



# Motivation without sticks & carrots

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SEMINAR ON RELATIONAL AND MANAGERIAL COMPETENCES

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LOUVAIN-LA-NEUVE

Our Guest:

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European Commission



# Carrot and stick

Present since childhood

System of reward and punishment  
at home, school and  
extracurricular activities



# Carrot and stick in the work environment

System of extrinsic motivation

Reinforcers

- Positive
- Negative

Punishments

- Positive
- Negative





# European Commission

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## Staff regulations

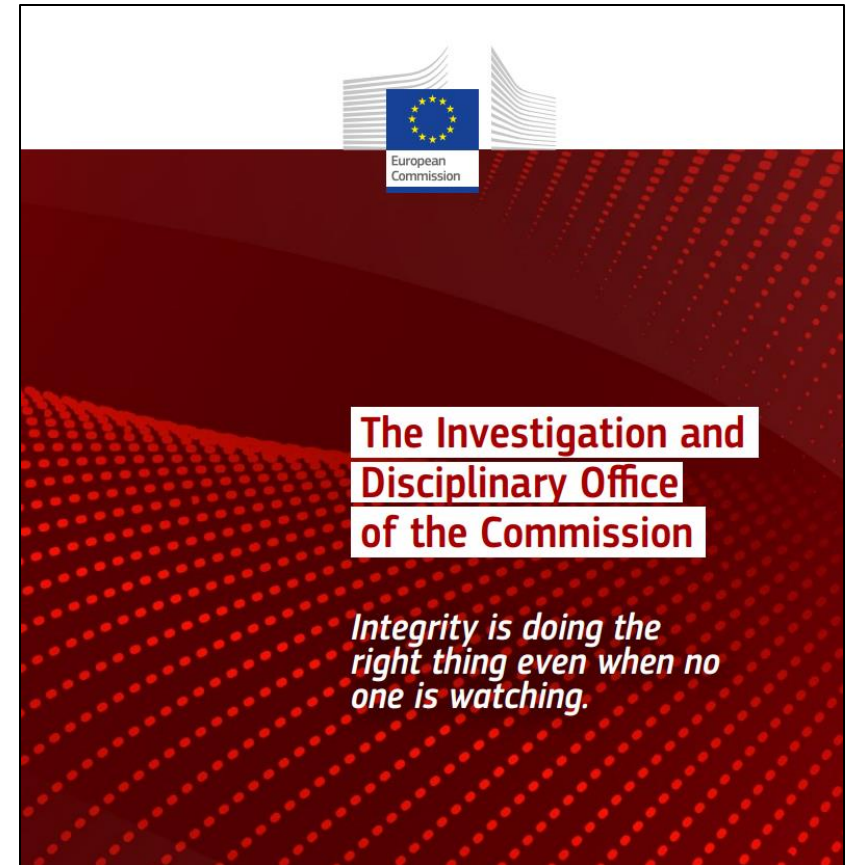
An official, whatever his rank, **shall assist and tender advice to his superiors**; he shall be **responsible for the performance of the duties** assigned to him.

← My team

## Line managers? Me?

An official in charge of any branch of the service shall be **responsible to his superiors in respect of the authority conferred on him** and for the carrying out of instructions given by him.

The **responsibility of his subordinates shall in no way release him** from his own responsibilities.



