

Motivation

There are 2 important areas at the core of motivation and they are drive and motives.

A person's "drive" is... innate, this is the nature element of an individual, it is the biological element that creates their behaviour. We all have different personalities and therefore drive will vary from one person to another. This could be considered the instinctive nature of individuals.

A person's "motives" are... the learned influences on their behaviour that lead them to pursue particular goals because they are socially valued. Often an individual's motives are the same as their parents. Who we mix and socialise with will affect our motives. Our motives can be influenced by others, especially if we are trying to fit in or conform. Often someone else's motives can be baffling especially if they go against our own personal values and beliefs.

Our motives shape how we see the world and our attention is selective. We look for those things that match our motives. It is important to recognise our personal motives, as they can limit our effectiveness.

By looking at these two elements we can see that, drive, is based on innate, physiological needs whilst, motives, tend to stem from learned, social experiences. Clearly, we will have more influences over the latter although we need to understand how the former fits into the process, to help us identify the drivers within ourselves and our colleagues.

Trying to identify whether something that you or another does is part of our drive or motives is often difficult to tell. The 2 areas become intertwined and trying to establish whether behaviour comes from drive or motives can be very difficult. It may be easier to clarify these factors within yourself. The key factor is to try to understand factors behind any behaviour and then you will be able to use them within your tools of motivation. You are trying to identify what makes you and others tick and then use that within motivation.

Once you have understood these core fundamentals you can then establish what you need to motivate yourself or an individual.

If were to define what it means to motivate a good definition would be:

'to cause a person to act in a particular way or to stimulate their interest'

We can then define motivation as:

‘any mental force or process, conscious or unconscious, that arouses and directs action towards the achievement of a desired aim’.

There are several main factors and these can be grouped under seven key headings and broken down into different criteria:

Personal Future

- Ensuring that there is job security
- What opportunities are available for personal development
- What are the chances of different experiences
- If it is relevant to the individual what are the prospects of promotion prospects
- If the individual is coming up to retirement what are their prospects and how much support does the organisation provide.

Certainty

If we communicate effectively and keep individuals informed this will help with motivation:

- Ensuring that they know what their function and purpose
- The direction of their career
- What the organisation is planning and its direction
- What is going on within the team/department/organisation
- Personal Future

Lifestyle

Due to changes in our society this has become more important to most individuals. This can be the prestige the job gives an individual or how the work fits with their work/life balance:

- An individual's disposable income
- The balance between time at home and work and how much work carries over into their personal life.
- What the physical work environment is like
- The type of work whether the individual is performing or the type of organisation

Contact with other people

The atmosphere that someone works within, how much fun, challenge, dynamism for example.

Achievement/Satisfaction

Ensuring an individual gets a sense of achievement or satisfaction, from either doing their job or completing a piece of work. This can relate doing it for:

- themselves
- the 'team'
- the organisation
- my clients
- 'society/the greater good'

Recognition

For what I do or for what/who I am:

- Being given status
- Admiration/respect from those that individuals recognises
- Gaining a reward
- Gaining a sense of Affection or belonging

Self-sufficiency and influence

Having discretion over and the ability to influence others:

- What, how, when I do it
- I set my own standards
- Influence On my 'team', organisation, client

