

# The Human Element, Motivation and Relationship Building



# Management and Leadership

Management is a function that must be exercised in any business, leadership is a relationship between leader and led that can energize an organization.

*Michael Maccoby*

the mathews  
partnership



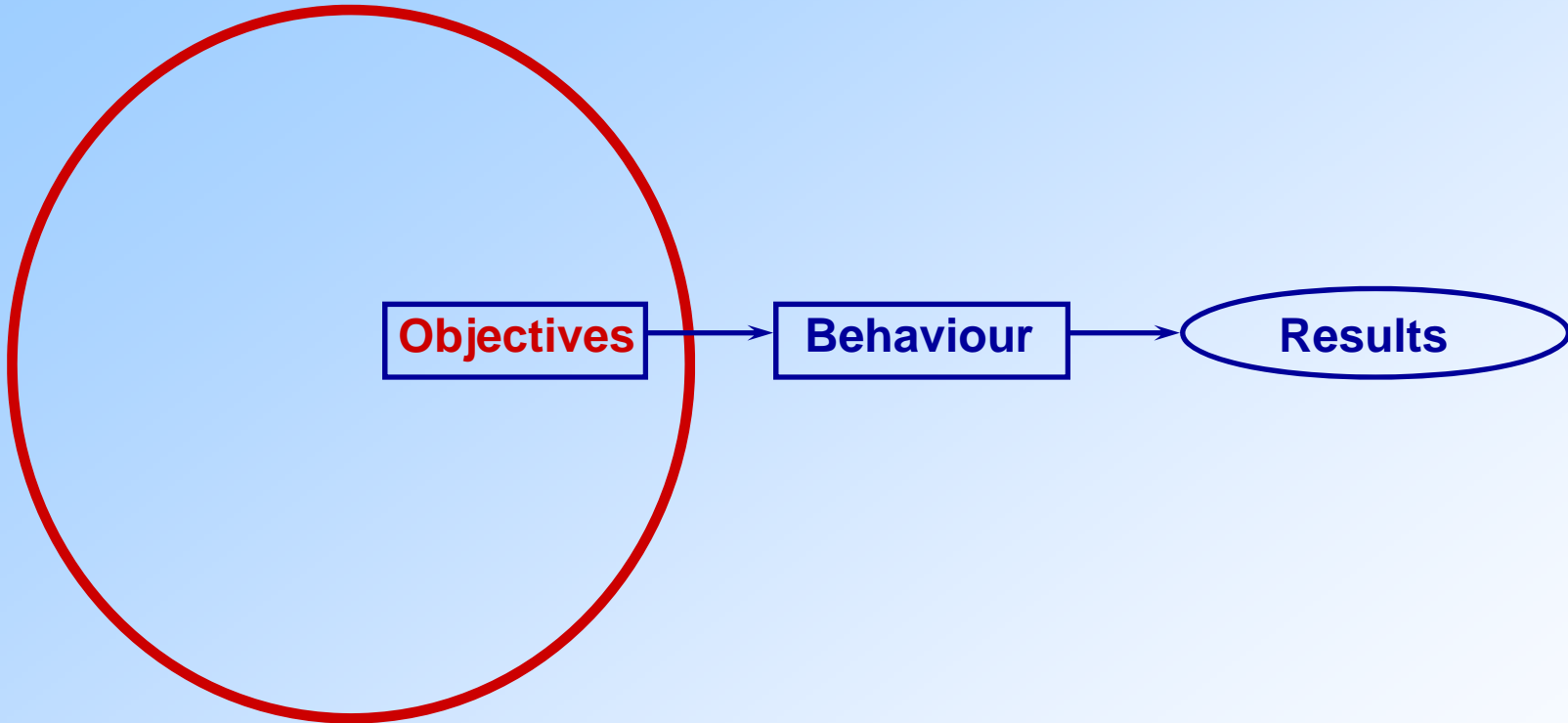
## So, how as Leaders can we:

- Build strong, trusting relationships and help others to do the same?
- Release the people energy in the organisation – including our own?

