



Chapter 3.1

**Goal Setting
and Motivation**



Aim

To acquaint the students with the importance of goal setting and the role of motivation in life

Instructional Objectives

After completing this module, you should be able to:

- Discuss the aspects of a goal setting wish list

- Evaluate the importance of goal setting and SMART Goals

- Differentiate between short term and long term goals

- List the factors of motivation

Goal Setting and Motivation

(i) Introduction to Goal Setting:

- Goal setting is an activity that defines a plan for the future of an individual, unit, organisation, etc.
- Setting goals creates a long term vision and the motivation to achieve it.
- Goals should support one's beliefs and values



Goals, Wishes, Dreams

A wish is something one potentially desires but is not prepared to commit to achieving it.

A goal is a well defined target, something one is committed to achieving.

A dream is the ultimate destination.



(ii) Why do we need to set goals?

Goals:

- steer us in the right direction
- drive us forward
- give us focus
- help us determine
- empower us;

(iii) Areas of Goal Setting



(iv) Points to Remember Before Setting Goals

Determine what you want to accomplish in the various aspects of your life

List your lifetime goals

Define long term goals that will help you achieve your lifetime goals

Identify short term goals needed to achieve long term goals

Set time frames for short term goals

Create to-do lists

(v) Steps to Goal Setting



(vi) SMART Goals

S - Specific: Goals must be specific, clear, and unambiguous.

M - Measureable: It should be possible to measure the results.

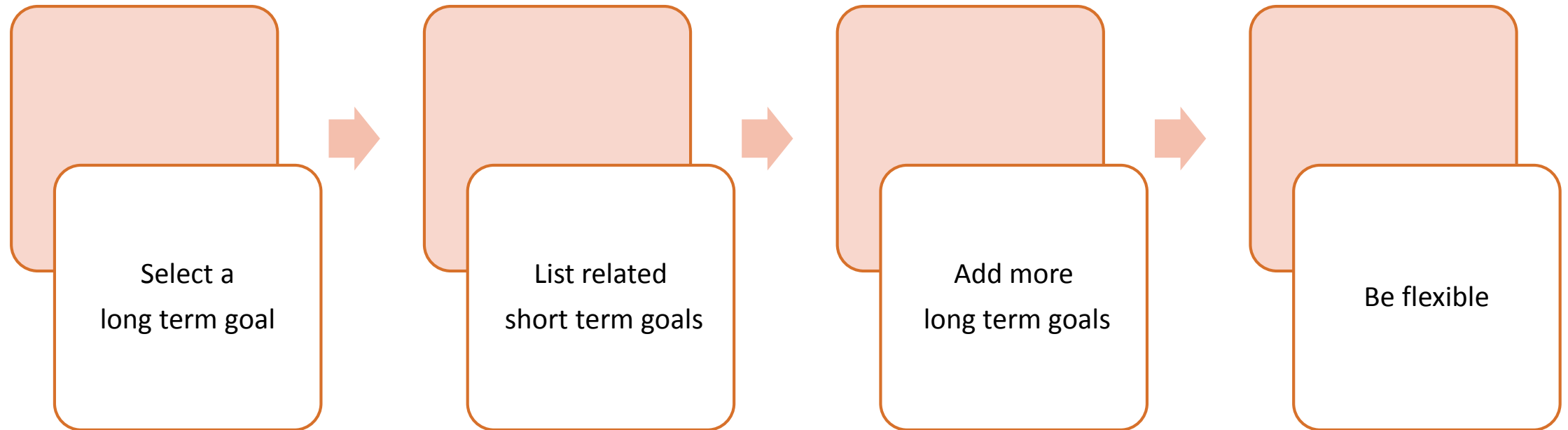
A - Goals should be such that they can be attained by an individual.

R - Realistic: One must set realistic goals.