# My carrots

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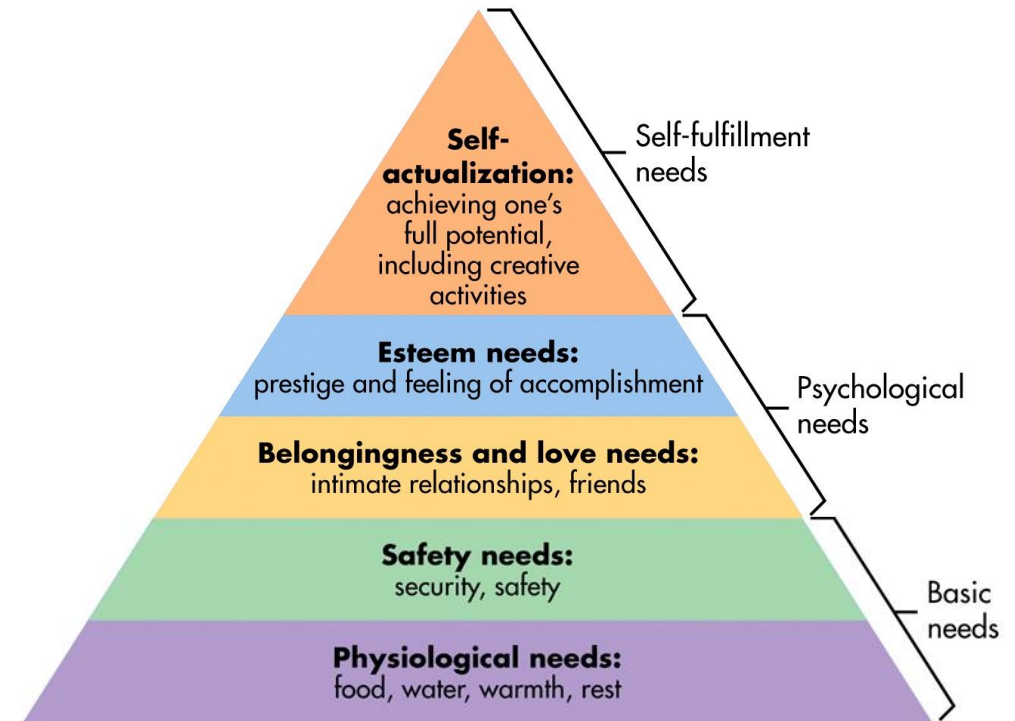
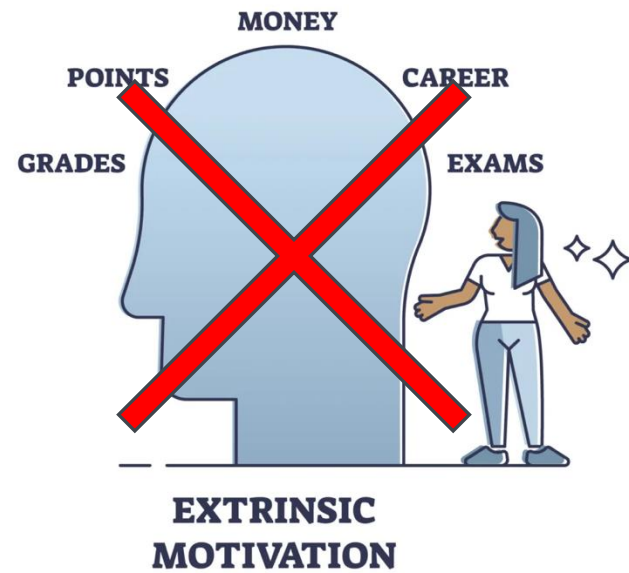
## World café

1. You have received a piece of paper with a number/numbers when entering the room
2. Please sit with students with the same first number
3. Each group will have a rapporteur
4. I am a manager of a 30 persons team, dealing with transactional, repetitive tasks (grants, procurement)
5. Discuss and note down the **carrots in my basket** that I can offer to my colleagues as a manager
6. **10 min!**



# What carrots can I offer?

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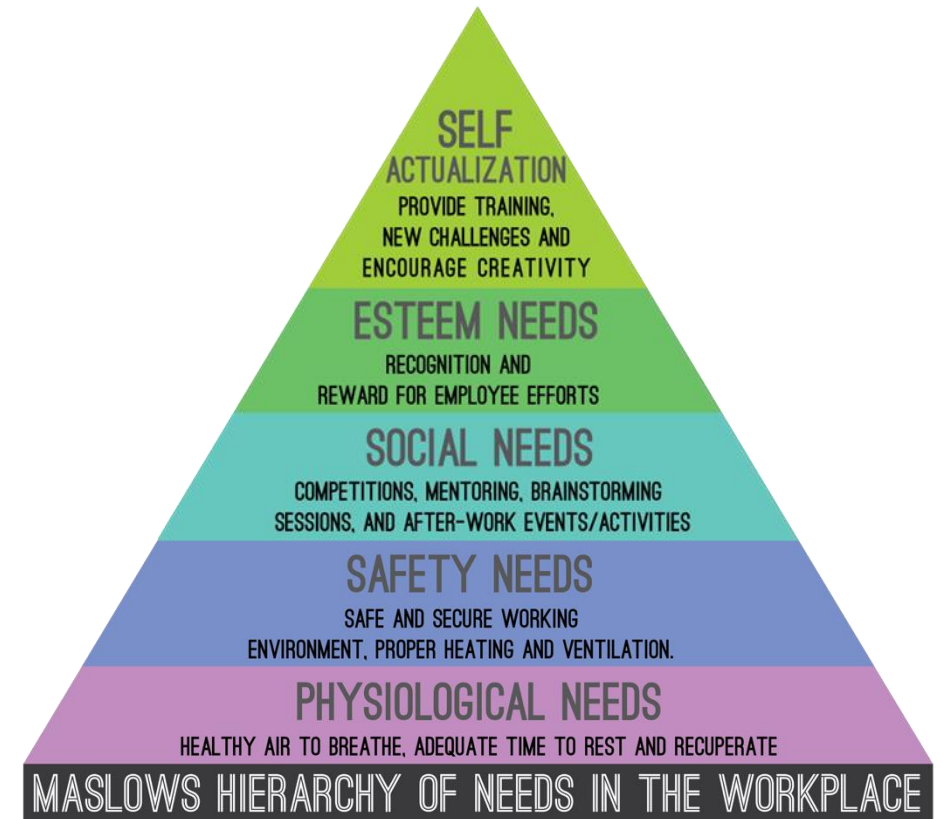


