

# Management Essentials

## Motivation and Influence

*Sample Slides*

# Dimensions of diversity

## Personal

- Age, race, ethnicity, gender, physical abilities and qualities, natural abilities and sexual and affection orientation

## Positional

- Education, work experience, income, marital status, values, religious beliefs, geographic location, parental status

## Interactional

- Emotional position, motivations, personality type, life experiences, work roles, values, leadership style

# Needs Motivation

Satisfaction of *deficiency needs* fosters physical and psychological health

Satisfaction of *growth needs* helps development as a human being

If not blocked, higher level needs will emerge and motivate behavior

Organizational position or team membership can facilitate growth need satisfaction

# Needs hierarchy by occupational group

| Goals Ranked in<br>"Need Hierarchy"             | Professionals<br>(Research<br>Laboratories) | Professionals<br>(Branch<br>Offices) | Managers | Technicians<br>(Branch<br>Offices) |
|---|---|--------------------------------------|----------|------------------------------------|
| <b>High—Self-Actualization and Esteem Needs</b> |   |                                      |          |                                    |
| Challenge                                       | 1   | 2                                    | 1        | 3                                  |
| Training  |   | 1                                    |          | 1                                  |
| Autonomy  | 3   | 3                                    | 2        |                                    |
| Up-to-dateness                                  | 2   | 4                                    |          | 4                                  |
| Use of skills                                   | 4   |                                      |          |                                    |
| <b>Middle—Social Needs</b>                      |   |                                      |          |                                    |
| Cooperation                                     |   |                                      | 3/4      |                                    |
| Manager   |   |                                      | 3/4      |                                    |
| Friendly department                             |   |                                      |          |                                    |
| Efficient department                            |   |                                      |          |                                    |
| <b>Low—Security and Physiological Needs</b>     |   |                                      |          |                                    |
| Security  |   |                                      |          | 2                                  |
| Earnings  |   |                                      |          |                                    |
| Benefits  |   |                                      |          |                                    |
| Physical conditions                             |   |                                      |          |                                    |

# Recognise ASAP times 3

## **As Soon**

Timing is important; don't delay praise

## **As Sincere**

Do it because you're truly appreciative

## **As Specific**

Give details of the achievement

## **As Personal**

Do it in person (or a handwritten note)