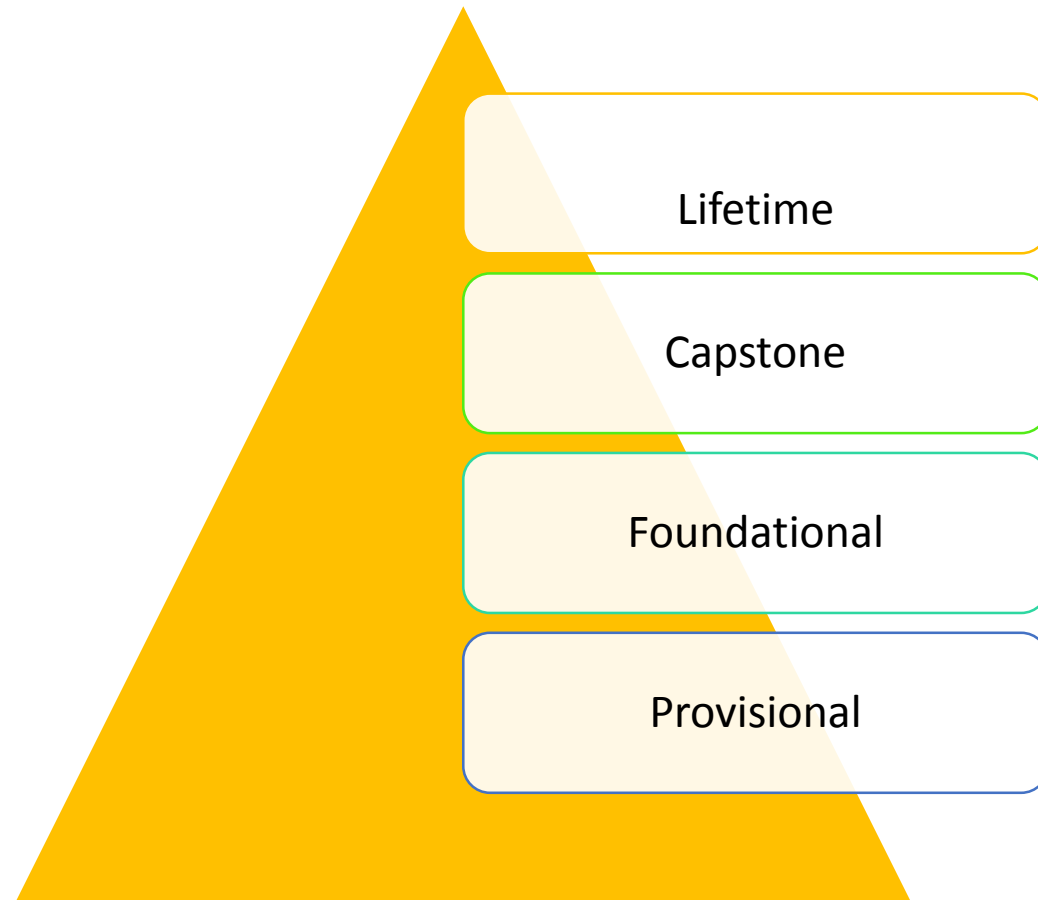
T - Time bound: Goals must have a definite start and completion date



