



UNICON 2008

Team Development Conference

Creating an Effective Organization:
Promoting Intrinsic Motivation in Work Teams

Professor Greg Bigley

Foster
School of Business

UNIVERSITY *of* WASHINGTON



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

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

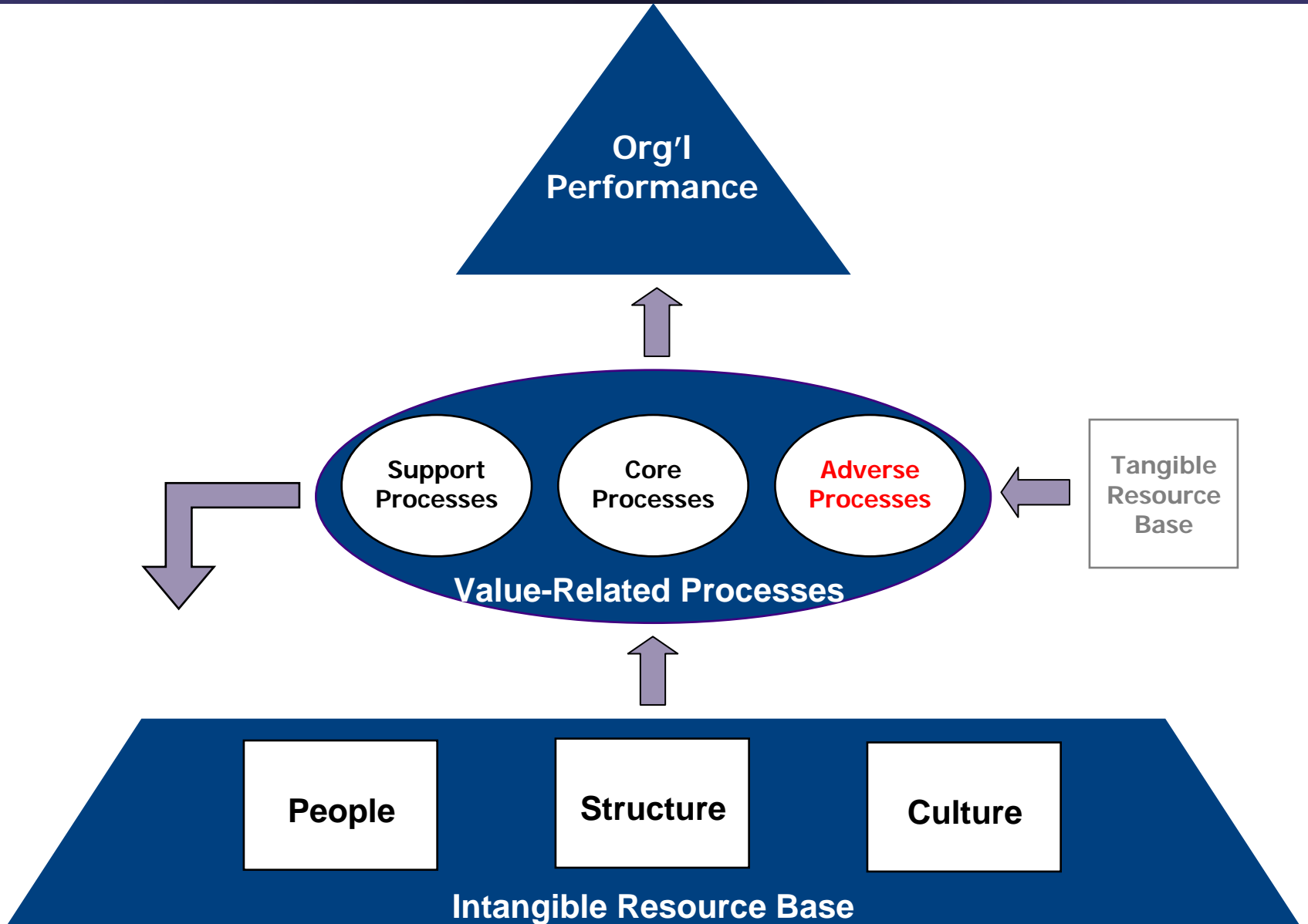
- Organizations are “messy”—e.g., processes are complex, employees are complicated, situations are often ambiguous
- Environments are “messy”—e.g., hyper/disruptive competition, tech. advancement, globalization, gov’t regulations, terrorism
- Principles of human behavior are often not well understood and are difficult to apply
- Human decision-making is problematic

