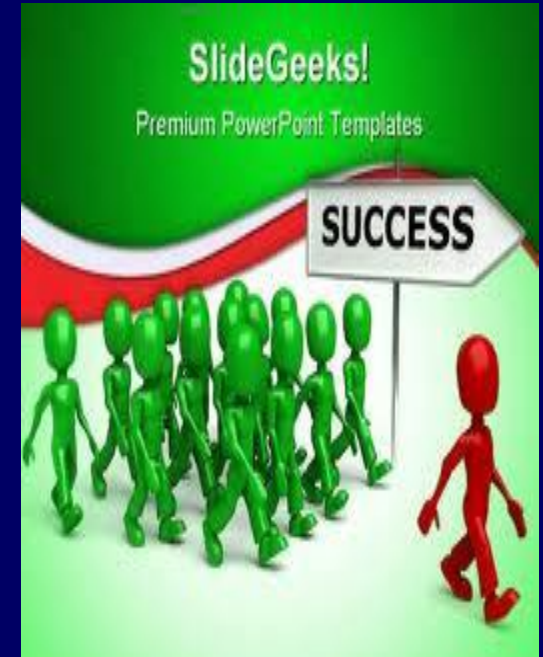


# STUDENTSFOCUS.COM Leadership Definition



# Leadership Definition

Leadership is the **process of influencing** (power) the activities of an individual or a group **towards the achievement of a goal** in a given situation

## Leader

→ **Show the direction and guide** the group members towards the accomplishment of the company's goal

Leadership is defined as personal quality of an individual that influence the behavior of followers

It is very important function of management

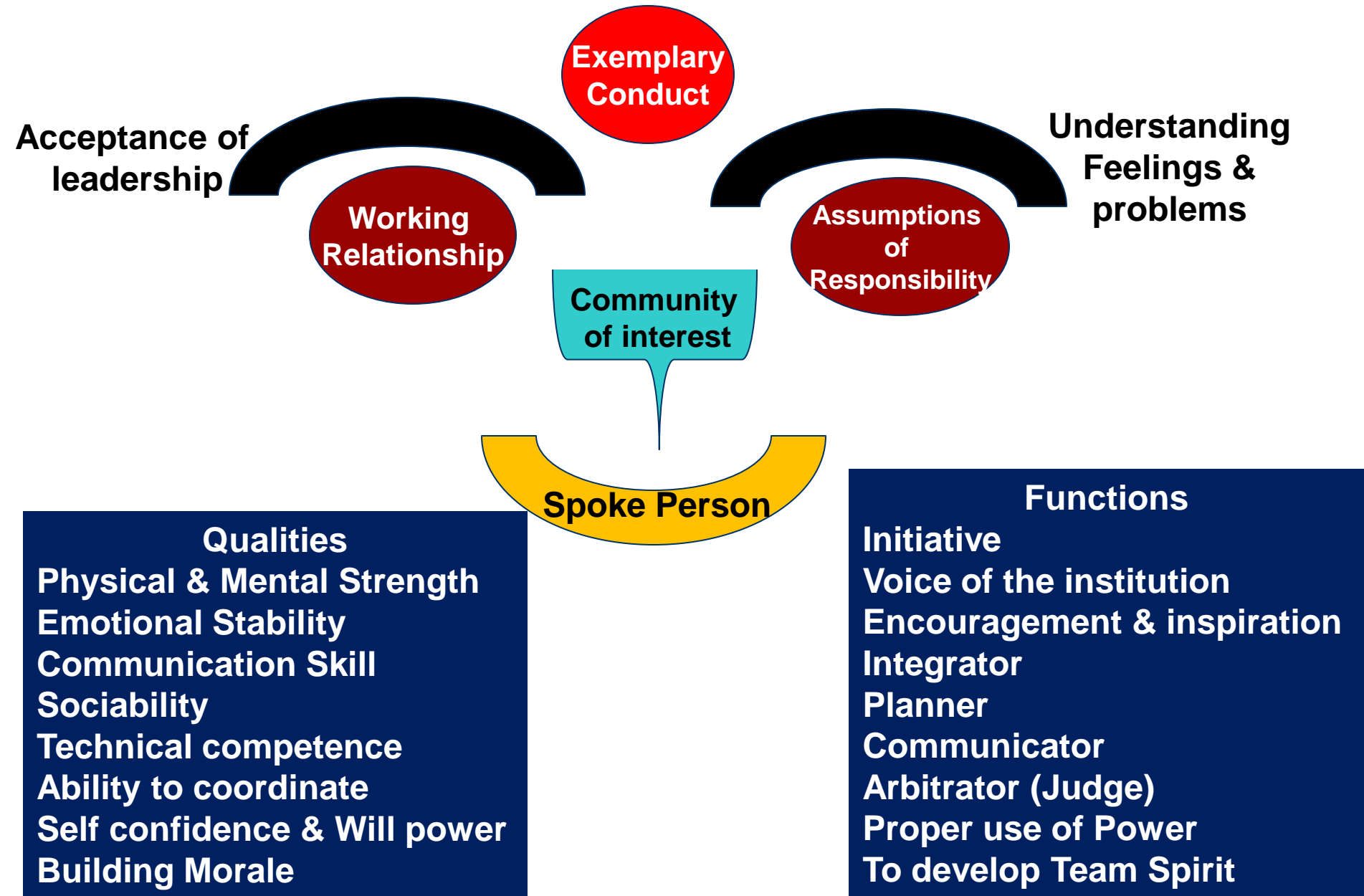
“ A good leader thus does not stand behind a group to push  
But he places himself before the group & inspires the group  
to accomplish organizational goals “

# Characteristics of Quality Leaders

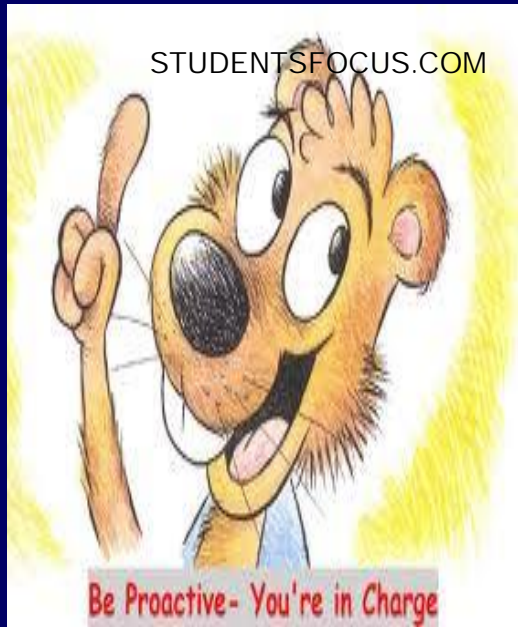


# Quality characteristics of Leadership

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# Characteristics of Quality Leaders (12 Behaviors )

- **Priority Attention to External & Internal Customers & their needs**
  - Continually evaluate the customers changing requirements
- **Empower rather than control, subordinates**
  - Leaders have trust & confidence in the performance of subordinates
  - Provide the resources, training & good work environment to help subordinates do their jobs
- **Improvement rather than maintenance**
  - “ If it isn’t perfect, improve it “ rather than “ If it ain’t broke, don’t fix it”
  - Continuous process improvement on a positive track
- **Prevention than Cure**
  - “An ounce of prevention is worth a pound of cure”
  - Preventing problems & developing better

- **Encourage Coordination than Competition among Department**

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→ Must be collaboration among & within units

- **Training & Guide than Directing & supervise**

→ As coaches, they help their subordinates learn to do a better job

- **Learn from problems**

→ When a problem exists, it is **treated as an Opportunity**

→ What caused it ? How can we prevent it in the future?

- **To improve Communications**

→ **Communications is two way-ideas** will be generated by people when **leaders encourage** them & act upon them

- **Demonstrate involvement / Commitment to Quality**

→ Leader walk their talk- their actions rather than words

- **Choose Suppliers Based Quality not Price**

→ Suppliers are encouraged to participate on project teams & involved

- **Organization Structure –Quality**

- **Encourage Team Work**

→ Provide rewards & recognition individuals & teams

# Leadership Concepts

To become successful ,leadership requires to **understand human natures**-Basic needs, wants and abilities of people.

To effective a leader understand the following

1. People need, Gives **Security & independence**
2. People are **sensitive to Rewards & punishments**, yet are also strongly self motivated
3. People like to hear a Kind word of praise. **Catch People doing something right, so you can pat them on the back**
4. People can process only a few facts at time , a leader needs to keep things Simple
5. People **trust** their gut (burn) reaction more than statistical data
6. People **distrust a leader's expression** if the words are inconsistent with the leaders actions



# **7 Habits of highly effective people (Stephen R.Covey)**

**Foundation for success on their character ethic**

**→ Integrity, humility, fidelity, temperance, courage, justice, patience, industry, simplicity, modesty & golden rule**

**Personality ethic → Personality Growth, communication skill training, education, Positive thinking**

Be proactive

Begin with the end in mind

Put first things first

Independence –  
Character Growth

Think win-win

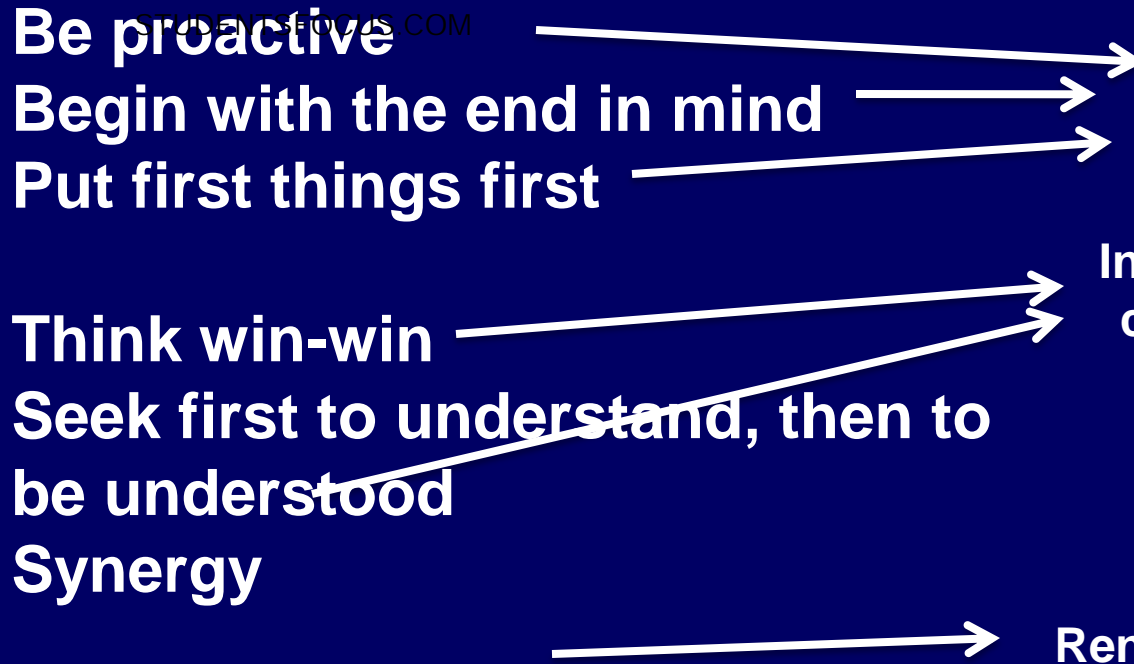
Seek first to understand, then to  
be understood

Synergy

Interdependence – Team work,  
cooperation, communication

Sharpen the saw

Renewal



# Habit 1: Be Proactive (“You are the Creator & In charge”)

**Proactive means taking responsibility for your life – the ability to choose the response to a situation**

Reactive	Proactive
There is nothing I can do	Let's Look at our alternatives
She makes me so mad	I control my feelings
I have to do that	I will choose proper response
I can't	I choose
I must	I prefer
Things are getting worse	What initiative can we use ?

# **Habit-2 Begin with the end in mind (“First Creation and is based on Imagination ”)**

**Mental creation & Physical creation=Leadership & Management**

**Based on Personal philosophy**

- **Never compromise with Honesty**
- **Maintain Positive Attitude**
- **Remember the people involved**
- **Keep a Sense of humor**
- **Exercise Daily**
- **Do not fear mistakes**
- **Encourage Subordinates**
- **Read Books for leadership Developments**

**Leadership is doing the right things & Management is doing things right**

# Habits-3 Put first Things First (Self Management)

## Time Management Matrix

Urgent (Immediate attention)		Not Urgent	
Important	I Crises, Firefighting, Pressing Problems Deadline Driven Projects (KEY ROLES)	II Prevention, Preventive & Corrective actions, Relationship, Building New Opportunities (YOUR'S OBJECTIVE)	
	III Interruptions, Pressing Matters, Some Mails, Calls, Reports, Popular Activities (SCHEDULE TIME)	IV Busy Work ,Time Wasters Pleasant Activities (WEEKLY SCHEDULE)	
Not Important			

Effective & Proactive people spent most of their time in Quadrant II ,  
thereby reducing the time spent in Quadrant I



# **Habit-4 Think Win Win (Benefit all Human Interactions)**

**Win Win based**

**→ character, relationships, agreements, systems, processes**

**Obtain Win Win , Four step process**

- 📊 See the Problem From Others Viewpoint**
- 📊 Identify Key Issues**
- 📊 Determine & Analyze Acceptable Results**
- 📊 Seek New Options to Achieve Results**

# Habit-5 Seek First to understand, then to be Understood

- Key to effective communication

- Empathic Listening to what others SAY

others

- Understand Person's Emotions & Intellectual, Credit or Character.

