

## MOTIVATION

**Motivation** is the internal condition that activates behavior and gives it direction; energizes and directs goal-oriented behavior.

Motivation is system-oriented. Motivation is the result of interplay among three groups of factors: a) influences operating within an individual e.g., his goals, needs and values, b) influences operating within the organization e.g., organization structure, technology, physical facilities and nature of the job, etc. and c) forces operating in the external environment, e.g., culture, customs, norms, etc., of the society.

Motivation creates goal directed behavior.

Motivation can either be positive or negative. Positive motivation implies use of pay, incentives, etc., to satisfy human needs while negative motivation emphasizes penalties, e.g., reprimands, threat of demotion, fear of loss of job, etc.

Motivation is different from job satisfaction. Motivation is the drive to satisfy a want and it is concerned with goal-directed behavior. Motivation is the process while satisfaction is the outcome or consequence.

## THEORIES OF MOTIVATION

### *Need hierarchy theory*

Abraham Maslow's hierarchy of human needs theory is one of the most widely discussed theories of motivation.

The theory can be summarized as follows:

- Human beings have wants and desires which influence their behavior. Only unsatisfied needs influence behavior, satisfied needs do not.
- Since needs are many, they are arranged in order of importance, from the basic to the complex.

- The person advances to the next level of needs only after the lower level need is at least minimally satisfied.
- The further the progress up the hierarchy, the more individuality, humanness and psychological health a person will show.

The needs, listed from basic (lowest, earliest) to most complex (highest, latest) are as follows:

- Physiological
- Safety
- Belongingness
- Esteem
- Self actualization

### ***Herzberg's two-factor theory***

Frederick Herzberg's two-factor theory, aka intrinsic/extrinsic motivation, concludes that certain factors in the workplace result in job satisfaction, but if absent, lead to dissatisfaction.

The factors that motivate people can change over their lifetime, but "respect for me as a person" is one of the top motivating factors at any stage of life.

He distinguished between:

- **Motivators;** (e.g. challenging work, recognition, responsibility) which give positive satisfaction, *and*
- **Hygiene factors;** (e.g. status, job security, salary and fringe benefits) that do not motivate if present, but, if absent, result in demotivation.

The name Hygiene factors is used because, like hygiene, the presence will not make you healthier, but absence can cause health deterioration.

The theory is sometimes called the "Motivator-Hygiene Theory."

A few steps to motivate self and others:-

1. Give recognition to others in handling the jobs, specific situations. When someone does a good job, one should immediately appreciate the person in front of other people. This will result in motivating not only that individual but others as well.
2. One must try to give respect to others. If you respect others, one can get respected. One must try to gain respect by respecting others. If we do not respect our people, our family, our colleagues, we cannot have any chance of getting respect from them.
3. In order to motivate others, one must make habit of making the work very interesting and get everyone involved in process of decision making. If we involve everyone into the work process and decision making, we can get commitment of the results from everyone in the job. If we do not involve the people, there will be no commitment and people will automatically get de-motivated. In order to motivate others, get on to release their potential of their best talent and they will soon be motivated, committed and result-oriented.
4. In order to motivate, one should learn the art of listening. Listening others is an art and if we do not listen to others and unnecessarily interrupt them, it becomes de-motivating. If you like to win the other persons mind, listen to them and get yourself into attentive mode and you will see that the person gets motivated, friendly and starts the most intimate things with you. Let us learn the art of careful and sound listening.
5. One must learn to throw a challenge to others for meeting results. When you throw a challenge, people tend to go out of way to meet the deadlines and when they succeed, they get highly motivated and next time they again try their best to put in their efforts to do the best in life. It makes them to be motivated every time.

## In order to continuously motivate

In order to continuously motivate self and others, here is a suggested motivation action plan for individuals and teams:-

1. **Develop a sense of pride in what you are doing:** One must always feel happy in what he or she is doing and contributing. One must rather love the job what he/she is in. The job should become a delight to anyone who works. “One of the greatest sources of energy is ‘**PRIDE**’ in what you are doing.”
2. **Reward performance and never reward non-performance:** When you reward performance, non-performers always get motivated to perform and it becomes a win-win situation for everyone.
3. **Set well defined clear goals:** Please examine the goals and then work on them regularly. The goals must be

The goals must be slightly out of reach and must be very specific and the goals must be in line with the value system one is in.

**“A winner is someone who sets his goals, commits himself to those goals, and then pursues them with all the ability he has.”**  
**“Goals are not only necessary to motivate us, they are essential to really keep us alive.”**

## STRATEGIC AND LATERAL THINKING

Strategic thinking is a process in which you develop a vision for your business and then work backwards to develop a plan to accomplish that vision. Without vision, a business will have no direction, but it's impossible to achieve a vision without a strategy. Strategic thinking involves developing skills in creativity, problem solving, teamwork, critical thinking and flexibility. Strategic thinkers are able to see the big picture, as well as how to attain it.

## Learn to Think Strategically

### 1. Step 1

Strategic thinking skills require you to examine how things have always been done critically in order to determine if that is the way things should be done. Strategic thinkers are willing to look outside of the norm to find more efficient and creative ways of doing things.

### 2. Step 2

Look at the forest, not the trees. Strategic thinkers are not mired down by the details of managing day-to-day issues. Strategic thinkers look at the organization as a whole to assess attributes and areas of opportunity.

### 3. Step 3

Focus on the future. Strategic thinking is goal oriented and guided by a vision for the future of a company. When you are developing strategies for business growth, those strategies must have clearly defined goals that contribute to the overall vision for the company.

### 4. Step 4

Consider external forces when you develop a strategic plan. Governmental regulations, legal developments, market conditions, economic factors and technological developments can all affect how you plan for the future.

### 5. Step 5

Get feedback from within your industry. Market research, particularly in product-driven industries, can help you match the vision for your company to consumer expectations.

## 6. Step 6

Check the facts. Even though strategic thinking involves making predictions about the future, those predictions must be realistic. Gather hard data, including your organizations financial reports and analysis of your industry, to inform your predictions and help you develop goals based in reality.

## 7. Step 7

Consider the organizational structure of your business and assess how that team fits into your strategies for the future. You may have to reorganize your team to achieve your goals.

## 8. Step 8

Anticipate challenges. An important part of thinking strategically is being able to predict what issues will arise and devising a plan to confront those issues ahead of time.

## **POSITIVE & LATERAL THINKING BENEFITS FROM ENHANCING CREATIVITY**

- Increasing your creativity at work
- Help you make the best use of your talents, aptitudes & abilities.
- Enhance the enjoyment of your job.
- Improve your self confidence
- Make a more valuable employee
- Enhance your opinion of yourself as a proficient problem solver.
- Make you more self motivated.
- Give you a greater sense of control and mastery over your job.

Businesses, for-profit and nonprofit, are facing change like never before. Numerous driving forces to this change included a rapidly expanding marketplace (globalization), and increasing competition, diversity among consumers, and availability to new forms of technology. Creativity and innovation are often key to the success of a business, particularly when strategizing during strategic planning, and when designing new products and services. Creative thinking and innovation are particularly useful during Strategic Planning (when strategizing) and in Product and Service Management (when designing new products and services.)