



“Flying Through Turbulence –
Transformation For The Future”
May 13-14th 2010, Riga, Latvia



Motivating people in turbulent times – hocus-pocus, solid work or artistic endeavour?

o. Univ.-Prof. Dr. Wolfgang Mayrhofer

WU (Vienna University of Economics and Business)
Austria

Core argument

- Motivation can be all three
- Motivation in turbulent times should be
 - plain hard work, enriched by
 - some traces of art and
 - resistant to the hocus-pocus temptation
- To be plain hard work – knowledge about
 - major elements and
 - processes of motivation
- To have some traces of art
 - Trust your instincts
 - Insight into the value quadrant
- To resist the hocus-pocus temptation
 - Considerable individual modesty
 - Emphasis on traditional work values and ethic

In a nutshell...

Don't motivate people, but use
people's motivation.

- Motivation research
- Sports
- Arctic exploration


Motivation as hard work

Major elements and processes

- You can use individuals' motivation in turbulent times to trigger high performance behaviour if the latter
 - at least partly satisfies their core drivers,
 - is perceived to be connected to personal effort and the outcome,
 - is meaningful to them and contributes to 'higher goals' they have.
- Triggering high performance behaviour requires helping them to develop from
 - choosing between alternatives via
 - setting goals for themselves to
 - conducting the action and
 - evaluating their behaviour, results and success

Major elements and processes

■ You can use individuals' motivation at work to trigger high performance behaviour if the latter

- 
- **at least partly satisfies their core drivers,**
 - is perceived to be connected to personal effort and the outcome,
 - is meaningful to them and contributes to 'higher goals' they have.

■ Triggering high performance behaviour requires helping them to develop from

- choosing between alternatives via
- setting goals for themselves to
- conducting the action and
- evaluating their behaviour, results and success

Core drivers

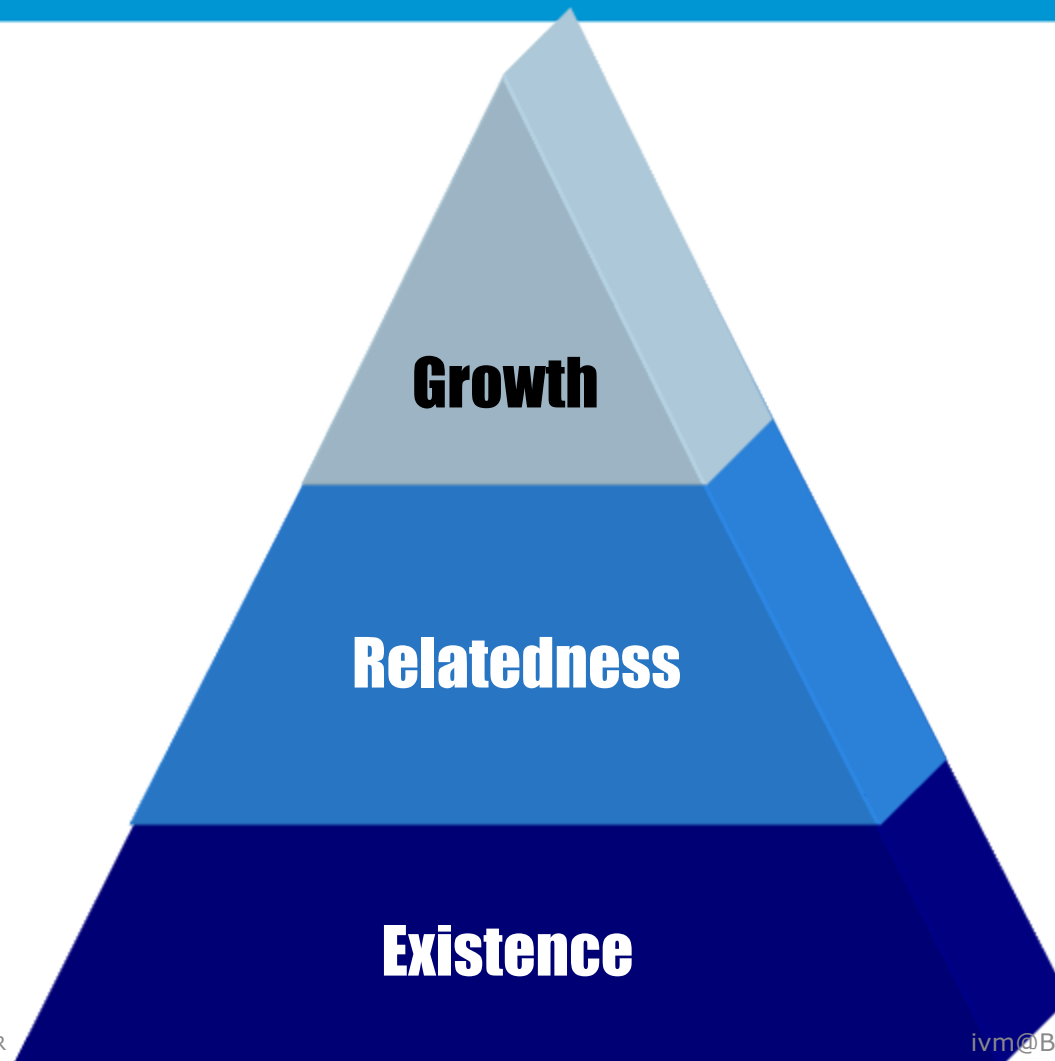
■ Point of departure

- Individuals have basic needs, drives, motives
- The more actions contribute to fulfilling them, the more they are attractive

