



Motivation without sticks & carrots

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

Staff regulations

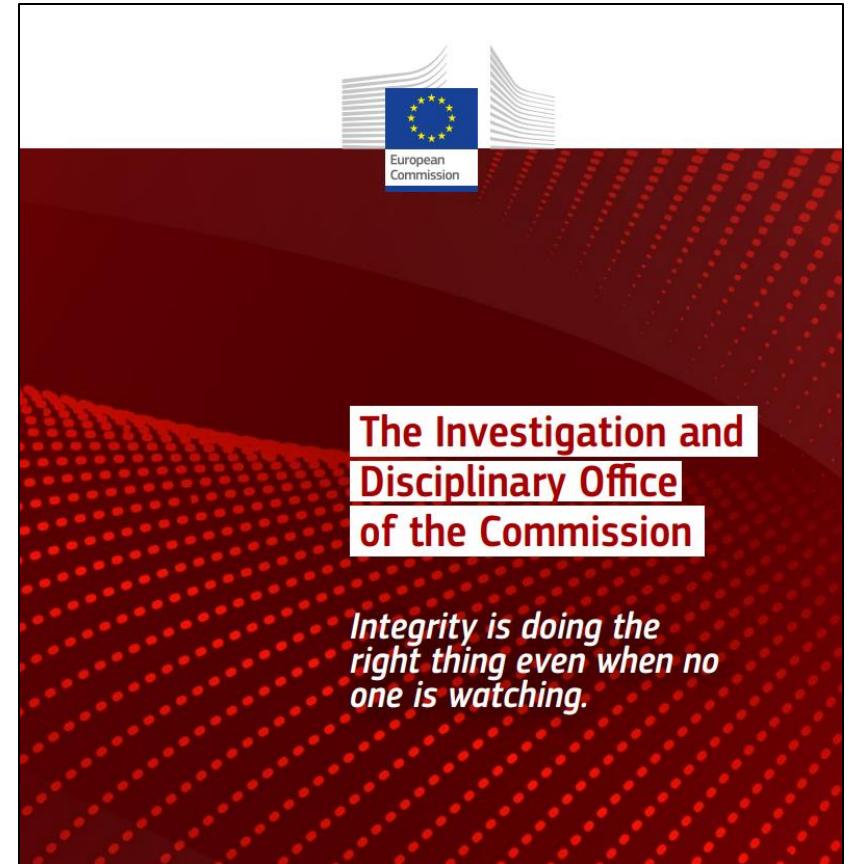
An official, whatever his rank, **shall assist and tender advice to his superiors**; he shall be **responsible for the performance of the duties** assigned to him.

← 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.

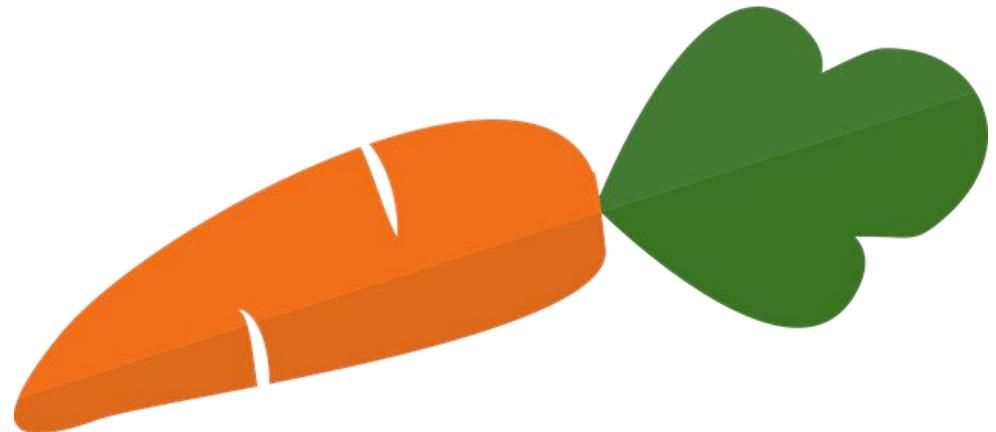
The **responsibility of his subordinates shall in no way release him** from his own responsibilities.



