

Motivation

Lesson Objective:	Comprehend the importance of motivation in unit command.
Behavioral Objectives: At the end of this segment you will be able to:	<ol style="list-style-type: none">1. Define motivation in your own words.2. Discuss why motivation is important to the CAP unit.3. Describe Maslow's hierarchy of needs.4. Identify motivational techniques for members.

Motivation Defined

Everyone has an inner drive, something that focuses their efforts towards achieving a goal. Part of your job as commander is to tap that drive and use it to have your unit achieve the objectives you set for them. A good definition would be: ***“Motivation is the act and art of creating an atmosphere where your members will want to achieve the objectives which are set for them.”***

Why motivate your people?

Why is motivation important to you, the commander? The inner drive we've referred to is natural. Everything we do we do for a reason, be it survival, protection, or pleasure. When you tap that inner drive you make your subordinates believe that their doing what you ask them to do is not only in CAP's best interests but theirs also. To put another way, motivation is the factor which sets leadership apart from management.

Why? You can't lead things - you can't debate with a computer or discuss the reasons for it to perform a particular function. The relationship between you- the operator and the object is two dimensional. Whether the object works or it doesn't. You manage the object, there is not debate or discussion, and the object simply does what its programmed to do.

The relationship you have with other human beings is different. You know what they are capable of most of the time, the question is: will they do what you ask? Objects will always do what they were designed for as long as they are in good repair. People are too - but they can think, make choices - and may not always be willing.

Building a motivated staff (team) will be the most challenging part of your job as commander. There will always be someone who won't be as enthusiastic as you want - sometimes it's their problem, and sometimes its your expectations. You can create a more unified and enthusiastic staff though. Most folks want something to work towards - a goal - and all think that there are things they can do to make their situation: their hobby, job, life - more enjoyable. Motivation is the key to satisfy the basic human need to make life more enjoyable.

Motivation is important because it builds trust, teamwork, and a unified effort towards achieving squadron objectives. Members will try harder to do a job when they want to do the job, understand the need for its completion, or see an end result which they desire.

Your job is to find out what they need, tie it to what you want, and build the relationship between the two parts. It is not always easy because sometimes the two parts are so far apart one cannot see the other. We'll show you how to bring the two parts closer together.

Why motivate your people?

- All people have an inner drive which guides what they do
- Everything people do are done for: survival, protection, or pleasure
- Motivation sets leadership apart from management
- You can't lead things
- People make choices, motivation means encouraging them to make choices which help accomplish squadron objectives
- People want goals to work towards, you can provide goals for them

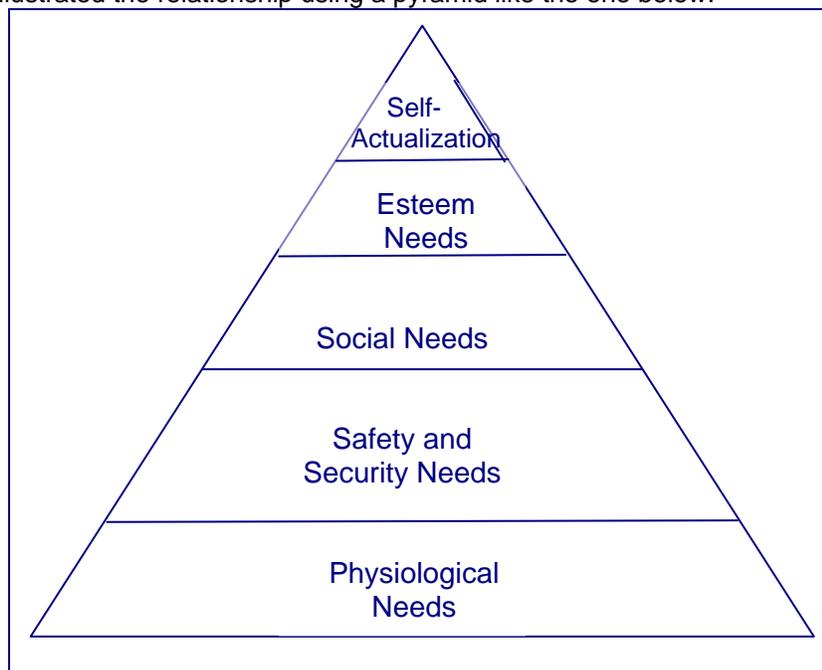
Motivation builds:

- Trust.
- Teamwork.
- Unified effort.

