

Leadership

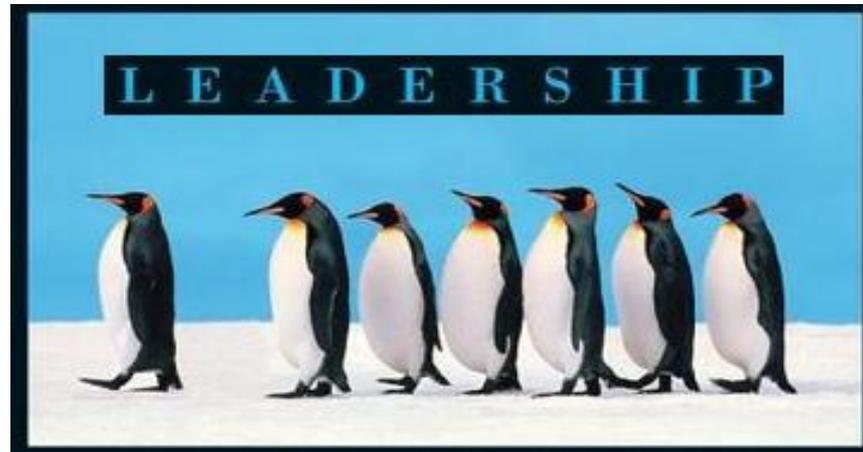
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- Leadership

- Enhancing the Lessons of Experience 8th Edition

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Part Three: Focus on the Followers

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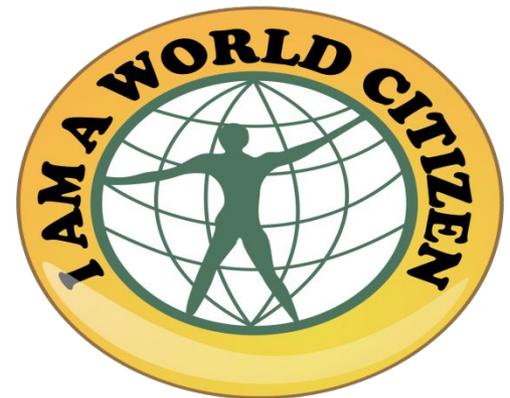
- Chapter Nine: Motivation, Satisfaction, and Performance
 - The ability to motivate others is a fundamental leadership skill and has strong connections to building cohesive, goal-oriented teams and getting results through others.
 - ▣ Most people believe they could give as much as 15 to 20 percent more effort at work than they now do with no one, including their own bosses, recognizing any difference.
 - ▣ They also believe they could give 15 to 20 percent less effort without anyone noticing a difference.



Motivation-Satisfaction-Performance

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- Leadership behaviors, such as building relationships or consideration result in more satisfied followers.
 - Satisfied followers are more likely to remain with the company and engage in activities that help others at work – organizational citizenship behaviors.



Motivation-Satisfaction-Performance

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- Other leadership behaviors, such as setting goals, planning, providing feedback, and rewarding good performance – initiating structure – influence followers to exert higher levels of effort toward the accomplishment of group goals.
 - These behaviors result in higher levels of customer satisfaction and loyalty, which in turn lead to better team performance.
 - Higher performance levels often lead to more rewards, which further increases follower satisfaction and performance.



Motivation-Satisfaction-Performance

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- A leader's ability to motivate followers is vitally important to both the morale and performance of the work group. However, the leader's use of motivational techniques is not the only factor affecting group performance.
 - Selecting the right people for the team, correctly using power and influence tactics, being seen as ethical and credible, possessing the right personality traits and high levels of intelligence, acquiring the necessary resources, and developing follower skills are other leadership factors affecting a group's ability to accomplish its goals.



Motivation

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- Motivation is defined as anything that provides direction, intensity, and persistence to behavior.
 - Thus, motivation comes into play whenever someone chooses an activity or task to engage in, puts forth a certain level of effort toward this activity, and persists with this effort for some time.
 - ▣ Like personality traits and types, motivation is not directly observable; it must be inferred from behavior.