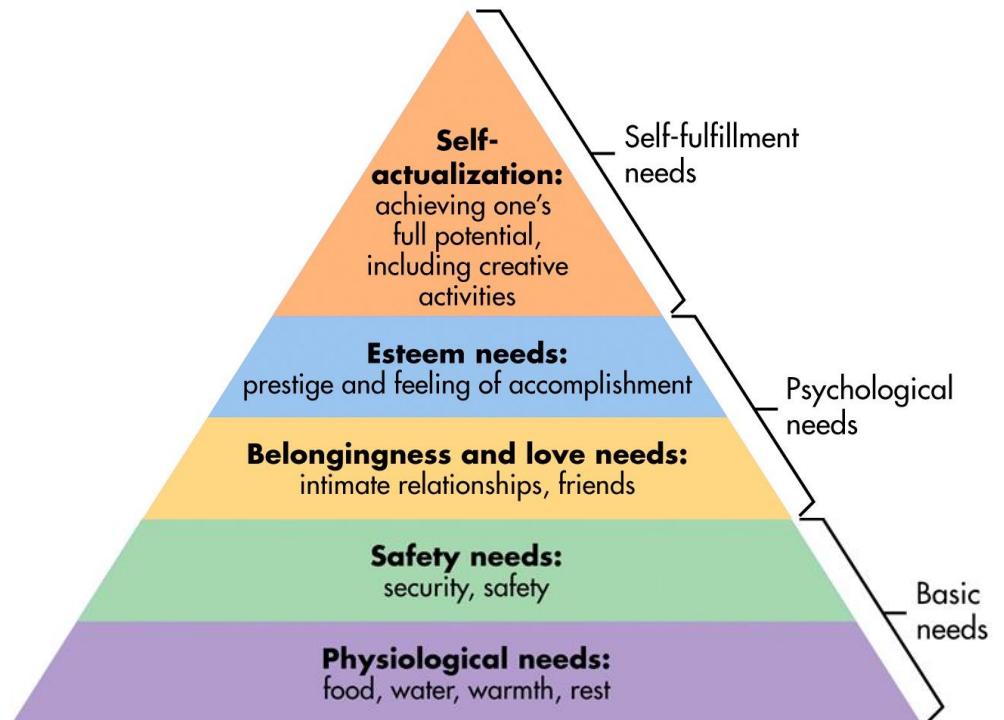
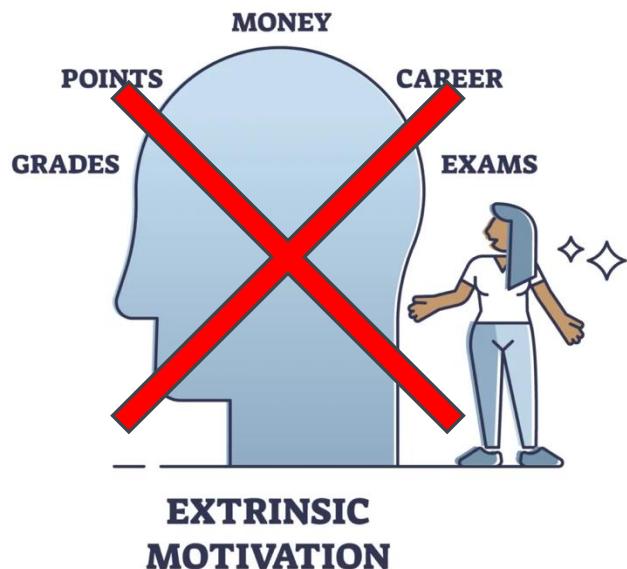
My carrots

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 rappoiteur
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!**



