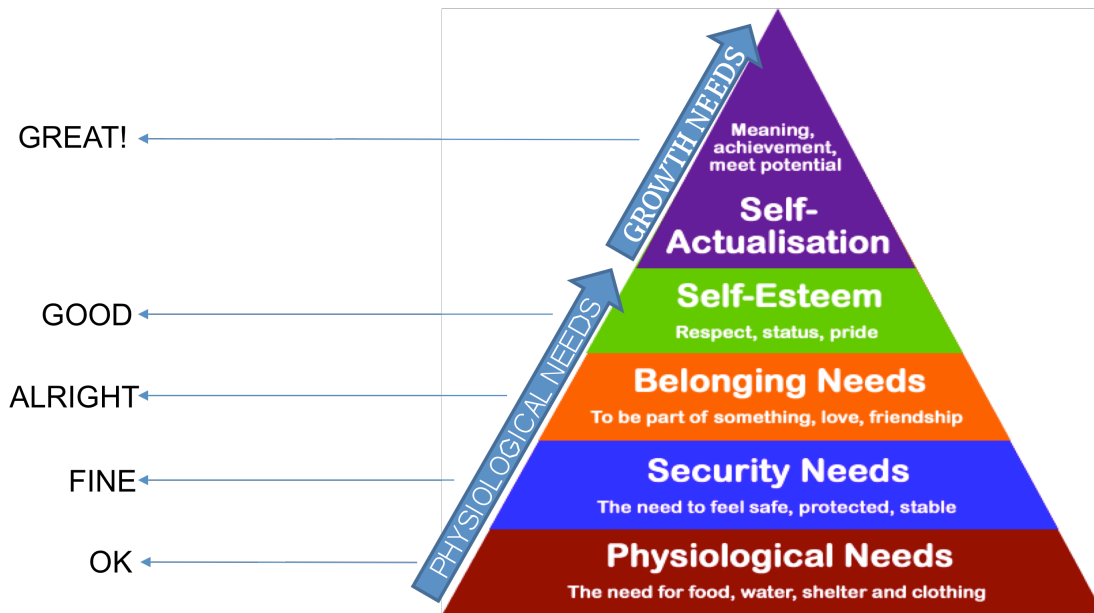


## Learning & Development - Motivation

<b>WHY</b>	<p>Motivating oneself and more importantly being able to motivate others, in the workplace, is key to success in any industry.</p> <p>In this short course, we will study two theories that will allow us to better understand how motivation works and crucially what to do to concretely motivate our employees (and ourselves) to perform better.</p>
<b>WHO</b>	<p><b>Audience:</b></p> <ul style="list-style-type: none"> <li>- Hospitality professionals of all levels</li> <li>- Anyone curious about people management</li> </ul> <p><b>Facilitator:</b></p> <ul style="list-style-type: none"> <li>- Self-learning</li> <li>- Managers of all levels</li> </ul>
<b>WHAT</b>	<p><b>Content includes:</b></p> <ul style="list-style-type: none"> <li>- Theory 1: Hierarchy of Needs by Maslow</li> <li>- Theory 2: Golden Circles by Simon Sinek</li> <li>- Activities</li> </ul> <p><b>Content length:</b></p> <ul style="list-style-type: none"> <li>- Approximately 45 minutes in this section</li> </ul>
<b>HOW</b>	<p>1<sup>st</sup> Read content and select what you believe to be useful for you/your team</p> <p>2<sup>nd</sup> Decide what element you/your team will apply and make a plan</p> <p>3<sup>rd</sup> Set a deadline for application to be reviewed</p> <p>4<sup>th</sup> Review results, amend methods according to specific needs and apply again until satisfied</p>
<b>PLUS</b>	<p><b>Internal resources:</b></p> <ul style="list-style-type: none"> <li>- The course on Team Work will dramatically help you/your team to implement systems and techniques taught in this section, as it will enable you/your team to understand yourselves and how to better interact with one another</li> </ul>

## Theory 1 – Hierarchy of Needs - Maslow

**Maslow's hierarchy of needs** is a theory in psychology proposed by Abraham Maslow in his 1943 paper "A Theory of Human Motivation" in *Psychological Review*.



The idea is that while people aim to meet basic needs, they seek to meet successively higher needs in the form of a hierarchy.

The first four levels (lower-order needs) are considered *physiological needs*, while the top level is considered *growth needs*. The lower level needs need to be satisfied before higher-order needs can influence behaviour.