Managerial Tendencies in Reacting to Organizational Problems

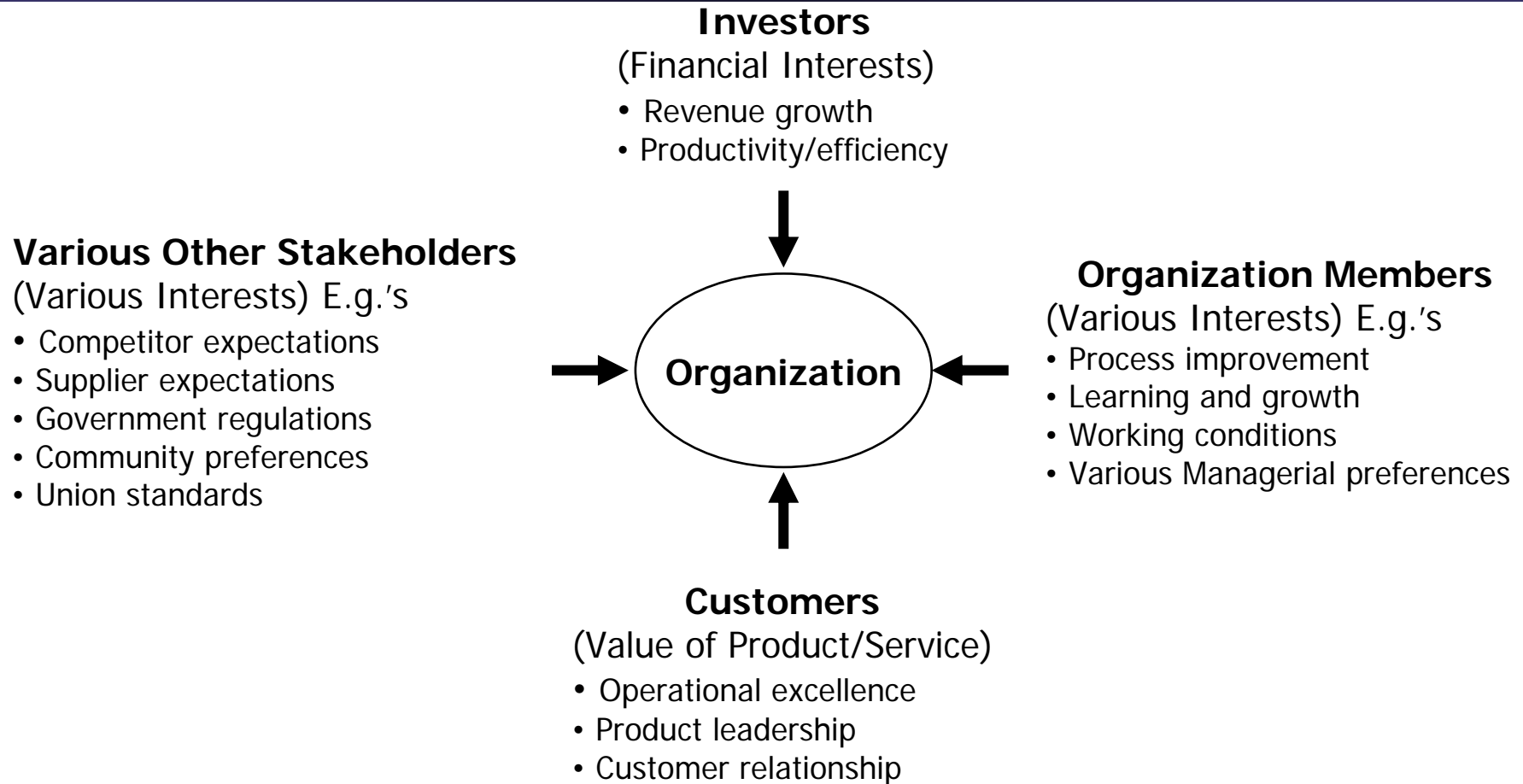
- Focus narrowly on the most conspicuous performance shortfall(s)
- Neglect reasonable consideration of what's happening and why
- Jump to conclusions about what's wrong and how to address it
- Make "changes" and hope for the best

