

# Becoming a Powerful Leader: Motivating People

## In this lesson, you will:

Examine key factors that support peak performance and job enrichment

Explore intrinsic and extrinsic motivation as defined by Herzberg's two-factor theory of motivation

Assess your priorities and interview others to gain insight into what motivates them

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# Watch: Intrinsic versus Extrinsic Motivation

In order to support your employees and promote high performance, it's necessary to identify what motivates each person individually. Start by examining the difference between intrinsic and extrinsic motivation. Consider what motivates you as Professor Walsh describes the impact these have on performance outcomes.

## Transcript

So one of the things you need to do to be really effective in your position is to figure out the best way to motivate every member of your team. Whether it's your high performer all the way to that really challenging employee. And I want to share with you a concept that I think can really be useful.

A lot of times we assume that money is the most important thing in motivating a person in a job, and money's really important, I don't want to discount it. It really is important to attracting you and keeping you to a job, but when you think about what intrinsically gets you excited about the work that you do, I wonder what role money actually does play. For example, have you ever had a job that you hated but paid really well? It's really hard to come in and do your day to day job when you hate the work. Alternatively, you may have experienced a situation where you loved the work and the pay was okay. Those are very separate things going on. So the pay's fine, but you loved intrinsically what you did.

I'd like to focus in on those intrinsic factors. And there's ways you as a manager can really develop that, that intrinsic excitement for the work you do, even if it is the most boring job on the planet. And what we know is people feeling a sense of accomplishment, people getting recognized by you and thanked by you, people getting opportunities to get more responsibility or even advance if they want it, those things matter a lot. We often discount the value of a thank you, but it's called a psychological paycheck and it means a lot, a thank you, a sincere thank you coming from you. Now there's all these other factors that are related to you not being dissatisfied with your job. It could be great coworkers, a nice company, good benefits; it could be a nice corner office. All of those things are important to keeping you, as I mentioned, from being dissatisfied, but they don't intrinsically excite you and motivate you. That's what I want to focus in on. How can you as a manager reach your employees through intrinsically exciting, motivating them, and exciting them about the work that they do?

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# Read: Herzberg's Two-Factor Theory of Motivation

Herzberg's two-factor theory really focuses on intrinsic versus extrinsic motivation. This theory or concept is based on the idea that individuals have two sets of needs. The first is related to psychological growth and the second is related to preventing discomfort or pain. Herzberg argued that these two needs are separate from one another. Meeting an individual's need for psychological growth occurs through how you motivate them. Specifically, to the degree individuals experience a sense of achievement in their work, they will be intrinsically motivated. The manager or leader plays a key role in helping employees be successful in their work and intrinsically motivated. When managers recognize individuals' achievements, whether publicly or privately, and provide individuals with opportunities to grow in their roles or even advance with other roles, employees are more likely to be motivated. So too, providing employees with some autonomy and job discretion over how they approach their work also increases their intrinsic motivation levels. Even showing employees how important their work is to enhancing customer experiences, increasing revenues, or providing cost savings matters. Employees want to know that their work matters and makes a difference.

Alternatively, there are a host of factors that prevent job dissatisfaction (or according to Herzberg, contribute to the avoidance of pain). They include good working conditions, or really wonderful co-workers. It can also be a company's policy or the work environment the company provides. All of these factors are important, but they do not necessarily intrinsically motivate the individual.

Instead, they keep an individual from being dissatisfied.

Think about it. You could be working for a wonderful company with fantastic co-workers but really dislike the work itself. Or alternatively, you could love the work but really dislike your company or working environment. The intrinsic and extrinsic factors are separate from one another. Yet managers often confuse them. To make matters worse, an individual's salary can often fall into both categories. And if you were to ask your employees what is most important, they will likely tell you money because salary is important. But does it intrinsically motivate or prevent job dissatisfaction or both? The important thing to remember is that the other factors are indeed distinct. Do not discount the importance of recognizing your employees' work, providing them with some discretion over how they complete it, and giving them greater responsibilities, even if they are not looking for a promotion. People care. They want to do a good job and be engaged in their work. Your job is to uncover that potential through how you engage them with what they do.

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# Activity: Motivational Factors

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Motivation is defined as the act or process of getting someone to do something. So, at work it would mean you, the manager, trying to get others, your employees, to do their jobs in the best ways possible. You can simply motivate someone by threatening to fire them if they don't do their jobs properly. But in doing so, you lose so much possibility and potential to engage your staff, get them excited about what you are trying to create, and help them to achieve things they may never have felt were possible before. People are motivated by different things, but some basic principles likely apply.

While it can be very challenging to try and meet every employee's motivational needs, it's also a wonderful gift to be given the opportunity to try and help others be successful in their work and to make a positive difference in their lives.

Let's begin exploring what promotes high performance by interviewing others then by assessing your own priorities as you complete the survey below. Scroll through each of the 3 sections of this survey and complete each question.

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# Watch: Job Enrichment versus Job Enlargement

Is it enough to simply give staff more to do in order to engage them in their work? Having someone do more of the same (or similar) tasks is considered job enlargement. Providing variety and challenge in work assignments comes through job enrichment, as Professor Walsh explains in the following video.

