

LESSON 11: MOTIVATION



Motivation
 Psychological needs
 Maslow's hierarchy
 Self-actualization
 Deficiency
 Growth needs
 Intrinsic
 Extrinsic
 Incentive
 Performance
 Expectancy
 Goal
 Performance
 Expectancy
 Theory

THE MOTIVATION

Leaders spend a great deal of time and effort studying the technical aspects of their jobs. However, in order to lead effectively, they must also know what makes people "tick." The leading human behavior, leaders study why people act and react in certain ways. Plus, leaders who care about their subordinates and are attentive to their needs are more able to influence them in accomplishing work goals. This lesson identifies three basic needs and explains how they can be satisfied.

INTRODUCTION

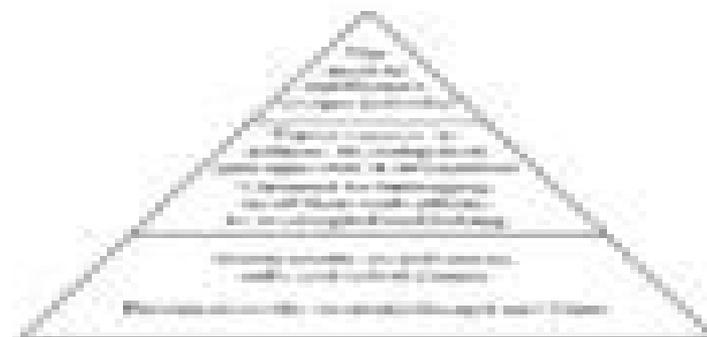
Studying human behavior helps leaders to acquire the knowledge they need to better understand themselves and those they lead.

It is important that leaders learn why human beings act and react in certain ways and to identify various types of behavior. They also

need to know how to influence the behavior of subordinates so that their personal goals **complement** or achieve the goals of management.

MASLOW'S HIERARCHY OF NEEDS

According to psychologist Abraham H. Maslow, human beings are influenced by a progression of needs. In Maslow's theory, **human needs** develop from lower to higher needs over the lifetime of a person. Maslow believed that although virtually all people reach the top level, these needs do **diminish** in all of us. So the closer to the top we reach and the more we can achieve, we more we satisfy the basic needs. The satisfaction of these basic needs motivates people to reach higher levels. It is important to remember that one person's needs are the same as those of another — they might vary in the degree of importance.



Thus, people generally behave in a way that first satisfies these needs for physical comfort and safety, then they satisfy their needs for social acceptance and **self-actualization**.

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