

The MANAGEMENT PLUS series

Concepts

RESULTS MANAGEMENT: MOTIVATION AND IMPROVEMENT

OBJECTIVES

Reading this unit will help you to:

- Determine the nature of the managing for results role
- Assess the impact of internal organisational factors on the way you carry out your responsibilities to achieve results
- Integrate key thinking on motivation with the task and the organisational setting
- Interpret areas where gaps between individual expectations of organisational benefits and their perceived reality affect performance
- Explore the nature of the rewards that individuals expect and link them to the results that are expected of them
- Analyse situations where your efforts and those of the team are thwarted by disagreements about how best to tackle a job, and by direct attempts to break the agreed organisational procedures and rules
- Explore new ways of balancing the varying needs of individuals and the team when managing for results

Articles

1. The context for managing results
2. Clarifying the results that are required
3. The importance of motivation
4. Key motivation theories
5. Motivation in practice
6. Creating the conditions for results management
7. Linking rewards and results
8. The grievance process and links to results management
9. The disciplinary process and links to results management
10. Balancing needs and achieving results

Further reading



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Applications Guide

RESULTS MANAGEMENT: MOTIVATION AND IMPROVEMENT

OBJECTIVES

The activities in this guide will help you to put into practice the concepts of management covered by this title:

- Determine the nature of the managing for results role
- Assess the impact of internal organisational factors on the way you carry out your responsibilities to achieve results
- Integrate key thinking on motivation with the task and the organisational setting
- Interpret areas where gaps between individual expectations of organisational benefits and their perceived reality affect performance
- Explore the nature of the rewards that individuals expect and link them to the results that are expected of them
- Analyse situations where your efforts and those of the team are thwarted by disagreements about how best to tackle a job, and by direct attempts to break the agreed organisational procedures and rules
- Explore new ways of balancing the varying needs of individuals and the team when managing for results

Activities

1. The context for results management
2. Clarifying the results that are required
3. Maslow's hierarchy of needs
4. Herzberg's satisfiers and dissatisfiers
5. Motivation in the workplace
6. The meaning of motivation
7. Team motivational and performance survey
8. Working conditions
9. Rewards
10. Rewarding the team
11. Grievance handling
12. Dissatisfaction, complaint or grievance?
13. Discipline
14. Balancing needs and achieving results



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