■ Basic needs

- Atkinson
 - Achievement
 - Power
 - Affiliation
- Alderfer
 - Existence
 - Relatedness
 - Growth

ERG-Concept (Clayton Alderfer)

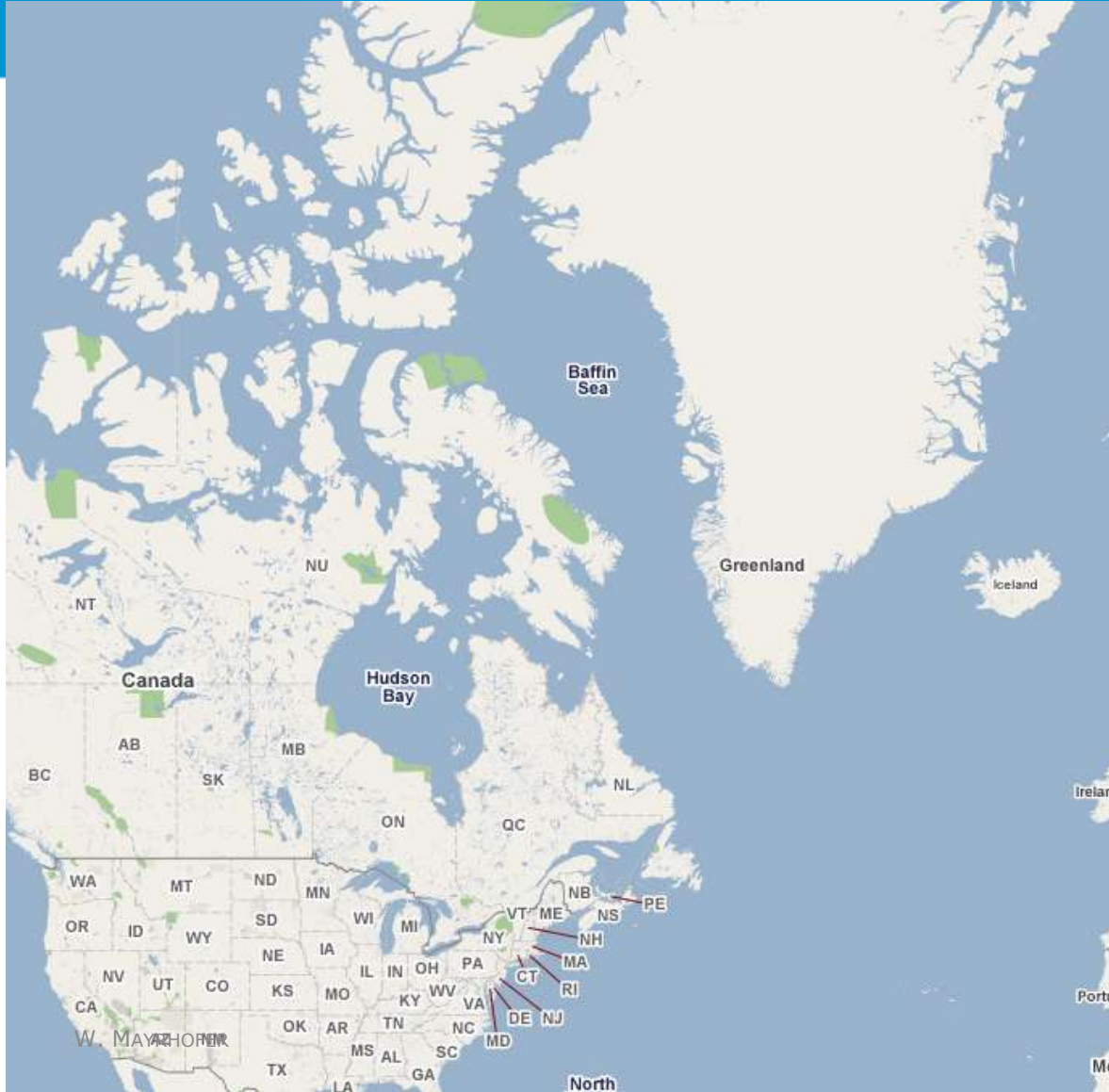


Example: John Rae and the Franklin expeditions



McGoogan, Ken (2002). *Fatal Passage: The True Story of John Rae, the Arctic Hero Time Forgot*.

In search of Sir John Franklin and the Northwest-Passage



In search of Sir John Franklin and the Northwest-Passage



Repulse Bay
Rae 1846-47
North Pole, Magnet

Rae 1853-54
Two small boats

Putting in a lot of effort...



ANTONIO DE MENDIETA (1880)



REUTERS (1911) (1911)

Practical take-aways

- Do I know what drives me (and, hence, what example do I give to ,my` people)?
- Do I know what drives the people I`m working with?
- How can I strengthen or create elements in the tasks and the environment that are linked to major drivers I have identified or can safely assume?