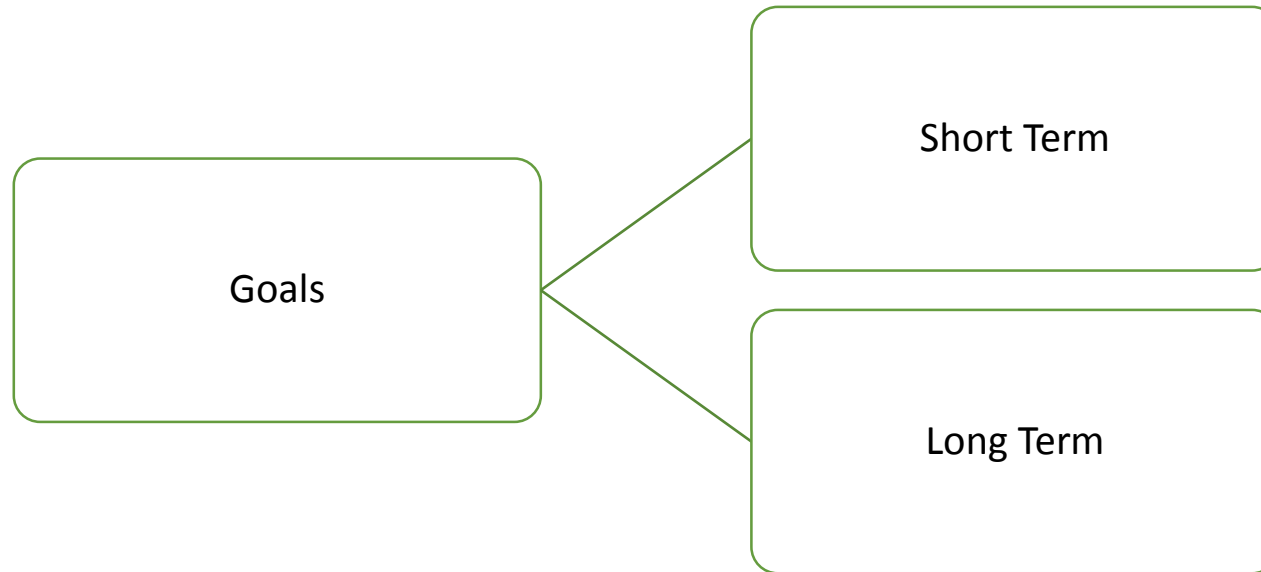
(vii) Steps to Prioritising Goals



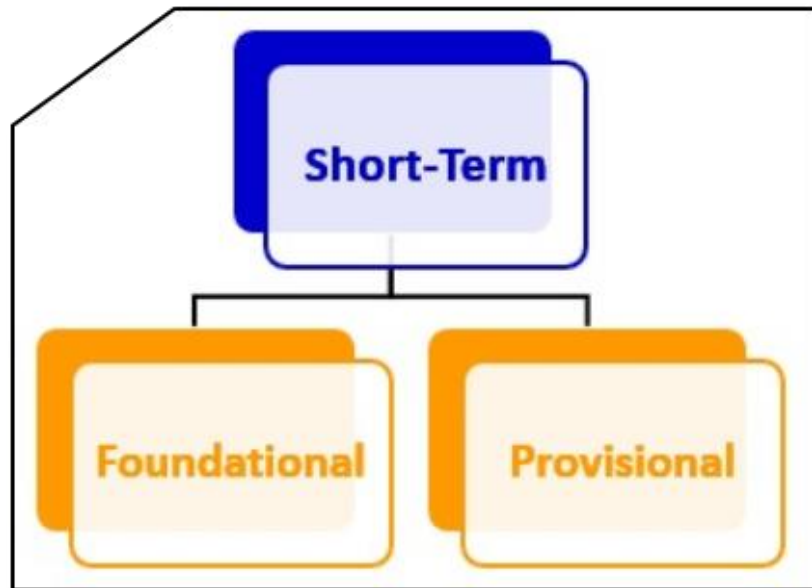
(viii) Types of Goals:



Types of Goals



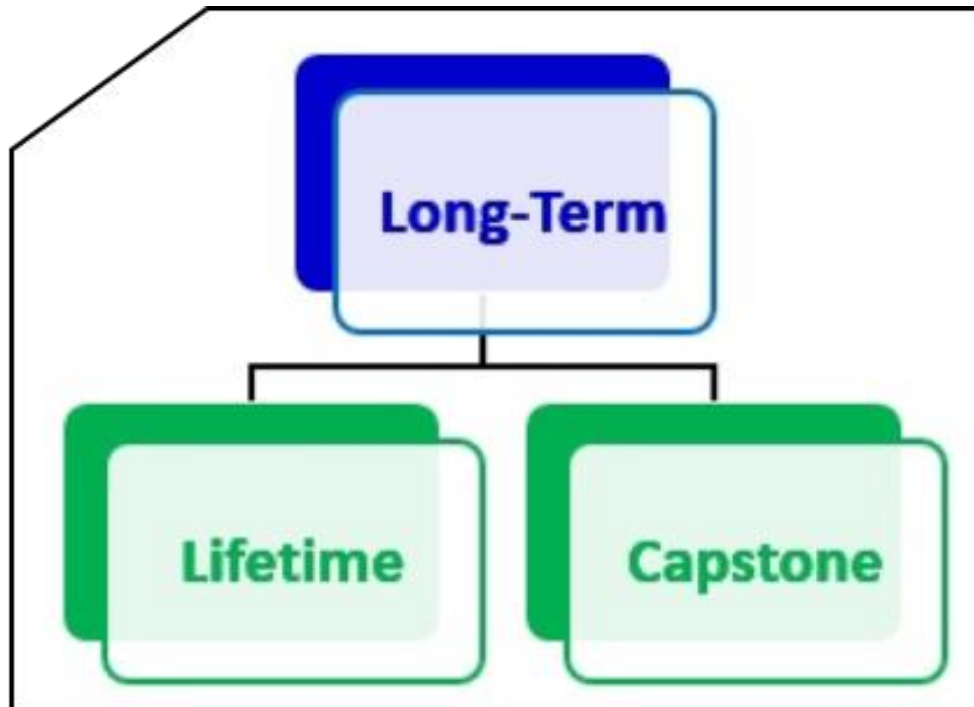
Short Term Goals



Short Term goals are further divided into foundational or provisional goals.

(Source:
<http://thepeakperformancecenter.com/development-series/skill-builder/personal-effectiveness/goal-setting/types-of-goals/>)

Long Term Goals



Long term goals are classified into lifetime and capstone goals.

(Source:
<http://thepeakperformancecenter.com/development-series/skill-builder/personal-effectiveness/goal-setting/types-of-goals/>)

(ix) Benefits of Goal Setting

- Provides direction
- Helps focus on the important
- Provides clarity in decision making
- Gives you control over your future
- Motivates you
- Gives personal satisfaction, and
- Creates a sense of purpose in life
- Limits stress





Quiz / Assessment

1. Goals act as a _____ steering us in the right direction.

- a) Compass
- b) Map
- c) Direction finder
- d) GPS

2. One of the elements of goals is:

- a) Expressing them in long sentences
- b) Expressing them through a sketch
- c) Expressing them through action verbs
- d) Writing a story about them



Quiz / Assessment

3. SMART goals are

- a) Specific, measureable, attainable, realistic, time bound
- b) Smart, measureable, attainable, relevant, time consuming
- c) Specific, mandated, achievable, reversible, task based
- d) Smart, mandated, achievable, relevant, time bound

