

Motivation Losses and Gains in Teams



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Plan

Key
features

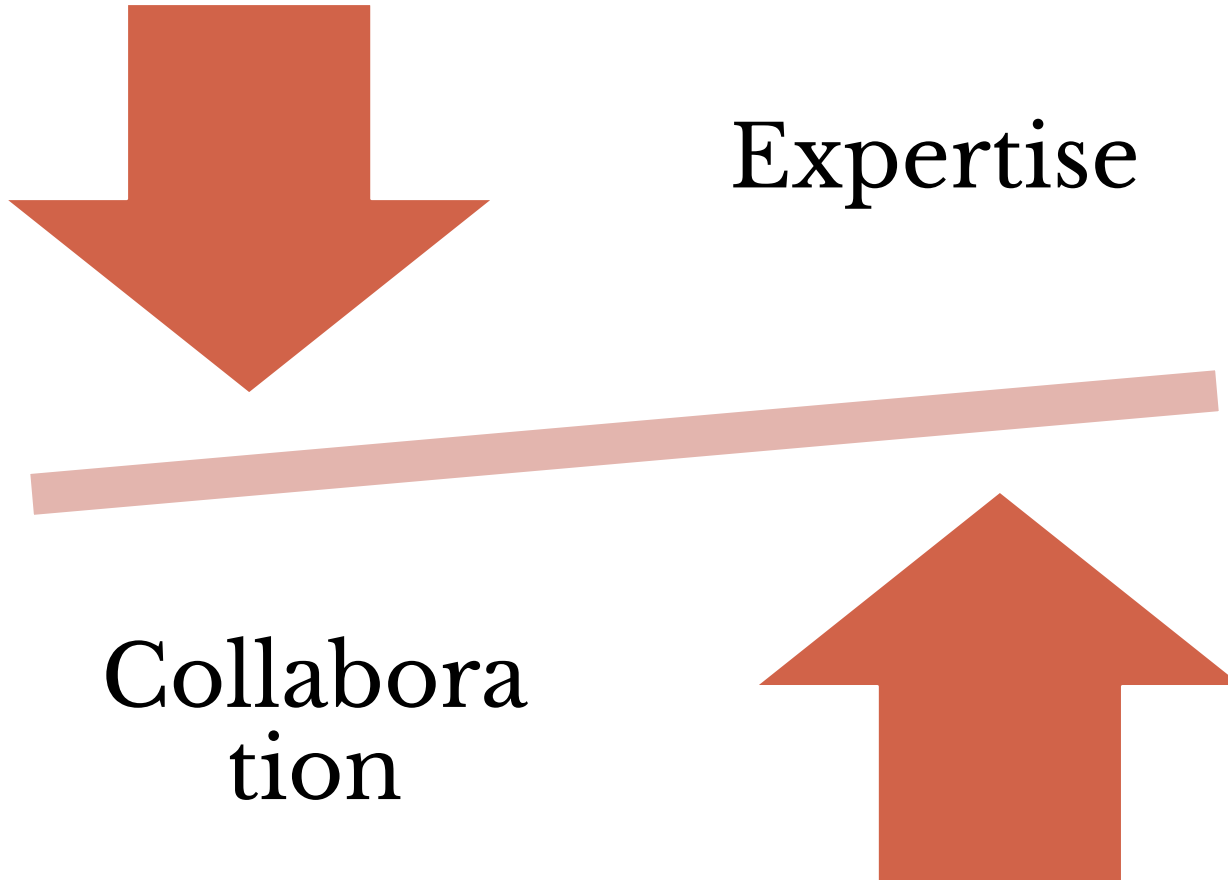
Social
loafing
and the
Ringelm
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Social
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Teams,
tasks &
motivati
on