**Motivation is the key**



# What motivates people?



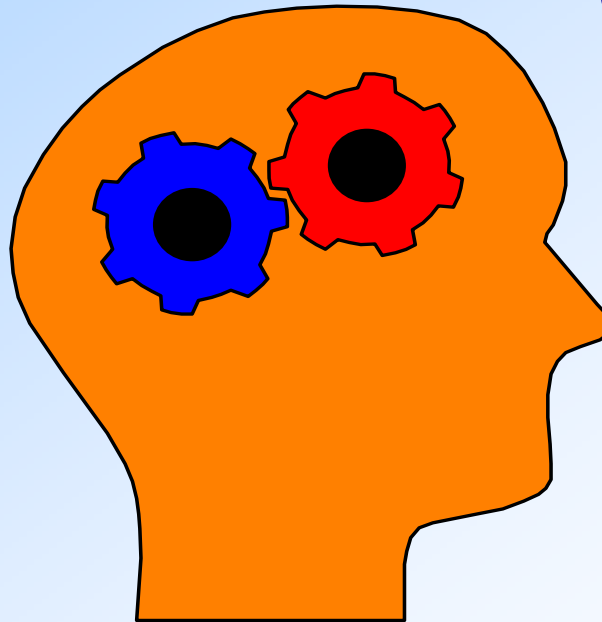
# But we have conflicting objectives.

I want to spend more time with my family.

I want to do well in my performance review.

I would like to get more practice on the piano.

How can I find time to read all these reports?



I should go to the fitness centre more often.



# Organisations also have conflicting objectives.

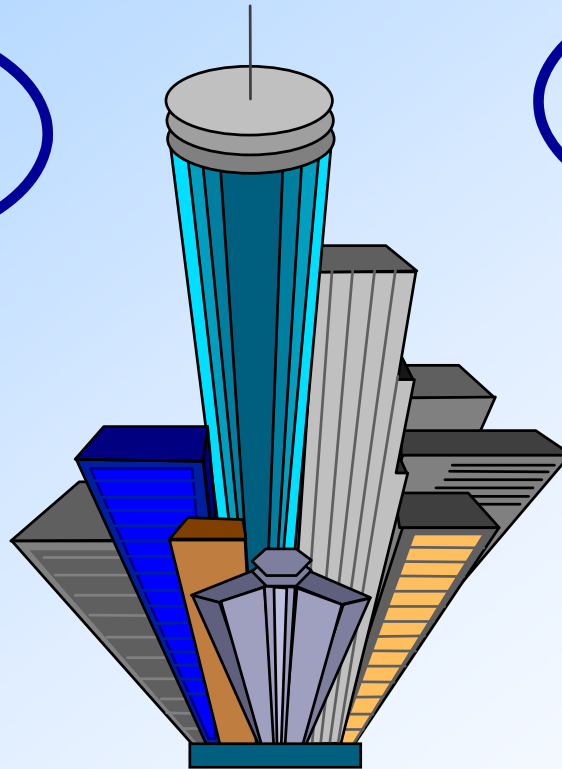
Can we pay a larger dividend this year?

We should be investing more in R&D.