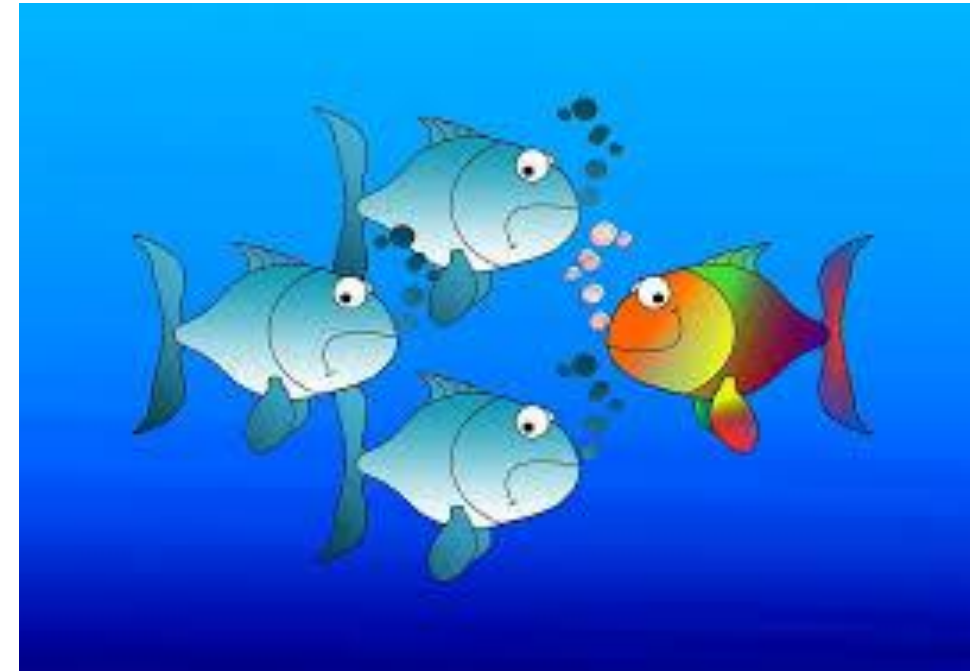
4. Short term goals are

- a) Foundational and provisional
- b) Lifetime and capstone
- c) Foundational and capstone
- d) Lifetime and provisional

Motivation

(i) Introduction

- Motivation is the willingness to exert a persistent and high level of effort toward organizational goals, conditioned by the effort's ability to satisfy some individual need.
- Motivation is a need-satisfying process.



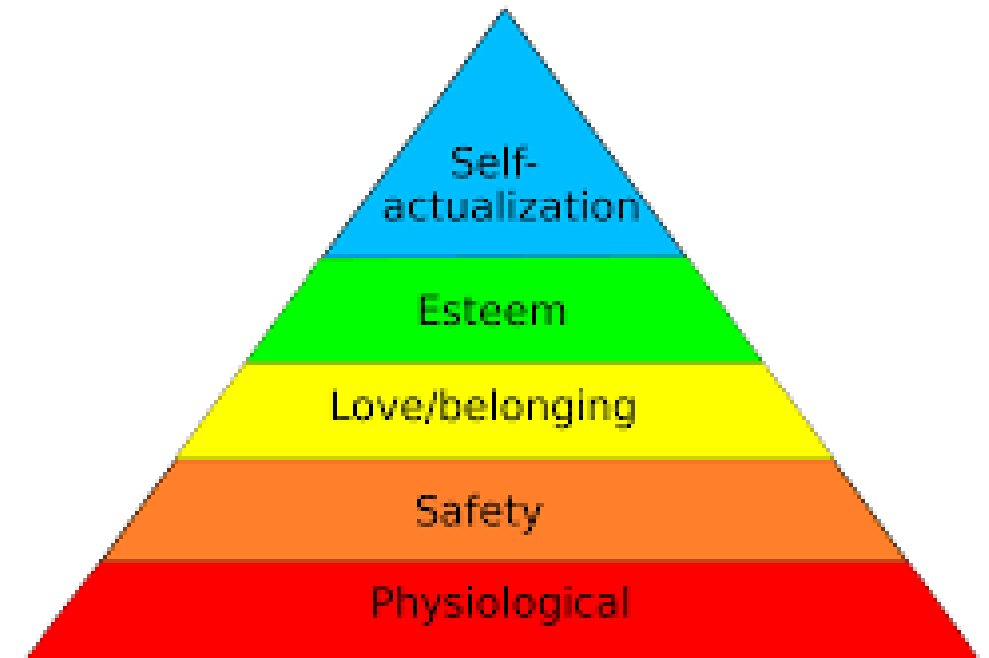
(ii) Types of Motivation



(iii) Theories of Motivation

(a) Maslow's Hierarchy of Needs

Dr Abraham Maslow, an American psychologist, propagated a five-tier hierarchy of human needs. He stated that motivation drives people to achieve certain needs and certain needs take precedence over others. The most basic needs are those pertaining to our physical survival. After achieving each level, an individual is motivated to move the level above that.



