

From North American Aviation . . .

Practical Approach To Motivation

J. M. RASMUSSEN

Many articles have been written and many views have been expressed on the subject of motivation. They theorize on the findings from research and experiments, but do not give the manager the tools he needs to apply the findings in a practical every day situation. There is a need for a better understanding of the human element if management is to erase the complacent attitudes and achieve a higher degree of efficiency and reliability on the complex products produced today.

is the cause of their behavior. A change in their behavior comes about by changing either the environment or the people themselves change. The reasons for their behavior is aimed towards reducing tension status-quo and to maintain their homeostasis balance. If a balance is not reached they become disturbed and take the economical way (line of least resistance) in trying to reach a normal balance. At this point human behavior is unpredictable.

Psychology Teaches Us

The attitude of people is their beliefs, values of or in life set and things they have opinions about. *The relationship between people and their environment*

Motivation is Self Concept

Why? To maintain a normal balance of the intricate human system the easiest way possible and to satisfy one's internal needs and desires. Exploring this area we may say that one's *needs* are those

J. M. RASMUSSEN is currently a Superintendent on the GAM-77 Hound Dog Air-to-Surface Missile program for North American Aviation, Space and Information Systems Division, Downey, California. Mr. Rasmussen has twenty-one years experience in manufacturing and research and development of airborne articles. Before joining North American, he was employed for five years with Lockheed Aircraft Corp. and two years with the Davis Copter Co. Of the twenty-one years, fifteen have been in management, including ten years with his present company. Mr. Rasmussen instructs a management course in practical motivation and has been active in the research field of human motivation for the past eight years. Before World War II, Mr. Rasmussen attended evening classes at Santa Monica City College for two years.

innermost and unknown demands of his animal nature and are satisfied by food, rest, exercise, shelter, and the need to stay alive free from danger and threats. His *desires* are individual in nature and are satisfied by self-respect, self-expression, a feeling of belonging, social approval, prestige, position, and other forms of individuality and independence. The extent of the motivation is the degree of action applied by the individual and the actions associated with the behavior is required for satisfactory fulfillment of their drives.

The Prominent Drives in People

1. Drive for accomplishment
2. Drive for security
3. Drive for responsibility
4. Drive for position
5. Drive for recognition
6. Drive for possession
7. Drive for understanding
8. Drive for clear conscience
9. Drive for companionship
10. Drive for close friendship

Recognize the Drives

Actions, speech, dress, and job accomplishments are tip-offs and aids in recognizing the most prominent drives in an individual. By listing the tip-offs under each drive and using the tip-offs to help develop a better understanding of why people do the things they do, we are taking the first steps in developing an awareness of human behavior.

By becoming familiar with the tip-offs associated with each Drive we begin to understand why Joe brags a good deal, uses "I" freely, participates in a bit

of horse play, likes to argue continually, and usually by-passes his immediate supervisor and takes his problem higher up. If Joe's *drive for recognition* is strong his actions at times are obnoxious. This drive Joe has is a valuable asset but it is out of phase and is a hindrance in motivating Joe to produce or accept changes to increase his output. In the practical approach to motivation let's deal with the five most valuable drives and align them in the order they will do the most good.

1. Accomplishment
2. Recognition
3. Position
4. Responsibility
5. Security

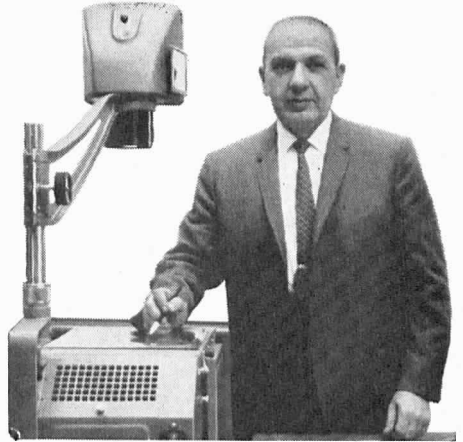
Through accomplishment we gain recognition; recognition enhances our chance for a better position; promotion increases our responsibility, and the higher up the ladder we go improves our security. So now the problem is how do we change Joe's drive. This is done by *feeding and cultivating* his strong desire for recognition to the point where his attitude is changed.