Expecta
ncy
theory

Key features of motivation for people in teams

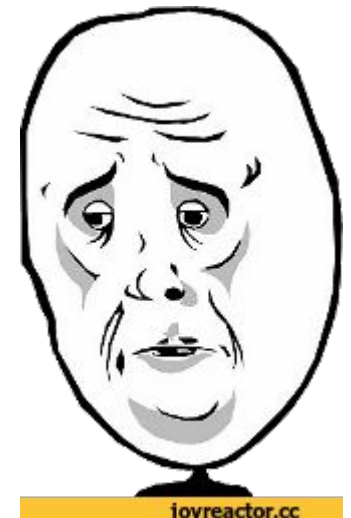
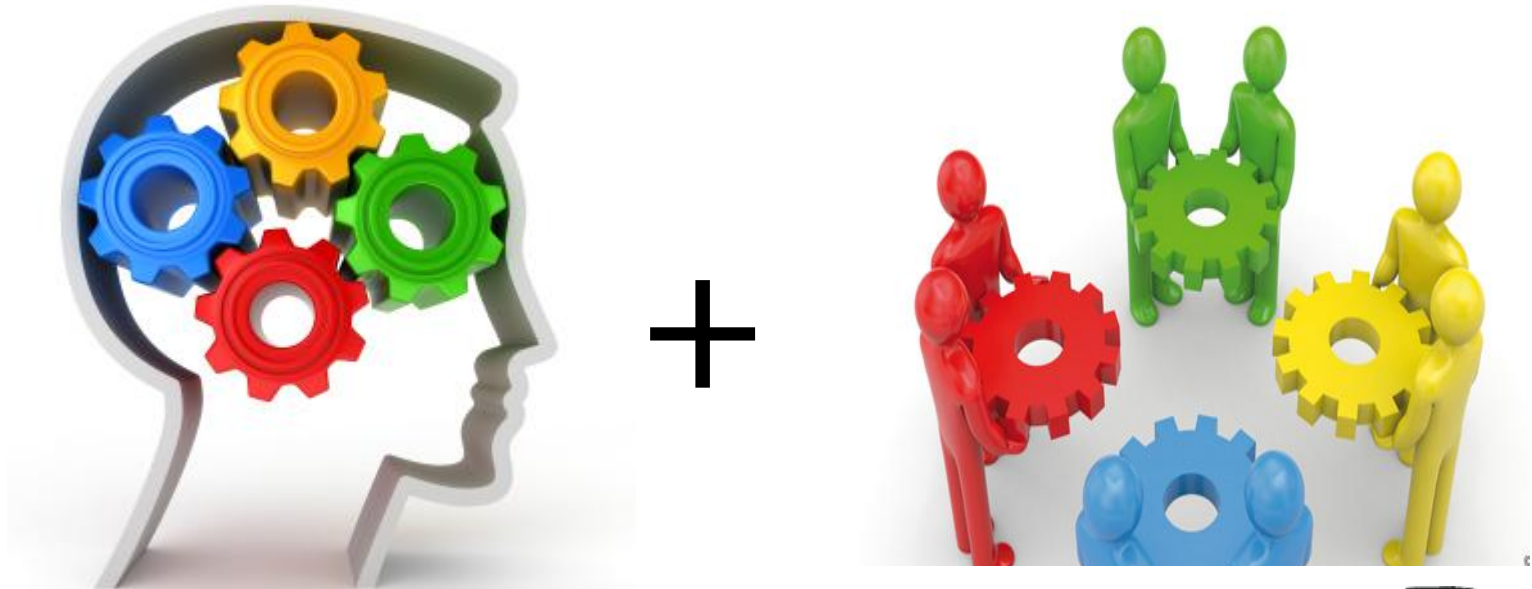


Each team member has to be viewed as able to make her/his own contribution to team goals.

If expertise of  one member is not appreciated team members may have to be



Coordination problem



Social loafing and the Ringelmann effect

Social loafing

INDIVIDUALS exert less effort on a task if they are in a group versus when they work alone

INDIVIDUAL MEMBERS of a group become increasingly less productive as the size of their group increases

