

Motivational Leadership

**“A LEADER IS ONE WHO KNOWS THE WAY,
GOES THE WAY, AND SHOWS THE WAY.”**

- John C. Maxwell



Understanding Motivation

If you understand what motivates people, you have at your command the most powerful tool for dealing with them.

Motivation appears to be a general requirement. Everybody wants more motivation, but they're not quite sure what it is.

THE FOUNDATION OF ALL MOTIVATION IS HOPE.

Hope is therefore a criterion for people to be motivated. It is the cause for the effect – the fuel that drives the engine. Without hope, no person could ever be motivated.

Motivation and Manipulation

Let us begin by distinguishing the difference from the management viewpoint between motivation and manipulation.

Manipulation, seems to be getting somebody to do something because you want them to do it; whereas motivation is getting somebody to do something because they want to do it. And there is the difference.

Sure, manipulation does work. But it doesn't last and creates mistrust, leading to a 'them and us' situation.

The Motivated Person

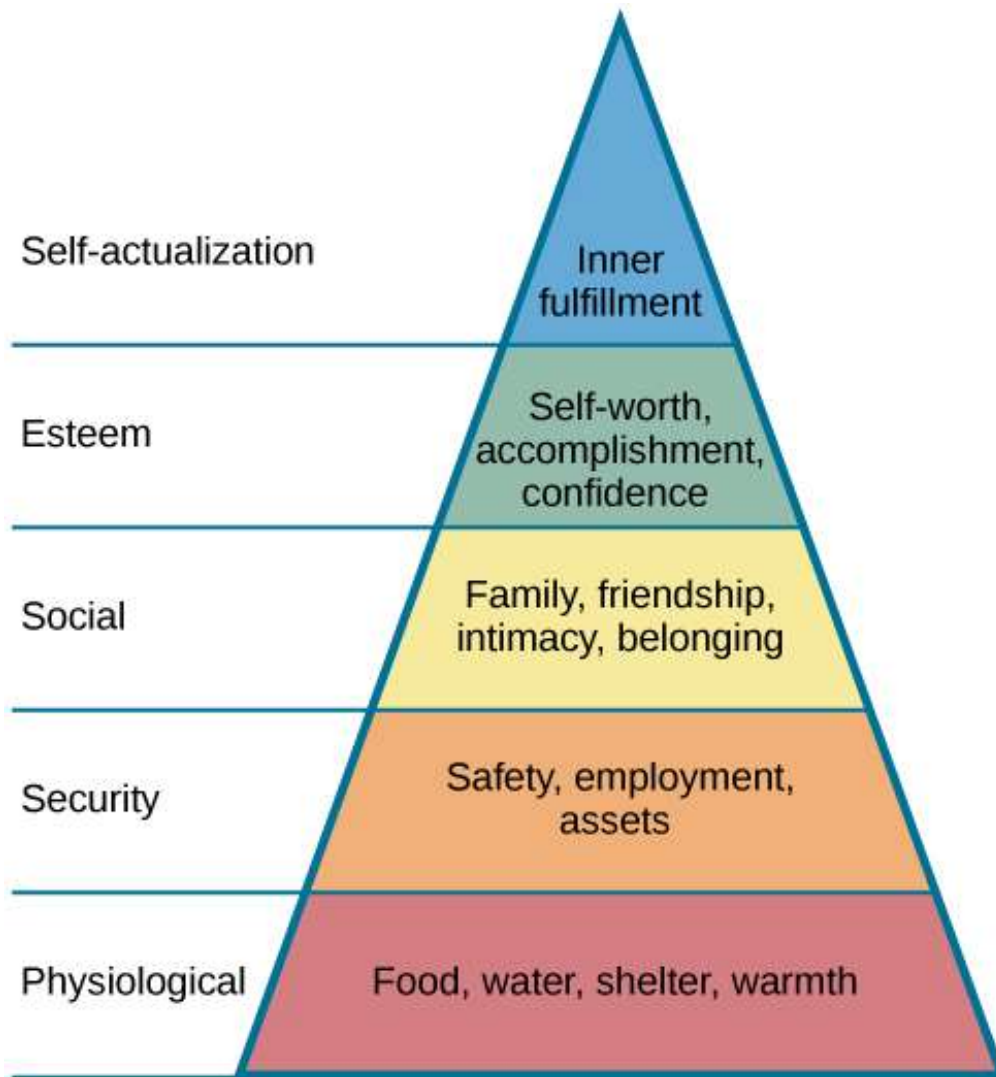
A Motivated person will surely have a smart outward appearance; their hair will look as though it has been taken care of, clothes will be pressed and freshly laundered, shoes clean. The outward appearance is therefore of somebody who cares about them-self.

