

CREATING EXTRAORDINARY ORGANIZATIONS

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Volume 1, Letter 8
October 31, 2003

HAPPY HALLOWEEN!

This letter is written for those pioneers who want to move beyond the ordinary to the Extraordinary in creating business organizations.

Please feel free to pass this letter on to anyone you think would like to join this journey to Extraordinary.

Sent only to recipients who have personally opted to receive it. To change your sign-up information, please follow the instructions at the end of this letter.

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Special Note: Please check out the reader survey results in the Announcements, Information, and Comments section below!

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THIS ISSUE:

ARE YOU MAKING MOTIVATION WORK FOR YOU? Part 2

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Welcome to Letter 8 of *Creating Extraordinary Organizations*. In the last letter I talked about motivation and how it fits into the world of work. I quoted Maslow, "...the study of motivation must be in part the study of the ultimate human goals or desires or needs." In this letter I am going to look at some different ways of categorizing those needs.

Maslow's "hierarchy of needs" is the best known framework for doing this. However, Edward Deci adds a significant need; and Thomas Davenport gives a different view that can be useful. In order to be as accurate as possible I am going to quote extensively from these authors. `

Maslow's Hierarchy of Needs

Maslow defines five categories of needs. He calls them a hierarchy based on two factors. First, one does not move from a lower need to the next until the first is substantially fulfilled. Second, once a need is fulfilled it is no longer a motivator. A person may work on more than one level, even all five, at the same time. However, s/he will have fulfilled the lower ones more than the

higher ones. That is s/he may have fulfilled the lowest level 80%, the next 65%, on up to the top with each level less than the one below.

The Physiological Needs

Maslow's description of these needs is quite lengthy and complex. For our purposes, though, we can consider them to include basic elements of life such as food, rest, exercise, shelter, protection from the elements, sex, water, and so on.

The Safety Needs

“If the physiological needs are relatively well gratified, there then emerges a new set of needs, which we may categorize roughly as the safety needs (security; stability; dependency; protection; freedom from fear, anxiety, and chaos; need for structure, order, law, and limits; strength in the protector; and so on).” [p18]

The Belongingness and Love Needs

“The love needs involve giving and receiving affection. When they are unsatisfied, a person will feel keenly the absence of friends, mate, or children. Such a person will hunger for relations with people in general—for a place in the group or family—and will strive with great intensity to achieve this goal...Any good society must satisfy this need, one way or another, if it is to survive and be healthy...Also not to be overlooked is the fact that the love needs involve both giving *and* receiving love.” [pp 20, 21]

The Esteem Needs

“All people in our society (with a few pathological exceptions) have a need or desire for a stable, firmly based, usually high evaluation of themselves, for self-respect or self-esteem, and for the esteem of others. These needs may therefore be classified into two subsidiary sets. These are, first, the desire for strength, achievement, adequacy, mastery and competence, confidence in the face of the world, and independence and freedom. Second, we have what we may call the desire for reputation or prestige (defining it as respect or esteem from other people), status, fame and glory, dominance, recognition, attention, importance, dignity, or appreciation.” [p 21]

The Self-actualization Need

This term ... refers to people's desire for self-fulfillment, namely the tendency for them to become actualized in what they are potentially. This tendency might be phrased as the desire to become more and more what one idiosyncratically is, to become everything that one is capable of becoming. [p 22]

There is a major difference between self-actualization and the other needs. He calls the first four levels of needs D, or Deficiency, needs. They are drives to fill some lack the individual feels. He calls self-actualization a B, or Being, need. It comes not from a lack but from an out flowing of what is already within us, a manifestation of our true *being*.

Needs Identified By Edward Deci

In his book *Why We Do What We Do* Edward Deci identifies three basic needs. Two of these, competence and relatedness, are closely related to Maslow's esteem and belongingness needs. However, he identifies a third need, autonomy. People must be meeting this need if they are to have an Extraordinary Organization.