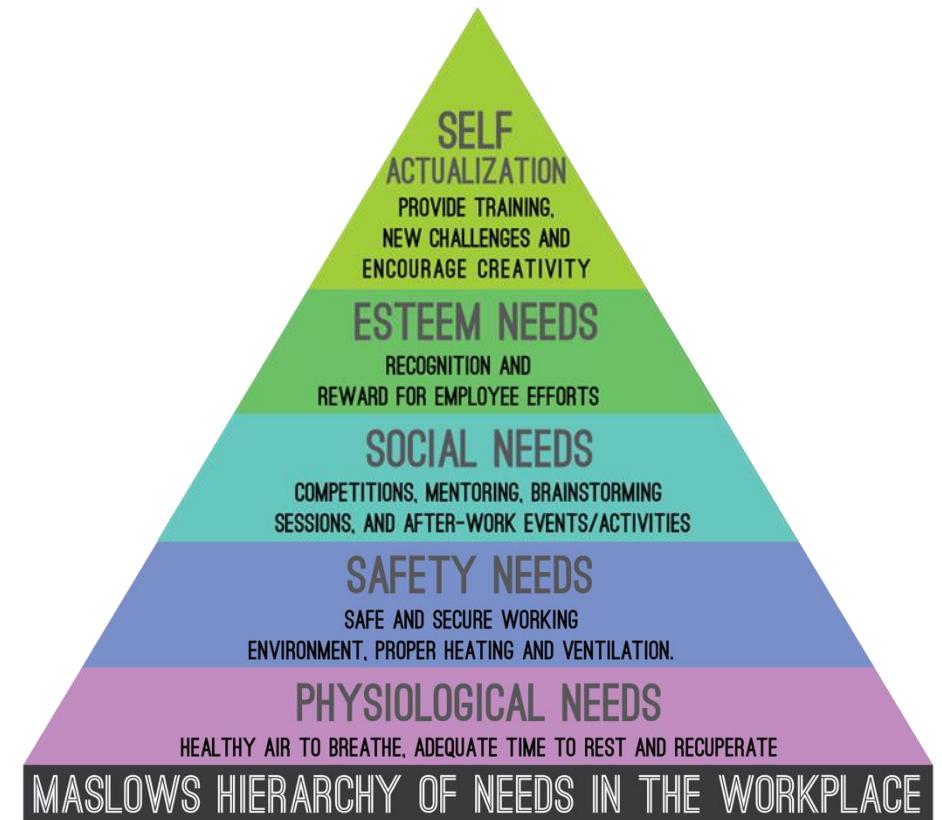
What carrots can I offer?



Reinforcement of higher-level needs

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?

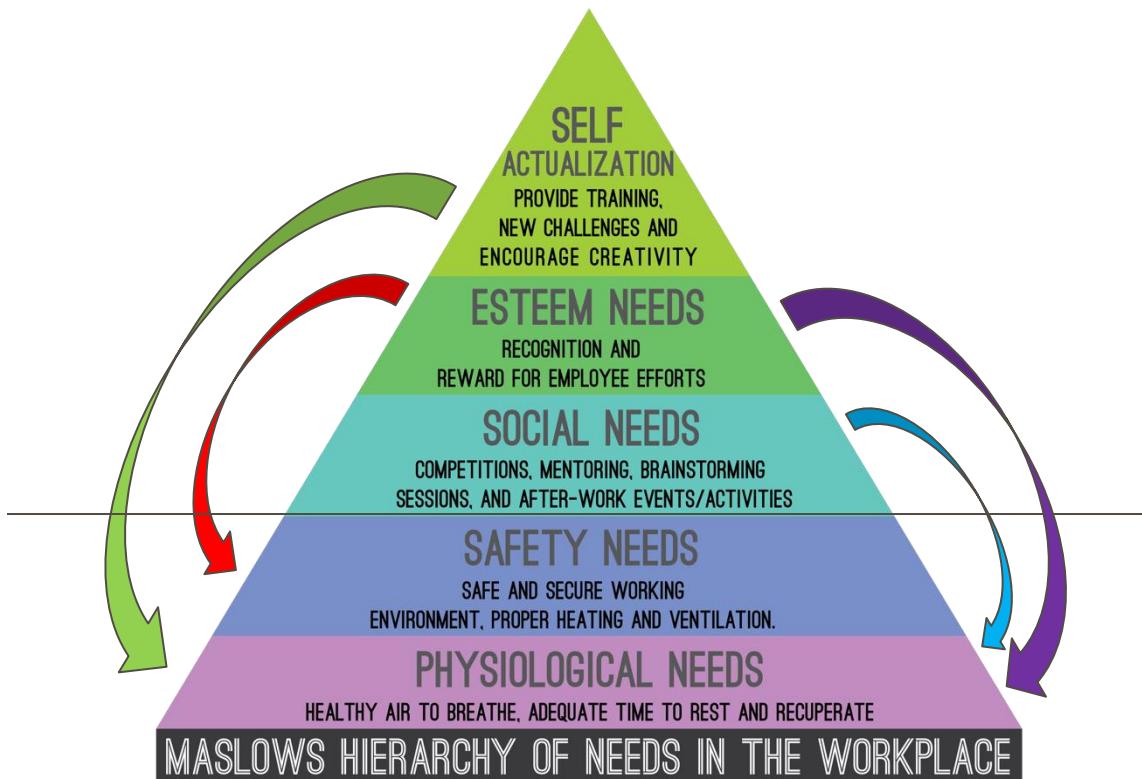
Perfect combination of hygiene and motivating factors → high motivation

But....