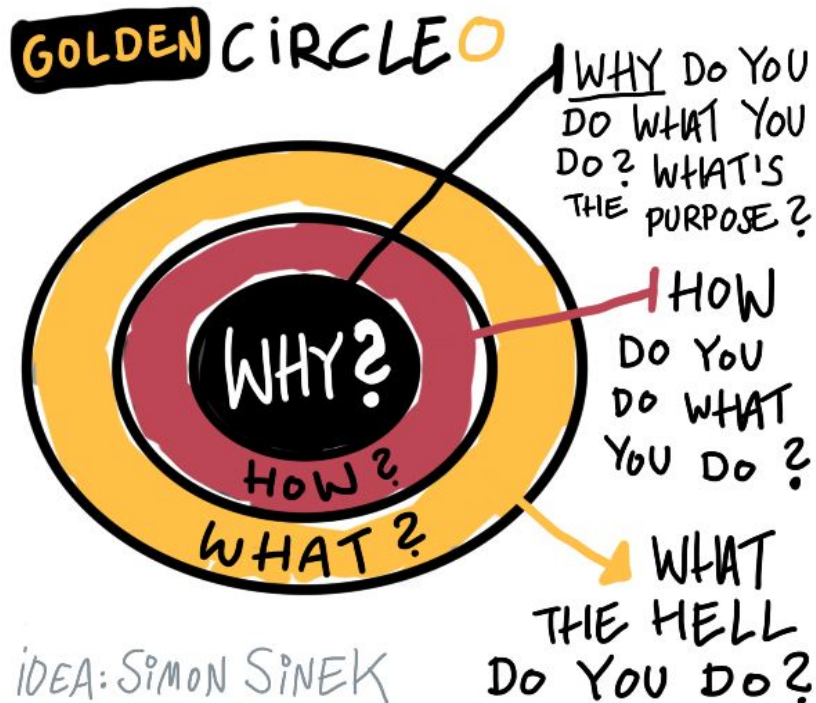
- Physiological needs: One needs to sleep, eat and drink in order to be able to work. So no break, no food, no water, no sleep = no happiness
- Security needs: One needs to feel safe at work, so they feel happy. Safe with contract, environment, conditions, ect...
- Belonging needs: One needs to have a good working relationship with peers to feel happy to come to work. Everybody at work ate you = you are not happy
- Self Esteem: One needs to feel appreciated and trusted in order to feel good about themselves. Praised + recognition = self esteem = happy
- Self actualisation: When your work and career are making a sense to you. It's not just the money that pays the bill. It is the passion that drive your life. The job that satisfy you because it gives you what you emotionally and psychologically need/want

Self actualisation is key to happiness, according to Maslow, as it the only stage at which people are motivating themselves, set their own goals, and do not need anyone to make them happy anymore

## Theory 2 – Golden Circles – Simon Sinek

Simon Sinek is a British/American author, motivational speaker and marketing consultant. He is the author of four books including the 2009 best seller *Start With Why: How Great Leaders Inspire Everyone to Take Action* (2009). Simon Sinek argues that, to reach the Self-Actualization level, one needs to know:

1. What he is doing?
2. How to do it?
3. Why he is doing it?



For example: Apple products are not the best, they are more expensive and not always better designed than competition but hundreds would sleep over night in front of their stores and queue for hours to pay more when new iPhones come out... and never for any other computer/phone company! Why? Because their approach to marketing is reversed to everyone else. They start telling WHY you should believe in them, as a company. *"We disrupt the status quo, we think differently (WHY). Here is how: by designing beautiful computer. Here is what we do: make iPhones. make Macs...."*

In essence, team members are expected to do what they are told, without challenging anyone... which is actually a mistake. Staff should challenge management decision, processes/procedures by asking us WHY things need to be done a particular way. They are the one doing it. They need to understand why. They need to agree with why, otherwise they will only go to do it NOT BE PUNISHED... and then start finding ways of not getting caught when taking shortcuts... or find excuses. And there always is an excuse and there always is a shortcut. The only way to ensure people will not take shortcuts, is to make sure they know WHY they should not.

## Activities

**Briefing** – pick a topic that you would communicate with your team during a briefing and work out how you could start with why rather than just telling them what to do (For example: corridors in LG must be cleared at all times or allergens matrix must be filled accurate and available at all times or shirts must be clean and ironed at all times...)

**Training** – pick a topic that you would communicate with your team during a training and work out how you could start with why rather than just teaching people what to do  
(For example: this is how we open a bottle of champagne OR this is how we make Hollandaise Sauce OR this is how we greet customers...)

**Feedback** – pick a topic that you would give feedback on and work out how you could start with why rather than just telling people off.  
(For example: they have not recorded temperatures this morning OR they have not smiled during the service OR they have not place the order properly on the system...)

**Conversation** – pick a topic that you would like to talk about and work out how you could start with why rather than just expressing your opinions.  
(For example: you don't believe we should sell fur in the store OR you believe you go further with recycling at Selfridges OR you don't think we should play rock music during lunch service...)

**Coaching** – pick a topic to coach a team member with and work out how you could start with why rather than just giving them advises.  
(For example: a team member needs to improve his communication skills and learn how to interact with colleagues in a more positive way)

**Meeting** – pick a topic that you would discuss during a meeting and work out how you could start with why rather than just expressing your opinions.  
(For example: you don't believe our Press and Marketing campaigns are efficient at selling our restaurants OR you believe we should run event externally OR you don't think our processes in terms of wastage recording are up to scratch...)