



Management Tools for Increasing Satisfaction and Performance

IEMA:Organizational Dynamics



Professor Philip Hallinger

Lesson Learning Objectives

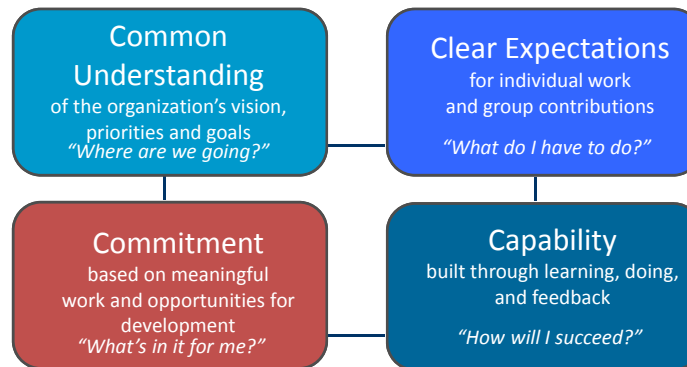
- ♦ To apply motivation theories to the improvement of organizations.
- ♦ To understand how to use reinforcement and reward for improving motivation & performance.
- ♦ To analyze organizational problems in terms of motivation, satisfaction and performance.
- ♦ To apply management tools to solve organizational problems.





Cornerstones of High Performance

Research and experience points to “four cornerstones” needed to gain competitive advantage through people. . .

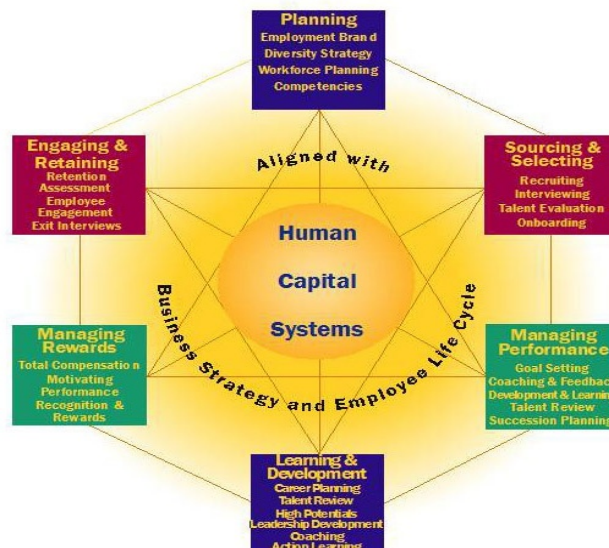


[Creating high performance organizations](#) 

© Hallinger 2012: EPA6094

3

Human Resource Management Seeks to Maximize Human Capital



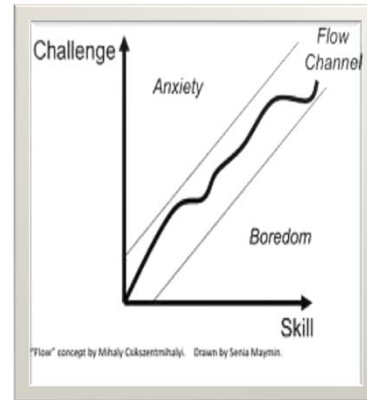
© Hallinger 2012: EPA6094

4



HR Designs Systems to Build Satisfaction, Commitment & Performance

- ◆ Improve workplace conditions.
- ◆ Select and Reward people who find satisfaction and are productive in their work.
- ◆ Create meaning and value for people in work tasks.
- ◆ Develop an inspiring vision and a culture that rewards initiative and learning at work.
- ◆ Be intentional towards career development.



M. Csikszentmihalyi. (2003). *Good Business*.
New York: Penguin Books.

© Hallinger 2012: EPA6094

5

Organizational Applications to Increase Motivation

- ◆ Organizational fit
- ◆ Goal-setting and performance improvement
- ◆ Reward and recognition
- ◆ Training, professional development, coaching and mentoring
- ◆ Job/task fit, job enrichment and enlargement
- ◆ Flex-time for work-life balance
- ◆ Career and succession planning
- ◆ Leadership development



How Career Programmes work?



© Hallinger 2012: EPA6094

6



Increase Organizational Fit Through Selection: NATD

- ◆ Identify needed skills but also select based on core values.
- ◆ Hire on values and you'll increase motivation.
- ◆ Many job skills can also be learned or refined on the job.
- ◆ Values and attitudes are more difficult to change.



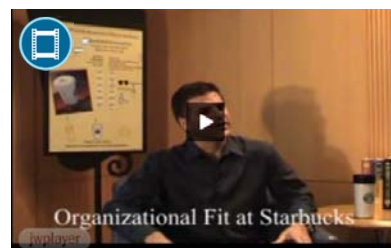
Tom Malone
NATD

© Hallinger 2012: EPA6094

7

Increase Organizational Fit Through Selection: Starbucks

- ◆ “Anyone, regardless of background can potentially work at Starbucks, but not everyone will be successful working at Starbucks.”
- ◆ Identify needed skills and attitudes.
- ◆ Hire on values and attitudes.



