Leadership and Motivation

# Lec A

Leadership

Leadership

* The ability to influence people towards the attainment of organizational goals, inspire
* One of the four main functions of management

Good leaders

* Communication
* Confidence
* Personal responsibility
* Adaptability

Power theory

Leaders to power to influence others

Hard power – position power

* Based on things managers can offer to others
* “do this coz im your boss”
* “If you don’t do what I ask, ill punsh you”
* “I give reward”

Soft power – power from people – from trust, expertise

* Based on the ways managers are viewed by others

Important characteristics of leaders

Traits – distinguishing personal characteristics – intelligence, honesty, self confidence

Strengths – natural talent and abilities that have been supported and reinforced with learned knowledge and skills

Effective leadership not about having the ‘right’ traits, its about recognizing, developing and using those strengths

Leadership behaviours

Leadership styles

Task style

* Results – focus on results

People

* Good team – focus on keeping everyone happy and motivated etc

Spectrum

Some behaviors work in some situations but not for all

Leaders adjust their styles depending on the readiness of their followers to perform in a given situation

Readiness – how able, willing and confident people are to do a task

Change style depending on where employee is

Servant leadership

A servant leader transcends self interest to serve others, the organization, and society

* They give ideas, recognition, credit for accomplishments

Authentic leadership

Individuals who know and understand themselves, act consistently with their ethical values

* Employees know what leader stands for
* Creates trust

Empower and inspire others with openness and authenticity

Diversity

Females associated with interactive leadership

European managers more people focused; Japanese culture emphasizes groups, US firms focus more on short term outcomes, and so on

# Lec B

Work motivation

What is motivation – forces within or external to a person, that generate enthusiasm and persistence to pursue a certain course of action

Ability x motivation x situation = Performance

* Managers can influence all of these factors

A highly motivated workforce is indispensable to the achievement of sustained high performance results

How to destroy motivation

* Constant setbacks, no feelings of accomplishment
* Vague goals, what do they even mean, what are you meant to be doing
* No appreciation, recognition – during lockdown
* NO fun at all

Content theories of motivation

* Theories which emphasise the needs that motivate people
* Needs -> internal drive -> motivation to carr out specific behaviours

Maslow’s hierarchy of needs theory

We want what we don’t have

Needs are physiological or psychological deficiencies a person feels the compulsion to satisfy

2 underlying principles

Deficit principle

* A satisfied need Is not a motivator of behavior
* People act to satisfy deprived needs, those for which a satisfaction deficit exists

Progression principle

* The five needs exist in a hierarchy of prepotency
* A need at any level only becomes activated once the next lower level need has been satisfied

Managerial implications

Recognize where your staff is

* Employees can always be expected to want more
  + Once a lower-level needs are satisfied, other things become important
* Employees on different levels should be treated differently

Flaw

Employees don’t stop needing lower levels once passed

Alderfer’s ERG theory

3 basic need sets

* Growth – esteem and self actualization
* Relatedness – belongingness and esteem needs
* Existence – physiological and security needs

Not hierarchical

* All needs can be influenced at the same time
* People can move between the need sets
  + Frustration-regression principle

Managerial implications

Consistent with maslow – different things motivate different people

Employees may try to fulfil many needs at the same time

A satisfied need doesn’t necessarily lose its motivational impact

Herzberg’s 2 factor theory

Deals with work motivation and job satisfaction

Motivators

* Achievement
* recogniton

Hygiene factors

* work conditions

managerial implications

pay attention to job context (associated with hygiene factors) to take care of job dissatisfaction

pay attention to job context (associated with motivator factors) to increase satisfaction and motivation

eg. Low pay can make someone dissatisfied

# LEC C

Vrooms expectancy theory

* motivation depends on individuals expectations about their ability to perform tasks and receive desired rewards
  + expectancy – the belief that efforts ate linked to performance
  + instrumentality – the belief that performance is related to rewards
  + valence – the Importance placed on the expected reward

eg. Going for a run

expectancy – going more often and more training = better performance

instrumentally – getting faster and faster can lead to competing and/or winning races

valence – the value of the outcome, do you like the outcome

implications for management

to maximize expectancy – Make person feel competent/capable – select workers with ability, train workers

to maximize instrumentally – make clear which rewards will follow accomplishments – Communicate performance – outcome possibilities

to maximize valence – make person

Goal setting theory

Motivation can be increased and performance enhanced by setting specific challenging goals and providing timely feedback

Making progress towards goals can be motivational

Providing frequent feedback on how well people are progressing can boost motivation and positivity

Not goals (alone), but strategies, processes

Study strategies

* tracking progress
* public commitment
  + study buddy
* reinforcement
  + rewards
  + punishment

implications to management

use specific and challenging goals to keep focused and motivated

have employees participate in setting goals and determine how to achieve them

give employees regular feedback on their progress

Equity theory

Based on the principle of social comparison

People are motivated to seek social equity in the rewards they expect for performance