



12 MOTIVATION

OBJECTIVE:

To examine some theories on Motivation and come up with some practical ideas for motivating people.

PREPARATION:

You will need to have copies of the handouts on Theory X - Theory Y and on Theories on Motivation

TIMING:

Approximately 40 minutes. If you are short of time you could miss stage b).

WHAT TO DO:

a) Do a brief recap on the training element – ‘What Young People Need’. This should include reference to Maslow’s Hierarchy of Needs and the group’s analysis of young people’s needs. People will be motivated to fulfil their needs and if we are working with young people we need to constantly remind ourselves of their needs.

b) Follow this by looking at the assumptions people make about others.

Sometimes people lack motivation and part of our leadership role will involve enabling people to recover that motivation. But what do we believe about people.

Give out the handout on Theory X and Theory Y. Designate one end of the room as Theory Y and the other end as Theory X. Tell people to imagine there is a line connecting the two and ask them to place themselves on this continuum according to their beliefs about people.

Ask a few people to give their reasons for their position.

“the young people
they work with will
probably have their
own views”

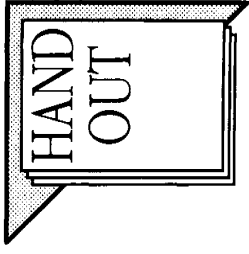
c) The last exercise looked at beliefs about other people but it is also important to look at ourselves - what motivates us? How do we like to be treated by people in authority. Would we respond better to a Theory X leader or a Theory Y leader.

Ask people to split into groups of 6-8 and discuss how they like and how they do not like to be treated by people in authority. Their answers should be recorded on a sheet of newsprint which has been divided into two columns. Allow 15 minutes for this.

Bring the groups back together and take some examples from the list. Round off the discussion by reminding people that the young people they work with will probably have their own views.

Introduce other theories on motivation. The handout on Motivation notes some of these.

Give people 5 minutes on their own or in a pair to note down 4/5 factors which they need to remember about motivating young people.



THEORY X & THEORY Y

From D. McGregor – The Human Side of Management

WHERE DO YOU STAND?

X

THEORY X

People are lazy & irresponsible
They don't want to learn
Must be coerced
Need discipline
Need to be led

Y

THEORY Y

People want to learn
People want to direct themselves
People are creative
Want to be consulted
Want responsibility

This sheet is taken from the CYP training document: "Y outh Needs and Leads"

THEORIES ON MOTIVATION

HERZBERG

Five factors for 'feeling good'

1. Achievement
2. Recognition
3. The task itself
4. Responsibility
5. Advancement

They lead to a sense of personal worth and fulfilment

Four factors for 'feeling bad'

1. When things are considered to be unfair
2. When those in charge do not know their job
3. When recognition for things done well is not given
4. When there are bad personal relations between those 'in charge' and those without authority

They lead to poor motivation and low moral

FINEMAN

Goal Setting Theory - people are motivated by setting realistic specific goals.

VROOM

Motivation is a balance between desirability (how much do you want something) and effort (how hard will it be to get it).

McCLELLAND & ATKINSON

People are motivated by the:

- need for achievement
- need for power
- need for affirmation

Different people are motivated by the above in different amounts

POPE

'Deadly Sins' - Motivation theory indicates that the basic motivators are the 7 deadly sins.

- Pride
- Covetousness
- Lust
- Anger
- Gluttony
- Envy
- Sloth