DEFINE

Performance

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- Performance concerns behaviors directed toward the organization's mission or goals or the products and services resulting from those behaviors.
 - Performance is affected by a variety of factors.
 - Intelligence, skill, and the availability of key resources can affect a follower's behavior in accomplishing organizational goals – that is, performance – independently of that person's level of motivation.
 - ▣ Thus, an adequate level of motivation may be a necessary but insufficient condition of effective performance.



Satisfaction

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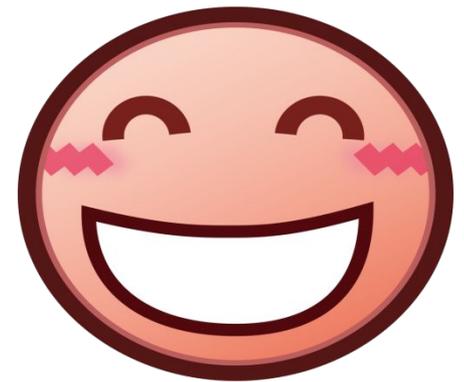
- Job satisfaction is not how hard one works or how well one works, but rather how much one likes a specific kind of job or work activity.
- Job satisfaction deals with one's attitudes or feelings about the job itself, pay, promotion, or educational opportunities, supervision, co-workers, workload, and so on.
 - People who are more satisfied with their jobs are more likely to engage in organizational citizenship behaviors – behaviors not directly related to one's job but helpful to others at work.



Organizational Citizenship Behaviors

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- Organizational citizenship behaviors create a more supportive workplace environment.
 - Examples might include volunteering to help another employee with a task or project or filling in for another employee when asked.
 - ▣ Happier workers tend to be more helpful workers.



Leader

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- The best leaders are those who can motivate workers to perform at a high level while maintaining an equally high level of job satisfaction.
 - Having both satisfied and high-performing followers is a goal leaders should strive to achieve.

—NEVER BE—
SATISFIED.
— ALWAYS STRIVE —
TO IMPROVE NO —
— MATTER HOW —
GOOD YOU THINK
YOU ARE.

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Understanding and Influencing Follower Motivation

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- Leaders can use many different theories and approaches to motivate followers, such as:
 1. Maslow's Hierarchy of Needs
 - Satisfy needs to change behavior.
 2. Achievement Orientation
 - Possess certain personality traits.
 3. Goal Setting
 - Set goals to change behavior.
 4. Operant Approach
 - Change rewards and punishments to change behavior.
 5. Empowerment
 - Provide autonomy and latitude to increase motivation for work.



Maslow's Hierarchy of Needs

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- One way to get followers to engage in and persist with the behaviors needed to accomplish their goals is to appeal to their needs.
 - Needs refer to internal states of tension or arousal, or uncomfortable states of deficiency people are motivated to change.
 - Hunger is a good example of a need: people are motivated to eat when they get hungry.
 - If the need is not being met, the person would choose to engage in and persist with certain behaviors until satisfied.

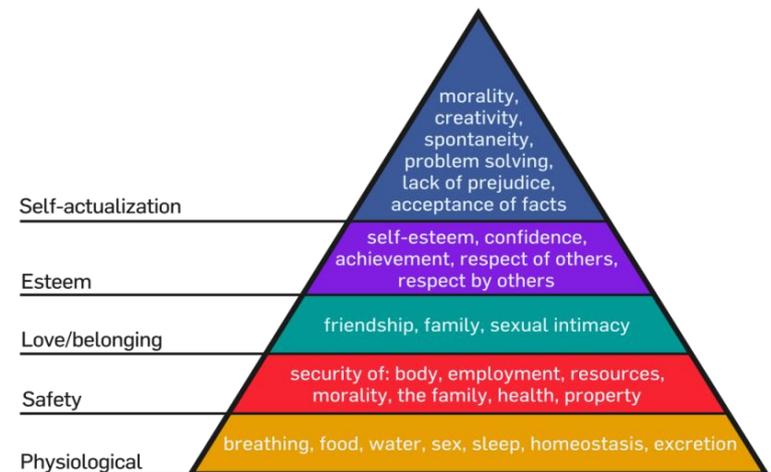


Maslow's Hierarchy of Needs

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- According to Maslow, people are motivated by the following five basic types of needs:

