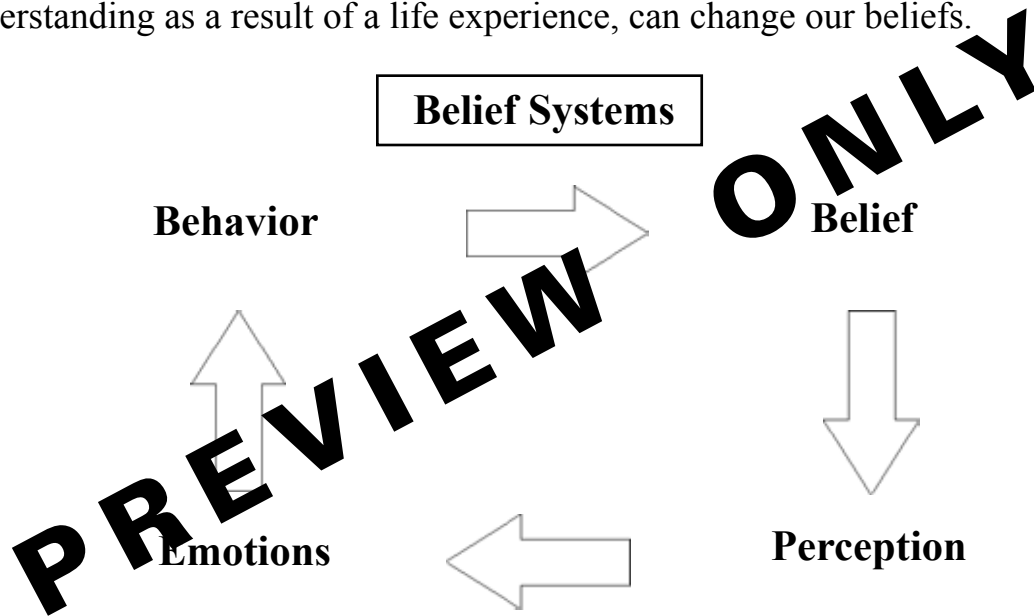
Managers have to know their people to understand what motivates them.

A Powerful Influence on Self and Others

"The mental acceptance of or conviction in the truth or actuality of something."

"Beliefs and assumptions about ourselves and those around us, influence and determine our perceptions of life"

A belief is something we don't know but ACCEPT as TRUE. Our beliefs about ourselves, others and the world are derived from our experiences. Our "belief systems" are the blueprint for our behaviors and emotions. They literally determine the way we perceive life and react to it. Determining what you believe is an important piece of the puzzle for taking control of your life. What you believe is what manifests in your life. If you believe that you deserve happiness, you will find it. If you believe the information and techniques offered within this training seminar won't work, they won't. If you believe your older brother or sister was right when he called you incompetent as a child, that is what you will be, particularly around him. **If you want to change a belief, you must create a new experience that supports the desired belief.** For example, many people "believed" that the world was flat until Christopher Columbus proved them to be wrong. Many times the beliefs that we had when we were young are changed by the experiences and feedback we receive from others, as we grow older. Sometimes hearing a speech or reading a book or coming to a new understanding as a result of a life experience, can change our beliefs.



**The important aspect to remember about beliefs is that they are changeable!
And, the key ingredient that begins the change process is YOU!**

Beliefs....

A Self-Assessment

Following are several techniques to assist you in the process of examining your beliefs. Your responses will provide you with valuable information about yourself. In completing these items, please keep in mind that there are no "right" or "wrong" answers. Also remember that the more honest you are, the more information you will uncover. These exercises are designed to be done quickly. Answer with the first thing that comes to your mind. You may be surprised at the results.

Statement #1: Write 5 sentences beginning with the phrase "I believe that I..."

1. _____
2. _____
3. _____
4. _____
5. _____

Statement #2: Write 5 sentences beginning with the phrase "I believe that in my role as manager, I..."

1. _____
2. _____
3. _____
4. _____
5. _____

Statement #3: Write 5 sentences beginning with the phrase "I believe my team members..."

1. _____
2. _____
3. _____
4. _____
5. _____

Statement #4: Write 5 sentences beginning with the phrase "I believe my manager..."

1. _____
2. _____
3. _____
4. _____
5. _____