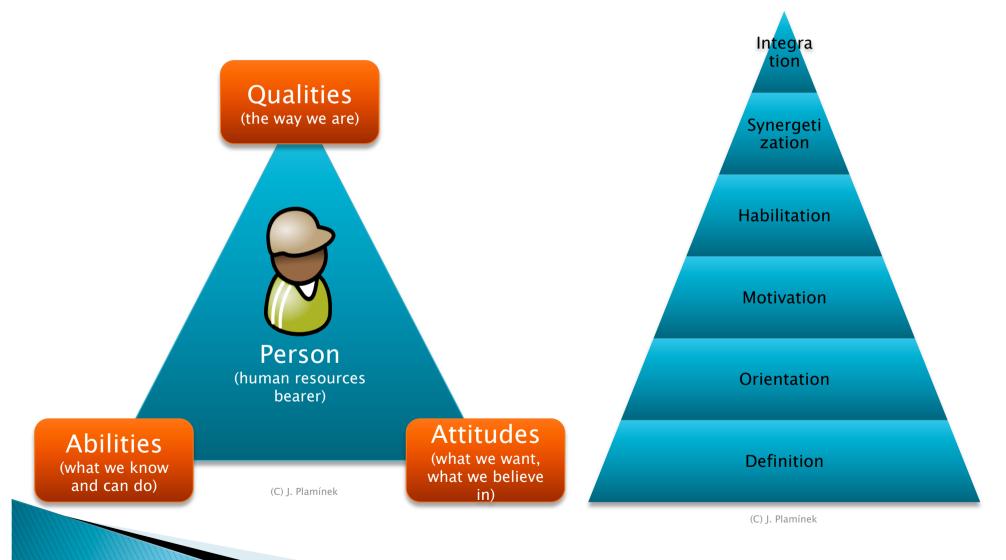
Management by Competencies

Motivation and Habilitation

Previously on MbC



Agenda

- Motivation
 - Theory of motivation
 - Motivation vs Stimulation...
 - …and Vitality
- Habilitation

passive/ active behavior Theory of motivation processing to preserve/ to change need processing pleasant/ unpleasant feeling intuitive procedures rational processing procedures stimuli (C) J. Plamínek PV215 - 11b