Diagnosing and Solving Organizational Problems

Organizational Performance Model

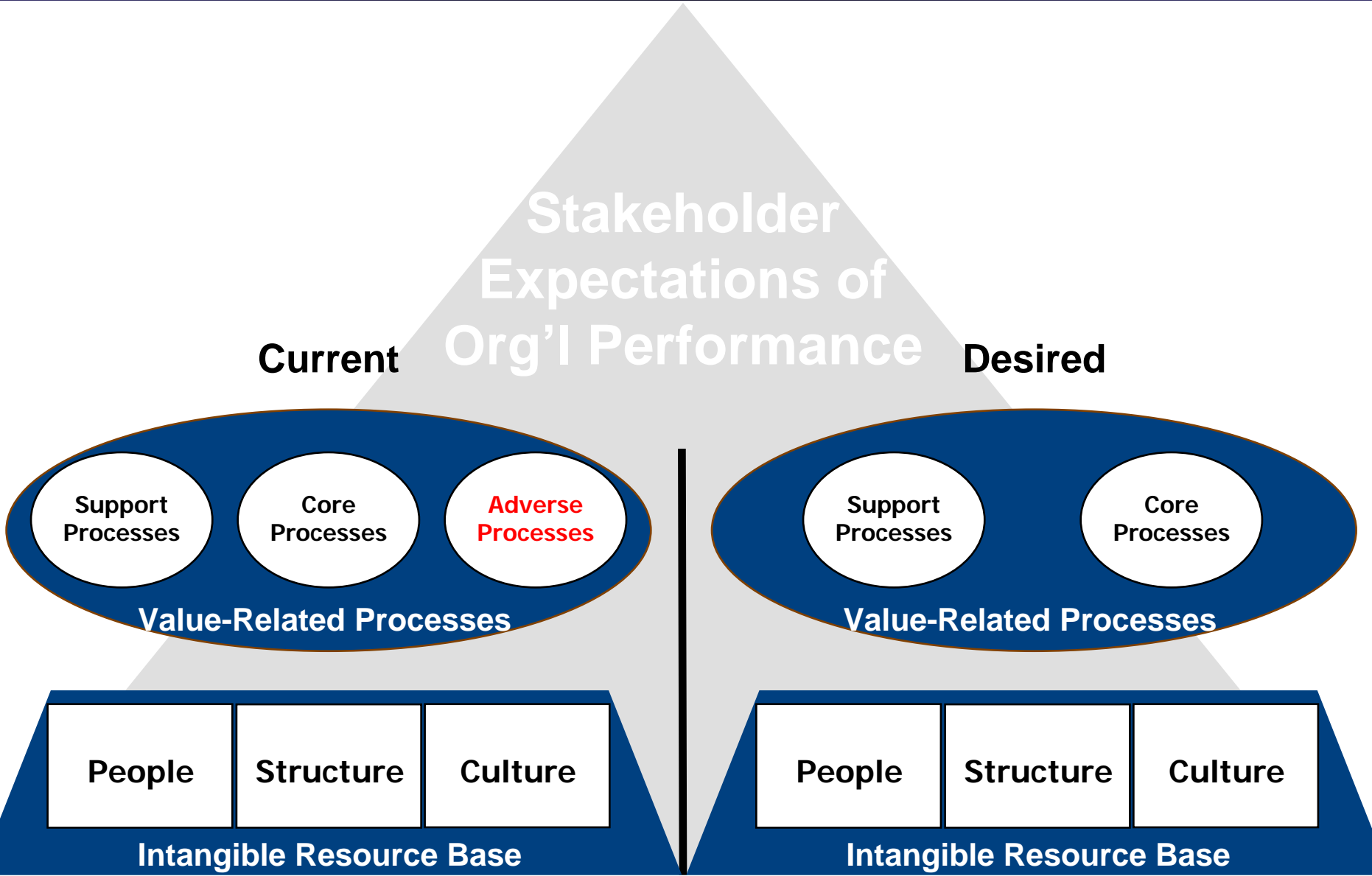


Stakeholder Expectations of Organizational Performance—General Examples

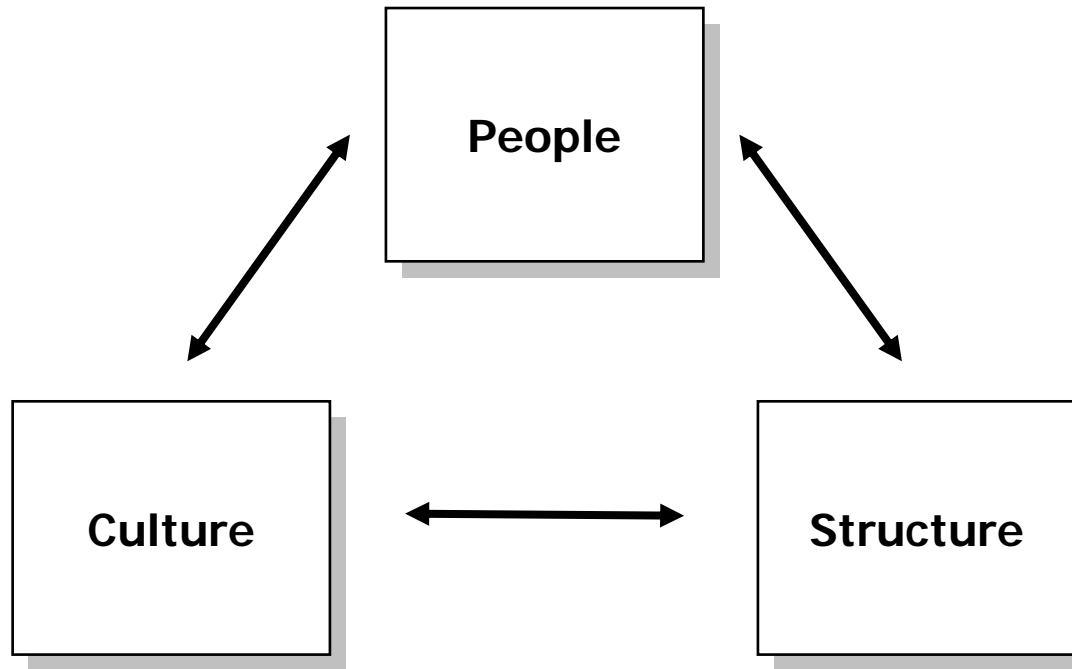


The **customer value proposition** refers to the unique mix of product and/or service attributes, relations, and corporate image(s) that an organization intends to offer customers. The