Activity3 – "Motivation"

Part 1 – Force Field Analysis

1. Consider a goal you would like to achieve but where you struggle with motivation. List out the reasons you do want to progress the goal, and the things you believe contribute to holding you back.

   For example, perhaps you want better personal habits and to get more sleep so that you can feel more refreshed. However, your favourite tv show is on late at night and you often find yourself staying up to watch it instead of turning in early. In this case, you would put "feel more refreshed" as a reason for, and "favourite tv show" as a restraining factor. List as many reasons as you can think of.

2. Now give each of the 'forces' a strength rating, allocating a mark of 1-3 dependent on how powerful the factor is for you.

   Eg. Feeling more refreshed would be nice but may not feel particularly important for you. Perhaps you give that a 1. Your favourite tv show on the other hand, is highly tempting. You would give it a 3.

GOAL: Get more sleep.

DRIVING FORCES	Action	P 1-3	RESTRAINING FORCES	Action	P 1-3
Example: Feel more refreshed	*Eyebags selfie*	*1 >2*	*Favourite tv show on at 11.30pm*	*Record show*	*3>2*

3. Add up the total strength of the driving forces. Now add the total strength of the restraining forces. What is the difference? _____

   If your restraining forces are higher than the driving forces, this helps you to understand the fuller context of why you are struggling to make progress. Well done! This information is powerful. You can now use this to make small adjustments which will increase the likelihood of succeeding with your goal.

4. Consider the **driving** forces you have noted with the least powerful ratings. Is there anything you could do to make these stronger? Note these in the Action column.
   Eg. 'Feel more refreshed' is a vague aim. Changing this to take a selfie showing the bags under your eyes each day for 2weeks would let you compare before and after results. This makes the goal more visible, measurable and meaningful.

5. Do the same for the restraining forces… only this time think of ways to reduce the strength of their appeal.
   eg. Recording the favourite tv show would mean there is still temptation, but it has lost some of its power because you wouldn't miss the show completely by going to bed early, you simply deferred the pleasure until next day.

Part 2 - Icebergs and Pyramids - Case Study: Mode Fashion

David has recently taken on a new role as manager in a retailer. Shop sales are down by 15% over the past 2 years. At interview, David was told the company expect sales performance to be up 20% by the end of year 1.

There are 10 members of the sales team. They are all on minimum wage except Sarah, the deputy manager. Most colleagues work approximately 20 hours per week. During Christmas and other holidays, there are overtime hours. One colleague Simone will not work on Sundays for religious reasons. Another colleague Sophie refuses to sell from the shoe department because she disagrees with the non essential use of leather.

The previous manager did not talk to the staff except when there was a customer complaint. He sat in his office and focused on the paperwork. Deputy manager Sarah has been having a difficult time at home recently and has been in a foul mood most days. Her attitude is causing problems because the staff feel she is nit-picking about their work, especially Alison. What stings Alison the most is that Sarah seems to get on well with Rosemary and Sandra who work mornings and never reproaches them, whilst finding fault with everything Alison and the afternoons team do. Alison also believes Rosemary gets the first pick of the shifts and she is often left with an unfair share of the unsociable hours. The three young women Sandra, Alison and Rosemary are old schoolfriends. The only man in the shop is a young lad named Jack who is Alison's cousin.

The newest member of the team, Hailey only started 3months ago but is desperate to secure as many hours as possible since she is saving for a flat. Pippa has worked there for over a year now and she is keen to work her way up to become a deputy manager and eventually shop manager. Zara is on the books but has not turned up for her shift 3 times in the last month and has been late almost every day. Sarah has found this situation very stressful because she is good friends with Zara's mum. She has not dealt with it except to log the absence and other members of staff are becoming increasingly frustrated.

Colleague	Hrs	Colleague	Hrs	Colleague	Hrs
David – shop manager	35	Alison	20	Pippa	16
Sarah – deputy manager	35	Jack	20	Emily	20
Rosemary	16	Hailey	20	Zara	20
Sandra	20	Sophie	20	Genevieve	12
					254

David has instructions from head office to introduce a new resource management approach. This involves new performance related bonus rewards, installation of a new payroll system and potentially an increase in pay for some. The catch is that core working hours will have to be reduced from 254 hours per week to only 130, with the option for an additional 70 on overtime rates. David will have to decide how to divide up the hours and how to communicate the changes. He can also choose the timeline, as long as the new system is in place before within the next 6months.

If you were David, which issues would you tackle first? What factors from the iceberg model are relevant?

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Bearing in mind what you know of Maslow's triangle and Robert Plant's iceberg model, how would you begin to communicate the changes? Be specific about which factors would influence your decisions.