- Understood

- “ Ethos (Personal character )

- Pathos (Person communication)

- Logos (Logic or person presentation)”

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## Habit-6 Synergy (Whole >Parts)

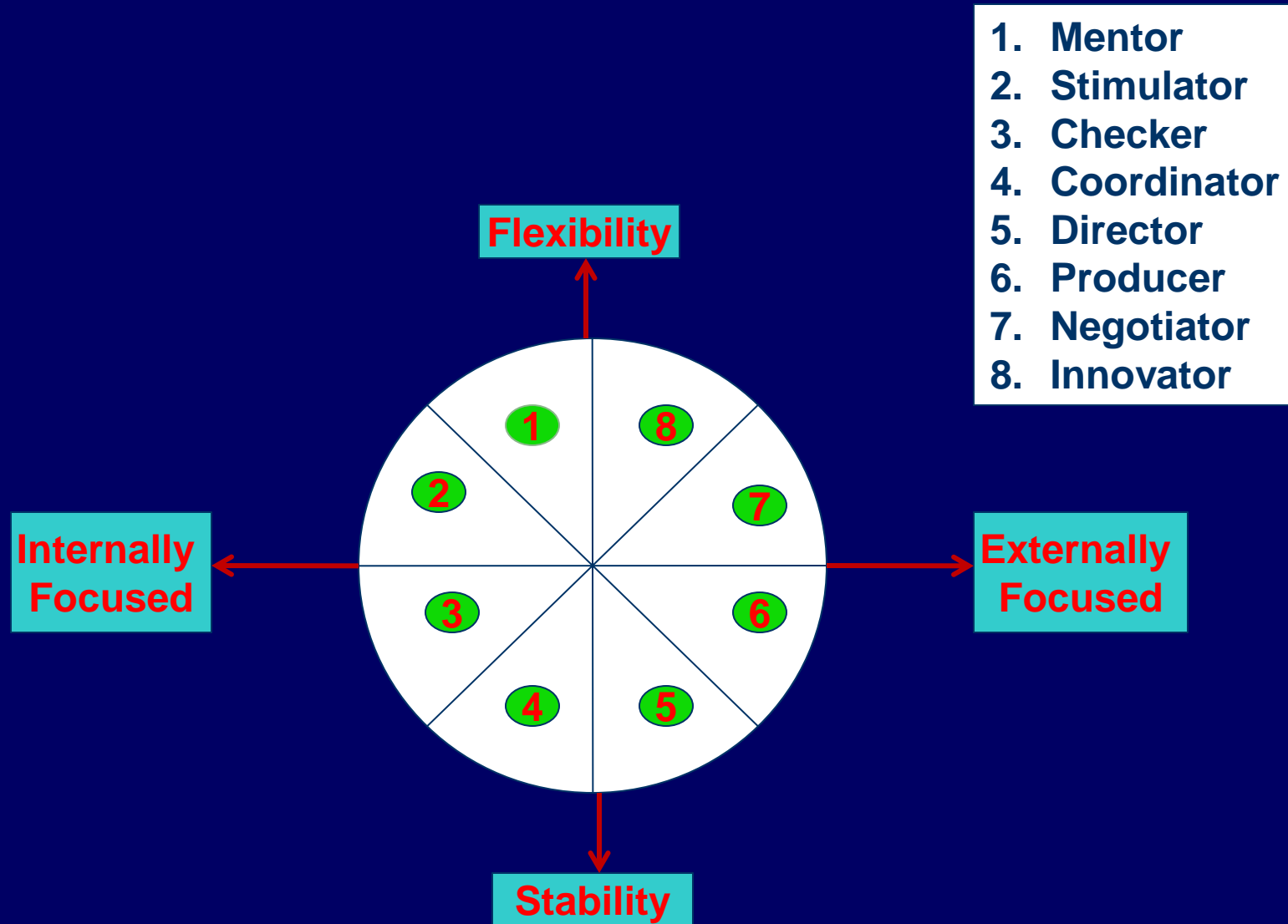
- **Team Achieves More Than Individual Efforts**
- **First 5 Habits towards Habit 6**
- **Coordination & Understanding Reaches Better Solutions.**

## Habit-7 Sharpen the Saw (Renewal)

### **Four Dimensions personal Nature**

- **Physical** –Good nutrition, Rest & Relaxation
- **Spiritual**- Prayer, Meditation & Spiritual Reading
- **Mental** – Reading, seminars, & Writings
- **Social/Emotional** –Our Relationship with others.

# Role of TQM leaders







# Quality Council

- It is a team to provide overall direction for achieving the Total Quality Culture (TQC )
- Quality council includes
  1. CEO – Chief Executive Officer
  2. Senior managers of the functional areas research manufacturing,finance,sales,marketing etc.
  3. Coordinator
  4. \*\* Union representative.

## Responsibilities of Quality Council Coordinator

1. To develop two way trust
2. To propose team requirements to the council
3. To share council expectations with the team
4. To brief the council on team progress

It is the Driver for  
the TQM Engine



# Duties of the Quality Council

- To develop the Quality statements eg. Vision, Mission, Quality policy statements, Core values etc.
- To develop strategic long-term plans and annual quality improvement programme.
- Make a quality training programme
- Monitor the costs of poor quality.
- Determine the performance measures for the organization
- Always find projects that improve the processes and produce customer satisfaction.
- Establish work-group teams and measure their progress.
- Establish and review the recognition and reward system for the TQM system

# Quality statements

- **Vision statement** – a short declaration of what the organization hopes to be tomorrow.  
“ To be world class enterprise in professional electronics “  
**BHARAT ELECTRONICS**
- **Mission statement** – a statement of purpose –who we are, who are our customers, what we do , and how we do it.  
“ Our mission is to help our customers achieve their business goals through excellence in global product realization. We will enable this through solutions based on innovative technologies, efficient processes & world class competencies in our people “  
**GEOMETRIC SOFTWARE**

- **Quality Policy** – is a guide for everyone in the organization, how they should provide products and services to the customers.

**Quality Policy is an important requirement of ISO 9000 Quality system**

**“Xerox is a quality company. Quality is the basic business principle for Xerox. Quality means providing our external & internal customers with innovative products & services that fully satisfy their requirements. Quality is the job of every employee”**

**XEROX CORPORATION**

# Strategic Planning

**It sets the long term direction of the organization in which it wants to proceed in future**



- **Goals must be focused, Goals must be concrete**
- **Goals must be based on statistical evidence**
- **Goals must be specific, understandable**
- **Goals must have plan or method with resources**
- **Goals must have a time-frame & measurable**
- **Goals must be challenging yet achievable**

- 1. Growth rate in sales**
- 2. Business into new lines**
- 3. Type of products to be offered**

**Goals → Long term planning : Objective → Short term Planning**  
**Goal is to win the war ; Objective is to capture the bridge**



## Strategic Planning

Process of planning the game 5 chess moves ahead while always protecting your queen.



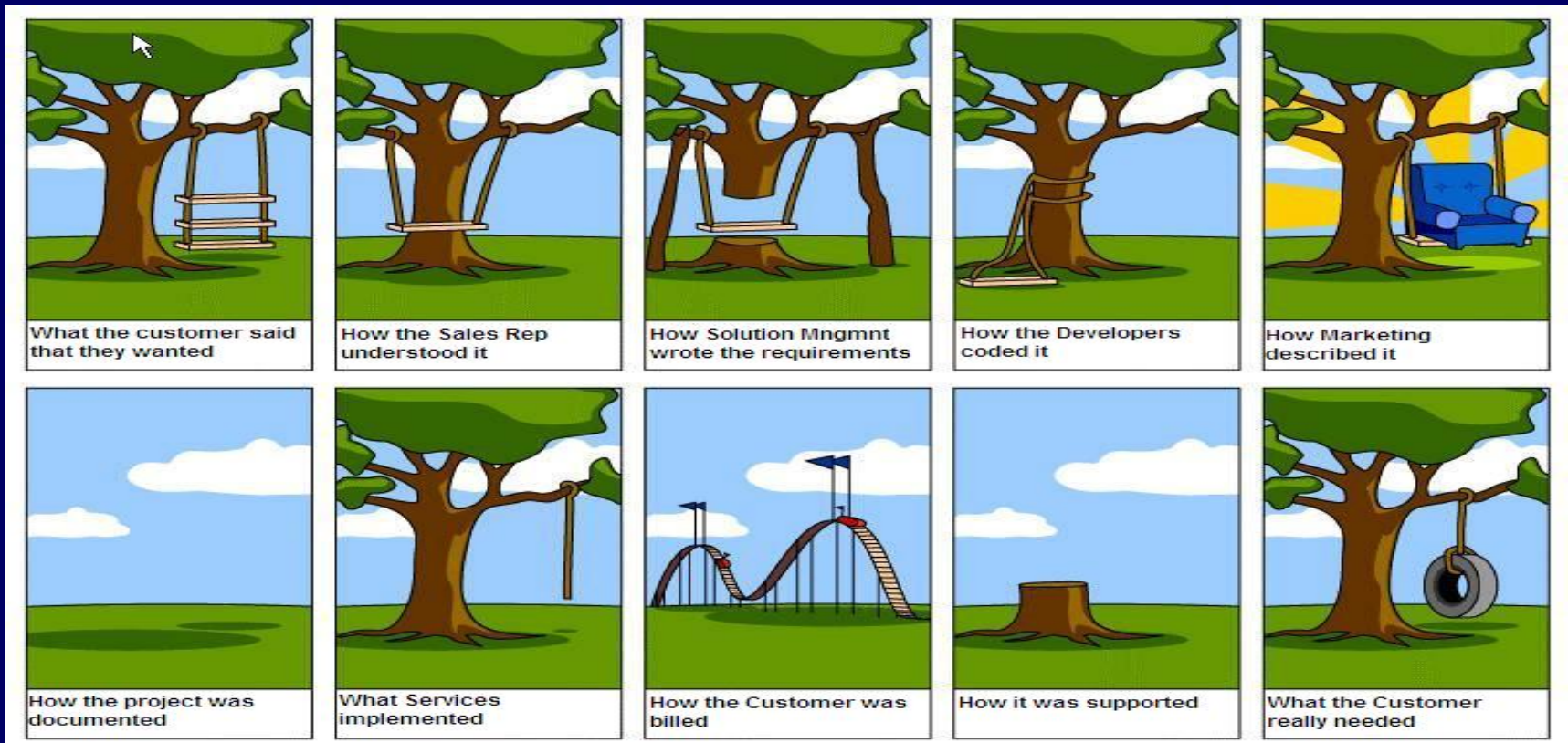
# Seven steps to Strategic Planning

## 1. Customer needs (To discover future needs of customers)

Who will they be? Will your customer base change?

What will they want?

How will the organization meet & exceed expectations?



## 2. Customer position

- Organizations want to be in relation to the customer  
Do they want to retain, reduce or expand the customer base

## 3. Predict the future

- Must look into their crystal ball to predict future conditions that will affect their product or service  
Depends on economic, technology etc.



#### 4. **Gap analysis** (comparison of various Alternatives)

To identify the gaps between current & future state of organization

This concept known as “**Value Stream Mapping**”

#### 5. **Closing the gap** (selecting the Best Alternative)

Should develop a specific plan to close the gaps

This process is known as “**Process Improvement**”



## 6. Alignment

The plan is developed, must be aligned with the mission, vision, concepts of the organizations

## 7. Implementation

Resources must be allocated, collecting data, **corrective action**, designing changes

**Note :** Strategic plan is not ending process, It is a continuous improvement process





# Customer satisfaction

- Customer is the **Boss or' King'**
- Customer dictates the market trends and direction
- Satisfied customers will buy more, and buy more frequently, and pay their bill quickly
- Understanding the customer's needs & expectations is essential to winning new business

## What is customer satisfaction?

Is it due to Product quality?

Is it due to pricing?

Is it due to good customer service?

