

thinking, influencing and achieving – there are fleeting bursts of behaviour related to something then something else ‘catches the mind’.

The connections here are less ‘fixed’ and there is little point trying to consider all the nuances and quirks. However, we encourage you to think of other possible links in respect of your own Predispositional tendencies and behaviours and for those of the people with whom you work.

The associations between these different predispositional states and the quality of delivering the higher order behaviours of the Integrated Framework is both complex and likely to be in a constant state of flux. It is absolutely a case of considering each individual individually.

Motivation

I want now to give some further thought to Motivation, over and above that which occurred in the opening chapter of the book. Motivation represents another aspect of an individual’s set of characteristics. In Chapter 1, I mentioned Maslow and Herzberg.

The Integrated Framework (see below, Figure 6.12) clearly illustrates that the leader’s critical role is the creation of a high-performance Climate. It is his motivations that stimulate him to do this. He is not, as I commented during Chapter 3, motivating other people. This is what Herzberg recognised in his work.

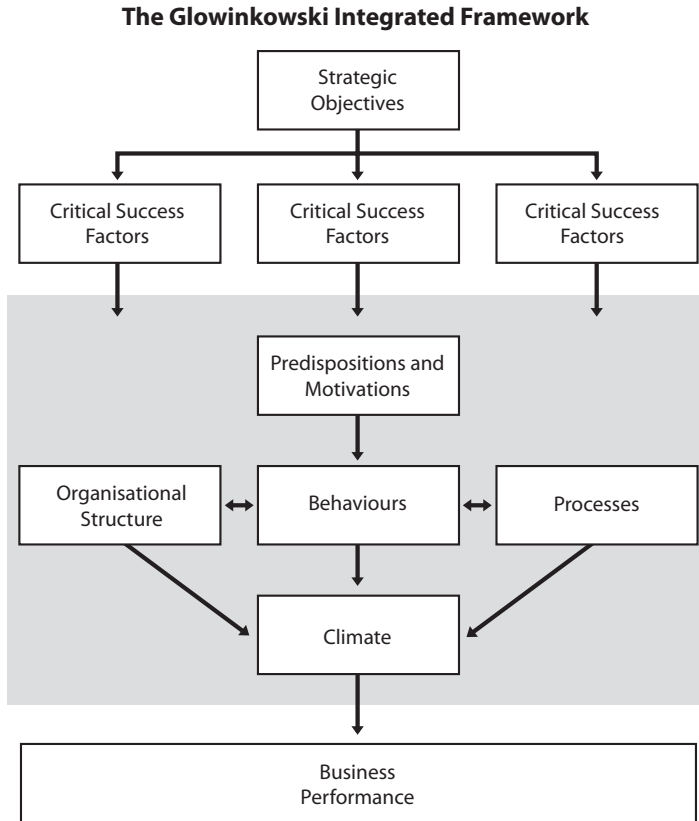


Figure 6.11

The mantra of “he who shouts loudest longest”, to which Herzberg attached the more colourful epithet of the ‘kick in the ass’ approach (KITA), simply does not work. Command and control does not produce a sustainable high- performance Climate. Even when the building is on fire, shouting and bellowing “Get out!” is more likely to induce panic. Perhaps Dwight D. Eisenhower, a US President, summed it up best of all, when remarking, “You do not lead by hitting people over the head – that’s assault, not leadership.”⁴²

In my study of motivation, I wanted to consider the influence of motivations upon behaviour from a number of angles. Firstly, I wanted to address the concept from the perspective of the social motives that were first put forward by Charles Murray (1938)⁴³ and David McClelland (1985). McClelland defined a framework of social motives, the idea being that individuals were driven by one or more of three internal

motivational drivers, which included Need for Achievement, Need for Affiliation and Need for Power. Secondly, I wanted to consider matters from the stance of more recent research conducted by colleagues, which deliberately took a narrower focus into the field of leadership and management.

It is still appropriate to consider the link between the social motives and behaviour.

The impact of 'need for Achievement' upon behavioural delivery

- The important distinction here concerns the tenor of the word 'achievement', which concerns an individual being strongly driven to personally out-perform against his own set standards of excellence. Thus, it is deeper than simply achieving a goal, i.e. it is not just about winning the race, so to speak, but it is doing so in a faster time than that previously run by the individual.

As a result of the definition adopted, a number of connections between strong achievement motivation and competency are observed, e.g.:

- o Results Focus
- o Concern for Excellence
- o Initiative
- o Analytical Thinking
- o Independence
- o Tenacity

In general terms, people high in achievement motivation tend to be highly task-focused, which tends to dilute Influencing competencies.

