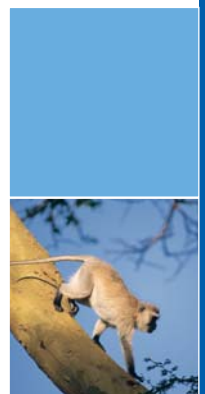


CHAPTER 27

KEEPING MOTIVATED

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1 INTRODUCTION

Animal protection work can be gruelling, both in terms of the sheer volume of hard work it entails and because of the suffering inherent in it. As can be seen from previous chapters, it is sometimes difficult to remain motivated and optimistic and problems such as burn-out and compassion fatigue are common.

The ability to remain motivated and to motivate your team is one of the most valuable skills you can learn. This chapter of the Member Society Manual explores the factors that influence motivation and offers some practical advice.

2 FACTORS INFLUENCING MOTIVATION

There is a general consensus that motivation is an internal state or condition (sometimes described as a need, desire or want) that serves to activate or energise behaviour and give it direction (Kleinginna and Kleinginna, 1981).

However, many researchers are now beginning to acknowledge that the factors that energise behaviour are likely to be different from the factors that provide for its persistence. It appears likely that initiation of behaviour may be more related to emotions and emotional behavioural inclinations, while persistence may be more related to volition or goal-orientation.

The following two theories examine the factors that influence motivation:

Hierarchy of needs: Motivation is complex and highly individual. The motivation to work can be physical (earning money for food or shelter), psychological (seeking social satisfaction or security) or more unconscious and instinctive – which applies particularly to altruistic and self-fulfilment reasons. One of the most popular theories explaining motivation is Maslow's '**hierarchy of needs**', which categorises human motivations as follows:



The theory works on the basis that needs are only motivators when they are unsatisfied.

The lower order needs (physiology and safety) are dominant until satisfied, when the higher needs come into being.

Very few animal protection workers are motivated by physiological or security needs, as wage rates are comparatively low and advantageous conditions and benefits few! However, as the movement attracts good, concerned citizens, it will also attract workers motivated by social needs (who will appreciate the company of such individuals).

Expectancy theory: A cognitive approach is that of 'expectancy theory' (Vroom, 1964) which is based on the following equation:

$$\text{Motivation} = \text{Perceived Probability of Success (Expectancy)} \times \text{Connection of Success and Reward (Instrumentality)} \times \text{Value of Obtaining Goal (Value)}$$

Since this formula relies on the three factors of expectancy, instrumentality and value being multiplied by each other, a low value in one will result in a low value of motivation. Therefore, **all three must be present in order for motivation to be high.**

3

THE MASTER PLAN

What is clear is that motivation can be achieved by following a dream or a vision for the future that matters to you individually. So, to achieve the maximum motivation, you need to be clear about what matters to you and to set out to achieve this.

“WHEN YOU DETERMINE WHAT YOU WANT, YOU HAVE MADE THE MOST IMPORTANT DECISION OF YOUR LIFE. YOU HAVE TO KNOW WHAT YOU WANT IN ORDER TO ATTAIN IT.” ~ Douglas Lurtan

People who have a vision control their destiny and lifestyle as they move towards this.

This power of taking control is an important part of motivation. It is also an important factor in motivational management.

Once you know the direction you want to go then you can begin working on some goals. These must be achievable to provide motivation.

Goal-setting is extremely important to motivation and success.

Goals are wants. So are dreams, but goals are more specific.

Goals need to be **SMART**, that is:

- **S**trategic (taking you along the path to your dream)
- **M**easurable
- **A**chievable
- **R**ealistic
- **T**imed.



Within these goals, smaller and more immediate targets can be applied. For some, it helps to keep a prioritised day list and to work to achieve a certain portion of this each day.

Seven Rules of Motivation

1. Follow a path, but set goals along the way. When you learn to succeed at mini-goals, you will be motivated to challenge grand goals.
2. Finish what you start. A half-finished project is of no use to anyone. Quitting is a habit. Develop the habit of finishing self-motivated projects.
3. Socialise with others of similar interest. Mutual support is motivating. It is said that we will develop the attitudes of our five best friends. If they are losers, we will be a loser. If they are winners, we will be a winner.
4. Learn how to learn. Dependency on others for knowledge is a slow, time-consuming process. Learning is empowering.
5. Increase knowledge of subjects that inspire. The more we know about a subject, the more we want to learn about it.
6. Harmonise natural talent with interests that motivate. Natural talent creates motivation, motivation creates persistence and persistence gets the job done. Doing things you are good at gets results.
7. Take risks. Failure and bouncing back are elements of motivation. Failure is a learning tool. No one has ever succeeded at anything worthwhile without a string of failures.