1. The Need to Survive Physiologically
2. The Need for Safety and Security
3. The Need for Affiliation with Others (Love/Belonging)
4. The Need for Self-Esteem
5. The Need for Self-Actualization



Maslow's Hierarchy of Needs

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- According to Maslow, any person's behavior can be understood primarily as the effort directed to satisfy a particular level of need in the hierarchy.
 - Which level happens to be motivating a person's behavior at any time depends on whether lower needs in the hierarchy have been satisfied.
 - ▣ Lower-level needs must be satisfied before the next higher level becomes salient in motivating behavior.

satisfied?



Maslow's Hierarchy of Needs

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- Leaders can motivate follower behavior only by taking into account a follower's position on the needs hierarchy and ensuring that all lower-level needs are satisfied before trying to appeal to their follower's self-esteem or self-actualization needs.
- Leaders may need to address some basic, fundamental areas before their attempts to get followers and teams to expend more effort on work-related behaviors will be successful.



Achievement Orientation



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- To improve group performance, leaders should select followers who have the right skills and a higher level of personality trait referred to as achievement orientation.
- Achievement orientation reflects an individual's tendency and motivation to exert effort toward task accomplishment.
 - ▣ Achievement orientation relates to the personality dimension of conscientiousness, which is associated with positive performance across virtually all types of jobs.
 - ▣ Achievement orientation is often a key success factor for people who advance to the highest levels of the organization.

Selection

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- Research shows that leaders are looking for followers who can get the job done – they have relevant experience, intelligence, and possess good interpersonal skills.
 - Intelligence alone is not enough, though, as height and personal appearance have been found to have just as much bearing on hiring decisions as GPA.
 - Leader biases also come into play when evaluating the performance of followers after they get hired.
 - Research shows those who get along with others, do not make any enemies, and flatter their bosses may rise higher in organizations than those who produce actual results.

SELECT

Motivation

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The Surprising Truth
About What Motivates Us

● What Really Motivates Workers?

- Leaders can best motivate followers by providing meaningful goals, resources, and encouragement; being decisive; and minimizing irrelevant demands.
- Leaders can also help motivate by rolling up their sleeves and pitching in and not exerting time pressure so intense that even minor glitches are perceived as major crisis.
- Employees reported striving to do their best and having the strongest positive emotions on days when they felt they were making headway in their work assignments or got support to overcome obstacles.
 - Recognition helps to improve motivation, only if people feel they are making progress toward achieving their goals.

Goal Setting

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- Leaders can hire a group of highly motivated followers, but they also need to set clear expectations, provide opportunities for followers to set and achieve work-related goals, and provide feedback on progress toward goals.
- Goals are the most powerful determinants of task behaviors.
 - ▣ Goals direct attention, mobilize effort, help people develop strategies for achievement, and help people continue exerting effort until their goals are reached.

SET GOALS

- 1.
- 2.
- 3.



Goal Setting

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- In regards to Goal Setting, research shows:
 - Goals that are both specific and difficult result in consistently higher effort and performance when contrasted to simple “Do Your Best” goals.
 - Goal commitment is critical.
 - ▣ Commitment to assigned goals is often as high as the commitment to goals followers helped to set, provided the leader was perceived to have legitimate authority, expressed confidence in followers, and provided clear standards for performance.
 - Followers exerted the greatest effort when goals were accompanied by feedback.



Goal Setting

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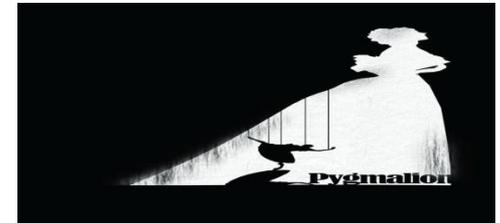
- Several other aspects of Goal Setting are worth noting.
 - Goals can be set for any aspect of performance.
 - Leaders motivate followers most effectively by setting moderately difficult goals, recognizing partial goal accomplishment, and making use of continuous improvement philosophy by making goals incrementally more difficult.
 - ▣ A leader's implicit and explicit expectations about goal accomplishment also affect performance of followers and teams.