Secondly, body language will convey a person's enthusiasm. A smiling face, sparkling eyes and a positive facial expression can certainly convey an individual's motivation.

Finally, how does a motivated person communicate? With enthusiasm. A motivated person talks about the future, what they are doing or planning to do. The past is used as experience to recognize and turn opportunities into success. The motivated person, therefore, has a zest for life and is a pleasure to be with.



Maslow's Hierarchy of Needs



Maslow developed a psychological theory of human motivation, proposing that for high-level motivation or self-actualization to occur, more fundamental needs must first be addressed. Maslow's five-tier hierarchal model starts with basic physiological needs, safety, and belonging, then progresses to self-esteem and self-actualization.

Maslow's Need: PHYSIOLOGICAL

Safe work environment. Proper lighting. Clean facilities. Airflow. Heat. The correct tools to do the best job.

Maslow's Need: SAFETY

Treat coworkers with respect. Allow them the freedom to take risks and not be harshly criticized or humiliated.

Maslow's need: BELONGING

Give everyone the opportunity to be heard. Create a sense of community. Coworkers are part of something bigger than themselves. They have a clear understanding of a value-centered mission.

Maslow's need: ESTEEM

Empowerment. Public praise. Employee recognition programs. Understanding that each person's job contributes to the ultimate success of the company. Making everyone feel valued and important.

Maslow's need: SELF-ACTUALIZATION

Give employees the opportunity to think big, to be creative, to have a vision for the future, to reinvent, & provide direct input to leadership.

The Laws of Motivational Leadership

LAW 1: We Have to be Motivated to Motivate

It is impossible to motivate another person if you yourself are not motivated.

LAW 2: Motivation Requires a Goal

Motivation is about striving towards the future and without a goal, there is no purpose

LAW 3: Motivation, Once Established, Never Lasts

Motivation and warm feeling does not last. It is a bit like blowing up a balloon – if you don't tie a knot in the neck the air will come back out again. Motivation should and must be an ongoing process. It is not a once-a-year booster.

The Laws of Motivational Leadership

LAW 4: Motivation Requires Recognition

People must feel valued and respected. Do you treat your employees as you would your best customers? People will strive harder for recognition than for almost any other single thing in life. Recognition can be a genuine compliment.

LAW 5: Participation Motivates

It is vital to get people involved and seek their opinions.

LAW 6: Seeing Ourselves Progressing Motivates Us

It is a human characteristic that, when we see ourselves achieving progress, we are definitely more motivated. Leaders will ensure that their people are informed of the slightest progress.

The Laws of Motivational Leadership

LAW 7: Challenge Only Motivates If You Can Win

A Challenge will only motivate a person if they think they have a chance of success. Leaders should set realistic targets..

LAW 8 Everybody has a Motivational Fuse

Everybody can be motivated. A person may have the fuse but we don't know at what point it will ignite. Sometimes it is just not cost-effective to continue trying to motivate a person.

LAW 9: Group Belonging Motivates

The supporters of local teams show who they belong to by wearing the T-shirts, the hats and the badges of their team – they want to belong.

Law 10: Inspired Leadership Is Motivational

Motivating through Inspired Leadership

- Be a good listener
- Be trustworthy
- Catch them doing something right
- Show you believe in them
- Be a good news carrier
- Set challenges
- Be careful with the negative challenge
- Avoid sarcasm
- Attract people who achieve successes

Handling de-Motivators

Understand and avoid the de-motivators:

- Lack of confidence
- Worry
- Negative opinions
- A feeling of 'no future here'
- Feeling unimportant
- Not knowing what is going on
- False recognition
- Lack of training

Stock up with negativity repellent

4 WAYS TO KILL YOUR TEAM'S MOTIVATION



NEGATIVITY



FEAR OF FAILURE



MICRO-
MANAGEMENT



LACK OF CLARITY
IN MISSION,
VISION & GOALS

The 10 Principles of Motivational Leadership

1. Set goals

Set a realistic goal and go for it. People are inspired when they work for a manager with a purpose.