In the context of the Integrated Framework, high achievement motivation can cause a low-level of delegation and achieving through other's endeavours, i.e. poor Positional behaviour. Such people want to do it all themselves because no-one else can do it as well they can.

All this presents a fascinating organisational conundrum; a real paradox. Achievement motivation is the motive of the individual contributor; someone who delivers. This is often the very characteristic that sees people get promoted (to quite senior positions, too). Yet, once promoted, this overarching desire to do everything for themselves becomes problematic and counter-productive to being an effective leader or manager. Practically, consider an excellent sales person or engineer who is promoted to run the team but proves to be ineffective. Perhaps such situations lie behind the caustic comment of, "He was promoted to the limit of her/his incompetence"?

In such situations, much of our feedback concentrates upon identifying the ways and means by which individuals can manage their high achievement motivation and learn to let go and delegate effectively.

The impact of 'need for Affiliation' upon behavioural delivery

- Put simply, this motivational need concerns enjoying being liked. In a more complete sense, individuals thus motivated want to maintain the quality and harmony in a relationship. As a result, I expect to see strong links with:
 - o Relationship Building
 - o Inter-personal Awareness
 - o Concern for Impact

Individuals want to form relationships with others and curry favour by engaging with them in a manner that will not cause offence or upset but will, rather, please. Accordingly, one would expect the individual to 'charm' others; at the more extreme, the behaviour could be ingratiating, obsequious, possibly sycophantic.

For individuals high in affiliation, they are less likely to deliver Independence behaviour because 'saying their piece' and raising difficult issues will cause discord in any relationship, which they do not want. Also, certain aspects of Results Focus and Tenacity may be lacking because their need to please others will tend to constrain their driving

other people to complete and deliver set tasks and objectives. Yet things are not so straightforward because someone who works hard to be liked may well be liked, which results in others striving to do more for him without being directed.

“Attention!”

In one piece of work with a senior manager who was highly affiliative and had previously been a reasonably high-ranking officer in the army, he was almost avuncular to his immediate reports in ensuring they were looked after. This affiliative motive did not manifest itself, however, in behavioural terms when he dealt with other departments, e.g. Logistics, where his bite was considered far worse than his bark.

Why? His short temper and acute impatience was exercised by virtue of wanting to get everything his team needed to do its dangerous job. He was charm personified to them but immensely demanding towards everyone else. Without doubt, his men would do his bidding; they would, and indeed did, ‘go over the top for him.’*

The impact of need for Power

- Principally, Power relates to the idea of the individual being driven by a strong need to influence, impact and control others and enjoying doing so.

McClelland distinguished between the two ‘faces’ of Power, namely *personalised* and *socialised* power.

o Personalised power

This is about enjoying the trappings of power, the status, the position, the opportunity to give orders. It lies at the root of the accusations concerning senior leaders and managers ‘feathering their own nests’ before considering anyone else.

o Socialised power

* It is important to consider the adverse consequence of this in that I have also seen this go too far, e.g. the manager who gets his team to ‘break the rules’ in order to achieve goals. At the time of writing, such coercion is suggested as a causal factor to the banking crisis.

This concerns the leader or manager who endeavours to create an environment, or Climate, that *feels* good to be in. It is not about creating something cosy or overtly comfortable but, rather, an organisational setting where there is a sense of collaborative ambition and mutual objectivity, i.e. a 'one for all, and all for one' style of approach.⁴⁴

In all our work, personalised power **never** delivers the same degree of positive outcomes as socialised power. Even in the most dramatic of turn-round or crisis situations, draconian application of personalised power is more likely to make matters worse.

Therefore, I expect to see (socialised) Power motivation connected to a range of Influencing behaviours, particularly:

- o Relationship Building
- o Strategic Influencing
- o Concern for Impact
- o Inter-personal Awareness

These stem from individuals wanting to establish a body of people they can influence and control to bring about the realisation of their plan, or their 'vision'. Inter-personal Awareness is especially important because by recognising others' 'hot buttons', when these are pressed through adept adjustment of their Concern for Impact behaviour, they are more likely to be won over to the individual's point of view.

Additionally, also expected to be seen is a strong association with Strategic Thinking because individuals motivated by Power will, as intimated in the previous paragraph, have their own vision for how things can be done differently and better. This forms the fulcrum on which they seek to influence others. Thereafter, it is highly likely that Development of Others competency will be strong because achieving their vision is dependent upon others doing things for them. They recognise their own limitations in not being able to do everything themselves and look to acquire people who can complete all these other necessary activities. In order that these are done proficiently, the individual feels compelled to train and develop others.