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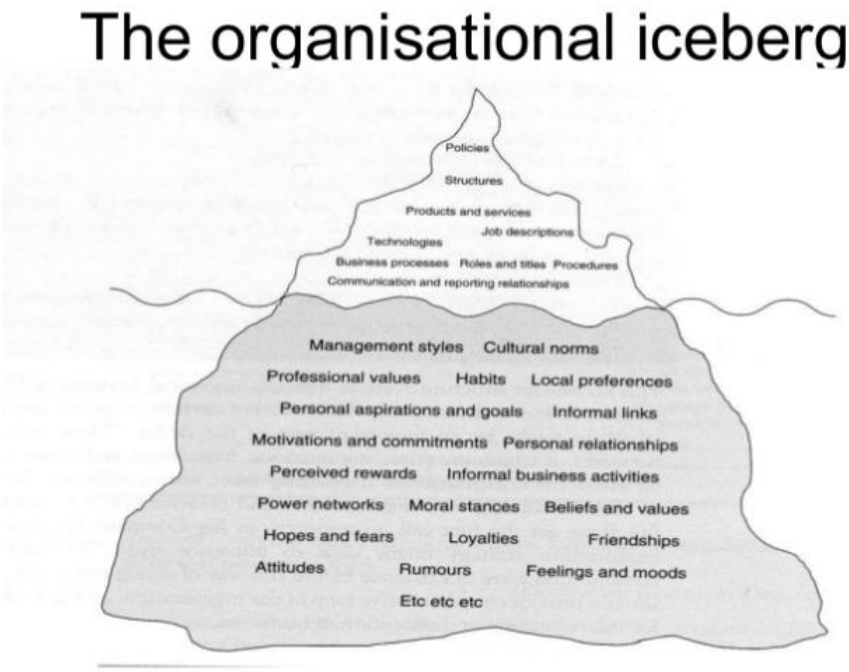
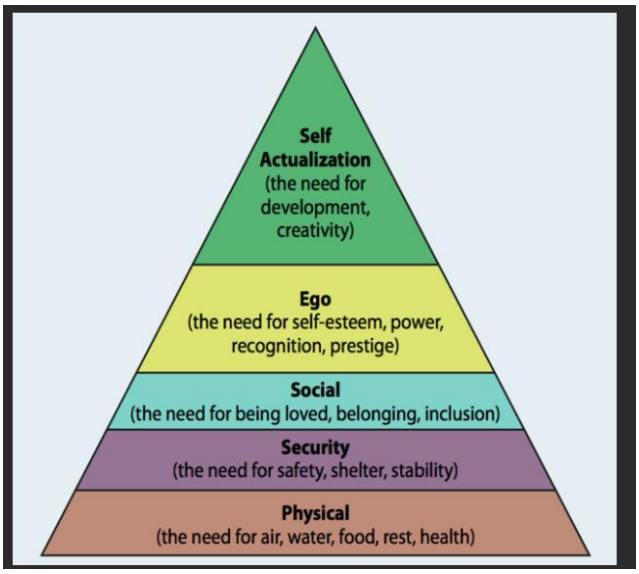
References:



From Roger Plant: 'Managing change and making stick', 1987



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Worked example

NB – there are no right or wrong answers in this type of case study. Below is a potential 'model' answer to demonstrate the thinking, but alternative answers may be equally appropriate, as long as the linkage to motivation theories is clearly made.

If you were David, which issues would you tackle first? What factors from the iceberg model are relevant?

- *Communication – be a more visible and directive presence than previous manager*
- *Management Style – discuss behaviours with Sarah, if the 'nit-picking' is justified, check job descriptions/expectations are being communicated clearly enough.*
- *Loyalties – tackle rotas and latecoming - ensure no favouritism being applied*
- *Hopes and Fears – check/set colleague expectations re working hours vs current hours*

Bearing in mind what you know of Maslow's triangle and Robert Plant's iceberg model, how would you begin to communicate the changes? Be specific about which factors would influence your decisions.

- *Since Physcial and Security needs are the most fundamental motivators, David should be wary of communicating the need to reduce hours until he knows who the winners and losers are likely to be or risk demotivating the full team*
- *It's important to ensure social structures/informal links are not adversely impacting behaviour. Therefore, standards/procedures and policies need to be clearly communicated to everyone first and objective measurements taken before any decisions about performance are made.*
- *Social belonging – there is a need to provide opportunities for staff to feel equally valued eg. Perhaps David could organise a Team day or night out? David should observe staff to ensure those who know each other informally are not being clique-ish and causing difficulties for others. He also needs to be mindful that the three former schoolmates and relative will compare notes… unless there is a legitimate reason for any difference, they should all be treated with parity.*
- *Goals & Commitment - A vision of successful store with 20% increased sales should be shared with all staff so that they feel there is a positive goal they can work toward. It may be appropriate at this point to announce that there will be performance bonuses being introduced.*
- *To retain Pippa, David could give her a chance to play to her ego/self actualisation motivation factors for example, to be involved in leading the changes.*

In summary, David should establish the new norms of behaviour and the common standards first, then decide on the draft revised target structure and communicate the fact that changes are coming. During this period, Hopes and Fears should be discussed with each employee to assess whether it would be preferable to have fewer staff doing more hours or reduce everyone's hours.

The last part of the change needed is the technology – to avoid muddying the waters, or repeating the same unfair allocation of hours on the system as has happened to date, David should make sure the business processes and policies are clarified in the first instance, communicate those and address the inequalities/perceived inequalities ***before*** *introducing the new IT.*