Major elements and processes

- You can use individuals' motivation in turbulent times to trigger high performance behaviour if the latter
 - at least partly satisfies their core drivers,
 - **is perceived to be connected to personal effort and the outcome,**
 - is meaningful to them and contributes to 'higher goals' they have.
- Triggering high performance behaviour requires helping them to develop from
 - choosing between alternatives via
 - setting goals for themselves to
 - conducting the action and
 - evaluating their behaviour, results and success

Connection between behaviour and outcomes

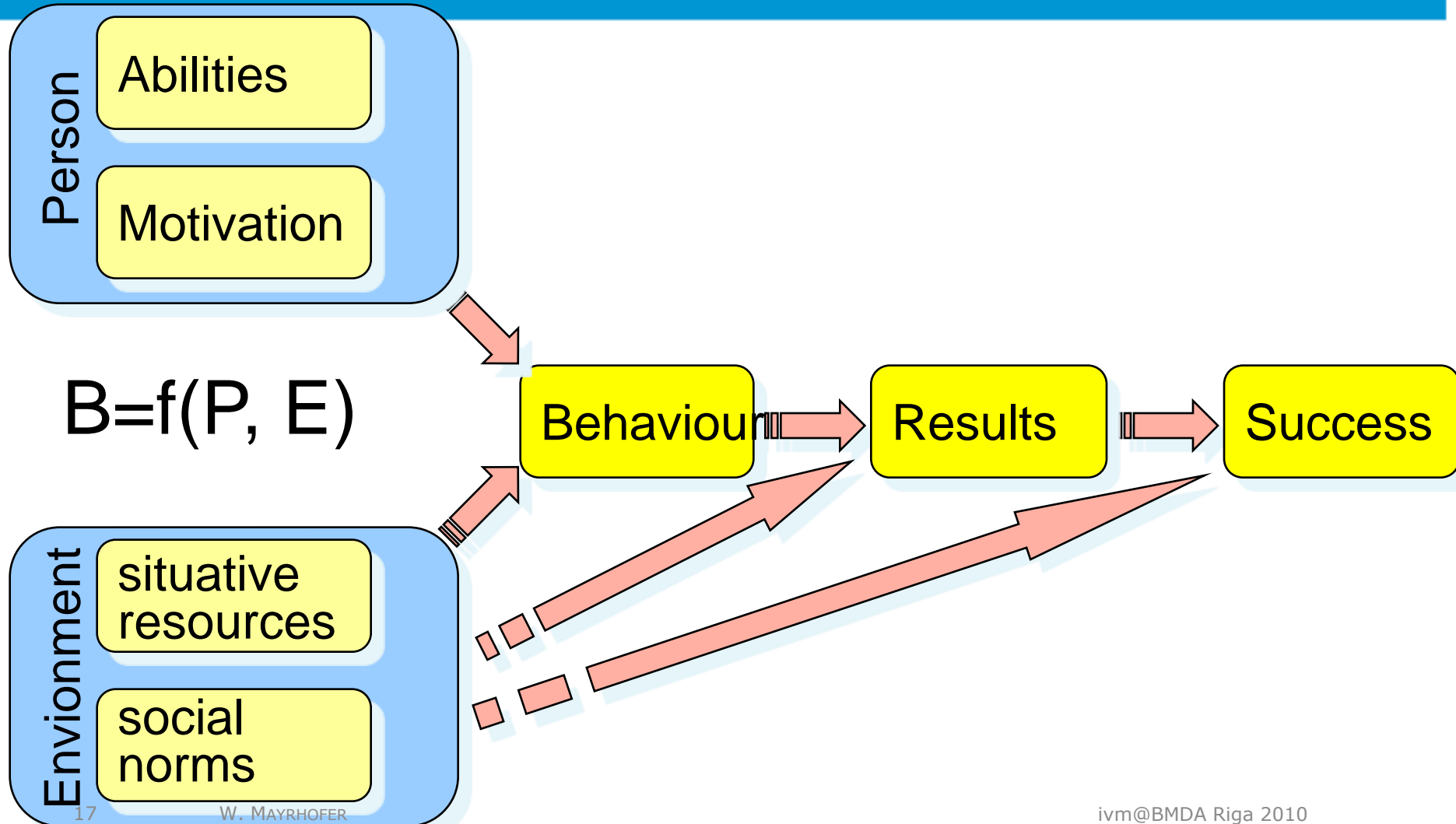
■ Point of departure

- Outcomes are the result of deliberate decisions
- Individuals put effort into action if they feel that their efforts
 - are linked to outcomes and
 - these outcomes are highly valued