Maslow's hierarchy of needs

Before you learn how to motivate your people, it's important to know what motivates them. Most of you may already know something about Abraham Maslow's hierarchy of needs. Let's take a look at his pyramid - it will be the foundation you need to understand how to motivate your members.

Maslow theorized that all people were driven by a basic set of needs, and that these needs could be identified and categorized. The needs were consecutive - the most basic need had to be satisfied before the next need could be dealt with. Maslow illustrated the relationship using a pyramid like the one below:



Maslow stated that there were five levels of needs: physiological, safety (security), social needs, esteem needs, and self fulfillment (self actualization). They were put into two broader categories: physiological and psychological. Let's look at these needs in a little more detail.

Physiological needs deal with the most basic needs for human survival: food, shelter, oxygen, water, and environment. There is no more basic measurement of human fulfillment. If these needs aren't met the body will die.

Safety (security) needs address the human need for protection against danger and threat. These dangers can come from the environment, organizations, and other humans. Safety issues can involve crime, recession, and physical danger. This is the first level of psychological needs.

Social needs refer to our need to belong, our need of kinship, friendship, and identity. To coin a phrase "humans are social animals". We need to be around other people, and be accepted by those people. Included in this are the needs for family, love, affection, and acceptance. Social needs can be broken down into two groups: love and affiliation. The love group includes its namesake, family, and affection. The affiliation group includes the need for peer acceptance and identity with organizations, such as Civil Air Patrol.

Esteem needs refer to the human need for respect and recognition. This refers as much to a person's sense of self as it does to one's need to have others think well of them.

Finally, *self fulfillment (self-actualization)* refers the highest level of the hierarchy in which one desires to have a purpose in life, and to fulfill that purpose. The person taps all their talent and potential towards meeting this final goal. It is being satisfied with one's life and the journey within that life. This level cannot be accomplished until all other needs have been met.

It should be apparent that these needs build on each other. Esteem needs cannot be met until social needs have been satisfied for example, because it is the social interaction between people which will breed respect and recognition. This is important for you as commander because when professional or personal problems of members are not recognized and dealt with, they will spend their time dealing with the problem than the job you give them. While you may not be able to solve their problem for them you can understand their situation and support them as much as circumstances allow. You may also have to change your methods of motivation in order to refocus their efforts.

What is a physiological need?

What is an esteem need?

Motivational techniques for members

Fortunately, there are a number of ways to motivate your members, some are quite simple, others take a little work. We should note at the outset that these techniques are used interchangeably and concurrently. You will choose many approaches at the same time.

a. **Ensure their physiological needs are met.** You know that your first responsibility as commander is to ensure the members you are responsible for are safe and secure. But did you know that this is the first step towards motivating them to accomplish the group's objectives? If a member is cold, hungry, or sick, then naturally their first priority is to solve these problems. Encourage them to solve these problems and assist them where you can.

b. **Create and sustain a feeling of self-confidence among members.** Empowering members and making them feel their contributions are vital to the success of the unit is an important component of motivating them. When they feel that, acting independently or as a team, they are achieving the group's goals they will push themselves to go farther, and feel like they are really part of something special.

c. **Provide adequate guidance.** Tell them what you want. If necessary, tell them how you want it done. Do not set them up for failure by having them guess about your intentions. If you fail to give them the instructions (tools) they need to accomplish the task you set for them, and you are upset that they didn't complete the task, then the blame is yours, not theirs. When you give them adequate guidance, and they accomplish the task to your satisfaction, you will make them feel more self confident (item b) and you will have more confidence in them as well.

Motivational techniques for members

- Ensure their physiological needs are met
- Create and sustain a feeling of self confidence among members
- Provide adequate guidance
- Recognize the uniqueness of individual members
- Accentuate the positive
- Practice participative management
- Listen
- Be loyal to your members
- Respect your members
- Recognize their achievements in meeting your objectives (say "Thank you")

d. **Recognize the uniqueness of individual members.** Some people are better with cadets than others. Some are better at writing, teaching, flying, or leading. Some members are not comfortable flying but feel more comfortable leading a ground team. The point here is that your members have unique talents and abilities – all of which can be used to accomplish the mission. Mix and match the tasks with the members, and don't force members to do something they haven't got the aptitude for **unless** you absolutely have to.