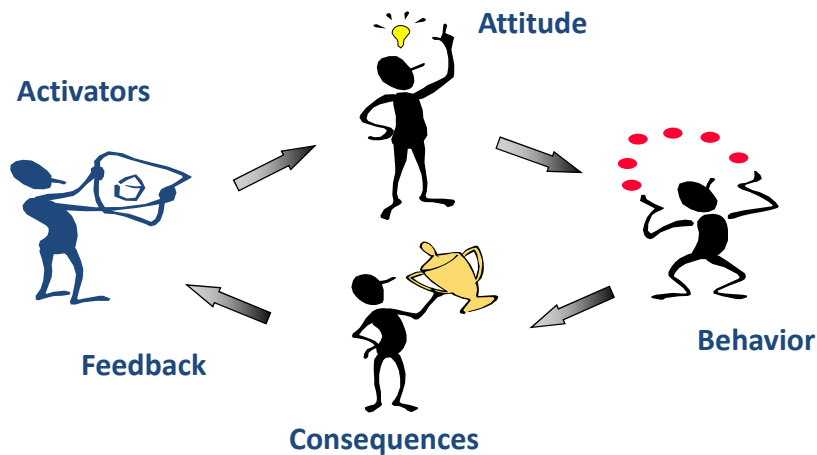
Andrew Nathan
Starbucks Thailand

© Hallinger 2012: EPA6094

8



Behavior Change as a Result of Feedback and Consequences



© Hallinger 2012: EPA6094

9

Effects of Poor Reward System

- "I don't know what to do to get a bigger bonus. Nothing seems to work. What do they want?"
- "Kelvin is a favorite of the boss so he got a bigger raise than me."
- "We all get the same raise, why should I work harder?"
- "Lee got a higher bonus than me and I worked harder than him!"
- "Hey, we can get away with anything around here!"
- "If management doesn't care, why should I?"



© Hallinger 2012: EPA6094

10



Rewards are One Form of Consequences

- ♦ Extrinsic and intrinsic rewards are an important part of HR management systems.
- ♦ "Meet staff needs for money, peer recognition, praise from boss and pride in their accomplishments."
- ♦ This is especially important in schools where monetary rewards are more limited and higher level motivators are critical to sustaining motivation and effort.



Tom Malone
NATD

[Management implications](#) 

© Hallinger 2012: EPA6094

11

Use Positive Reinforcement

- ♦ Catch people doing the right things.
- ♦ Give positive praise.
 - Make it true.
 - Make it specific.
 - Make it personalized.
- ♦ Create a positive climate; work towards a 5:1 ratio of praise to correction.
- ♦ Don't follow praise with a challenge.



[Positive Attitude In The Workplace](#) 

© Hallinger 2012: EPA6094

12



Elements of Recognition System

- ♦ Formal standards & expectations set in policy
- ♦ Commitment and support from top and middle management
- ♦ A system of measurement of performance
- ♦ Effective consequences (i.e., as perceived by participants)
- ♦ Appropriate application in use (i.e., fair, regular)
- ♦ Periodic evaluation of the incentive-recognition system



© Hallinger 2012: EPA6094

13

Align Staff Strengths with Work Roles and Tasks

- ♦ Align values and role-related strengths with the work tasks assigned to staff to increase intrinsic motivation.
- ♦ Job/task alignment creates:
 - Energy
 - Engagement
 - Enjoyment
 - Effectiveness



© Hallinger 2012: EPA6094

14



Increasing Motivation through Job Enrichment & Enlargement

- ♦ Build human resource capacity on-the-job.
- ♦ Create more interest and engagement among staff.
- ♦ Develop the “skill sets” needed by organizations.
- ♦ Increases motivation while solving HR problems.
- ♦ Develops capacities that are needed now and in the future.



© Hallinger 2012: EPA6094

15

Workplace Coaching

- ♦ Shares the organization's vision in a practical way.
- ♦ Helps others reach their potential and develops your future leaders.
- ♦ It develops career paths and enhances skill sets.
- ♦ Coaching supports change and develops innovation-oriented culture
- ♦ Coaching reduces the 'execution gap'.



Workplace Coaching

© Hallinger 2012: EPA6094

16



Career Development and Succession Planning

- ♦ A systematic approach to career development ensures a path to a better future for individuals and organizations.
- ♦ Succession planning reduces conflict, ensures smoother leader transitions, maintains focus, and sustains change.
- ♦ Neither career development nor succession planning are done well in most education organizations, with negative effects.