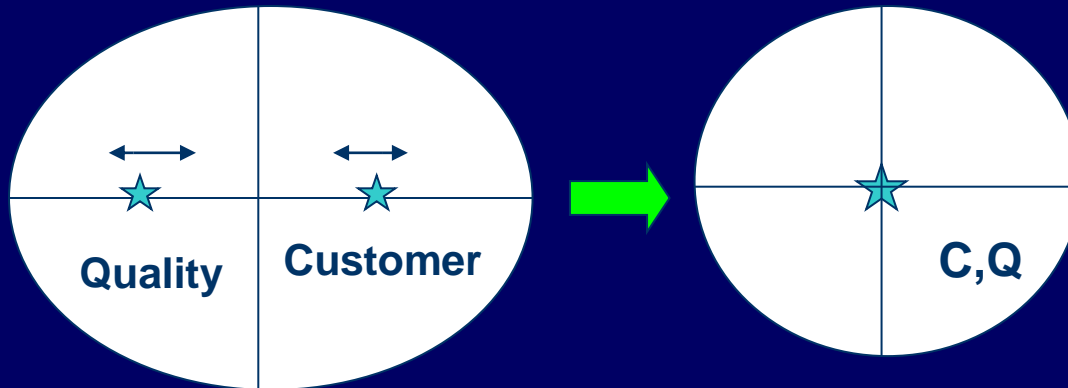
Is it due to company reputation?

Is it something more?

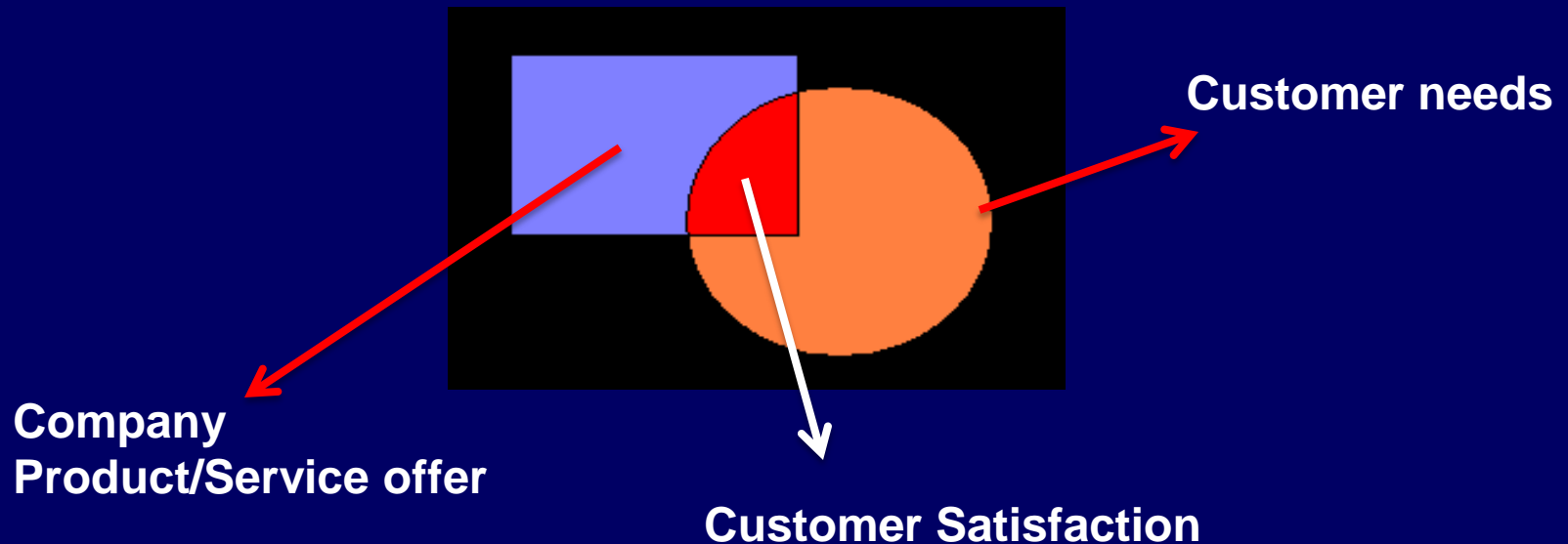


Answer : **It is difficult to measure**

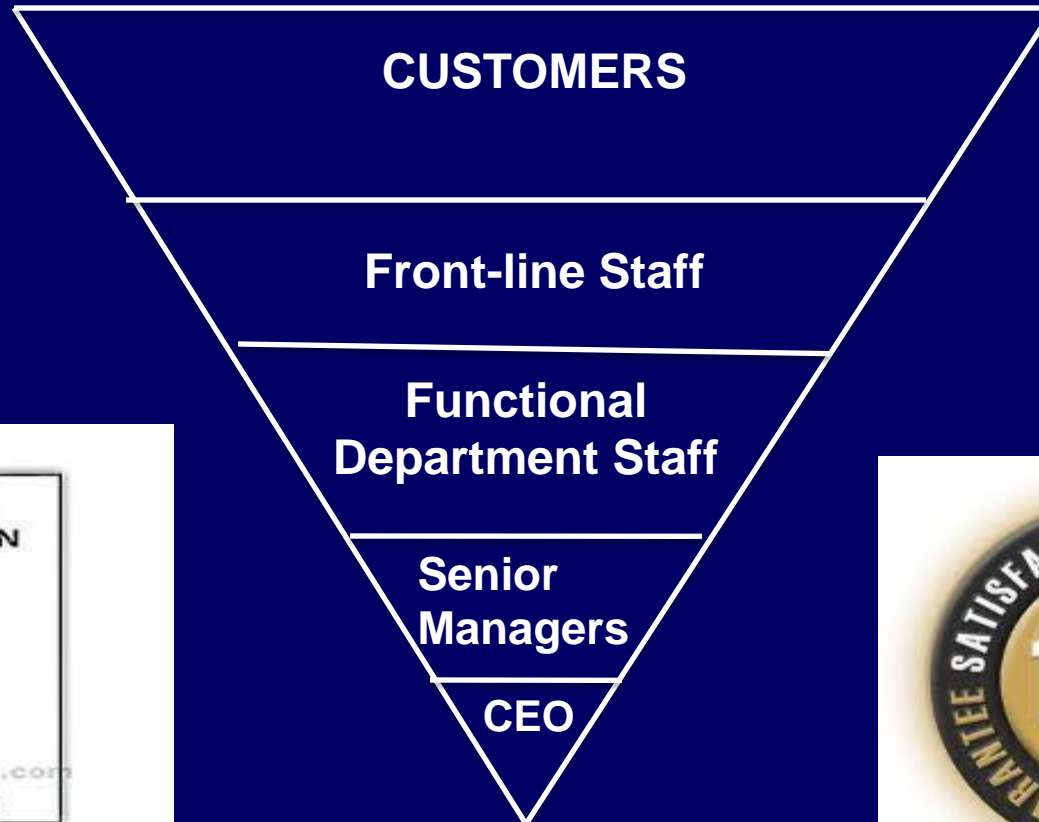
## Norman's Customer satisfaction model



## Teboul's Model of Customer Satisfaction



# Customer Satisfaction Organizational Diagram



# Who is Customer ?



# Customer types

- Customers** → Most important people  
→ not dependent on the origination.  
The organization depends on them  
→ **Life Blood of Business**

## **External Customers**

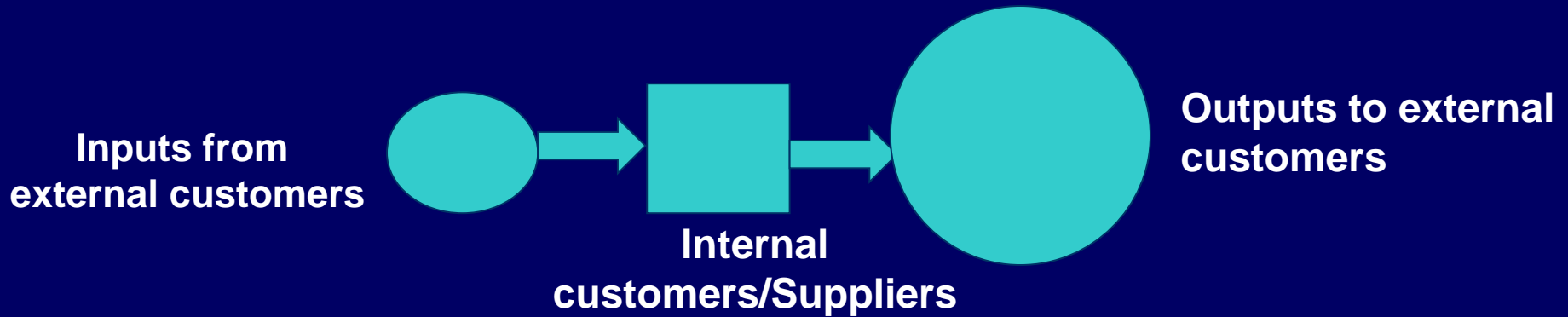
- current, prospective & lost customers
- one who uses the product or service, the one who purchase the product, or the who influences the sale of the product

## **Internal Customers**

- Every person in a process is a customer of the previous operation (applies to design, manufacturing,sales,supplies etc)
- Exchange, providers a product or service

**TQM is focus on both internal and external customers**

# Customer/supplier chain



## Internal customer/Supplier relationships

Questions asked by people to their internal customers

What do you need from me?

What do you do with my output?

Are there any gaps between what you need and what you get?

Good team-work and inter-Departmental harmony is required.  
Also the leaders role in supervising the internal customer-supplier chain



# Customer perception of Quality

- Performance
  - Warranty
- Features      Service  
Price      Reputation

Others

Availability

Reliability

Maintainability



# CUSTOMER COMPLAINTS

## Customer satisfaction/Dissatisfaction feedback

- Customer feedback must be continually solicited and monitored - not one-time only

### Why Customer feedback ?

To discover customer Dissatisfaction

To identify customer needs

To discover relative priorities of quality

To compare performance with the competition

**To determine opportunities for improvement**





## COMMENT CARD

**BUSINESS:** \_\_\_\_\_

**SERVICE PROVIDER:** \_\_\_\_\_

**SERVICE PERFORMED:** \_\_\_\_\_

**DATE:** \_\_\_\_\_ **TIME:** \_\_\_\_\_

	EXCELLENT	GOOD	AVERAGE	POOR	NA
Professionalism:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attitude:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attentiveness:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Efficiency:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environment:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall Experience:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**AND FURTHERMORE:** \_\_\_\_\_

**ACTIONS STEP(S)**

<input type="checkbox"/> Return soon	<input type="checkbox"/> Never return	<input type="checkbox"/> Stage boycott
<input type="checkbox"/> Big tip	<input type="checkbox"/> Low/no tip	<input type="checkbox"/> File charges
<input type="checkbox"/> Praise to manager	<input type="checkbox"/> Inform manager	<input type="checkbox"/> _____

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# Customer feedback methods

- **Comment cards enclosed with warranty card when product is purchased.**
- **Customer survey and questionnaire**
- **Customer visits**
- **Customer focus groups**
- **Quarterly reports**
- **Toll-free phones**
- **E-mail, Internet newsgroups, discussion forums**
- **Employee feedback**
- **Mass customization**

## **Handling the customer complaints**

- 1. Investigate customer's experiences by actively receiving the customer feedback and then acting promptly**
- 2. Develop procedures for complaint resolution that include empowering front-line employee**
- 3. Analyze complaints, try to put them in a category for speedy response**
- 4. Work to identify process and material variations and then eliminate the root cause**
- 5. After receiving the response, a senior manager should contact the customer and strive to resolve the concern**
- 6. Establish customer satisfaction measures and constantly monitor them**

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- 7. Communicate complaint information, as well as the results of all inquiries and solutions, to all people in the organization**
  - 8. provide a monthly complaint report to the quality council for their evolution and if needed, the assignment of process improvement teams**
  - 9. Identify customer's expectations in advance rather than afterward through complaint analysis**

# Service Quality

## Organization

- Identify each market segment
- Write down the requirements
- Communicate the requirements
- Organize processes & Organize physical spaces

## Customer Care

- Meet the customer's expectations
- Get the customer's point of view
- Deliver what is promised
- Make the customer feel valued
- Respond to all complaints
- Over-respond to the customer
- Provide a clean and comfortable customer reception area

## Communication

- Optimize the trade-off between time & personal attention
- Minimize the number of contact points
- Provide pleasant, knowledgeable & enthusiastic employees
- Write documents in customer-friendly language.

