

Leadership Foundations

Leadership Training for Managers

Dickerson Consulting

SESSION 3: MOTIVATION

Learning Objectives

- Distinguish between Theory X and Theory Y
- Understand Reinforcement Theory and how it can be misapplied for accidental punishment
- Learn how to use Expectancy Theory
- Recognize withdrawal behaviors
- Consider different types of rewards

McGregor's Model of Motivation

Theory X



Theory Y



Pygmalion Theory

Expectations Matter

Managers influence employees with their expectations of them

Higher expectations result in better performance

Lower expectations result in worse performance



Reinforcement Theory

	APPLY	WITHDRAW
INCREASE BEHAVIOR	POSITIVE REINFORCEMENT	NEGATIVE REINFORCEMENT
DECREASE BEHAVIOR	POSITIVE PUNISHMENT	NEGATIVE PUNISHMENT

Reinforcement Schedules and Extinction

Behavior can be reinforced continually or on a schedule

The less predictable the schedule, the stronger the reinforcement

Extinction occurs when a behavior disappears due to lack of reinforcement

Reinforcement Mistakes



Managers often unintentionally punish their best employees by

- Assigning them the most challenging work
- Giving them work others have failed to do properly
- Relying on them more often

Reflection

Explore these questions and set goals

Theory X and Y

- What is my default opinion of workers?
- How are my expectations influencing others?

Reinforcement

- Am I applying and removing rewards and punishments appropriately?
- Am I avoiding extinction?
- Have I accidentally punished my best employees?

Expectancy Theory

$$\text{Motivation} = \text{Valence} \times \text{Instrumentality} \times \text{Expectancy}$$

Valence is the anticipated satisfaction of a reward

Instrumentality is whether the achievement of the goal will lead to the reward (i.e., trust)

Expectancy is the belief that effort will lead to meeting the goal (i.e., self-efficacy)

Boosting Expectancy

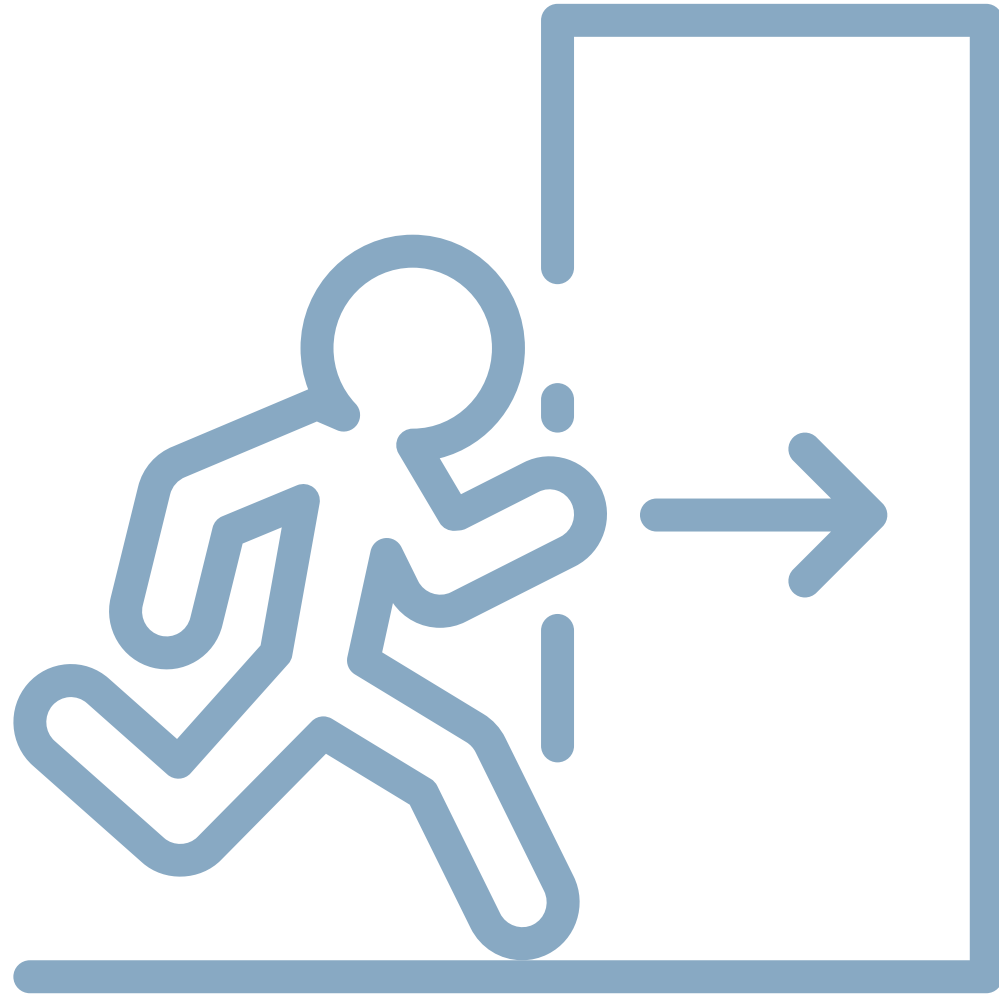
Mastery Experiences

Social Modeling

Social Persuasion

Psychological Response

Withdrawal Behaviors



- Tardiness
- Absenteeism
- Presenteeism
- Burnout
- Turnover

Rewards

Think Creatively

- Extra time off
- Employee of the month/wall of fame
- Public praise
- Break room snacks or free lunch
- Long lunch or half day
- Handwritten note
- Social media recognition
- End-of-year party
- Employee choices (of tasks, of projects, etc.)
- Training opportunities/continuing education

