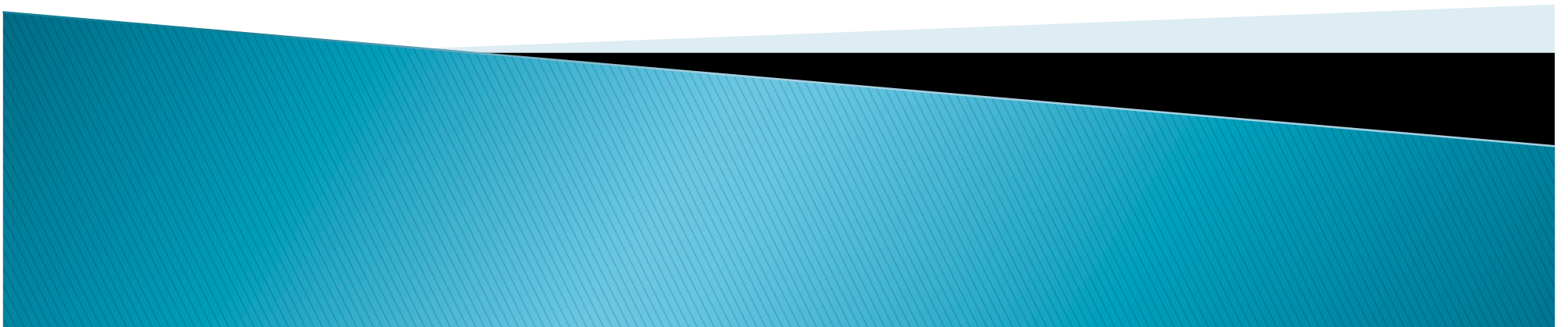
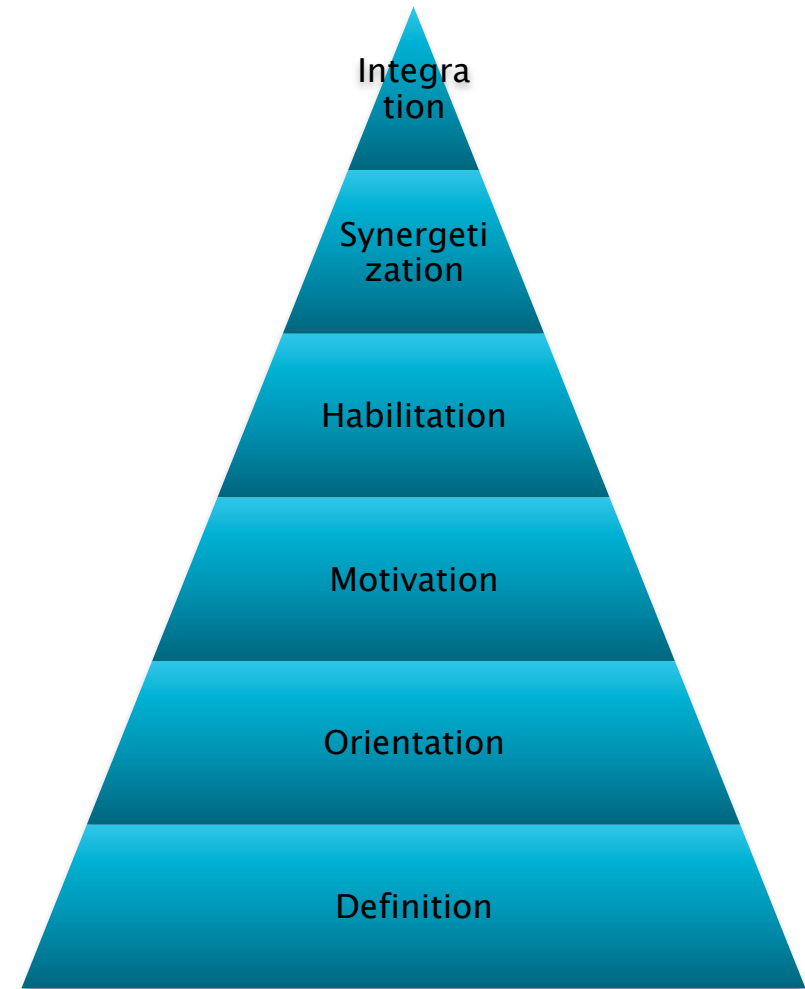
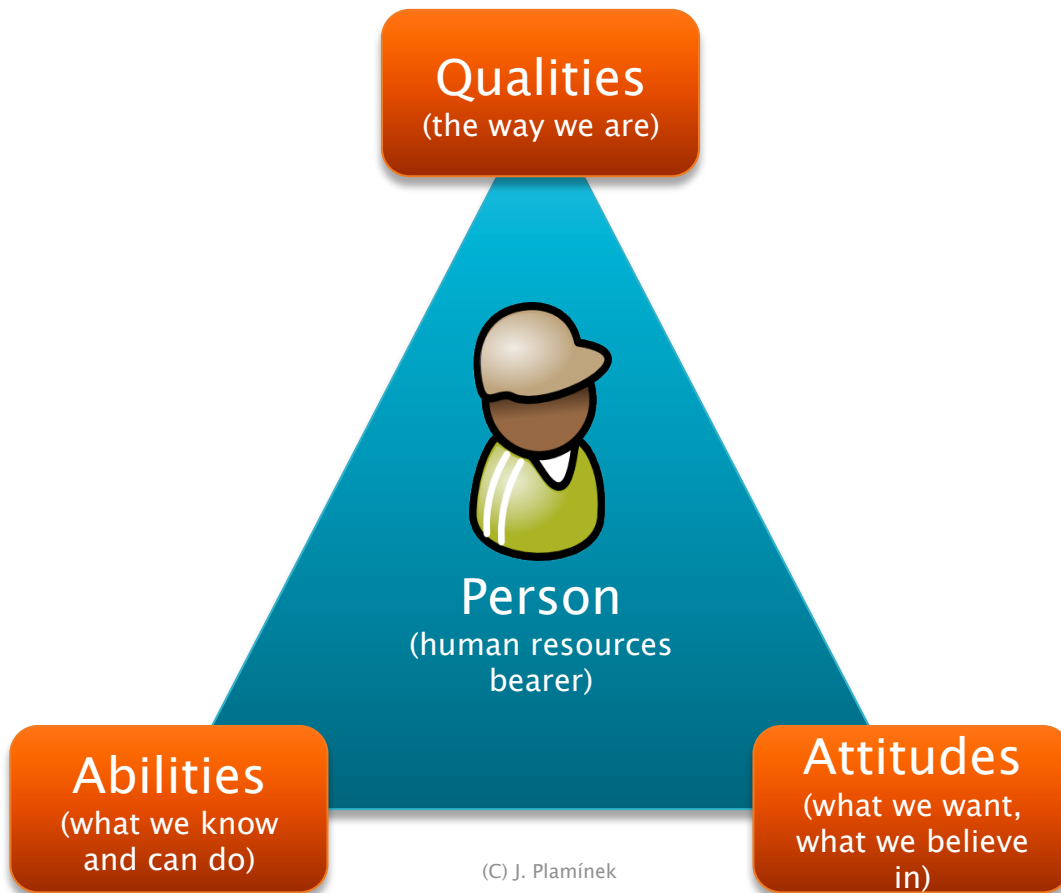