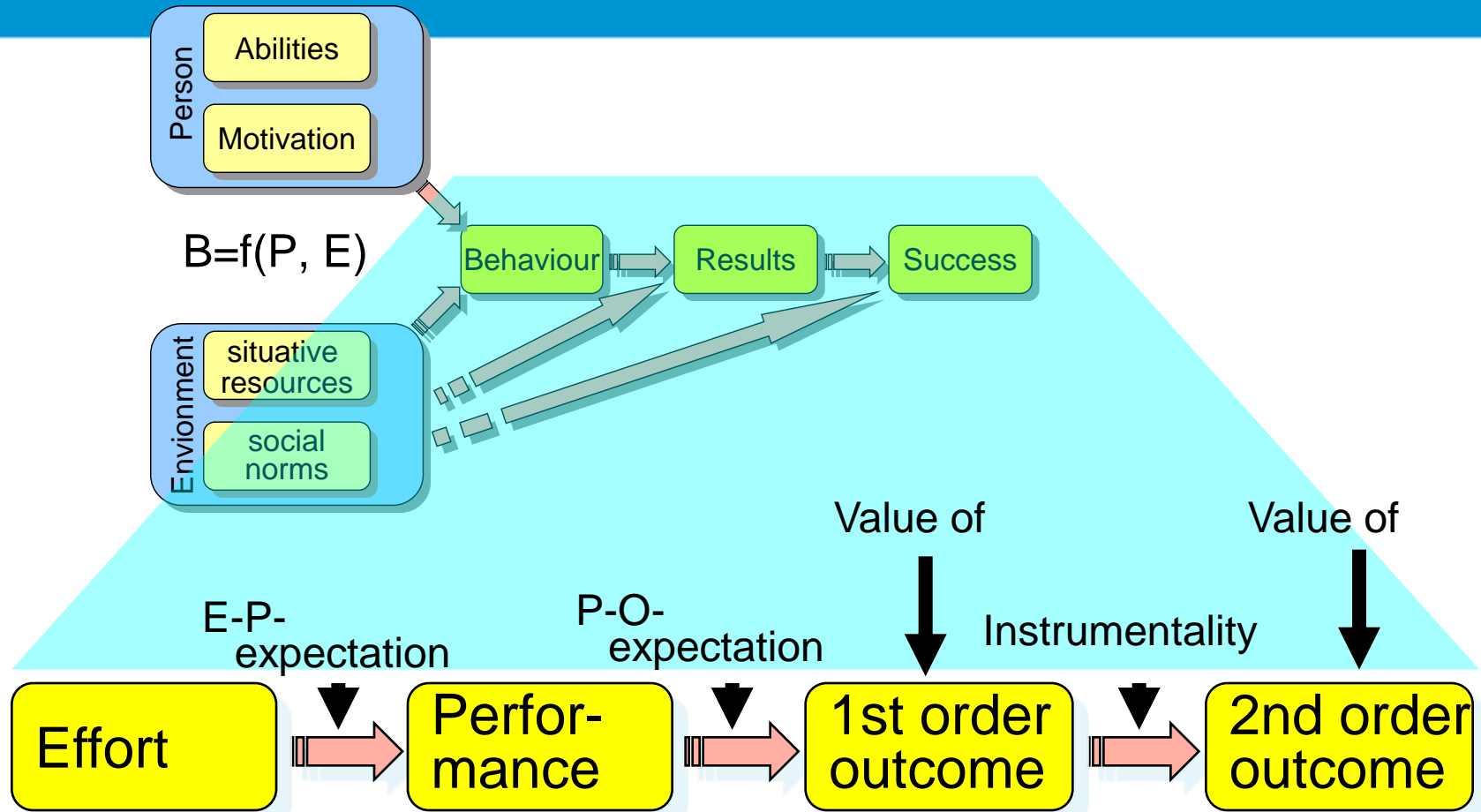
■ Focus on

- consequences of individual actions and
- how much individuals value goals and future situations