***Get to know your employees
and their "currency"***

Your Homework

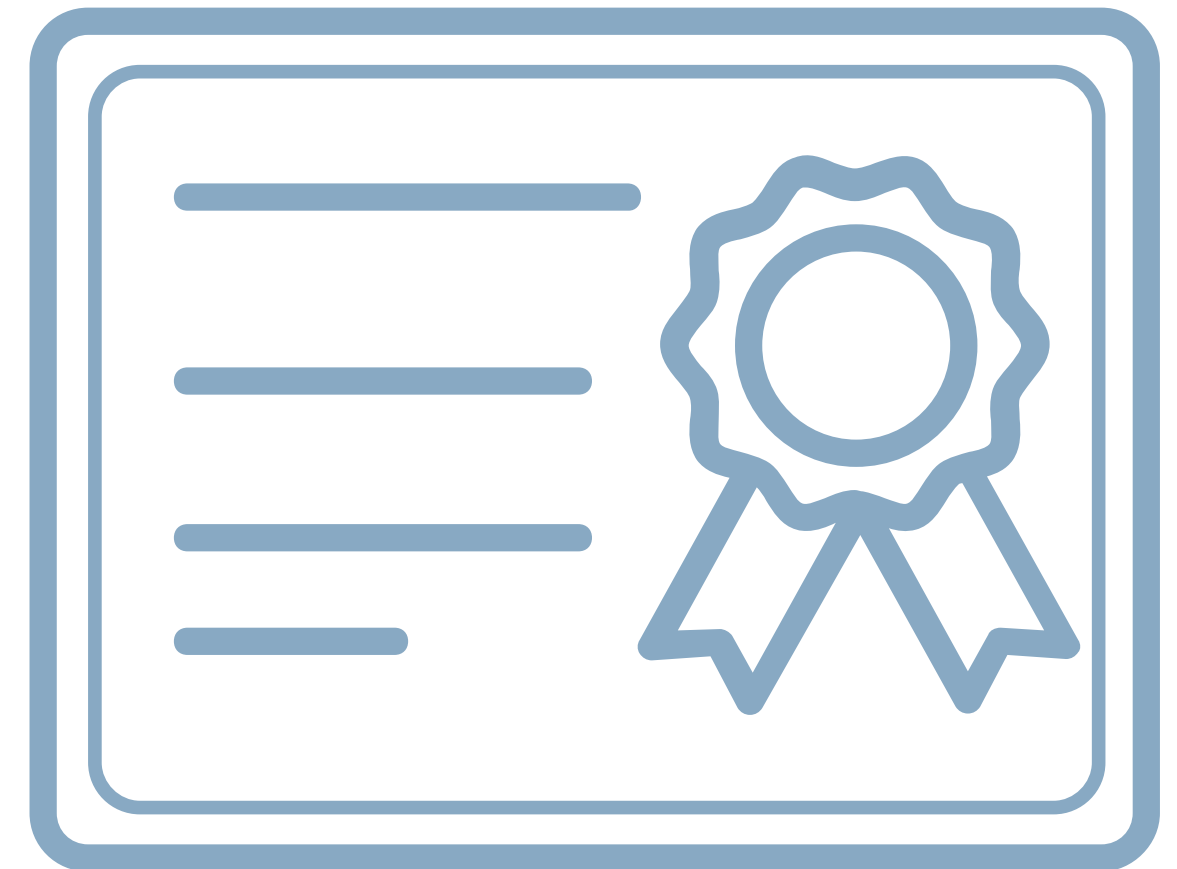
#1: Take the Theory X and Theory Y assessment and see where your default beliefs lie

#2: Recognize ways you can implement Expectancy Theory to reward employees and avoid withdrawal behavior

- Do your employees have rewards that give them valence?
- Have you developed the trust that leads to instrumentality?
- Can you use your coaching skills to develop expectancy?

Evaluation & Credit

- I've just sent you an email with a link to a course evaluation
- If you'd like CPA CPE, please send me your full name and mailing address so that I can send you a certificate



Upcoming Events

Dates are tentative



- December 10, 2021 - Beta Alpha Psi Continuing Professional Education Seminar, Louisiana Tech University
- January 13, 2022 - Human Resources Boot Camp, Squire Creek Country Club
- February 10, 2022 - Leadership Foundations I, Squire Creek Country Club
- March 23, 2022 - Leadership Foundations II (Decision Making, Conflict Management, Managing Teams, Empowerment)
- April 20, 2022 - Advances in Strategic Human Resources, Squire Creek Country Club

All events qualify for CPA CPE and SHRM and HRCI credit