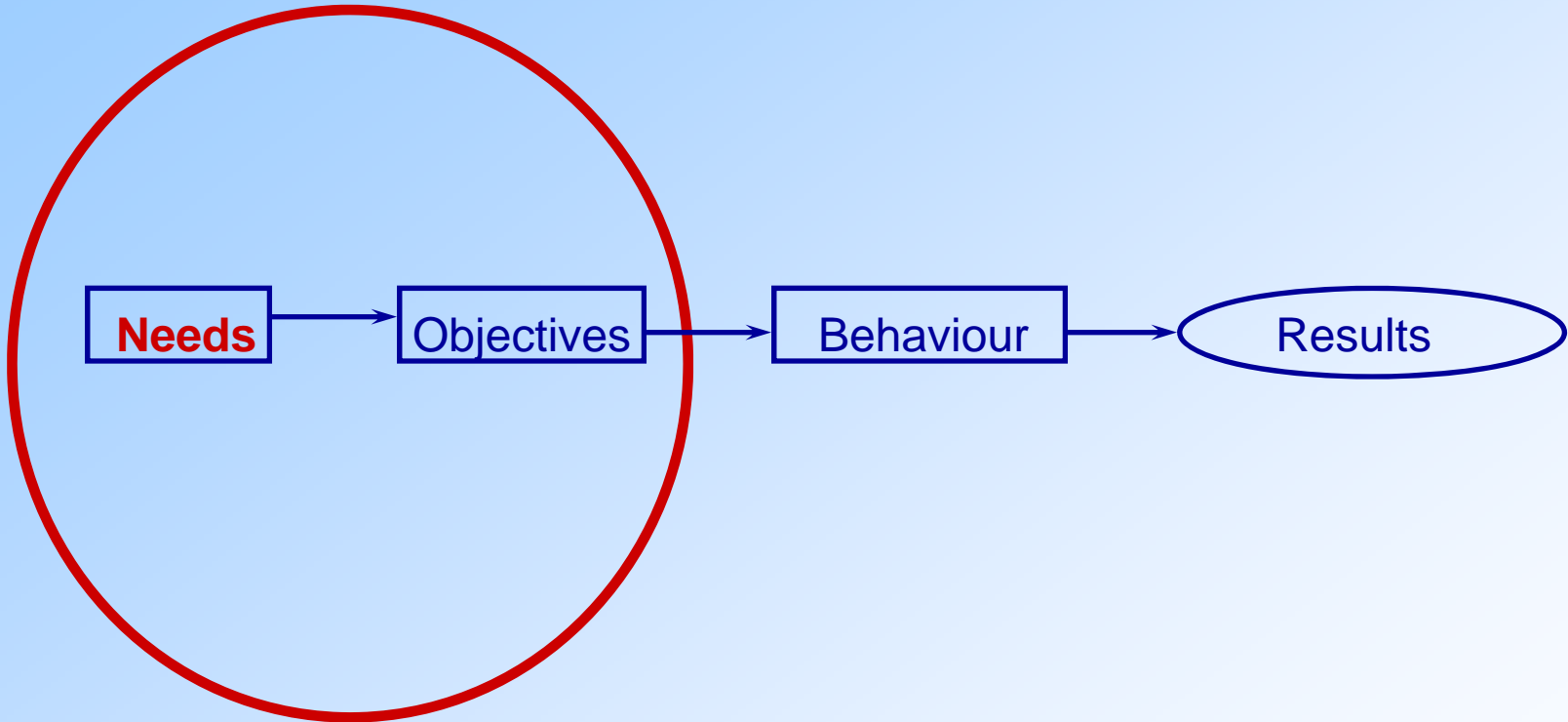
Could we move the Sales Dept to the London office?

Can we reach a good settlement with the unions?

We need to pay bigger bonuses to keep our best managers



# Where do the objectives come from?



Our objectives are determined by our needs, which we will try to satisfy.