Behavioural formula by Kurt Lewin



Effort – performance – 1st and 2nd order outcome



Example: High-performance teams



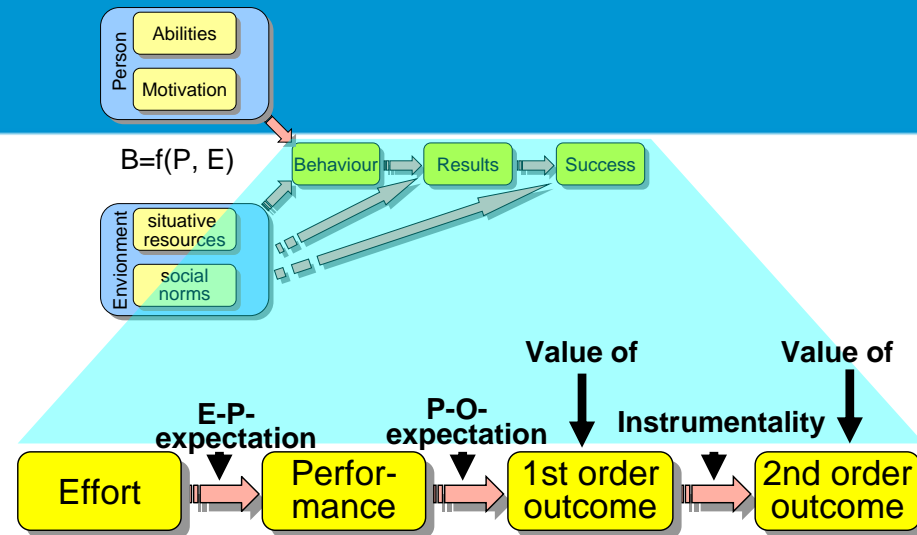
Ed Baird

Brad
Butterworth

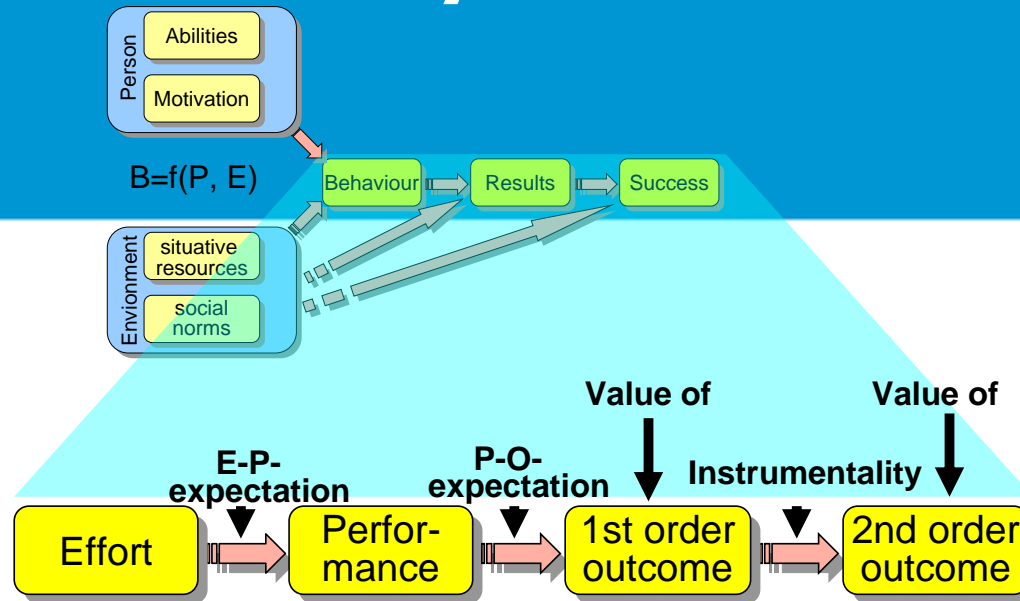


h-Raget / www.martin-raget.com"
2007 - SEGEL.DE - www.segel.de

How much effort will Ed show?



- Am I able to steer Alinghi at the required target speed? (E-P-expectation)
- Does reaching our target speed lead to beating Team New Zealand? (P-O expectation)
- Is beating Team New Zealand really worth it? (Value)
- Does beating TNZ help us defend the America's Cup? (Instrumentality)
- Is the America's Cup worth it? (Value)



■ Do our people...

E-P

- have adequate individual competencies? ⇒ training

P-O

- believe in their competencies? ⇒ leadership
- have a clear understanding of consequences of their behaviour? ⇒ compensation and reward

instrumen-
-tality

- know enough about interrelations in the organisation? ⇒ transparency and information

Value

- value what they are doing? ⇒ vision, mission, strategy

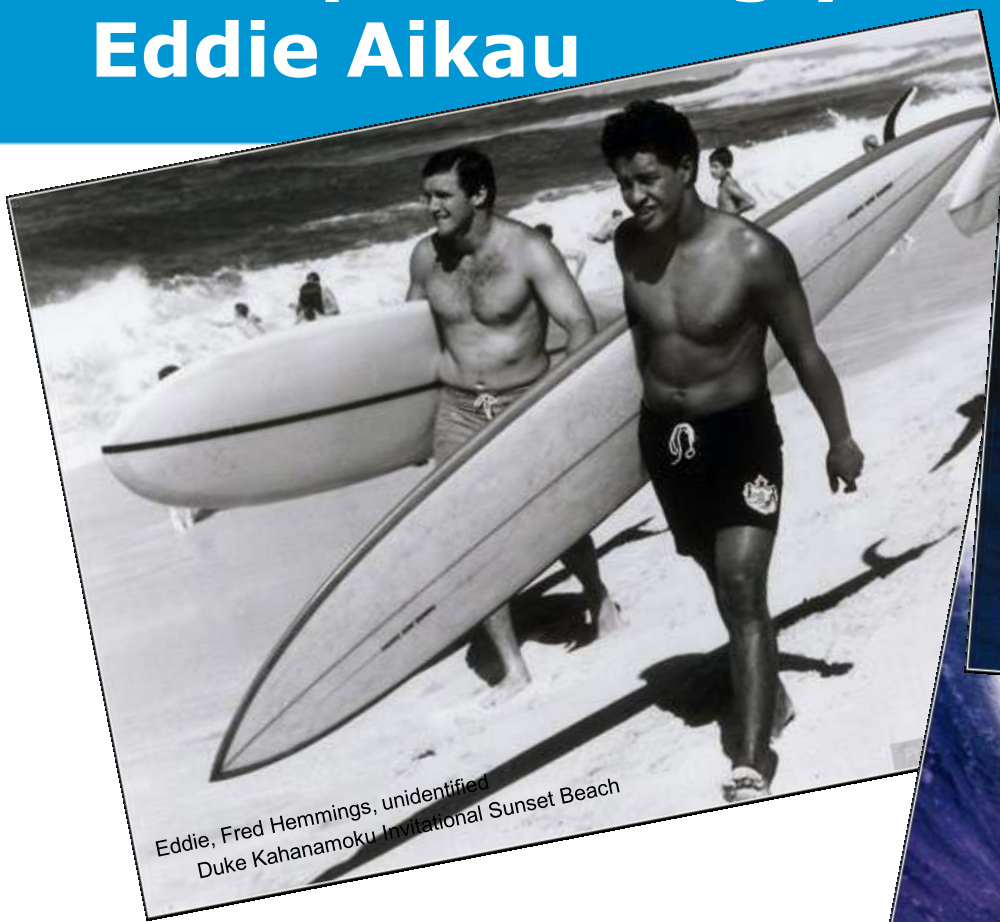
Major elements and processes

- You can use individuals' motivation in turbulent times to trigger high performance behaviour if the latter
 - at least partly satisfies their core drivers,
 - is perceived to be connected to personal effort and the outcome,
 - **is meaningful to them and contributes to ,higher goals' they have.**
- Triggering high performance behaviour requires helping them to develop from
 - choosing between alternatives via
 - setting goals for themselves to
 - conducting the action and
 - evaluating their behaviour, results and success

