

Management Essentials

Motivation and Influence

Sample Slides

Dimensions of diversity

Personal

- Age, race, ethnicity, gender, physical abilities and qualities, natural abilities and sexual and affection orientation

Positional

- Education, work experience, income, marital status, values, religious beliefs, geographic location, parental status

Interactional

- Emotional position, motivations, personality type, life experiences, work roles, values, leadership style

Needs Motivation

Satisfaction of *deficiency needs* fosters physical and psychological health

Satisfaction of *growth needs* helps development as a human being

If not blocked, higher level needs will emerge and motivate behavior

Organizational position or team membership can facilitate growth need satisfaction

Needs hierarchy by occupational group

Goals Ranked in "Need Hierarchy"	Professionals (Research Laboratories)	Professionals (Branch Offices)	Managers	Technicians (Branch Offices)
High—Self-Actualization and Esteem Needs				
Challenge	1	2	1	3
Training		1		1
Autonomy	3	3	2	
Up-to-dateness	2	4		4
Use of skills	4			
Middle—Social Needs				
Cooperation			3/4	
Manager			3/4	
Friendly department				
Efficient department				
Low—Security and Physiological Needs				
Security				2
Earnings				
Benefits				
Physical conditions				

Recognise ASAP times 3

As Soon

Timing is important; don't delay praise

As Sincere

Do it because you're truly appreciative

As Specific

Give details of the achievement

As Personal

Do it in person (or a handwritten note)

As Positive

Don't mix in criticism

As Proactive

Don't wait for perfect performance

Goal Setting Essentials – the goals

Goal difficulty

- Out of reach but not out of sight

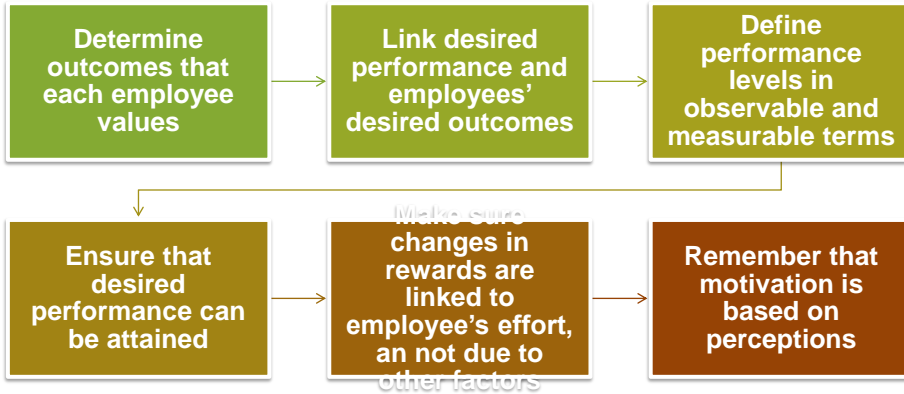
Goal clarity

- Communicate, communicate, communicate

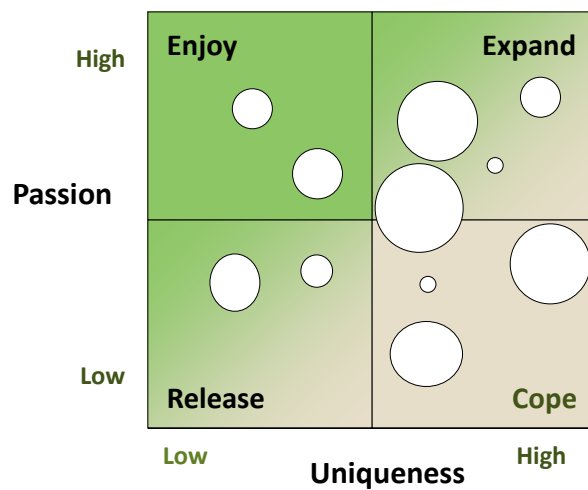
Feedback

- Have feedback mechanisms in place

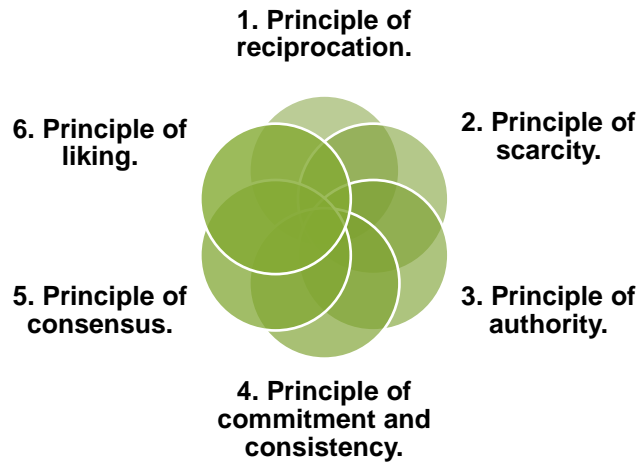
Using expectancy



Job Map



Cialdini's 6 principles of persuasion



Currencies of Exchange Position-Related Currencies

Recognition	<ul style="list-style-type: none"> • Acknowledgement of effort, accomplishment or abilities
Visibility	<ul style="list-style-type: none"> • The chance to be known by higher-ups or significant others in the organisation
Reputation	<ul style="list-style-type: none"> • Being seen as competent, committed
Insiderness/ Importance	<ul style="list-style-type: none"> • A sense of centrality, of "belonging"
Contacts	<ul style="list-style-type: none"> • Opportunities for linking with others