EXPECTATIONS
VS.
REALITY

Expectations

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- A leader's expectations for a follower or team have a good chance of becoming a self-fulfilling prophecy.
 - The Pygmalion Effect occurs when leaders articulate high expectations for followers; in many cases these expectations alone will lead to higher-performing followers and teams.
 - Unfortunately, the Golem Effect is also true - leaders who have little faith in their followers' ability to accomplish a goal are rarely disappointed.
 - Leaders wanting to improve their followers performance should set high but achievable goals and express confidence and support that the followers can get the job done.



The Operant Approach

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- One popular way to change the direction, intensity, or persistence of behavior is through rewards and punishments.
 - A Reward is any consequence that increases the likelihood that a particular behavior will be repeated.
 - Punishment is the administration of an aversive stimulus or the withdrawal of something desirable, which decreases the likelihood that a particular behavior will be repeated.



The Operant Approach



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- Both rewards and punishments can be administered in a contingent or non-contingent manner.
 - Contingent rewards or punishments are administered as consequences of a particular behavior.
 - Non-Contingent rewards and punishments are not associated with particular behaviors.
 - Behaviors that are not rewarded may eventually be eliminated through the process of Extinction.
 - When properly implemented, there is ample evidence to show that the Operant Approach can be an effective way to improve follower motivation and performance.

Rewards

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- Research shows rewards work better than punishments, particularly if administered in a contingent manner.
 - Incentive pay targeted at specific follower behaviors is the most effective, followed by social recognition and performance feedback, for improving follower performance.
 - Leaders who properly design and implement contingent reward systems do see increase in follower productivity and performance.



The Operant Approach



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- Using operant principles properly to improve followers' motivation and performance requires several steps:
 - Leaders need to clearly specify what behaviors are important.
 - Leaders need to determine if those behaviors are currently being punished, rewarded, or ignored.
 - Leaders need to find out what others find rewarding and punishing.
 - Leaders need to be wary of creating perceptions of inequity when administering individually tailored rewards.
 - Leaders should not limit themselves to administering organizationally sanctioned rewards and punishments.
 - Leaders should administer rewards and punishments in a contingent manner whenever possible.

The Operant Approach

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- The use of unconditional praise has some unintended implications that organizations must deal with.
 - One implication is that people now entering the workforce are much more likely to be self-centered, “narcissistic praise junkies” than the people they are working for.
 - Because of the constant positive reinforcement they received when growing up, a higher percentage of people in this generation think they are special and should get rewarded for everything they do.
 - Leaders need to take the steps needed to boost the self-esteem of (and retain) these individuals.



Empowerment

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- Empowerment has two key components:

1. For leaders to truly empower employees, they must delegate leadership and decision making down to the lowest levels.
 - Employees are often the closest to the problem and have the most information, and as such can often make the best decisions.
2. Leaders need to equip employees with the resources, knowledge, and skills necessary to make good decisions.
 - Not surprisingly, ill-equipped employees can make poor, uninformed decisions.



Empowerment

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- Empowerment has both delegation and developmental components.
 - Delegation without development is often perceived as abandonment, and development without delegation can often be perceived as micromanagement.
 - ▣ Leaders wishing to empower followers must determine what followers are capable of doing, enhance and broaden these capabilities, and give followers commensurate increases in authority and accountability.



Empowerment

Macro-Psychology

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- 3 macro psychological components underlie empowerment: motivation, learning, and stress.
 - Empowerment increases motivation, and, as a result, productivity.
 - Empowerment with proper development can help employees learn more about their jobs, company, and industry.
 - Well designed empowerment programs can help reduce burnout. People can tolerate stress when they have a higher level of control.