As with Predispositions, there are different 'mixes' of motivation that will result in different behavioural outcomes. For instance, the likely *flavour* of behaviour from an individual with high achievement, low affiliation and high power will be entirely different from that of an individual with low achievement, high affiliation and high power. The former may be more the single-minded entrepreneur or specialist who finds it hard to let go and delegate to new employees in their growing enterprise. The latter may like being the boss but is far too tolerant of poor performance. In both situations, these leaders could steer their organisations down a slippery slope to failure.

A more modern interpretation of Motivation in a managerial context

In my research and consultancy experience with my colleagues, it had become increasingly clear that while McClelland (and, previously, Murray) answered certain questions concerning managers' effectiveness in creating a high-performance Climate, it didn't 'dig deep enough'. Something seemed to be missing. Several years ago, therefore, I initiated an intensive research programme in order to establish a more comprehensive framework with respect to individual motivation.

This resulted (through statistical analysis techniques, e.g. factor analysis) in identifying six principal factors of motivation, which cover both extrinsic and intrinsic aspects. These six factors are:

- **Power**

This concerns the extent to which an individual is motivated to have influence and control over the actions, thoughts and behaviour of others. This can be simply limited to absolute authority and control, which is termed Personalised Power, i.e. power for power's sake, or extended to include the power achieved by influencing others for the greater good of what is trying to be achieved, termed Social Power.

- **Relationships**

This concerns the development of deep and significant relationships with others. It is where relationships are considered to be truly motivational

in themselves rather than simply being needed in order to deliver a particular outcome. This dimension recognises individuals who are highly motivated to avoid circumstances that may disrupt the harmony of the relationship to the extent that it can be regarded as a strong desire to be liked or approved.

- **Achievement**

This is about the extent to which an individual is motivated by his own activities and efforts, which result in successful outcomes. We are not considering more general achievements, i.e. those delivered by the team or group of which the individual is a member; we are focusing distinctly on the individual's own contributions, relating to how he has responded to challenges and managed his own growth and development. This factor also considers ambition, in the sense that striving and achieving ambition goals is, in itself, motivational.

- **Status**

This is the extent to which an individual is driven to attain a 'position in life', evidenced by tangible measures of success which encompass the visible signs that the person has 'done well'. Demonstrating this success is important to such an individual. Social status is also important as this reflects an individual's position within the organisation or community.

- **Recognition**

This reflects the extent to which an individual is driven by a need to be recognised and appreciated by others i.e. those respected by the individual. An individual attaches importance to perceiving that 'significant' others (close friends and colleagues) value and respect him. This differs from Relationships, as Recognition is about value and respect as opposed to being liked. It also includes being valued by a wider range of people, so being recognised in the broader social network.

- **Esteem**

This concerns the need to be encouraged through acquiring positive feedback. Praise, which confirms to an individual that he has performed well, can also serve to overcome any potential fear of failure. For some, avoiding failure can be a big motivator.

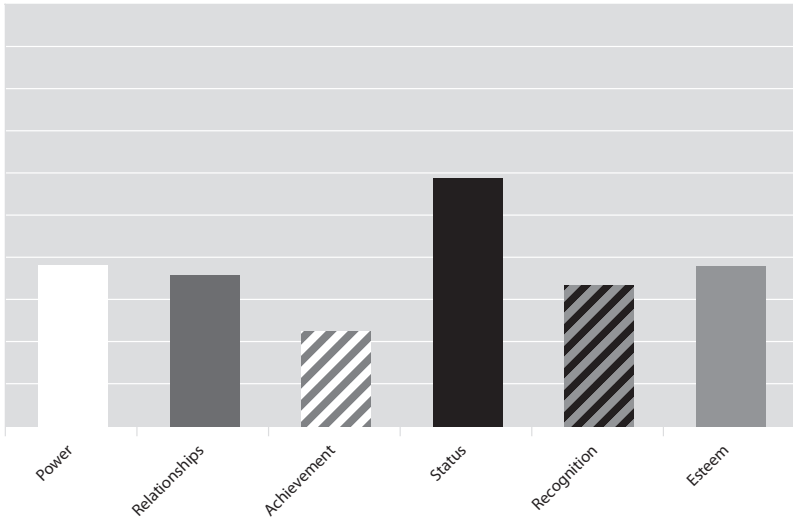
Within each of the six groups lie a number of more detailed elements, which are listed in table 6.1. These provide the means, as indicated when defining power earlier, to determine the extent of personalised or socialised power held by an individual and the degree to which extrinsic motivation is considered important.

