

Motivation



Nohria, Groysberg, Lee 2008		Hay Group 2007/8?		Kersten		McClelland 1961		Herzberg 1968	
Intrinsic	Extrinsic	Intrinsic	Extrinsic	Intrinsic	Extrinsic	Intrinsic	Extrinsic	Intrinsic	Extrinsic
Drivers		(Needs)			Management activities	Needs		(Needs)	Hygiene factors
to acquire (rewards & experiences)						for achievement		sense of achievement, recognition for work, advancement & personal growth	KITA
to bond					away days, off-site trips, culture-change programmes	for affiliation			
to comprehend (meaningful work)								the work itself	
to defend (fair play for all)			(Manager incompetence)					advancement & personal growth	pay, office environment
		for authority to take decisions				for authority and power		responsibility	