

Unpacking Motivation

Strategies for Fostering Engagement in Projects and Tasks



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FWCC @ HZDR

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Welcome and Introductions (5')

Checkin (15')

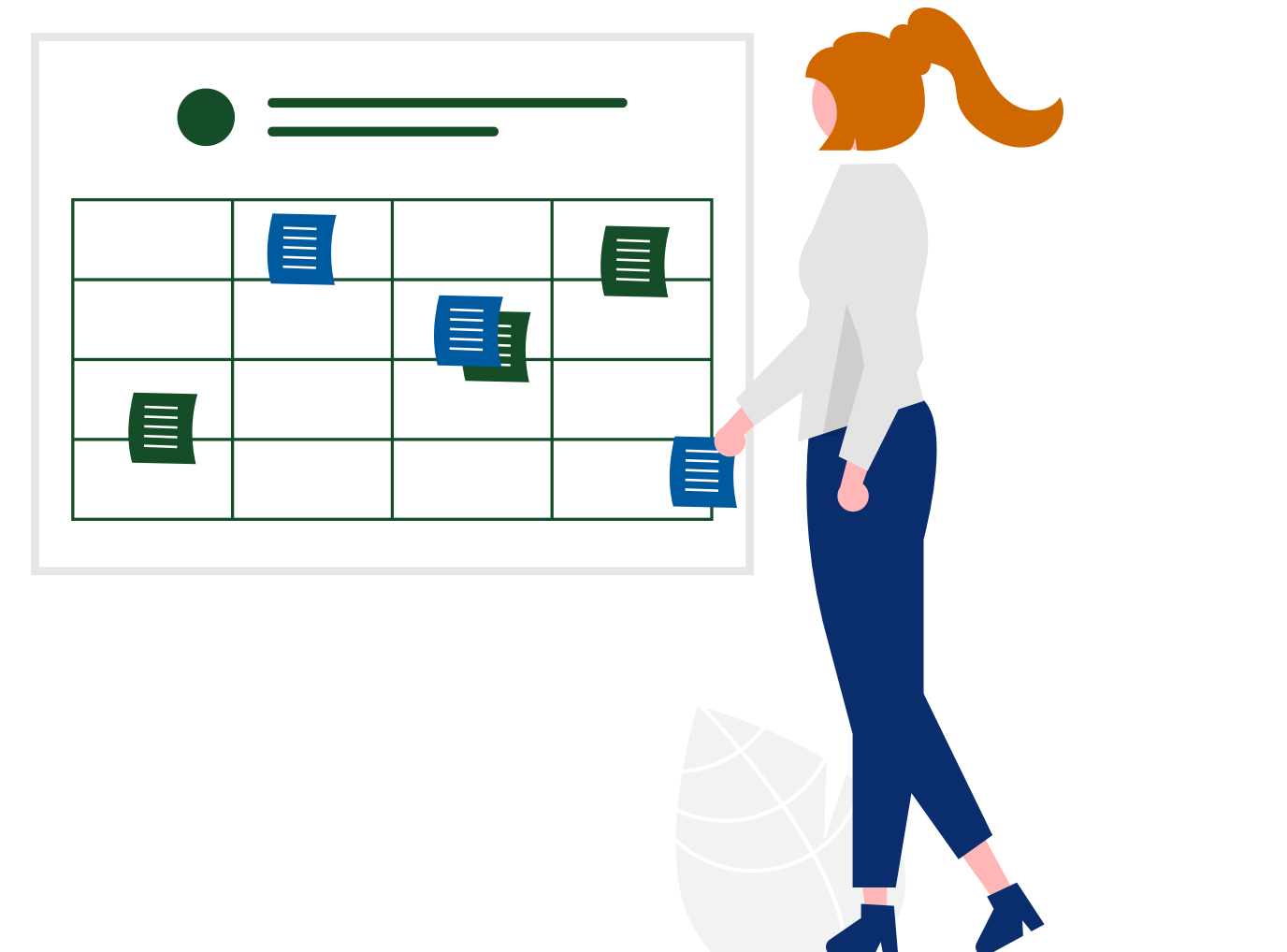
What motivates you? (20')

How would you battle demotivation? (30')

Presentation on theory regarding motivation (10')

- Theoretical Background
- Case Studies

Closure (5')