2. Set an example

Recognize that, over a period of time, subordinates tend to become carbon copies of their chief. People do look to their superiors for guidance.

3. Constantly improve

Be a progressive thinker. Employ the 'how can I do it better?' thought process.

4. Give yourself time to think

Spend some time in uninterrupted thought.

The 10 Principles of Motivational Leadership

5. Lead without pushing

The most effective leadership is by example and not by a forceful and unfair way. The motivated leader will lead, but not necessarily push, show but not necessarily tell.

6. Judge by results

Expect always to be judged by results, as you, the motivated manager and leader, will judge others by results.

7. Build confidence

Develop a supreme confidence in yourself and your ability. This supreme confidence will inspire others.

The 10 Principles of Motivational Leadership

8. Expect criticism

It's regrettable to say, but nonetheless true, that as a person becomes increasingly successful it is only a matter of time before they are criticized.

9. Think of the future

Plan on doing something different tomorrow. If every day you can do something slightly different from what you did yesterday, each time doing a little bit better, you will create an inspirational leadership style that is very motivational.

10. Think like a winner

Motivational Incentives

The three greatest motivational incentives are:

- Happiness
- Recognition
- Money

Never forget them!

The five Golden Rules for successful incentive programs are:

- Everyone must have a chance to win
- Time the incentive system carefully
- Decide exactly what the scheme should achieve
- Give tangible prizes
- Ensure the scheme is fully understood

Motivational Communication

- Don't be a 'pigeon manager'
- Motivate down the telephone line
- Plan some good news
- Cut down on meetings
- Prevent rumors by not being too secretive
- Teach the power of the negative
- Always write positively

Don't
be
a
“Pigeon
Manager”



“Pigeon Manager”: A manager who flies in, shits all over everything you do, and leaves just as fast as they came.

Motivational Criticism

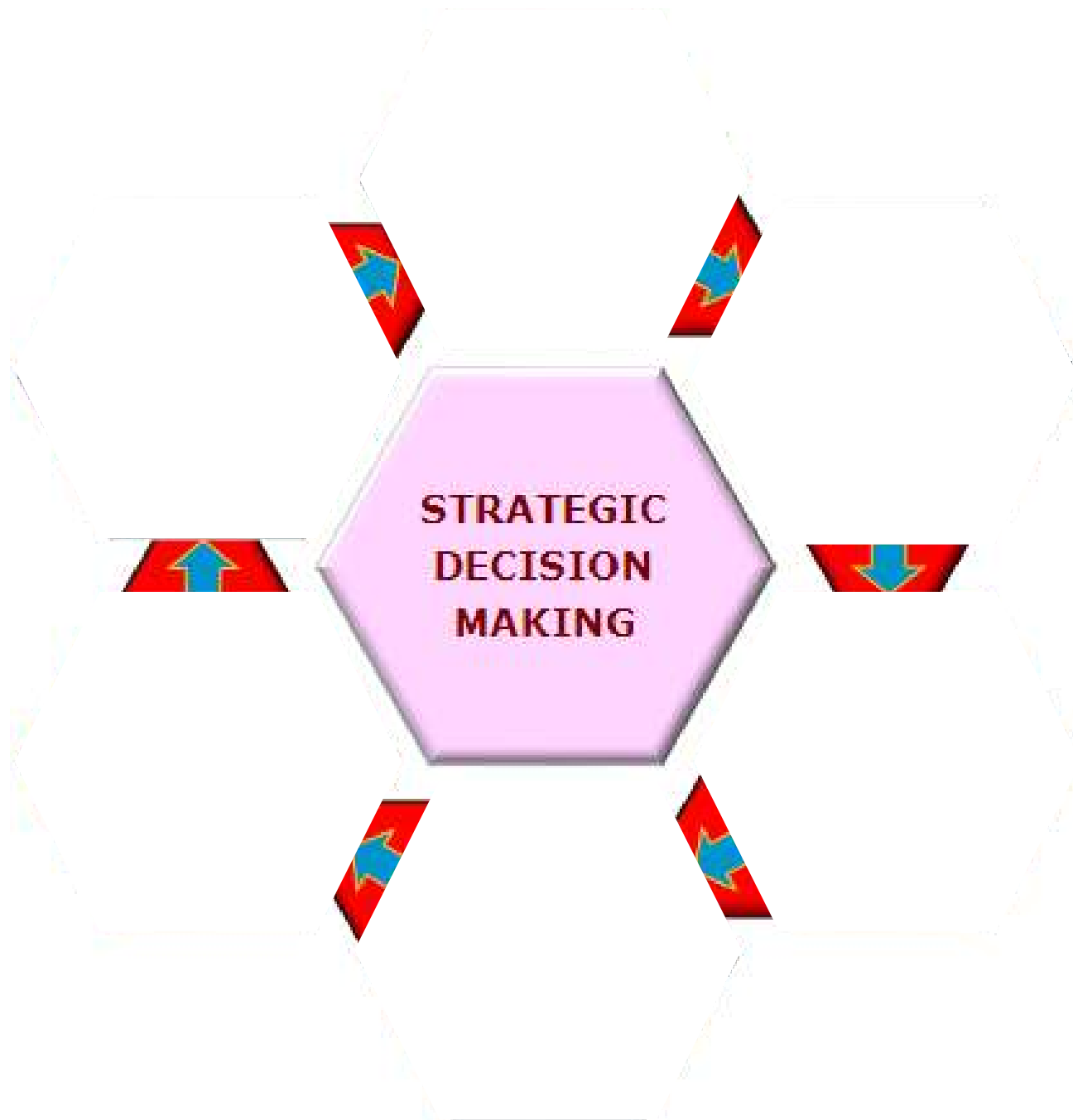
To criticize without demotivating, you must:

- Pick your time carefully
- Discuss the matter in private
- Let the person know you value them
- Look them in the eyes
- Be strictly truthful
- Criticize behavior, not the person
- Reaffirm the person's good points
- Set a review date

And remember to praise small improvement!

Decisive Leadership





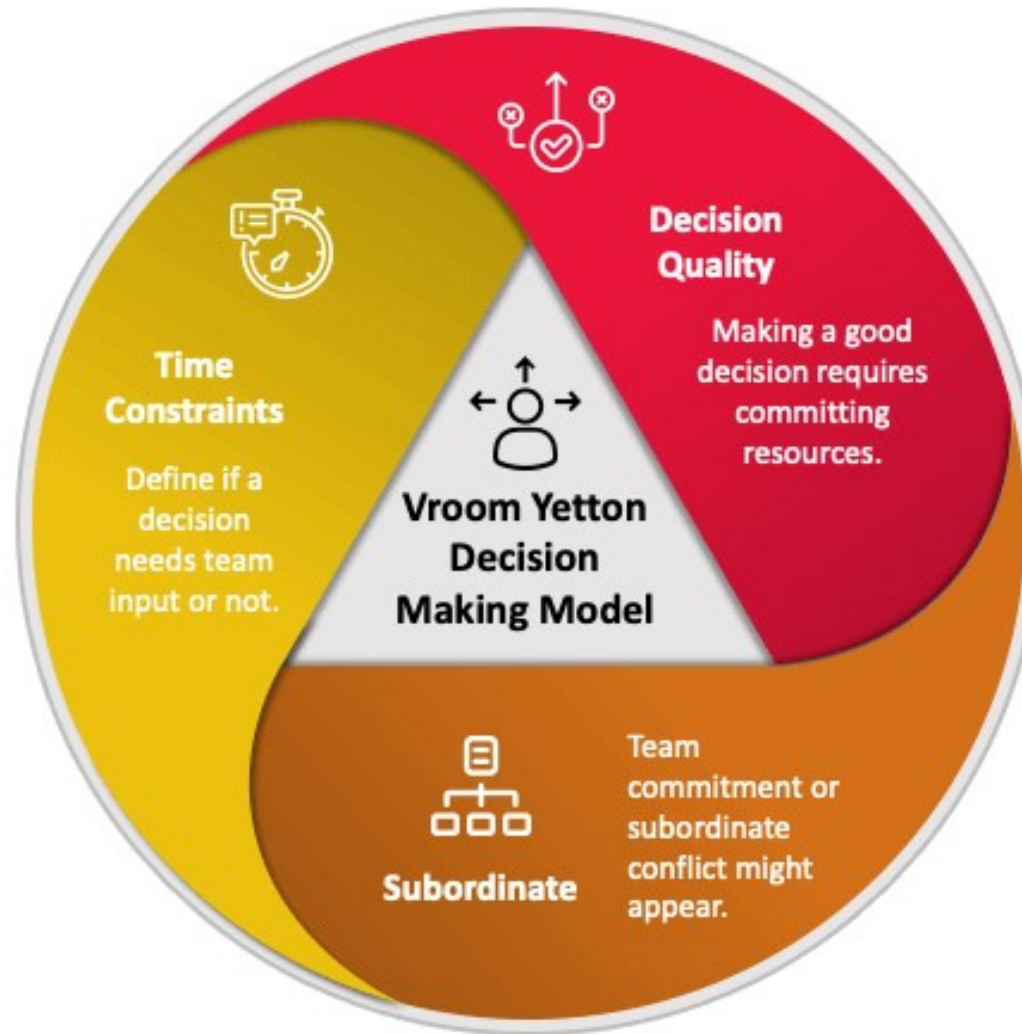
Vroom-Yetton Decision Model

Leadership and decision making require carefully considering the various variables that may result in a positive or negative outcome of a decision; for this purpose, several decision-making theories have been introduced over the years. The Vroom-Yetton decision model is a situational leadership theory that suggests that the best leadership style is subject to the situation.