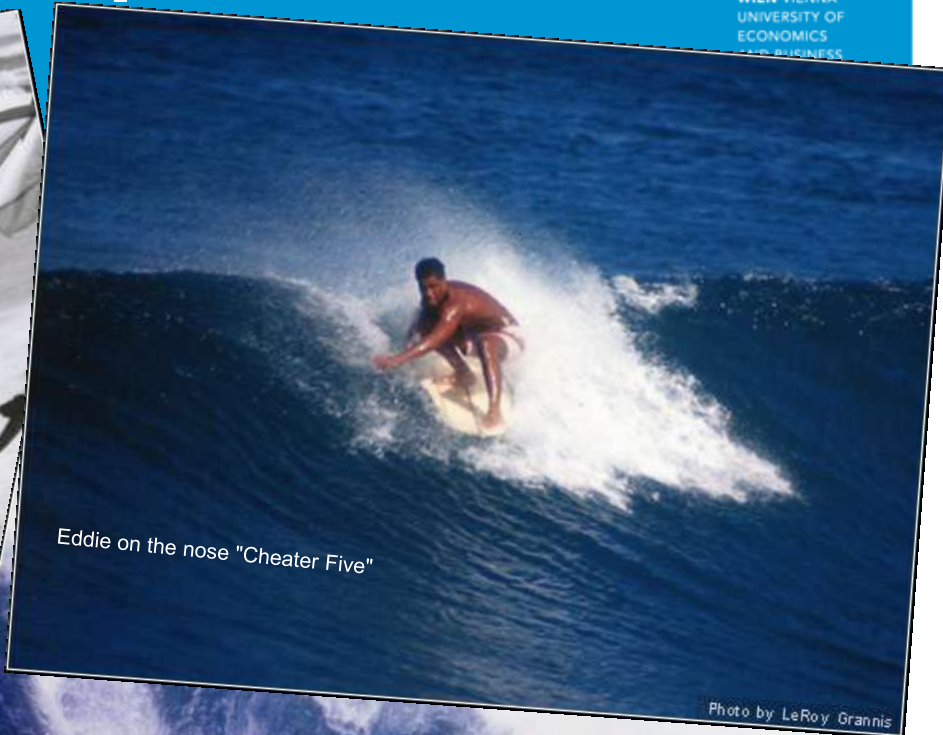
The power of meaningfulness and higher goals

- Point of departure
 - Individuals are constant ,meaning-seekers`
 - Strong personal vision or being part of a collective mission helps to overcome obstacles and put effort into unloved tasks
- Meaning has (at least) two dimensions
 - Past: Why has something occurred? – attributing causes
 - Future: Why should I do this? – meaningfulness, higher goals
- Meaningfulness
 - Variety, identity and significance of tasks
 - no monotony, producing a `whole` and valuing what one does
- Higher goals
 - Internalization is crucial
 - deeper layer of personal life is addressed (*Viktor Frankl*)

Example: Loving your sport – Eddie Aikau



Eddie, Fred Hemmings, unidentified
Duke Kahanamoku Invitational Sunset Beach



Eddie on the nose "Cheater Five"

Photo by LeRoy Grannis



's Eddie on a big day at Sunset Beach

ivm@BMBA Riga 2010

Photo by LeRoy Grannis

Coleman, S. H. 2001. *Eddie Would Go. The Story of Eddie Aikau, Hawaiian Hero and Pioneer of Big Wave Surfing.* New York: St. Martin's Griffin.

Practical take-aways

- Do I know what is meaningful to my people?
- Are the various facets of their personality and their competencies valued and used in the company?
- Does their work allow them to be proud of what they have created?
- Do I/my people experience small successes during ,dull` or difficult periods?
- Have I/they ,internalised`/`truly accepted` basic goals of the work group/unit/company?
- Do I myself set an example that shows a reasonable degree of stubbornness and stamina?

Major elements and processes

- You can use individuals' motivation in turbulent times to trigger high performance behaviour if the latter
 - at least partly satisfies their core drivers,
 - is perceived to be connected to personal effort and the outcome,
 - is meaningful to them and contributes to 'higher goals' they have.
- ➔ ■ Triggering high performance behaviour requires helping them to develop from
 - choosing between alternatives via
 - setting goals for themselves to
 - conducting the action and
 - evaluating their behaviour, results and success

