

COMMUNICATION SKILLS FOR MANAGERS

6. THE PRINCIPLE OF MOTIVATION IN THE COMMUNICATION OF A MANAGER; INFLUENCING AT WORK

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Objectives of the presentation:

- Understand the basic laws of motivation
- Recognize intrinsic and extrinsic motivators
- Understand the role of motivational factors as a basis for influencing others
- Learn the basic principles of Maslow's motivational theory
- Learn the basic elements of a proper motivational-communication approach.

Presentation outline:

1. The basics of motivation
2. Motivational factors as a basis for influencing performance
3. The basic principle of Maslow's motivation theory
4. Appropriate motivational and communication approach
5. Some specific tips at the end

1. The Basics of Motivation

- Creating incentives  HR specialists.
- Using motivational resources  managers (in motivating their subordinate workers).
- Motivation should be:
 - targeted;
 - Individually tailored (to the character and personality of each worker).
- Conducted by the immediate supervisor (who is assumed to have personal knowledge of the motivated worker).

1. The Basics of Motivation

- Definition: the purposeful creation of stimuli that cause an individual to behave and act in a certain way.
- It is a combination of processes:
 - intellectual;
 - psychological;
 - physical.
- These processes determine how vigorously a subordinate acts and in what direction his energy is directed.

1. The Basics of Motivation

- Human behaviour is governed by the existence of needs.
- From this existence of needs comes the principle of motivation.
- The principle:

A person feels a certain unsatisfied need (motive).



Adaptation of behaviour (based on the stimulus) to achieve the goal of satisfying the need.



However, once the need is satisfied, another need emerges which the person also desires to satisfy.

1. The Basics of Motivation

This principle of continuous human needs (motive) and subsequent targeted behaviour (based on stimulus, incentive) is used by managers in the motivation process.

1. The Basics of Motivation

- Motivation is linked to efforts to make workers work more efficiently.
 - However, this is not the only possible goal of motivation. We also motivate workers to do a range of other activities, such as.:
 - achieving results and goals;
 - upskilling;
 - people and departmental collaboration;
 - staff stability;
 - recruitment;
 - discipline;
 - relationship with the customer;
 - initiative;
 - loyalty..
- ...many of the above are related to company culture.

2. Motivational Factors as a Basis for Influencing Performance

- Motivational factors are divided into:
 - a) internal (subjective) - motive;
 - b) external (objective) - stimulus.

2. Motivational Factors as a Basis for Influencing Performance

ad a) Motive:

- the inner cause of human behaviour;
- the sum of personality determinants such as:
 - attitudes;
 - needs;
 - interests;
 - values and attitudes;
 - education and skills;
- discovering and then acting on the motives of workers is a difficult but very effective process;
- motive is like love - its realisation is often not spontaneous but all the more persistent.

2. Motivational Factors as a Basis for Influencing Performance

ad a) Examples of intrinsic motivators:

- hunger;
- need for security;
- the need to belong;
- desire for self-fulfilment;
- the need to impress, etc.

2. Motivational Factors as a Basis for Influencing Performance

ad b) Stimulus:

- an external instrument of action within the motivation process;
- usually material rewards or social stimuli;
- when using stimuli, the person does what he/she has to do to reach these stimuli;
- it is therefore only an extrinsic incentive, which is relatively less effective in the long term (especially if it is only money) compared to the effect on intrinsic motives;
- an stimulus is like falling in love - it is intensely pleasurable at first, but soon (if it is not linked to an intrinsic motive) it wears off.