customer value proposition is a statement about how the organization plans to differentiate itself from other organizations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

Understanding the "Root Causes" of the Value-Related Processes



Congruence Proposition



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.

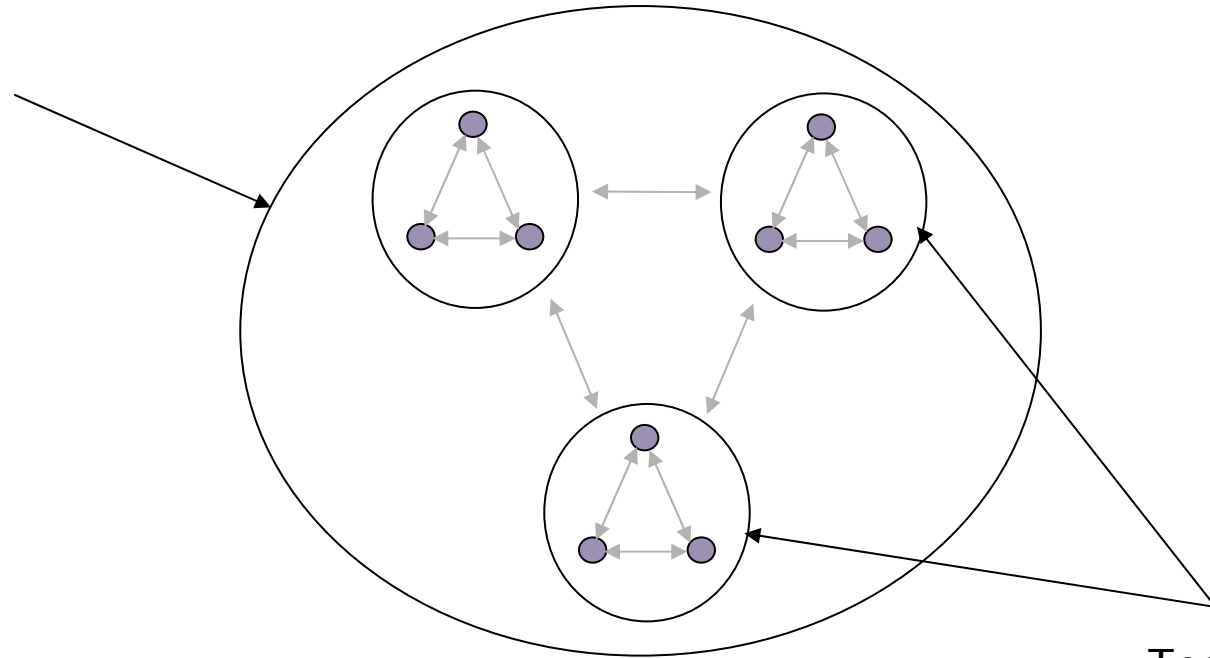
Intrinsic Motivation in Organizational Work Teams