Motivation as a 4-step process

■ Point of departure

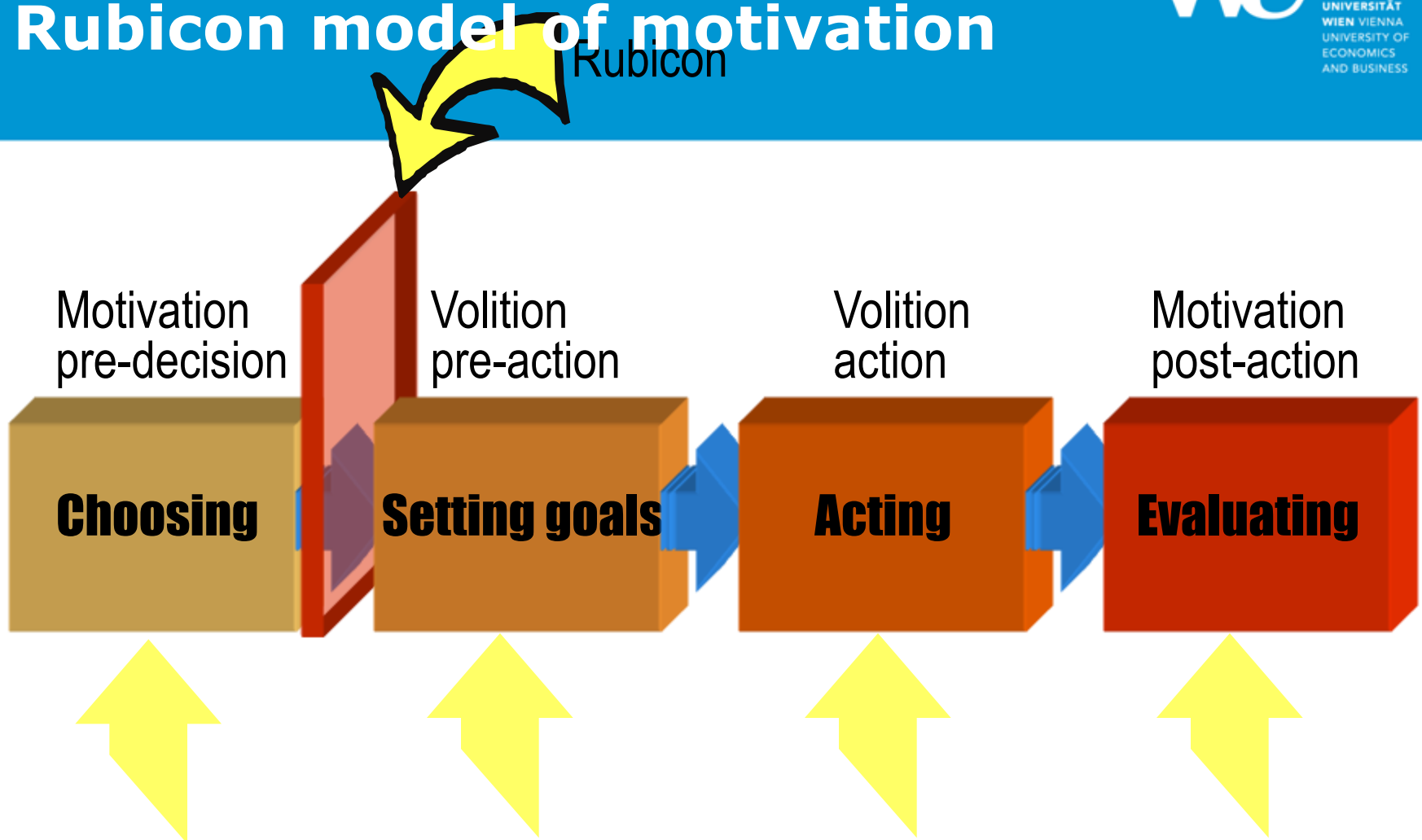
- Motivation is not an either-or decision
- Typical steps can be identified

■ Rubicon model of motivation

- Rubicon – a 29 km long river in Northern Italy
- ‚Crossing the Rubicon‘
 - Linked to Julius Caesar, an ancient Roman emperor, and his famous crossing of this river which led to the Roman Civil War
 - Going beyond a point of no return

■ Switching from pre-decision to pre-action is crucial in motivation

Rubicon model of motivation



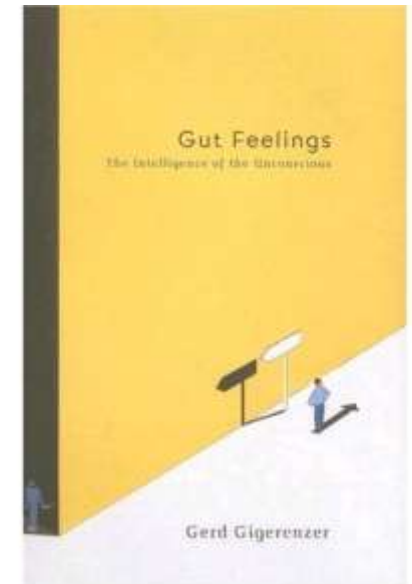
Targets when using individuals' motivation