Motivation and Stimulation

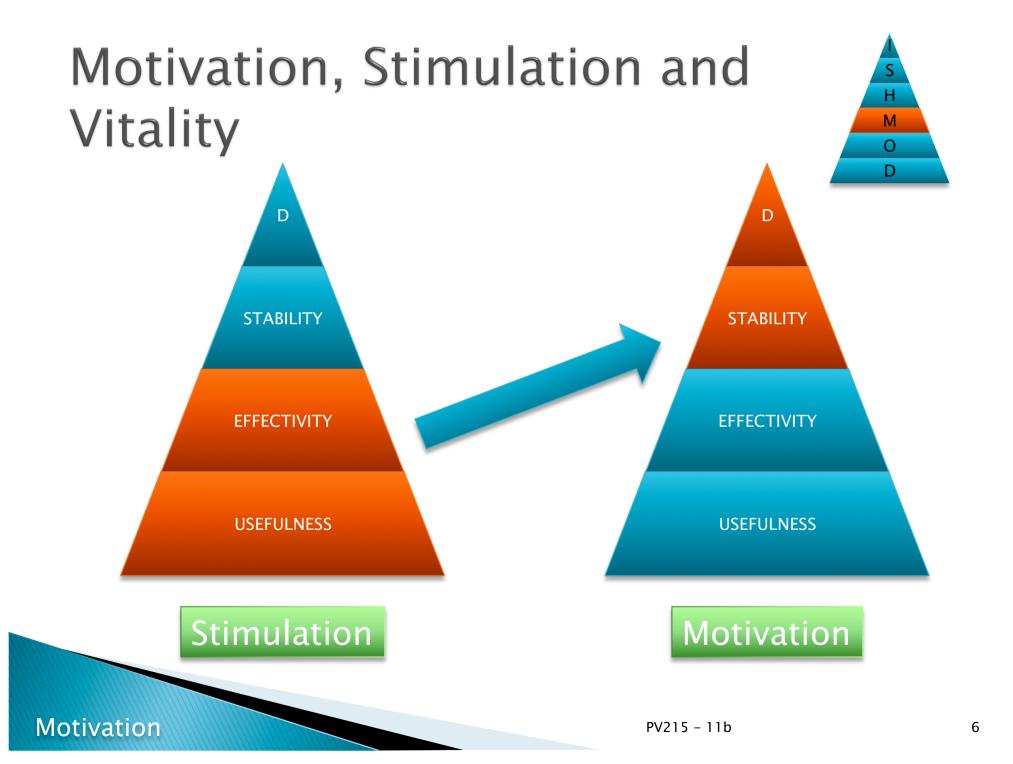


Motivation

- 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



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

Motivation PV215 - 11b 7

Personal happiness and satisfaction



Persona

satisfaction with the role and position

Process

 satisfaction with fairness

Factual

satisfaction with the outcome

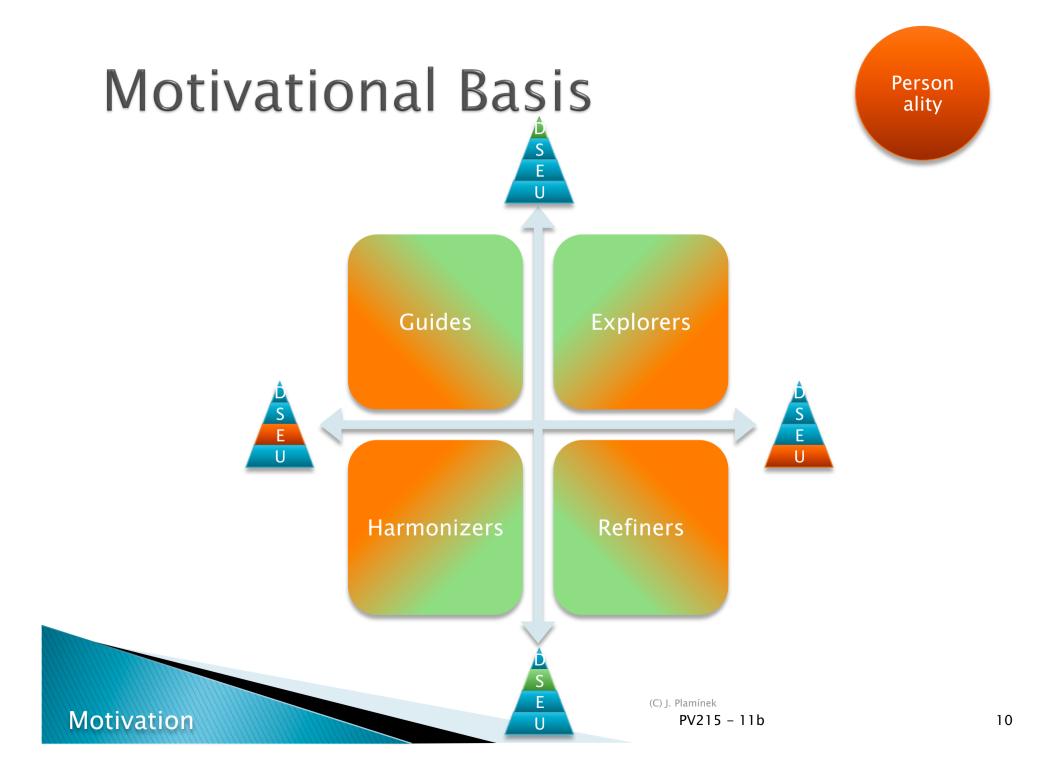
Motivational layers

0 reflection of outer reflection of Mood short term current inner impulses **Motivational Tune** state degree of Environment social role and fulfillment of order life needs **Personality** Motivational Basis may mask and hide may overlap the the personality other factors in influence in long short term

М

term

Motivation PV215 - 11b 9



Motivational Basis



(C) J. Plamínek

	Eveloner.	Cuido	Помиосијаси	Definer
	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.