## **As Positive**

Don't mix in criticism

## **As Proactive**

Don't wait for perfect performance

# Goal Setting Essentials – the goals

## Goal difficulty

- Out of reach but not out of sight

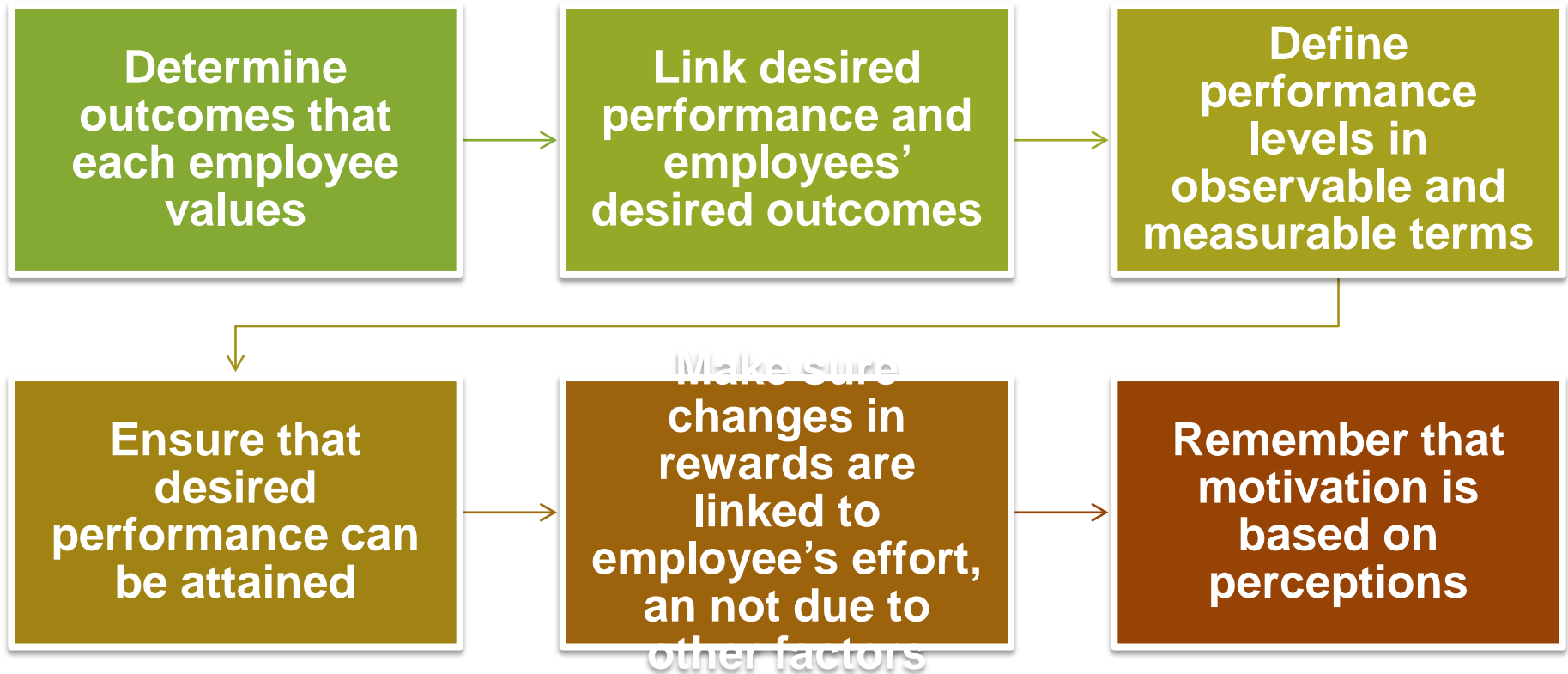
## Goal clarity

- Communicate, communicate, communicate

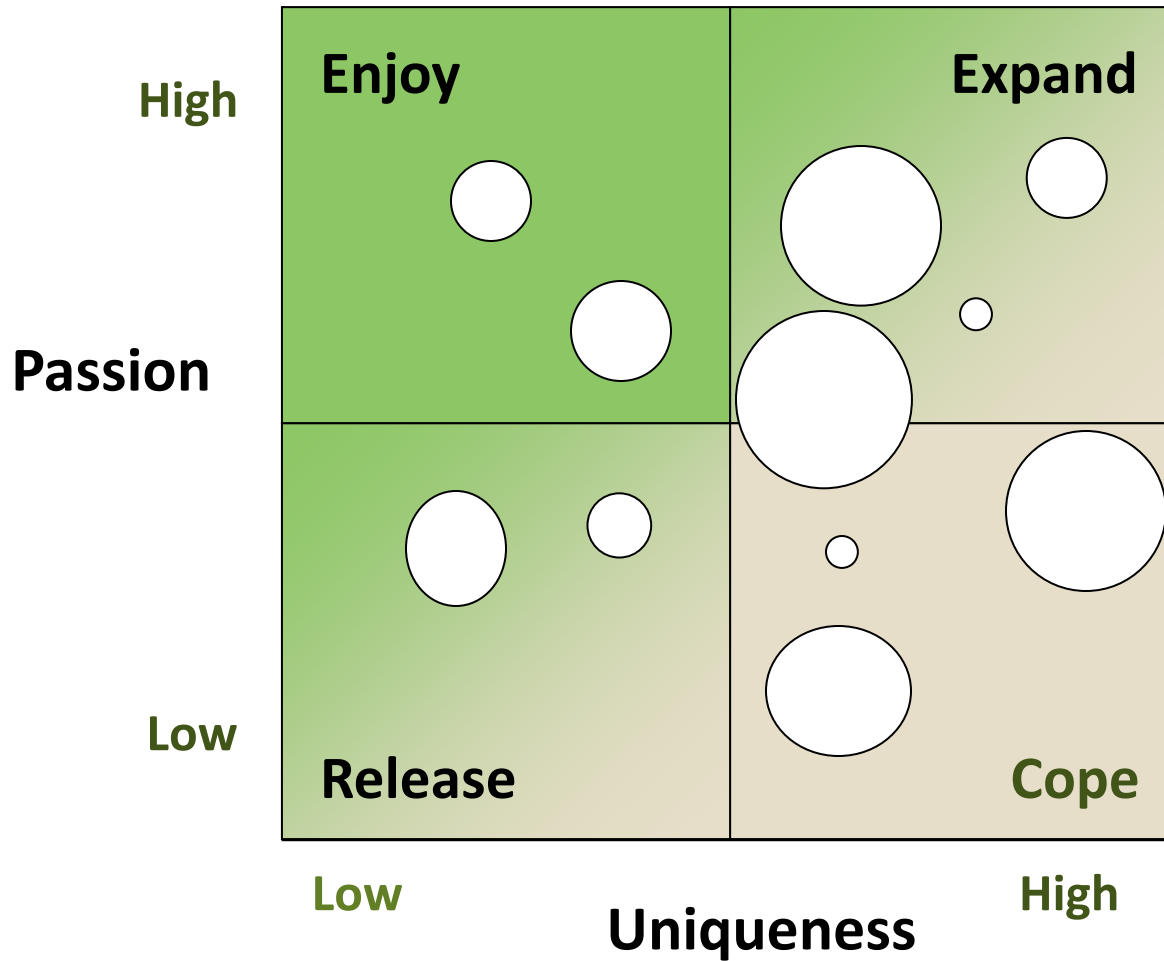
## Feedback

- Have feedback mechanisms in place

# Using expectancy

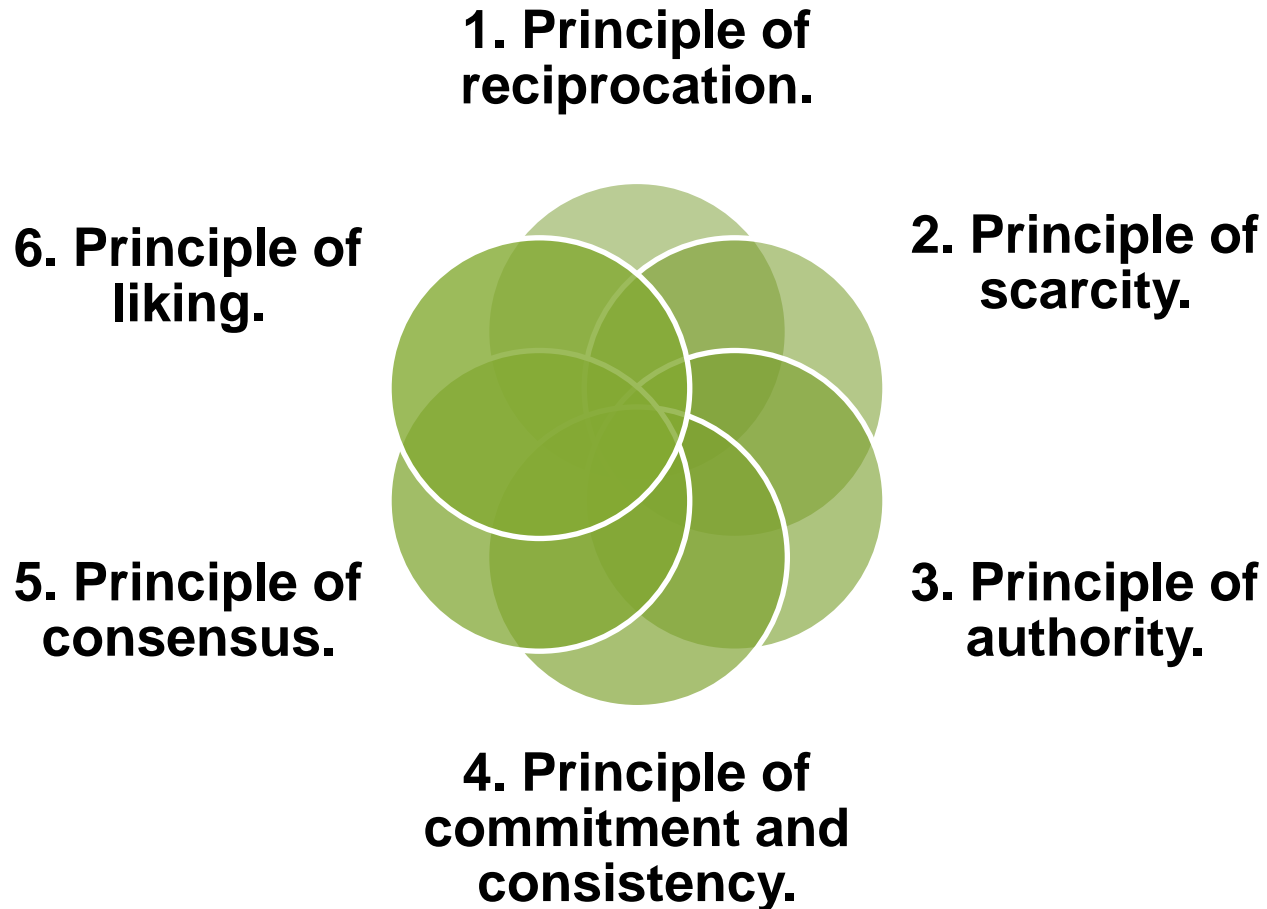


# Job Map





# Cialdini's 6 principles of persuasion



# Currencies of Exchange

## Position-Related Currencies

### Recognition

- Acknowledgement of effort, accomplishment or abilities

### Visibility

- The chance to be known by higher-ups or significant others in the organisation

### Reputation

- Being seen as competent, committed

### Insiderness/ Importance

- A sense of centrality, of “belonging”

### Contacts

- Opportunities for linking with others