“To be autonomous means to act in accord with one's self—it means feeling free and volitional in one's actions. When autonomous, people are fully willing to do what they are doing, and they embrace the activity with a sense of interest and commitment.” [p 2]

Thomas Davenport and Return on Invested Work

In his book *Human Capital – What It Is and Why People Invest It* Thomas Davenport sees contributing capability as investing personal human capital. The amount anyone invests depends on the return they receive.

“Revisiting our definition of *return on investment* (the rewards required to elicit or maintain human capital investment), we can now ratify the key elements. From research specifically focused on what it takes to get people to invest discretionary human capital, four categories of factors emerge:

1. Intrinsic job fulfillment—Factors inherent in the job itself and its composite tasks. Intrinsic elements include the challenge of the work; the degree to which the job has interest, permits creativity, and requires the use of valued abilities; and the amount of personal satisfaction afforded by the job.
2. Opportunity for growth—Chance to increase abilities and thereby add to the individual's store of human capital. This factor entails opportunities to learn and grow personally, and to advance within the organization.
3. Recognition for accomplishments—Acknowledgement from peers and superiors of an individual's contribution to the organization.
4. Financial rewards—Receiving various forms of compensation and benefits...” [p 33]

You can see from this brief look that the subject of needs and motivation is more complex than most people realize. Most important though, you can now see that only offering monetary incentives or benefits touches only a small part of the motivation spectrum. In fact this whole subject is so rich I am going to present Part 3 in the next letter. See Until Next Time below.

ANNOUNCEMENTS, INFORMATION, AND COMMENTS

Reader Survey — Two more readers took the survey. Here are the total results to date. Thank you to those who answered. I have found the answers very helpful.

Q1 — Do you find the length of the primary article in the letters
About right — 3 Too long — 1

Q2 — Do you find understanding the articles . . .
Easy — 3 Somewhat difficult — 1

Q3 — Do you find the ideas in the articles are ones you . . .
Know little about — 1 Know something about — 3

Q4 — Do you find the articles . . .
Somewhat interesting — 1 Interesting — 3

Q5 — Do you find the ideas in the articles . . .
Somewhat useful — 1 Useful — 1 Very useful - 2

Q6 — Do you find the ideas in the articles . . .
Somewhat unique — 2 Unique — 2

Q7 — Which of the following types of material would you like to see in the letter? Check as many as interest you.

Explanation or rethinking of "known" organizational concepts and ideas — 3

Presentation of new and cutting-edge organizational concepts and ideas — 4

Organizational methods, processes, and other "how to do it" topics — 4

Thinking process ideas and ways to improve the process — 3

Reviews and recommendations for books, articles, web sites, etc., related to creating
Extraordinary Organizations — 2

Cases or examples of organizations on the road to Extraordinary — 3

Answers to reader questions — 2

Other — 1

Would like to know more on topics: which will help me determine why my org is not yet extraordinary so I know what to focus on going forward.

Q8 — Are there any particular topics or questions you would like the letter to address? If yes, what would you like to see?

No — 2 Yes — 1 Conflict resolution

Q9 — Have you passed the letter on to anyone? If no, would you please let me know how I could improve it so you would see that as something worth doing?

Yes — 4

Q10 — Other comments or suggestions you would like to make.

I like the overall idea very much of this newsletter. The writer has done a great job till now of picking topics and writing on them and would like to continue receiving it

I like the articles a lot

On Line Interview — The recording of my interview on VoiceAmerica.com on "Creating Extraordinary Organizations" can be found at:

<http://tinyurl.com/nq9i>

E-Letter Archive — PDF versions of published e-letters can be found at:

<http://www.extraordinaryorganizations.com/Eletter/index.html>

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Until Next Time

There are more aspects relating to motivation that I will talk about in Part 3. One will be a review of the work of Frederick Herzberg on factors leading to satisfaction versus dissatisfaction. I will also take a look at internal versus external motivators as well as intrinsic and extrinsic motivators. All of these factors need to be considered if you want to build a truly Extraordinary Organization.

Be Well and,
Be Extraordinary!

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