UNICON 2008
Team Development Conference

Creating an Effective Organization:
Promoting Intrinsic Motivation in Work Teams

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Presentation Road Map

- Leadership Challenges to Sustaining Organizational Effectiveness
- Organizational Performance Model (OPM)
- OPM Application to Motivation in Organizational Work Teams
  - Principles of intrinsic motivation
  - Threats to intrinsic motivation in executive education operations
  - Mitigating threats to intrinsic motivation
Challenges of Creating an Effective Organization
An effective organization (e.g., team, department, or company) is a coordinated *system of processes* functioning on a (relatively) continuous basis to deliver value to critical stakeholders.
Organizational Failure is Pervasive (Examples)

- Yahoo!
- NASA
- FEMA
- Sony
- Tribune Company
- US Automobile Mfg’s
- Toyota (recently stumbling)
- Dell (recently stumbling)
Challenges to Sustained Organizational Effectiveness

- Organizations are “messy”—e.g., processes are complex, employees are complicated, situations are often ambiguous

- Environments are “messy”—e.g., hyper/disruptive competition, tech. advancement, globalization, gov’t regulations, terrorism

- Principles of human behavior are often not well understood and are difficult to apply

- Human decision-making is problematic
Managerial Tendencies in Reacting to Organizational Problems

- Focus narrowly on the most conspicuous performance shortfall(s)
- Neglect reasonable consideration of what’s happening and why
- Jump to conclusions about what’s wrong and how to address it
- Make “changes” and hope for the best
Diagnosing and Solving Organizational Problems
Organizational Performance Model

Org’l Performance

Value-Related Processes

Support Processes  Core Processes  Adverse Processes

Tangible Resource Base

Intangible Resource Base

People  Structure  Culture
Stakeholder Expectations of Organizational Performance—General Examples

The **customer value proposition** refers to the unique mix of product and/or service attributes, relations, and corporate image(s) that an organization intends to offer customers. The customer value proposition is a statement about how the organization plans to differentiate itself from other organizations in order to compete in a chosen business.

- **Investors** (Financial Interests)
  - Revenue growth
  - Productivity/efficiency

- **Various Other Stakeholders** (Various Interests) E.g.’s
  - Competitor expectations
  - Supplier expectations
  - Government regulations
  - Community preferences
  - Union standards

- **Organization Members** (Various Interests) E.g.’s
  - Process improvement
  - Learning and growth
  - Working conditions
  - Various Managerial preferences

- **Customers** (Value of Product/Service)
  - Operational excellence
  - Product leadership
  - Customer relationship
Understanding the “Root Causes” of the Value-Related Processes

Stakeholder Expectations of Org’l Performance

Current

Support Processes
Core Processes
Adverse Processes

Value-Related Processes

Desired

Support Processes
Core Processes

Value-Related Processes

Intangible Resource Base

People
Structure
Culture

Intangible Resource Base

People
Structure
Culture
The degree to which an organization’s people, structure, and culture are smoothly aligned in support of a system of processes that are themselves in sync will determine the organization’s ability to achieve high performance.
Intrinsic Motivation in Organizational Work Teams

Executive Education
Teams in Organizations

University
- People
- Structure
- Culture

Teams
- People
- Structure
- Culture
Stakeholder Expectations of Executive Education—Examples

**Dean**
- Offering fit with brand
- Revenue growth
- Productivity/efficiency

**Faculty**
- Timely distribution of materials
- Functional equipment
- Immediate requests handled
- No distractions from learning

**Vendors**
- E.g., publishers, caterers, motor pool, copy services, hotels
- Clear direction
- Few surprises
- Appreciation

**Advisory Board(s)**
- High-impact problem to solve
- Prestigious program

**Customers**
- Quality faculty
- State-of-the-art knowledge
- Workplace impact
- Value-Cost Balance
Examples of Unexpected Events

- Facilities breakdowns
- Faculty member is late or doesn’t show up to session
- International intrigue
- Transportation debacles
Hard-to-Specify Tasks and Employee Behavior

- Processes can’t be specified when task demands are non-routine and unpredictable
- Non-routine and unpredictable tasks require employee initiative, flexibility, and innovation

**Citizenship** is discretionary team member behavior that benefits the team, but is not specified in the role or job description or necessarily recognized by the formal reward system (Organ, 1988)

**Implicit coordination** occurs when team members accurately *anticipate* the actions and needs of their colleagues and the demands of the task(s) and *dynamically adjust* their own behavior accordingly, without necessarily having to communicate directly with each other or plan the activity (Rico et al., 2008)
Organizational Performance Model

Org'l Performance

Citizenship And Implicit Coordination

Value-Related Processes

People
Structure
Culture

Intangible Resource Base

Tangible Resource Base
Intrinsic versus Extrinsic Motivation

- **Intrinsic motivation** refers to the performance of an activity because it is inherently interesting and/or spontaneously satisfying. When people are intrinsically motivated, they are interested in what they are doing, display curiosity, explore novel aspects of the activity, and strive to master activity challenges (Ryan & Deci, 2000).

- **Extrinsic motivation** refers to “the performance of an activity to attain some separable outcome” (Ryan & Deci, 2000). At work, extrinsic motivation stems from the work environment external to the task (e.g., pay, fringe benefits).
Intrinsic Motivation in Organizational Work Teams

- **Employee Interests and Values**
  - Fit
  - Job Activity and Purpose

- **Job Activity and Purpose**
  - Clarity of Goals, Rules, & Feedback
  - Extrinsic Motivators
  - Organizational Support & Justice

- **Fit**
  - Job Autonomy
  - Job Competence-Challenge Balance
  - Team Social Support

- **Intrinsically Motivated Work Behavior**
Threats to Intrinsic Motivation in Executive Programs—Examples

• Diminishing employee-job fit
• Insufficient job autonomy
• Competence-challenge relationship out of balance
• Pay inequity based on external comparison
• Perceived disrespect from or under valuation by stakeholders

  E.g., Perception of unjustified differential pay and perks, disrespectful treatment by faculty or students
Recommendations for Mitigating Threats to Intrinsic Motivation—Examples

- Recruit and select for fit with purpose and values
- Promote identification—Highlight purpose and values regularly
- Emphasize progress toward goals
- Encourage employee development
- Pay fairly relative to appropriate comparison—then avoid pay focus
- Show *timely* appreciation (“thank you,” token gifts, recognition)
- Engage people on issues of disrespect and under-valuation
- Accept and manage employee throughput
Thank You!