2. Motivational Factors as a Basis for Influencing Performance

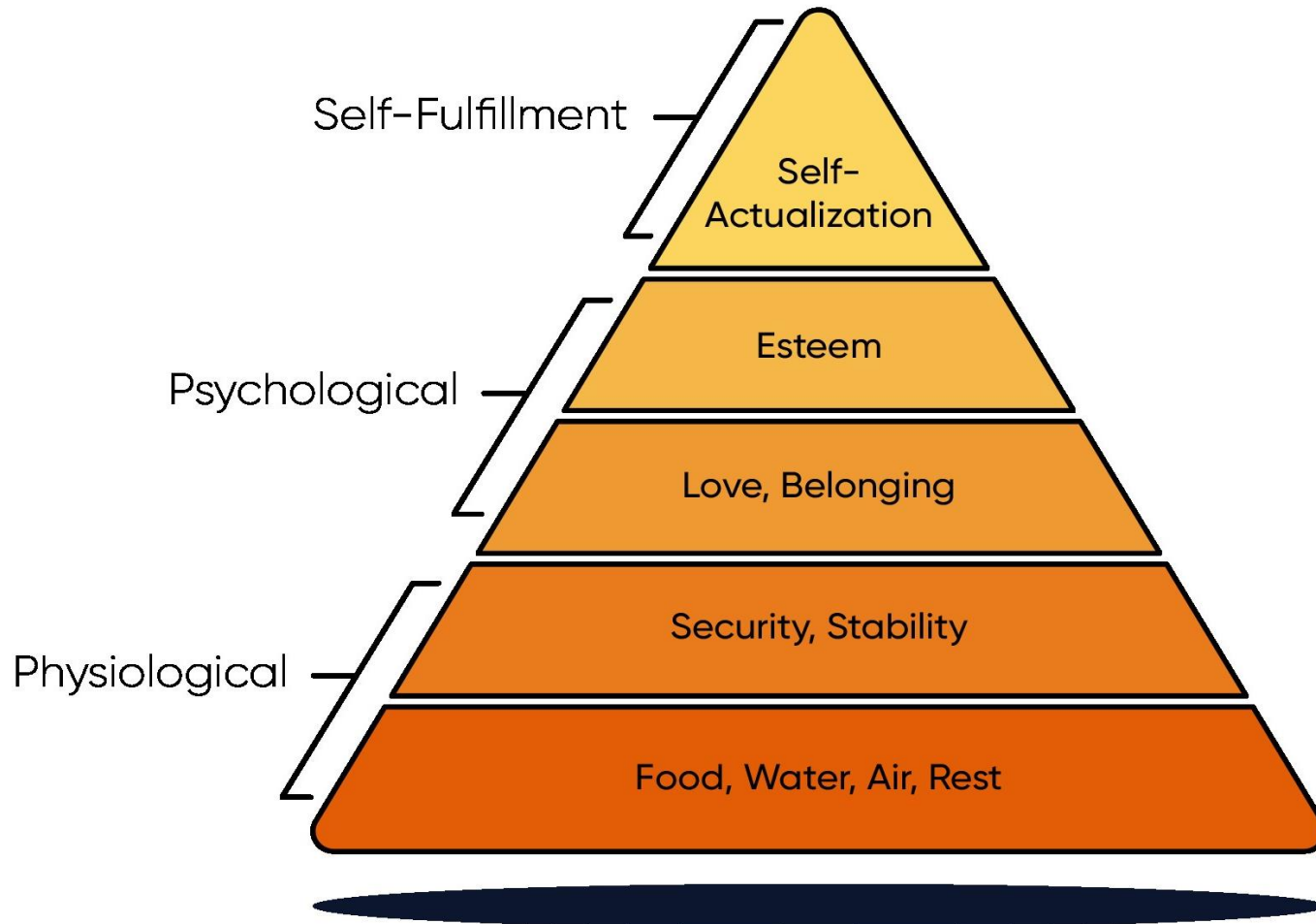
ad b) Examples of extrinsic motivators:

- evaluation and reward (the most familiar incentive - hence the short-term effect);
- management style and manner;
- production technology;
- organisation of work;
- technical equipment;
- non-work activities;
- safety.

3. The Basic Principle of Maslow's Motivation Theory

- Maslow's hierarchy of needs:
 - the best known and most widely used motivational theories
 - founder: the American psychologist Abraham Maslow;
 - based on the principle of motivation itself;
 - human needs are sorted and then hierarchically arranged in the form of a pyramid - from basic (lowest) to highest;
 - assumption that human needs arise gradually.