Leaders use the Vroom-Yetton decision model to determine the best course of decision-making by identifying whether the decision should be made alone by the leader or by involving a group. In the latter, the extent to which the group should be involved in decision making is also determined.

Vroom-Yetton Decision Making Model

3 Factors to Consider Before Using



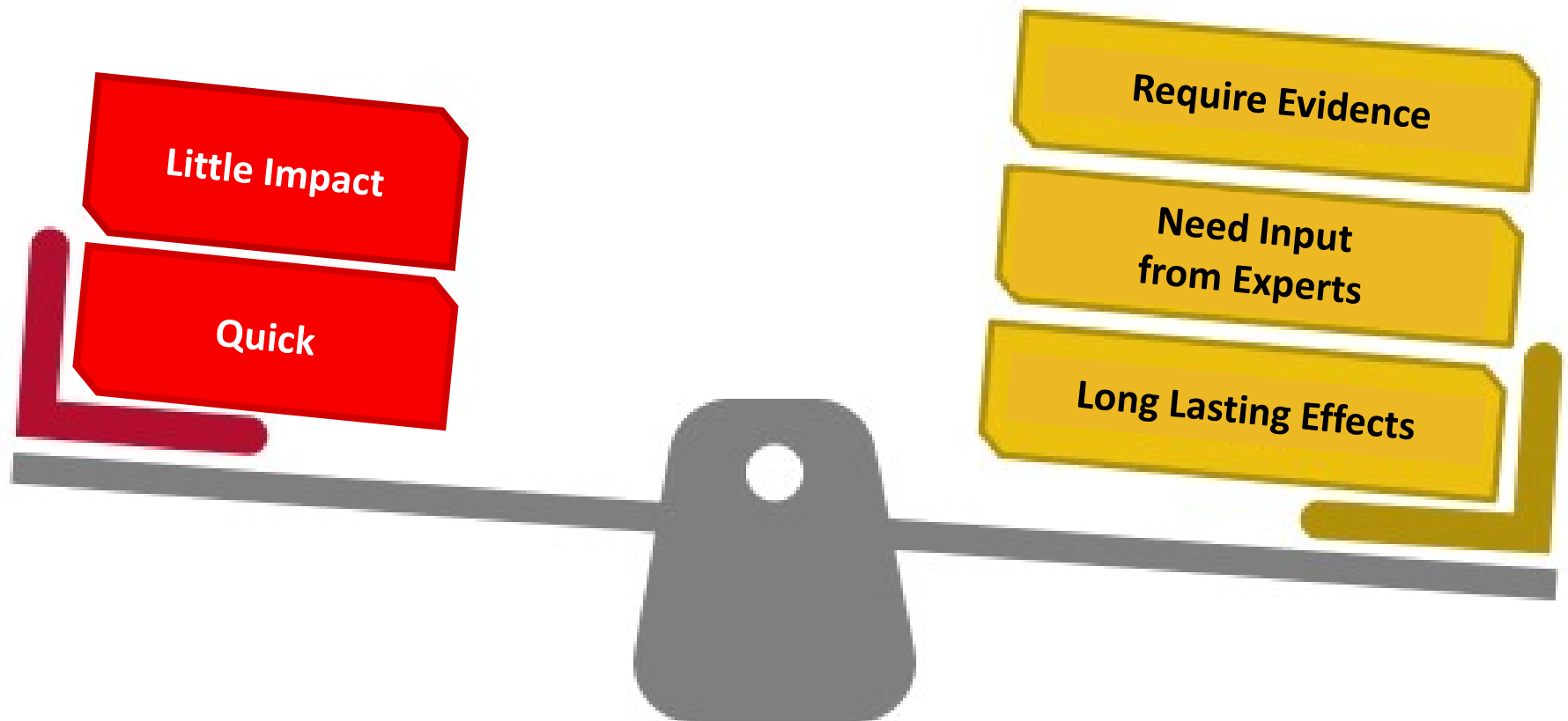
Decision quality: How critical is it to arrive at the correct decision? While the business should always strive to make the right choice, some choices are more important than others. The commitment of vast amounts of resources to every decision is simply not feasible, so the business must pick and choose its battles, as it were.