Changing Joe's Attitude

For example let's take a very basic approach in changing Joe. As you pass through the shop you stop by Joe's working area and comment on the fine quality of work he produces, but you are also concerned and ask Joe what he has done to increase the output on his job. The seed* is planted and for growth it requires follow-up. On the next contact with Joe you inquire how his plan for increasing production is progressing. Joe is beginning to realize that by doing good work and increasing his pro-

Field report on David Jae of the Jae and Meyer Company, Inc. (Sales representative for Electromode, Division Commercial Controls Corp., a Friden subsidiary.)

2-DAY TRAINING PROGRAM REDUCED TO ONLY 6 HOURS



How Beseler VuGraph Helped Sales Rep Train 112 Men in 4 Evening Sessions!

David Jae had to teach electrical contractors in his area how to estimate and sell electric space heating jobs. A simple enough task, normally! But this assignment offered a few "time and motion" problems.

The "Time" Problem —

The curriculum covered a lot of ground . . . technical principles, selling techniques, equipment applications and job estimating. Normal time necessary — 2 full days! Time allocated — 6 "after work" hours — when the men were tired.

The "Motion" Problem —

The first series of these speed-up sales workshops were to be held on 4 consecutive evenings at local utility offices in 4 different cities. Dave's method of presentation had to be fast, accurate and extremely flexible! He could not depend on the facilities he might find in the meeting rooms assigned to him — his material had to be prepared in ad-

vance so that every second of his workshop time was used *just* for teaching!

VuGraph Solves Problems —

VuGraph overhead projection method of presentation *alone* met all these requirements. Dave simply prepared all his material, in advance, on transparencies. In class he instantly projected them with the VuGraph — large enough for the entire group to see simultaneously, brilliant enough to permit room lights to remain on for note-taking. And this large, bright image was projected *behind Dave* as he faced his audience.

Advantages? Take the session on "job estimating". A complete estimate for an 8-room house was worked out on one of Dave's transparencies. Then, as the men worked along with him, on their own estimate work sheets, Dave projected the preparation of the estimate a simple step at a time.

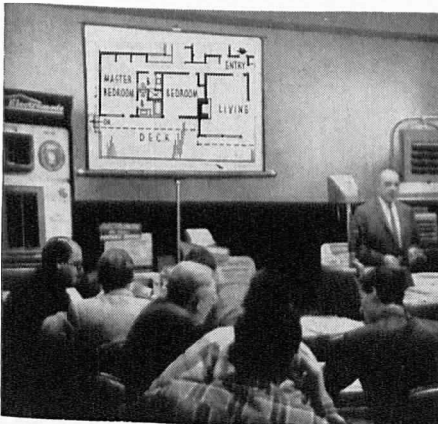
At no time did Dave turn away to write on a blackboard — interest was unbroken, eye contact held constant! Instantly he knew when anyone was uncertain about a point! If a point needed clarification Dave used the acetate roll on the VuGraph as an "electric blackboard," projecting what he wrote . . . *as he wrote it.*

VuGraph Saves Valuable Time —

Using the VuGraph, Dave eliminated the many hours normally spent in circulating printed material throughout the class . . . and in transferring the material onto a blackboard. *In 4 evenings . . . in 4 different cities . . . David Jae trained 112 men!*

The use of the Beseler VuGraph is limited only by the needs and imagination of the user. A FREE demonstration of the VuGraph will let you SEE FOR YOURSELF . . . write today!

CHARLES BESELER COMPANY
237 SOUTH 18TH ST., EAST ORANGE, N. J.



ductivity that the boss will recognize his ability and in order to maintain this recognition he must continue to produce and improve. Joe will continue to be productive because he thrives on recognition and responds well to praise. So now Joe puts his effort into accomplishing and spends less time being obnoxious. Although he does not realize his drives and attitude are changing, he is beginning to understand that by accomplishment he gains recognition which could advance his position and increase his security.