## Front-line people

- Challenge them to develop better methods
- Give them the authority to solve problems
- Serve them as internal customers
- Be sure they are sufficiently trained
- Recognize and reward performance

## Leadership

- Lead by example
- Listen to the front-line people
- Strive for continuous process improvement

# Customer Retention

- Customer retention is more powerful than customer Satisfaction
- Customer retention represents the activities that produce the necessary customer scarification that creates **customer loyalty**
- Over 60% of an organization's future revenue will come from **existing customers**
- Upto 96% of unhappy customers do not infact complain. But they are **3 times more likely to communicate** a bad experience to other customers than a good one

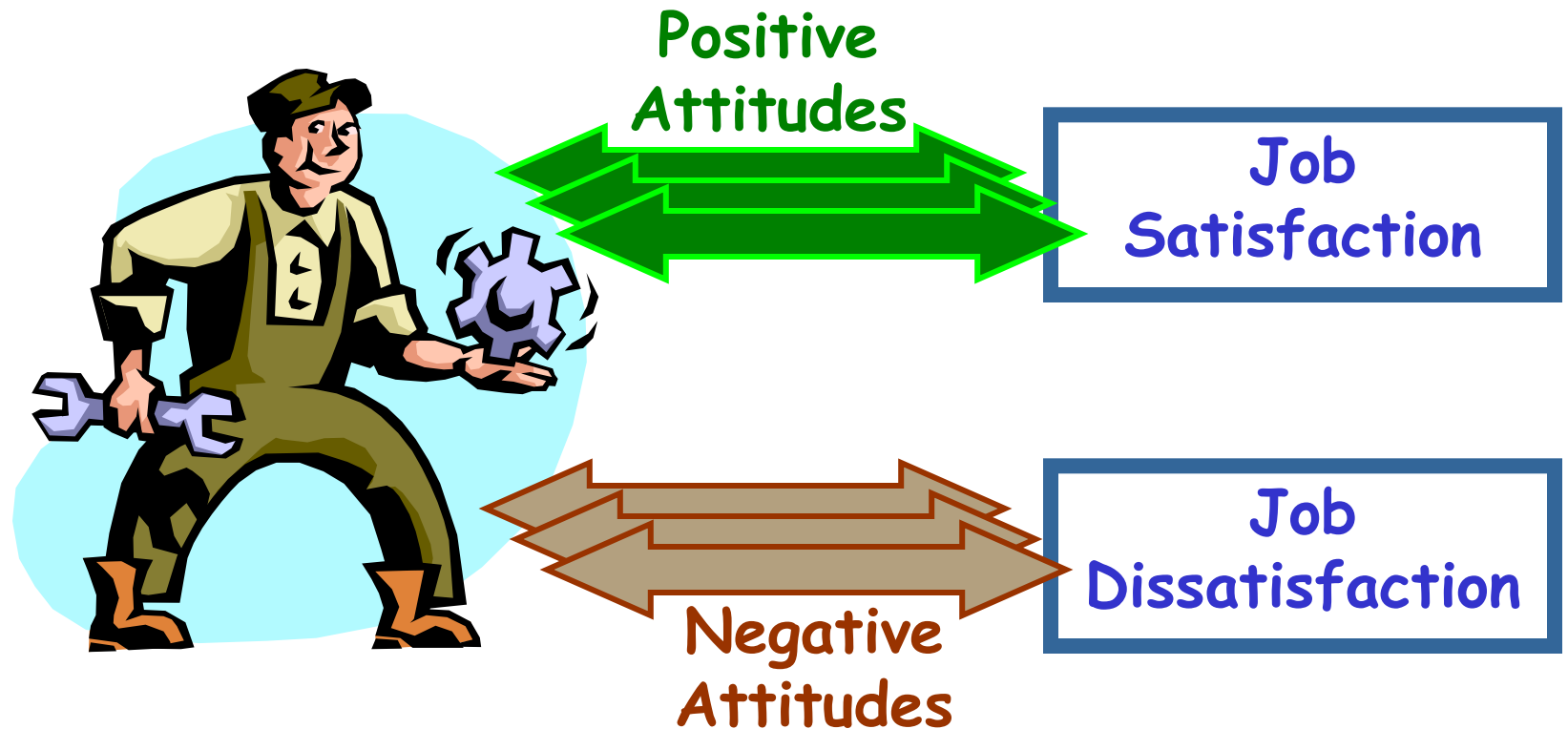
# Foundations of individual behavior



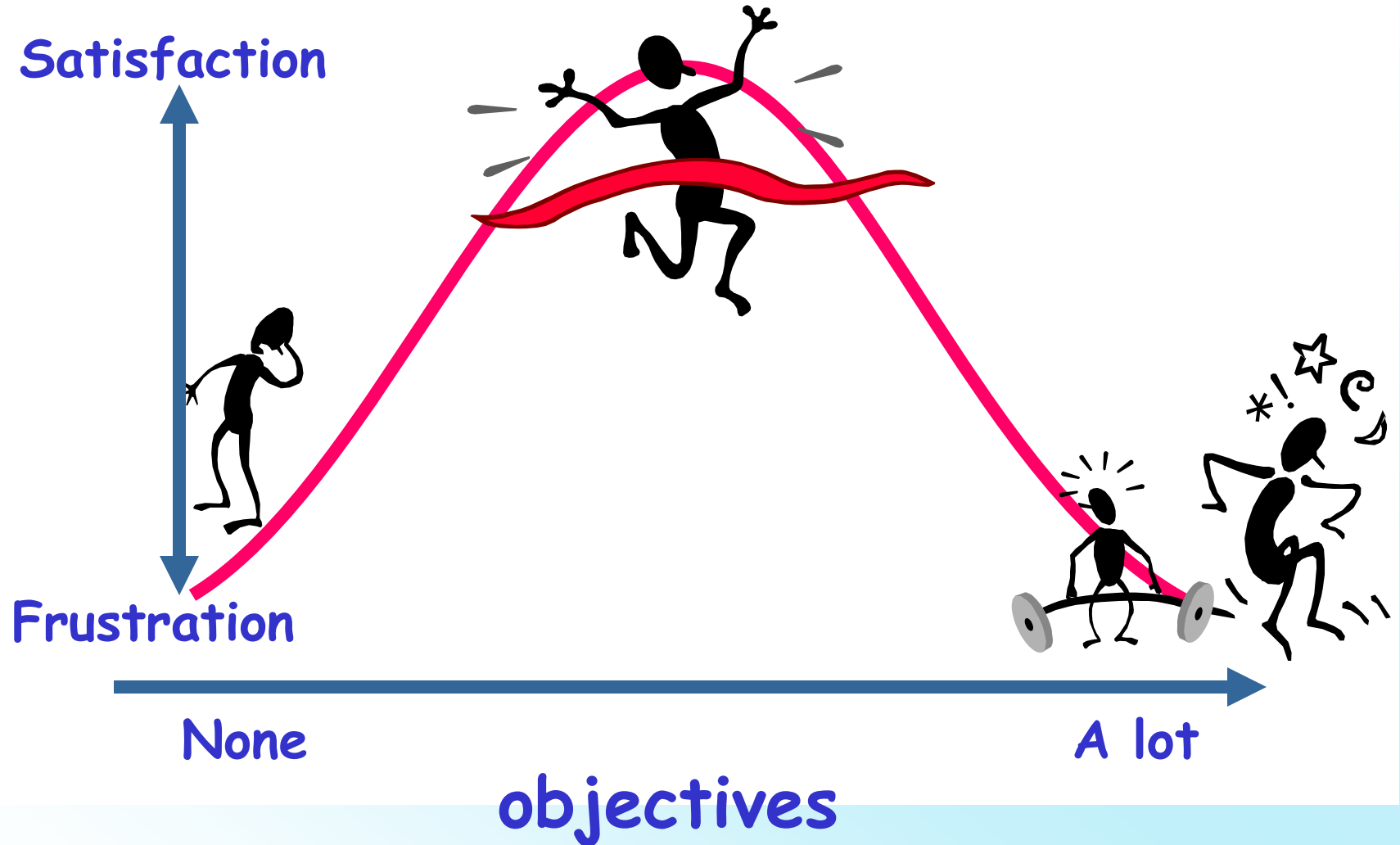
# Attitudes

- Evaluative statements-either favorable or unfavorable- concerning objects, people or events
- We are interested in attitudes about the work...
  - "I like my job"

# Attitudes: Job satisfaction



# Attitudes: ..what determines Job Satisfaction?



# Personality

Some people are quiet & passive, others are loud & aggressive

Heredity : Physical Structure , skin color, Height , fat , tall etc

Culture & Environment :

Family norms, Friend Circle & Social Group

Highly educated

Personality qualities : Shy, Loyal & Lazy

# Personality: The big five model.

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- **Extraversion:**
  - sociable, talkative
- **Agreeableness:**
  - Good natured, cooperative and trusting.
- **Conscientiousness:**
  - responsible, dependable, persistent and achievement oriented
- **Emotional stability:**
  - Confidence, un depressed & not nervous
- **Openness to experience:**
  - Bold & practical oriented



# Major personality attributes

- Locus of control
  - Internals
  - Externals
- self esteem
- Self monitoring
- Risk taking
- Matching personalities & Jobs  
(Right Job Right Man)

# Learning

Learning is permanent & it change in behavior that occurs as result of experience.

- How do we learn?
  - Classical conditioning
    - Behavior depends on consequences (money, smiles,...)
      - Positive consequences: repeat.
      - Negative consequences: do no repeat.
  - Operant conditioning
    - slow, rewards, punishment.
    - Test and fail
- Social Learning

What we learn from our friends & family & society

## Reinforcement Theory

- +ive consequence → To be repeated
- ive consequence → To be not repeated



# *Foundations of Group Behavior*

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## **Groups**

Two or more individuals, interacting & interdependent, who come together to achieve particular objectives

## **Classification of groups**

Formal → Defined by the organization's structure

Informal → Neither formally structured nor organizationally determined

## **Formal Groups**

**Command** – determined by the organization chart

**Task** – working together to complete a job task

## **Informal Groups**

**Interest** – affiliate to attain a specific objective of shared interest

**Friendship** – members have one or more common characteristics





# Why Do People Join Groups?

## Security

Joining a group we can reduce our insecurity- We feel stronger

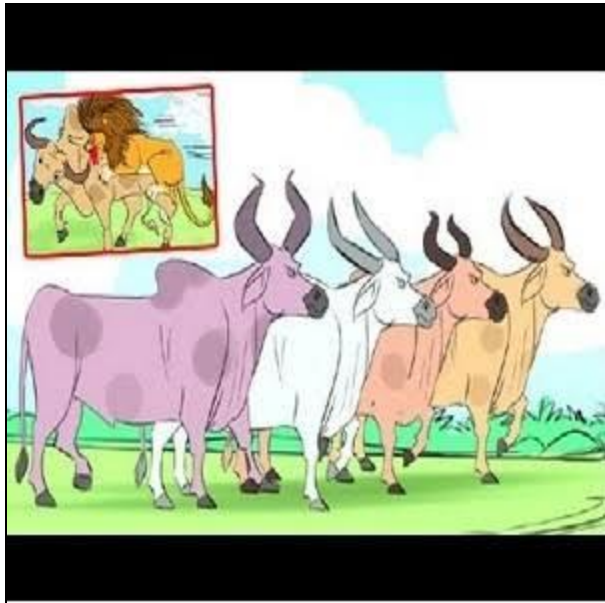
## Self-esteem

An individual can increase his self esteem through group membership

## Power

United we stand, divided we fall

**Affiliation (Connection) == Proximity (Closeness) == Interaction**



# *Group Structure*

## **Group Size**

- Small Groups & Big Groups
- Increasing size of group results is decreased
- Limit group size ( $\leq 10$ )

## **Group Roles**

- Predetermined & assigned to members
- Each role have specific responsibilities & duties
- Work Role, Maintenance Role, Blocking Role

(Task Oriented activities),( social emotional activities ),(Disrupt)

## **Group Norms**

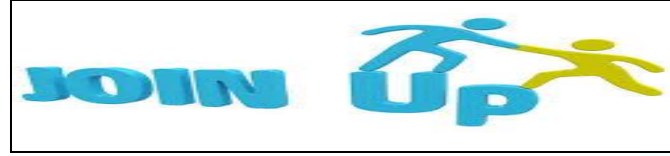
Norms define the acceptable standard or boundaries of acceptable & unacceptable behavior, shared by group members

### **GROUP NORMS**

- Be respectful
- Listen to others
- Be Polite
- Use time wisely
- Let everyone participate equally
- Listen & respect everyone's ideas
- Compromise – Agree to disagree
- Provide high-quality work – (PASS or FAIL)
- Check over work multiple times
- There's no "I" in team
- Communicating together
- Be flexible and rework things

# 1. Group Cohesiveness

The degree to which members of the group are attracted to each other and motivated to stay in the group



## 2. Group Think

A mode of thinking that people engage in when they are deeply involved

## 3. Group Decision Making

### Strengths

- ✓ Generate more complete information & knowledge
- ✓ Increased diversity of views
- ✓ Increased acceptance of a solution

### Weaknesses

- Takes longer
- Conformity pressures
- Discussions can be dominated by one or a few members
- Uncertain responsibility for the final outcome

## **Brainstorming**

Brainstorming involves group members verbally suggesting ideas or alternative courses of action

## **Dialectical Inquiry**

That focuses on ensuring full consideration of alternatives  
Debate the advantages & disadvantages of proposed solutions or decisions