Management by Competencies

Motivation and Habilitation



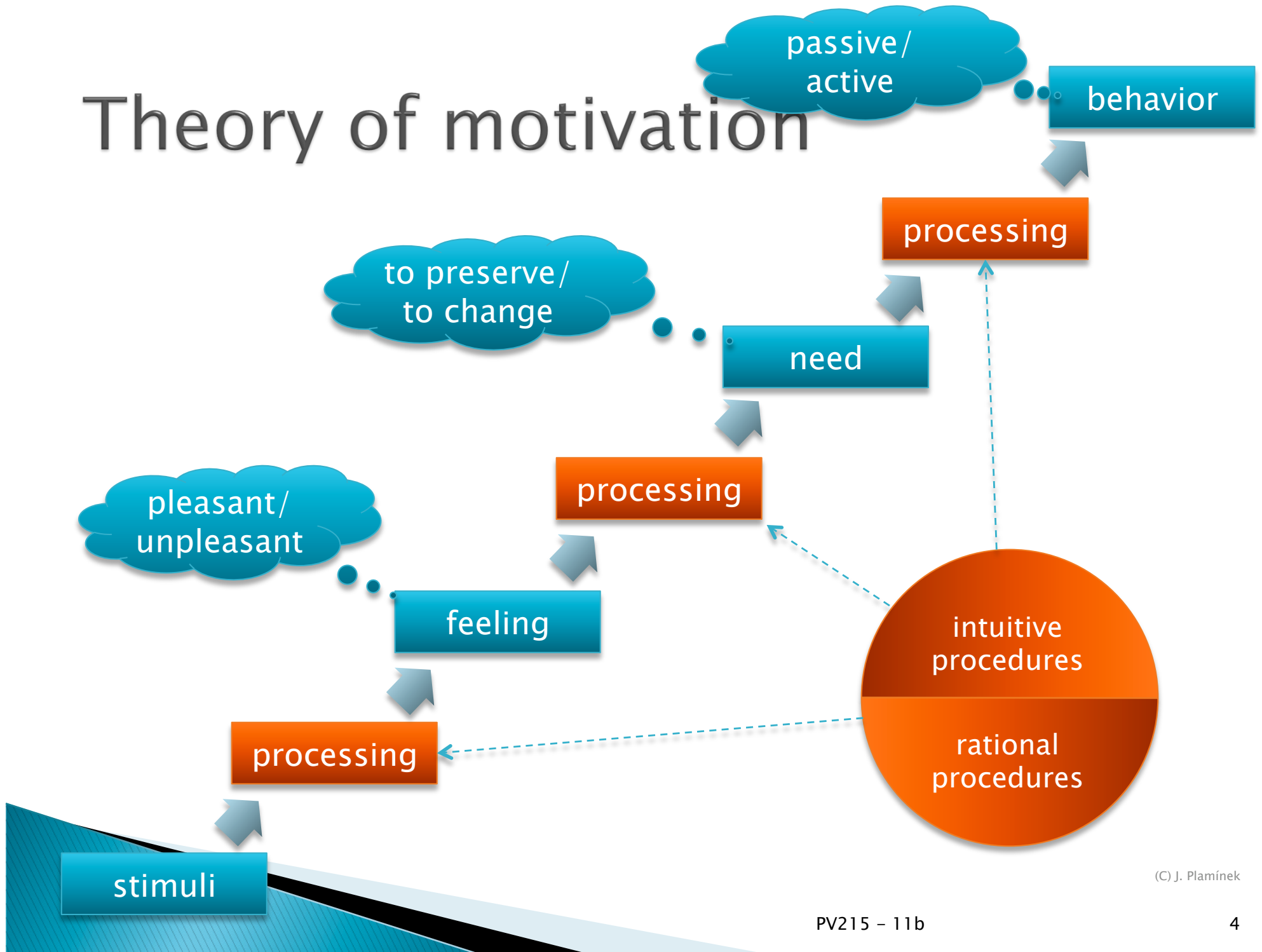
Previously on MbC



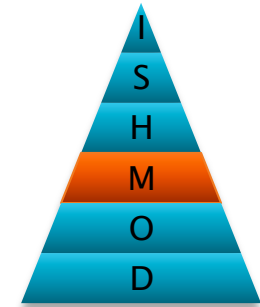
Agenda

- ▶ **Motivation**
 - Theory of motivation
 - Motivation vs Stimulation...
 - ...and Vitality
- ▶ **Habilitation**

Theory of motivation



Motivation and Stimulation



