

# XCEL Points

For Leadership Success

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Campus Center and Student Activities Department

## Motivation

People need an incentive to achieve their full potential and that force can be provided through motivation. Motivation can take many forms, from rewarding excellence or positively critiquing an effort to being a good role model for your organization. One of your responsibilities as a student leader is to identify when the members of an organization (including yourself!) need to be motivated, and to know how to provide that motivation for your organization. When you are able to do this effectively you can accomplish organizational goals more efficiently.

### The GRAPE Theory of Motivation

*By Dr. Sara Boatman*

#### Growth

- Being able to increase one's skills and competencies
- Performing new or more complex tasks
- Participation in training programs

#### Recognition

- Promotion within the organization
- Praise for achievements
- Feedback (constructive criticism)
- Receiving an award
- Printed references to an individual's activities
- Being "listened to"

#### Achievement

- The opportunity to solve a problem
- To see the results of one's efforts
- To reach goals that one has established to create a "whole" tangible product

#### Participation

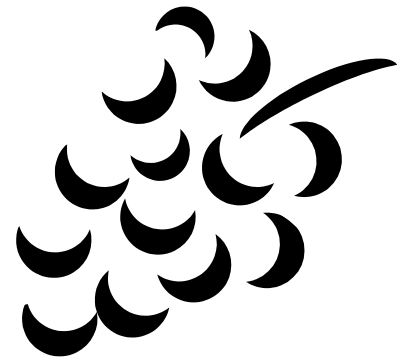
- Involvement in the organizational decision-making
- Planning and scheduling one's own work
- Controlling one's own work activities

#### Enjoyment

- Having fun in a warm, friendly, supportive environment

*Nothing great was every achieved without enthusiasm.*

~ Ralph Waldo Emerson



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## The Ten Commandments of Motivation

*Adapted from John K. Trocke*

- Share responsibility, remember that as you take credit for the success, you must also share the failure.
- Understand that as a leader you can give authority and allow others to contribute to their own success as well as your success.
- Constantly remind yourself that only through participation can others make their jobs meaningful.
- Communicate the why as well as the what to ensure that understanding and cooperation become a habit.
- Evaluate accomplishments on the basis of the results achieved rather than on the activities engaged in.
- Sincerely be humble, knowing that most people would rather succeed than fail at their jobs.
- Seek always to set a good example, and through expecting good performance you will reap great rewards.
- Force yourself to set goals and priorities for your job so others in your organization can build their goals toward these.
- Unceasingly seek to be objective, fair, and honest in your act and deed, realizing the mantle of leadership is yours.
- Light the way for change, knowing that putting yourself in the other person's shoes is the greatest gift of a leader.

## Hints on Motivating Others

Motivation can be a difficult task for a leader, especially if you are having trouble motivating yourself to accomplish your own goals. Here are some helpful tips for motivating members in your organization:

- Be a good listener
- Be considerate
- Be consistent
- Be careful of what you say and how you say it
- Admit personal mistakes
- Praise in public
- Criticize constructively in private
- Reward positive conduct
- Let members know where you stand and why
- Avoid domination or forcefulness
- Show interest in and appreciation for others
- Give credit where credit is due
- Encourage shy members to participate
- Make personal contact outside of meetings to promote participation
- Delegate responsibility to others
- Motivate by inspiration, incentives, and recognition
- Share plans freely, even at early stages
- Show members you have confidence in them
- Explain choices that affect the organization
- Give members the opportunity to take part in decision making
- Remember that people carry out their own ideas best

*Adapted from Leaderbits, University of Kansas*



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