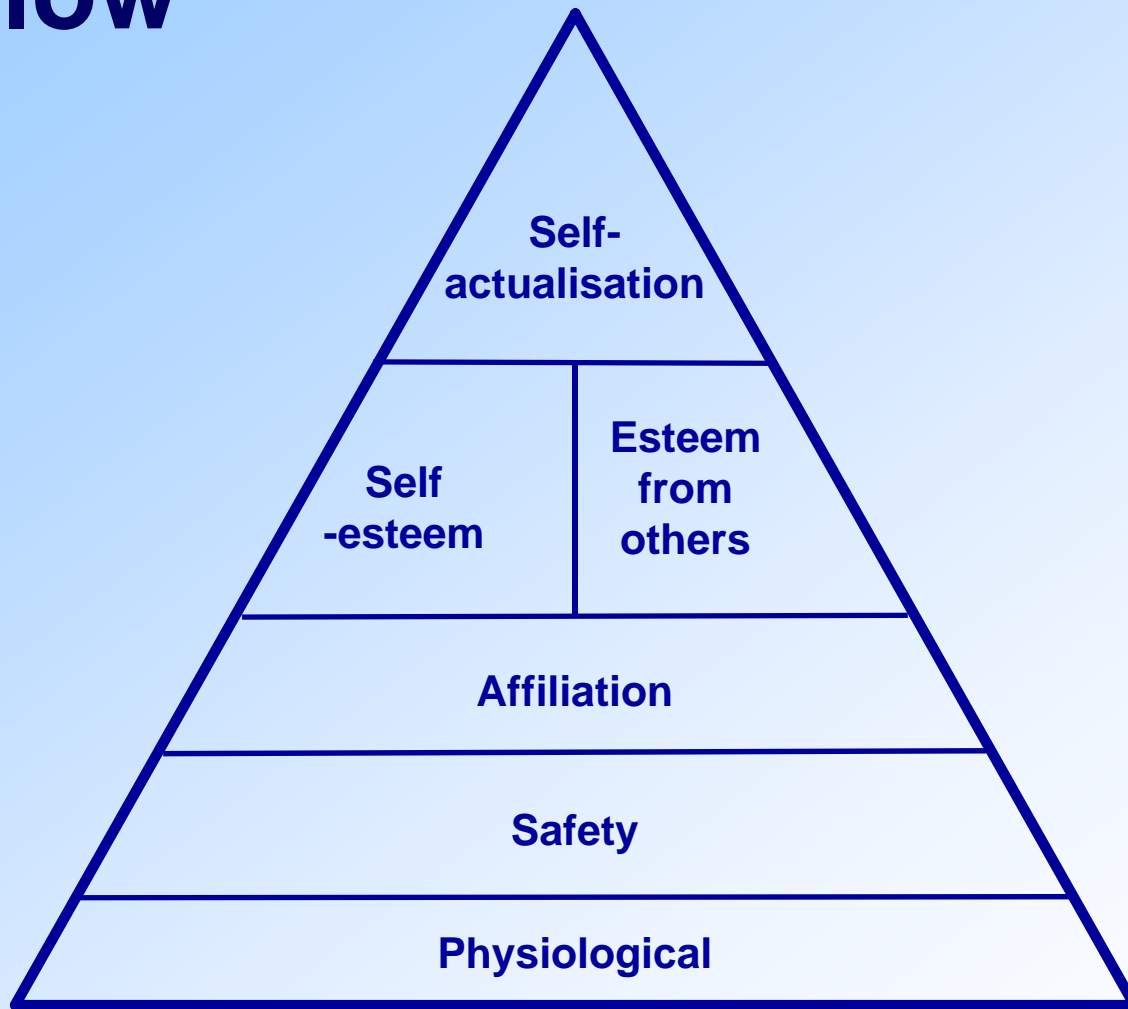
# Needs

We seem to be motivated to satisfy many needs.

Achievement, being part of a group, having importance, having influence, being liked, being respected, receiving praise, independence, being in control, security, food, warmth, .....