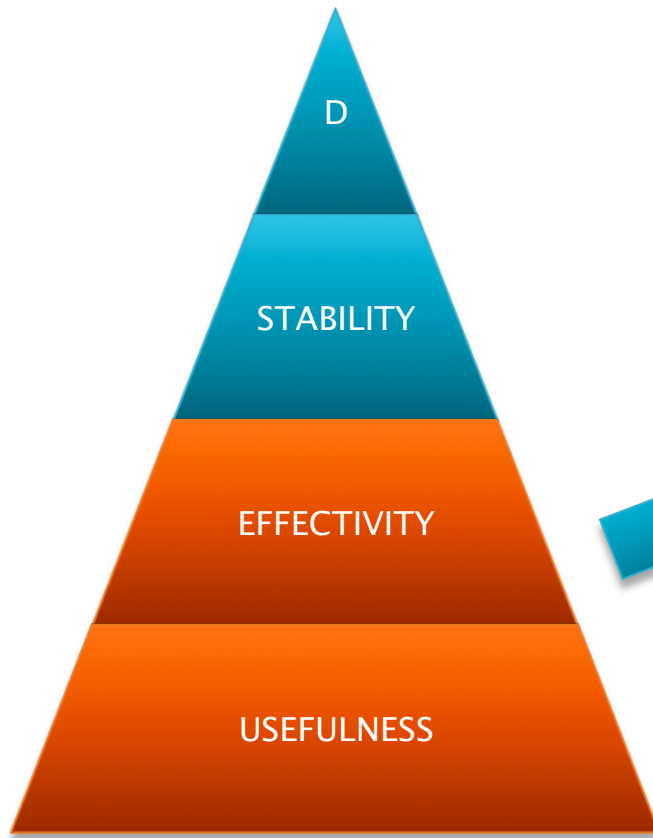
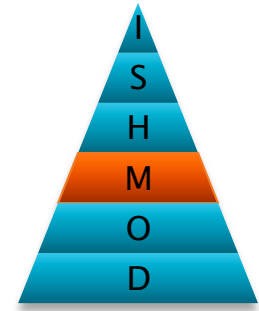
Motivation

- the action that is required for people is given in relation to their current needs
- requires the ability to estimate the current needs of people

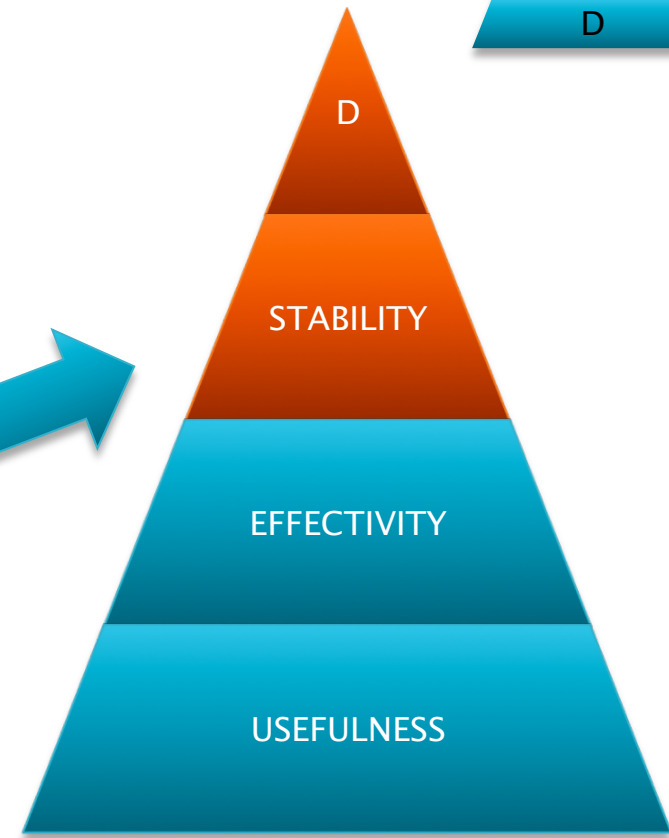
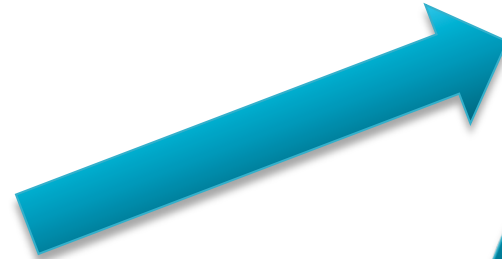
Stimulation

