

LEADERSHIP AND MOTIVATION

The fifty-fifty rule and the eight key principles of motivating others

JOHN ADAIR



London and Philadelphia

Contents

<i>About the Author</i>	<i>xi</i>
Introduction	1
Part 1 Leadership and Motivation	5
1 Functional Leadership	7
The Background	8
The Theory of Group Personality and Group Needs	8
Individual Needs and Motivation	9
The Needs Interact	10
Leadership Functions	12
Sharing Decisions	14
Conclusion	16

2	Action-Centred Leadership	19
	The Wider ACL Framework	20
	The Qualities Approach	22
	The Situational Approach	25
	Individual Needs	28
	Leadership and Management Functions	30
	The Decision-making Continuum	32
	The Levels of Leadership	33
3	The Fifty-Fifty Rule	37
	Fifty per cent of motivation comes from within a person and 50 per cent from his or her environment, especially from the leadership encountered there.	
Part 2	Maslow and Herzberg	45
4	Maslow's Hierarchy of Needs	47
	The Physiological Needs	49
	The Safety Needs	51
	The Social Needs	53
	The Esteem Needs	53
	The Need for Self-actualization	54
	The Desires to Know and Understand	54
	The Aesthetic Needs	56
	Coping and Expressive Behaviour	56
5	The Application of Maslow's Ideas in Industry	59
	Douglas McGregor's Theory X and Theory Y	60
	The Wider Dissemination of Maslow's Ideas	63
	The Moral issue	65

6	Herzberg's Motivation – Hygiene Theory	69
	Basic Characteristics of the Research Project	70
	The Categories	72
	Experimental Results	76
	Herzberg and Maslow	80
	Critics of Herzberg's Theory	83
	Conclusion	84
Part 3	How to Motivate Others: The Eight Principles of Motivation	87
7	A Framework for Motivation	89
	1. Be Motivated Yourself	91
	2. Select People who are Highly Motivated	93
	3. Treat Each Person as an Individual	95
	4. Set Realistic and Challenging Targets	97
	5. Remember that Progress Motivates	99
	6. Create a Motivating Environment	101
	7. Provide Fair Rewards	103
	8. Give Recognition	106
	Summary: How to Motivate Others	109
8	Parting Reflections – Towards a New Theory of Motivation	115
	<i>Notes</i>	117
	<i>Further Reading</i>	123
	<i>Index</i>	131