Leadership Succession in the Hole in the Wall Gang, Butch Cassidy and the Sundance Kid

© Hallinger 2012: EPA6094

17

Leadership Development is a Win-Win Proposition

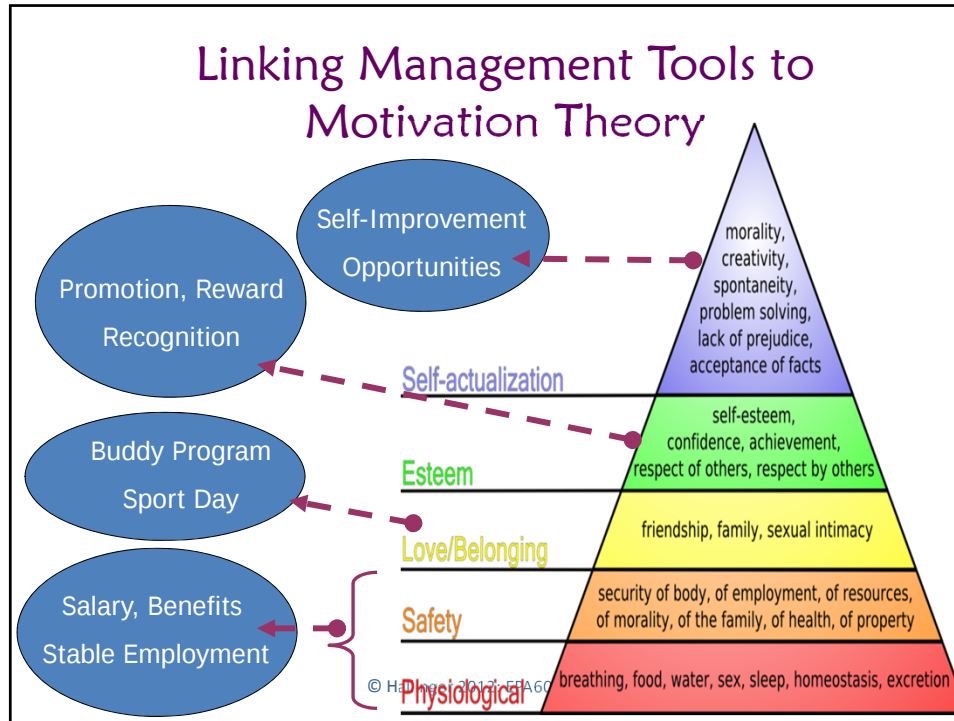
- ♦ Capacity development benefits the individual by increasing job engagement and involvement, enabling higher satisfaction and future performance.
- ♦ Leadership development enables the organization to develop the skill sets and attitudes needed to achieve present and future goals.



Sonny Verghese

© Hallinger 2012: EPA6094

18



From Concept to Application

Theory	Applications	Key Factors
Goal-setting Theory	Management by Objective Coaching	SMART Goal, participative decision making, clear time period, Feedback and reward
Reinforcement Theory	Reward program Performance management Coaching	Suggestion Systems Recognition by management Formal and informal
Two-factor Theories of Motivation	Employee involvement Job alignment Coaching	Participative management (Representative participation, job rotation, quality circles, stock ownership, job enrichment)
Expectancy Theory	Variable pay programs	Piece-rate plans, wage incentives, profit sharing, bonuses, gains sharing



Summary

- Don't assume everyone is motivated by the same things.
- Use goals and timely feedback.
- Allow staff to participate in decisions that affect them.
- Pay people fairly and link rewards to performance.
- Check the system for equity.
- Examine the full HR system to ensure you're maximizing capacity development.



© Hallinger 2012: EPA6094

21

Online Research on Workplace Attitudes in Education

- Hong Kong: www.fed.cuhk.edu.hk/en/cuma/91pyyuen/conclusion.htm
- Micronesia: www.prel.org/products/pr/_compendium07/emesiochl.pdf
- Philippine: www.old.aiias.edu/academics/sgs/info/v2n1/john_institutional_commitment.pdf
- Europe: http://ugent.academia.edu/HesterHulpia/Papers/180227/The_influence_of_distributed_leadership_on_organizational_commitment_A_multilevel_approach
- Israel: <http://eaq.sagepub.com/content/41/5/777.short?rss=1&ssource=mfc>
- Canada: <http://gsueds2007.pbworks.com/f/RossGray.pdf>
- Turkey: <http://scialert.net/fulltext/?doi=jas.2008.2293.2299>
- Tanzania: <http://www.informaworld.com/smpp/content~db=all~content=a747960320>
- Indonesia: <http://www.valuesbasedleadershipjournal.com/issues/vol3issue2/culturalorganization.php>
- Blog from Ken Leithwood, Canada: <http://workingconditions.net/?cat=3>

© Hallinger 2012: EPA6094

22



Reflection

- ◆ Consider the range of rewards offered to staff in your workplace. What are they?

- _____
- _____
- _____

- ◆ What 3 things could be done to increase staff motivation?

- _____
- _____
- _____



© Hallinger 2012: EPA6094

23

Management Tools

END LESSON THREE

© Hallinger 2012: EPA6094

24