# Reinforcement of higher-level needs

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World café

1. Please find people with the second number on your piece of paper
2. The rapporteur gives a short account of what was discussed and noted before
3. What can I do to **reinforce** social, esteem and self actualization layers?
4. **15 min!**





# Perfect combination?

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Perfect combination of hygiene and motivating factors → high motivation

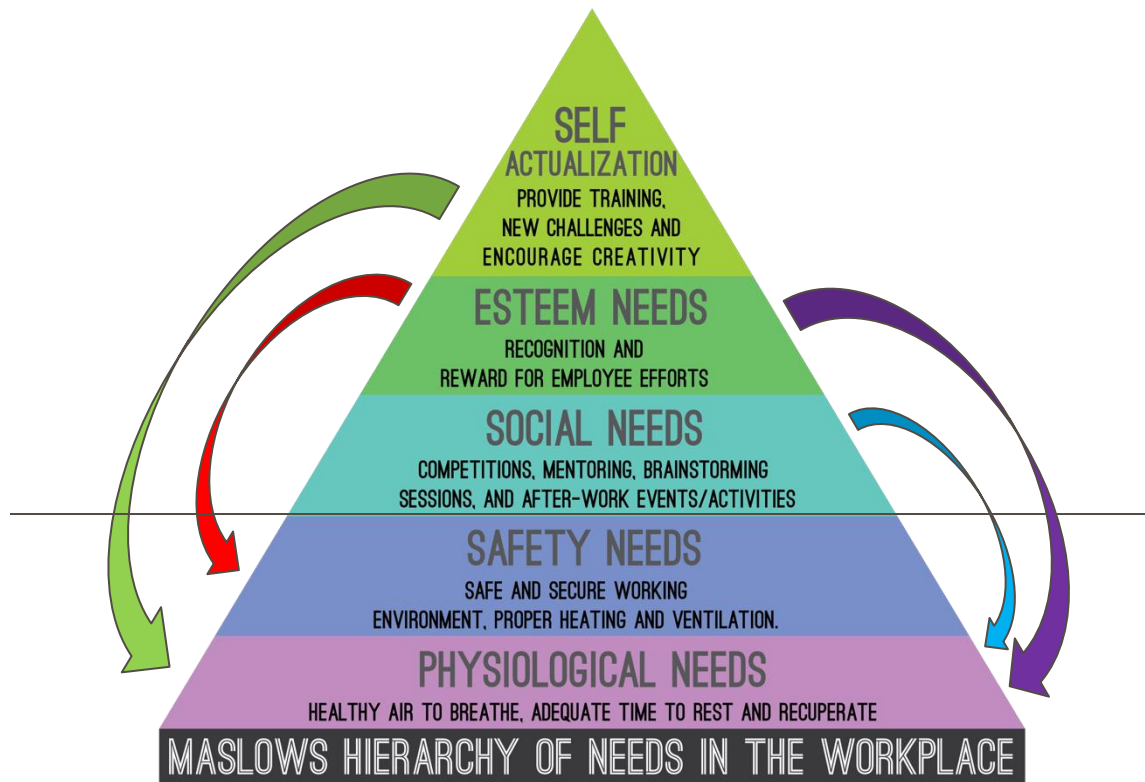
But....