Power	Relationships	Achievement
Influence Control Authoritative	Friendship Affection Approval Colleagueship	Challenge Excellence Growth Ambition
Status	Recognition	Esteem
Pay Wealth Accumulation Social Status	Respect Valued Reputation	Fear of Failure Feedback

Table 6.1

The data arising from an individual completing the Glowinkowski Motivational Indicator questionnaire is presented in a number of formats. An example is provided in Figure 6.12

Hierarchy of Motives



Hierarchy of Motives

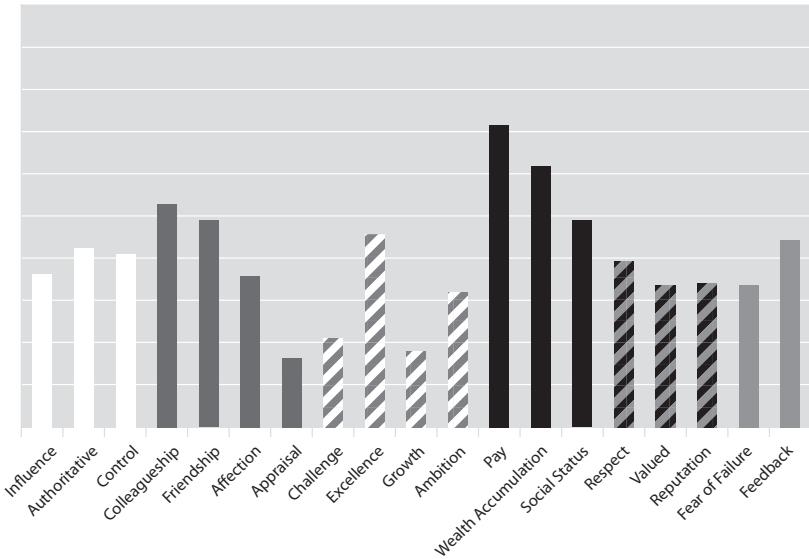


Figure 6.12

Through its style of questioning, it is worth noting that our new measure of motivation provides two assessments for the individual (a third output considers preferred styles

of work, commented upon by writers such as Chris Argyris and Donald Schön⁴⁵). The first set of questions is structured in a traditional style of single items requiring the respondent to 'score' them on a one-to-five scale (for the technically minded, a Likert scale: Rensis Likert devised this technique of responding to questionnaires during the 1930s⁴⁶). The output from these questions provides an overview of the level of importance the individual attaches to the different groups of motivation.

The second set of questions presents the respondent with groups of three statements from which the respondent has to say which is 'most' like him and which is 'least' like him. (This style of questioning is called *ipsative*, or 'forced choice'.) Here, having asked the first set of questions, we are now asking the individual to make some choices, i.e. to rank the motivations in levels of importance. The resultant data is highly informative in helping individuals understand if their current role is truly motivating for them or, alternatively, whether any new role they are considering as their next career move will motivate them. It provides a kind of personal/internal hierarchy of motivational drivers.

If what they identify as most important is not being provided by their existing role, their likely performance contribution is going to be lower than it could be. It is important that their manager engages with them in some meaningfully detailed conversation about what they want. A critical responsibility of management and leadership is to ensure that the organisation comprises people who want to be there. Helping someone leave to get into somewhere they want to be, where they can flourish, is crucial in helping build the Involvement dimension of Climate. Equally, there is also a responsibility to help steer an individual away from a decision that would prove to be little more than 'leaping from frying pan to fire' (which may, of course be caused by their being Predispositionally Impulsive). This necessitates application of a number of behaviours, e.g. Developing Others, Independence and Concern for Impact.

Esteem presents an interesting situation in that it may impel effort to be effective at delivering all the competency behaviours because individuals will not want to be considered weak in their thinking, ineffectual in their influencing, non-deliverers, or imbalanced in their Self-management. Quite where the 'hot-spot' causal linkages lie will only materialise through discussion, feedback and coaching which, in some ways, creates a fascinating dichotomy, i.e. wanting to hear positive feedback but not wanting to be regarded as a failure. This may appear unduly complex, but the nature and structure of well-formed feedback sessions provides the opportunity for the individual to set out his views first and, in such situations, most people are quite honest. Exceptions are seen principally with those who are highly Confident, i.e. tantamount to being arrogant, or highly Self-Conscious.

The link between Predispositions and Motivations

The link between the Predispositions considered within Feelings and Self-Control and certain aspects of Power, Achievement and Status presents a range of possible behavioural outcomes. An individual wanting control and authority (Power), being strongly ambitious (Achievement) and conscious of his status, coupled with being Discontented and Self-Conscious, could be impelled to deliver behaviour that demonstrates a high level of personalised power, e.g. a 'command and control' approach; perhaps, the 'boss from hell'.