- the action that is required for people is given in relation to the general working stimuli
 - e.g. financial incentives
- requires perpetual input of time, money and effort to stimulate people

Motivation, Stimulation and Vitality



Stimulation

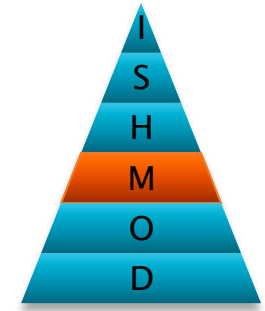


Motivation



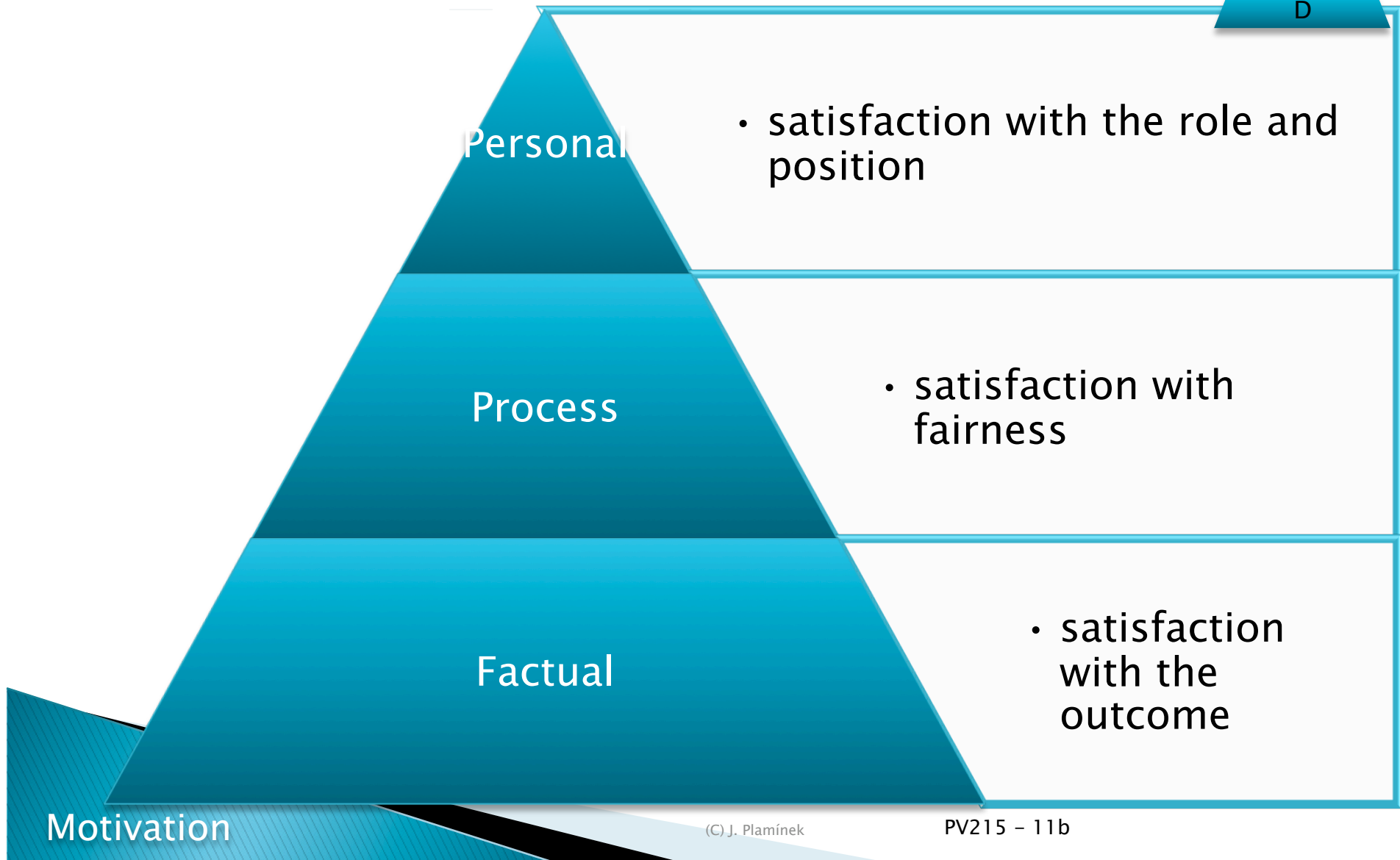
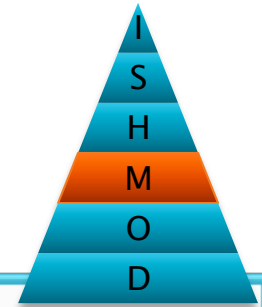
Motivation

Principles of motivation

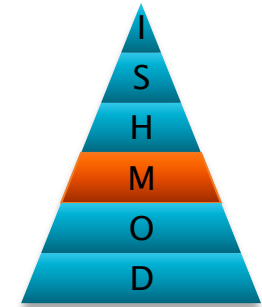


- ▶ Motivation is about reaching harmony in
 - what does one person feels as their inner needs
 - what this person is assigned to do for company
- ▶ Making person and task to be assigned to fit each other
 - adjust person to the task
 - adjust task or its submission to person
- ▶ Golden rule
 - “Do not adjust people to their task, but adjust tasks to people and their needs!”
- ▶ Manager skilled in motivating is able to
 - reach desired result and
 - make people happy and satisfied with their work