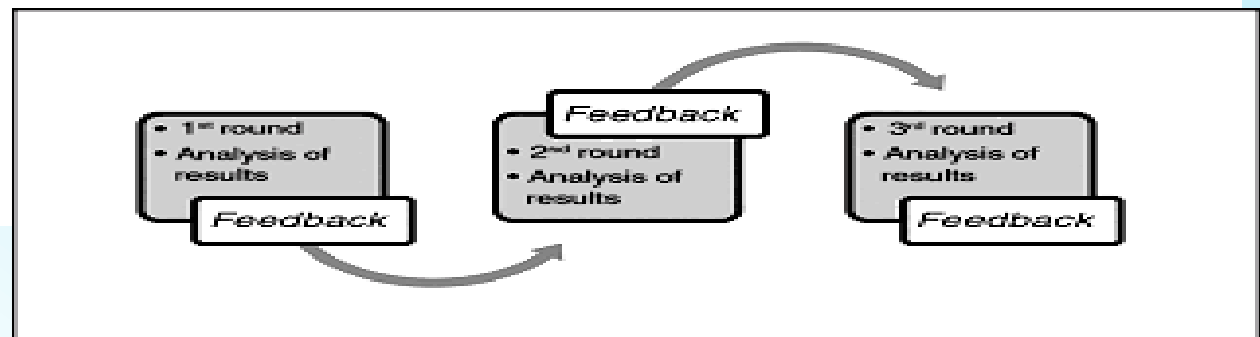
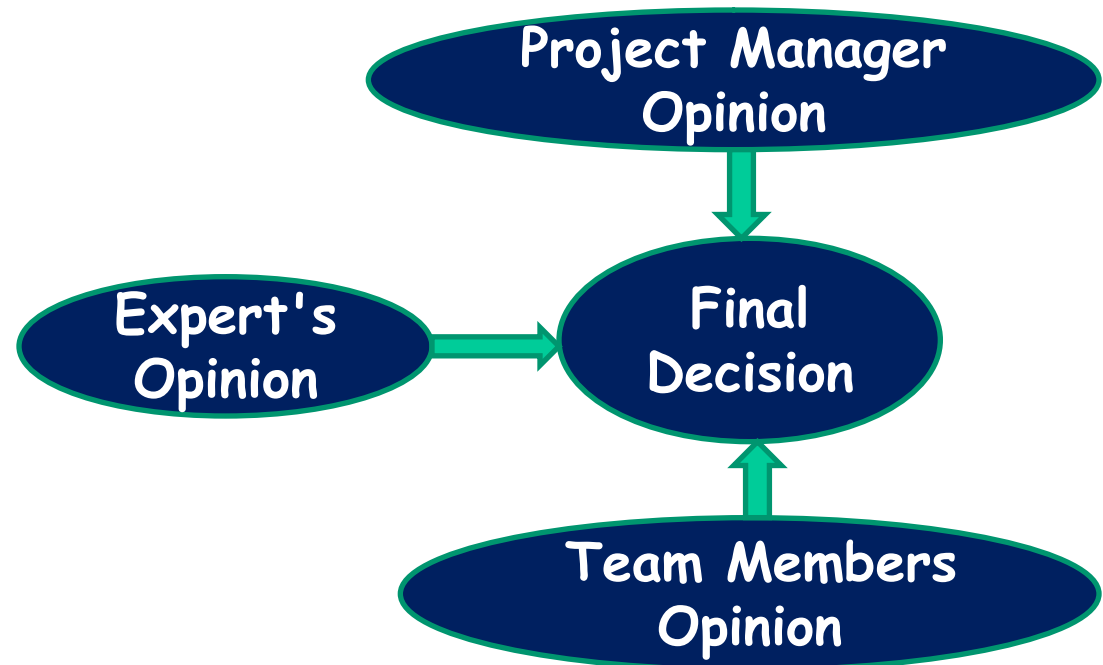


# Group Decision Making Techniques

## Nominal Group Technique

It is a structured decision making process which group members are required to compose, list of their ideas or proposed alternatives in writing

## Delphi Technique



# *Five-Stage Model of Group Development*

1

- **Forming: Orientation Stage**

- Confusion ,Uncertainty about purpose, structure, and leadership

2

- **Storming:**

- Intragroup conflict as members resist constraints
- Struggles for individual power & influences are common

3

- **Norming:**

- Group is cohesive with strong group identity

4

- **Performing: Group Maturity**

- Group fully functional and working toward goals

5

- **Adjourning ☹️Stop**

- Completing every task & group will be automatically adjourned
- For temporary groups: breaking up



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**Forming**



**Storming**



**Norming**



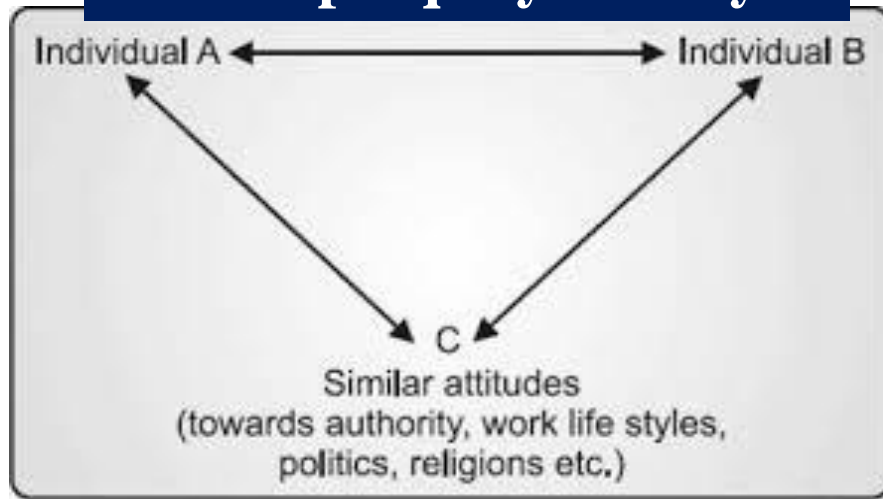
**Performing**



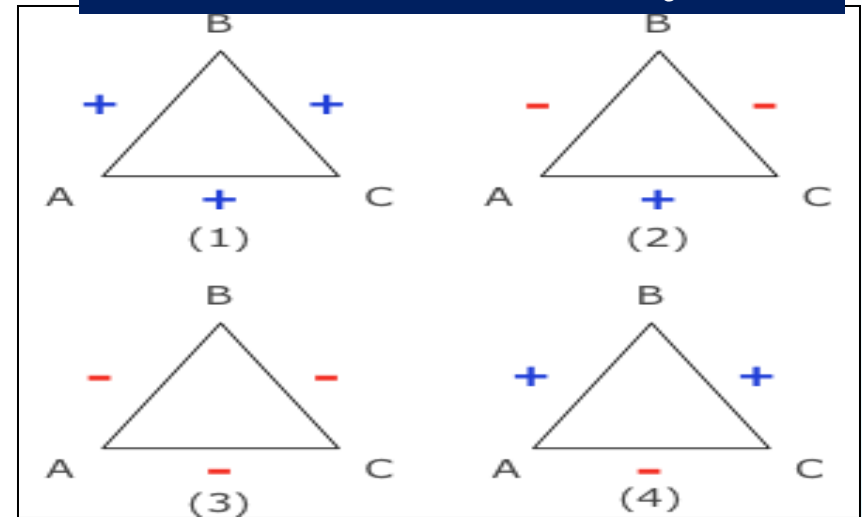
**Adjourning**

# Group Formation Theories

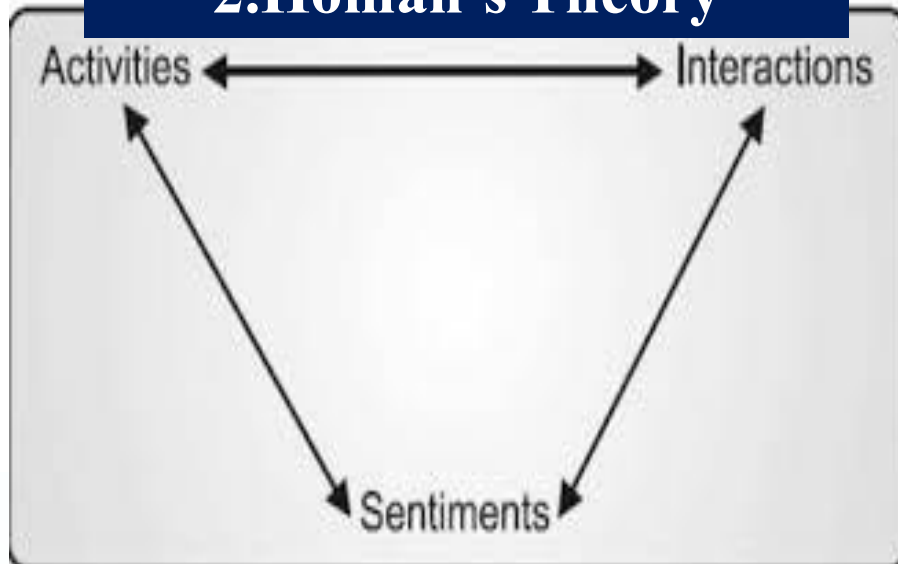
## 1. Propinquity Theory



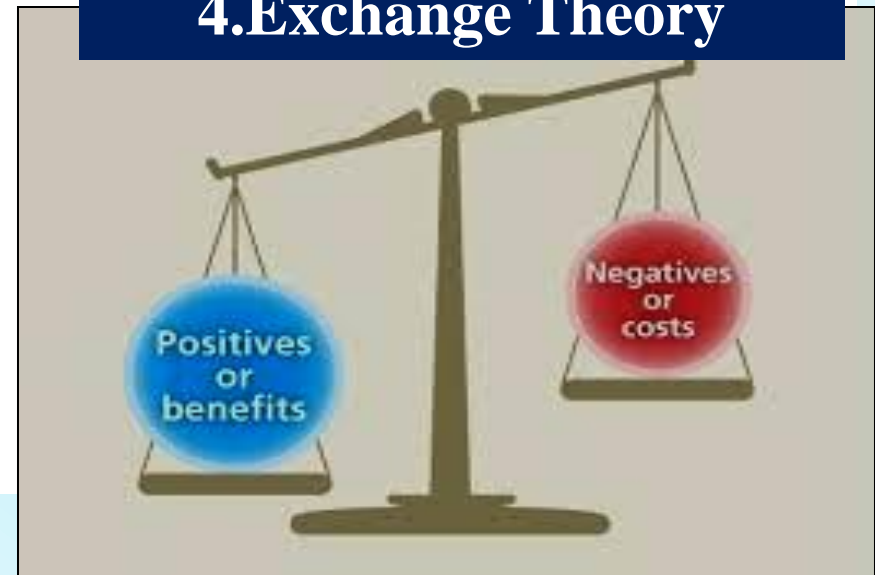
## 3. Balance Theory



## 2. Homan's Theory



## 4. Exchange Theory





## **Conflict**

It is a process in which one party perceives that its interests are being opposed or adversely affected by one or more other parties

### **SOURCES OF CONFLICT**

#### **Healthy Conflict**

- Focused on task issues
- Legitimate differences of opinion about the task
- Differences in values and perspectives
- Difference expectations about the impact of decisions

#### **Unhealthy Conflict**

- Competition over power, rewards, and resources
- Conflict between individual and group goals
- Poorly run team meetings
- Personal grudges from the past
- Faulty communications

# *Types of Conflicts*

## Conflict Within the Individual



- ❖ Stress
- ❖ Anger
- ❖ Self-Hatred
- ❖ Addiction

## Interpersonal Conflict



## Conflict between individual & the group



## Intergroup Conflict



## Organizational Conflict



எண்ணித் துணிக் கடும் துணிந்தபின்  
எண்ணுவம் என்பது இழுக்கு



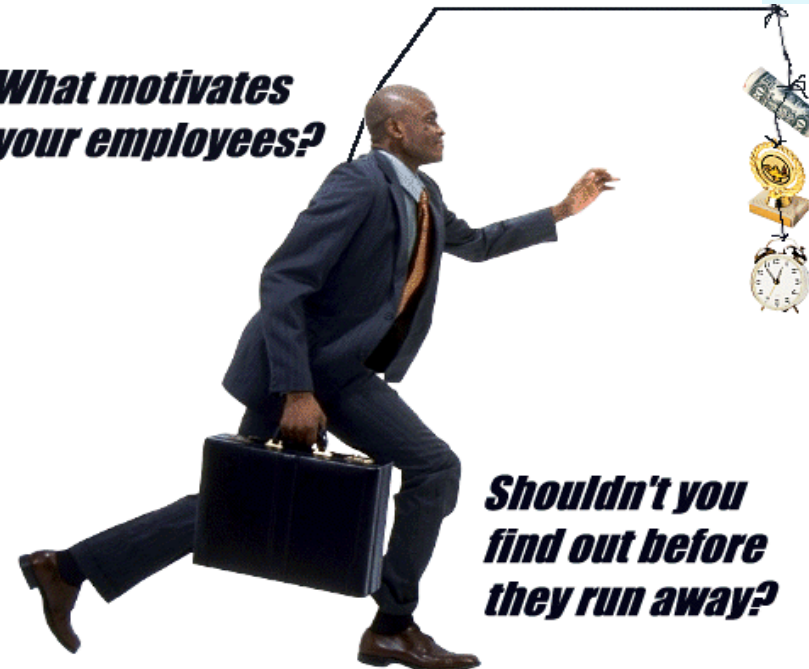
மாமெரும லட்சியத்தையும் வெற்றியில்  
நம்பிக்கையையும் வாழ்க்கையில் ஏற்றுக்கொண்டால்  
யாரும் உயர்ந்த நிலையை அடைய முடியும்