- Burnouts
- Conflicts
- Demotivation
- Depression
- Underperformance



Stable pyramid – line manager's goal



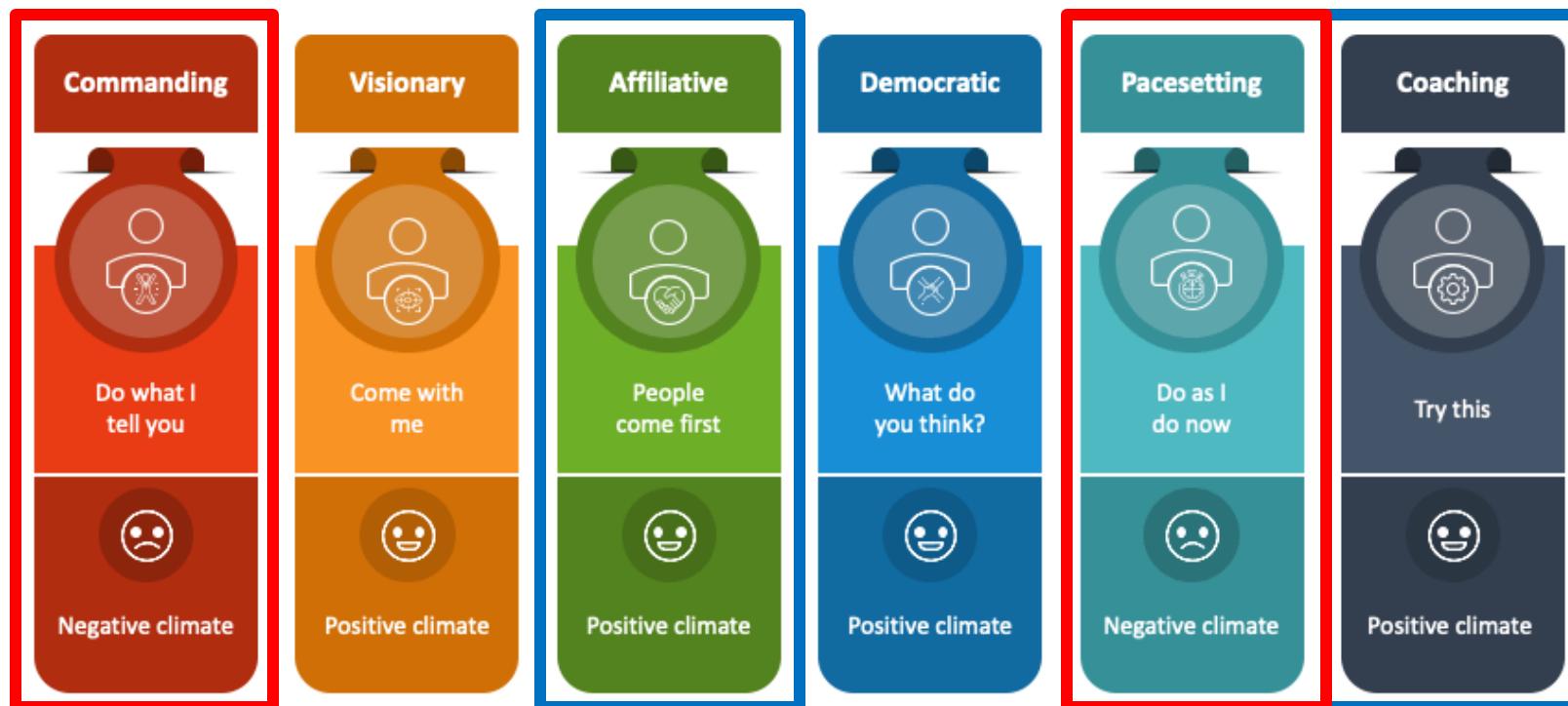
Interactions between the layers should be in the constant focus of the line managers.

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?

SIX LEADERSHIP STYLES (GOLEMAN)



My solid, motivated team