Personal happiness and satisfaction



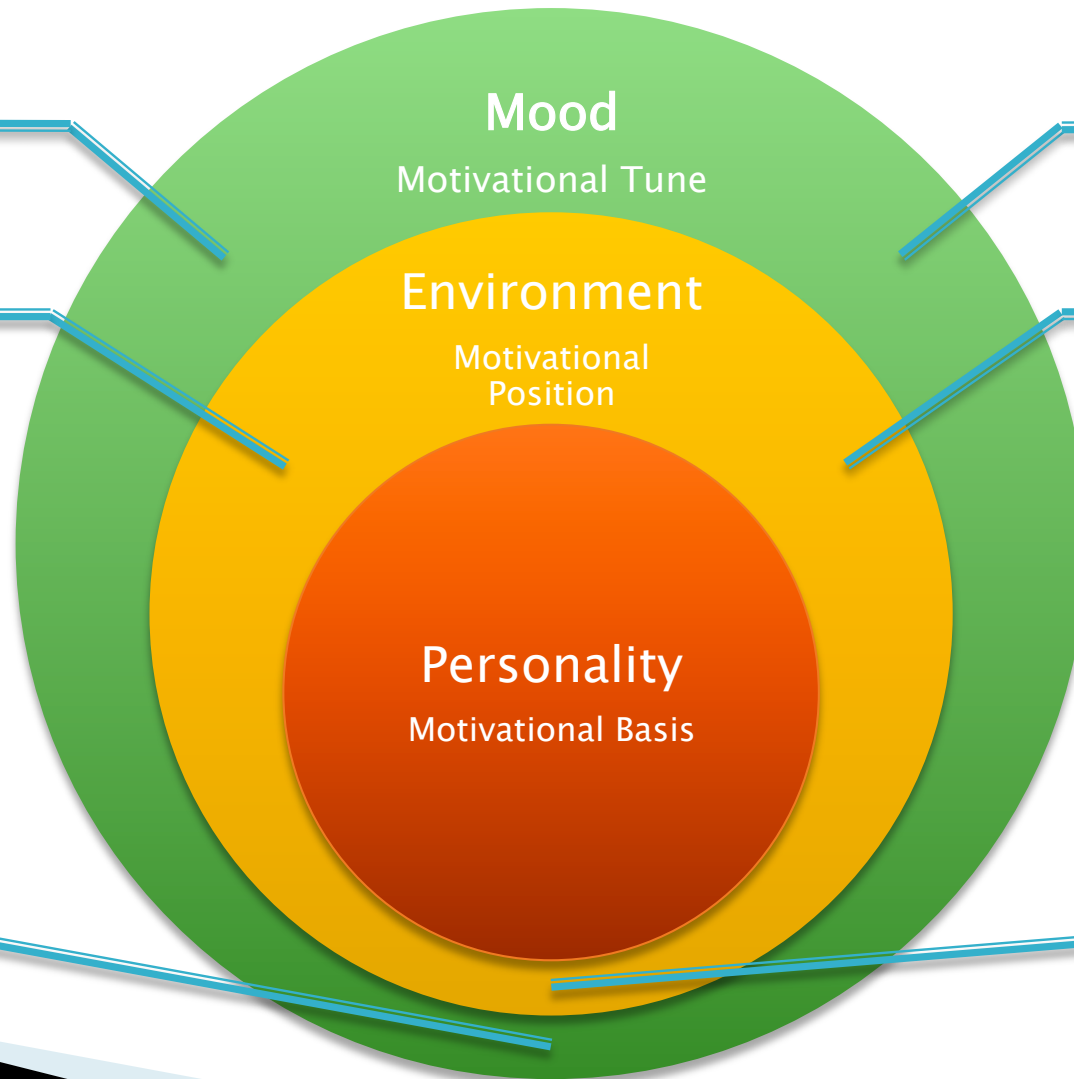
Motivational layers



reflection of current inner state

degree of fulfillment of life needs

may mask and hide the personality influence in long term

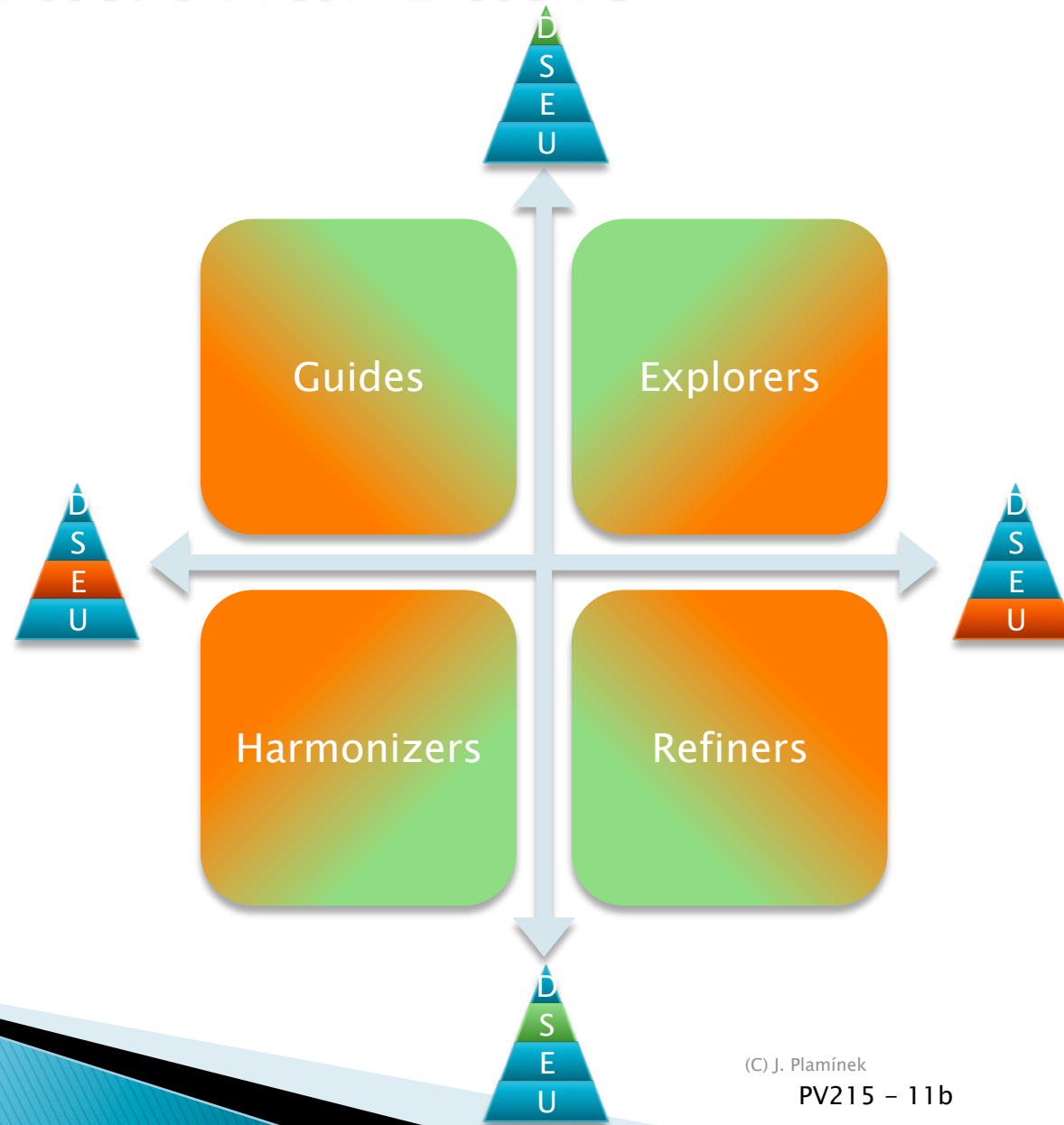