I CAN  
AND  
I WILL  
*Watch me.*

## Motivation

***What motivates  
your employees?***



***Shouldn't you  
find out before  
they run away?***

”வியர்வைத் துளிகளும்  
கண்ணீர்த் துளிகளும்  
உப்பாக இருக்கலாம்.  
ஆனால், அவை தான்  
வாழ்வை இனிமையாக  
மாற்றும்”



## ***Motivation***

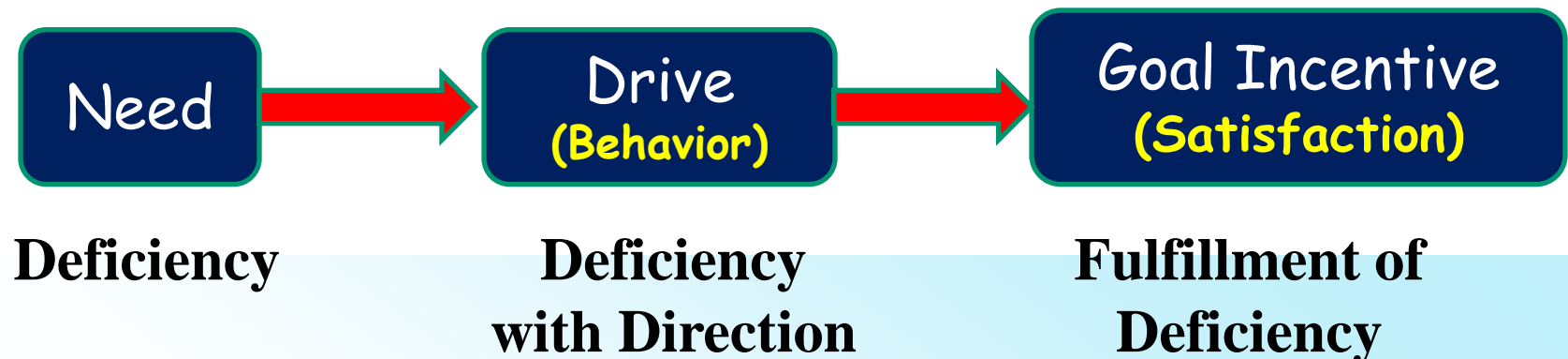
It is a process of arousing (moving) behavior, sustaining behavior & channeling behavior in specific course.

It explains why some people work hard & well whereas others perform poorly.

It refers to an inner state of our mind that activates our behavior

**Motivation is an internal process that makes a person move toward a goal**

### ***Process of Motivation***



Motivation is defined as the incentive that is given for inspiration to accomplish something

Motivation is an effective instrument in the hands of management in inspiring the workforce

Motivation increases the willingness of the workers to work, thus increasing efficiency & effectiveness of the organization

### *Importance of Motivation*

- ✓ It will help him achieve his personal goals
- ✓ It will give personal Job Satisfaction
- ✓ It will help in self development of individual
- ✓ It may be Positive or Negative
- ✓ It can be financial or non financial
- ✓ It is a continuous process. It is not time bounded process



# *Types of Motivation*

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## **Positive Motivation**

People are motivated by rewards & awards. They fall into two types

### **1. Financial Motivators**

### **2. Non Financial Motivators**

- ✓ Pay, Increment, Bonus, Commission, Incentive, Allowance etc
- ✓ Praise, Appreciation, Participation, Social Recognition, Awards, Promotion



# Negative Motivation

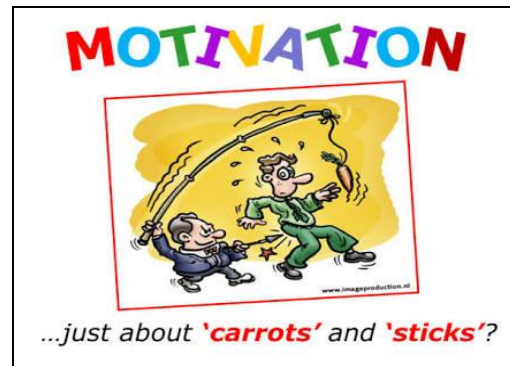
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This motivation ensures work performance through fear creation in the minds of employees

## 1. Financial Motivators

## 2. Non Financial Motivators

- ✓ Fine, Penalty, Pay cut, with holding increment, pay recovery etc
- ✓ Demotion, Punishment, Transfer, Taking Disciplinary Action etc





# When Staff says "Get Out"



Me

**1st Time**



**2nd Time**



**3rd Time**



**'n'th Time**

# Theories of Motivation

1. **Maslow's Need Hierarchy Theory**
2. **McClelland's Need Theory**
3. **Herzberg's Two Factor Theory**
4. **McGregor's X Theory & Y Theory**

## *Maslow's Need Hierarchy Theory*

Motivation refers to stimulating forces like desires, drives, needs, wishes etc  
Motivation is the desire within individual that stimulates him to action

### **Physiological Needs (Biological Needs)**

Basic Needs like food, water, clothing, shelter sleep etc

*“Man lives by bread alone,  
when there is no bread”*



### **Safety (Security) Needs**

Job security, Old age Pension, compensation, Health, Morality, Resources etc





# MASLOW'S HIERARCHY OF NEEDS

ABRAHAM MASLOW

MORALITY, CREATIVITY, SPONTANEITY, PROBLEM SOLVING, LACK OF PREJUDICE, ACCEPTANCE OF FACTS

## SELF-ACTUALIZATION

SELF-ESTEEM, CONFIDENCE, ACHIEVEMENT, RESPECT OF OTHERS, RESPECT BY OTHERS

## ESTEEM

FRIENDSHIP, FAMILY, SEXUAL INTIMACY

## LOVE/BELONGING

SECURITY OF BODY, OF EMPLOYMENT, OF RESOURCES, OF MORALITY, OF THE FAMILY, OF HEALTH, OF PROPERTY

## SAFETY

BREATHING, FOOD, WATER, SEX, SLEEP, HOMEOSTASIS, EXCRETION

## PHYSIOLOGICAL

**Abraham Harold Maslow** (April 1, 1908 - June 8, 1970) was a psychologist who studied positive human qualities and the lives of exemplary people. In 1954, Maslow created the Hierarchy of Human Needs and expressed his theories in his book, Motivation and Personality.

**Self-Actualization** - A person's motivation to reach his or her full potential. As shown in Maslow's Hierarchy of Needs, a person's basic needs must be met before self-actualization can be achieved.



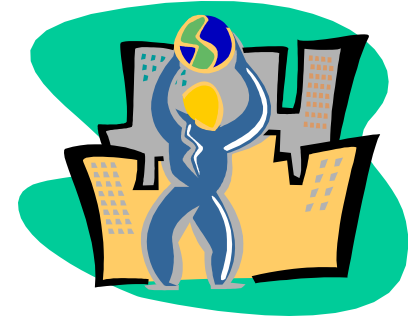
# *McClelland's Needs*

## Need for Power

Need to influence others, change people or events, and make a difference in life

Seeking positions of leadership

They are forceful, outspoken, hard headed & demanding



## Need for Affiliation

Need for warm, close, intimate relationships with others

Social animals → Drive pleasure from being loved & tend to avoid the pain



## Need for Achievement

Need for excellence, competition, challenging goals, persistence, and overcoming difficulties

- 1. Moderate Risk
- 3. Accomplishment

- 2. Immediate Feedback
- 4. Preoccupation



# *Herzberg's Two-Factor Theory* (*Motivation–Hygiene Theory*)

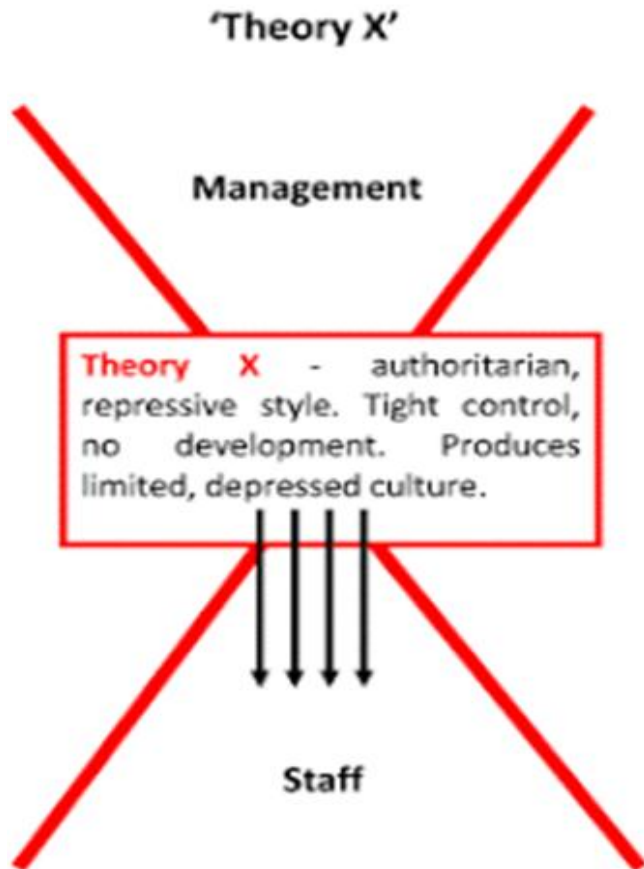
- Company policy and administration
- Supervision
- Interpersonal relations
- Working conditions
- Salary
- Status
- Security

**Hygiene factors avoid job dissatisfaction**

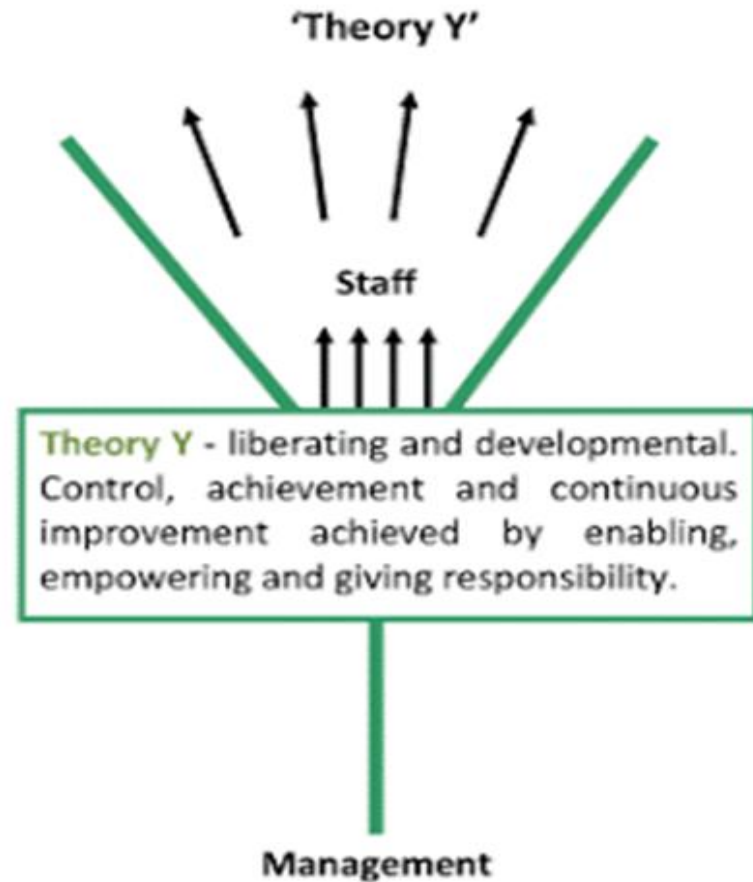
**Motivation factors increase job satisfaction**

- Achievement
- Recognition
- Work itself
- Responsibility
- Advancement
- Growth & Learning in the Job
- Meaningfulness of the work

