

# The Discouraging Leader

Two of the strongest types of motivation are the affiliation motive and the achievement motive: the employee needs to belong to a group and he needs to achieve something-attain some kind of success.

Let's say you have an employee named "Joe" who needs to belong to a group and to achieve. He's above average in intelligence, ambition, loyalty and productivity. While you can motivate him in various ways, you could also do things that would have a reverse effect.

## Leadership Backwards

In approaching leadership backwards we might say . . . how could we best go about discouraging Joe? Choose from among the following options.

One: Never tell Joe how well he is doing.

Two: Ask him questions about what he does and how he does it.

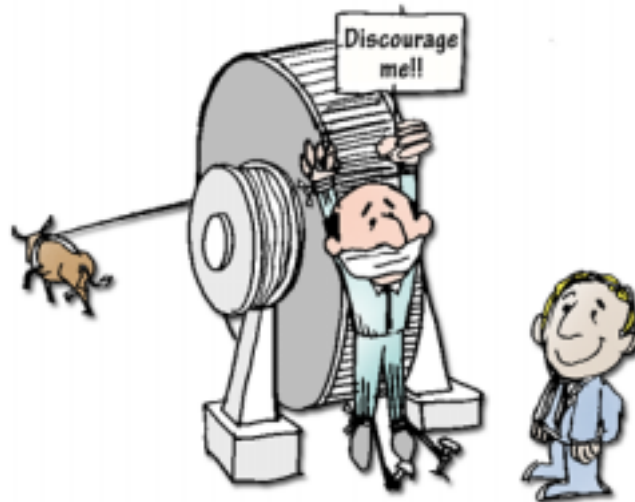
Three: Assign him a more challenging work that requires more time or effort.

Four: Make him account for every minute.

Five: Utilize a combination of Numbers Two and Three.

Six: Try tactics one and four.

Remember, this is reverse motivation. We want to



discourage Joe. Now try to select one of the six options within 15 seconds. Ready?

(Pause 15 seconds)

All right. Withholding praise and news of his progress will never give anyone a lift. Still, an ambitious employee could probably get over Number One.

Number Two? No, asking him

about his work shows interest on your part-that should motivate him.

Three is wrong-if he's ambitious; he won't resent challenging assignments and working a little harder.

Four? Frequent checking on an employee could bother him -still, Joe is above average.

Not Five - expressions of interest and challenging assignments are stimulants to the better employee.

We pick Number Six. Never knowing where you stand and feeling you're under constant observation is about the most discouraging situation we can think of.

On the subject of employee motivation, all leaders or future leaders should know that actual surveys have shown that employees usually rank being appreciated, feeling in on things and getting understanding for personal problems ahead of such considerations as job security and good wages.