reflection of outer short term impulses

social role and order

may overlap the other factors in short term

Motivational Basis



Motivational Basis

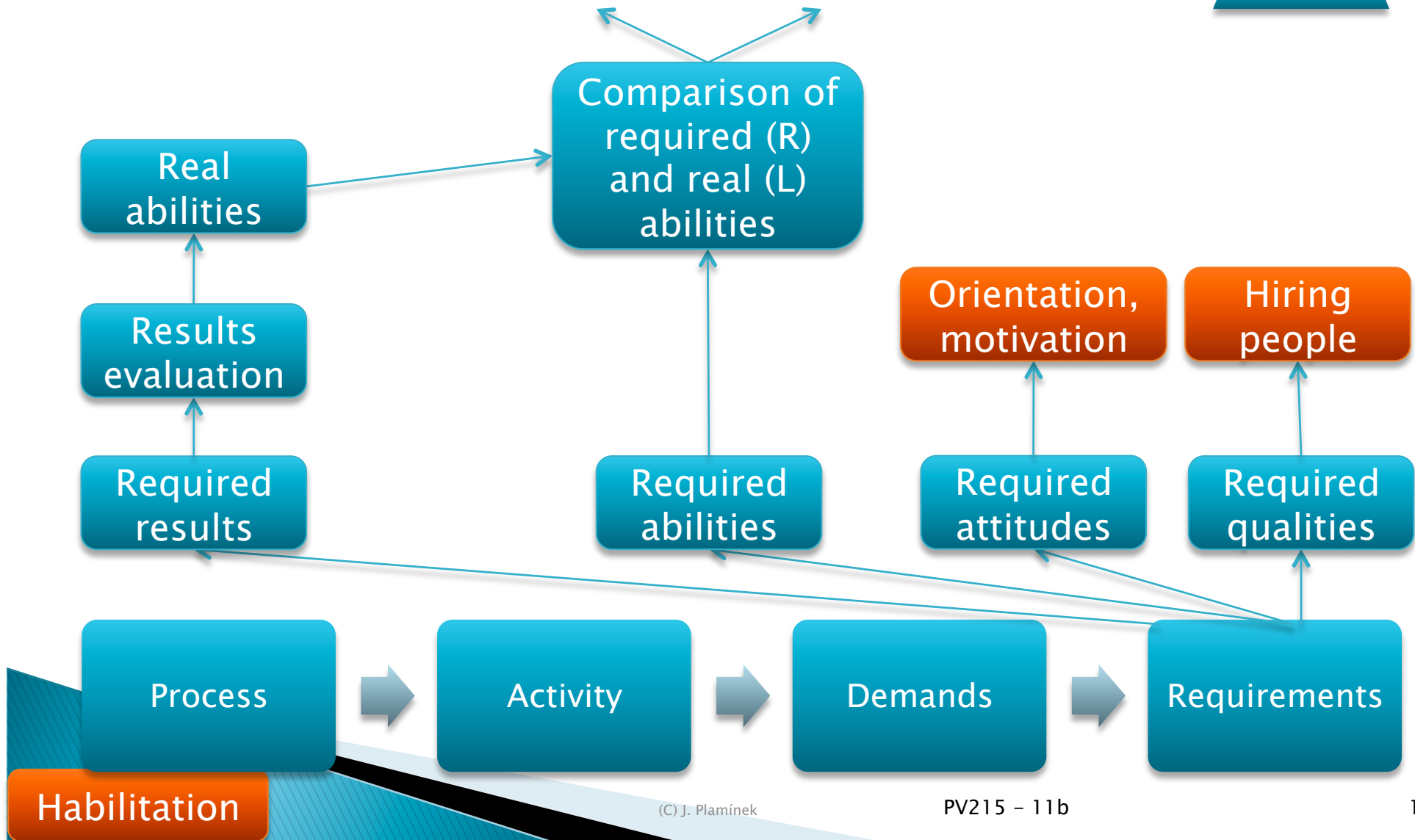
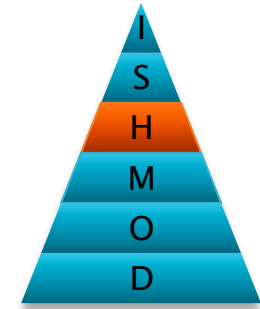