Motivation refers to selection, Volition refers to realisation processes

Motivation as art

Trusting your instincts

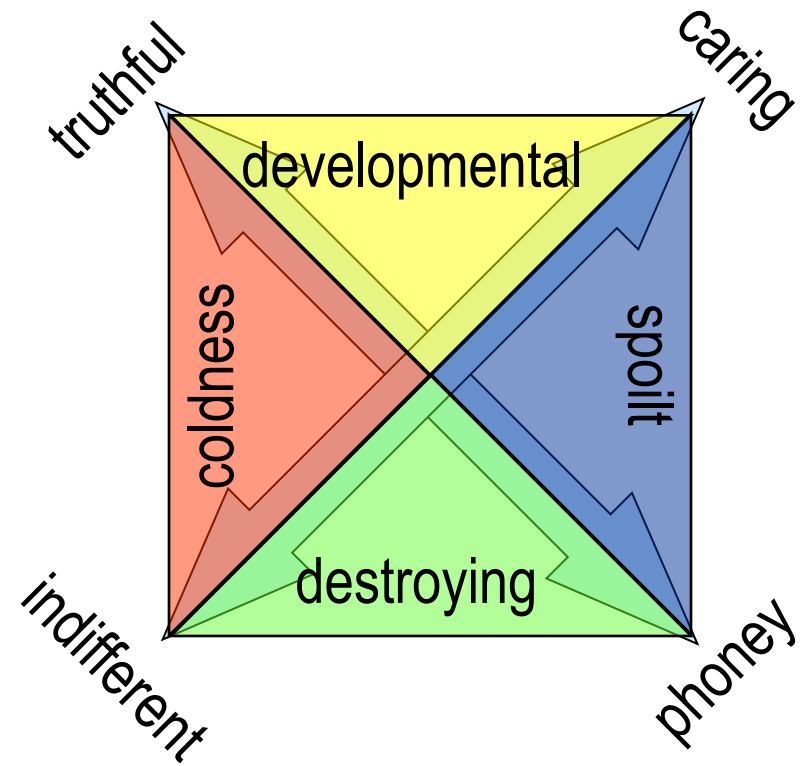
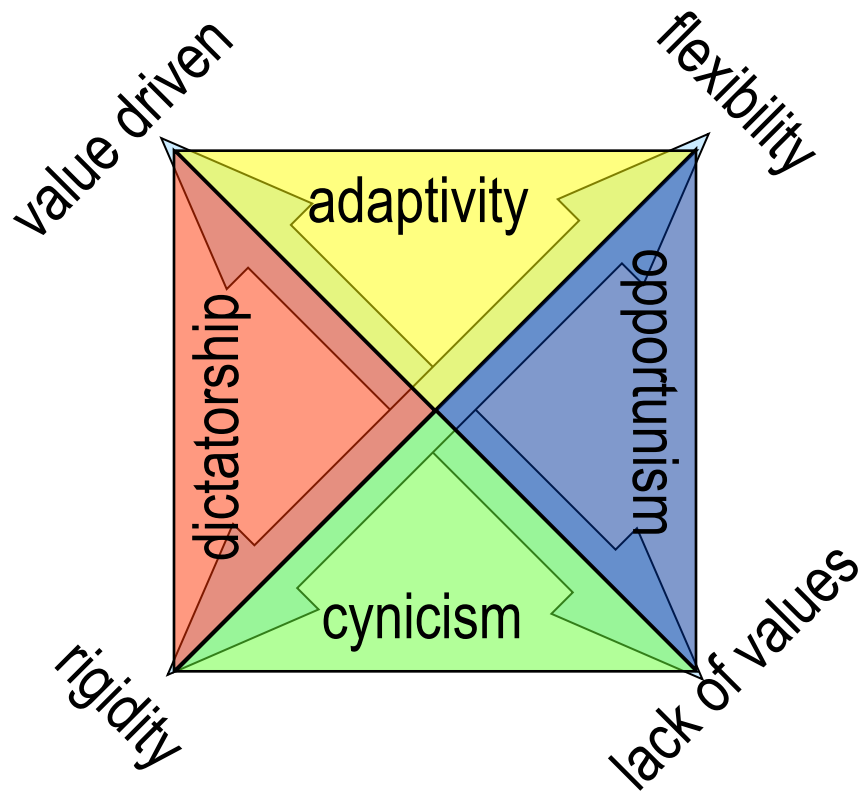
- The importance of ‚gut feeling‘
 - Only what can be measured counts?
 - Aristotle: Do not apply greater exactness than the phenomenon allows
- Intuition helps to concentrate on relevant information and avoid information overload
 - Use yourself as a barometer
 - Gigerenzer, Gerd – Gut Feelings: The Intelligence of the Unconscious, Penguin 2007



Content of motivation: the importance of counterbalancing

- ‚Law of counterbalance‘: virtues have to be paired, otherwise they lead to negative consequences
- Only developing multiple related virtues allows sustainable motivation

Value quadrant – two examples



Motivation without hocus- pocus

Avoiding hocus-pocus

- Modesty – a multiple key
 - About changing and ‚white-boxing‘ individuals
 - About becoming a guru oneself
- Hype and fun vs. pain and gain
 - new generation of employees?
 - Multi-media overflow
 - Package is all, content is nothing
 - Short span of attention
 - Short life-cycles of fashion („fashion of the day“)
 - I want everything – and I want it now
 - Traditional work values and ethic?
 - No pain, no gain
 - 5% inspiration, 95% perspiration
 - The future belongs to the man who rises early (France)
 - It's the early bird that catches the worm
 - Water doesn't run under a lying stone (Russia)
 - Idleness is the devil's workshop

Core argument revisited

- Motivation in turbulent times should be
 - plain hard work, enriched by
 - some traces of art and
 - resistant to the hocus-pocus temptation
- To be plain hard work – knowledge about
 - major elements and
 - processes of motivation
- To have some traces of art
 - Trust your instincts
 - Insight into the value quadrant
- To resist the hocus-pocus temptation
 - Considerable individual modesty
 - Emphasis on traditional work values and ethic

And remember the nutshell...

Don't motivate people, but use
people's motivation.





“Flying Through Turbulence –
Transformation For The Future”
May 13-14th 2010, Riga, Latvia



Motivating people in turbulent times – hocus-pocus, solid work or artistic endeavour?

o. Univ.-Prof. Dr. Wolfgang Mayrhofer

WU (Vienna University of Economics and Business)
Austria



o. Univ.-Prof. Dr. Wolfgang Mayrhofer

Interdisziplinäre Abteilung für
Verhaltenswissenschaftlich Orientiertes Management

WU

Wirtschaftsuniversität Wien
Vienna, Austria, Europe

wolfgang.mayrhofer@wu.ac.at
www.wu-wien.ac.at/ivm/team/wiss_ma/w_mayrhofer

tel. ++43-1-313 36-4553, fax ++43-1-313 36-724

Postal address: Althanstrasse 51, A-1090 Wien, Austria,
Europe