Develop an Awareness

By developing an awareness of human behavior and understanding the actions of the Joe's, Mary's, and Bill's, regardless of the alignment of their drives with the proper *feeding and guiding*, their attitudes can be changed so that they will become more beneficial to the organization. This applies to management as well as the worker.

Self-Concept

We like to think we are fully matured but until we accept the fact that accomplishment will fulfill our hunger and satisfy our internal desires we will always require outside stimulus (personal recognition from the boss, co-workers, wife, etc.). Once we begin to realize that we gain recognition from our accomplishments then and only then are we reaching full growth. When we are willing to accept accomplishment as self-satisfying recognition we do not require outside stimulus to oil our personal recognition drive. At this point we are satisfied by the recognition our accomplish-

ments receive and we have aligned our own drives in the order that will make us most effective on the job. Let us review this again. Motivation is self-concept so people continue to strive for fulfillment of their internal desires on and off the job and to gain this fulfillment it requires recognition. Then the hindering as well as the motivating factor in people is the strong drive for *personal recognition*.

The majority of people's internal desires are satisfied through group participation and as long as their group gains recognition they are satisfied. This is because of the extent of the degree of action applied by the majority of people.

Group Motivation

We have discussed changing Joe's attitude but what about Joe's group. If we can motivate the total group to a certain level, later we can use the Joe's, Mary's, and Bill's whose drives are stronger, as a tool to raise the total group level.

For example; to clarify this approach, let us graph the motivation potential of Joe's group. We have become aware of the acceleration limits of each worker in Joe's group as applied to their every day

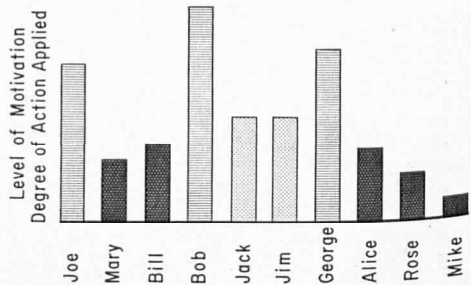


Figure 1

job. Figure I shows the degree of action applied by each individual in the group.

Jack and Jim are good average workers and their productivity is satisfactory. Now the problem is to bring Mary, Bill, Alice, Rose, and Mike's productivity to equal Jack and Jim. By using Jack and Jim, we have established a norm for the group. When we have raised the productivity of the people below average to our established norm, we now have 70% of the group producing satisfactorily. But during our efforts to motivate the lower half of the group, Joe, Bob, and George have been depressed to some degree and are not producing as before because most of our attention was directed to the lower half of the group so our graph would look like Figure 2.

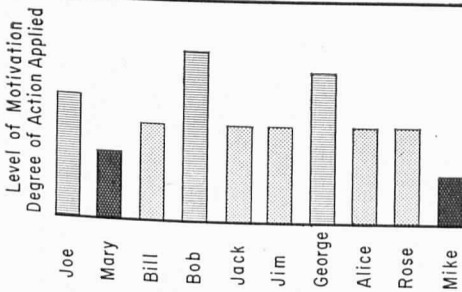


Figure 2

To further accelerate the group, we work with Joe, Bob, and George as their drives are much stronger and, by feeding their drives, we raise them to their

former level of acceleration. In doing so, the norm of the group as a whole is raised because the attention the lower half was receiving has been diverted and they know to gain back this recognition they have to continue to improve. Mary and Mike will never quite come up to the norm of the group because of their learning skills but they will try harder than any other member in the group.

Conclusion

In the past, the product produced was relatively simple and the level of education of the worker in the factory was less than a high school graduate. Jobs in the past were scarce so the majority of the people were controlled and motivated through fear. The more advanced and complex articles we produce today require a high degree of learning at the workers level. Educated people are not easily controlled through fear and this is what management has failed to recognize. The recognition the workers have received for the past three decades has been through the unions. This is why the worker's loyalty tends toward the union. Our job in management is to feed this strong drive for recognition and convert this tremendous power to accomplishment by group participation and individual needs.