	Explorer	Guide	Harmonizer	Refiner
Typical need	Inner self-assertion: overcoming challenges	Outer self-assertion: influencing people	Outer anchor: favorable environment	Inner anchor: perfection
Response to praise	"I know. Of course it works."	"It was not easy. I'll show what I did."	"Praise also the others."	"Thanks. I did what I could."
Response to criticism	"I know. It has already happened."	(Belittlement) "Who the hell you are, ..."	(Acceptance) "I see. Maybe I disappointed you"	Fair criticism: (Regret) Unfair criticism: (Diplomatic) "If you think so"
Cope with stress	Kick. Higher performance	Delegating to others	Unresponsive	Big stress, collapse.
Motivating formulations	This will be hard. Nobody done it before. Do it in your way.	We depend on you. You are great organizer.	You will be a part of the team. You will help if they struggle.	Here are the instructions. I will advise when it is not clear.

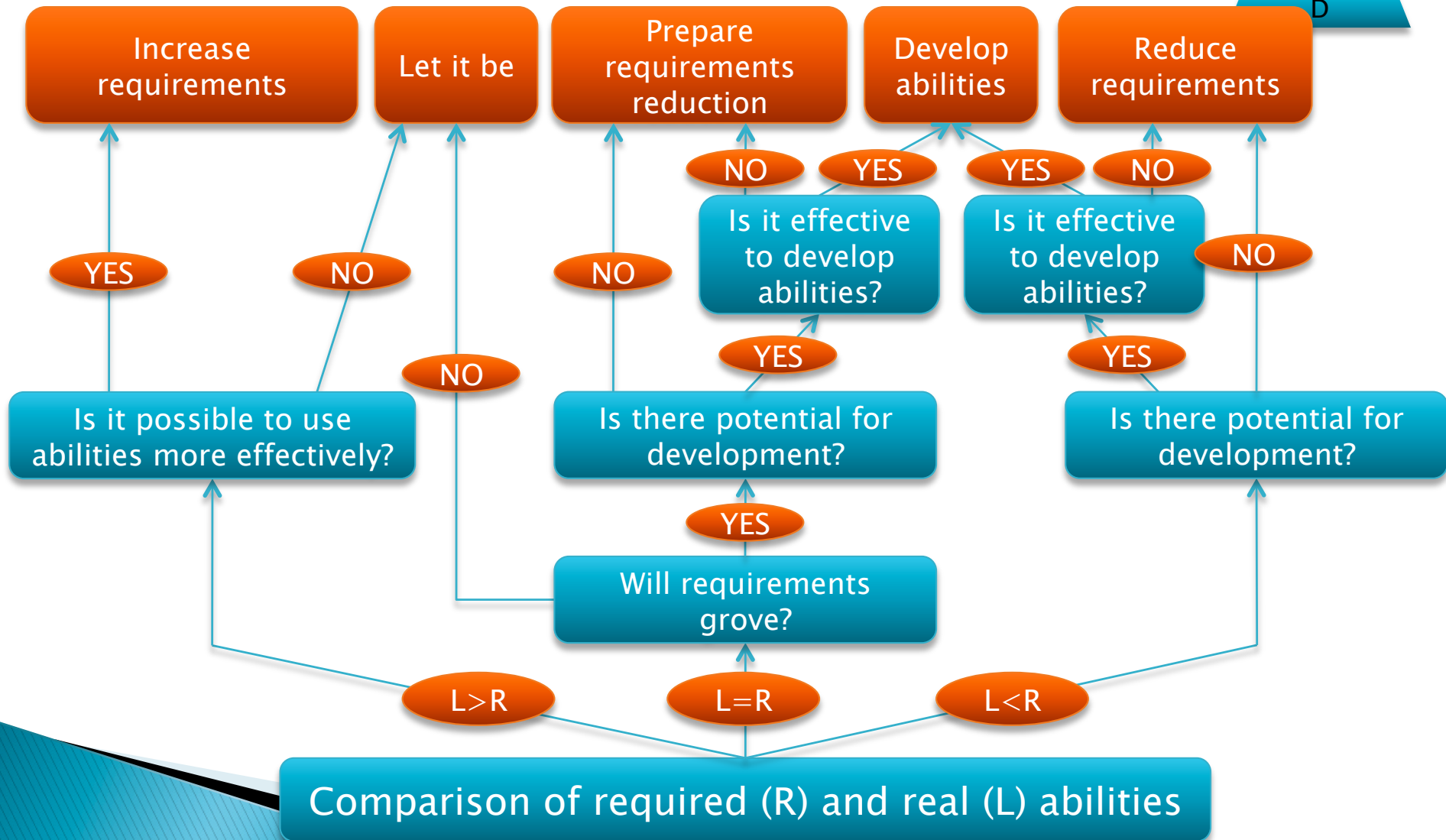
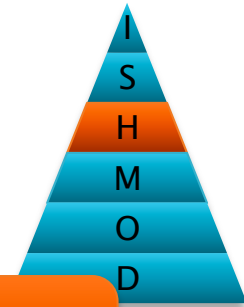
Motivation and Environment