Subordinate commitment: Some decisions will impact subordinates in some way, while other decisions will have very little to do with them. Leaders must assess the impact of a decision on subordinates and the organization as a whole. To increase buy-in, subordinates should always be involved in decisions that impact them.

Time constraints: When making a decision, an accurate timeline should first be created to determine whether there is time to include others or research potential solutions in detail beforehand.

Vroom-Yetton Decision Making Model

Recognize that decisions differ in the level of importance



Decision-Making Process: Seven Questions



Decision-Making Process: Seven Questions

1. **Quality Requirement (QR):** Check if the problem process has some kind of quality requirement associated with it.
2. **Commitment Requirement (CR):** Check if there is a need for commitment from your team.
3. **Leader's Information (LI):** Achieve clarity regarding the available information and whether it's sufficient to make the decision alone.
4. **Problem Structure (ST):** This question asks if the problem is well structured.
5. **Commitment Probability (CP):** Assess whether your team would provide you with the necessary commitment for the decision made by you.
6. **Goal Congruence (GC):** Analyze if the subordinates share the same goals as the organization to resolve the problem.
7. **Subordinate conflict (CO):** Determine if a subordinate conflict is likely over the decision under consideration.

Five Decision Making Processes



Five Decision Making Processes

1. Autocratic (A1)

This includes using existing information for decision-making without any input from the team.

Example: Autocratic leadership styles are common among many famous entrepreneurs. Steve Jobs was often regarded as an authoritarian leader. Some would even argue that he was more of a dictator than a leader. Jobs was accused of not being a team player and was deemed very demanding in terms of extracting outputs from his team. He was seen as someone who liked to have authority over the creative aspects of his products. He believed that people don't want what they need until they are shown what they require. This is a typical A1-style mindset, which for him was quite successful owing to his creative genius. However, this didn't make him a very likable individual among his peers.

Five Decision Making Processes

2. Autocratic (A2)

Specific information from the team is acquired for consultation and for decision-making. The final decision, in this case, is taken by the leader, which may or may not be shared with the team.

Example: Bill Gates is often attributed to being an autocratic leader, although he is considered to apply more than one style of decision-making. Much of Gates' success is often attributed to quick and timely decision-making, which requires some form of authoritarian style. He was so authoritarian that he even signed the expenses for his second in command, Steve Ballmer, who later became CEO of Microsoft.

Bill Gates was famous for collecting information from his team and questioning their facts during meetings. His authoritarian style meant that he would question and interrupt their assumptions frequently during a meeting. This is a typical example of A2 since the leader gathers information, strictly analyzes it, and proceeds to decide.

Five Decision Making Processes

3. Consultative (C1)

This involves acquiring information from team members individually before the leader makes a decision. The team members don't meet, and the members individually discuss, evaluate and share information regarding the decision.

Example: C1 is a softer form of authoritarian leadership style. Perhaps a good example of C1 is Jim Lentz, chief executive officer of Toyota Motor North America, Inc, a hands-on leader who works with his team's challenges and failures.

Five Decision Making Processes

4. Consultative (C2)

C2 is a style where the leader gathers a group for discussion but makes the final decision.

Example: The founder of Mary Kay Cosmetics, Mary Kay Ash, was known to put in extra effort to cater to her employees' needs. She was famous for having a confident workforce, which was rewarded periodically with gifts and perks. She made an effort to keep her employees individually happy and was deemed a C2 style leader.

