

MOTIVATION

Motivation comes from the word 'MOTIVE' which comes from the Latin word 'to move'.

Motivation is anything that moves people to perform regardless of the reason such as fear, money, recognition, peer pressure, self esteem etc

If people are trying, they are motivated and we must take note that one thing not synonymous with trying is therefore not motivation.

This implies that **Motivation = motive +action**.

In other words, associates not only need to have a reason to act in certain ways. They must be moved into some form of action.

A good manager is therefore some one who achieve maximum result from what he or she manages. We need to recognise in our attempts to motivate others that motivation deals with personal needs and each person has different needs. The key to individual motivation is to create the feeling of contribution by satisfying the basic needs they all share.

1. **Recognition:** All of us need to know that others accept and approve of our work. The amount and kind of approval differ from each person. Some may cherish public recognition while some may be embarrassed by public recognition.

Simple type of recognition are:

'thank you, you did a great job'

'that is a good idea'

Two of the most powerful tools for recognition are helping other people achieve their goals and asking others for advice.

** When you offer your help, do so in a supportive rather than interfering manner. When you ask for others advice, try to use at least part of it

** when you choose to applaud individual's effort, make sure the recognition is sincere and appropriate in amount and kind.

2. **Affection:** we all need to know that others care. Listen attentively to your group, their problems and successes, recognize what is happening/ occurring within the people'

We don't live in a vacuum that allows us to be angry and frustrated at home and, happy and energetic elsewhere. When we recognise these in others, we will be more understanding and show them we care about them.

We all need to be challenged to do something well and to master new skills. Accomplishing that involves building confidence through asking and listening, finding out what people would like to do, what level of support do different

people enjoy, what support do they need in order to accomplish a task. Allow people to say no. Merge individual interests, experience and skill with task.

3. **Security:** Knowing that we belong to a group reinforces our sense of security. Secured individuals are open-minded. Statements like 'you've done it that way' or 'we are not ready for that yet' can destroy a member's sense of security.

Try statements like 'it is different', 'let me see if I can understand this' OR 'lets discuss it' OR 'what do we do to make it work'.

Ask for opinions and ideas in a discussion. Give each person the opportunity to contribute. Support members with statements like 'you and I talked about this earlier; I think people will be interested in your idea.'

Summary

Personal needs are powerful motivators. Group members must feel comfortable in expressing their needs as well as their interest and talents.

Satisfying human needs for security-acceptance build trust. In turn, trust contributes to expression of needs

Blocks to participation in groups and adjustments to blocks

Thing to discuss:

- a. Stages involved in group development
- b. Roles of group members
- c. Blocks to participation

Stages of group development

Tuckman forming storming norming, performing model was established in 1965. He added a fifth stage, adjourning in the 1970's. The forming storming norming performing theory is quite helpful in understanding team development and behaviours in group. Tuckman's model emphasises that part of team building is maturity and ability with the establishment of relationships, with leaders changing leadership styles as situation demands. It starts with the style of directing, moving through nurturing, participating, delegating. The process could lead to the production of a successor leader and the previous leader could move ahead to develop a new team. This progression is clearly shown in the Tannenbaum and Schmidt Continuum – the authority and freedom extended by the leader to the team increases while control of the leader reduces.

Forming – stage 1

The group is not yet a group but a set of individuals. Individuals learn to establish personal identities within the group and leave impression – participation is limited as individuals get familiar with the setting.

- individuals begin to focus at task at hand and discuss its purpose
- the group is essentially evolving around rules on which future decisions and action would be based.

There is a high dependence on leader for guidance and direction. There is a little agreement on the aim of the team while most guidance is provided by the leader. Individual roles and responsibilities are not too clear and leaders should be prepared to answer lots of enquiries about the objectives, purpose, internal and external relationships. Processes are often not followed and tolerance of leaders could be tested by the members.

Storming – stage 2

- Characterised by intra group conflict and lack of unity.
- Preliminary ground rules of purpose, leadership and behaviours are damaged
- Individuals become hostile towards each other and express their individuality by pursuing and revealing personal agenda.
- Friction increase, rules are broken, arguments can happen, but if successfully handled, this stage leads to a new and more realistic setting of objectives, procedures and norms.

Decisions don't come easily within group. Team members vie for position while establishing themselves. Leaders could receive challenges from team members, and overtime clarity of purpose increases with so many uncertainties (power struggle, cliques, factions). There is a need to remain focussed to avoid distraction (as a result of relationships and emotions) There could be a need to compromise to achieve progress.

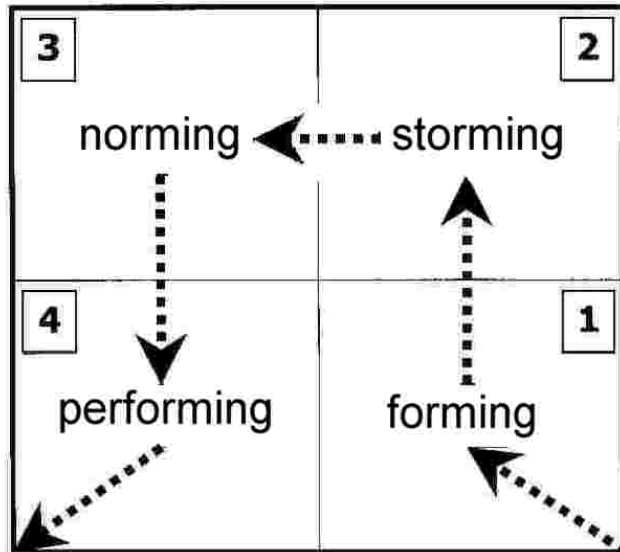
Norming – stage 3

This is characterised by overcoming tensions and developing cohesion with the establishment of norms and practices. Group members accept roles, responsibilities and one another. Development of group spirit and harmony becomes a serious issue. Team members learn to agree and reach consensus, responding encouragingly to the team leader. Important decisions are taken collectively by the group members while smaller/less important decisions are delegated to individuals /small team. Team members are highly committed and unity is strong, taking active participation in social activities. There could be a renewed respect for leaders while team members take turn to share leadership. The leader facilitates the team activities.

Performing – stage 4

This stage is characterised by full maturity and maximum productivity. You can only get to this stage once you have successfully completed the previous stages. Members take on roles to fulfil their responsibilities since they have learnt to relate to one another. Roles and responsibilities become more flexible while group energy is channelled into identifying tasks. Group have new insights and solution begin to emerge. There is a shared vision and team can successfully operate without interference from the leader. Decisions are made against criteria set by the leader. High degree of autonomy is experienced. Disagreements are resolved positively and timely and changes can be effected in the structure of the team. Team has no need for an instructor but often ask for assistance from the leader once the need arises

tuckman's forming storming norming performing model



Mourning/adjourning – stage 5

Bruce Tuckman refined his theory around 1975 and added a fifth stage to the forming, storming, norming, performing model and he called it adjourning, which could also be referred to as deforming and mourning. Adjourning is not an extension but rather a follow up to the previous 4 stages. It perceives the team beyond the objectives of the first four stages and it is relevant to people in the group and their well being. It has no bearing with the main task of the team and development of a team which are central to the other four stages. Some group experiences this while others do not.

Adjourning signifies the break up of the group hopefully when the task is completed. It happens when objectives and purposes are fulfilled, team members move on to new things with a sense of achievement. Recognition and sensitivity to people's vulnerability on the part of the management is essential. This is from the perspective of sense of insecurity created by close bonds and threats from resulting change.

Roles of group members