Theoretical Background

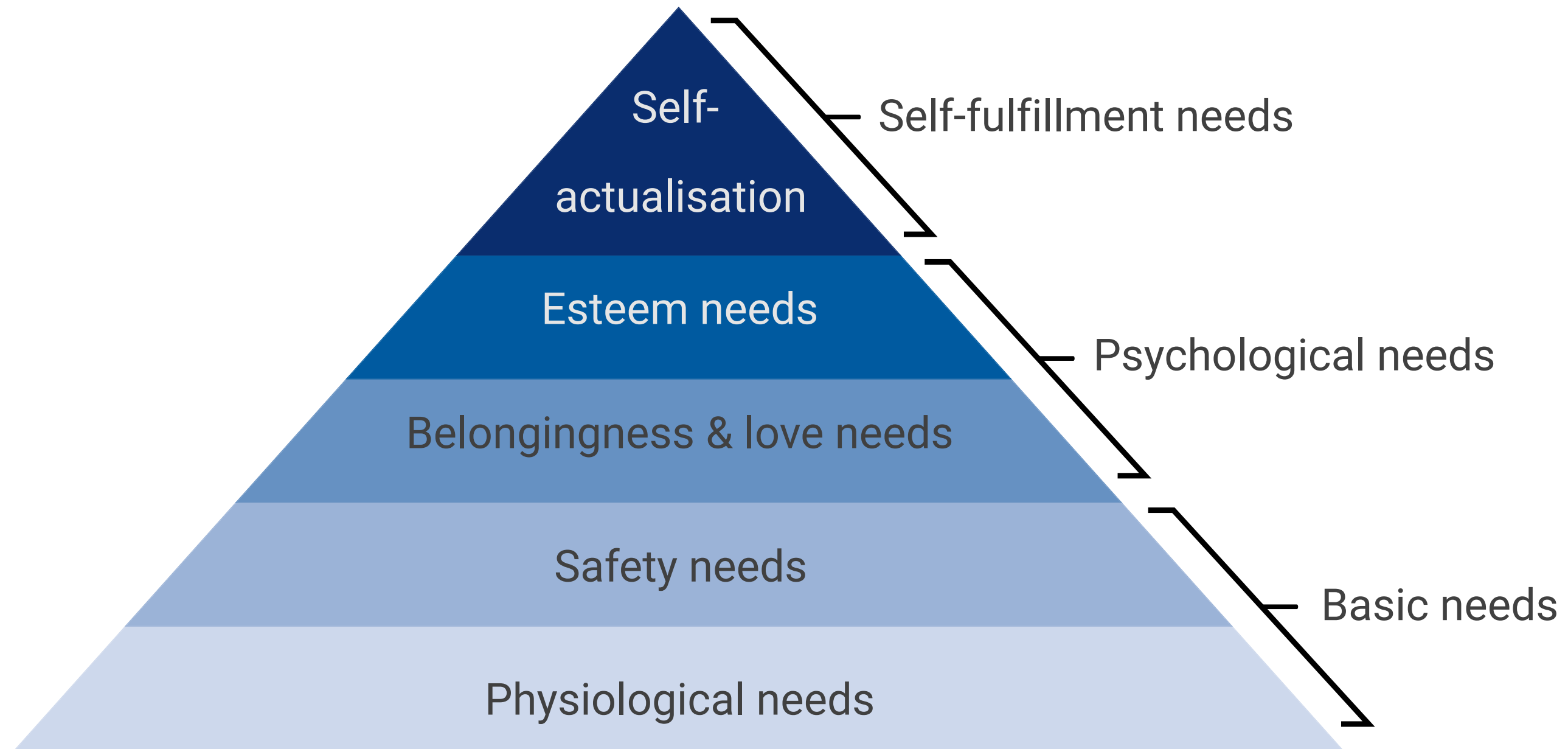
Theory of Needs

It tries to explain human behavior and motivation based on **fundamental human** needs.

Cognitive and Process Theories

These theories focus on the cognitive aspects of motivation, **exploring how mental processes, thoughts, and perceptions** influence an individual's motivation.

Theory of Need – Maslow's Hierarchy



Theories of:

Cognitive Evaluation

Expectancy

Goal-Setting

Self-Determination

Equity

This theory, rooted in self-determination theory, focuses on how the nature of rewards affects intrinsic motivation. It suggests that providing rewards for activities that individuals find intrinsically motivating may decrease their intrinsic motivation, while rewards for tasks they find less interesting may increase motivation.