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



Executive Education

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

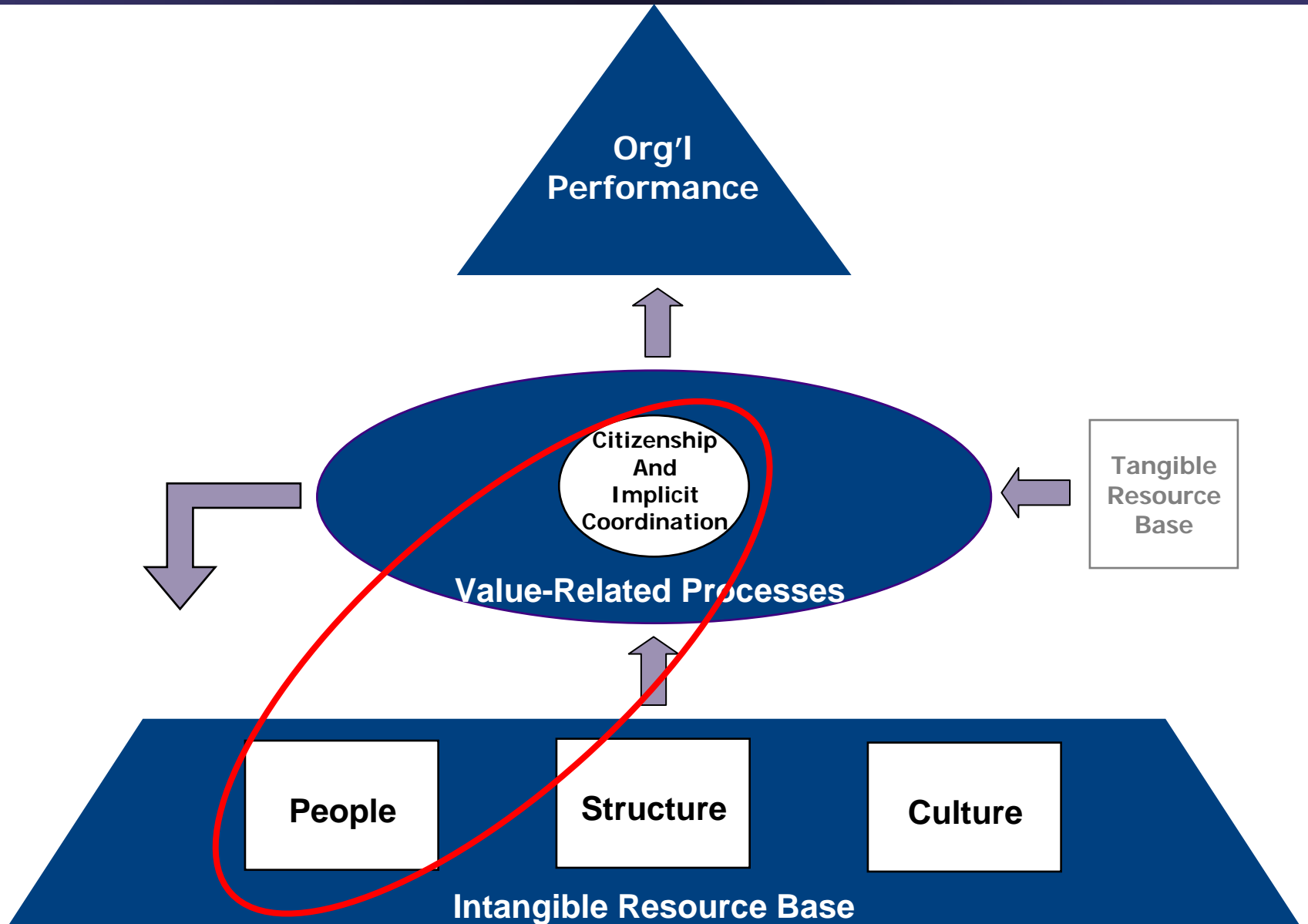
Hard-to-Specify Tasks and Employee Behavior