Note here that this item is based on aptitude, not desire. This shouldn't be used as an excuse by members to get out of certain activities which they feel are distasteful. It should be used however, as a way to make members feel the talents they do have are recognized and contribute to the squadron's success.

e. **Accentuate the positive.** Don't assume that just because you are happy with the way things are going that your members will know it. A frequent complaint in management surveys is that management (commanders) is seldom heard from unless there's trouble. You know that you are supposed to correct your members when things don't go wrong. But you should also let your people know when things go right, and show them how they were the ones who made the right things happen.

When things do go wrong; find something positive to say before you give constructive criticism. This may sound touchy-feely, but it's really a practical step. People will be more open to what you have to say when you aren't threatening. Say something like: "I liked the way that you spoke to the parents at the open house. Next time though, I'd appreciate it if you would introduce them to the Cadet Commander; she will be one of the people the new cadets will be dealing with." It is a little easier to take than: "Why didn't you introduce the parents to the Cadet Commander? You know that I want them to meet her." Which would you rather hear?

f. **Practice participative management.** Give your people the ability to "buy in" to the squadron's programs. For instance, hold planning meetings with the staff, let them in on your vision, and give them the chance to contribute to the vision. We understand that there may be some instances when participative management is not practical, such as in the airplane or during a mission. Don't be afraid to assert your authority when you need to, but when you do assert yourself be sure that you have to. The dictatorial style of leadership should be used sparingly and goes stale quickly.

g. **Listen.** Sounds simple doesn't it? Effective listening is not simple, but it can be easier with practice. How do you feel when someone you're talking to finishes your sentence for you? What happens when you are talking and you are interrupted? When you listen, you do more than merely hear sound. You evaluate the speaker's point of view. Your mind is clear and you haven't already made judgments about what the speaker is about to say. You take the time to hear them out, you respect what they have to say. Actually, listening is more a gauge of respect than it is a leadership tool.

How do you know when you are listening? You are listening if you are hearing every word of the speaker's sentence. You are listening if the speaker finds you understand what they mean. You are not listening if you think you know what the speaker will say before they say it. You are not listening if you interrupt or try to finish their thought for them. You are not listening if you anticipate their response to your thoughts. Listening is not a chess match.

h. **Be loyal to your members.** The only way to receive loyalty is to give loyalty. Support your members whenever you can and, whatever you do, don't sell them out. One of the biggest mistakes commanders can make is to take the credit for the work their subordinates do while blaming them for mistakes. Part of being loyal is ensuring that members receive the credit due them.

Another part of being loyal to your members is backing them up once you have empowered with them the authority to make decisions. You need to use judgment here, support them even if they made a wrong choice **if** the decision will not jeopardize the safety of the mission. If you must override the decision, treat them with respect. In short, let them make mistakes and turn them into learning opportunities for your members.

i. **Respect your members.** Treat your members as you want to be treated. Though they are bound by regulation to do certain things, and must obey your lawful orders; remember that because they are volunteers, they have other obligations. Their career and family will come first in their lives and rightly so.

Respect your members' abilities and their experience in whatever area they specialize in. Respect their desire to do the right thing. When you respect them, they will try harder for you.

j. **Recognize their achievements in meeting your objectives (say "thank you").** Perhaps the simplest and most gratifying way to motivate your members is to recognize their good works and say thank you. You have many tools to accomplish this. CAP provides certificates of accomplishment and achievement for you to hand out to deserving members. You can recommend for Commander's Commendations and other decorations for outstanding performance and achievement. You can stay on top of their training and time in grade and get them promoted at the earliest possible date.

But two words, "thank you" represent the simplest form of all of these. Thank them for their day to day contributions. Thank them when you call them out before dawn to find an ELT – even when you don't find it. Thank them after a GI party when the building looks clean. Get it? Thanking them for the little things mean a lot.

To summarize, motivating your members can take a lot of the work out of getting the job done. When you motivate your people, they want to do the job, and they want to do it right the first time. When you recognize that people are motivated first by physiological needs and then by psychological ones, you have the key to determining what will motivate your members at any point in time. Maslow's hierarchy makes determining their needs simple.

By following some of these simple hints you can build a desire within your squadron to work together and accomplish the squadron's objectives.

What are some techniques you can use to motivate your people?