Theories of:

Cognitive Evaluation

Expectancy

Goal-Setting

Self-Determination

Equity

Victor Vroom's Expectancy Theory suggests that individuals are motivated to act in a certain way based on the **expectation** that their efforts will lead to a desired outcome. It incorporates three key components: expectancy (belief that effort will lead to performance), instrumentality (belief that performance will lead to a reward), and valence (value placed on the expected reward).

Theories of:

Cognitive Evaluation

Expectancy

Goal-Setting

Self-Determination

Equity

This theory, proposed by Edwin Locke, emphasizes the importance of setting specific and challenging goals in motivating individuals. **Clear goals provide direction and purpose**, and achieving them can lead to increased motivation and performance.

Theories of:

Cognitive Evaluation

Expectancy

Goal-Setting

Self-Determination

Equity

Developed by Deci and Ryan, SDT emphasizes the role of intrinsic motivation and the satisfaction of basic psychological needs (autonomy, competence, and relatedness) in driving behavior. It suggests that individuals are more motivated when they feel a **sense of autonomy and competence**, and when their actions align with their values.

Theories of:

Cognitive Evaluation

Expectancy

Goal-Setting

Self-Determination

Equity

Equity Theory, developed by J. Stacy Adams, posits that individuals are motivated by a **sense of fairness** in the distribution of rewards relative to their contributions. When people perceive an imbalance (under-reward or over-reward) compared to others in similar situations, it can lead to feelings of inequity, influencing motivation and satisfaction.

Motivation is an internal process not a physiological characteristic.

Whether we define it as a **need** or a **drive**, motivation is a condition inside us that desires a change, either in the self or the environment. When we tap into this well of energy, motivation endows the person

with the drive and direction needed to engage with the environment in an adaptive, open-ended, and problem-solving sort of way.¹



Personal Drive

Self-Efficacy

Time Perspective

Emotional Intelligence

refers to the force that propels individuals to take action and pursue their goals.



Personal Drive

Self-Efficacy

Time Perspective

Emotional Intelligence

refers to an individual's belief in their ability to successfully accomplish or shape a particular task or personal goal.





Personal Drive

Self-Efficacy

Time Perspective

Emotional Intelligence

involves how a person perceives and values the past, present, and future. Different time perspectives can impact motivation and goal-setting.



Personal Drive

Self-Efficacy

Time Perspective

Emotional Intelligence

involves the ability to understand, manage, and effectively use one's own emotions and to empathize with the emotions of others.

Case Studies

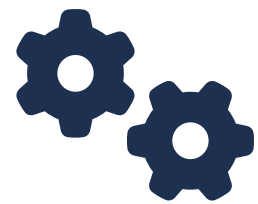
- Data was gathered and assessed from 180 Google teams.
- Two-year long effort started in 2012.
- No patterns detected to correlate why some succeeded and others didn't.
- Teams with similar makeup or even some of the same members demonstrated varying results.

Not all researchers agree

Researchers found that the poorest-performing teams were 100 percent 'pragmatic' and had 0 percent 'relationship-building' traits. ²



It emphasizes a positive and energetic attitude to improve workplace culture.³



Be Present

Encourages being fully engaged in the present moment, paying attention to details, and actively participating in interactions.



Play

Encourages a lighthearted and playful approach to work, fostering creativity and a more enjoyable work environment.



Make Their Day

Suggests creating positive and memorable experiences for others, whether colleagues or customers, to enhance relationships and overall satisfaction.



Choose Your Attitude

Emphasizes the importance of taking responsibility for your attitude and choosing to approach situations with a positive mindset.

Critics

- The philosophy is based asymmetrical power relationship⁴

- Burnison, Gary. 2019. "7 Years Ago, Google Set Out to Find What Makes the 'Perfect' Team - and What They Found Shocked Other Researchers."
<https://www.cnbc.com/2019/02/28/what-google-learned-in-its-quest-to-build-the-perfect-team.html> .
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- "Fish! Philosophy." 1997. <https://fishphilosophy.com/> .
- Reeve, J. 2014. *Understanding Motivation and Emotion*. Wiley. <https://books.google.de/books?id=zfOyBwAAQBAJ>.
- "What Is Motivation? A Psychologist Explains." n.d. <https://positivepsychology.com/what-is-motivation/> .

Footnotes

1. Reeve (2014)
2. Burnison (2019)
3. “Fish! Philosophy” (1997)
4. Carson (2008)