# McGregor's Management Theory ( Theory X & Theory Y)



**Negative individual view**



**Positive individual view**



# *Expectancy Theory ( Victor Vroom Theory)*

## **Valence**

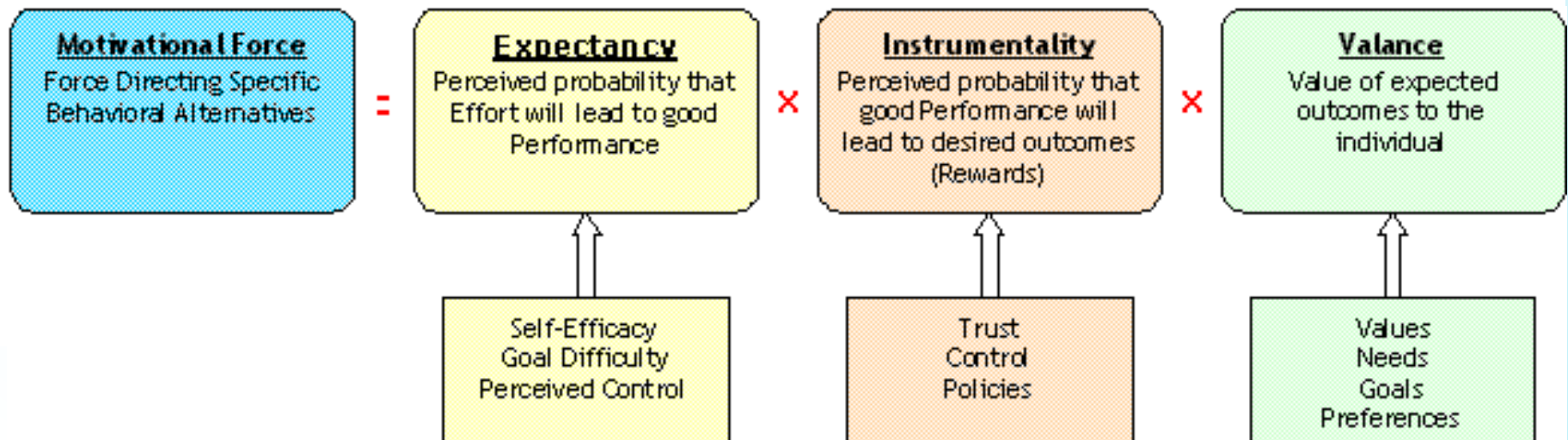
It refers to emotional orientations which people hold with respect to outcomes (Rewards)

## **Expectancy**

It refers to employees different expectations & levels of confidence about what they are capable of doing – the belief that effort will lead to first order outcomes

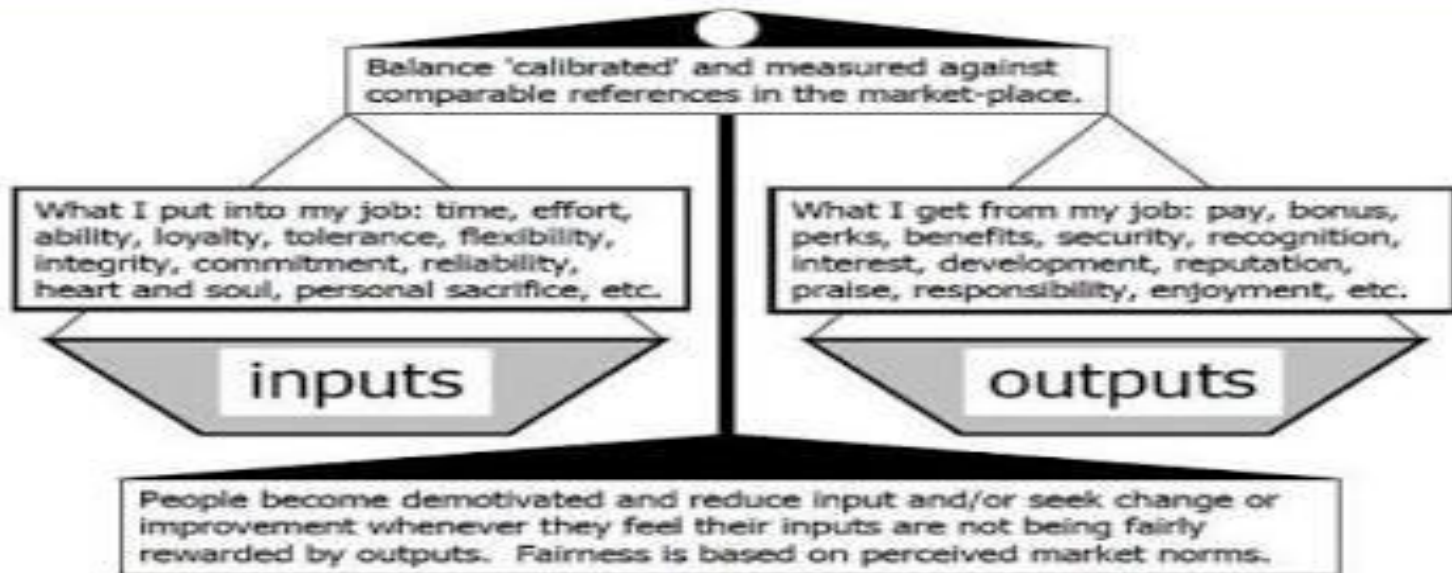
## **Instrumentality**

It refers to the perception of employees whether they actually receive what they desire





# ADAM'S EQUITY THEORY diagram



Condition	Person	Referent	Example
Equity	$\frac{\text{Outcomes}}{\text{Inputs}}$	$= \frac{\text{Outcomes}}{\text{Inputs}}$	Worker contributes more inputs but also gets more outputs than referent
Underpayment Equity	$\frac{\text{Outcomes}}{\text{Inputs}}$	$< \frac{\text{Outcomes}}{\text{Inputs}}$	Worker contributes more inputs but also gets the same outputs as referent
Overpayment Equity	$\frac{\text{Outcomes}}{\text{Inputs}}$	$> \frac{\text{Outcomes}}{\text{Inputs}}$	Worker contributes same inputs but also gets more outputs than referent

# Alderfer's ERG Theory

- Alderfer's ERG Theory



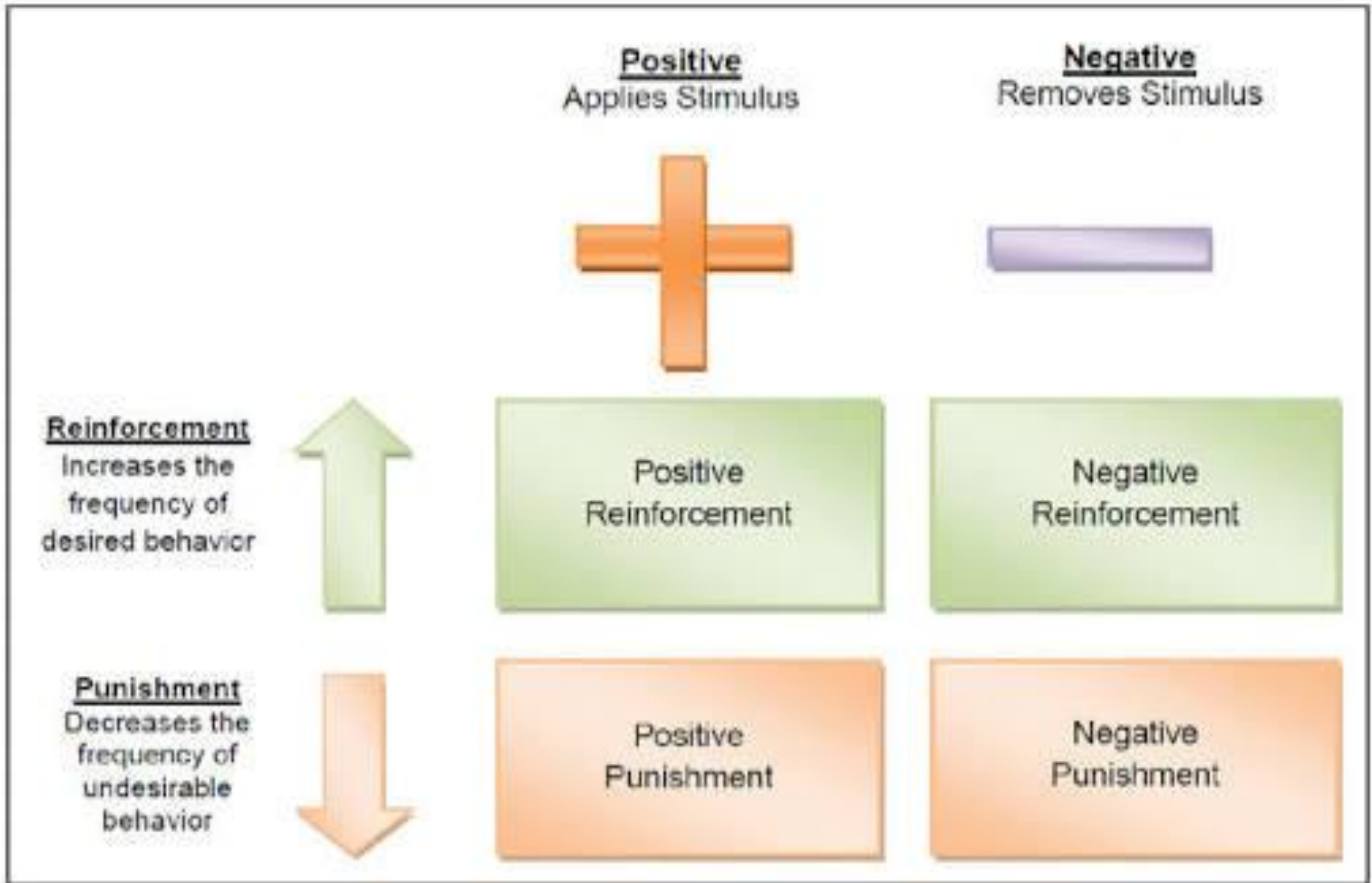
Alderfers recategorized Maslow needs into three simpler & broader classes of needs

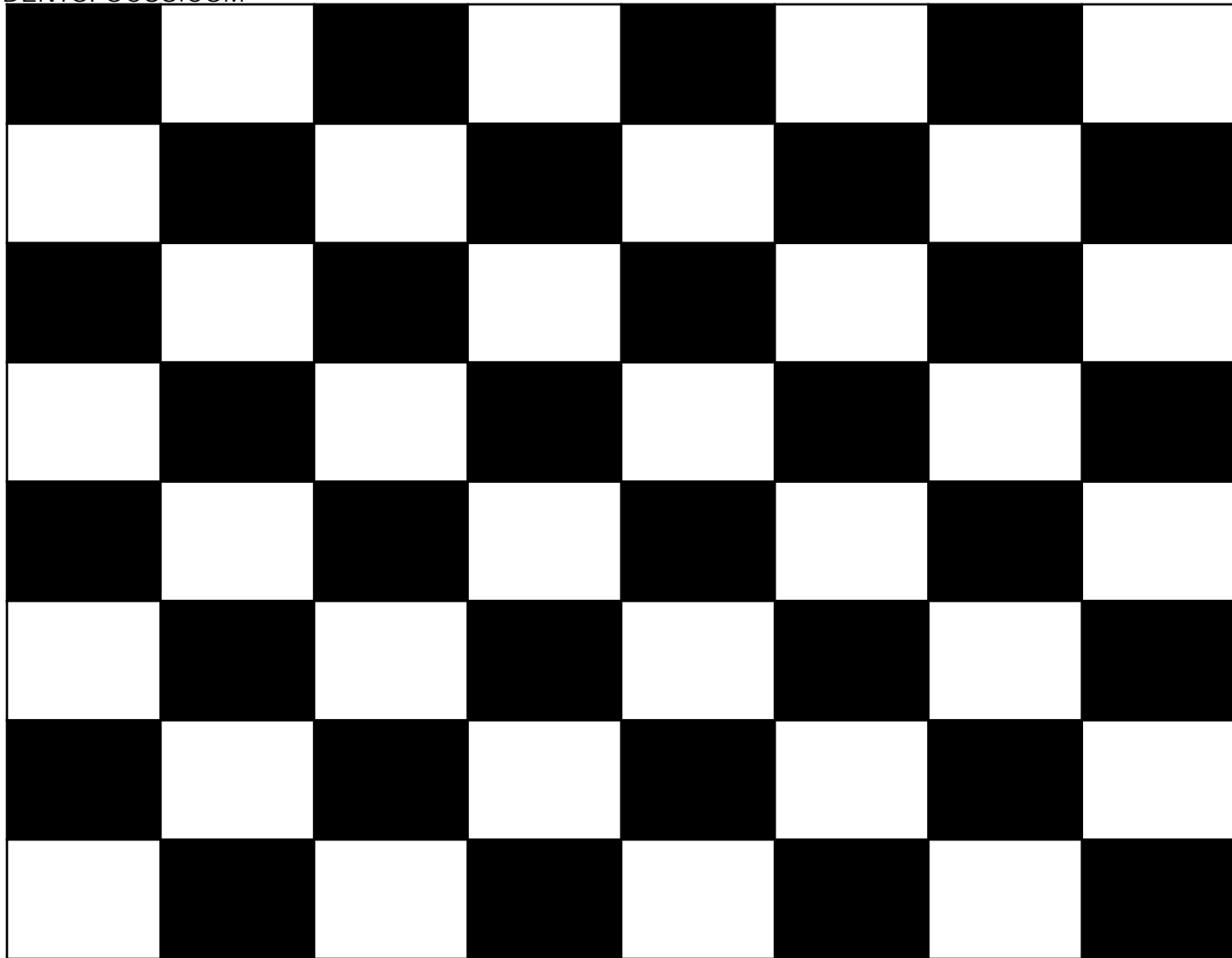
**Existence needs** → Need for basic material necessities