3. The Basic Principle of Maslow's Motivation Theory



4. Appropriate Motivational and Communication Approach

- Total average benefit expenditure per employee per year:
 - most often in the range of CZK 10,000 to CZK 25,000 (every fourth company);
 - less than CZK 10,000 and more than CZK 25,000 are spent on benefits by every fifth company.

4. Appropriate Motivational and Communication Approach

- Financial instruments (bonuses, bonuses, rewards, etc.) - about 40% of employees request, about 30% of employees receive.
- Salary compensation in case of illness - required by about one third of employees (regardless of gender, age, experience, etc. - pandemic plays a role), received by 1%.
- Meal allowances - requested by about 30%.
- Holiday allowances - about 30% requested, about 10% received

4. Appropriate Motivational and Communication Approach

- Contributions to financial instruments (supplementary insurance, etc.) - requests 27%, receives about 25%.
- Sick day(s) - requests 23% (impact of pandemic), receives 22%.
- Transport allowances - 22% of employees request (smaller towns), approx. 10% of employees receive.

4. Appropriate Motivational and Communication Approach

- Not very popular benefits:
 - coaching;
 - mentoring;
 - paternity leave.

4. Appropriate Motivational and Communication Approach

- New benefits:
 - promoting health and mental well-being;
 - vitamin vouchers;
 - extra time off;
 - psychological support in the workplace.

4. Appropriate Motivational and Communication Approach

- Motivational factors in the form of benefits are only part of success.
- For successful motivation, these benefits must be accompanied by an appropriate motivational and communication approach that includes the following elements:
 - job description (content of the job);
 - achieving and contributing to company/team goals;
 - accountability (responsibility) for work done ;
 - recognition by manager;
 - employee development;
 - rewards.

4. Appropriate Motivational and Communication Approach

- Motivational factors in the form of benefits are only part of success.
- Conversely, the following elements reduce the success of motivational benefits:
 - unsuitable environment: administration, working conditions;
 - unfair evaluation: salaries, performance evaluation process;
 - poor interpersonal relations;
 - inappropriate job design (job description);
 - unclear information from manager;
 - lack of recognition and excessive criticism;
 - lack of respect for personal life.

5. Some specific tips at the end

- How to criticize and sanction?
 - it is necessary to find out the reasons for the failure;
 - we allege negligence and irresponsibility;
 - we criticise what is essential;
 - we criticise what was clearly communicated to the worker (informed about how to do the job properly and what exactly he or she did wrong);
 - the criticism must be specific;
 - specific points are made;
 - the reprimand must not include personal attacks;
 - face to face reprimand (supervisor - subordinate);
 - the reprimand must be in an appropriate form.

5. Some specific tips at the end

- How to praise correctly?
 - praise should be addressed;
 - praise should be specific;
 - include praise in communication;
 - the praise must go directly to the employee (a manager who is not the immediate supervisor, for example, must be sure that the employee has received the praise);
 - opportunities for praise must be sought (reasonable and appropriate praise should not be spared);

5. Some specific tips at the end

- How to determine the financial reward?
 - performance is partly supported by a variable remuneration component;
 - fixed pay is a recruitment motivation;
 - involvement in the results of the whole;
 - differentiation of good and bad workers (motivation for good workers);
 - a simpler system is a stronger motivation (an overly complex reward system creates uncertainty and suspicion);
 - timeliness of remuneration;
 - adequacy of the amount of remuneration to the work done;
 - the worker is informed about the amount of remuneration;
 - the amount of rewards is subject to secrecy (avoiding conflicts, bad atmosphere, envy, etc.).

5. Some specific tips at the end

- We praise publicly - a good motivation for:
 - the worker himself;
 - for other workers - if, however, the praise is:
 - appropriate;
 - deserved;(otherwise public praise can create envy and demotivation).
- We criticize between four eyes, unless it is an exceptional case (urgency, repeated failure, etc.).
- Public criticism must, however, comply all the more with the above rules of adequacy.

Thank You for Your
Attention