Practical Motivation

1. Align our own drives where accomplishment will satisfy our drive for personal recognition.
2. Develop an awareness of human behavior by being more observing and understanding what we observe.
3. Feed and cultivate the drives of your subordinates.
4. Make every person in your organization feel special.
5. Clear communications - let people in on the know.

Drive for Accomplishment

The thing that makes a person want to get things done.

Tip-Offs:

- Takes pride in his work.
- Dissatisfied if time or efforts are wasted.
- Likes to do things worth-while
- Hates to be part of a failure.
- Is energetic.
- Does not put things off.
- Wants to see definite results.
- Takes pride in achievement.
- Is critical of careless workmanship.
- Finishes what he starts.
- Dislikes "slip shod" methods.
- Sets his own pace.
- Is a perfectionist.
- Displays determination.
- Likes to see tangible results.
- Is irritated where others cause his efforts to fail.
- Put work before pleasure.
- Shows interest in his work.
- Will strive to do better than others.
- Goes to extremes to get a job done right.

Drive for Recognition

The thing that causes a person to want to be noticed, appreciated, or considered important.

Tip-Offs:

- Likes personal publicity, name, and picture in paper.
- Braggs a good deal.
- Responds well to praise.
- Interrupts conversation.
- Goes to extremes of dress, speech, or mannerisms.
- Likes to associate himself with important people.

Often proves his point to his own satisfaction.

Does things (as horseplay) to attract attention.

A "grand stand" player.

May mope or crab if ignored or disagreed with.

Often belittles others or their ideas.

Resorts to self-pity.

Has better idea than the one presented.

Is an egotist. Uses "I" freely.

Always making suggestions.

Concerned with what others think of him.

Is a poor listener — likes to argue.

Is inclined to dominate conversation.

Tries to "keep up with the Joneses."

Does good work to be noticed.

Likes to eat lunch with higher supervision.

Makes large donations — if publicized.

Will always go one better.

Is usually a good "Apple polisher."

Drive for Position

The thing that causes a person to want to attain and hold a prominent place in relation to others.

Tip-Offs:

- Likes favorable publicity.
- Has a lot of pride.
- Wants to be in on the "know."
- Is usually well-mannered.
- Willing to work to get or hold a position or prestige.
- Belongs to exclusive clubs or organizations.

Wears "brand" clothes — well tailored.
 Usually dresses for the occasion.
 Wants to be the key man in the department.
 Wants to associate with influential people.
 Likes to be on committees.
 Likes a job that carries prestige or title.
 Likes to have authority.
 Entertains select groups.
 Chooses of environment.
 Puts position ahead of efficiency by withholding information.
 Unwilling to do a job beneath his dignity.
 Resents interference with his responsibilities.
 Carries his lunch in briefcase.
 Wants others to think highly of him.
 Keeps up with the Joneses.
 Constantly strives to better himself.

Drive for Responsibility

The things that makes a person assume obligations to the extent of or beyond his regular duties.

Tip-Offs:

Goes to extremes to get job done.
 Makes own decisions.
 Re-checks his instructions or orders.
 Has confidence in himself.
 Has initiative.
 Worries about things that hinder production.
 Willing to accept responsibility for others.
 Willing to do more than his share.
 Is a good detail man.
 Is not a buck passer.
 Wants job done right.

Assumes responsibilities not his own.
 Initiates actions without thought of personal gain.
 Likes to be kept busy.
 Takes the job home with him.
 Pays attention to cost, output, quality, etc.
 Unwilling to delegate details.
 Fears job will not be done properly.
 Stays after hours to check problems.
 May be accused of lacking faith in others to do a job satisfactorily.

Drive for Security

The thing that makes a person want to provide for the future.

Tip-Offs:

Wants steady work.
 Afraid to take a chance.
 Is very cautious.
 Protects his health.
 Economical in his living.
 Makes safe investments.
 (Government Bonds, Land, etc.)
 Never gambles, or plays cautiously if he does.
 Doesn't do anything to jeopardize his job.
 Unwilling to accept more responsibility.
 Conservative.
 Frugal.
 Has definite plans for himself and family.
 Interested in maintaining value of his possessions.
 Seldom resists doing things he is told to do.
 Has part-time job on the outside.
 Spreads his investments.
 Goes in for advance training.