Empowerment

Micro-Psychology

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- 4 micro psychological components underlie empowerment: self-determination, meaning, competence, and influence.
 - Empowered employees have a sense of self-determination; they can make a choice about what they do, how they do it, and when they need to get it done.
 - Empowered employees have a strong sense of meaning; they believe what they do is important to them and the company's success.
 - Empowered employees have a high level of competence: they know what they are doing and are confident they can get the job done.
 - Empowered employees have an impact on others and believe they can influence their teams and that others will listen to their ideas.



Empowerment

Summary

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- In summary, empowered employees have latitude to make decisions, are comfortable making these decisions, believe what they do is important, and are seen as influential members of their team.
- Un-empowered employees may have little latitude to make decisions, may feel ill-equipped and may not want to make decisions, and may have little impact on their work unit, even if they have good ideas.



Empowerment and the Operant Approach

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- Empowerment and Operant Approach make an important point that is often overlooked by other theories of motivation: by changing the situation, leaders can enhance followers' motivation, performance, and satisfaction.
- Unfortunately, many leaders naively assume it is easier to change an individual than it is to change the situation.
 - ▣ Leaders can see positive changes in followers' motivation levels by restructuring work processes and procedures, which in turn can increase their latitude to make decisions and add more meaning to their work. And, tying these changes to an effective reward system can further increase motivation.

Empowerment

Resistance

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- However, leaders are likely to encounter some resistance whenever they change the processes, procedures, and rewards for work, even if these changes are for the better.
- Leaders can help followers work through initial resistance to new processes and procedures by showing support, providing training and coaching on new skills, and capitalizing on opportunities to reward progress.



Motivation

Emotions

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- Just as our personal needs, thoughts, personality traits, and rewards can motivate us to do something different, so can our emotions drive us to engage in and persist with particular activities.
- Leadership practitioners should not overlook the interplay between emotions and motivation, and the better able they are to address and capitalize on emotions when introducing change, the more successful they are likely to be.



Follower Satisfaction

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- Research has shown that satisfied workers are more likely to continue working for an organization.
 - Satisfied workers are more likely to engage in organizational citizenship behaviors that go beyond job descriptions and role requirements and help reduce the workload or stress of others.
 - Dissatisfied workers are more likely to be adversarial in their relations with leadership and engage in counterproductive behaviors.



Employee Turnover

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- Although some level of “Functional Turnover” is healthy for an organization – some followers are retiring, did not fit into the organization, or were substandard performers – “Dysfunctional Turnover” is not.
 - Dysfunctional Turnover occurs when the “best and brightest” in an organization become dissatisfied and leave.



Employee Satisfaction

Survey

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● Typical items on an Employee Satisfaction Survey:

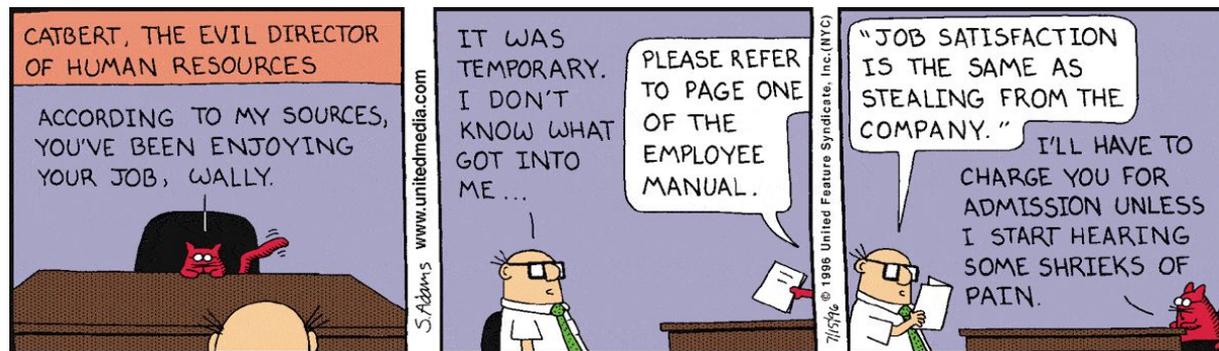
- Overall, I am satisfied with my job.
- I feel the workload is about equal for everyone in the organization.
- My supervisor handles conflict well.
- My pay and benefits are comparable to those in other organizations.
- There is a real future for people in this org. if they apply themselves.
- Exceptional performance is rewarded in this organization.
- We have a good health care plan in this organization.
- In general, I am satisfied with my life and where it is going.