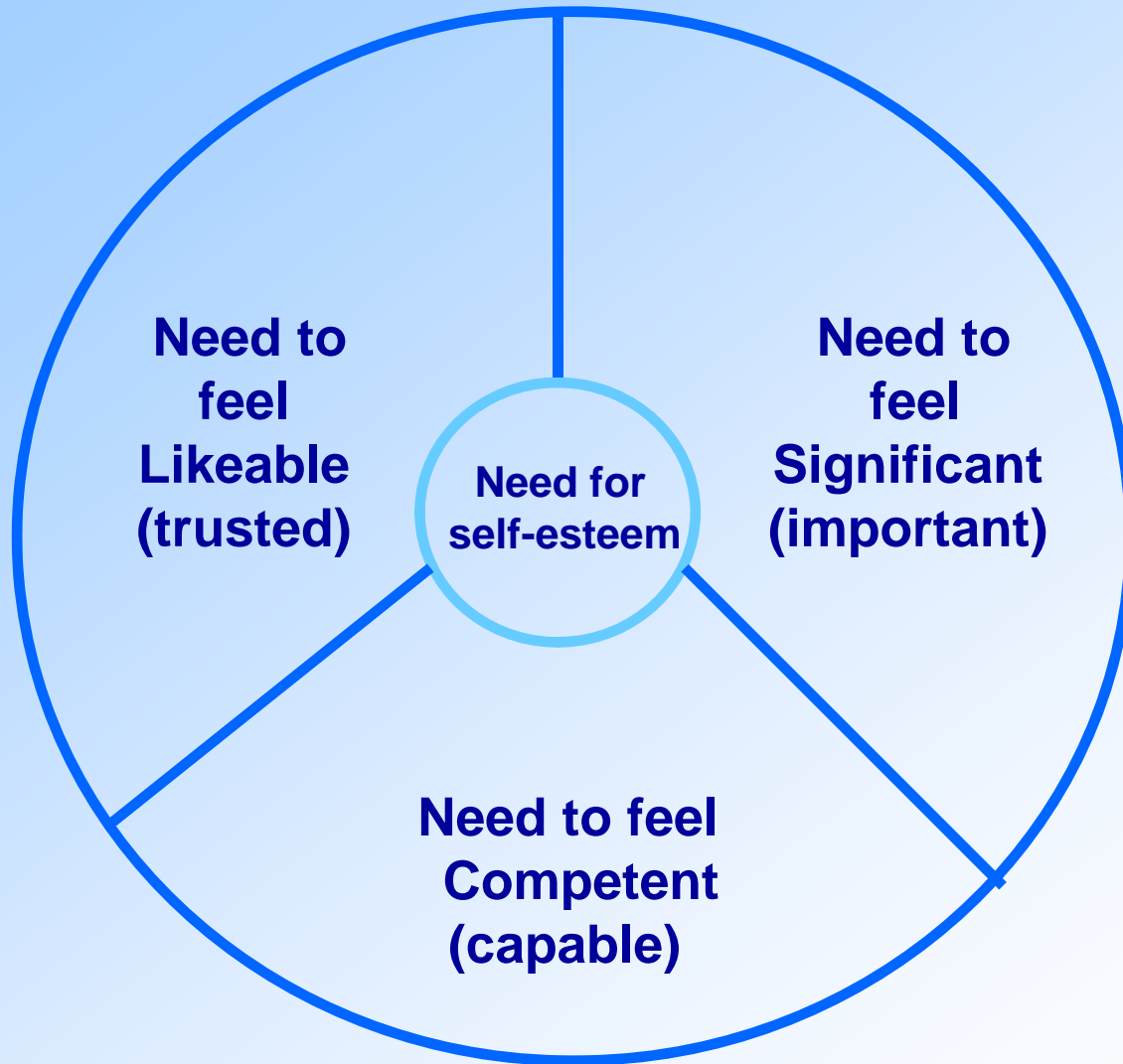
# Maslow



**“Self esteem is how you feel about how  
you see yourself.”**      ***Will Schutz***



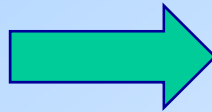
# Three elements of Self-esteem



# Feelings Drive Behaviours

## Feeling

Significant  
(Important)

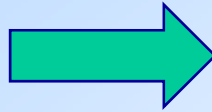


## Behaviour

Becoming involved,  
sharing information

**(Inclusion)**

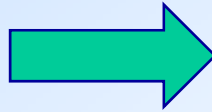
Competent  
(Capable)



Exercising influence and  
control, giving and receiving  
empowerment

**(Control)**

Likeable  
(Trusted)



Being open and trusting,  
acknowledging and sharing  
feelings

**(Openness)**



The High Performance Team Development Cycle (actually applies to the way in which **all** relationships develop – with partners, parents with their children, between departments in organisations.....)



These behaviours can become rigid – or limiting – and may then block or slowdown relationship development. This can then sometimes lead to the cycle going into reverse and instead of relationships built on trust we have relationships built on fear.



How much energy is tied up in your organisation with limiting forms of these behaviours?

Some examples:

### Inclusion

- Insisting on being involved, avoiding being involved e.g. in meetings and projects, token compliance with strategies, budgets, deadlines