Ringelmann effect

Cures for social loafing

Involvement

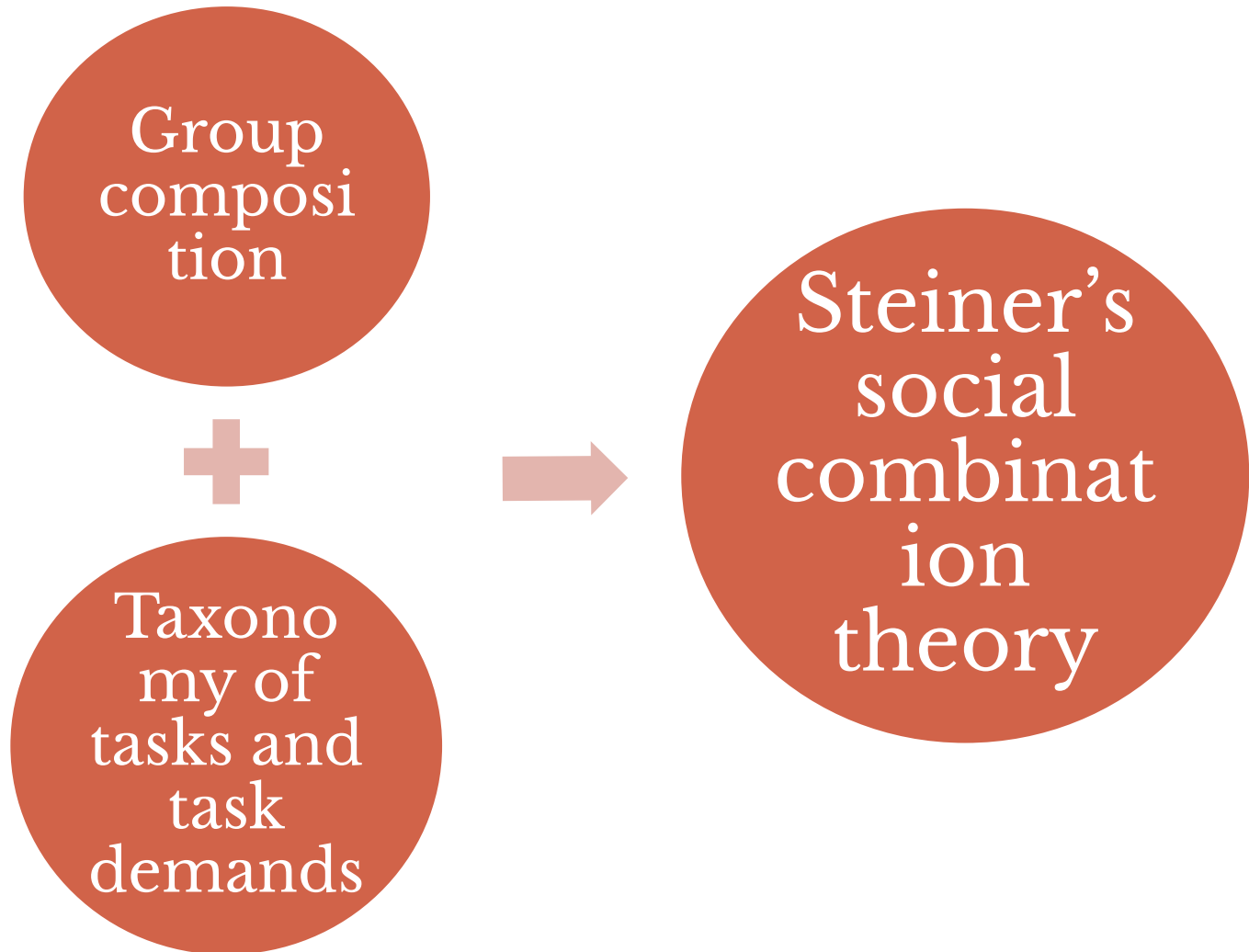
- involving tasks

- social compensation

Identification with the group



Building an effective team



Types of tasks

Type	Description
Additive Task	completed by cumulative combining of members' input
Compensatory Task	completed by averaging together individual members' solutions or recommendations
Disjunctive Task	completed when a single solution, decision, or recommendation is adopted by the group
Conjunctive Task	completed successfully only if all group members contribute

Expectancy theory: one more time)

Expectancy theory



individuals can be expected to work toward a particular outcome

- a) if they value the behavior or the outcome (high value)
- (b) if they perceive a contingency between their behavior and the outcome (high expectancy).

Low motivation arises when individuals:

1. Perceive no value to contributing;
2. Perceive no contingency between their contributions and achieving a desirable outcome.

Reducing low motivation and productivity in groups

External incentives



Economic
(money, bonuses)



Social
(liking, social approval, recognition)

Internal incentives



Value of collective performance



Intrinsically interesting task

Making individual contributions indispensable

Personal contributions

crucial in achieving the desired outcome

If personal contributions are withheld
collective good may be unfulfilled

4 ways to reach:

- increasing the difficulty of the task,
- increasing the uniqueness of ones contributions,
- each personal contributions -> attaining the collective good,
- instructing individuals directly that their contributions are necessary.

Decreasing or eliminating the physical and psychological costs of contributing



Change the nature of the tasks: from collective to individual



Instructing individuals that their co-workers will not reduce their efforts



Instructing members that any kind of defection will be punished





OPTIMIST



PESSIMIST



REALIST



ME