Employee Satisfaction

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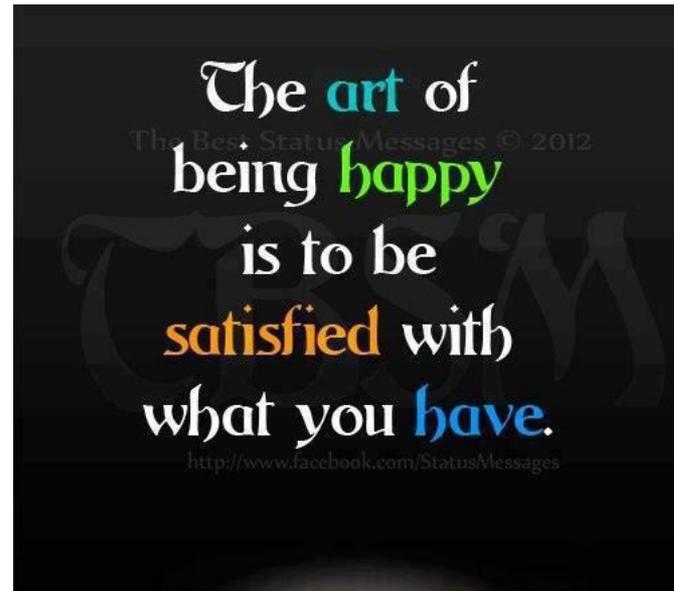
- A recent study by the Society of Human Resources Management indicated that the opportunity to use skills and abilities, compensation, job security, communication, and relationships with immediate supervisors were the biggest drivers of overall job satisfaction.
- The primary reasons for dysfunctional turnover are related to dissatisfaction with immediate supervisors and top leadership.



Employee Satisfaction

40

- Most people want to work in companies where they feel valued, have good job security, and get paid a fair wage.



Theories of Satisfaction



41

1. Maslow's Hierarchy of Needs

- Helping ensure people's needs are satisfied.

2. Achievement Orientation

- Securing needed resources, clearing obstacles, and allowing people to work on activities that matter to them.

3. Goal Setting

- Setting high goals and helping people to accomplish them.

4. Operant Approach

- Administering rewards.

5. Empowerment

- Giving people needed training and decision-making authority.

Theories of Satisfaction



42

- Affectivity

- Hiring happier people.

- People with a disposition for positive affectivity consistently react to changes, events, or situations in a positive manner. They are happy with their lives and tend to take an upbeat, optimistic approach when faced with new situations.

- Negative affectivity is related to job dissatisfaction.

Happiness
is a choice.

Theories of Satisfaction



43

- Herzberg's Two-Factor Theory

- Giving people more meaningful work.

1. No matter how much leaders improve working conditions, pay, or policies and procedures, followers will not exert additional effort or persist longer at a task.
2. Actually, the key is to provide plenty of recognition, responsibility, and possibilities for advancement.



Theories of Satisfaction



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- Organizational Justice

- Treating people fairly.

- People who are treated unfairly are less productive, satisfied, and committed to their organizations. Moreover, these individuals are also likely to initiate collective action and engage in various counterproductive work behaviors.



Life Satisfaction

45

- People who are happier with their jobs also tend to have higher life satisfaction ratings.
- Life satisfaction concerns one's attitudes about life in general.
 - Because leaders are often some of the most influential people in their followers' lives, they should never underestimate the impact they have on their followers' overall well-being.



Activity

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- Break into small groups and discuss how to design and implement a motivation program to engage students in learning and engaging in the classroom by using one or several of the five motivation approaches.



The End

...IS JUST A NEW
BEGINNING

THE
END
IS
JUST
A
NEW
BEGINNING

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