4 MOTIVATING YOUR TEAM

Animal protection staff are usually mission-driven. In this case, the theory is that you simply need to align individual goals with those of the organisation and provide the necessary resources, support or training, and you will achieve motivation. However, motivation is highly complex and other factors need to be taken into account. This section examines some simple and practical things you can do to ensure that your team remains motivated.

When looking for ways to energise your team, make sure that your plans address one or more of eight basic human desires. The desire for:

- Activity
- Ownership
- Power
- Affiliation
- Competence
- Achievement
- Recognition
- Meaning.

The first few minutes of the workday can often be the most important time you will have with your team. It sets the tone for the rest of the day, inspiring others to achieve greater results or leaving them without direction or energy.

Arrive early: There is nothing quite as frustrating to an employee as seeing his or her boss arrive hours after the workday has begun. It is very difficult to respect and follow a leader who fails to give as much as they expect in return. Arrive at work before or with your employees and let your actions demonstrate your dedication to the company and its objectives.

IF YOU EXPECT THE BEST FROM OTHERS YOU MUST EXPECT THE SAME FROM YOURSELF.

Energy: Moods and attitudes are contagious. The moment you walk through the door in the morning you are sending a message with your body language. Walk in with a spring in your step and a smile on your face and you will spread the enthusiasm necessary for a productive workday.

Meet and greet: Begin the day by greeting your people, letting them know through your actions that you care about them and feel that they are valuable to your organisation. If you merely run to your office and fail to acknowledge the others around you, it will only serve to create a rift between you and ones you rely on for success.

Praise and recognition: We all crave and appreciate recognition and praise for our hard work. Recognition costs little or, in many cases, nothing – and almost everyone responds to it. Receiving praise is highly motivational and is part of the formula for success.

Affiliation, approval and being part of a strong team can also be enormous motivators.

Control: Motivation can also be enhanced by the way the job is organised. Control is an important factor – staff members like to have control over their own environments and the methods they employ. It is more motivating for staff to be given outcomes for tasks and to be left to develop their own ways and methods, rather than being told ‘what and how’ to do things.

Results orientation: If the organisation builds a ‘results orientation’ (as opposed to being activities focused), then success will be considered all the more valuable. It will also assist staff motivation, as they see the team working towards achievement of the vision, rather than just being active.

To achieve this, employees need to know where they are heading and why. Ensure that your employees know what you are trying to achieve and what you expect of them in the process. Relaying clear objectives will help them to schedule their own priorities and work towards these.

Individual motivations: Individual motivations also need to be explored and used in order to achieve maximum motivation. For example, internal motivation is longer-lasting and more self-directive than is external motivation, which must be repeatedly reinforced by praise or concrete rewards.

Some researchers claim that individuals are motivated to either avoid failure (more often associated with performance goals) or achieve success (more often associated with mastery goals). In the former situation, the individual is more likely to select easy or difficult tasks, thereby either achieving success or having a good excuse for why failure occurred. In the latter situation, the individual is more likely to select moderately difficult tasks, which will provide an interesting challenge, but still keep the high expectations for success.

Knowing your people is the key to successful motivational management.

“IF YOU THINK YOU CAN OR CAN’T, YOU ARE RIGHT.” ~ Henry Ford



5

FURTHER RESOURCES

Websites**Accel Team: Employee Motivation in the Workplace**

www.accel-team.com/motivation/

General Principles of Motivation

<http://honolulu.hawaii.edu/intranet/committees/FacDevCom/guidebk/teachtip/motivate.htm>

Maslow: Principles of Motivation

<http://psychclassics.yorku.ca/Maslow/motivation.htm>

Motivation to Learn: An Overview

<http://chiron.valdosta.edu/whuitt/col/motivation/motivate.html>

Motivation Tools

www.motivation-tools.com/

University of Minnesota Handbook – Motivation

www.d.umn.edu/student/loon/acad/strat/motivate.html

Books**1001 Ways to Motivate Yourself and Others**

Sang H. Kim

Publisher: Turtle Press

ISBN: 1880336073

Coaching For Performance: Growing People, Performance and Purpose

Sir John Whitmore

Publisher: Nicholas Brealey Publishing

ISBN: 1857883039

How to Motivate Every Employee: 24 Proven Tactics to Spark Productivity in the Workplace

Anne Bruce

Publisher: McGraw-Hill Education

ISBN: 0071413332

Maximum Achievement

Brian Tracy

Publisher: Prentice Hall and IBD

ISBN: 0684803313