(b) ERG Theory

Clayton Alderfer, another American psychologist, proposed a condensed version of Maslow's Theory with some modified assumptions and named it the ERG Theory where ERG stands for:

Existence

Relatedness

Growth

(c) Achievement Motivation Theory

David McClelland suggested there are three learned needs: achievement, affiliation, and power.

Need for achievement (nAch): The drive to excel, to achieve in relation to a set of standards, to strive to succeed.

(Need for affiliation (nAff): The desire for friendly and close interpersonal relationships.

Need for power (nPow): The need to make others behave in a way that they would not have behaved otherwise.

(d) Douglas McGregor Theory

According to Douglas McGregor:

- Theory X basically sees people as irresponsible and lazy
- Theory Y basically views people as responsible and conscientious

(v) Goal Setting Theory

- An individual is more likely to be committed to goals when they are self set, made public, and when the individual can exercise control over them.
- Self-efficacy is an individual's belief that he or she is capable of performing a task or is able to succeed in a given task.
- Culture also determines goal setting. Studies have shown that individuals of western countries are more likely to achieve their goals as the people there rank high in assertiveness.

(vi) Equity Theory

- Equity theory predicts that when employees perceive an inequity, they will make a choice
- Equity theory perceives that individuals are not only concerned with the amount of rewards they receive for their efforts but also with the relationship of that amount to what others get.

(vii) Two-Factor Theory

Proposed by psychologist Frederick Herzberg, it is also known as the motivation-hygiene theory. Some of Herzberg's conclusions include:

- Intrinsic factors, such as advancement, recognition, responsibility, and achievement seem to be related to job satisfaction.
- Job satisfaction factors are separate and distinct from job dissatisfaction factors. Managers who eliminate job dissatisfaction factors may not necessarily bring about motivation.

Two-Factor Theory (contd)

- When hygiene factors are adequate, people will not be dissatisfied; neither will they be satisfied. To motivate people, emphasize factors intrinsically rewarding that are associated with the work itself or to outcomes directly derived from it.

(viii) An Integrative Model of Motivation

Its basic framework is organized around the expectancy-theory variables

- Supportive resources facilitate individual effort.
- For good performance, the individual must have the requisite ability to perform
- The performance-rewards relationship will be strong if the individual perceives that performance is rewarded
- The final link in expectancy theory is the rewards-goals relationship.



Quiz / Assessment

5) The love and belonging need is achieved after the _____ need.

- a) Physiological
- b) Safety
- c) Esteem
- d) Self actualization

6) The ERG theory was propounded by .

- a) Maslow
- b) McClelland
- c) McGregor
- d) Adelfer



Quiz / Assessment

7) _____ is the belief that an individual is capable of performing a task..

- a) Confidence
- b) Self esteem
- c) Self efficacy
- d) Ability

8) The highest level of needs is _____

- a) Physiological
- b) Esteem
- c) Belongingness
- d) Self actualization



Activity

Brief description of activity: Individual Activity

Offline Activity
(45 mins)

Participants to list SMART goals for various areas of their lives – Family/Relationships, Health, Career, Education, Finance, Spiritual, Travel/Lifestyle.



Summary

- ✓ Goal setting is an activity that defines a plan for the future
- ✓ Goals act as a compass, steering us in the right direction.
- ✓ Goals can be short term or long term goals.
- ✓ Determine what you want to accomplish in the various aspects of your life
- ✓ SMART goals are specific, measureable, attainable, realistic, and time bound goals.
- ✓ Motivation is the willingness to exert a persistent and high level of effort towards achieving something
- ✓ Motivation is a need-satisfying process.



e-References

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External Resources

1. *Wicker, D. (2017). Goal Setting: Confidence + Goals = Success (1st ed.).*
2. *Raymond, Z. (2017). Goal Setting: Your 9 Step Guideline to Goal Setting (1st ed.).*
3. *Peale, N. The power of positive thinking (1st ed.).*

THANK YOU