- 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)

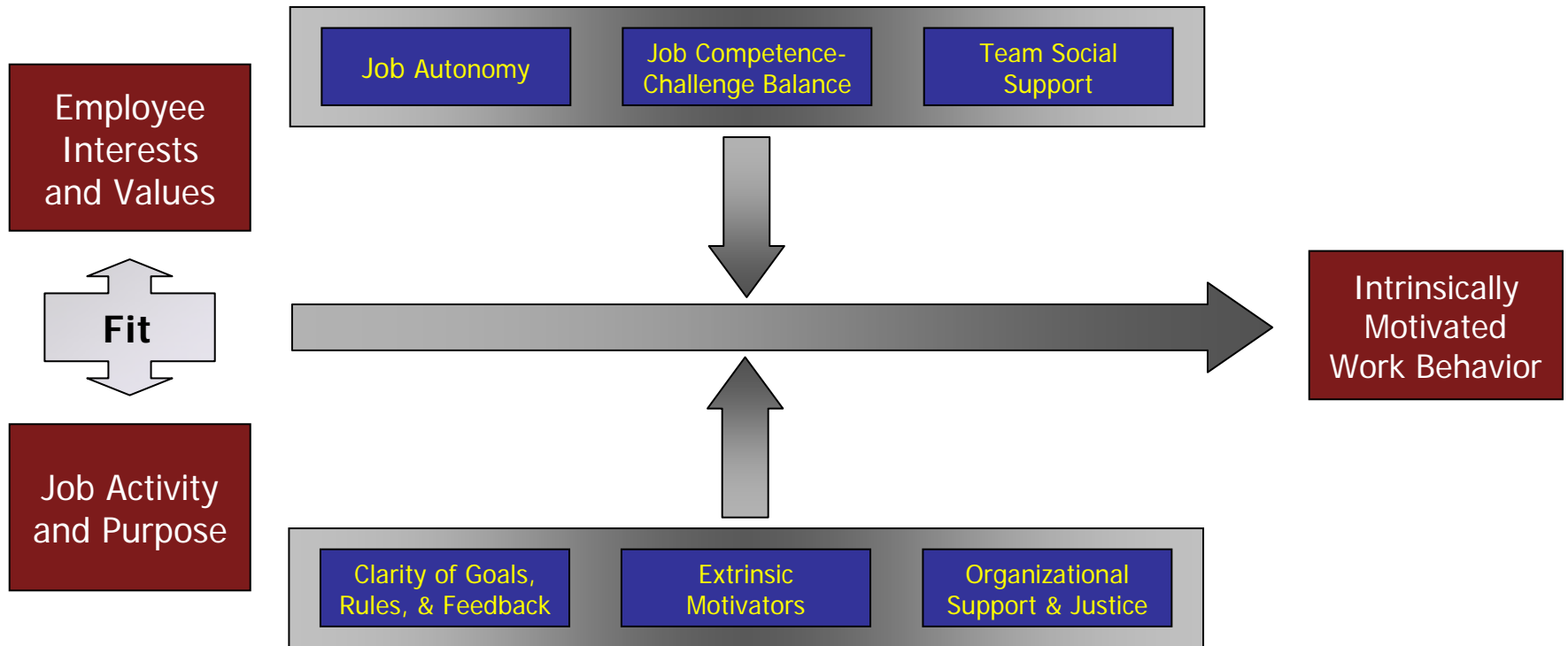
Organizational Performance Model



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



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!