### Control

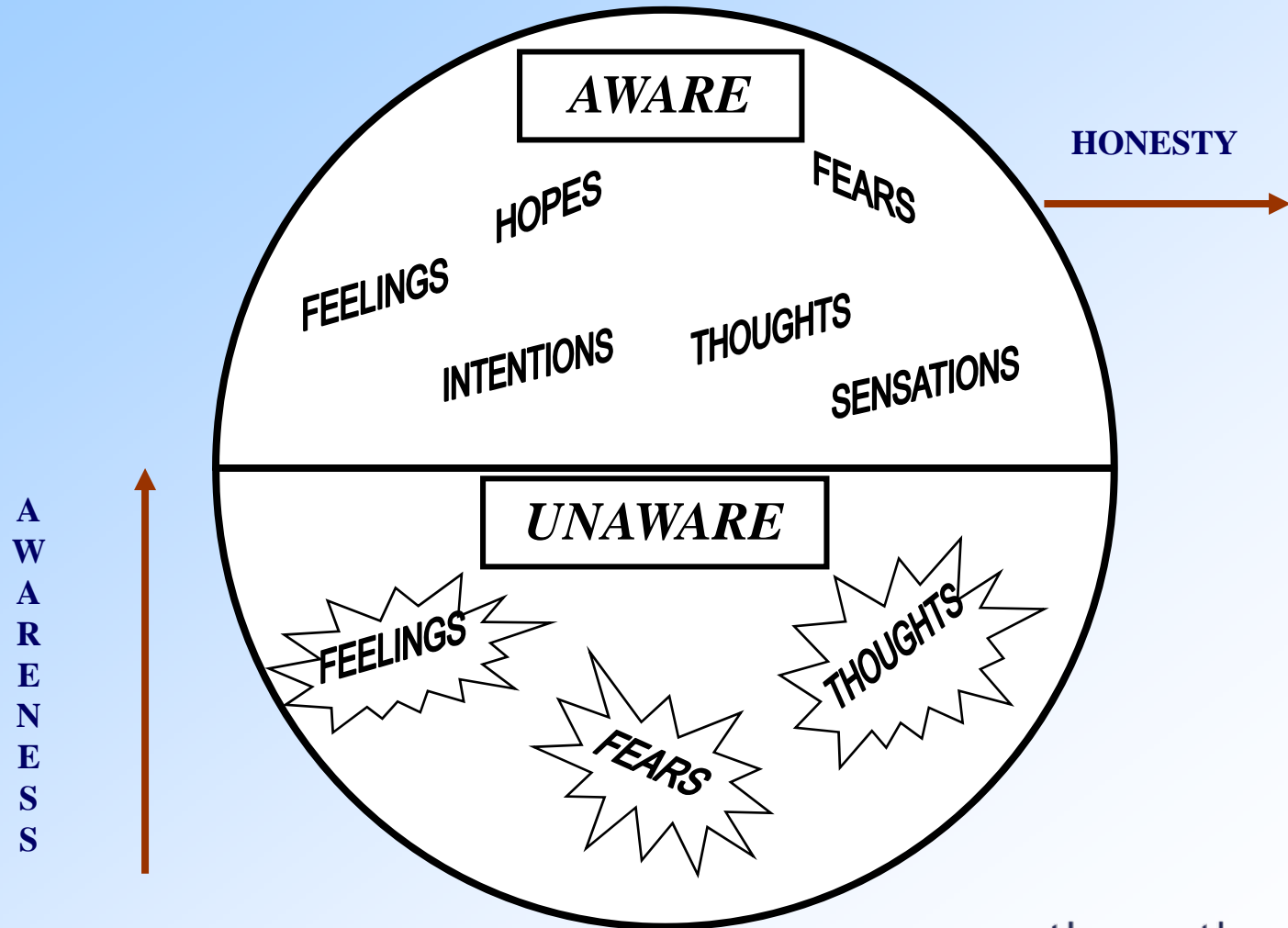
- Autocratic control, abdicating responsibility, false empowerment, avoiding accountability

### Openness

- Paying lip service, withholding, lying, not acknowledging feelings, working hidden agendas



# Openness – the great simplifier of organisational life (although it doesn't always feel like that!)



# How as Leaders can we release the people energy in the organisation?

By:

- **Creating an environment in which people (including ourselves as leaders)**
  - Feel significant
  - Feel competent
  - Feel likeable
- **Behaving in ways which meets peoples needs (including our own) for**
  - Inclusion
  - Control
  - Openness

We can help you to create the awareness and honesty that you need throughout the organisation to increase openness, avoid office politics and grow strong trusting relationships that deliver remarkable business results

**Contact:** [stephen@mathewspartners.co.uk](mailto:stephen@mathewspartners.co.uk) **Tel: +44 1642 583489**