This would be entirely different from an individual who is much more Self-contained, is less ambitious and wants to be more inclusive and collaborative as well as being less bothered about their status. Such individuals may exhibit greater humility* and⁴⁷ but be less inclined to 'trample down' others in their pursuit of promotion.

If we consider the association between Power and Extroversion and Introversion, we can deduce that someone who is more Accepting is likely to have less leadership success than if he was predispositionally more Assertive, simply because he builds less candour and credibility. While the individual may well be more orientated towards Socialised Power, his success may be relatively limited in forging relationships with and influencing those above and alongside him.

Taking this a stage further, a person high in Power but low in Assertiveness and generally expressive in terms of Self-consciousness and Pessimism may have considerable difficulty delivering the behaviour that one would normally associate with high power motivation. However, that said, I have worked with individuals who have attained very senior managerial positions possessing such characteristics but who have learned to deliver alternative behaviours effectively. It incurs a great deal of hard work and, sometimes, 'the lid comes off' and the Predispositions re-surface, which can cause not inconsiderable problems, not just for the individuals concerned but for the organisations that they lead.

At the risk of repeating myself, the fundamental issue in all of this analysis of Predispositions is to remember that Predisposition is **NOT** behaviour!

Predisposition represents a preferred mode of behaviour that provides comfort and satisfaction when the individual has the opportunity to deliver it.

* In Good to Great, Jim Collins talks about 'Level 5 Leadership' encompassing humility and fierce resolve. GPI™ and GMI offer a highly effective means of measuring Level 5 leadership.

Conclusions

It may well be that an individual who has certain Predispositions never delivers the expected behaviours because the organisation restricts the opportunity to do so. Remember also that while I cite behavioural competencies as the most important factor in the 'soup' of faculties an individual brings to a job, lacking the requisite skills and industry knowledge will affect the degree to which certain behaviours can be practised, at least initially.

The behaviours provide the means to transfer between sectors and get to grips with the technicalities of the new business activity, including making the move from private to public sector, or vice versa. Consider an individual with high power and high radical thinking who would be predicted to deliver strategic thinking and change but is unable to do so because he does not understand the business and, as a consequence, does not gain credibility among his colleagues. This underlies the need for a period of intense learning when transferring between organisations at senior levels. I would argue that in possessing the critical competencies, combined with good intelligence and sound business acumen, the much vaunted 100-day honeymoon can be significantly reduced and, as a result, the new executive can rapidly acquire knowledge, build credibility and start having a meaningful impact. Knowing the complexion of the team he is entering, i.e. their Predispositions and Motivations, also provides hugely important information that enables him to understand likely strengths and weaknesses.

It is also important to recognise that the same behavioural competency can be underpinned by quite different Predispositions, and that the same Predisposition can result in a wide range of different behavioural outcomes. This is down to the complex interplay that exists between an individual's Predispositions, his professional knowledge or skills and the organisational Climate in which he operates. Consequently, the linkages I have outlined represent only the 'tip of the iceberg'. This is not to say that this range of inter-dependencies cannot be fully understood and appreciated. Rather, it is a case of appreciating that human nature, if you will, is complex and cannot be 'boiled down' to overtly simplistic explanation akin to horoscopes, with their same lack of statistical reliability and validity.

Leadership and management is a complex subject and it is almost entirely dependent upon other people to achieve anything. There is an abundant need, therefore, for leaders and managers to appreciate their people as fully as possible, but without an unwarranted scale of (psycho-) analysis that causes paralysis of momentum in a competitive market.

Perhaps the easiest way to remember the key points of this chapter is to revert to Kurt Lewin's 'equation', which I portrayed in the preceding Chapter, i.e. *delivered behaviour is a function of person and situation*. A great deal of the time, we are able to deliver behaviour that emanates from our own natural style or Predisposition. The paramount point of importance is that, whatever the type of organisation, the behaviour that is required at any given time is that required by the circumstance of the moment.

Consider any of my consultant colleagues who can, at one point in the day, be engaged with the most senior individuals in an organisation and later that same day be fronting a Focus Group with shop-floor staff. It has not been unknown to be with a Chief Executive in the morning and with a Sister from a religious order in the afternoon. For either to deliver only their Predispositional make-up in either situation would result in a poor outcome. They have to 'act out' their learned behaviours.

Our approach to management development, therefore, can be seen as helping individuals to learn and subsequently deliver behaviours that are *out of character*, i.e. not their natural style.

An alternative way of describing the purpose of management development is that of it being the business of helping leaders and managers learn to do well what they are not good at.