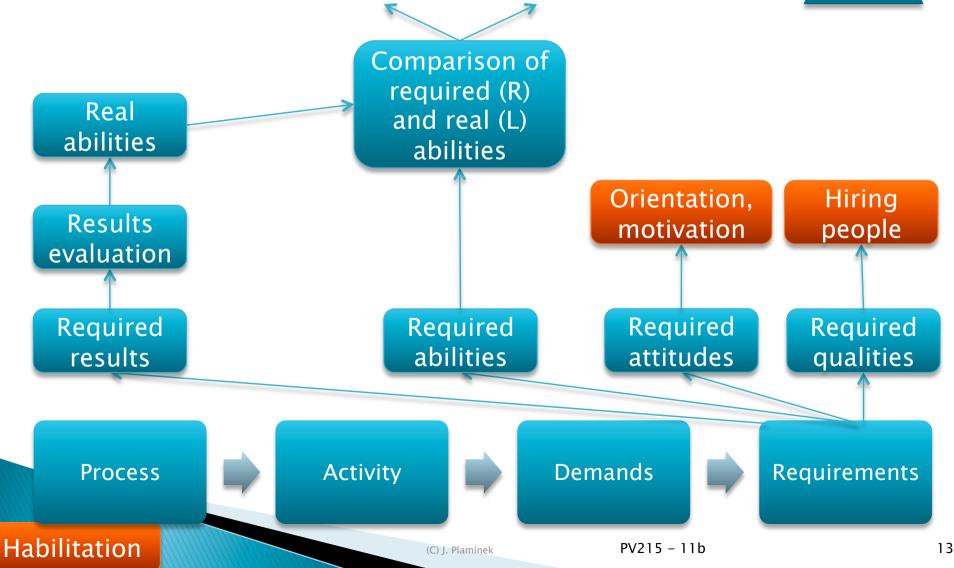
Motivation PV215 – 11b 11

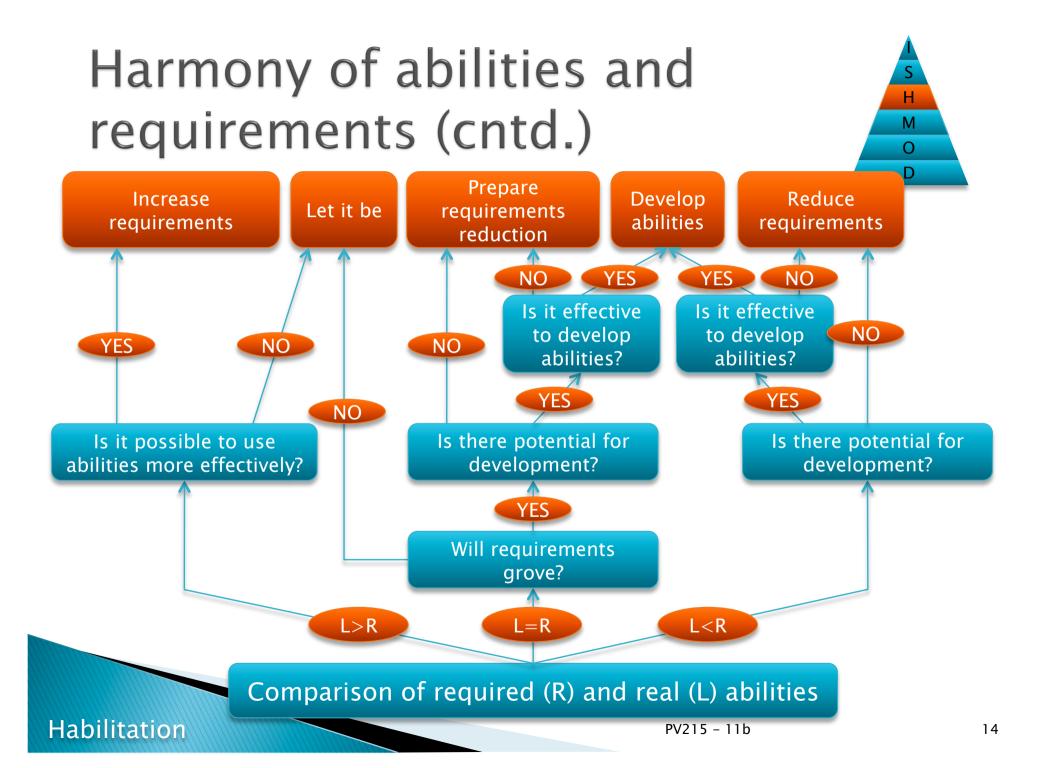
Motivation and Environment Environ Useful work MEANIN Space for personal development **Appreciation** EEM and respect Bonuses and career Image of the company BELONGING Good interpersonal relationships **SAFETY** Securing the future Sufficient financial income **SURVIVAL** Bearable working conditions Motivation PV215 - 11b (C) J. Plamínek

12

Harmony of abilities and requirements

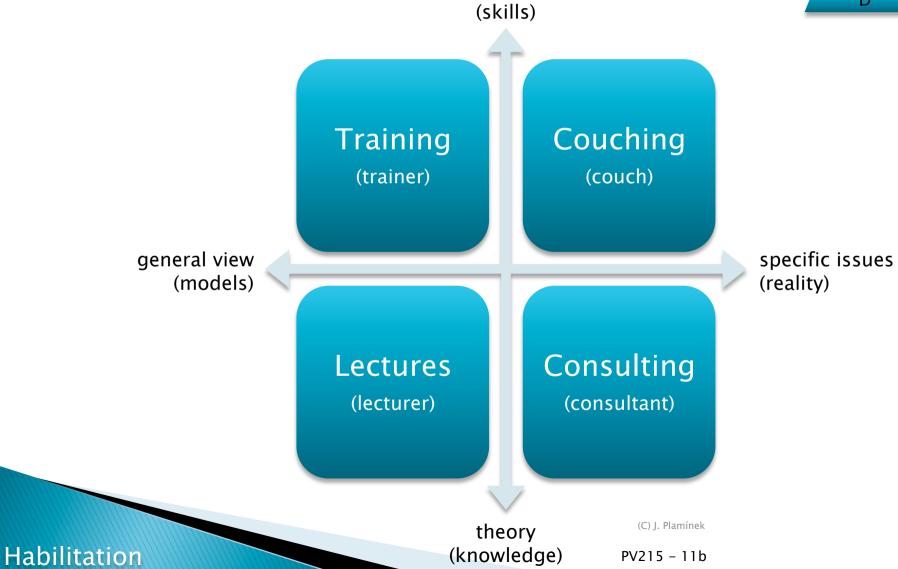






Methods of abilities development





Summary

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