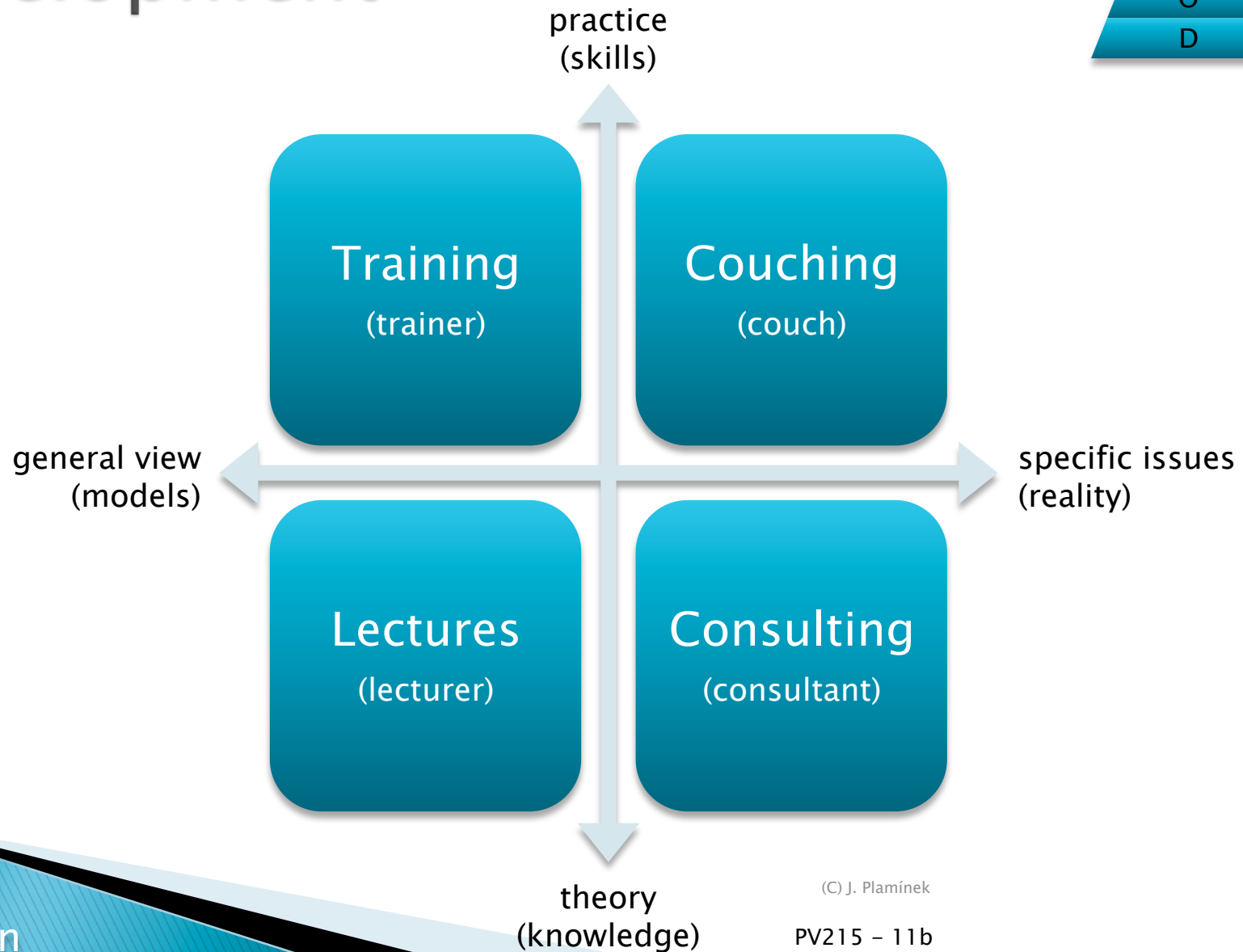
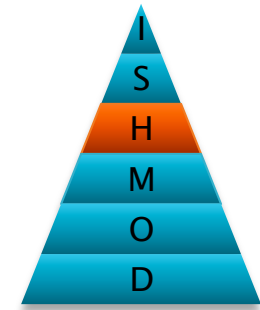
Harmony of abilities and requirements



Harmony of abilities and requirements (cntd.)



Methods of abilities development



Summary

- ▶ Motivation and stimulation are not the same
- ▶ Motivation layers
 - ▶ motivation tune, motivation position, motivation base
- ▶ Habilitation scheme