## Transcript

I'd like to focus in on how you can actually make a job more intrinsically motivating. And the way in which you do it is you want to pay attention to some critical job features. Now if you think about the most mundane job that you supervise, you might be thinking, oh, I'll just go ahead and ask the person to do different jobs. So, for example, I will cross-train them into different positions in my department and that will take care of the boredom. And you can do that, but all you're doing is giving a person new and different tasks to do. You're not making the job itself more intrinsically motivating.

So I'd like to share with you how you might infuse that job with what I call motivational factors. There's four of them. The first one is variety. To the degree you can actually incorporate different sensory skills or even different thinking or cognitive approaches for how a person approaches a job. To the degree you can tap into people's brainpower about how they approach their work and ask them to think about how they do so, you can get a lot of benefit. Everybody wants to be engaged with the work that they do, even if it seems like a pretty



tough job to you.

The other thing you want to be thinking about is control. We know autonomy matters. If I have some decision making around how I approach a job, I'm actually going to be way more engaged with it versus if you make all of the decisions for me.

Another thing that matters is what we call impact. To the degree I can see that the work that I do either enhances customer satisfaction or client satisfaction, brings additional revenues to the operation, or brings cost efficiencies, I'm going to be more engaged with my work. I'm going to pay more attention to it, because I know that it matters.

And the last one is, by far and away, the most important thing, and it's feedback from you. To the degree you can provide both positive feedback and ideas for even stronger improvement you get a whole lot of benefit. There's actually this research out there that's called if you don't hear from me, you know you're doing fine. And the researchers were able to show that, to the degree managers gave feedback, employees perform much more, and they took it all the way to the bottom line. And managers who didn't give feedback actually had less or lower performance results, less satisfied employees. So it matters.

And to the degree you can provide all four of those things, skill variety, control, impact and feedback, we can tie it to higher motivation, better work output, lower absenteeism and turnover. So pay attention to those intrinsic factors; how can you actually focus on the work itself, and make it matter.

# Tool: Motivating Others

Use the [Motivating Others](#) job aid to enrich the jobs of your staff.

What is the most boring job you can imagine? How could you make that job more intrinsically motivating?

## Job Enrichment versus Job Enlargement

Using this concept of intrinsically motivating job features, there are a few important ways you can get your staff even more engaged with their jobs and motivated to perform at the highest levels. Often, to decrease boredom, we have an employee do something different—that is, give them different job tasks or rotate them through different positions. This is called *job enlargement*. While this strategy might relieve immediate boredom, it doesn't make the original job itself more intrinsically motivating, at least according to the job features listed above.

To make a job more intrinsically motivating, you can *enrich a job* by ensuring a job has the following characteristics:

**Skill variety**—The degree to which an employee can use multiple skills, talents, and cognitive thinking to perform a job.

**Task identity**—The degree to which the employee can perform a job from start to finish. In other words, can the employee complete the job from beginning to end with a tangible outcome? Is he or she performing assembly-line-type work, or is it possible to be responsible for an entire job from start to finish?

**Task significance**—The degree to which an employee can see how important his or her job is to the success of the business. Does the employee see how his or her job contributes to generating revenues, increasing efficiencies, and ultimately the customer/client experience and the bottom line?

**Autonomy**—The degree to which the employee has some decision-making power over how he or she approaches the work, identifies the procedures for accomplishing it, and improves the outcome.

**Feedback**—The degree to which the employee receives both positive and constructive observations from you about how he or she is approaching the job and accomplishing the tasks. This is where the manager plays a central role!

These five characteristics are key to job enrichment. To the degree you can infuse a job with them, no matter how mundane, you will see some important outcomes (high performance, lower absenteeism and turnover) and, ultimately, increase the intrinsic motivational levels of your staff.

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# Activity: Apply Intrinsic Motivational Techniques

In this activity, you will focus on motivating others in the workplace. You will begin by identifying two jobs that you supervise. Next, you will describe three techniques you could use to intrinsically motivate employees.

Use the [Motivating Others](#) tool to aid in completing this activity. Once you have finished entering your responses, you will be able to save or print them for future use.

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# Final Assessment

As you have seen in this lesson, you can promote increased performance outcomes for your staff by embedding motivational and environmental factors into your organizational systems. Complete the following assessment to confirm your mastery of the key concepts presented.

Answer the following questions.

You must answer at least three questions correctly to achieve completion.

You may take this assessment up to three times to achieve a passing score.

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## Lesson Wrap-up

Pay is often assumed to be a critical driver of motivation for the workforce, but research has found that pay motivates different people in different ways. Have you ever had a job that paid well but you hated the work? Alternatively, have you ever had a job where the pay was modest but you loved the work? Each of these situations has the power to motivate or demotivate you, depending on your individual needs and how you experience work.

In this lesson, you examined what motivates you and what motivates others. You explored intrinsic and extrinsic motivation and various factors that drive (or negate) employee satisfaction as you reviewed Herzberg's two-factor theory with Professor Walsh. You also participated in an activity in which you identified two jobs you supervise and established a strategy using motivational factors to increase performance for each of these jobs.

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