

## People in Organisations

*'There are three types of companies. Those who make things happen. Those who watch things happen. Those who wonder what happened.'*

Mike Woods 1990

Managers in the empowered business have three jobs:

- ◆ to direct
- ◆ to motivate
- ◆ to monitor

Directing means:

- ◆ setting targets - achievable targets

SMART - simple: measurable: attainable: realistic: timed:

Motivation most important principle:

- ◆ giving staff a sense of self worth
- ◆ the sharing a common and worthy cause e.g. Britain's standards of living/pride
- ◆ the best fighting troops can only be fully motivated from within
- ◆ respect and fighting for a morale cause will always defeat an enemy which has no heart to win

Monitoring completes the feedback circle:

- ◆ it informs the strategy
- ◆ reinforces the motivation
- ◆ The football team members reinforce each other because they all have a common goal - winning!
- ◆ Managers need to be straight with their staff - keep information flowing

**Motivation is the force that keeps us going and drives us on to complete the job at hand**

**People are individuals!**

**Organisations are made up of people - they are the most important resource**

## THEORY?

## MOTIVATION?

### Maslow's needs hierarchy

Abraham Maslow (1954)

- Tried to take account of the individuality of the people
- Concentrated on their needs
- Argued that people are motivated by their current needs
- The needs are satisfied from the bottom then able to move up to satisfy 'higher needs'

Maslow grouped needs into five categories, basic at the bottom and the highest, most abstract needs at the top:

- Self-fulfilment/self-actualisation
  - Self-esteem
  - Social
  - Safety/security
  - Physiological
1. *Psychological*: The needs we have at the most basic level: hunger, thirst, reproduction of the species, and so on. The idea is that if one of these needs is present we will satisfy it before any of the higher needs. At work, this level would refer to basic working conditions: a decent canteen, toilets washing facilities.
  2. *Safety/security needs*: The need for shelter and security from threat. At work this would mean job security, salary, pensions.
  3. *Social needs*: The need to belong to a social group and have friends. At work this would refer to being part of a work group or team, perhaps making friends through the sports and social clubs.
  4. *Self-esteem needs*: The need to gain respect from other people and recognition of worth. In a work context this might mean praise from the boss or recognition of a job well done.
  5. *Self-fulfilment needs*: The need to fulfil yourself to the best of your potential. Also called self-actualisation needs. At work this would mean needing a stretching and challenging job.

People can 'get stuck' at one of the need levels, perhaps they have been severely deprived, and may never feel that the need is completely satisfied. Needs will also change over the life cycle. E.g.

Young people possibly:

- More concerned with social needs
- Security needs will predominate

When the family have grown up then self-esteem and self-actualisation needs may become important. Finally, needs vary from culture to culture.

What are your main needs?

Are those needs being satisfied?

How are you satisfying those needs?

Source: Handout compiled by Valerie Stevens Associates ©