- Burnouts
- Conflicts
- Demotivation
- Depression
- Underperformance



# Stable pyramid – line manager's goal

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Interactions between the layers should be in the constant focus of the line managers.

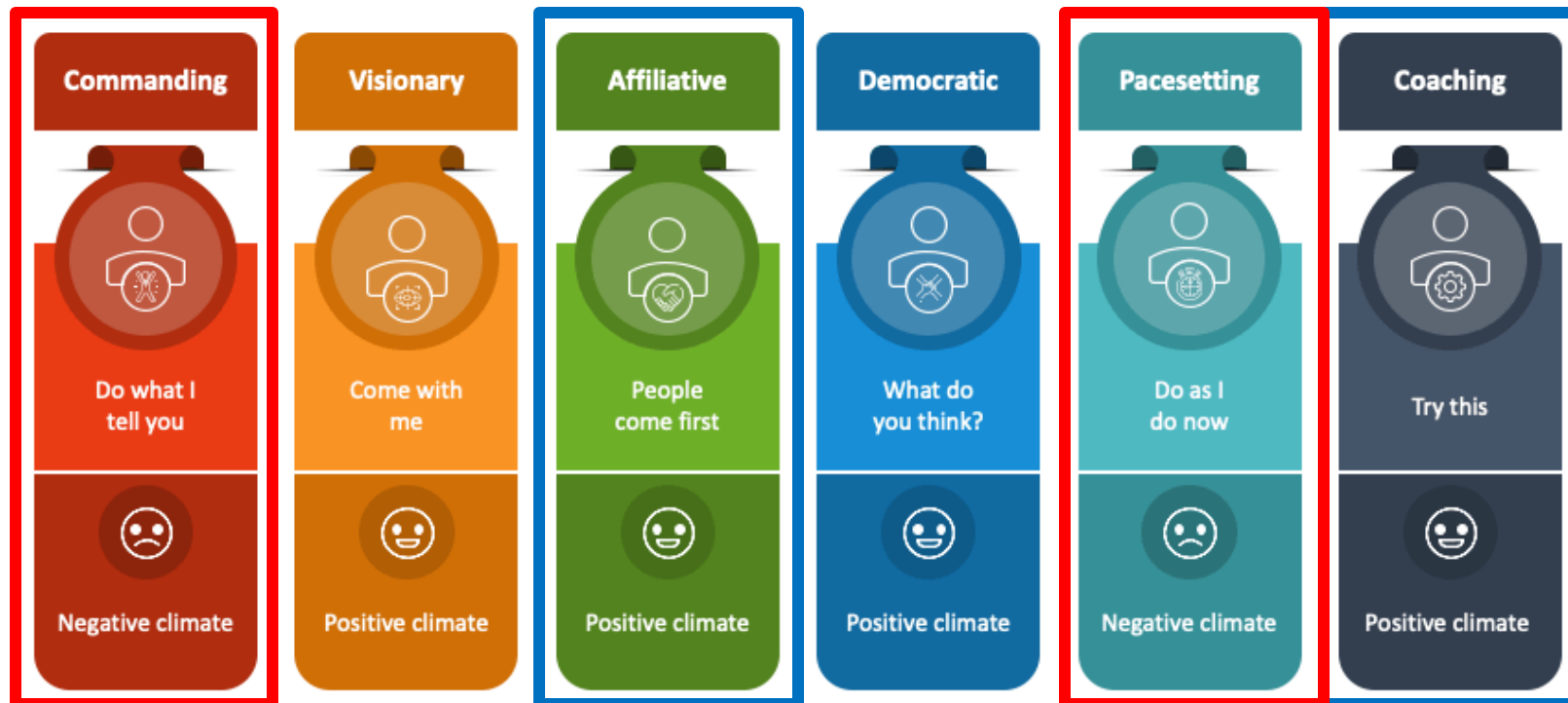
Cannot stay only 'above the line'

- Trainings, challenges cannot outweigh the needs to rest, to de-connect
- Rewarding and recognition may create 'emotional blackmail', coercion
- Afterwork – be careful about time and money that need to be spent on such activities
- The bigger esteem, the more task, the more work, the worse work-life balance

# How shall I lead my team?

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## SIX LEADERSHIP STYLES (GOLEMAN)



# My solid, motivated team