Operates on a budget.
 Seeks advice before taking action.
 Changes jobs to gain experience.
 (young man)
 Buys insurance.

Drive for Understanding

The thing that causes a person to want his motives, viewpoints, actions and ideas comprehended by others.

Tip-Offs:

Goes to great lengths to get his point across.
 Is persistent.
 Has tendency to argue his point.
 May appear to be stubborn.
 Repeats himself.
 Talks directly to person to get his point over.
 Observes closely to see if his viewpoint is accepted.
 Is usually sincere.
 Uses phrases such as "See what I mean," "OK," "See.," etc.
 Dislikes dealing with people hurriedly.
 Interrupts to get his point over.
 Resents being told he is wrong.
 Pleads his case.
 Uses examples or comparisons for clarification.
 Emphasizes and re-emphasizes.
 Uses varied approaches to get point across.
 Sensitive to manner in which agreement is expressed.
 Talks to disinterested persons to get agreement.
 Likes to have others re-phrase his words to indicate understanding.
 Is unhappy if he feels his actions or words are misinterpreted.

Wants his motives or actions accepted without question.

Drive for Companionship

The thing that causes a person to want to associate with people.

Tip-Offs:

Has pleasing personality.
 Knows everybody.
 Always seen with other people.
 Likes to talk about everything.
 Sees good points of other people.
 Is a good story teller.
 Goes out of his way to do a favor.
 Dislikes being alone.
 Rarely makes trips alone.
 Keeps up-to-date on current events, sports, etc.
 Attends all parties or social functions.
 Tries to please rather than offend anyone.
 Makes excuses to talk to others.
 Knows his neighbors.
 Is a good mixer.
 Adapts himself to the group.
 Is very cooperative and accommodating.
 Easy to meet.
 May neglect job to visit.
 Is usually interested in other people's interests.
 His hobbies and recreations include people.
 Makes a point to remember names.

Drive for Clear Conscience

The thing that guides and controls an individual's actions in accordance with his own personal code.

Tip-Offs:

- Makes his beliefs known.
- Likes fair play.
- Inclined to preach.
- Apt to be critical of others who do not conform to his way of thinking.
- Has courage of his convictions.
- Will change his actions if shown he is wrong.
- Is honest and sincere.
- Is consistent in his actions.
- Will refuse to do anything against his code.
- Tries to get others to raise their code of action.
- May condemn actions of others.
- Will not associate with people not conforming to his standard.
- Quick to point out actions of which he disapproves.
- Lets his own convictions interfere with his understanding of situations.

Drive for Close Friendship

The thing that makes a person want to confide in another.

Tip-Offs:

- Wants sympathy.
- Has difficulty getting acquainted.
- Centers his attention on few people.
- Seldom seen at parties alone.
- Does not enter group activities.
- Usually seen with same people.
- May show partiality in handling job.
- Hard to get acquainted with.
- Not a good mixer.
- Lets hair down to his friends.

- Picks willing listeners as his friends.
- May appear to be a snob.
- Ill at ease in a group.
- His hobbies do not include people.

Drive for Possession

The thing that makes a person want to collect or hoard physical objects regardless of value or need.

Tip-Offs:

- Collects antiques, coins, stamps, pistols, etc.
- Collects things for which he has no use.
- Hoards things.
- Buys things "just to have them."
- Puts his name on things he owns or uses.
- Doesn't like to lend belongings.
- Doesn't like to borrow tools, etc.
- Is usually a good housekeeper.
- Usually takes good care of things he borrows.
- Through use he has a sense of ownership.
- If he lends tools, gives full instructions as to their use.
- Tries to influence others to collect things.
- Uses "my" often when referring to job or company tools.
- If he does throw anything away, may salvage part of it.
- Doesn't like to exchange jobs.
- Is not interested in joint ownership.
- Feels that he takes better care of tools than others do.
- May show irritation if asked to loan things.
- Collects things with thought in mind, "It may come in handy someday."