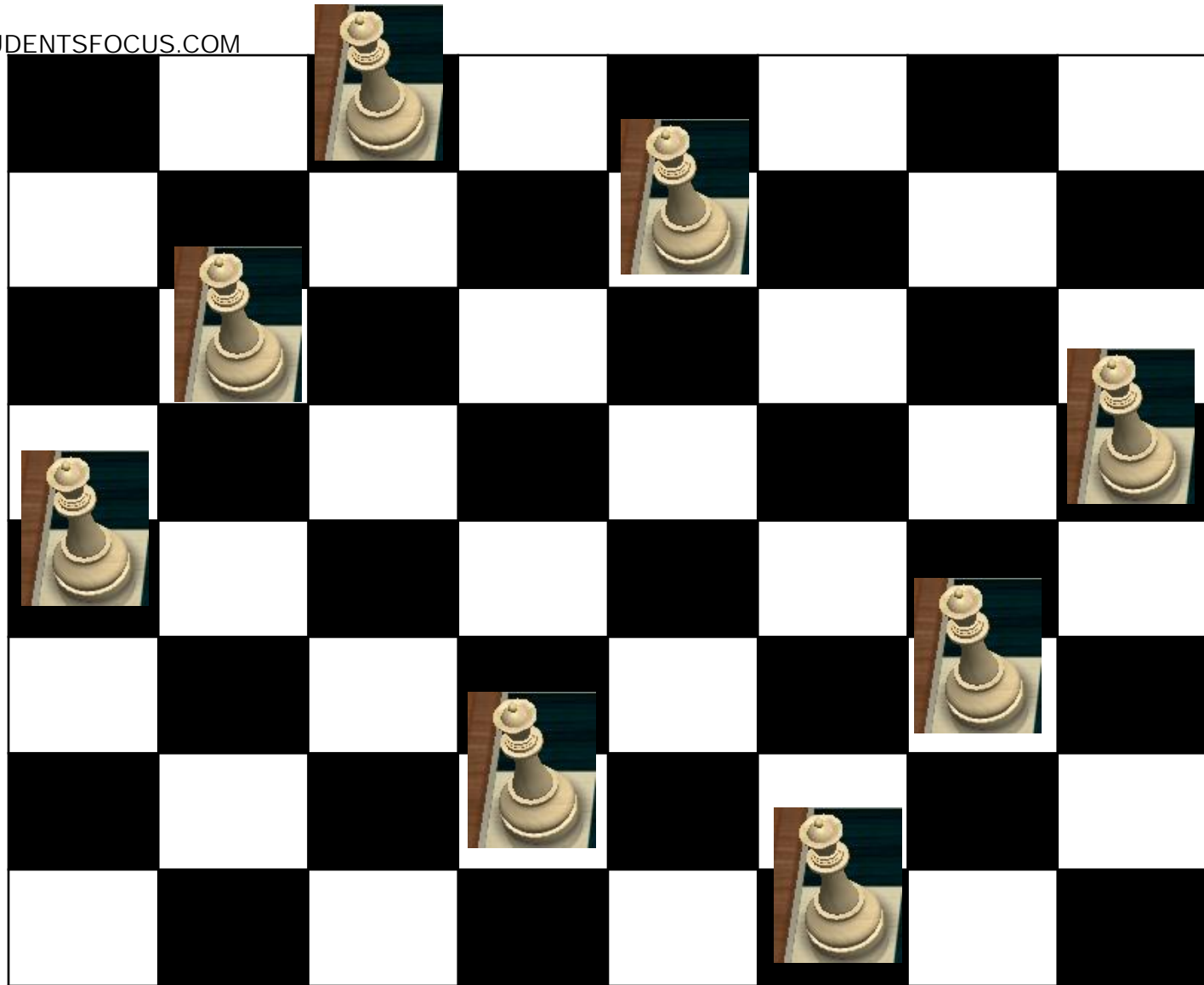
**Relatedness needs** → Motivation of a person to attain goals

**Growth needs** → Self development , personal growth & advancement

# *Reinforcement Theory*

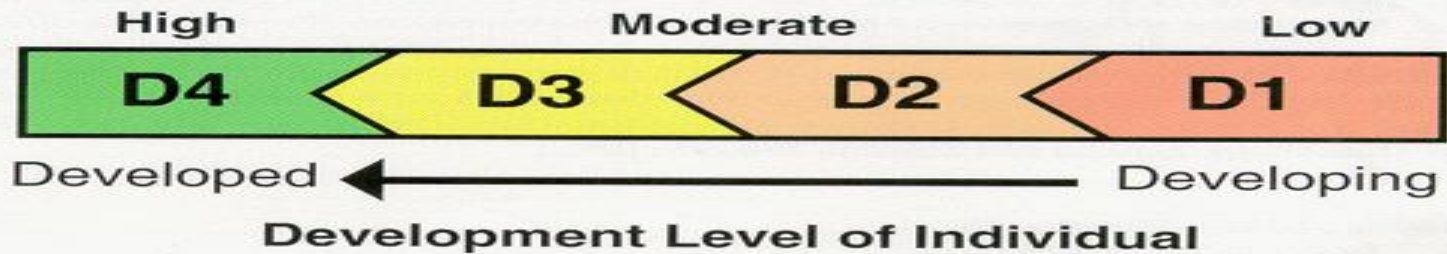


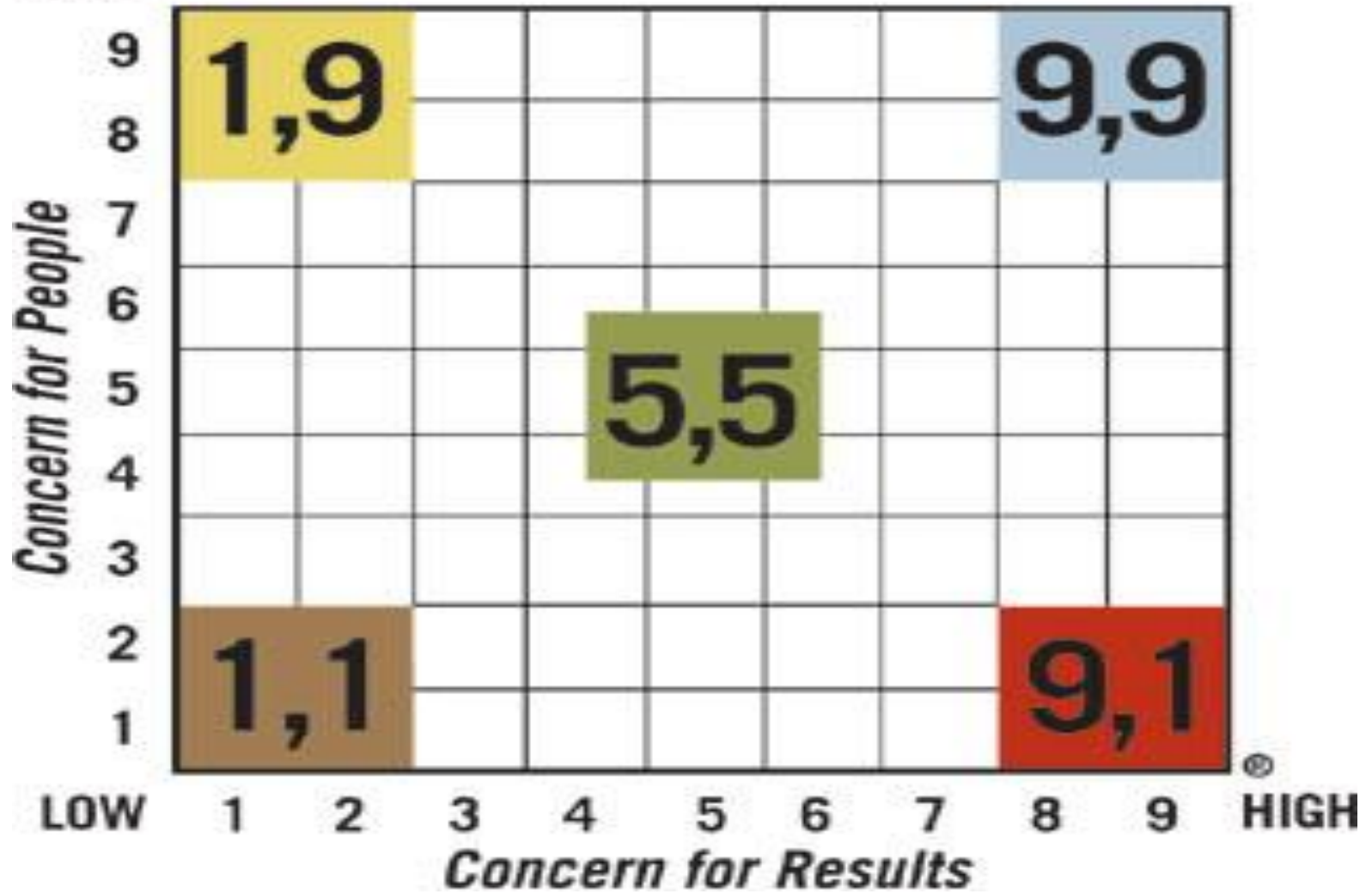






# The Four Leadership Styles

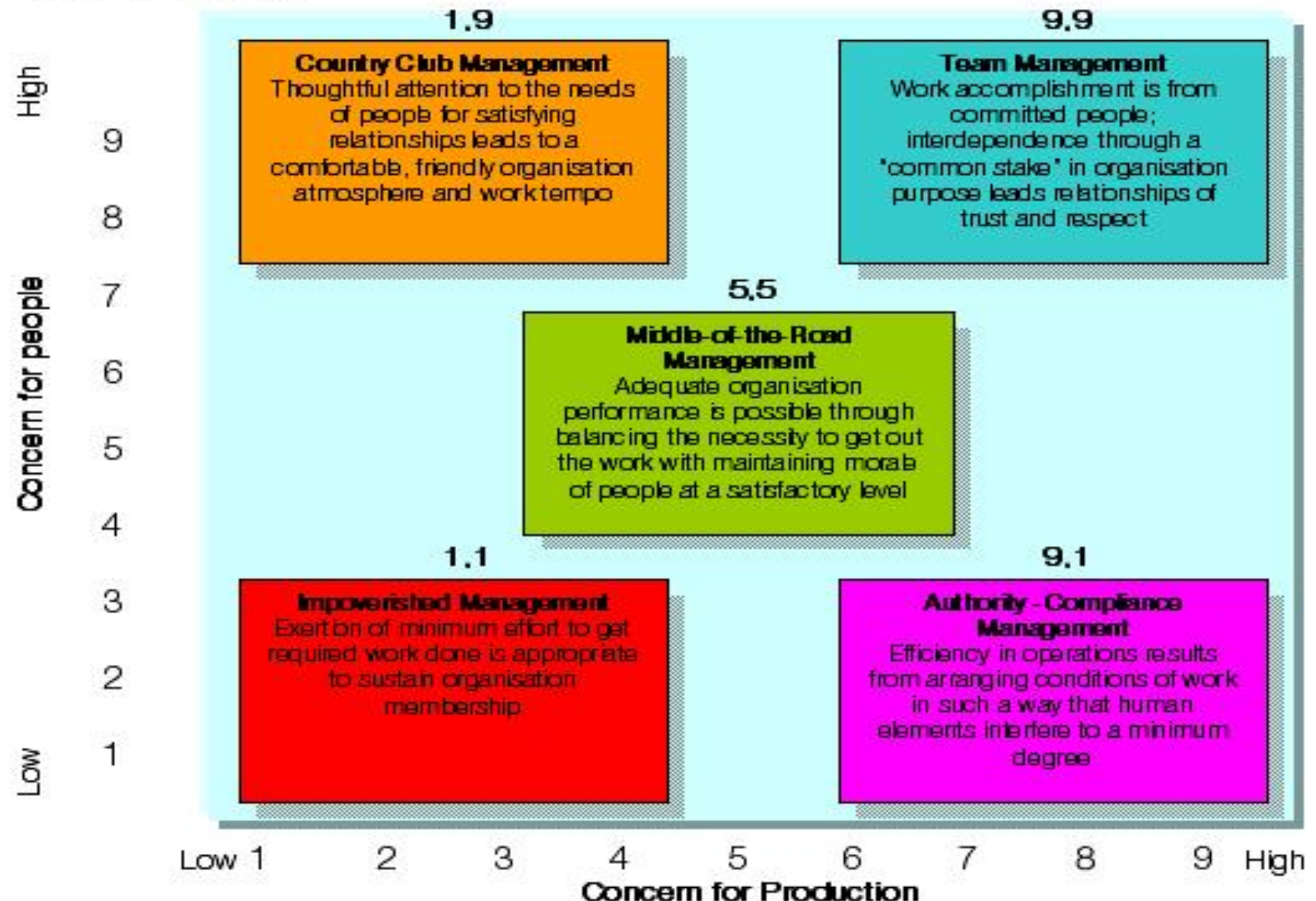






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## The Leadership Grid



# STUDENTSFOCUS.COM Communication

Communication is the exchange and flow of information or ideas  
From one person to another